



Boston Society of Architects
Long Range Plan 2004

BSA Long-Range Plan

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Note on the format: each of the six interest area sections of the plan includes a goal statement, the current status of the BSA related to that area of interest, a list of challenges and opportunities and several key objectives and implementation ideas.

Introduction

The last BSA long-range plan was written in 1996 and was used extensively by the Board and staff to guide the BSA's development over the last several years. The strong emphasis on communication, public policy and education in the 1996 plan led to the development of a robust BSA website, a redesigned and more frequent ChapterLetter, the development of a new magazine -- *ArchitectureBoston*, a new electronic newsletter -- *Currents*, and a comprehensive K-12 education program -- Learning By Design in Massachusetts. A more active legislative affairs program and new public relations efforts have led to the development of important relationships with Boston-area legislators, journalists and other individuals who influence and implement public policy. Programs such as the Civic Initiative for a Livable New England and the 2003 national density conference featured BSA members as leaders of regional and national smart-growth programs and initiatives.

Professional practice and education gains include a stronger-than-ever Build Boston, more continuing education programs, the development of several new networks for design firm administrators and staff and a new mentoring program. The number of individuals the BSA engages regularly has increased significantly through better communication and a commitment to serving the entire building industry. A comprehensive study of the BSA community in the late 1990s -- Focus on Membership -- led to the creation of a new professional affiliate membership category and the restructuring of dues rates. Groups such as the BSA's Women in Design Network and the Black Architects Forum support a large and diverse population of designers, students and industry professionals. An effort to engage more younger professionals has resulted in a new young architects' seat on the Board and more interns and younger professionals in leadership roles on committees and networks.

The 1996 plan was developed with the understanding that it would serve the BSA for five years. The success of the plan and the recognition that we have met many of the goals led 2001-2002 president Robert Brown IIDA, AIA, as his term as president was ending, to note that "we are now in a new century with new urban design, societal and professional challenges and opportunities. It is time to gather again to think expansively about the BSA's near and not-so-near goals."

This new long-range plan was developed over several months by a dedicated group of volunteers including members and allies. The planning committee was chaired by Robert Brown IIDA, AIA and co-chaired by Brian Healy AIA, 2004 BSA president.

The long-range planning process began in early May 2003 with the formation of a steering committee. The committee identified core values important to the architecture profession and trends in society and in the building industry that are likely to influence how the BSA operates in the next several years. A list of six key interest areas was also developed. The values and trends were then presented to an invited group of 50 building industry professionals at a full-day brainstorming retreat at the Boston Architectural Center in June 2003. Subcommittees were formed around the six interest areas and the rough ideas were further developed and the plan drafted. The plan was then used as the focus of the Board retreat in January 2004. The final plan was approved by the Board of Directors in March, 2004.

The long-range plan as presented here is designed to be a guide and a working document. One of the strengths of the BSA is its ability to respond quickly as trends emerge, the economy changes and the city grows. The Board should not hesitate to adapt the plan as needed to respond to new opportunities.

Trends

Any comprehensive planning process begins with a look at what's changing in the environment... two lists are included here -- trends in society and trends in the building industry. New trends and changes are important indicators of where society and the profession are headed and often present new opportunities for organizations.

Trends in society

- All types of technology continue to advance at an exponential rate
- The population continues to become more diverse as ethnic and racial minorities become the majority
- The population is aging
- Globalization of everything is clear
- Our communities continue to experience the divergent trends of density and sprawl
- Land ownership is changing as more corporations and wealthy individuals own an increasing percentage of real estate
- Today's culture has less interest in intellectualism and professionalism than past generations
- Today's young generation is not a generation of joiners
- Export and import of services and knowledge increases
- Speed of business/technology increases expectations for business, practice, communication
- Information is more accessible for everyone
- Society is very product- and consumer-oriented
- There is an increased emphasis on security
- The volume of legislation being debated that impacts design professions has increased significantly in the past five years

Trends in the building industry

- More collaboration in practice
- More specialization
- The client base is changing
- Architects are increasingly part of more complex teams
- More research is needed to maintain competitive edge (codes, regionalism, operation, construction, insurance and litigation)
- The definition of an architect and architects' perceptions of themselves are changing
- The architect is becoming more marginalized in the design/construction process
- Financing projects is continually more complex
- The scope of services design firms deliver will continue to expand as design firms grow
- Emphasis on leadership development for all levels of design professionals will become crucial
- Technology will continue to shape the way we conduct business and communicate
- Environmentalism will continue to move to the center of society's consciousness
- Code changes will continue to reshape the way we design and build
- Time management skills will become increasingly valuable
- Membership organizations will change
- Targeted communication and distribution of knowledge will become increasingly important for members
- All types of e-commerce and internet services will shape the way we do business

Values and mission

Values

All groups and organizations operate under a set of shared values. The following are ten that are fundamental to the BSA.

- Good design makes a difference
- Diversity and inclusiveness are important
- Collegiality within the building industry is important
- Ethical practice is crucial
- Education of the public and the profession, including life-long learning and mentoring, is important
- Organizational stability and financial stability are critical
- Maintaining a positive and strong reputation with the public and policy-makers is important
- Responsiveness — agility, risk-taking is crucial
- Stewardship of the environment is our responsibility
- Stewardship of the profession is our responsibility

Mission

BSA Mission (from the original BSA by-laws)
“... to unite in fellowship the architects of the Chapter territory; to combine their efforts to promote the artistic, scientific and administrative competence of the profession; to encourage civic, educational and cultural activities; to forward [the goals of the AIA] and to urge adherence to its ethical standards.”

Interest areas

These six interest areas were identified by the steering committee as key areas that the planning committee should address. The June 2003 planning retreat and subcommittee development were organized around the interest areas and provide a framework to present the plan's strategic objectives and goals.

- Public Policy
- Design/Research
- Communications and PR
- Professional Practice
- Membership and Governance
- Education/Life-long Learning

Public Policy

The BSA should be a leader on issues that have an impact on the built environment and should be perceived as a leading authority and advocate of the quality and effectiveness of design and design issues in our community. By actively participating with others in the public realm, we can advance important issues that shape our profession and our community.

Current status

In the past several years, the BSA has increased substantially its public-policy initiatives. We retain experienced public-policy consultants and work regularly with local lawmakers and policymakers. Events such as our annual legislators breakfast and design professionals day on Beacon Hill are well-established. The BSA is perceived as an objective participant and an important knowledge resource for city and state officials.

Challenges and Opportunities

- We need to “stay on point” with issues that are important to the design community and stay away from issues on which we are not the experts.
- We *must* have opinions and policies on all environmental and design issues that are in the public realm, *e.g.*, 40B, sprawl, school construction, etc.
- We should be prepared to take risks when participating in the public arena.
- We can be more vocal on issues that affect our community and our members directly.
- We can become more connected and involved with schools, colleges and government components that teach and legislate design.

Objective: Enhance our connections with those involved in shaping public policy

- Encourage BSA members to join public policy boards (planning, zoning, historic district commission, etc.).
- Encourage and support member participation in government (state legislators, mayors, municipal councilors, etc.).
- Make connections with higher-education programs in government... provide resources and experts to address design issues.
- Send *ArchitectureBoston* to all public officials and public advocacy groups.

Objective: Become the authority on issues related to the built environment.

- Create a public policy council to coordinate BSA initiatives, public policy and public relations.
- Explore the creation of a public policy foundation separate from the BSA that could act more aggressively on policy issues.
- Select a spokesperson to become the face and voice for the BSA.
- Develop an “experts” database on public issues such as transportation, housing, open space, etc.
- Support research in environmental issues.
- Explore the development of a “BSA Center for Urban Studies”
- Develop links to other institutes, think-tanks.

Objective: Become even more visible to the public on environmental policy

- Write, speak and develop conferences on public policy.
- Write often in the Globe op-ed pages.
- Appear on Chronicle (regional TV news show) regularly.
- Create a “What’s Happening” column for *Architecture Boston*, the Globe, and the Herald.
- Consider creating a Public Policy Initiative Award that recognizes great zoning, planning, environmental and public policy issues.

Objective: Help our membership to become more aware of the impact of public policy on our practices

- Enhance connections between the BSA public policy initiatives and the many BSA committees to increase their awareness of policy issues that relate to their specific interests: (education, legislative affairs, urban design, international practice, best practices, etc.)
- Survey design firms to better understand their needs and concerns and determine how to weave those issues into public policy... and survey firms to learn how current public policy affects a firm’s practice.
- Create more Build Boston and year-long courses and/or seminars on public policy issues.
- Identify public policy initiatives underway and inform members of those initiatives.

Design/Research

The BSA should be a leader in design and research by articulating the value of design, engaging a wider audience in the conversation and supporting research that leads to the understanding of the impact of design on society and identifies opportunities for innovation.

Current status

The architecture profession, unlike many other professions, invests relatively little in research. Design is at the center of what architects do yet with the demands of practice and the changing nature of what architects do and how we serve society, there is often no time to talk about or promote design research. The BSA administers awards programs and has an often inactive Design Committee.

Challenges and opportunities

- Many design-oriented practitioners are not engaged in the BSA.
- The BSA's image or "brand" does not connote design orientation as much as it connotes knowledge about and effectiveness in practice.
- The percentage of young designers joining the AIA/BSA is low in relation to the number of young designers in the industry.
- New leadership at the BSA is increasingly representative of "design-oriented" practice, and may be better able to identify with and attract others with similar interests.
- Research happens every day in practice and education but is rarely shared or published.

- There exists a culture of territoriality in design practice that discourages the sharing of research.
- The links among education, research, practice and design are 'broken;' if we can support a culture of enriched connections the knowledge gained from the research at all levels will nurture the profession.
- The BSA administers several awards programs that provide forums for discussion and outreach about design within the professional community.
- The BSA funded its first research grant in 2003.
- There is a growing body of research in the field that could be made available to an audience of BSA members who are accustomed to using technology-based resources.

Objective: Raise the profile of design among practitioners and the public

- Continue to run the BSA awards programs and highlight high-quality design work in our region.
- Reach out to design-oriented clients through workshops or other educational events.
- Develop more design-oriented lectures and public workshops/events or publications that capitalize on public interest in design following the World Trade Center competition.

Objective: Raise awareness about the BSA among design-oriented practitioners and create opportunities for young and/or emerging professionals

- Reinvigorate the BSA design committee by developing a series of peer-group discussion sessions on design topics.
- Form a “New Group” of young professionals who are not designers but are interested in design (modeled on the ICA’s group) with a focus on contemporary design and research.
- “Spotlight the margins” – highlight what’s happening outside traditionally-celebrated design circles.
- Create opportunities for emerging designers to be showcased through publications and exhibits that are juried.
- Brand BSA communications (*e.g.*, *ArchitectureBoston*) for this audience.

Objective: Integrate design aspirations with other societal goals, such as sustainability and affordability

- Identify societal goals that are opportunities for the BSA and fund research aligned with these goals.
- Work with schools to promote collaborative community development efforts.
- Support appropriate *pro-bono* work for community organizations and non-profits.
- Develop and support design and building processes, technologies and materials that can be adapted by economically underprivileged individuals and community groups (the Sam Mockbee model).

Objective: Foster and support design research and provide access to information and research

- Promote, support, fund and publish research as ‘research’ in ways that enhance and elevate the profession and acknowledge innovators.
- Create a resource/space/event where information and ideas about design requirements, use and products can be gathered and analyzed.
- Support the development and publication of case studies.
- Develop guidelines for ongoing BSA research grants.
- Develop a database and/or a specifically tailored search engine that would enable members to get information about relevant research.
- Form a community of experts and a structure to enable BSA members to share knowledge with colleagues.
- Foster the development of a consortium that would bring together product manufacturers/distributors and academic institutions to develop and support a database of case studies and other research resources.

Communications and PR

Enhancing the image of architects and the perceived value of hiring an architect are the primary communications/PR goals of the BSA. The emphasis on public policy and urban design issues of the past several years has strengthened the BSA's value as a resource/expert source for the media. We must continue to cultivate our relationship with journalists and policy-makers as we simultaneously begin to develop effective communications/PR initiatives that promote the work of individual architects and firms. We must support and facilitate communication among BSA committee members and working groups and communicate committee activities and achievements to larger audiences.

Current status

In the past five years the BSA's communications tools have changed significantly... we now have a comprehensive website, a weekly electronic newsletter and a bimonthly magazine. None of these existed before the last long-range plan was written in 1996. And we continue to publish the much-loved and well-read monthly ChapterLetter. A recent survey indicated that overall the ChapterLetter, website and Currents are well-designed and meet the community's needs (at least for the individuals who responded to the survey). *ArchitectureBoston* celebrated its 5th anniversary and is undergoing a redesign process. We also have new PR consultants and strong relationships with area journalists. Paired with our public-policy initiatives, the BSA is in the news regularly yet, for many individuals, what architects do remains a mystery.

Challenges/opportunities

- Within the industry there is a perceived erosion of the value of the architect.
- Among the general public there remains a general lack of understanding of what architects do.
- We need to communicate with a variety of audiences.
- Because what architects do is so diverse, it is difficult to create a consolidated message that is valuable.
- Media attention focused on 'star' architects and big projects like the World Trade Center site in Lower Manhattan has heightened the general public's awareness of the role of design.
- We tend to preach too much to ourselves.
- There is a large population of educated professionals in the Boston area who are interested in contemporary culture and design.

Objective: Build a larger audience for architecture

- Use our relationships with journalists to pitch stories that appeal to a larger variety of readers.
- Expand *ArchitectureBoston*'s circulation to more laypeople and include content that is accessible to them.
- Get stories in all sections of the Globe.
- Become a clearinghouse for architect-speakers for community programs.
- Provide content to real-estate and other public websites and publications.

Objective: Provide practitioners with print and online tools to educate clients.

- Revise and enhance publications such as the Client Advisor and the Residential and Small Commercial Handbook. Develop online versions that are easy to access and use.
- Develop a ‘testimonial’ section of the online firm directory.

Objective: Make the BSA and publications more accessible

- Use more photography and graphics in BSA publications
- Develop a more comprehensive *ArchitectureBoston* website.
- Make better use of our storefront gallery at 52 Broad Street.
- Use other storefronts; put architecture project drawings into bus map street furniture, transportation hubs, CVS windows.

Objective: Promote the work of architects and BSA members

- Employ *Business Week*/AIA-like award programs.
- Pitch stories to community newspapers, encourage architects to submit case studies of successful projects to the BSA.
- Become a clearinghouse for publication and media opportunities for architects.
- Promote the role of architects in residential design.

Objective: Become the media’s primary source for design

- Develop a comprehensive experts list.
- Be a resource for editorial boards.
- Invite media professionals to key policy meetings.

Objective: Enhance communication among committee members and promote the work of the BSA committees

- Develop online, virtual meeting rooms for committees.
- Host biannual committee chair meetings for resource sharing.
- Assist committees in writing stories and press releases.

Objective: Create programs that educate the public about design

- Blanket the city with architecture; create “Architecture Month” to promote awareness all over city about architecture and the built environment.
- Approach local media about doing programs on architecture.
- Create a First Night architecture program/ event or series.
- Seek more presence in non-architect magazines.
- Sponsor more lectures in BSA lecture series targeted to younger, broader, “hipper” audiences.

Professional Practice

The BSA should be a leader in professional practice, support traditional and non-traditional design firms of all sizes and promote fair and ethical practice. The BSA should lead research to better understand the strengths and challenges of design firm culture and provide support and resources for firms to help them be increasingly diverse and healthful work environments. The BSA should continue to be a leader in the design and construction industry and an effective advocate of the profession.

Current status

The way architects practice continues to evolve. Big firms are getting bigger yet many designers continue to practice in small firms and as sole practitioners. The services design firms provide are expanding. Globalization is changing how we practice. Economic shifts create the need and opportunity for firms to think creatively to keep thriving. Architecture firms continue to struggle within the building industry to secure the fees needed to provide employees with good salaries and benefits.

Challenges/opportunities

- Large firms are getting larger yet over 50% of firms are sole practitioners.
- The services that design firms offer are both expanding and diminishing. Design/build is growing and limiting the architect's role in many projects *and* design firms are now offering graphic design, web design, facility management and other services.
- Many architects/designers work outside traditional practices.
- There is increased pressure to provide free design services to secure work.

- There are divergent opinions about the value of specialization certification.
- The demographics of design firms do not reflect the communities that firms serve.
- Technology and globalization means firms are competing in a larger arena.
- The percentage of interns who become registered is decreasing.
- Through stringent contractual constraints, clients are setting standards that are increasingly difficult to meet.
- Economic shifts create challenges for firms, especially specialty firms.

Objective: Help design firms become leaders in the design/build team

- Provide leadership training for firm principals and project architects.
- Continue to participate in practice task forces with the AGC and ACEC.
- Develop models for design-led design/build
- Find more ways to engage clients and clients' representatives.
- Distribute *ArchitectureBoston* to everyone in the design/construction team.

Objective: Be a resource for firms competing in a global economy

- Be a resource for international work.
- Help firms find international partner firms and help international firms find local partners.
- Support the registration of foreign-trained architects.

Objective: Provide resources and services that support firms, firms' employees and those employed outside traditional practice

- Continue to develop working groups for design firm administrators and staff (the “wizards” groups).
- Develop resources for small firms... specifically a management help line.
- Develop programs and resources for designers working for the public sector, private industry and in other non-traditional venues.
- Become a clearinghouse for professionals at all levels to find mentors.
- Help firms develop practices that don't rely on disposable intern and student labor.
- Visit firms to orient all firm staff to the resources and services available through the BSA.
- Publish compensation and other financial survey reports to help firms benchmark their practices.
- Provide diversity training to firms.

Objective: Continue code and legislative activities that are important to design firm practice

- Continue to provide expert services to local and national code agencies.
- Expand legislative activities to become more proactive as well as responsive to proposed legislation.
- Become more engaged in federal legislative activities and the AIA State Government Network. Join the large-state legislative network.
- Continue to encourage members to be active in the AIA Documents Committee.

Objective: Be a leader in shaping an expanded architecture practice culture that is profitable, socially responsible and ethical

- Educate clients on the importance of qualifications-based selection and discourage the culture of free work for clients during the selection process.
- Continue to participate in the certification for specialization debate.
- Educate clients on the value of building sustainably.
- Develop a network for building product recycling.
- Use the BSA network to share information on practice.
- Continue to work with interior designers on interior design licensing legislation.
- Educate clients on the value of engaging architects during pre-design work including site selection and programming.
- Discourage the practice of performing free work to secure contracts.

Membership and Governance

As a leader in the Boston design and construction industry and a leader nationally within the AIA, the BSA must continue to cultivate a culture of openness and inclusion, develop our core competencies and constituency and continue to broaden our reach and expand the community that we serve. Leadership development and diversity initiatives must be developed and embraced for the entire industry. Cultivation of students and young professionals is crucial to the BSA's continued growth and is a priority. Accessibility is critical: anyone who approaches the BSA should be able to understand easily how to become engaged; members and others who do so must feel welcome. We should continue to ask ourselves who we aren't serving well? and how can we do more? We must constantly look outside our membership for growth. We must not be passive; we need to reach out and *invite* everyone to participate.

Current status

The demographics of the BSA are changing slowly yet there remains a stubborn perception that the BSA/AIA is an organization for traditional practitioners... even just principals. It is well-known that the individuals who benefit most from the BSA are those who participate in committees or other activities. Participation is difficult for some... time is dear and demands are many for young designers and sole practitioners. Professionals outside the immediate Boston area find it difficult to attend meetings in the city. Attempts to energize groups of young designers have met with mixed success. The profession and the organization remain predominantly white, male and middle-aged.

Challenges/opportunities

- The BSA has a tremendously rich menu of resources and services.
- The BSA's complexity can make access difficult.
- Young professionals are still a minority of those who participate in the BSA.
- The profession and the BSA are not diverse and do not reflect the larger community that we serve.
- The BSA enjoys a strong and positive reputation in the Boston design and construction industry and within the AIA nationally.
- BSA publications and marketing material do not appeal to younger designers.
- The membership structure is complex.
- The value of membership is not always apparent.

Objective: Maintain a strong committee structure.

- Provide support for committees.
- Encourage leadership development and term limits for committee chairs.
- Evaluate individual committees and the entire committee structure regularly.
- Continue to develop online technology to facilitate communication among committee members and to provide access to committee information for all.

Objective: Respond to the diversity challenge. Develop and implement programs that encourage and support diversity in the profession and in the BSA.

- Provide diversity training for firm leaders.
- Enhance relationships with schools and co-develop/co-sponsor programs.
- Continue to support youth-education initiatives such as Learning By Design in Massachusetts.
- Conduct market research and create programs that appeal to currently underrepresented groups.
- Provide leadership development and mentoring for young practitioners.
- Establish goals and benchmarks for measuring progress.

Objective: Leadership development

- Provide formal leadership training and encourage informal leadership development through mentorship and networking... strong leaders are crucial to the continued growth and prosperity of the profession and the BSA.
- Special efforts should be made to provide training and opportunities for young professionals with awareness that emerging leaders should be cultivated from diverse sources.
- Build a strong and diverse nominating committee and encourage more women and underrepresented members to seek leadership roles.

Objective: Create clear and easy access to the BSA... become user-friendly for everyone.

- Create clear guides to BSA committees, resources and services.
- Develop a comprehensive understanding of who participates in the built environment... reach out and invite individuals and groups to participate.
- Find ways to engage members and building-industry professionals outside the immediate Boston area.
- Continue to develop online guides and tools for access to information.
- Include more different voices in *ArchitectureBoston* and diverse content in both the magazine and the website that appeals and is accessible to a diverse audience.
- Conduct more firm and school visits.

Objective: Be a strong and financially secure organization

- Evaluate the membership dues structure regularly to ensure membership is affordable and accessible for everyone and we are maximizing revenue potential.
- Continue to develop and administer profitable non-dues generating programs and services.

Education/Life-long Learning

The BSA should be a leader in promoting access to architectural education for a diverse population; be a clearinghouse for design school information; connect teachers with teachers and teachers with learners. The BSA should support educators and participate in the ongoing dialogue about the future of design education and internship and should encourage and support life-long learning and mentorship.

Current status

The BSA touches education on many levels, through K-12 programs, education/practice links on the Board and in committees, student membership, faculty and practitioner members who teach and as a continuing-education provider. Informal education happens daily at BSA events and committee meetings. Debates about studio culture, degree nomenclature and preparedness for practice continue. Internship appears to be at a transitional place.

Note: Five “education” audiences were identified (K-12, higher education, interns, licensed professionals and the public). The goals for educating the public are included under in the Communications and PR section of this document. The objectives for the other four groups are listed separately in this section.

K-12: Challenges and opportunities

- The target audience (kids, parents, teachers, administrators) does not include many BSA members.
- Standardized testing limits opportunities for introducing K-12 programs into classrooms.
- Budget constraints limit many educators’ ability to provide design-education programs.

- School counselors are not well-informed about design professions as potential career paths for students.
- Designers who are involved in BSA youth-education programs are mostly young professionals; mature professionals are also needed.
- K-12 design education fosters children’s stewardship of the built environment, promotes the diversity of the profession and enhances children’s educational curriculum with visual and problem-solving skills.

K-12 objective: Increase public awareness of the benefits of K-12 design education

- Increase support for K-12 initiatives.
- Partner with more arts organizations
- Lead discussions among educators on arts education and standardized testing.
- Support existing/new research for design education curriculums that comply with state education requirements.
- Use dramatic events – “Architecture Month,” charrettes – to focus attention and get people excited about design education.
- Create and promote opportunities for racially/ethnically diverse designers to serve as role models to diverse youth groups.

K-12 objective: Provide resources and support K-12 administrators and educators

- Create a regional network of educators interested in design education.
- Develop the BSA website as a national resource for educators.
- Target administrators who make facility decisions with information about school design and programs that involve the school community in design projects.

K-12 objective: Engage more design professionals and students in education opportunities with K-12 students and teachers

- Send BSA members to visit high schools.
- Facilitate opportunities for college students to teach/mentor K-12 students.
- Engage more designers of all levels in the BSA's Learning By Design program.
- Train designers to be educators in their communities.

Higher education challenges and opportunities

- Institutional egos prevent collaboration.
- Different schools with different mission statements hinders collaboration.
- There isn't a strong relationship between the AIA and design schools.
- The perception of the BSA/AIA as too practice-oriented and fuddy-duddy.
- The perceptions that architectural education is separate from the profession.
- Boston-area professional schools represent an interesting cross-section of architectural education.
- Boston-area schools could work together to address issues facing the profession and form shared positions on issues affecting all schools.
- Practice and education can be linked through research.
- Faculty members at each school share common concerns (over tenure, over larger issues in architectural education).
- Students could collaborate on community projects, exhibitions.

Higher education objective: Support faculty and researchers

- Create a peer-reviewed section of *ArchitectureBoston* or other research journal.
- Promote and support research internships in firms and students researchers in firms
- Publicize research grant opportunities in the ChapterLetter, *ArchitectureBoston* and Currents.

Higher education objective: Cultivate a culture of openness among design schools and practice

- Create feedback systems between schools and practice.
- Provide programs and networking events for faculty and administrators of design schools to meet and share ideas with each other and with practitioners.
- Be a clearinghouse for students seeking internships in design firms.

Higher education objective: Provide support and opportunities for students

- Sponsor exhibits of student work at public places (BPL, South Station).
- Create an intercollegiate competition – the “Architecture Beanpot” -- that involve commingled teams of students.
- Create/support opportunities for institutional and intercollegiate teams of Boston student architects for programs such as the Solar Decathlon and community design programs.

Interns/graduates challenges and opportunities

- Interns/graduates of design programs who are not BSA members are hard to reach.
- BSA information for interns appears byzantine and is difficult to find; the website is boring and not particularly helpful.
- Interns are less likely to read *ArchitectureBoston*.
- If recent grads/interns across the city are connected through informal programs, they can share experiences, enrich internship and network.

Interns/graduates objective: Provide resources and support for interns

- Reach graduates before they graduate from design programs.
- Network existing intern programs at different offices... unite larger-firm interns with small-firm interns.
- Create newsletter/website areas that are more topically-focused, similar to ArchVoices.
- Expand the Young Designers Professional Development Institute and make it accessible to wider audiences.
- Support interns who are preparing for the ARE.
- Provide comprehensive and clear information for interns on the BSA website.
- Develop programs and events for young designers to meet and network.

Interns/graduates objective: Support design firm graduates who pursue non-traditional careers

- Become a clearinghouse for information about alternative careers.

- Provide programs that engage design-school graduates who may be working outside the profession.

Licensed professionals: Challenges and opportunities

- Continuing-education (CE) requirements are now mandated by the AIA and by the state.
- Architects are uninformed about new CE requirements and programs.
- The BSA has the resources to become a portal/clearinghouse for CE information.
- Formal and informal continuing education happens daily in practice.

Licensed professionals objective: Provide clear information on AIA and state continuing-education requirements

- BSA should publish a “What’s happening in continuing education” column, including legislature action regarding profession and continuing education.
- Create an online portal/clearinghouse of CE credits information.

Licensed professionals objective: Be both a continuing-education provider and a resource for all types of programs available to meet CE requirements

- Create a network for sharing continuing-education programs in multiple offices, especially among small offices.
- Facilitate the connection between members and programs such as the BAC’s “campus of campuses”.
- Survey professionals to determine what CE programs would best meet their needs and develop programs to meet those needs.

Final thoughts

Through the planning process and drafting of the plan, several overarching goals were noted and are evident in the shared goals and objectives of the six interest areas. Reaching and serving young designers, providing access to the profession for everyone, educating the public and enhancing everyone's understanding of the value of design are some of the fundamental goals that are repeated throughout the long-range plan and will shape programs and services that are developed in the near future.

In addition, long-range planning participants identified the following core ideas that either were not included in the plenary session or warranted extra emphasis... they remain important reminders of the BSA's civic and ethical role.

- The recognition that until we embrace diversity as a primary goal and strive to become a more diverse profession, we will continue to fall short in our ability to serve an increasingly diverse society.
- The ability of architects to bring problem-solving skills to bear on social issues and the fundamental value of that ability as a core strength should be recognized in the BSA's plan.
- The importance of stewardship of the environment and the profession's investment in a sustainable built environment is over-riding.
- Elevation of the profession must include continued dialogue about ethics.
- The importance of connecting to other professions both within and outside of the design and building industry is essential.

A long-range planning process is an opportunity to reflect on the past and look to the future. The BSA is fortunate to be in a position of strength. Growing participation and membership, financial security, committed and active leaders and a stable and capable staff all support the BSA's ability to approach new opportunities enthusiastically and creatively. These are exciting times in the profession and for the BSA. Much is possible if we continue to think expansively and see every obstacle as a challenge and every challenge as an opportunity.

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