AIA

2010—2015 Knowledge Agenda
In Pursuit of Thought Leadership

AIA Board Knowledge Committee

Contents

	Knowledge	Advocacy	Communication	Collaboration
Credible Voice				
Authoritative Source	**2010-2015 Knowledge Agenda**			
Increase Member Value				

The intent of this document is to serve as a bridge between the broad brush Knowledge Strategy of the AIA's 2010-2015 Strategic Plan (diagrammed above) and the tactical knowledge related activities of the Institute. Enhancing focus and clarity of the Knowledge Strategy through defining a series of Action Principles, this Agenda will inform the planning efforts of the AIA, its Board Knowledge Committee, Member Communities, Members and Staff.

Prepared by the AIA 2009 + 2010 Board Knowledge Committees:

Walter Hainsfurther, FAIA (chair)
James Determan Jr., AIA
Terrence E. O'Neal, AIA
Ralph Lerner, FAIA
Douglas A. Benson, AIA
Stephen Hagan, FAIA
James. R. Bedrick, AIA LEED AP
Paul Mankins, FAIA
Amy Yurko-Nelson, AIA
Frances Bronet
Edward T. Zeigler, Jr., AIA
Kenneth J. Naylor, AIA
Deborah S. Burns
David Hart, FAIA
Edward Vidlak, AIA
Jennifer Worknan
Jack L. Baumann, AIA

Walter Hainsfurther, FAIA (chair)
Donald T. Yoshino, FAIA
Terrence E. O'Neal, AIA
Stephen R. Hagan, FAIA
Edward T. Zeigler, Jr., AIA
David Hart, FAIA
Douglas A. Benson, AIA
Katherine A. Austin AIA
Paul Mankins, FAIA
Raymond J. Lucchesi, AIA
Chas Schreckenberger, AIA
Amy Yurko-Nelson, AIA
Deborah S. Burns
Jim Determan, AIA
Sean Stadler, AIA (YAF)
Ed Kodet, FAIA (COF)
Ashley Wood-Clark, Assoc. AIA
Brett Roeth, Vice-President
Scott C. Veazey, AIA
Nathaniel Quincy Belcher, AIA

AIA Staff
Kevin Novak, Vice President, Integrated Web Strategy and Technology
Carolyn Snowbarger, Managing Director, Professional Development
Terri Stewart, CAE, Managing Director, Member Communities
Richard Hayes, AIA, Director, Knowledge Resources
Markku Allison, AIA, Resource Architect

Knowledge Agenda
Considering Thought Leadership

A thought leader is a thought leader regardless of what issues of the moment may be. One cannot claim thought leadership. Thought leadership is an earned recognition, attitudinal, reflected in the culture and behaviors of individuals and organizations over time. If the AIA is to be an effective knowledge-focused organization, working toward becoming thought leaders, we will consistently strive to:

- support the creation and dissemination of knowledge, looking into the future, arming our members with knowledge to improve practice and to influence the response and shape of the profession;
- enhance awareness of the value of design, supporting the profession and its practitioners.

In the context of a knowledge strategy, the second point above is definitively tactical. Building on the foundations and artifacts of the first point, it is largely accomplished through public relations, communications, and legislative affairs. It is the first point that is the core of this effort to translate the Knowledge Strategy from the 2010-2015 AIA Strategic Plan into a Knowledge Agenda for the AIA:

2010 – 2015 AIA Knowledge Agenda
The AIA will pursue thought leadership through the establishment of a culture of knowledge sharing within an environment of learning and research, in which giving back is considered an ethical responsibility of the profession.

Knowledge is the most valuable asset of the architect. It follows that it must be at the heart of the AIA. This Agenda sets forth Action Principles to guide the Institute and its members to that end.

A Culture of Knowledge Sharing
The AIA as the First Stop for Knowledge About the Built Environment
Authoritative Source

In a culture of knowledge sharing, there is a philosophy of abundance vs. scarcity. Professionals help one another, work with one another, sharing, collaborating, internally and externally to the profession. Resources are readily available and success stories are celebrated and the value of contributions is acknowledged. In this culture, sharing failures too is not a negative; consider a "safe fail" vs. "fail safe" environment, where important lessons are built upon courageous unsuccessful attempts. It's an environment where one can trust in the reliability of information. Mentorship is acknowledged for necessary development of the future of the profession.

Knowledge must be an integral part of the culture, business, operations, and services of the AIA and its members. Knowledge contribution should be an expectation of membership, and an honor to strive toward. AIA can take immediate action to nurture a culture that promotes sharing as well as collaboration. The Institute must establish a reliable system for the collection and distribution of knowledge and serve as a clearinghouse for research, emerging trends, and innovative practices.

Action Principle
The Institute must establish a reliable system for the collection and distribution of knowledge and serve as a clearinghouse for research, emerging trends, and innovative practices.

To remain relevant in society, the AIA must also develop processes and structures that result in Knowledge that is forward-focused, relevant, and continually innovative. This will also produce information that is of the highest value to our members. The quality of the information must be continuously vetted and updated to ensure reliability and relevancy.

Action Principle
The Institute must establish processes and structures that result in Knowledge that is forward-focused, relevant, and continually innovative.

External Knowledge will be central in creating knowledge-focused leadership and should involve collateral organizations and outside institutions. AIA should establish mechanisms to allow collaboration on knowledge creation and sharing among all of these groups; we can "open our doors" and encourage other stakeholders to participate on AIA Boards and Committees at all levels of the Institute.

Action Principle
The Institute must establish mechanisms to allow collaboration on knowledge creation and sharing among all relevant stakeholders.

Internal knowledge should be captured from members, firms, and components. Knowledge communities should provide leadership and expertise in identifying information, creating standards, and dissemination. Components must be expected to share knowledge in the same way as members, through content development, programming, and collaboration. Members must be engaged in the design and content of the Architect's Knowledge Resource.

An Environment of Learning and Research
The AIA is seen as the convener of discussions on issues that further the profession and its effect on the society we serve.
Credible Voice

Research must be encouraged. This must happen in a minimum of two arenas: academic / esoteric, and practical / applied. A natural outcome of significant support of and focus on research will be an increase in the AIA's reputation as a convener, a facilitator, bringing together the best and brightest voices regardless of their homes in order to advance the Knowledge of the profession. But we do not need to start from scratch:

As previously stated, Knowledge is the most valuable asset of the architect. This has always been the case, and in response the AIA has developed many assets over time.

Action Principle
The Institute must encourage collaborative efforts between the academy, practitioners and other stakeholder groups.

Action Principle
The Institute must encourage industry research through the creation of non-monetary incentives for sharing research results.

Action Principle
The Institute must successfully leverage technology to support the Knowledge Agenda.

In order to leverage existing Knowledge Assets, AIA must encourage collaborative efforts between the academy, practitioners and other stakeholder groups, and mine the work of industry and academy partners for relevant information. Research should drive knowledge efforts and become part of the fabric of the AIA, and support leadership in establishing appropriate industry criteria and standards. We must eliminate barriers to allow access to research already completed and create non-monetary incentives for sharing research results. AIA's investment in technology should be leveraged for the capture and dissemination of knowledge.

Conclusion
An Ethical Responsibility of the Profession
Increase Member Value

The Institute can nurture these aspirations in the short term through adoption of strategic solutions that also celebrate the knowledge contributions of its members. Over time, applied consistently, the celebratory aspect of a system could fade away, replaced with a permanent sense of ethical responsibility to the profession.

When the formal pursuit and sharing of knowledge is an integral part of the mindset—and more importantly, behavior—of architects throughout the AIA, we will have achieved our goal.

Appendix
Considerations and Tactical Possibilities

Considerations

How is Knowledge created, fostered, collected and disseminated? How is Knowledge validated and valued? How are resources expended? What resources do we have at our disposal? How do we leverage those resources? How do we establish a culture of sharing between groups and individuals? How do we anticipate trends? When and how do we nurture, identify and engage thought leaders? What role does AIA play in developing tools, standards and Knowledge for our members?

Tactical Possibilities

While not a definitive list or intended as prescriptive in nature, the following considerations suggest examples of how some of these aspirations might be pursued.

The AIA may consider the following:

- Engage a group larger than the Institute and our members.
- Continuously survey and evaluate issues confronting the world around us, understanding how these critical issues are influencing—and will impact—the profession.
- Support research on issues on the leading edge of the design professions.
- Promote tools and knowledge resources to position members as trusted and sought-after partners for consideration of critical issues.

The AIA must commit capital and personnel to this effort and develop an accompanying business plan. Elements may include the following:

- Increase efforts in facilitating research that will lead the profession to be more evidence based.
- Utilize expertise of the Knowledge Communities as the coordinator and facilitator of knowledge. Use these groups to identify emerging trends.
- Increase collaboration between groups within and outside of AIA.
- Increase the ability of stakeholders other than AIA members to contribute to the knowledge base.

The AIA must better leverage the knowledge assets that already exist within the organization and in the profession. These areas include the following categories:

- Research
- External Knowledge Resources
- Internal Knowledge Resources (Members, Firms, Knowledge Communities, and Components)

Connections to current Strategic Direction Group, Contract Docs Industry Advisory Panel, and past work on strategic initiatives framework (see attached) should also be considered.