



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: Tamara Roy AIA, President  
Re: BSA Board Meeting Agenda  
Date: Wednesday, December 7, 2016

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Please note this meeting will convene at **BSA Space, 290 Congress Street, Boston at 9:00 am on Wednesday, December 7.**

- 9:00 am Call to order
  - Approval of November minutes
- 9:05 am Prep for the Annual Meeting, Thursday, December 8 at 6:00 pm
- 9:10 am Board schedule for 2017 (setting dates for 2017)
- 9:15 am Review of 2016 and Self-Assessment of the Board
- 9:35 am Executive session (Executive Director review)
- 9:50 am Update on ABX
- 10:00 am Feedback on *ArchitectureBoston*
- 10:45 am Other Business
  - AIA National position and update
- 11:00 am Adjourn

Enclosures:

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[architects.org](http://architects.org)

BSA November 2016 Board Minutes placeholder



To: BSA Board of Directors & BSA Voting Members  
From: Tamara Roy AIA, President  
Re: BSA Annual Meeting Agenda  
Date: Thursday, December 8, 2016

The Annual Meeting of the Boston Society of Architects will be held at 6 pm on Thursday, December 8 in the BSA Space gallery, 290 Congress Street on the second floor. The meeting will be followed by a reception in conjunction with the exhibition opening of One Room Mansion and the Student Design Showcase.

This is a joint meeting of the 2015 and 2016 members of the Board of Directors.

**AGENDA**

- 6:00 pm Pre-reception
- 6:10 pm Welcome
- 6:15 pm Acknowledging New & Newly Licensed Members
- 6:25 pm Election results and introduction of 2017 Board and elected leadership
- 6:30 pm Valedictories
- 6:40 pm Proposed FY2017 budget [VOTE]
- 6:50 pm 2016 President's address
- 7:00 pm Passing of the gavel and 2017 President's Address
- 7:10 pm Other Business
- 7:15 Adjournment [VOTE]
- 7:15 pm Reception, One Room Mansion Opening and Student Design Showcase in BSA Space



## 2016 BSA Board Assessment

As this is the last meeting of the 2016 BSA Board (other than the annual meeting) and some members will be transitioning off the Board and new members will be joining, we thought it would be useful to get your feedback on a few items including your experience on the Board, and thoughts on the future work of the BSA. Please complete the following survey questions:

The BSA Board, like most non-profit Boards, has four main responsibilities:

- Strategic – Set the organization direction
- Position & Policy – articulate the organization’s stance
- Fiduciary – Ensure the necessary resources
- Governance – Provide appropriate oversight

In assessing the BSA Board’s performance this year, consider the following questions:

1. Was my role as a BSA Board member clearly defined so I could contribute effectively?
2. Were BSA Board meetings productive to setting the future direction of the organization?
3. Was I sufficiently involved in the decision-making process?
4. Were the strategic priorities relevant to the organization?
5. Was the Board fully engaged in the development, planning and implementation of strategy?
6. Are BSA financial matters being properly overseen and managed?
7. What recommendations do I have to improve the process?
8. What was the BSA’s most significant accomplishment in 2016?
9. What is the most important area of concern the BSA should be attentive to for the future?
10. What recommendations do you have for 2017?



**Process for evaluating the BSA and BSA Foundation Executive Director**

1. The Executive Director review process will become a yearly process marked by the following milestones:
  - a. The January BSA and BSA Foundation Board packets will include the Executive Directors key areas of responsibility and the goals that have been agreed upon. The goals will be measurable and based upon the ED's primary areas of responsibility.
  - b. Throughout the year the BSA President and BSA Foundation Chair will provide feedback to share with the Executive Director.
  - c. The Executive Director will complete a self-evaluation to share with the two Boards for their October meeting.
  - d. At the October BSA and BSA Foundation Board meetings, the President and Chair will seek input from the Boards for the Executive Director's review.
  - e. In October/November the President and Chair will seek staff input for a 360 assessment.
  - f. The BSA President and President-elect, along with the BSA Foundation Chair and Vice-Chair will meet with the Executive Director to assess performance and set goals for the coming year.
2. Performance standards
  - a. Performance standards will be built upon two critical areas:
    - i. The goals set out from the previous year
    - ii. The six key areas of ED responsibility – delivery on mission, strategy and goals; administrative and HR oversight; Community relations; Financial/Legal management; Fundraising; and Governance.
3. Follow up
  - a. Copies of all written evaluations are given to the ED and to the Controller who maintains all personnel records.
  - b. Boards will discuss how/if salary increases/bonuses will be tied to the evaluation.
  - c. Process will be evaluated and improved upon through discussions between the Boards, Board leadership and ED.



## 2015 ED Goals

The 2015 goals were shared with the Executive Director in a meeting with the BSA's President, Past-President and President-Elect, along with the Chair of the BSA Foundation.

1. Collaborate with the board, staff and membership to further the organization's strategic framework.
  - a. Create a framework or a five year plan
  - b. Identify resources and metrics for success.
2. Grow BSA membership and enhance the value of that membership.
  - a. Collect data to have conversations and tract success
  - b. Identify the member value proposition
3. Advance the interests of the profession through advocacy and civic engagement.
  - a. Become fluent with the issues we advocate for
  - b. Organize the BSA & Foundation to respond to opportunities
4. Build awareness of members' expertise with the public at large.
  - a. Continue developing ways to engage the public and deepen their appreciation for architecture.
5. Increase the impact of BSA Space as a center for architecture, design and the built environment.
6. Provide leadership that encourages creativity, inclusiveness, excellence and results both with staff and members.
  - a. Strengthen the relationship with the president and Foundation Chair while helping Board members understand their roles and the balance to productive/supportive leadership
7. Build the fundraising capacity and strengthen the revenue generating opportunities in support of the BSA and Foundation's missions.
  - a. Build the financial capacity of the BSA and Foundation and develop new economic models.



Key areas for assessment:

1. Development & Delivery (Mission, strategy, goals) –

See below

2. Administration and Human Resources management

With Ann’s departure at the end of 2014, 2015 became a management transition year. One of the goals was to empower staff to take greater leadership over their areas of responsibility. This shift has continued (2016 further refining the staff structure) to clarify work responsibilities and streamline reporting structures. The result is a strong, directed staff focused on accomplishing organizational goals. (see attachment for staff structure)

3. Community relations

See below.

4. Financial Management

The BSA is in a strong financial and legal position. Over the last four years the total operation has grown from \$3.6M to \$6.3M and we are positioned to further grow. This growth has come from acquiring ABX, increased membership, and increased and diversified programs including space rentals, professional services and advertising/sponsorship. Our auditor gives us strong marks and we continue to stay aware and current with legal and HR regulations. The BSA Foundation is beginning to put in place the same level of controls – which did not exist in the past. 2015 was the first year that the Foundation had expanded its role and the operating budget increased more than 10 fold. We are creating the necessary structures – Finance Committee, full audit, IAC, etc - for the continued expansion and infrastructure to support the Foundation. We finished the year with an anticipated deficit and working toward a balanced budget over the next few years. Growing revenue support for the Foundation will continue to be one of the important areas of focus ahead.

5. Fundraising

See below

6. Governance

See below



## 2015 ED Goals

1. Strategic Framework. Collaborate with the board, staff and membership to further the organization's strategic framework.

The strategic weave continues to be the guiding force and our work concentrates on advancing the three strategic interests: Empowering the profession; increasing public appreciation for design; building better communities. Emily and I created a detailed strategic framework and work plan. The Joint Strategic Committee looked at it and shared it with the BSA Board. As a

document it is impressive in the level of detail and is useful to help give staff direction. However it is an overwhelming document that makes it difficult to use for the Boards and Membership as a strategic tool. One challenge is how do we engage both Boards to continue developing strategic planning? The Foundation Board is still in a start-up development phase that now is in better position to consider strategic planning and it will be important to create a business plan to help us aim toward long-range success. The BSA Board has been strongly motivated by the civic agenda, and directing energy to strategic planning is challenging. The new Future of the BSA committee may be helpful in advancing our planning efforts.

2. Membership - Grow BSA membership and enhance the value of that membership.

Last year professional membership grew 3%, including 6% growth in AIA and 6% growth in Associate AIAs (Emeritus and Student were both down slightly). From 2011 to 2015 professional individual membership has grown 14% including 20% in AIA and 52% in Associate AIA. In addition we've assessed the membership value and passed recommended changes to encourage licensure and young architects to join. These recommendations take place in 2017 and we will continue tracking and assessing to determine success. Next we are working on reviewing the value of firm and corporate memberships to assess how to improve the value.

3. Advocacy - Advance the interests of the profession through advocacy and civic engagement.

This area has seen tremendous growth over the last couple of years. Folding in LBD and CDRC as well as expanding our public and civic offerings has led to this growth. In the last year the BSA and Foundation have played important roles in Imagine Boston 2030, the Boston cultural plan, Go Boston planning (transportation), the region's work on resiliency, as well as a voice for design excellence through new programs like the Designing Boston series. Tim's creation of the Design Workshop program has also significantly advanced the advocacy and civic agendas. Adding Gretchen and CDRC to full-time staff, bringing back Billy, our communication/PR strategy, and work on civic and community outreach have been a major strength.



4. Communication & Public Engagement - Build awareness of members' expertise with the public at large.

In addition to our efforts to increase public awareness through public and civic/community programs, we have taken strategic opportunities to engage key public and press leaders in the BSA and BSA Foundation. Opportunities including inviting WGBH's Jared Bowen and Boston's Culture Director Julie Burros to serve on the Harleston Parker jury; inviting former city councilor Mike Ross and Boston Globe writer Dante Ramos to facilitate Designing Boston; and contracting with Design New England and Boston Magazine to publish BSA Design Awards. We recognize these are long-term investments to shape public awareness, but they have resulted in increased press as well as public participation in programming.

5. Impact - Increase the impact of BSA Space as a center for architecture, design and the built environment.

In addition our public programming efforts – programs like Family Design Days, Designing Boston, Architecture Film Series, and more - have drawn new audiences. Over the last year the quality of our exhibitions has also drawn people to BSA Space. The BSA is recognized as an important player in the community and our next steps are to solidify the structure to further expand our impact.

6. Leadership - Provide leadership that encourages creativity, inclusiveness, excellence and results both with staff and members. Strengthen the relationship with the president and Foundation Chair while helping Board members understand their roles and the balance to productive/supportive leadership

This is more difficult to quantify objectively, though my sense is we've done a number of things to stimulate greater connections between the BSA and Foundation as well as members and staff. Annual meetings between the BSA and Foundation Boards foster connectivity resulting in the expanded civic and public outreach identified above. Elected and Board committees as well as the membership committees continue to advance the work of the profession and encourage creativity at all levels.

7. Business Development - Build the fundraising capacity and strengthen the revenue generating opportunities in support of the BSA and Foundation's missions.

BSA and BSA Foundation revenue streams have been, and continue to evolve, change and grow. Today the BSA's revenue is about \$5.6M divided relatively equally between ABX at 40%, membership dues at 30% and a variety of earned revenue programs including fee-based activities, space rentals and investments at about 30%. Four years ago BSA revenues were about \$3.6M with membership dues accounting for over 50% of the BSA's revenue, with ABX 25% and earned revenue 25%.



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Two years ago the Foundation revenue was about \$70K with nearly all coming from investment income. In 2015 the revenue was \$700K with 60% coming from the BSA, 10% investment income and 30% earned through programs and activities.

The Foundation began a fundraising program that in two years has raised over \$750K in pledges. At the end of 2015 we also began seeking grant support, which is too early to determine the value to the Foundation.

Creating long-term business plans will be needed and to coordinate these plans with the overall strategy. We will benefit from outside advice to help us develop clear business plans with goals, milestones and timeframes to measure success.



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*ArchitectureBoston (AB)*

1. In one paragraph, what is your assessment of *AB* to date?
  
  
  
  
  
  
  
  
  
  
2. Do you read *AB*? Do others you know read *AB*? If you know others, who (their occupation) are they and what do you hear is their assessment?
  
  
  
  
  
  
  
  
  
  
3. In one paragraph or less, what do you recommend for the future of *AB*?



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November 14, 2016

To BSA Members:

This year's election has clearly demonstrated the sharp divide facing our country. We trust in the democratic principles this country was founded upon. And while some people are pleased by the results, there are many struggling to understand what has happened and what future lies ahead. The BSA Board and staff are committed to seeking a path that will heal these divisions. And, as always the BSA welcomes people of all backgrounds and abilities regardless of their race, ethnicity, gender, religion, sexual orientation, disability, or political persuasion.

While on this path, however, we will not compromise on the core values that are fundamental to the BSA, and, we believe to the AIA. We are firm in our role advocating for policies that foster these values in our work with government, businesses and our national AIA.

- These values begin with respect for all people. We believe the principles of diversity and inclusion are fundamental to building a just, fair and vibrant country. We will continue to advance the cause of equity within our profession, while advocating for public policy that assures equal access to society's benefits for all people. And, as always the BSA welcomes people of all backgrounds and abilities regardless of their race, ethnicity, gender, religion, sexual orientation, disability, or political persuasion.
- We believe that climate change is an existential threat to human civilization as well as most life on this planet. We promote the principles of sustainable design including increasing energy efficiency and renewable energy, materials building standards, and green waste management systems. We also see the impacts of climate change inequitably burden less privileged members of our communities. To be a truly sustainable society, environmental justice must shape the public policy and long-term vision of our cities, our region, and our nation.
- We believe that the skills and resources of our profession will always serve the greater needs of our community. Affordable housing, transit equity, accessibility and universal design, historic preservation, beautiful public open space and parks, community-based planning, walkable and livable cities and towns, and design excellence are necessities. Our pursuit of these essential needs will continue to be paramount.

In the coming weeks you will be hearing more from us about this, but more importantly we want to hear from you. We've set up a comment area on our website and social media pages. We also invite you to join us at ABX and talk with Eric, the staff and Board members. This is your BSA. Please share your thoughts by emailing [president@architects.org](mailto:president@architects.org) or posting your comment directly to The BSA's Facebook page. Thank you.

Tamara Roy AIA  
 2016 BSA President

Eric White  
 Executive Director



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November 14, 2016

Robert A. Ivy FAIA  
EVP/Chief Executive Officer  
The American Institute of Architects  
1735 New York Ave NW  
Washington, DC 20006-5292

Dear Mr. Ivy:

On behalf of the Boston Society of Architects/AIA I am writing to share our shock and disappointment with last week's post-election statement expressing the Institute's willingness to work with President-elect Trump and members of the 115<sup>th</sup> Congress. While we support the need for design professionals and AIA members to work together to move the country forward, and the country's need to address failing infrastructure, this statement fails to acknowledge the serious contradictions between the Trump campaign and the AIA's own mission and values. The conciliatory and congratulatory tone of last week's message in response to the election is at odds with the very goals and values articulated by the AIA. We agree with the *Architect's Newspaper*. It would be irresponsible and reprehensible to "ignore the role design and designers could play in instituting and perpetuating the inequality inherent in the racist patriarchy Trump's ideology embodies."

We wish to reaffirm our commitment to AIA's goals of Diversity and Inclusion, Sustainability, and Resiliency, and the fundamental belief that architects have the skills and resources to serve the greater needs of our communities. We believe this is the message we should be sending to both President-elect Trump and the 115<sup>th</sup> Congress.

Sincerely,

Tamara Roy AIA  
President, Boston Society of Architects/AIA