



STRATEGIC FRAMEWORK

September 2017

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INTRODUCTION

Together, AIANY and CFA are a unique force in the New York City architectural ecosystem, and they are invaluable to each other: CFA's educational initiatives and programming are strengthened because of AIANY's direct engagement with architectural professionals, while AIANY benefits from CFA's role as a platform through which to engage the public.

To identify the strategic goals, objectives and tactics that will ensure AIANY and CFA's success and growth over the next five years, LaPlaca Cohen collaborated with an internal Steering Committee comprised of leadership and senior staff members from both organizations to formulate a Strategic Framework that will form the foundation for a forthcoming Strategic Plan.



STEERING COMMITTEE

AIANY

Guy Geier, FAIA

Carol Loewenson, FAIA

David Piscuskas, FAIA

For CFA

Thomas Krizmanic, AIA

Sharon Liebowitz

Tomas Rossant, AIA

Staff

Jesse Lazar, Senior Director of External Affairs

Suzanne Mecs, Hon. AIANY, Managing Director (AIANY)

Ben Prosky, Assoc. AIA, Executive Director



STRATEGIC GOAL

The overarching strategic goal defines a shared vision for AIANY and CFA's collaborative evolution and growth, while building on each organization's distinct roles to serve both the architectural profession and the public:

Together, AIANY and CFA will work to advocate for a more engaging and responsible environment for all who create and experience architecture.

CFA will become the most compelling, relevant, and open place to learn about architecture and urbanism in NYC.

AIANY will cultivate a New York architectural community that is adept, influential, and just, empowering its members to work at the apex of their abilities.



STRATEGIC GOAL: REASONS TO BELIEVE

“Together, AIANY and CFA will work to advocate for a more engaging and responsible environment for all who create and experience architecture.”

- Through direct action, dialogue, and didactics, AIANY and CFA work together to better understand and improve the urban environment.
- Civic/social betterment and beautification through architecture is compelling to both public audiences and emerging architects.
- AIANY and CFA are positioned to gather engaged professionals and an informed public to bring the highest integrity to NYC’s built environment.



STRATEGIC GOAL: REASONS TO BELIEVE

“CFA will become the most compelling, relevant, and open place to learn about architecture and urbanism in NYC.”

- From Archtober to K-12 education, CFA has an important public-facing legacy to build and expand upon.
- An informed public is the most powerful tool NYC architects have in furthering the esteem, and success, and impact of the profession.
- CFA has the opportunity to be the primary venue for architectural exhibitions and events in NYC.



STRATEGIC GOAL: REASONS TO BELIEVE

“AIANY will cultivate a New York architectural community that is adept, influential, and just, empowering its members to work at the apex of their abilities.”

- From membership to committee participation to design awards, AIANY offers an invaluable network of learning and recognition for NYC architects.
- As the preeminent professional organization for architects in NYC, no other entity is better positioned than AIANY to push the industry forward in both architectural ethics and innovation.
- AIANY’s stakeholders—its members and potential members—join with the expectation that AIANY employs the highest level of advocacy for the profession.



STRATEGIC FRAMEWORK: AT A GLANCE

STRATEGIC GOAL

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OBJECTIVES: AIANY & CFA

1. Become an interdisciplinary convener to foster new ways of thinking and working.
2. Improve the livability of the built environment for all New Yorkers.
3. Create a “blended” organizational structure for AIANY and CFA, with CFA as the public face of both organizations.

OBJECTIVES: CFA

4. Engage architects and the public in civic assembly.
5. Increase CFA’s public audience.
6. Increase public awareness of CFA.

OBJECTIVES: AIANY

7. Empower architects through career advancement.
8. Actively welcome and support young architects.
9. Foster greater empathy and improved internal culture within the architectural profession.





Objectives:
AIANY & CFA



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- 1: Become an interdisciplinary convener to foster new ways of thinking and working.
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Objective 1: Become an interdisciplinary convener to foster new ways of thinking and working.

Tactics:

- 1. Host think-tanks and forums with guest speakers.**
Convene distinguished professionals to discuss issues affecting the profession with an outcome-focused approach.
- 2. Engage educational institutions and community organizations as active partners.**
Set goals and define metrics for success in collaboration with partner organizations in order to achieve maximum impact.
- 3. Recruit professionals in other fields to join committees.**
Bring textured perspective and nuance to an architects'-only point of view by incorporating external voices as part of committees.
- 4. Foster greater cooperation and learning opportunities between NYC-based architects and counterparts, both at home and abroad.**
Create an international residency/exchange program, and forge partnerships between NYC architects and non-urban communities in New York State.

Objective 2: Improve the livability of the built environment for all New Yorkers.

Tactics:

1. Focus AIANY's advocacy role on ethical urbanism.

Serve as the moral compass for the profession, and develop policies around issues that impact society at large, e.g. environmentally-friendly building practices, affordable housing, zoning, energy use, climate change, waste management, etc.

2. Address critical issues head-on by taking a timely and public stand.

Lead the charge in debates surrounding major building projects and policy-making around climate change and environmental resiliency.

3. Empower and incentivize AIANY committees to take action.

Encourage committees to go beyond their role as think tanks; recognize and award exceptional work done by committees.

4. Foster a close working relationship with the city.

Provide local government officials and not-for-profit organizations with the guidance they need to affect change.

5. Promote architects running for office on local community boards.

Build on the current hunger to engage in positive civic action with tangible results.



Objective 3: Create a “blended” organizational structure for AIANY and CFA, with CFA as the public face of both organizations.

Tactics:

- 1. Implement equal term lengths of 2 years for both AIANY and CFA presidents.**
Ensure consistency of vision and leadership across both organizations.
- 2. Limit the number of AIANY and CFA board meetings per year.**
Reduce the administrative burden for board members by reducing the number of AIANY board meetings from 12 to 6, and the number of CFA board meetings from 6 to 4 per year.
- 3. Have the CFA president serve on the AIANY Board and ExCom.**
Establish an equitable division of leadership responsibility and oversight.
- 4. Evolve the current Director of Exhibitions and Programs portfolio.**
Bolster the responsibilities of the Director of Exhibitions and Programming in order to increase curatorial control and congruity around exhibitions and events, and use these to build bridges programmatically between the organizations.
- 5. Form a more concentrated and focused AIANY board, with an exclusively professional (not public) purview.**
Focus the efforts of the AIANY board on matters related to its role as a professional organization, with an emphasis on member value and advocacy for the profession.





Objectives: CFA



Objectives: CFA

4: Engage architects and the public in civic assembly.

5: Increase CFA's public audience.

6: Increase public awareness of CFA.



Objective 4: Engage architects and the public in civic assembly.

Tactics:

1. Program open events where the public can review and provide input regarding NYC-wide architectural projects.

Foster a sense of partnership between the profession and the public in planning and designing the urban environment.

2. Host workshops, town hall meetings, and debates related to pressing issues that affect both the public and profession.

Position CFA as a platform where both audiences can give voice to their concerns and beliefs by creating opportunities to engage with topics that both audiences have a stake in (e.g. zoning, energy efficiency, and resiliency).

3. Actively invite members of the public to work on specific projects.

Allow the public to help formulate policy and action steps on issues that affect society at large.

4. Develop a “citizen advisor” initiative.

Create a mechanism for New Yorkers to provide crucial insight to architectural professionals about their communities and neighborhoods.

5. Create a regular audience feedback loop.

Engage the public to provide feedback on CFA programs, exhibitions, content, and events through exit interviews or surveys.

Objective 5: Increase CFA's public audience.

Tactics:

- 1. Address current issues through a hyper-responsive exhibitions program, helmed by guest curators.**
Engage curators or intellectuals with an existing following to utilize one of the CFA gallery spaces as a devoted “lab,” where exhibitions continually rotate to address topical issues (e.g. the humane design of transient spaces for refugees).
- 2. Develop site-specific educational programs for underserved youth.**
Utilize the city as classroom, where students reimagine the design of their communities.
- 3. Offer architectural tours that illuminate specific urban and design histories and futures.**
Expand the current tour offering in order to appeal to more targeted or niche interests like art deco, brutalism, or tall buildings.
- 4. Create participatory programs for the public to engage with architecture.**
Offer not only lectures, but hands-on classes, where public audiences can learn both the practical and poetic aspects of architecture, from drawing to home renovation tips.
- 5. Organize exclusive studio visits with well-known architects.**
Give audiences a behind-the-scenes perspective on the profession.

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Objective 5: Increase CFA's public audience.

Tactics:

6. Build out resource and hospitality offerings to become a defined public space and destination.

Encourage lingering, repeat visitation, and convening by designing a more open and inviting seating area; integrating a coffee shop, bar, or store; or creating a library of scholarship and resources on architecture, design, and urbanism.

7. Include education and interpretation specialists as part of the curatorial team.

Add tangible expertise in creating “ways in” for the public, both in CFA exhibition spaces and in digital environments with a broad public reach, such as online courses through Coursera or Kahn Academy.

8. Develop free digital tools for research and discovery.

Reach a wider audience beyond the walls of the CFA, e.g. an architectural app, or a Google Art Project for architecture.



Objective 6: Increase public awareness of CFA.

Tactics:

- 1. Lead with CFA's mission as its marketing, communicating the organization's values and beliefs with crystal clarity.**
Re-introduce CFA to the cultural world and inspire audiences by taking a stand about who you are and what you believe.
- 2. Articulate the power of architecture to improve lives.**
Make explicit the value of CFA's programs by connecting the dots for audiences, e.g. architecture/urbanism's role in daily public life.
- 3. Create a litmus test for all communications and content to ensure legibility to the public.**
Avoid "insider" architectural language in public communications and content.
- 4. Implement increased joint programming and cross promotion with likeminded organizations.**
Build CFA's audience base through the cross-pollination of audiences.
- 5. Bolster advertising and marketing efforts with a new campaign.**
Create greater awareness and familiarity with CFA's brand and offerings.





**Objectives:
AIANY**



Objectives: AIANY

7: Empower architects through career advancement.

8: Actively welcome and support young architects.

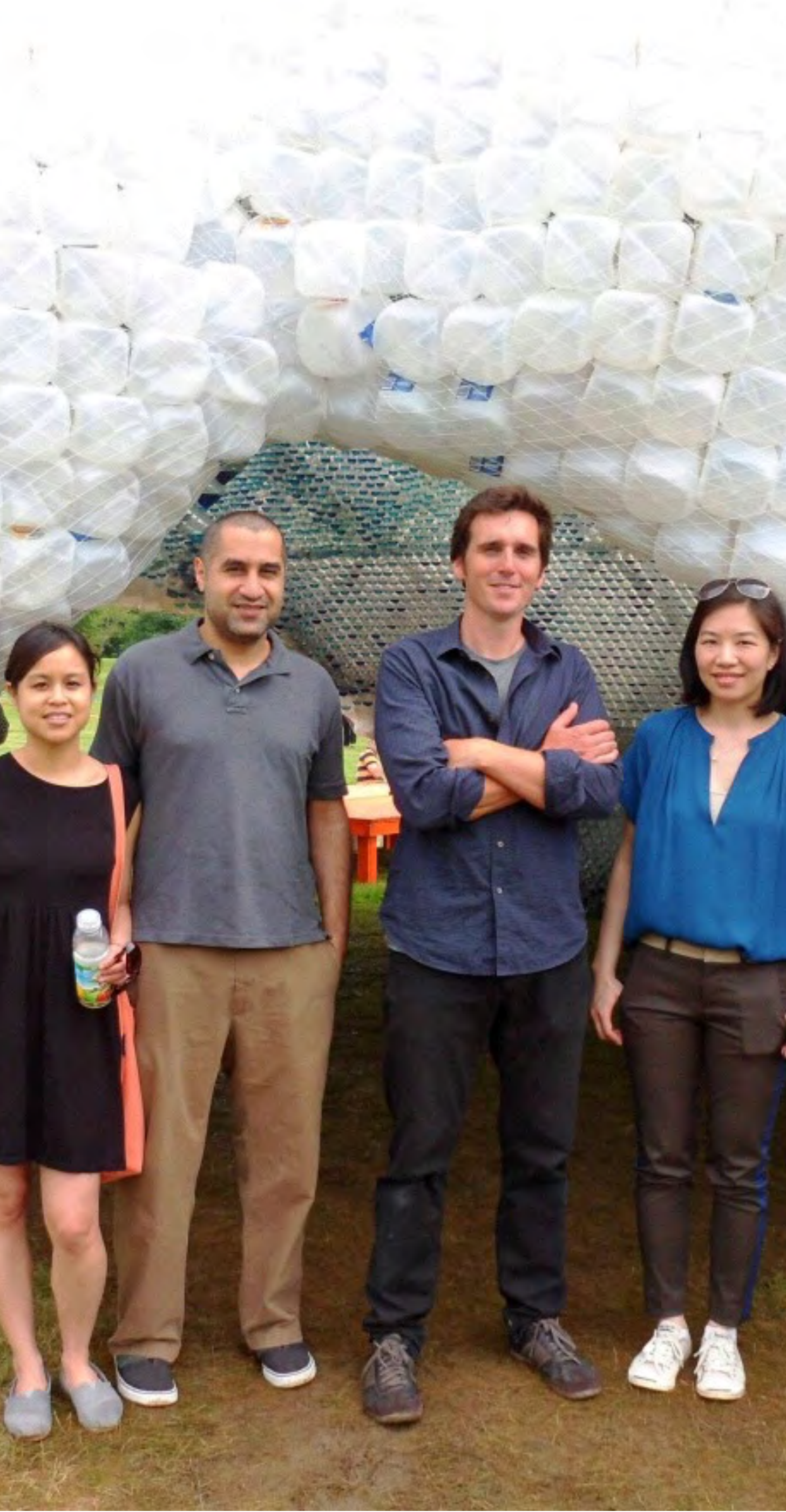
9: Foster greater empathy and improved internal culture within the architectural profession.

Objective 7: Empower architects through career advancement.

Tactics:

- 1. Promote the professional development benefits of AIANY membership.**
Provide access to professional resources: support, career advancement opportunities, and industry trends and happenings.
- 2. Run business workshops and classes for architects and allied professionals.**
Partner with NYC MBA programs.
- 3. Provide practical tools, training, and resources for members to experiment with new technologies.**
Offer architectural professionals access to hands-on learning and work stations equipped with new technologies, such as 3D modeling or architectural and design software.
- 4. Use programming to showcase innovative NYC work.**
Position NYC as the “first city of the architectural profession” by focussing on the boundary-pushing work of the city’s architects and firms.
- 5. Empower committees to build out quantitative and qualitative research capabilities through seminars and white papers.**
Conduct research on key issues in the architectural industry specific to NYC in order to better advocate for the profession and to incubate cutting-edge thinking that will drive the profession forward.





Objective 8: Actively welcome and support young architects.

Tactics:

- 1. Offer reduced membership fees.**
Allow for subsidized or reduced membership fees for emerging architects, and/or eliminate the supplemental dues fee, as a way to address concerns around the cost of AIANY membership.
- 2. Expand onboarding and mentorship for new members.**
Provide new and emerging architect members with an architectural mentor.
- 3. Host portfolio reviews and workshops for young architects and members.**
Allow opportunities for emerging architects to get constructive feedback on their work from experienced professionals, and invite leaders in the field to teach hands-on workshops.
- 4. Host an architecture fair.**
Create opportunities for emerging architects and students to interact with professionals and learn about architecture firms.
- 5. Engage emerging architects on advocacy and policy issues.**
Involve emerging professionals as part of advocacy and policy-making efforts to ensure solutions also address issues specific to their demographic.



Objective 9: Foster greater empathy and improved internal culture within the architectural profession.

Tactics:

1. **Ensure that the AIAANY itself reflects inclusive values, representing a variety of backgrounds and perspectives.**
Make sure that programs and initiatives showcase a plurality of voices in architecture, urbanism and design, in order to foster a more diverse profession.
2. **Establish a grant program for under-represented populations in architecture.**
Provide support and career advancement to underprivileged minority groups and women.
3. **Host equity and inclusivity workshops for architectural professionals.**
Educate architecture firms on diversity best practices, in and outside of the field, and engage facilitators to conduct training in understanding race, power, and privilege.
4. **Host an open forum to explore profitability, productivity, and improved work/life balance.**
Gather members to continue to explore and find solutions for this profession-wide issue.
5. **Tackle gender equality issues.**
Develop programs and trainings to tackle issues of career advancement, compensation, and flexible hours/family planning.



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**CENTER FOR
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