ONE VISION, TWO MISSIONS

AIA

CFA

AIA New York

CENTER FOR ARCHITECTURE

STRATEGIC PLAN 2030
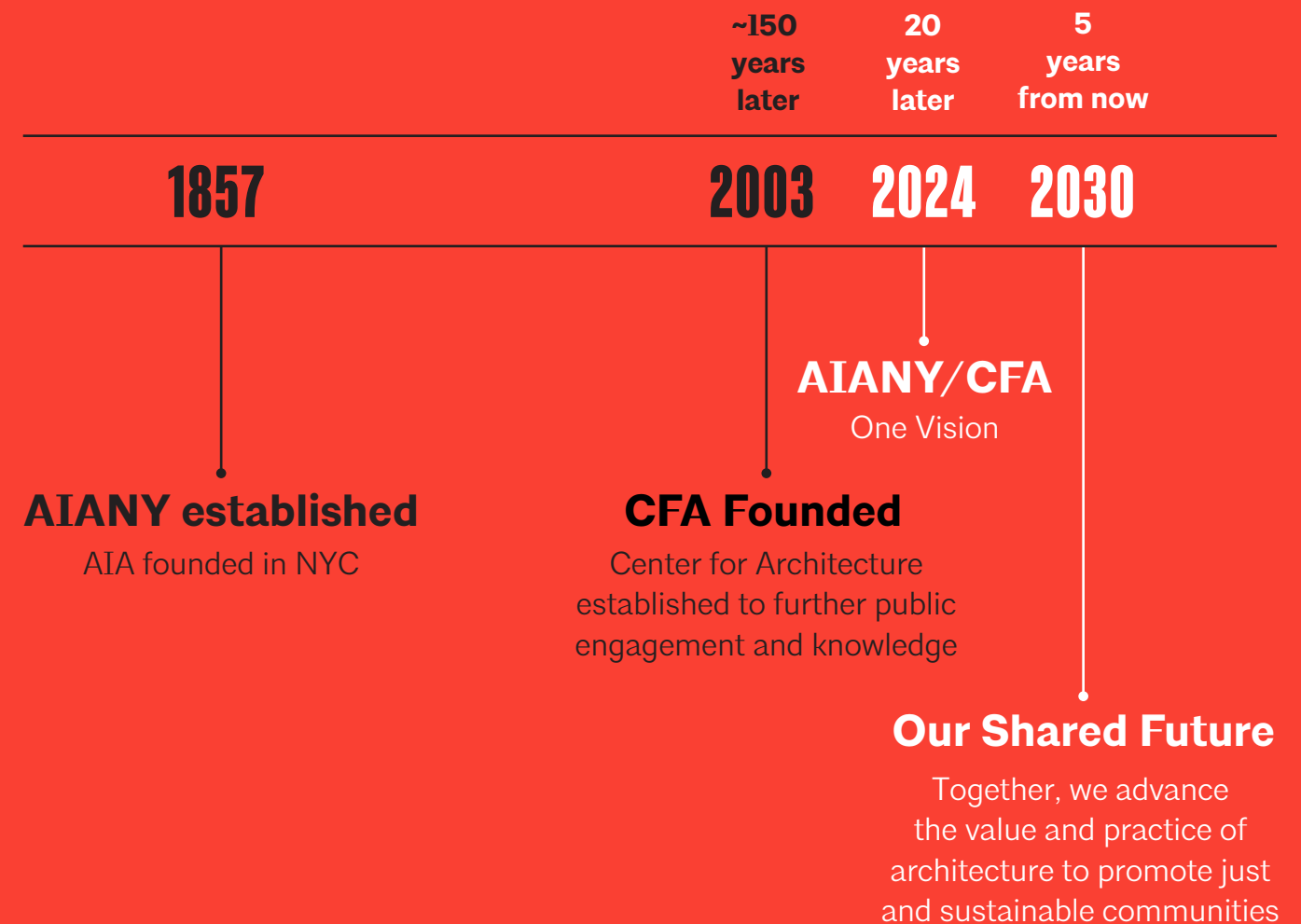
167 years of advancing architecture

NOW IT'S TIME TO ADVANCE THE CONVERSATION

For over 167 years, AIANY has been a center of gravity for leadership, innovation, and community building in architecture and design.

At its foundation are our commitments to creating structures that expand equity and inclusion; focusing on a selection of topics to enhance impact.

The model recognizes the strengths of each organization: The Center for Architecture, as a platform for public engagement and education, has the ability to introduce critical perspectives, take risks, and challenge the conventions of practice. And AIANY, first and foremost an organization committed to the success of the profession, can focus content and metabolize change.

The mutually beneficial model will harness the productive tension and shared space of the two organizations, resulting in a reinforcing relationship that pushes the ideas, learning, and boundaries.

	~150 years later	20 years later	5 years from now
1857	**2003**	**2024**	**2030**

AIANY/CFA
One Vision

AIANY established
AIA founded in NYC

CFA Founded
Center for Architecture established to further public engagement and knowledge

Our Shared Future
Together, we advance the value and practice of architecture to promote just and sustainable communities

A collective process to drive a shared future

Eleven research inputs engaged 550+ people through 50+ consultations, a survey of 500+ members and visitors; and analysis of 35 relevant peer organizations and operating models.

"What is the relationship between CFA & AIA NY?"

"Collaborate with founders and joiners of startups and alternative business model leaders in the AEC industry."

"I'm not an architect. I thought it was only for architects."

"I do not feel welcome in the center for architecture."

"Everyone's become a foodie — what's our equivalent?"

"What if our work was infused with reciprocal learning from the communities that we engage?"

"Teach and delight more people about what architecture is and why they care."

"Improve the education of young architects to be better prepared to operate in the current architectural climate."

AIA CFA

Tensions that drive innovation

Two storylines emerged from the research.

AIANY and the Center for Architecture can **harness productive tensions to push the ideas, boundaries and impacts** of each organization. Collaboration should move beyond sharing space, staff, and services toward an integrated, mutually reinforcing model.

Furthermore, **powering this new model will require AIANY and CFA to become listening and learning organizations**. New voices and additional perspectives from within architecture and allied fields – and the public – will be required to continue our long-standing commitment to leading the field, developing a more expansive culture of inclusion, and cross-pollinating mission-based activities.

leading AND LEARNING

rigorous AND EXPERIMENTAL

professional AND PUBLIC

excellence AND EVOLUTION

A generative model to drive change

Our innovation model is a generative tool for advancing the value and practice of architecture. At its foundation are our commitments to creating structures that expand equity and inclusion; focusing on a selection of topics to enhance impact.

The model recognizes the **strengths** of each organization: **The Center for Architecture**, as a platform for public engagement and education, has the ability to **introduce critical perspectives, take risks, and challenge the conventions of practice**. And **AIANY**, first and foremost an organization committed to the success of the profession, can **focus content and metabolize change.**

The **mutually beneficial model** will harness the productive tension and shared space of the two organizations, resulting in a **reinforcing relationship** that pushes the **ideas, learning, and boundaries.**

ADVANCE VALUE

Advance Practice

AIA		CFA
Professional development	$\longrightarrow$	Curatorially rigorous interpretation
Networking and convening	$\longleftarrow$	Public events
Business model innovation	$\longrightarrow$	Critical reflection, public dialogue
Education and training model	$\longleftarrow$	Collaboration (chapters, partners)

CFA		AIA
Multigenerational education	$\longrightarrow$	Policy research/advocacy
Mentorship	$\longleftarrow$	Design excellence
Public participation	$\longrightarrow$	Publications

STRUCTURES FOR EQUITY
Race/Ethnicity, Gender, Age, Economic, Fields/Discipline

LEAD CONTENT AND PROGRAM AREAS
President's Theme, Urbanism, Technology, Health, Climate, Aesthetics

Our shared future

While the last few years have included disruption and constant adaptation for our organizations, members, and audiences, they have also brought several important milestones—a reorganization that established a new relationship and supports between AIA New York and the Center for Architecture, the 20th anniversary of the Center for Architecture and, of course, a leadership transition. The time is right to take a beat and to consider where we are and what our future holds.

This strategic plan marks another important milestone. AIA New York and the Center for Architecture have a purposeful and thoughtful path toward our shared future. Through this process, we have explored our value as two organizations that are stronger together, and we have considered how to lean into the possibilities that our unique reciprocal relationship holds when we advance shared goals. With this new shared strategy, we will **advance the value and practice of architecture to promote just and sustainable communities.**

Moving forward, we will reimagine how we work. Pivoting from a notion that we seek to educate the public about the value of architecture and design,

WE WILL EMBRACE A FUTURE MORE FOCUSED on listening and learning.

While our knowledge and expertise will continue to flow outwards through programs—insights, aspirations, and ideas will also flow inward from the communities and audiences with whom we collaborate, cultivating an environment of mutual learning and exchange. This means deepening partnerships, leaning into our integrated model, and continuously evolving to meet the aspirations of our dynamic, ever-changing professional community, all while engaging more meaningfully with a broad public.

Thank you for joining us as we imagine new futures!

A unified, reinforcing strategy

Our strategic plan envisions a future where both organizations have realized their full potential and continued to grow their reach and leadership positions.

We have updated our missions, developed a shared vision, and desired outcomes; and committed to four cross-organizational goals with supporting objectives; and implications of the plan on programs, audiences, and operating budgets.

Our Boards and staff will follow a detailed Implementation Plan that lays out the pathways and action steps for achieving the vision.

Shared vision

Reciprocal missions

Outcomes we strive for

Strategic goals

Supporting objectives

Actions

ONE VISION
TWO ᐊᐊ MISSIONS
YIELD OUTCOMES

FOUR GOALS WITH
OBJECTIVES
LEAD TO ACTION

One vision, two missions

CENTER FOR ARCHITECTURE

engages local and international audiences with the value, impact, and wonder of architecture.

AIA NEW YORK

cultivates an open, adept, and future-forward architectural community. We empower members to work at the apex of their abilities through critical exchange, access to professional resources, and advocacy on issues that advance positive change.

TOGETHER

we advance the value and practice of architecture to promote just and sustainable communities.

ONE VISION
TWO > MISSIONS
YIELD OUTCOMES

FOUR GOALS WITH
OBJECTIVES
LEAD TO ACTION

Seven purposeful outcomes

1   **Broader understanding of the meaning, role, and relevance of architecture.**

2   **Elevated engagement, trust, and influence within and around the field (through communication, listening, knowledge exchange, dialogue, and critical reflection.)**

3   **Advocacy that results in action.**

4   **Expansion, cross-pollination, and diversification of our profession.**

5   **Stronger bonds with allied fields.**

6   **Improved commitment to emerging practices, technologies, and sustainability (among professionals, clients, general public.)**

7   **New modes of public participation, resulting in communities that are more engaged with designed environments.**

ONE VISION
TWO ⇢ MISSIONS
YIELD OUTCOMES
FOUR GOALS WITH
OBJECTIVES
LEAD TO ACTION
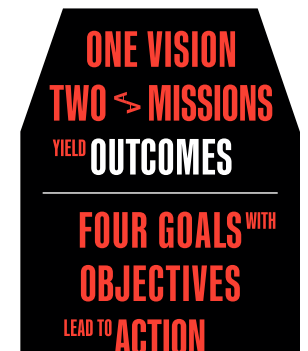
Four cross institutional goals

RELEVANCE

Lead the field through future facing practices and multigenerational dialogue.

Lean into the productive tensions that emerge through dialogue among members of differing disciplines, experience levels, training, and personal passions. Ensure that the organizations are effectively engaging, educating, and advocating around the most pressing and evolving issues that impact architecture, design, and building.

PEOPLE

Expand impact on professionals and the public.

Extend the AIANY–CFA definition of community to build meaningful relationships that deepen engagement and deliver value to existing and new constituents.

PROGRAMS

Differentiate AIANY–CFA in the market through rigorous programming.

Find our unique voice in the ecosystem of organizations focused on architectural design, public space and the built environment in NYC. Clarify brand through programming, and cultivate distinction as the forum for debate and critical dialogue.

ORGANIZATION

Improve capacity, resiliency, and financial sustainability.

Scale operations and programs to move to stable ground, prepare for shifts that align with new priorities and improve the value proposition and experience for members.

ONE VISION
TWO ⮂ MISSIONS
YIELD OUTCOMES
FOUR GOALS WITH
OBJECTIVES
LEAD TO ACTION
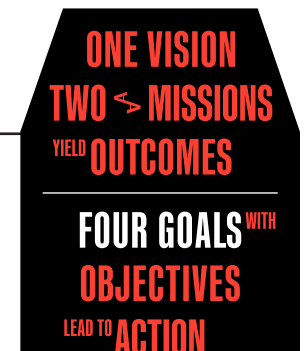
Attainable supporting objectives

RELEVANCE

Lead the field through future facing practices and multigenerational dialogue.

1.A Support the adoption of new tools and methodologies in the field (informed by interdisciplinarity, technology, environmental sustainability, and social justice). **AIANY**/**CFA**

1.B Leverage the shared model to create new onramps to engagement, discourse and exchange (e.g. fellowships). **AIANY**/**CFA**

1.C Build new synergies, common ground, reciprocity and connectivity between all workers (members/non-members, licensed/unlicensed, allied, etc.) and organizations in the field, including students and academics. **AIANY**/**CFA**

1.D Continue to advance equity, health, and sustainability for professionals and students. (Note special programs for firms in 3d.) **AIANY**

PEOPLE

Expand impact on professionals and the public.

2.A Strengthen bonds of trust within and around the AIA/CFA community, including with other regional chapters, professional organizations (e.g. NOMA), and allied fields. **AIANY**/**CFA**

2.B Improve our shared storytelling to reach new constituencies (broaden our publics; extend into additional creative communities; build relationships with trade, manufacturing, developers, finance. **AIANY**/**CFA**

2.C Work outside the walls – listen and learn from the communities we "serve" through partnerships and collaborations. **AIANY**/**CFA**

2.D Invest in the structures and other resources needed to support commitments to improving diversity, inclusion and belonging. **AIANY**

2.E Develop a bold and broad marketing campaign for the CFA to clarify its public identity and engage tourists as well as residents from throughout the five boroughs. **CFA**

ONE VISION
TWO ⇆ MISSIONS
YIELD OUTCOMES

FOUR GOALS WITH
OBJECTIVES
LEAD TO ACTION
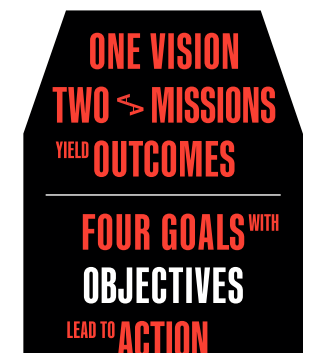
Attainable supporting objectives

PROGRAMS

Differentiate AIANY – CFA in the market through rigorous programming.

3.A Focus the work of the shared model on urgent/relevant subject areas: sustainability, just-ness, NYC macro and micro, innovations in architecture. (Ensure new models, new modes, new voices, debate, criticism, etc.) **AIANY**/**CFA**

3.B Streamline and revamp organizational activity levels to ensure consistent process and improve efficacy (Leverage committee work, meaningful participation, advocacy; simplify staff support requirements). **AIANY**/**CFA**

3.C Expand and deepen advocacy around value of architecture and design in creating just cities, and policies that affect the workers within and around the field. **AIANY**

3.D Develop signature programs to continue to support, design excellence, public outreach, and professional practices, including small firm initiatives and resource sharing. **AIANY**

3.E Evolve curatorial voice and develop a comprehensive three-year programmatic framework that fuels public and professional participation. **CFA**

3.F Leverage public participation, outreach, and collaborative programming to develop a reciprocal learning model. **CFA**

3.G Build strategy and infrastructure to support program execution. **AIANY**/**CFA**

ORGANIZATION

Improve capacity, resiliency, and financial sustainability.

4.A Increase contributed support from individuals and foundations—leverage deepened external, year-round engagement. **AIANY**/**CFA**

4.B Revise benefit structure and reposition membership as invaluable to anyone studying, teaching or working in or around architecture in NYC, nationally and globally—including licensed and unlicensed architects/associates, students and graduates and workers in allied industries. **AIANY**

4.C Grow earned income through expanded membership (driven by improved value proposition) and public participation--leverage education and public programs including continuing education offerings, open events, and more. **CFA**

4.D Improve organizational efficiency and scale organizational capacity to align with priorities. **AIANY**/**CFA**

4.E Introduce evaluation and metrics to track progress toward long-term sustainability goals. **AIANY**/**CFA**

ONE VISION
TWO MISSIONS
YIELD OUTCOMES
FOUR GOALS WITH
OBJECTIVES
LEAD TO ACTION
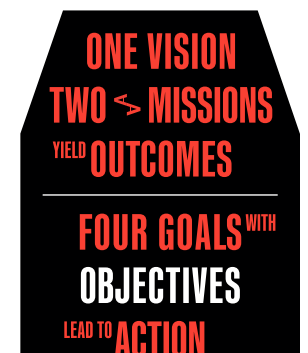
A roadmap for change

Each objective will be advanced through specific actions. Together they create an implementation plan which will be carried out in three phases.

The detailed actions are organized in a separate document, including timing, assigned responsibility and cost. These plans will be used by staff to advance strategic goals and supporting objectives in support of our shared vision.

1. ASSESS, REFINE AND IMPROVE

During the first two years, actions are focused on planning and capacity building as well as refining existing programs.

2. INNOVATE AND TEST

The next two years will involve designing and testing new offerings and programs to leverage our refined model.

3. BUILD AND SCALE

The final phase of implementation will roll out new offerings, adding partners and scaling up as and when appropriate.

ONE VISION
TWO MISSIONS
YIELD OUTCOMES

FOUR GOALS WITH
OBJECTIVES
LEAD TO ACTION

Phased Implementation

WITH TIME FOR INNOVATION

Where possible, refinement and improvement will begin immediately, while some initiatives will require time for assessment before moving into innovation and testing.

Red bars reflect periods of new initiatives or change. One-third of the objectives relate to existing programs and activities that will be refined and improved in Years 1-2.

White bars indicate where study, complex planning and/or infrastructure development will precede the launch of new initiatives or change.

Grey bars reflect periods of building, scaling, and/or maintaining.

GOAL 1: RELEVANCE
Lead the field through future facing practices and multi-generational dialogue.

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
New tools/methodologies AIANY/CFA	white	red	red	grey	grey
New onramps to engagement AIANY/CFA	red	red	grey	grey	grey
New synergies by all workers and orgs in the field AIANY/CFA	red	red	grey	grey	grey
Equity, health, sustainability for professionals/students AIANY	red	red	grey	grey	grey

GOAL 2: PEOPLE
Expand impact on professionals and public.

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Work outside the walls: listen/learn through collabs AIANY/CFA	red	red	red	grey	grey
Strengthen trust, within and with chapters, prof orgs, allied fields AIANY/CFA	red	red	grey	grey	grey
Reach new constituencies using a shared, clear voice AIANY/CFA	white	red	red	grey	grey
Structures/Resources to support DEAI and belonging AIANY	white	red	red	grey	grey
Bold and broad marketing campaign (Tourists, Residents) CFA		white	red	red	red

Phased Implementation

WITH TIME FOR INNOVATION

Where possible, refinement and improvement will begin immediately, while some initiatives will require time for assessment before moving into innovation and testing.

Red bars reflect periods of new initiatives or change. One-third of the objectives relate to existing programs and activities that will be refined and improved in Years 1-2.
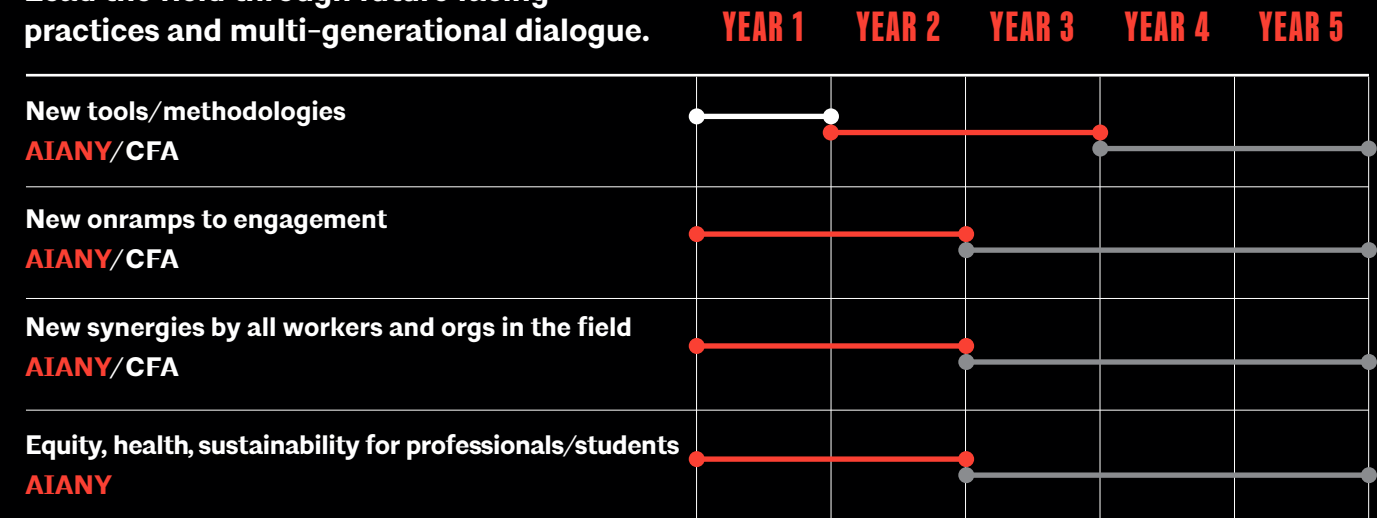
White bars indicate where study, complex planning and/or infrastructure development will precede the launch of new initiatives or change.

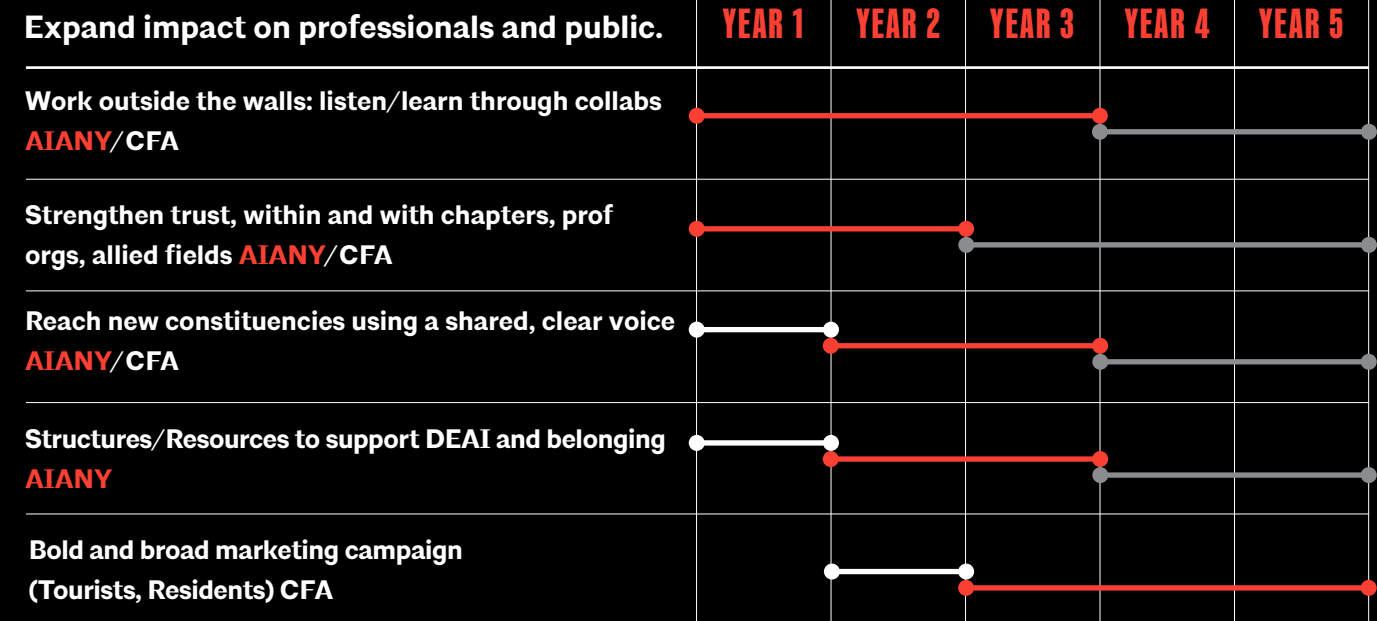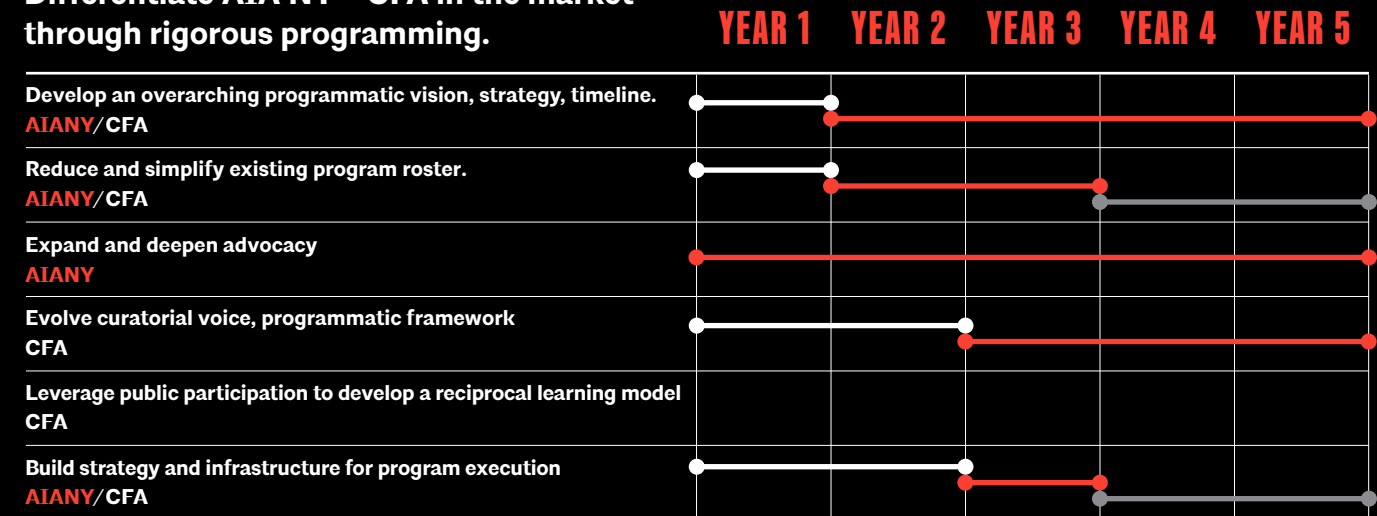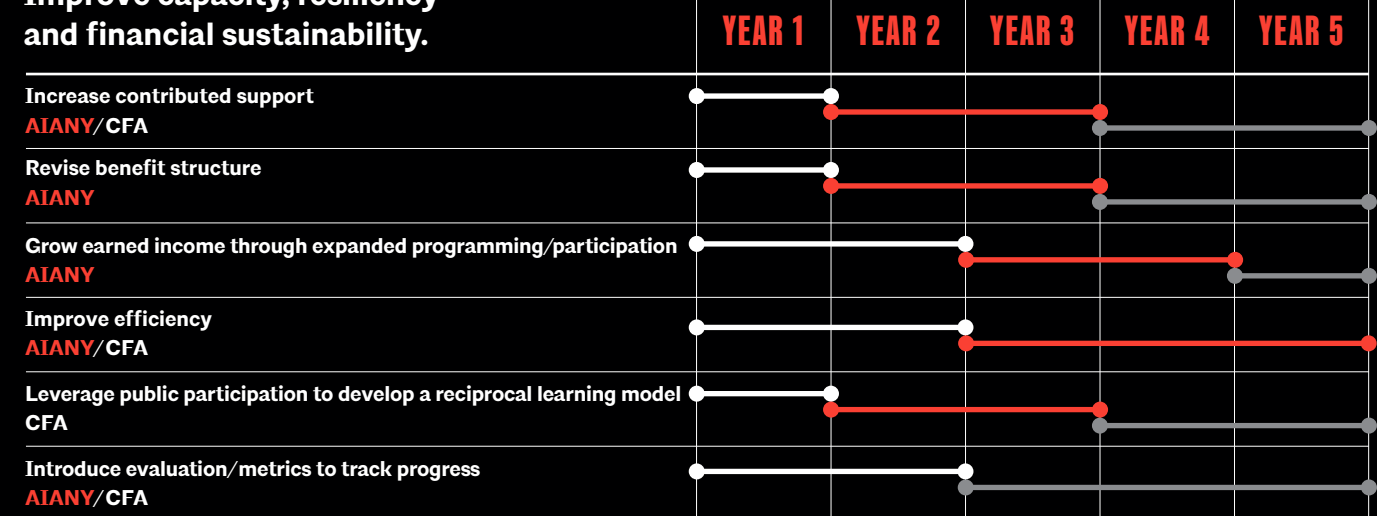**Grey** bars reflect periods of building, scaling, and/or maintaining.

GOAL 3: PROGRAMS
Differentiate AIA NY−CFA in the market through rigorous programming.

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Develop an overarching programmatic vision, strategy, timeline. AIANY/CFA	White	Red	Red	Red	Red
Reduce and simplify existing program roster. AIANY/CFA	White	Red	Grey	Grey	Grey
Expand and deepen advocacy AIANY	Red	Red	Red	Red	Red
Evolve curatorial voice, programmatic framework CFA	White	White	Red	Red	Red
Leverage public participation to develop a reciprocal learning model CFA					
Build strategy and infrastructure for program execution AIANY/CFA	White	White	Red	Grey	Grey

GOAL 4: ORGANIZATION
Improve capacity, resiliency and financial sustainability.

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Increase contributed support AIANY/CFA	White	Red	Red	Grey	Grey
Revise benefit structure AIANY	White	Red	Grey	Grey	
Grow earned income through expanded programming/participation AIANY	White	Red	Red	Grey	Grey
Improve efficiency AIANY/CFA	White	White	Red	Red	Red
Leverage public participation to develop a reciprocal learning model CFA	White	Red	Red	Grey	Grey
Introduce evaluation/metrics to track progress AIANY/CFA	White	White	Grey	Grey	Grey

Building Authentic Relationships

Advancing our goals, AIANY and the CFA will grow participation from architects and designers, as well as those in allied fields. New initiatives, driven by changes in practice and partnerships, will drive expanded public engagement.

In later years, we will expand our globally affiliated members, once digital upgrades enable improved conditions for remote participation and expansion of member only content access.
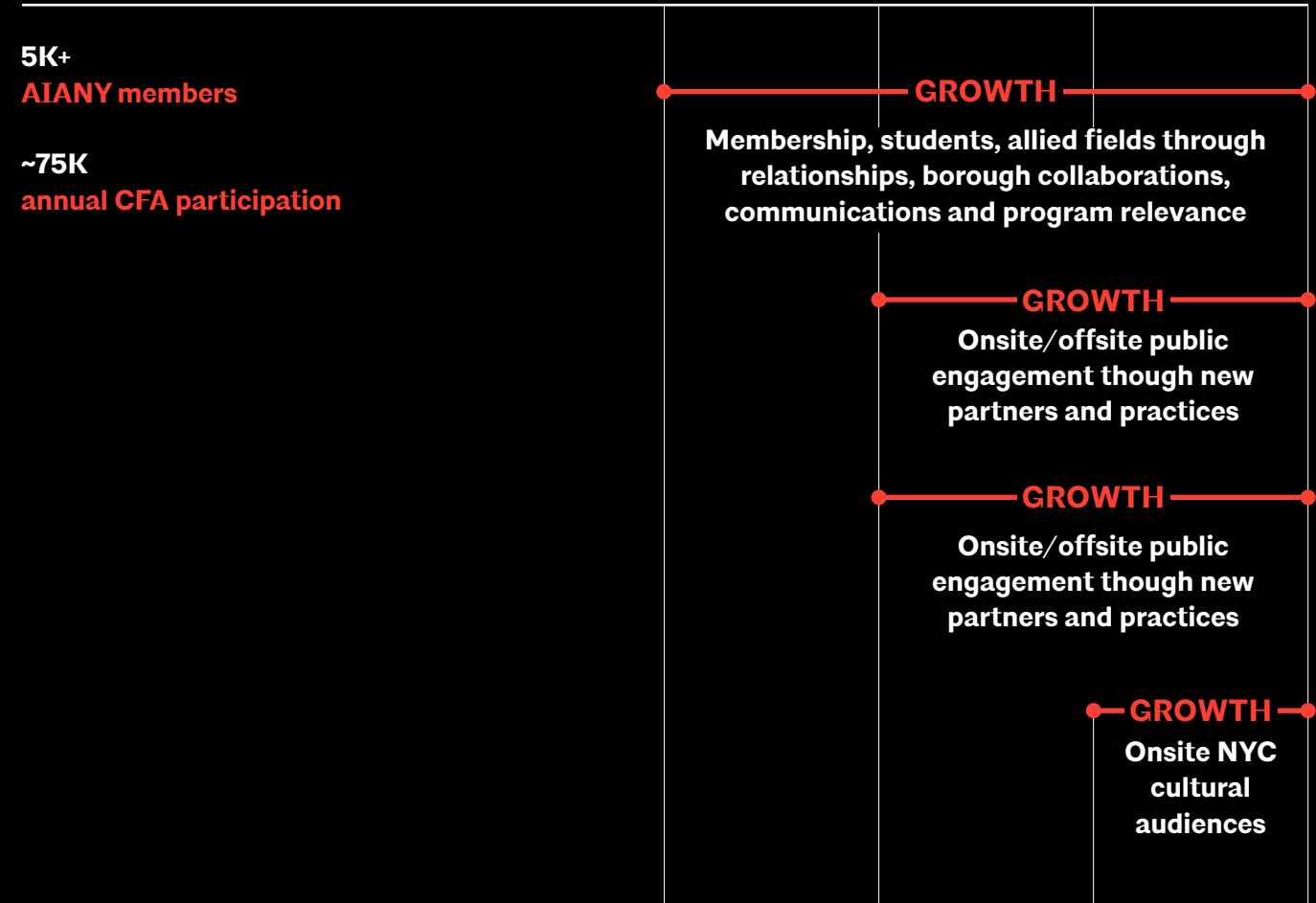
PRESENT: CORE	YEARS 1-2	YEARS 3-4	YEARS 5+
5K+ **AIANY members**	**GROWTH** Membership, students, allied fields through relationships, borough collaborations, communications and program relevance		
~75K **annual CFA participation**		**GROWTH** Onsite/offsite public engagement though new partners and practices	
		GROWTH Onsite/offsite public engagement though new partners and practices	
			GROWTH Onsite NYC cultural audiences

Future professionals: higher education students, K–12 students, families

Design community, allied fields and special topic audiences

AIA NY Members and their networks

Modeling the future of architecture together

Join us as we enhance the programs you already know and roll out new pathways for joining the conversation!

POLICY, PROFESSIONAL DEVELOPMENT AND RECOGNITION

Civic leadership

Chapter committees/programs

Mentorship and licensure prep

Awards

Honors and Fellows

EXHIBITIONS AND PUBLICATIONS

Curated exhibitions

Oculus magazine

New digital content

Publications

EDUCATION PROGRAMS

K–12 school programs, camps

Youth and family programs

Teacher resources

Teen programs

PUBLIC COMMUNITY PROGRAMS

The Lab

Archtober

Presentations and dialogue

Tours and explorations

Chapter/Borough collaborations

Acknowledgements

This plan was made possible by the collaboration, dedication, and support of many individuals and organizations. We are grateful for its many contributors.

Special thanks to *Strategic Planning Committee members, whose leadership and expertise made this planning process possible.

CENTER FOR ARCHITECTURE BOARD OF TRUSTEES

Jennifer Sage, Chair*

Peter Robinson, Vice Chair*

Gregory Switzer, AIANY President

Ben Gilmartin, AIANY President-Elect*

Alex Lamis, Treasurer*

Kim Yao, Secretary*

Katherine Chia, Trustee

Thomas Krizmanic, Trustee

Marc Norman, Trustee

David Piscuskas, Trustee

Marquise Stillwell, Trustee*

Annie Tirschwell, Trustee

Allison Brook Tomlinson, Trustee

Joseph Tortorella, Trustee

Jesse Lazar, Executive Director, ex officio*

Strategic Planning Committee members

STRATEGIC PLANNING CONSULTANT

Amy Kaufman Cultural Planning

Acknowledgements

AIA NEW YORK BOARD OF DIRECTORS

Gregory Switzer
AIANY President*

Ben Gilmartin
AIANY President-Elect*

Hana Kassem
Vice President for
Design Excellence

Peter Miller
Vice President for
Professional Development

Rocco Giannetti
Vice President for
Public Outreach

Mark Gardner
Secretary

Alex Lamis
Treasurer*

Victoria Benatar
Director

Michael Caton
Director

Bruce Eisenberg
Director

Ilana Judah
Director

Vivian Lee
Director

Michaela Metcalfe
Director

AJ Pires
Director

Amanda Ramos
Director*

Gustavo Rodriguez
Director (Professional
Development)

Jha Amazi
Public Director

Jennifer Graham
Public Director

Vincent Lee
Public Director

Maria Perbellini
Public Director of
Educational Affairs

Tami Hausman
Public Director,
Oculus Advisory

Martina Duque Gonzalez
Student Director

Matt Bremer
Immediate Past President*

STAFF

Jesse Lazar
Executive Director*

Deshaun Allaway
Senior Security Guard

Iyabo Babatunde
Development
Coordinator

Carol Bartold
Accounting Manager

Felicia Butler
Human Resources
Manager

Ruth Cole
Grants Manager

Sophie Cooke
Exhibitions and
Programs Assistant

Charles Cortes
Facilities Associate

Mary De Rosa
Director of Finance
and Operations

Bria Donohue
Senior Government
Affairs Manager

Meghan Edwards
Director of Digital
Content and Strategy

Tim Hayduk
Lead Design
Educator

Salmata Kaba
Program and
Event Manager

Breanna Katsman
Design Educator

Lynn Kim
Communications
Coordinator

Jennifer Krichels
Editor-in-Chief,
Oculus Magazine

Lisa Mazzola
Director of Education

Suzanne Mecs
Managing Director,
AIA New York*

Katie Mullen
Director of Exhibitions
and Programs;
Director of Archtober

Ray Perez
Facilities Manager

Samantha Remulla
Assistant Development
Manager

Mary Lib Schmidt
Youth Programs
Manager

Marielle Sarmiento
Events and
Administrative
Coordinator

Rachel Serkin
School Programs
Manager

Evelyn Serrano
Membership
Engagement
Manager

Philip Stevens
Technology Manager

Annie Trowbridge
Deputy Director*

*Strategic Planning
Committee members*