



Boston Society of Architects/AIA P: 617-391-4000  
290 Congress Street, Suite 200 F: 617-951-0845  
Boston, MA 02210-1024 architects.org

To: BSA Board of Directors  
Fr: Jay Wickersham FAIA, President  
Re: BSA Board Meeting Agenda  
Date: Thursday, May 17, 2018

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This meeting will convene at **BSA Space, 290 Congress Street, at 12:00 (noon) on Thurs, April 19.**

- 12:00 pm Call to Order
- Minutes from April Board Meeting [VOTE]
- 12:05 pm Committee Reports
- Nominating Committee – Nominations for 2019 [VOTE]
  - Update on Equity, Diversity & Inclusion
- 12:35 Q1 Financial report
- 12:45 pm Strategic Conversation:
- Draft strategic agenda
- 1:45 pm Other Business
- Update on work from the BSA Foundation (Rick Dimino & Eric White)
- 2:00 pm Adjourn

**Enclosures:**

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## 2018 BSA Board of Directors

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## 2018 BSA Board Meetings

Tuesday, January 9	6-8p	Joint BSA and BSA Foundation Boards Reception
Friday, January 19	9a-5p	Board Planning Workshop Federal Reserve Plaza
Thursday, March 1	12p-2p	BSA & BSA Foundation Board Mtg.
Thursday, April 19	12p-2p	Equity, Diversity and Inclusion
Thursday, May 17	12p-2p	Strategic Agenda
Thursday, June 14	12p-2p	
Thursday, September 13	12p-2p	
Thursday, October 18	12p-2p	Budget Meeting
Thursday, November 15	12p-2p	
Thursday, December 13	6p -8p	Annual Meeting & Reception

All meetings/events will be held at BSA Space unless otherwise noted.



**April 19, 2017 Minutes of the BSA Board**

**Present:** Rebecca Berry AIA, Jeffry Burchard AIA, Carol Burns FAIA, Jean Carroon FAIA, Rick Dimino, Natasha Espada AIA, David Fannon AIA, Anda French AIA, Amy Korté AIA, Peter Kuttner FAIA, Malia Lazu, Glen LeRoy FAIA, Gregory Minott AIA, Mary Anne O’Campo Assoc. AIA, Daniel Perruzzi AIA, Patti Seitz AIA, Josiah Stevenson FAIA, Jay Wickersham FAIA

**Staff:** Eric White, Ben Cohen, Billy Craig, Susan Green, Renee Loth Hon. BSA, Rachel Reid

**Absent:** Blake Jackson AIA, George J. Proakis AICP, Kelly Hutzell AIA, Shauna Gillies-Smith ASLA, Christine Dunn AIA

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**Call to order** Noting the presence of a quorum, President Wickersham called the meeting to order at 12:10 pm and welcomed returning board members.

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**Minutes of Prior meeting** Upon a motion by Burchard, seconded by Fannon, it was VOTED to accept the minutes of the January 20th board meeting as submitted; Unanimous.

**BSA Update** Executive Director Eric White reported on the change of benefit provider for staff and noted the upcoming programs “Now Practice Now” and “The Alphabet Summit”. The passing of AIA member Wagdy Anis FAIA was also acknowledged.

**BSA Found.** Dimino updated the Board on the work of the Foundation including KidsBuild! that drew 900 people, upcoming exhibitions and progress of new staff Jenny Effron and Vaughn Horn AIA.

**AIA Awards** 8 BSA/AIA architects have been inducted into the AIA College of Fellows: Edward H. Adelman FAIA, Jennifer Aliber FAIA, David J. Chilinski FAIA, Martine Dion FAIA, Haril A. Pandya FAIA, Peter F. Vieira Jr. FAIA, Angela E. Watson FAIA, Ellen A. Watts FAIA.

Shepley Bulfinch received two national AIA awards: the 2018 AIA/ALA Library Building Award for Austin Central Library, a joint venture with Lake|Flato Architects, and the 2018 AIA/CAE Education Facility Design Award of Excellence for the Pagliuca Harvard Life Lab.

Finegold Alexander’s Gail Kubik Assoc. AIA received the 2018 AIA Associates award.

The 2018 AIA/ACSA Topaz medallion was bestowed upon Jorge Silvetti Int’l Assoc. AIA.

**Arbitration Update** The arbitration has resulted in a ruling that the BSA and Trade Show Management (TMS) with TMS owing the BSA the money withheld in 2016 ABX and the BSA owing tradeshow sales on 2017 and 2018 ABX. The representatives of TMS have asked the arbitrator for a clarification of the terms, and we anticipate the full settlements to be completed by November.

**Strategic Conversation** The board discussed the AIA’s statement on equity, diversity & inclusion and looked at the topic of sexual harassment, assault, misconduct and BSA’s responsibility and response. What role does the BSA have in fostering awareness in firms; should we provide specific guidelines for members and offer resources?

Upon a motion by Dimino and seconded by Kuttner FAIA and Berry AIA it was voted that:

The executive committee be authorized to prepare and issue a statement to the membership on Equity, Diversity and Inclusion and Harassment.

And

A task force be created to report back to the Board at one of the Fall meetings to:

1. Review the AIA Equity, Diversity & Inclusion Report, identify any proposed enhancements to the report, review diversity within the BSA relative to other cities, and recommend:
  - a. Actionable steps the BSA can take to increase equity, diversity and inclusion in the profession and the BSA. The steps should include tools for individual as well as firm development.
  - b. Appropriate written BSA policies and position statements including visionary equity goals that will support these actions.
  
2. Develop a BSA action plan around the following issues of sexual misconduct, harassment and inappropriate professional conduct:
  - a. Support for those who are or may be victims of workplace abuse or misconduct.
  - b. Support for firms and schools in creating positive environments for all employees, consultants, clients and the public.
  - c. Appropriate procedures relating to allegations of BSA member misconduct or abuse.
  - d. Examination of the BSA's internal employee procedures around misconduct, to ensure the staff is provided a safe environment free from harassment.

Motion was approved; Unanimous

**Strategic Focus** The Board discussed the topic of the strategic goals of both the BSA and the BSA Foundation, asking how each organization can identify and serve their communities: the profession of architecture, the larger design industry, the area of policy (Government agencies and the non-profit world) and finally the interested public. The discussion would be continued in the next BSA Board meeting.

**Syrian Refugee Response** Seitz AIA, updated the board on what progress had been made towards the goal of providing safe, sheltered play areas for children residing in refugee camps and shared some images of the structures and some of the children. The aim was to not only be for recreational use, but also to build badly needed social cohesion for the camp.

**Adjourn** Upon a motion by Dimino, seconded by Perruzzi, it was VOTED to adjourn the meeting; Unanimous.

Respectfully submitted,

Rebecca Berry  
Secretary





Boston Society of Architects/AIA P: 617-391-4000  
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To: BSA Board of Directors  
From: Jay Wickersham FAIA, President and Eric White, Executive Director  
Re: Executive Director's and President's Report  
Date: May 17, 2018

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### **Administrative**

Both the payroll and benefits have shifted over to new companies that will result in a reduction of costs while maintaining quality. We are also working to develop a work plan which will be made available to the Board at the next meeting.

### **Financials**

Please see the attached documents showing the latest details for Q1. Q1 financials are off by nearly \$190K with the most significant impact coming from investments revenues which are down \$170K. Other revenue areas that are down include ABX (primarily a timing issue related to payouts), AB advertising (continues a 3-year trend of significant declines), and room rentals (which we've initiated an aggressive approach to rectify). We have been managing to control expenses and are currently \$75K under budget.

### **Committees**

On May 1, *Design for Aging* co-chairs Ruth Neeman AIA and Diane Dooley AIA, along with Jim Warner FAIA, met with Robin Lipson, Commonwealth of Massachusetts Chief of Staff, Chief Strategy Officer with the Executive Office of Elder Affairs, and Emily Cooper, Chief Housing Officer, to follow up on Governor Baker's announcement regarding Age-Friendly Massachusetts. They offered DFA resources, shared their short video "*Celebrate the Voices*", and expressed interest in becoming involved in this initiative.

On Sunday, May 6, *MakeTANK* collaborated with the *deCordova Museum and Sculpture Park* for their *ArtWeek* event. They designed and fabricated interlocking cardboard pieces that participants would use to build their artistic creations. Despite poor weather, they worked with approximately 70 participants of all ages.

*The Fellows Committee* met on May 2 for the 35th Annual BSA Fellows Dinner. Despite the last-minute cancellation of the keynote speaker, the evening was collegial and fun, including an artful demonstration of the "pants" relationship between the BSA and BSA Foundation as presented by Laura Wernick FAIA.

Three committees are currently seeking new chairs: *Finance Committee*, *Revit*, and *Small Practices Network*. Thanks go out to Judith Salvi, Brian Spangler, Tyrone Yang, and Antonio Gomes for their years of service to the BSA and their committees.

### **Professional Programs & Awards**

In April, BSA staff and Board representatives held the first 2018 Now Practice Now workshop, CASH. With about 75 attendees, the panel-led town hall discussion successfully began the conversation about how architecture is (or isn't) financed and supported. Based on interest and participation, this is a topic that can be addressed further. The next workshop, STUFF, will be held on May 24. The BSA has been awarded a small grant from The AIA Trust to support the Now Practice Now series. On May 1, BSA staff and the BSA Design Excellence Committee convened an Alphabet Summit. About 35 representatives from governmental and similar agencies shared and brainstormed best practices for pursuing and promoting design excellence. BSA staff continues to support the Emerging Professionals Network (EPNet) popular Bootcamp Series, which focuses on "finding job number two"—what to do and how to market oneself when one has some professional experience, but one's portfolio is still relatively small. The month began with a presentation and mock networking session led by Judith Nitsch PE. Later in May, representatives of varied Boston firms will volunteer for a speed portfolio review session. The 2018 BSA Design Awards season continues. In April, submissions for Interior Architecture and Design and Campus and Urban Planning were due. Submissions to the Interior Architecture and Design category

exceeded expectations. All other categories remain on track, with Sustainable Design and Healthcare Facilities Design due in May.

### **Community & Policy Initiatives (Joint BSA and BSA Foundation)**

Vaughn is continuing to tackle community projects in his role as Community Design Director, and is currently working on:

- Putting together a portfolio for the Fairmount Corridor project
- Assembling a think tank, scheduled to meet on 4/25, to discuss how we may perform any future community developments

Jenny is planning for a three-part Resiliency Forum series in the fall:

- In partnership with the Green Ribbon Commission and other Boston area organizations and will focus on design implications of recent resiliency reports and likely culminate in a design workshop that produces visuals to continue discussing resiliency in the community.
- Working to select the next Designing Boston event and to plan for an Urban Design Workshop this fall. She has also partnered with the City's Housing Innovation Lab, Boston Harbor Now and the Boston Chamber of Commerce for events they hosted (or are hosting) at BSA Space.

### **Public Programs (BSA Foundation)**

Highlights from the Programs team include the screening of *Citizen Jane: Battle for the City* which filled the Pearl Street room to capacity on what would have been Jane's 102nd birthday. Youth programming highlights include feedback from BPS Kindergarten teachers who participated in the We Design Together pilot project: "My students loved the activity so much that we took it a step further by adding labels, vehicles, people, etc. the finished product is hanging outside our classroom, and the kids could not be more proud."

Upcoming programs include Family Design Days in May and June, and a book talk in Paul Rudolph's First Church of Boston sanctuary of *The Watergate: Inside America's most Infamous Address*.

### **Exhibitions**

This summer's major exhibition, *NatureStructure*, will open May 17 and the minor show, *Design for Diversity: The Aga Khan Award for Architecture* will open May 23. Also on view are ArchitectureBoston's "Now Docking" with young design firms re-imagining great public spaces for the undeveloped Dry Dock Four; and the Rotch Travelling Scholarship in the Salt Gallery.

### **Communications**

The summer issue of *ArchitectureBoston* magazine, *Food*, is in development. Communications promoting the upcoming exhibition *NatureStructure* (opening May 17) have resulted in early press. In celebration of Preservation Month, the May editor of the Boston Architecture Diary is Greg Galer, Executive Director of the Boston Preservation Alliance. Ted Touloukian AIA, BSA member and BSA Foundation Trustee, was interviewed about the Foundation for Comcast Newsmakers, an episode that will air in late May. Also on Comcast, a 30 second PSA focusing on BSA Space was developed and will play on air at a schedule to be determined. In a guest column for the May issue of ENR New England, President Jay Wickersham wrote about how the city will be planned, designed, and rebuilt in coming decades.

### **Recent press**

- From the Community: BSA Space to premier *NatureStructure* ([northendwaterfront.com](http://northendwaterfront.com))
- Elle Gerdeman wins 2018 Rotch Travelling Scholarship ([archinect.com](http://archinect.com))
- Elle Gerdeman wins 2018 Rotch Travelling Scholarship ([bustler.net](http://bustler.net))
- Elle Gerdeman wins 2018 Rotch Travelling Scholarship ([archinect.com](http://archinect.com))
- "NatureStructure" highlights innovative projects working in harmony with nature ([archinect.com](http://archinect.com))
- "NatureStructure" highlights innovative projects working in harmony with nature ([bustler.net](http://bustler.net))
- Boston will survive if it can prevent the effects of climate change ([salon.com](http://salon.com))
- BSA Space premiers *NatureStructure* Showcase ([cseengineermag.com](http://cseengineermag.com))
- Fight or Flight: Will Boston Be Prepared for Sea Level Rise? ([ecowatch.com](http://ecowatch.com))
- Equitable Boston ([nerej.com](http://nerej.com))

**BSA 1<sup>st</sup> Quarter Financial Report**

	2017 Actual	2018 Budget	Q1 2018 Budget	Q1_2018 Actual
<b>Income Statement</b>				
<b>Revenues</b>				
AIA Revenue share & Paper Documents	133,760	135,321	33,830	33,181
Website	145,895	147,500	36,875	53,485
ABX	5,221,617	250,000	62,500	18,333
Development/Education/Grass Roots	62,874	90,000	22,500	8,580
ArchitectureBoston	206,360	228,500	57,125	37,515
External Support/Gov't Affairs/Civic Programs	0	0	0	0
Membership	1,970,864	1,944,855	486,214	443,356
Honors and Awards	126,398	129,500	32,375	85,951
Allied Organizations (includes BSA Foundation)	46,200	47,800	11,950	7,094
Board & Miscellaneous	7,891	9,000	2,250	2,250
Professional Communities Committees	3,026	0	0	0
Communications/Public Outreach	164,984	296,000	74,000	37,810
Compensation and Benefits			0	0
Human Resources			0	0
Accounting and Finance			0	0
Network and Membership Data Management			0	0
Supplies and Operations			0	0
Investments	336,520	284,400	71,100	(98,911)
Building Management			0	0
Royalties and other	25,203	1,000	250	0
<b>Total Revenues</b>	<b>8,451,592</b>	<b>3,563,876</b>	<b>890,969</b>	<b>628,643</b>
<b>Expenses</b>				
AIA Revenue share & Paper Documents	4,786	4,000	1,000	151
Website	24,517	18,500	4,625	7,372
ABX	489,850	75,000	18,750	41,554
Development/Education/Grass Roots	39,380	66,050	16,513	3,062
ArchitectureBoston	311,396	256,500	64,125	41,540
External Support/Gov't Affairs/Civic Programs	10,580	22,725	5,681	2,982
Membership	34,031	35,000	8,750	15,634
Honors and Awards	113,117	88,250	21,563	68,345
Allied Organizations (includes BSA Foundation)	583,578	586,035	146,509	112,284
Board & Miscellaneous	21,693	27,000	6,750	7,902
Professional Communities Committees	8,978	15,500	3,625	2,202
Communications/Public Outreach	204,003	85,500	21,375	4,141
Compensation and Benefits	1,692,852	1,837,655	459,414	388,264
Human Resources	67,001	21,700	5,425	2,245
Accounting and Finance	134,757	136,440	34,110	43,536
Network and Membership Data Management	152,733	148,000	37,000	37,302
Supplies and Operations	62,356	53,440	13,360	9,502
Investments	30,519	35,000	8,750	20,476
Building Management	456,609	497,732	124,433	118,782
Royalties and other	0	0	0	0
<b>Total Expenses</b>	<b>4,442,736</b>	<b>4,010,027</b>	<b>1,001,757</b>	<b>927,275</b>
<b>Operating Surplus/(Deficit)</b>	<b>4,008,856</b>	<b>(446,151)</b>	<b>(110,788)</b>	<b>(298,632)</b>
Depreciation	203,691	189,139	54,899	52,518
<b>Net Surplus/(Deficit)</b>	<b>3,805,165</b>	<b>(635,290)</b>	<b>(165,686)</b>	<b>(351,150)</b>
<b>Web Site</b>				
Exhibition Hanging System				
5 new pc's for staff				
conference room updates & technology				
<b>Total capex</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>





To: BSA Board  
 Fr: Tim Love FAIA, Chair, Nominating Committee  
 Re: 2018 Nominating Committee Report  
 Dt: May 17, 2018

This year I had the pleasure of chairing the Nominating Committee, which also included Jason Forney AIA (Bruner Cott), Jonathan Garland Assoc. AIA (DREAM Collaborative), Kelly Haigh AIA (designLAB), Tamara Roy AIA (Stantec), Mia Scharphie (Creative Agency Co.), Josiah Stevenson FAIA (Leers Weinzapfel), Heather Taylor AIA (Phillips Exeter Academy), Margaret Minor Wood AIA (Pinck & Co.), and Vice President Jean Carroon FAIA (Goody Clancy) is ex officio on this committee.

The Slate: As usual, the wealth of talent in the BSA community made assembling an outstanding slate of candidates a pleasure.

**BSA BOARD**

<b><u>Position</u></b>	<b><u>Nominee</u></b>
1st Vice President (elect one)	Natasha Espada AIA (STUDIO ENÉE) Amy Korte AIA (Arrowstreet)
VP for Advocacy (elect one)	Andrea Love AIA (Payette) Jennifer McGrory AIA (Perkins + Will)
VP for Membership (elect one)	Sam Batchelor AIA (designLAB) Ted Touloukian AIA (Touloukian + Touloukian)
Director-at-Large (elect one)	Jason Lee AIA Ellen Watts (Architerra)
Fellows Representative Design) (elect one)	Larry Chan FAIA (Chan Architecture & Urban Nancy Ludwig FAIA (ICON architecture) Chuck Redmon FAIA

Ethics Committee (elect one)	Lee Moreau (Continuum) Ben Peterson (BAC)
Honors & Awards Committee (elect two)	Marie Law Adams AIA (Landing Studio) Racquel Davey AIA (Avison Young) Mimi Love (Utile) Mark Oldham AIA (Payette)
Nominating Committee (elect two) Danielle McDonough AIA (Cambridge Seven)	Justin Brown AIA (MASS Design Group) (Stantec) Jess Garnitz AIA Emily Paparella AIA (Elkus Manfredi)
Membership Committee (elect three)	Kate Bubriski AIA (Arrowstreet) Jennifer Hardy AIA (Leers Weinzapfel) Nick Safley (Utile) Brian Sawyer (Stantec)
AIA MA Board	Jim Stanislaski AIA (Gensler)



### ***BSA Statement on Equity, Diversity & Inclusion (EDI) and Sexual Harassment***

Architecture, along with the entire building-industry, has been plagued by longstanding patterns of racial and gender discrimination and inequity. The domination of one culture in leadership and power positions has resulted in an imbalanced and unjust system. While we believe that the overwhelming majority of architects and firms care deeply about rectifying these imbalances and inequities of the current culture, change is painfully slow. As an organization comprising nearly 4,000 members, the Boston Society of Architects/AIA (BSA/AIA) acknowledges our responsibility for how this culture has affected and continues to affect everyone in and around the profession. We, the BSA, have a duty to help make our profession more equitable, diverse and inclusive.

We bear an obligation to ensure that every workplace and design school is safe from sexual harassment and similar abuses – an issue that is both unique and interconnected with equity, diversity and inclusion. Recent events reveal disturbing and deplorable conditions that some have faced. We applaud the courage of those who come forward to challenge abuses and the lack of diversity within their workplaces and schools, because doing so brings personal risks calculable only by those who take them. We support the recent [statement](#) of AIA President Carl Elefante FAIA that “sexual harassment — in any form and in any workplace — should not be tolerated and must be addressed swiftly and forcefully” and the recent AIA [statement](#), “Where we stand: sexual harassment & the architectural profession.”

On both these issues there is much work to be done. To that end, we are engaging our members and staff, with the help of external experts, to help us identify and take actions that will change this culture. We will focus on specific actions that improve individual opportunities, the culture of firms and schools, and the operations and culture of the BSA itself. The BSA Board has authorized the creation of a task force to oversee two charges:

1. Review the [AIA Equity, Diversity & Inclusion Report](#), identify any proposed enhancements to the report, review diversity within the BSA relative to other cities, and recommend:
  - a. Actionable steps the BSA can take to increase equity, diversity and inclusion in the profession and the BSA. The steps should include tools for individual as well as firm development.
  - b. Appropriate written BSA policies and position statements including visionary equity goals that will support these actions.
2. Develop a BSA action plan around the following issues of sexual misconduct, harassment and inappropriate professional conduct:
  - a. Support for those who are or may be victims of workplace abuse or misconduct.
  - b. Support for firms and schools in creating positive environments for all employees, consultants, clients and the public.
  - c. Appropriate procedures relating to allegations of BSA member misconduct or abuse.
  - d. Examination of the BSA’s internal employee procedures around misconduct, to ensure the staff is provided a safe environment free from harassment.

We will be fully transparent in this initiative, and will provide regular communications to members highlighting specific actions we are taking to advance this work. If you are interested in participating or have any recommendations, please feel free to let us know at [ewhite@architects.org](mailto:ewhite@architects.org) or 617-391-4000.

BSA strategic framework *Preliminary review draft 4-11-18*

<p><b>BSA Mission (from our charter)</b></p>	<p>1. <b>Collegiality:</b> To unite in fellowship the architects of the BSA territory.                  2. <b>Best Practices and Design Quality:</b> To combine the efforts of our members to promote the artistic, scientific and administrative competence of the profession.                  3. <b>Goals and Ethical Standards of the Profession:</b> To forward the goals of the AIA and to urge adherence to its ethical standards.                  4. <b>Public Outreach:</b> To encourage civic, educational and cultural activities.</p>			
<p><b>BSA Vision</b></p>	<p>By 2030 BSA architects will be leading professionals advancing design excellence, sustainable and resilient design and equity, diversity and inclusion.</p>			
<p><b>BSA &amp; Foundation</b></p>	<p>By 2030, Boston is a model of a resilient, equitable and architecturally vibrant city and region.</p>			
<p><b>Goals</b></p>	<p><b>STRATEGIC GOAL #1: Design and Practice Excellence</b>  <i>Advance design and professional excellence and equity within the architectural community, through supporting a diverse range of models of architectural practice and design.</i></p>	<p><b>STRATEGIC GOAL #2: Construction Excellence</b>  <i>Improve the quality of building construction through collaboration and thought leadership in the AEC industry.</i></p>	<p><b>STRATEGIC GOAL #3: Public Policy and Advocacy</b>  <i>Advocate for public policies in planning and design that will create a more beautiful, vibrant, and just city and region, through partnership with government agencies and other nonprofits.</i></p>	<p><b>STRATEGIC GOAL #4: Civic Engagement</b>  <i>Engage the widest possible public to broaden the understanding of the value of design and its role in creating a vibrant and just city and region.</i></p>
<p><b>Priorities</b></p>	<p>Help the architectural community, including students and interns, improve the quality of design and their practice by:</p> <ul style="list-style-type: none"> <li>• Encouraging innovative design approaches</li> <li>• Exploring a wide range of new practice models</li> <li>• Remedying patterns of racial and gender inequality within the profession</li> <li>• Expanding opportunities for public interest / pro bono design services</li> </ul>	<p>Work with professional and industry partners to promulgate and share best practices that improve the quality of design and construction, by exploring and advancing:</p> <ul style="list-style-type: none"> <li>• BIM and other new forms of information technology</li> <li>• New methods of project delivery and development</li> <li>• New methods of fabrication and assembly</li> </ul>	<p>Advocate for government programs, policies, regulations, and laws that advance BSA ethical standards and policy goals for:</p> <ul style="list-style-type: none"> <li>• Climate change / sustainability</li> <li>• Resiliency</li> <li>• Housing</li> <li>• City &amp; regional planning</li> </ul> <p>All of these goals shall be informed by the BSA’s overarching policy goals for:</p> <ul style="list-style-type: none"> <li>• Design excellence</li> <li>• Equity &amp; inclusion</li> </ul>	<p>Work with BSA Foundation to strengthen civic engagement activities that make the public aware of efforts throughout the region to advance:</p> <ul style="list-style-type: none"> <li>• Design excellence</li> <li>• Equity &amp; inclusion</li> <li>• Climate change / sustainability</li> <li>• Resiliency</li> <li>• Housing</li> <li>• City &amp; regional planning</li> </ul>

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	<b>STRATEGIC GOAL #1: Design and Practice Excellence</b>	<b>STRATEGIC GOAL #2: Construction Excellence</b>	<b>STRATEGIC GOAL #3: Public Policy and Advocacy</b>	<b>STRATEGIC GOAL #4: Civic Engagement</b>
<b>Partners to engage</b>	<ul style="list-style-type: none"> <li>• Massachusetts architects, interns, and firm employees</li> <li>• Massachusetts AE firms</li> <li>• Massachusetts architectural students and teachers</li> <li>• Massachusetts architecture schools</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Goal #1</li> <li>• Professional groups: BSLA, ACEC</li> <li>• Industry groups: ABC, USGBC, ULI, AGC, NAIOP, GBREB</li> <li>• State and city construction agencies: DSB, DCAM, MSBA, BPFDD</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Goals #1 &amp; 2</li> <li>• BSA Foundation, AIA-Massachusetts</li> <li>• City, regional, and state agencies (e.g., Cities of Boston, Cambridge, and Somerville; MAPC; Mass EEA, etc.)</li> <li>• Nonprofits (e.g. Green Ribbon Commission, Boston Harbor Now, partners in Smart Growth Alliance, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Goals #1, 2, &amp; 3</li> <li>• School children, parents, teachers</li> <li>• Community partners</li> <li>• General public</li> </ul>
<b>Tools</b>	<ul style="list-style-type: none"> <li>• All BSA committees</li> <li>• ABX, other educational programs</li> <li>• ArchitectureBoston, Currents, website, social media</li> <li>• Design Awards</li> <li>• Social events</li> </ul>	<ul style="list-style-type: none"> <li>• All BSA committees</li> <li>• ABX, other educational programs</li> <li>• ArchitectureBoston, Currents, website, social media</li> <li>• Design Awards</li> </ul>	<ul style="list-style-type: none"> <li>• BSA advocacy committees</li> <li>• Policy documents</li> <li>• Lectures, symposia, forums</li> <li>• Community projects, design workshops / charrettes</li> <li>• ArchitectureBoston</li> <li>• Gallery exhibits in BSA Space</li> </ul>	<ul style="list-style-type: none"> <li>• KidsBuild</li> <li>• Community projects, design workshops / charrettes</li> <li>• ArchitectureBoston</li> <li>• Gallery exhibits in BSA Space</li> <li>• BSA and Foundation sponsored lectures, symposia, forums</li> <li>• Design Awards</li> </ul>
<b>Measures of Success</b>	<ul style="list-style-type: none"> <li>• BSA professional and associate membership</li> <li>• Committee membership, participation, and events</li> <li>• Attendance, revenues from ABX and other programs</li> <li>• Attendance at other BSA events</li> </ul>	<ul style="list-style-type: none"> <li>• BSA affiliate membership</li> <li>• Participation of affiliates and non-BSA members in committees</li> <li>• Attendance of affiliates and non-BSA members at ABX, other programs and events</li> <li>• Participation in joint initiatives with other professional and industry groups</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in policy working groups with government agencies and nonprofits</li> <li>• Development and dissemination of policy positions</li> <li>• Advancements in government policies and regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in KidsBuild</li> <li>• Number and effectiveness of community projects and workshops</li> <li>• Circulation of Architecture Boston</li> <li>• Attendance at gallery exhibits, public lectures, symposia, forums</li> <li>• Media attention</li> <li>• Participation of BSA members in Foundation activities</li> </ul>