



# **2018 Candidates for National Office: Questionnaire Responses**

## Candidate for 2019-2021 At-large Director

**Jessica Sheridan, AIA**  
**AIA New York Chapter/AIA New York**



1. *Tell us your views on promoting pay equity, gender equality and diversity inclusion in the profession and the Institute.*

We will benefit our communities and remain relevant in society if our profession reflects the diversity of those we serve.

Within the profession we need to diligently reflect internally on our firms' practices to ensure equitability. I believe financial transparency helps individuals understand their position in their firms. An evaluation of promotions -- particularly at the most senior-levels -- can help bring to light previously unrealized biases. We can provide flexible work hours, financial support to attend industry events, and empower staff to introduce new firm initiatives. Hosting a range of training sessions, from implicit bias to sexual harassment courses, will reinforce that we care about our employees. In return, our firms will benefit from their loyalty and commitment to our practices.

In the Institute, our AIA must be a role model to firms. We need to evaluate our boards of directors at all levels, and determine if we fully represent our aspirational make-up. If not, we need to initiate strategies to lead to a more diverse and inclusive future. We can create guidelines for equitable practices. We must continue to survey our members and collect and share stories so that we may learn and improve on current challenges. Outwardly, the AIA needs to continue to engage with children and communities who have never worked with architects to demonstrate our value and garner new enthusiasm for our profession. The AIA must also prioritize the recommendations for action that were published in 2017 by the Equity, Diversity, and Inclusion Commission.

2. *How would you approach the AIA's commitment to prioritizing sustainability throughout the Institute? We're especially interested in your views on materials transparency, the AIA 2030 commitment, carbon neutral and energy efficient design, resilience, and design and health.*

The most powerful impact that the AIA has had on my practice is through its Resilience Network. It is a network where resources are being shared about how to both build before, and rebuild after natural disasters occur. Coming from a city that was severely impacted by Superstorm Sandy, I have seen first-hand the value that we as architects bring to communities in need, and these shared resources are vital to our success.

After Sandy, AIA components in NY, NJ, CT, RI, and PA convened to strategize how we can build back better in our region. After Hurricane Harvey, our northeast components provided valuable information to AIA Houston to help their region rebound quickly. Similar exchanges have taken place in Puerto Rico

and throughout the West Coast. To have a professional network to ask questions, learn from other components, and share experiences is invaluable.

More broadly, the AIA can reinforce best practices and collect data on building performance. AIAU courses, the AIA 2030 commitment, and our Committees on the Environment are exceptionally qualified to do this. The AIA must also persist to advocate for green building codes, increased tax credits for sustainable practices, and more rigorous energy compliance regulations.

Climate change is the greatest social, economic, and environmental challenge facing the world today. It is our purview to protect the health, safety, and welfare of the general public. In practicing sustainable design, we can help mitigate against disaster and ensure a prosperous future.

*3. It has been argued that Emerging Professionals should be empowered at all levels of the AIA to step forward and take leadership roles within their communities and the organization. While this outcome has been urged as positive for both the profession and the AIA, there seems to be a disconnect between Emerging Professionals' passion and enthusiasm on the one hand, and resources available to support their participation on the other. Challenged by both financial barriers and limited autonomy of their professional schedules, the way these leaders will engage the AIA may look very different in the future. What can the AIA do to address this cultural shift among its future leaders?*

If the AIA and our Emerging Professionals collaborate to impress upon firm leadership that valuable professional experience is gained through active involvement, then firms will have a more vested interest in supporting participation. Firms will be willing to cover membership dues, cover costs of conferences, and provide EPs with the time off to attend Institute events (without taking vacation time or requiring them to make up the hours). In return, both our AIA and our firms will benefit, and our EPs will be empowered to lead us into the future.

Part of the reason why I became actively involved in the AIA when I first graduated from school is because I was given responsibility and leadership opportunities that were not yet available to me at work. It was with my Emerging New York Architects Committee, organizing an international competition, where I first engaged with local communities; organized schedules; budgeted a project; put together a public relations campaign; and curated a traveling exhibition. These “soft” skills helped me become a successful Project Manager at my firm. It was also because of my involvement with AIANY that my Executive Director called my firm’s principal and encouraged him to pay for my membership dues... which he gladly did after seeing my professional growth.

Emerging Professionals make up more than half of our membership. We must support them as they explore leadership opportunities in the AIA. We can do this if we create that solid case for the value of active involvement.

4. *The construction industry and engineering disciplines are widely seen as more effective at raising funds to lobby for issues that are important to them than we in the architecture profession are. What ideas do you bring as a candidate to ramp up funding to advocate for issues important to the profession, and then target the issues where our efforts can be most effective?*

It is true that other professional organizations in construction and engineering surpass the AIA in contributions to their Political Action networks. This is why it often feels that we are fighting an uphill battle in our advocacy efforts. However, our Political Action Committees are extremely active at all levels of the AIA. I believe that we have significant opportunities to partner with those other industries on issues where our combined efforts would help expedite legislation that would benefit us all.

Industry partnerships are beginning to form throughout our Institute already. AIA Pennsylvania has explored cross-disciplinary collaboration to establish continuing education requirements for professional organizations. AIA Kentucky has joined a QBS coalition with the American Council of Engineering Companies of KY to advocate for Qualifications Based Selection for public entities. When we were having difficulty in New York getting Good Samaritan legislation passed after Hurricane Sandy, we teamed with the NY Building Congress and the American Council of Engineering Companies to collaborate on an Emergency Responder Act. Rather than identifying these organizations as our adversaries, if we team together we are stronger.

Additionally, from extending statutes of repose, fighting deregulation of licensure, and advocating for updated green building codes, many components throughout the AIA are working on comparable advocacy issues. The State Government Network and our CACE representatives are key resources to make connections and share information among components. If we communicate lessons learned, both our successes and failures, our advocacy efforts will be more efficient and effective.

5. *The role of the architects is evolving as we are challenged to become more engaged thought leaders and creative problem solvers. From community advocacy to developing new technologies and innovative approaches to project delivery, design thinking is being used to respond in original and innovative ways. As the profession responds to the challenges of an increasingly complex world, what specific actions would you recommend the AIA take to encourage members to boldly embrace the role of innovator?*

While we are strong designers, problem solvers, collaborators, and community advocates, architects are often slow to adopt new technology. We could better position ourselves in the industry if we partner with software companies to develop programs that would help us be more effective. If programs were specifically tailored for us and by us, we could streamline production and spend

more time with our clients working through design problems. We could maximize our creativity and engage in research and development. We could better serve communities by providing them with a more customized and personal experience.

On the Strategic Council Emerging Technology working group last year we made two recommendations to the AIA that I believe would encourage members to boldly embrace the future. I would like to see both proposals come to fruition. First, we recommended funding a major grant program for firms that are developing cutting-edge research and development in new technology. This technology would become a resource for all members to implement in their firms. Second, we proposed creating an Emerging Technology Incubator to be a testing agency for new software. Individuals on this task force would test new programs before they are on the market and create reports outlining the best uses for our work. As a result, members could evaluate if a new program would be useful to their firms.

Innovation comes in many forms. The AIA can help firms become more efficient so they may make the space and time to find vision and inspiration.

6. *What is one effective strategy that would influence the education of architects to integrate design, sustainability, adaptability and resilience into the design studio?*

Community service.

Beyond the science and technology of sustainability and resilience, our designs depend on long-term returns on investment. For that ROI to be most effective, the communities served by our designs must adopt sustainable practices, as well -- whether it's an interior workspace or a neighborhood master plan. Often one barrier that we as architects face is an inability to fully communicate to our clients how to best use and maintain our buildings.

If our students are encouraged to engage with the public, they will both begin to learn important communication skills and grow the empathy required to serve future clients. One of the most successful examples is Auburn University's Rural Studio. This program gives students a hands-on educational experience while directly assisting an underserved population in rural Alabama. Students see first-hand how individuals are positively impacted by design, and this altruism carries through into their professional careers. They are truly better equipped to talk with clients about architecture. In return, the public gains an appreciation for how architecture can positively impact their lives.

Whether serving meals at a food kitchen, or working within a community to activate an abandoned parking lot, I believe that volunteering, even for a few hours, can profoundly impact how we connect with the general public. As a result, our students will be empowered to advocate better for sustainability, adaptability, and resilience.

*7. With changes in Institute and component governance, and the changing landscape of the profession, what is your strategy to support and expand the pipeline and continuity of the leadership agenda in the AIA?*

We need to foster the future generation of leaders in our Institute to stay relevant in society. These leaders need to be inquisitive, inclusive, and empowered to challenge the status quo. The make-up of our boards must reflect our aspirational representation. To do this, the AIA must pursue outreach, training, and mentorship.

Some components have taken steps to initiate change that I feel the AIA can expand upon. AIA Florida and Pennsylvania, for example, have established strategic councils to engage with a broad group of members who may have not previously sat on local boards. This provides a larger pool of candidates for future open positions. Leadership programs, from AIA DC's Christopher Kelley Program to Oklahoma's Leadership AIA, enhance leadership skills for participants in firms, in the AIA, and within communities. The Young Architects Forum and National Associates Committee are staunch advocates for emerging and allied professionals providing leadership training and fostering inclusiveness.

Our current leaders also must look beyond our membership to architecture schools and K-12 education. If we can inspire students of all ages to dream of becoming architects and stewards of the built environment, we will be able to depend on them to ensure our AIA will prosper. If there is any indicator, the Recent March for Our Lives rallies demonstrated the power and energy of students when they assemble around an issue. I would love to see the same passion and strength around challenges in the built environment coming from our future generation of architects.

## Candidate for 2019-2021 At-large Director

**Rob E. Walker IV, AIA**  
**AIA Birmingham/AIA Alabama**



*1. Tell us your views on promoting pay equity, gender equality and diversity inclusion in the profession and the Institute.*

To adequately address the inequities of our profession and institute, we must develop a multi-pronged strategy which includes inspiring future architects, establishing a studio culture, firm culture and better educating the construction industry.

- **Inspiration**

The promotion of equity, diversity, and inclusion in our profession must begin with our children. We have the opportunity to impact the K-12 age group by teaching them anyone has the potential to become an architect. We must aggressively demonstrate that our profession is within every child's reach. Several programs promote our profession through outreach with children and local school systems. We should catalog these initiatives, connect our current professionals and encourage support to elevate the understanding of architecture and architects. A broader vision of design, as well as an understanding of what architects contribute to society as a whole, can create a healthy foundation for inspiration.

- **Schools of Architecture**

The foundation of our profession is established in the Schools of Architecture. We must instill a positive, diverse, and collaborative studio culture. A healthy and collaborative learning environment will positively impact our profession.

- **Firm Culture**

Our values and ideals regarding equity, diversity, and inclusion must be imparted as integral to the sustainability of architectural practice and firm culture.

- **Construction Industry**

The construction industry holds the possibility for the most significant strides, as male leadership is highly predominant. We must demand the respect of our design professionals regardless of age, gender, race or any differing characteristic. If we help establish an equitable, diverse and inclusive construction industry, it will strengthen the relevance our profession.

*2. How would you approach the AIA's commitment to prioritizing sustainability throughout the Institute? We're especially interested in your views on materials transparency, the AIA 2030 commitment, carbon neutral and energy efficient design, resilience, and design and health.*

It is our responsibility as a profession and organization to **lead** in the stewardship of our natural resources and to build smarter. Historically we have let others take the lead in various aspects of sustainability, and we have supported and followed. **Climate change** is at the core of our sustainable mission, and to that end, resilience should be our focus. We need to take ownership and be leaders in developing **resilient strategies and solutions**. While positive attitudes towards material honesty, energy efficiency, and sustainability have become more mainstream, there is work to be done to bring resilience into the same light. Being leaders and educating the public as to how resilience can **positively impact our communities** should be priority one.

Regarding materials transparency, an AIA task force has provided a [detailed white paper](#) outlining numerous pros and cons. But its progress has not reached farther – we need new leadership on this issue to take development to the next level. Next, we need to develop better methods that integrate sustainability into our practices which make business sense to architects, and their clients. There is a practicality stigma that small firm practitioners struggle applying sustainable strategies.

We must continue to be leaders providing the highest level of possibilities as to how to develop successful strategies in resilience, adaptability, energy efficiency and sustainability in the face of one of the most critical issues of our time – **Climate Change**.

*3. It has been argued that Emerging Professionals should be empowered at all levels of the AIA to step forward and take leadership roles within their communities and the organization. While this outcome has been urged as positive for both the profession and the AIA, there seems to be a disconnect between Emerging Professionals' passion and enthusiasm on the one hand, and resources available to support their participation on the other. Challenged by both financial barriers and limited autonomy of their professional schedules, the way these leaders will engage the AIA may look very different in the future. What can the AIA do to address this cultural shift among its future leaders?*

I wholeheartedly agree that our leaders of tomorrow will engage our membership in different ways than we currently do. Our profession and institute are in the midst of a generational shift in the workforce for which we have not adequately prepared. There are several strategies I think the institute should develop to nurture our future leaders.



First, **involve** Emerging Professionals in the process. They need to contribute to the solutions that will impact how they engage the institute and its members.

Second, we must provide tools to help firms transform their culture's belief that leadership within your profession not only broadens the horizons of their employees but adds value to their business. **Engaging the Community should be our message.** In the age of hyper-connectedness and the increasing improvement of communication platforms, you can work anywhere anytime. The flexibility of time and location to successfully contribute to the wellbeing of a firm can better provide leadership opportunities, but we must develop a **firm culture** built around this reality. We must evolve so we can offer a **relevant** institute to Emerging Professionals.

Last, we need to provide tools for Emerging Professionals to learn about various leadership opportunities, expectations, and skills. A **robust online training** program is vital to the engagement of the younger generation to cultivate leadership development which fits their schedule. We do not currently have this and need it - now. We need to develop a mantra of **learning, to serve, to lead** from anywhere and anytime.

*4. The construction industry and engineering disciplines are widely seen as more effective at raising funds to lobby for issues that are important to them than we in the architecture profession are. What ideas do you bring as a candidate to ramp up funding to advocate for issues important to the profession, and then target the issues where our efforts can be most effective?*

The power of our collective voice can be directly tied to the effectiveness of our PAC and the message we can provide. The key to telling our story and delivering a message to legislators is the understanding of **commitment**. Yes, the overall PAC value is essential, but the ability to communicate that our members are committed is critical. We must adopt the opt-out approach during our membership renewal process. The successful member associations do this with beautiful results. A nominal rider to our membership fee as a PAC contribution is essential to the success of our influence. The member can choose the amount that they feel is appropriate, as it is not necessarily the amount that is important, but the commitment. I have helped personally raise thousands of dollars for the PAC in recent years with that very message.

First, we need to ensure our membership fully understands that AIA National PAC donations are for federal issues. There is frequent confusion, especially with new state leadership (which is cyclical) that a PAC donation is not for their State PAC. We must better and more consistently **educate** our membership. Next, we should **partner** with like-minded associations on crucial issues as our future success lies in our willingness and success to **Collaborate**. Lastly, we must target problems that impact the business of architecture. When you are looking out for the financial well-being of our

membership, you will have a more significant impact and response from those members – i.e., the recent tax legislation.

*5. The role of the architects is evolving as we are challenged to become more engaged thought leaders and creative problem solvers. From community advocacy to developing new technologies and innovative approaches to project delivery, design thinking is being used to respond in original and innovative ways. As the profession responds to the challenges of an increasingly complex world, what specific actions would you recommend the AIA take to encourage members to boldly embrace the role of an innovator?*

As architects, we are uniquely trained to solve problems creatively. Schools of architecture are superb at teaching students how to think. We have always known we possess a particular skill set in how we approach problem-solving and working through complicated issues. It is only recently in our current pop-culture that this has been branded as “**Design Thinking**.” We should own this space instead of being merely casual participants. We have not fully grasped the opportunities and potential we have in our profession. Architecture styles are transient, and as the construction industry becomes increasingly complex, this can result in our services being eroded each day by others that see an opportunity to fill a gap in the process. The one thing that has remained constant is our **creative** ability to address the issues before us. If we decouple Design Thinking from architecture, we will have the opportunity to be **thought leaders** in multiple areas. Design Thinking is our most significant **asset** – we are moving from an industry of things to an industry of ideas. We will achieve more substantial exposure to the value of an architect and thereby provide **greater relevance** to our profession. There should be tools for members on how to apply design thinking in situations that are not related to architecture. It sounds odd to propose a strategy that ignores the “architecture” to architects, but I think it is essential to developing innovative thinking. We are so much more than bricks and mortar.

*6. What is one effective strategy that would influence the education of architects to integrate design, sustainability, adaptability and resilience into the design studio?*

I think most architects would like to integrate design, sustainability, adaptability, and resilience into their studios. The real impediment is not necessarily us, but our clients. Our clients need to understand the opportunities and value of these strategies better. We should provide a **communication platform** or set of tools that **empower** our members to educate our clients more efficiently. For instance, this could be a resource similar to the [AIA message book](#), an excellent tool outlining how to communicate with the public and clients about architecture titled “The Architect’s Voice: Advocating for our Profession.” We need a version that is tailored to the various strategies revolving around sustainability, adaptability, and resilience. We not only need a better understanding of how to communicate the benefits and opportunities but a clear incremental strategy to

implement. These could range from entry level elements that have little or no cost impact to a project that has a net-zero approach. There is a common myth in our industry with sustainability, adaptability, and resilience is that “It is all or nothing.” This approach can and should be incremental – we merely need the resources to **educate** our clients.

*7. With changes in Institute and component governance, and the changing landscape of the profession, what is your strategy to support and expand the pipeline and continuity of the leadership agenda in the AIA?*

### **Transparency**

We must communicate a clear path to leadership roles and opportunities within the institute and the associated expectations with each of those positions. The AIA has a culture of self-discovery to understand the process of becoming leaders within the institute. This process should be fully transparent and easy to navigate. There should be an easily attainable list of all the roles and opportunities and their expectations within the Institute at all levels, local, state, and national. I understand we have bylaws that outline the specifics for positions within the AIA, but many gaps in the leadership process are not communicated clearly to our membership nor do we educate the interested in the language of the bylaws. Our attitude historically has been one of the member’s responsibility to educate themselves on roles, opportunities, and expectations of leadership. We need to develop a balance of institutional knowledge and experience along with a fresh approach to make a volunteer organization successful. Volunteers have limited time and attention, which can be challenging to manage. We need to recognize that weakness and leverage the knowledge and talents of those that commit to lead. There is a growing apathy with smaller components as leadership roles have become stale from the same devoted professionals trying to maintain their components’ relevance. We need to provide those career volunteers the **support** they need and the **tools** to pass the torch to the next generation.

## Candidate for 2019-2021 At-large Director

**James Wright, FAIA  
AIA Washington DC**



1. *Tell us your views on promoting pay equity, gender equality and diversity inclusion in the profession and the Institute.*

As a partner in a 500-person firm with multiple offices, I confront issues of equity, diversity and inclusivity every day. And every day we are making serious efforts to address discrimination and imbalance; this is for the good of the firm. I conclude that, as a profession, we must start with pre-college schooling. That is where interest in architecture begins, and we have to make our profession more accessible to under-represented populations.

Like other professions, we are trying to move beyond reactionary gestures and identify and confront root causes. As an Institute, we must apply sanctions for any transgressions of policies that are already in place. Wrongdoing must have consequences, and that is the work of our National Ethics Council. We also need to set policies where there are none, including for complicity in ignoring issues, or simply looking the other way.

Firm owners have different perceptions from employees, just as gender affects views and experiences. Large firms and small practices face different challenges. The AIA is perfectly positioned to champion positive transformation in firms, and to support all members who face career development constraints.

We are making some progress on these fronts, and groups such as the Young Architects Forum are rolling out well-conceived initiatives. We can do much more. I support immediate measures that go beyond talk and produce measurably improved outcomes.

2. *How would you approach the AIA's commitment to prioritizing sustainability throughout the Institute? We're especially interested in your views on materials transparency, the AIA 2030 commitment, carbon neutral and energy efficient design, resilience, and design and health.*

As a Board Director, I will support efforts to move sustainable design from accessory and optional to integral and required. While progress has been made in recent years to make sustainability more important in AIA design awards programs, it can be argued that many of the measures are still relatively light or even vague. Let's integrate the AIA Committee on the Environment (COTE) criteria into *all* awards programs to clarify the desired performance

metrics and reinforce sustainability and resilience as critical components to every project.

I believe that climate change is a very real threat to our society. The AIA must build increased awareness of the urgency of resilient planning and building design policies coupled with education on practical implementation to mitigate the impact of climate events.

Let's better equip our members to advocate for resilient policies and community-oriented practices to broaden the public influence that architects have in shaping the environment. We don't need more mile-wide/inch-deep discussion; we need member "ambassadors" capable of linking the many elements and engaging policy makers. The most effective awareness and education is not at once-a-year conferences—it's at the AIA component level where there's an army of passionate, willing professionals, many of whom are younger voices and who all would benefit from centrally-managed resources.

*3. It has been argued that Emerging Professionals should be empowered at all levels of the AIA to step forward and take leadership roles within their communities and the organization. While this outcome has been urged as positive for both the profession and the AIA, there seems to be a disconnect between Emerging Professionals' passion and enthusiasm on the one hand, and resources available to support their participation on the other. Challenged by both financial barriers and limited autonomy of their professional schedules, the way these leaders will engage the AIA may look very different in the future. What can the AIA do to address this cultural shift among its future leaders?*

As a Board Director I will advocate for intensifying the priority assigned to addressing current disincentives to early career membership. Supporting emerging professionals in AIA and community leadership roles will benefit everyone.

First, we have to focus on getting a greater percentage of emerging professionals into the AIA, and from there we can encourage broader community service. The barriers are relevance and cost. The notion of competition for personal time—which I would maintain we *all* endure regardless of career stage—can be addressed by funding more national and component staff support to assist with some of the time consuming administrative tasks. As with anything in life: if the value is evident, the time will be made for it. It is up to us as AIA leaders to demonstrate that value.

My first-hand experience dealing with this challenge is through dialogue with my own young professional staff and the 40+ employment candidates I meet with annually, many of whom can be considered emerging professionals. In every employment interview I explore the candidate's attitudes towards licensure and AIA involvement; I also have a working son who is one year out of architecture school, and the effort to convince him of value in AIA membership was not insignificant.

The YAF and NAC are promising platforms with potential. I would support channeling more AIA staff support resources to these knowledge communities, including grants to help build the local networks as the greatest opportunity for successful engagement is at the component level.

4. *The construction industry and engineering disciplines are widely seen as more effective at raising funds to lobby for issues that are important to them than we in the architecture profession are. What ideas do you bring as a candidate to ramp up funding to advocate for issues important to the profession, and then target the issues where our efforts can be most effective?*

I am close to the organized political action funding discussion because Mattia Flabiano, III, AIA—one of my business partners—serves as the current Vice Chair of the ArchiPAC Steering Committee. We need to take steps to overcome the reluctance in our profession for group political engagement. The old guard mindset that architects are above lobbying for collective professional interests puts us noticeably behind our other AEC industry colleagues.

We must better educate our membership on *why* it is in our best interests to actively back candidates and legislation aligning with our values and benefitting us as practitioners, as taxpayers, and as representatives of the communities we serve. Working nonpartisan and within carefully prescribed legal limits, ArchiPAC is a means of amplifying our professional voice at the federal government level—yet currently only about one percent of members “opt-in” to donate to ArchiPAC through the annual membership renewal process. We need to demonstrate how ongoing challenges to the architect’s legal standing and threats to federal tax credits and advantages for research and development, energy efficient buildings, historic buildings, S-Corp partnership pass-throughs, etc. are worthy of organized advocacy.

I stand for reinforcing the importance of organized advocacy via some nominal level of financial support to ArchiPAC by changing *opt-in* to *opt-out* in the annual membership renewal process. This strategy stops short of making contributions to organized political affairs efforts mandatory, but will nonetheless move the needle in the amount of funds raised.

5. *The role of the architects is evolving as we are challenged to become more engaged thought leaders and creative problem solvers. From community advocacy to developing new technologies and innovative approaches to project delivery, design thinking is being used to respond in original and innovative ways. As the profession responds to the challenges of an increasingly complex world, what specific actions would you recommend the AIA take to encourage members to boldly embrace the role of innovator?*

Innovation through design thinking is what architects have always done—we are problem solvers by nature. It's what our professional education most adequately prepares us for.

Innovation which transcends that which occurs daily in most of our practices *should* be celebrated and encouraged, especially that which creates new tools or provides new insight. I wish, however, for an AIA that more directly supports research, going well beyond the current Building Research Information Knowledgebase (BRİK). Another form of innovation the AIA should continue to identify and elevate are instances when those who start with architecture but turn to alternative career paths in which their architectural education primed analysis/synthesis skills with notable outcomes. We indirectly provide a service to the profession by promoting awareness of the expansive value to society of the architecturally-educated.

But let's not lose sight of how the litigious nature of American society increases risks for architects; emphasis on innovation must be tempered with practicality. Let's also recognize that technological innovation external to architecture can be a threat to our profession. I have concerns with where artificial intelligence and the Internet of Things are going with respect to our profession, and with what strikes me as our generally passive, reactionary attitude towards it. As your Director-at-Large I will seek an effective balance of support for innovation, research, and awareness of external forces which may marginalize our profession if not met head on.

6. *What is one effective strategy that would influence the education of architects to integrate design, sustainability, adaptability and resilience into the design studio?*

Integrating AIA-sponsored research into National Architectural Accrediting Board academic programs will dramatically influence architectural education. This strategy will have the side benefit of fortifying one of the less visible and less effective corners of the AIA, and will provide what over half of all respondents to membership surveys cite as primary programs of interest: knowledge of and changes in building technology/science.

Students are ideally suited to conduct directed research into the many facets of sustainability, adaptability, and resilience, providing them with first-hand awareness of the interlocking relationship with planning and design. They will take this scientifically based research orientation into their postgraduate professional careers.

The AIA's role in this strategy will be linking practicing professionals to the academic research groups to ensure that the research is directed at practical applications. Working with NAAB, architecture programs would be compelled to modify the Gropius education model with practical research curricula focused on sustainable design, adaptability, and resiliency. Together the AIA and NAAB will assure that the nation's architecture schools maintain a balanced diversity of potentially useful research matter.

Besides breeding better equipped generations of architects, this academic institution-based research approach will position the AIA as a sustainable design research-oriented institution. Let's foster a more meaningful connection between exploration and feedback from the actual design process, making architects less reliant on borrowed science.

*7. With changes in Institute and component governance, and the changing landscape of the profession, what is your strategy to support and expand the pipeline and continuity of the leadership agenda in the AIA?*

To support and expand the leadership pipeline we first have to do so to the membership pipeline. We need new thinking from new members and not necessarily reinforcement of the status quo.

Having helped found, develop, and lead the AIA International Region in its early years, I fully respect and appreciate the need for continuity in governance. From this experience I also know how vital it is to inspire non-members to see value in the organization and want to join and contribute their time, energy, and ideas. Thus, my near-obsession with building the AIA value proposition across all reaches of the membership spectrum as well as outwardly into broader society. Part of reinforcing the value proposition is building the AIA's global brand, and with my years of international practice experience and current International Union of Architects Professional Practice Commission leadership role, I am well positioned to help do that.

We must examine and deal with the disincentives to leadership involvement. As an AIA region past president over seven chapters, I well understand the challenge at the component level. As Board Director I will reinforce component level engagement through frequent, direct communication with local leadership, membership and would-be membership. Recognition and expressions of appreciation are obvious responses to those who volunteer their time and talents; we celebrate outstanding component initiatives at the annual Grassroots meetings, but why not elevate more of this to the annual conference level?



## Candidate for 2019-2020 Secretary

### Jason Winters, AIA AIA Chesapeake Bay/AIA Maryland



1. *Tell us your views on promoting pay equity, gender equality and diversity inclusion in the profession and the Institute.*

There is no question that diversity advances our profession, and it is organizations like the AIA that bear responsibility to shape the path of our society by closing the gap and promoting inclusion. Diversity, equity and inclusion will not continue to advance without sustained dedication to promoting growth and progress. As collaboration is at the center of our work in the design process, inclusion in all aspects of equality and diversity creates the most promising potential setting for innovation and invention. Along with the social and moral responsibilities that the Institute has to the issue of equality and diversity, it also feeds into our business practice as a distinct advantage for thoughtful collaboration and overall advancement of our work. I believe that the role of the Institute is to serve as an advocate for all AIA members and celebrate the unique aspects of individuality. On this issue, we should serve as a prominent example to society taking a leadership role not only within our membership but outward for all to see. Looking both internally and externally will help make the AIA better reflect and engage the communities that we serve.

2. *How would you approach the AIA's commitment to prioritizing sustainability throughout the Institute? We're especially interested in your views on materials transparency, the AIA 2030 commitment, carbon neutral and energy efficient design, resilience, and design and health.*

In the book *Switch: How to Change Things when Change is Hard*, Chip & Dan Heath describe a case study centered around Jerry Sternin. Sternin states "Knowledge does not change behavior, we have all encountered crazy shrinks and obese doctors and divorced marriage counselors." New information alone does not guarantee cultural change it is in part dependent upon the approach to implementation. Our strategic plan invests extensive commitment to sustainability as one of our four strategic initiatives. Moreover, sustainability touches aspects of all our strategic objectives permeating our policy and position statements, statement of values, and a multitude of programs and activities within the Institute. Given this evidence of the AIA's commitment to prioritizing sustainability throughout the Institute, the issue then shifts to specific items of materials transparency, AIA 2030 commitment, carbon neutral and energy efficient design, resilience, and design & health. My perspective on these particular topics is that they are equally important pursuits in their own right, and the entire AIA family must make meaningful connections between these facets of sustainability for it to be elevated in advancing our members' relevance and prosperity. This includes formal education and broad research tied to the overall business case, ethical proposition, and our overall values as an organization. With this approach, sustainability will ultimately become a

greater part of our ethos, a part of the AIA bloodstream in which all its various aspects can be advanced to fulfill the vision of the strategic plan.

- 3. It has been argued that Emerging Professionals should be empowered at all levels of the AIA to step forward and take leadership roles within their communities and the organization. While this outcome has been urged as positive for both the profession and the AIA, there seems to be a disconnect between Emerging Professionals' passion and enthusiasm on the one hand, and resources available to support their participation on the other. Challenged by both financial barriers and limited autonomy of their professional schedules, the way these leaders will engage the AIA may look very different in the future. What can the AIA do to address this cultural shift among its future leaders?*

To ensure the success of architecture's next generation, I believe the AIA must continue to expand the role of mentorship, entrepreneurship, and connectivity amongst emerging professionals to all Institute bodies. Empowering emerging professionals in this context will only further enrich our organization. While the way in which future leaders will engage may look different, those paths are legitimate in that they will address the needs of that particular moment in time for those members. To bring this to fruition, one step we should consider is eliminating the terms "traditional" and "non-traditional" from our descriptive vocabulary. The inherent dichotomy in this language has been used to describe different types of architects and practice in our profession without clear reasoning why difference exists. It conjures negative connotations for "non-traditional" is non-conforming and not adhering to best practice. This linguistic structure is averse to growth, and in my opinion, does not fit with our AIA Vision that states, "The American Institute of Architects: Driving positive change through the power of design." Although that specifically pertains to design, the AIA should follow this action of driving positive as an approach internal to the Institute as well. New models will be crucial to our survival perhaps eventually replacing what today we call "traditional." The diction we use is crucial, as it has the power over time to indoctrinate a closed system of thinking. In consideration that my emerging professional experience was as an "intern," the importance of careful attention to word use becomes clear.

- 4. The construction industry and engineering disciplines are widely seen as more effective at raising funds to lobby for issues that are important to them than we in the architecture profession are. What ideas do you bring as a candidate to ramp up funding to advocate for issues important to the profession, and then target the issues where our efforts can be most effective?*

Given current social and political conditions, advocacy in architecture has become absolutely critical to ensure that architects can maintain and expand influence to protect our practice and demonstrate the positive impact we have on the built environment. Taking a leadership role on legislative issues is essential to developing meaningful connections with politicians, sharing our

values through policy positions, and safeguarding our relevance as a profession in the communities in which we live. At Grassroots, I helped lead a session that presented AIA Maryland's approach to advocacy, fundraising, and targeting issues where our efforts can be most effective. The session focused on the core member service of advocacy covering aspects of programs, local government relationships, working with an outside lobbyist, elements of effective legislative meetings, as well as innovative advocacy practices. At AIA Maryland, advocacy is an integral part of our mission to promote architects and architecture throughout the state. This strategic objective is a catalyst for a wide range of legislative programs, events, and initiatives that support our goals by promoting membership engagement in advocacy efforts and fostering local government relationships. From my own personal experience at AIA Maryland, I believe a multi-pronged approach to advocacy where it becomes part of the culture of the organization is the most successful approach to then be able to effectively conduct fundraising and take meaningful legislative action on issues important to the profession.

*5. The role of the architects is evolving as we are challenged to become more engaged thought leaders and creative problem solvers. From community advocacy to developing new technologies and innovative approaches to project delivery, design thinking is being used to respond in original and innovative ways. As the profession responds to the challenges of an increasingly complex world, what specific actions would you recommend the AIA take to encourage members to boldly embrace the role of innovator?*

Architects have long been considered creators of the built environment. We lead design processes by evaluating information and visualizing content in order to make informed decisions. Creative leadership is a hallmark of architectural practice and a critical skill set embodied by our unique education. With advanced technologies and emerging access to data/information there is a tremendous need for innovative design leadership and creative thinking in professional industries both in the built environment and outside of architectural practice. This notion has been outlined in a recent article by Kathleen M. O'Donnell under the Blueprint for Better initiative titled, "Design thinking can solve your city's biggest problems." Given this climate, I recommend that the AIA specifically focus on creative leadership training for all AIA members. The purpose of this program would be to prepare our membership for prominent roles in design thinking, the creative process, and information visualization. It could position architects as subject matter experts recognized by allied professional entities, business industries, and the general public. In addition, this initiative could advance an architects' skill sets related to data analysis, design synthesis, and solution visualization. As recognized leaders of creative thinking and process driven problem solving, our talents would be sought out across various business industries and practice. As a result, AIA members would elevate their reach in the marketplace from design and construction to much broader general business industries that need guidance in strategy development, project management, and problem solving.

*6. What is one effective strategy that would influence the education of*

*architects to integrate design, sustainability, adaptability and resilience into the design studio?*

Reconsideration of the responsibility of professional services may be one strategy that could effectively influence the education of architects to integrate design, sustainability, adaptability and resilience into the design studio. It could be argued that the health, safety, and welfare of the general public are in many ways dependent on the integration of design, sustainability, adaptability, and resilience. Certainly, weather events over the past few years support this connection and would help architects demonstrate the need for intentional focus on synthesizing these various aspects into the design studio. Moreover, this presents an intriguing business case for architects in which they can be well-positioned with even more prominent subject matter expertise in the interrelationships between the built and natural environments.

*7. With changes in Institute and component governance, and the changing landscape of the profession, what is your strategy to support and expand the pipeline and continuity of the leadership agenda in the AIA?*

An architect's analysis of pertinent data, synthesis of criteria, and evaluation of potential variables place us as stewards of learning in action. If we were to conceive this position not exclusive to the health, safety, and welfare of the built environment but also to our own internal processes of decision making and organizational welfare, there is no limitation to what, where, and how the talents and creativity of AIA members can be utilized to advance the mission of the AIA and manage change. I believe members of the AIA National Board should be engaging directly with membership for input and feedback. In person, high touch experiences are what brings names, faces, and identity to the AIA National body. We are in an age where communication type can be more important than communication itself. We should not expect a barrage of digital communications to have the emotional connection that naturally unfolds when meeting with someone face to face. I believe the AIA National Board should focus on direct member engagement to expand the pipeline and continuity of the leadership agenda. Visiting component leadership and individual members at their locations signals a level of commitment to AIA National's outreach efforts, and promotes healthy organizational culture. With this approach of direct communication, we can collectively collaborate to address changes in the Institute, component governance, and the profession.

**Candidate for 2019 First Vice President/  
2020 President-elect**

**William J. Carpenter, PhD, FAIA  
AIA Atlanta/AIA Georgia**



1. *Tell us your views on promoting pay equity, gender equality and diversity inclusion in the profession and the Institute.*

The Equity in Architecture movement is one of the most important elements of AIA today. We have to continue to work closely with this group and NOMA to promote pay equity gender equality and diversity inclusion, and to address issues of harassment. For example, if an AIA Gold Medalist is found guilty of harassment, then I think it is best that the Institute rescind their award.

Some specific actions we can take right now are:

- Development of an equality and equity statement, similar to the intern declaration statement already in place for design awards.
- Share the results of the most recent Equity in Architecture survey. Promote workshops and training at Conference and around the country. The 2017 study is an excellent study that can be better shared with everyone.
- Support those architecture students who need our help to get into the profession. Promote the Architects Foundation's scholarships programs.
- Support for equity issues. Convention Resolution 15-1 asked AIA to "realize the goal of equitable practice in order to retain talent, advance the profession and communicate the value of design to society." This resulted in the creation of the Commission on Equity in Architecture, an important step for the Institute. Our membership has allocated about \$1.2 million to this cause so help show the importance of this issue. I will be very focused on retention and leadership of a diverse membership.

2. *How would you approach the AIA's commitment to prioritizing sustainability throughout the Institute? We're especially interested in your views on materials transparency, the AIA 2030 commitment, carbon neutral and energy efficient design, resilience, and design and health.*

Our current thinking (led by 2018 President Vonier and 2019 President Elefante) with a more global and urban focus is a great step. Looking at cities as sustainable and ecological systems is a resilient strategy, which should be continued.

As far as AIA 2030 which emphasizes carbon neutral resilience and energy

efficient design I think we can encourage our firms for join AIA 2030 (this can be marketed in an even stronger way) and we also should help educate clients on the specific benefits and return on investments; for example, showing them how tax credits can be used for solar or geothermal systems. We should also focus on advocating in specific states where these tax credits are offered and make sure that their funding continues. Let's encourage and work with the AIA Advocacy team to focus on these specific states where the tax credits are in threat.

I mentioned in my Grassroots speech the concept of creating a Symposium and Competition related to Sea Level rise; Florida has been a strong leader in this area. It could help the Institute take a leadership role in this important area, which applies to many of our coastal communities and cities. Our findings can also be shared globally to help other cities deal with this issue. This is an example of resilience.

3. *It has been argued that Emerging Professionals should be empowered at all levels of the AIA to step forward and take leadership roles within their communities and the organization. While this outcome has been urged as positive for both the profession and the AIA, there seems to be a disconnect between Emerging Professionals' passion and enthusiasm on the one hand, and resources available to support their participation on the other. Challenged by both financial barriers and limited autonomy of their professional schedules, the way these leaders will engage the AIA may look very different in the future. What can the AIA do to address this cultural shift among its future leaders?*

Emerging Professionals (in many ways) are the future of the AIA. As a former National Chair of the Young Architects Forum I know these challenges exist; we are all busier than ever.

Specifically, the AIA can appoint YAF, NAC, and AIAS members to the Council and Board. I also think the YAF and NAC can encourage leadership at the component and State levels; In talking with many people around the country I have learned that many are emerging professionals.

4. *The construction industry and engineering disciplines are widely seen as more effective at raising funds to lobby for issues that are important to them than we in the architecture profession are. What ideas do you bring as a candidate to ramp up funding to advocate for issues important to the profession, and then target the issues where our efforts can be most effective?*

We have made great improvements to where we were 10 years ago; my view is that we should raise more funding for component PACS through industry. I have spoken with many of the top allied leaders in the country. One specific element I suggest is having Allied members on the council or board so they can

help us with advocacy, focus and fundraising.

5. *The role of the architects is evolving as we are challenged to become more engaged thought leaders and creative problem solvers. From community advocacy to developing new technologies and innovative approaches to project delivery, design thinking is being used to respond in original and innovative ways. As the profession responds to the challenges of an increasingly complex world, what specific actions would you recommend the AIA take to encourage members to boldly embrace the role of innovator?*

In my view this is about multi-disciplinary thinking. I think the AIA has the opportunity to lead major research and inventive initiatives. For example; we could create collaboration between University Research Institutes.

6. *What is one effective strategy that would influence the education of architects to integrate design, sustainability, adaptability and resilience into the design studio?*

It is difficult to isolate this into one strategy as it is a more holistic issue. As a professor and practitioner, I would say one effective strategy that would create a huge impact is the newly reformed Integrative Studio, which already combines all of these issues. I would add gender and inclusion into the discussion during seminars and include AIA members in these studios on reviews. For example, members of the Commission on Equity could be remote advisors in these studios.

I will add that the IPAL is a very powerful form connecting the Academic experience with practice. We should report out on how effective the pilot programs have been and how they can be improved.

7. *With changes in Institute and component governance, and the changing landscape of the profession, what is your strategy to support and expand the pipeline and continuity of the leadership agenda in the AIA?*

I think the first step is to have a Nominating Committee who identifies potential leaders for national service on the Board and the Strategic Council. It appears that placing Board members on the Council could be affecting their ability to envision the future of the institute. The Council is a think tank and not a governing body in my view.

If we describe the pipeline as a leadership pipeline I would say that projects like the Christopher Kelley Leadership program, which has grown to over 15 components, recently is a great pipeline itself. There is a strong balance in terms of balancing business, life and design principles in this group. This is an example of how to keep the Institute healthy.

**Candidate for 2019 First Vice President/  
2020 President-elect**

**L. Jane Frederick, FAIA  
AIA South Carolina**



*1. Tell us your views on promoting pay equity, gender equality and diversity inclusion in the profession and the Institute.*

We've made progress, but we have much work to do. Many of our practices are outdated, and we must be aggressive to keep up with rapid advancements across society. This cultural shift requires resolve from each of us to shape our profession as one grounded in dignity, respect, and empathy.

During my tenure on the board, I was a strong voice for equity, gender equality, and diversity. I supported the Equity in Architecture Commission, now the Equity and the Future of Architecture committee. I led funding for diversity scholarships through the [Architect's Foundation](#), with contributions from our investment income totaling 1.2 million for 2016 and 2017. I was a champion for appointing women and people of color to committees and task forces.

Our next actions should include implementing all 11 recommendations from the Equity, Diversity, and Inclusion Commission. Member resources such as the upcoming Equitable Practice Guides should be promoted for maximum awareness. The AIA Code of Ethics, the membership process, and award requirements need updating to create more definitive ways to address sexual misconduct and other harassment.

*2. How would you approach the AIA's commitment to prioritizing sustainability throughout the Institute? We're especially interested in your views on materials transparency, the AIA 2030 commitment, carbon neutral and energy efficient design, resilience, and design and health.*

Sustainability is one of our four strategic initiatives. Our policies reflect our desire for a sustainable future and to protect communities from the impact of climate change. The 2013 Sustainability Leadership Opportunity Scan charted a path forward in the four areas of energy, materials, design & health, and resiliency with a broad three-year action plan. The most recent progress report *The Bell Propelled*, shows our accomplishments.

Now it is time to step up our efforts for long term success. We need to create a Center for Sustainability to cross-pollinate our initiatives and coordinate our research agenda. The center can maximize our efforts by creating better coordination among programs and stakeholders.



This one-stop shop for sustainable issues will benefit our members, helping them build on successes and address emerging issues such as water resources and conservation.

We also know that firm culture plays a significant role in sustainable design. Analysis by The Committee on the Environment's (COTE) found that firms winning the most COTE design awards are often AIA National Firm Award recipients. Those findings make a strong case that the Center for Sustainability should work closely with the Center of Practice.

3. *It has been argued that Emerging Professionals should be empowered at all levels of the AIA to step forward and take leadership roles within their communities and the organization. While this outcome has been urged as positive for both the profession and the AIA, there seems to be a disconnect between Emerging Professionals' passion and enthusiasm on the one hand, and resources available to support their participation on the other. Challenged by both financial barriers and limited autonomy of their professional schedules, the way these leaders will engage the AIA may look very different in the future. What can the AIA do to address this cultural shift among its future leaders?*

The US Army War College describes our rapidly changing world as *VUCA* – volatile, uncertain, complex and ambiguous. The world of yesterday had problems which were solved by speed, analysis, and elimination of uncertainty. The *VUCA* world is full of dilemmas which demand patience, sense-making and an engagement of uncertainty. The AIA can address this changing world by making sure our emerging professional are trained in the new leadership skills which flip *VUCA* to vision, understanding, clarity, and agility.

In *The New Leadership Literacies*, futurist Bob Johansen writes that everything in the future that can be distributed will be distributed, including leadership. He opines that leadership teams will arise around a particular issue and then dissolve. This decentralized method with short bursts of activity is well suited to the passion and enthusiasm of the Emerging Professional while balancing their limited resources of time and money.

Association management gurus recommend replacing many standing committees with action teams tasked with specific goals and objectives. Short term action workgroups at all levels of the institute can create solutions for the thorny issues our communities are facing while engaging a more diverse leadership group.

The Board should also move forward with the recommendation in Resolution 18-6, *Supporting Emerging Professionals*, and conduct a comprehensive study on attracting and retaining emerging professional members.

4. *The construction industry and engineering disciplines are widely seen as more effective at raising funds to lobby for issues that are important to them than we in the architecture profession are. What ideas do you bring as a*

*candidate to ramp up funding to advocate for issues important to the profession, and then target the issues where our efforts can be most effective?*

I ran for U.S. Congress in 1998 and 2000 and quickly learned that the only way to raise money is to ask for it. Not only do you need to ask for a contribution, you need to ask for a specific amount you know the individual is capable of giving. Dialing for dollars to meet daily goals gave me a firsthand appreciation of fundraising.

*I've consistently contributed to ArchiPac – Have you? We need to change our mindset that being involved in politics is beneath us and somewhat unsavory. The first step in building support for ArchiPac is for board, council members, and past presidents to set the example by contributing and asking their colleagues to contribute.*

Targeting members and others who share our passion on issues is how we can raise money. It is hard work; we start with a group of dedicated members asking other members for a specific contribution to support a shared issue that affects our livelihood and the built environment. This can be accomplished with quarterly fundraising competition days where the call groups dial for dollars at joint locations around the country.

Telling our stories, about how our political involvement makes a difference, is essential, a good example is the mayors' [panel](#) at Grassroots. Stories can be highlighted in AIA Architect, which will create opportunities to ask our members to financially support issues that directly affect their livelihood.

*5. The role of the architect is evolving as we are challenged to become more engaged thought leaders and creative problem solvers. From community advocacy to developing new technologies and innovative approaches to project delivery, design thinking is being used to respond in original and innovative ways. As the profession responds to the challenges of an increasingly complex world, what specific actions would you recommend the AIA take to encourage members to boldly embrace the role of innovator?*

We live in a time when America needs our skills, our ideas, and our engagement. We are facing massively complicated challenges in the world. Together, we have the technology, drive, and passion to address them. Architects need to take on more leadership roles within our cities, because our communities and our country, depend on it.

Architects can and should lead us in mitigating these gnarly challenges that require multidisciplinary solutions, but we have to have a seat at the table to do so. That is why AIA's work to involve us with influencers through the Blueprint for Better campaign is so important. Other opportunities where members can embrace the role of innovator and demonstrate thought and action leadership include: Centers for Architecture, Communities by Design, our sustainability and public health initiatives and the Disaster Assistance Program.

Through my leadership on the Public Outreach Committee we developed our [Message Book](#) which helps members communicate four key concepts; architects are partners in the design process, architects strengthen society, we are problem solvers, and architects transform communities. The committee members and national staff have trained architects throughout the country on using the Message Book. The success of the Message Book inspired us to create a (soon to be released) advanced communication course to help our members make a difference in their communities.

6. *What is one effective strategy that would influence the education of architects to integrate design, sustainability, adaptability and resilience into the design studio?*

In my 14 National Architectural Accrediting Board visits, I have seen a number of strategies that integrate design, sustainability, adaptability, and resiliency in the design studio.

One strategy that is consistently effective is first-hand experience.

First-hand experience takes many forms, from participating in a solar decathlon to studying in a high-performance building. Clemson University's architecture building [Lee III](#), designed by Tom Phifer and Partners, is an excellent example of using the building as a teaching tool. The award winning, net-zero ready building is monitored by students to learn about sustainable techniques.

After the devastation of Hurricane Harvey, students at the University of Houston are working with city, county, and professional leaders to design resilient solutions for Houston neighborhoods. This experience not only teaches them about sustainability, building performance, and resiliency but also what it means to be actively engaged citizens in their community.

7. *With changes in Institute and component governance, and the changing landscape of the profession, what is your strategy to support and expand the pipeline and continuity of the leadership agenda in the AIA?*

The need to identify and cultivate emerging leaders so they can engage and contribute is essential to support and expand the pipeline. I participated in a robust leadership development program through AIA National in the late 1990s. The training I received helped me move forward on my leadership path. We need to reintroduce a similar comprehensive leadership development program.

All leaders benefit from ongoing training that is more than one day or one weekend. The AIA is a large complicated organization. It takes time and guidance to understand how it works on all the different levels. We not only need to train our future leaders in the new leadership skills which flip VUCA to vision, understanding, clarity, and agility but we also need to cover the basic skills of communication, influence, self-awareness, risk taking, and time management.

Leaders should be identified and nominated by components, knowledge communities, and committees to participate in the annual advanced leadership program. Each class should be selected to represent the mosaic of our world. The participants should have the desire to contribute to the profession as leaders--as AIA elected leadership or as leaders in their communities, states or on Capitol Hill.

For continuity, we should create a multi-year operating plan based on the major initiatives identified in the strategic plan and the strategic portfolios that align with the strategic plan's primary objectives: knowledge, prosperity, sustainability, workforce, influence and organizational effectiveness.