Call for Nominations: 2023-2025 At-large Representative to AIA Strategic Council

Nomination and Election of 2023–2025 At-large Representative to AIA Strategic Council

The AIA Strategic Council ("Council") invites nominations of individuals for the position of At-large Representative.

Each year, the Council elects At-large Representatives to the Council, who will serve three (3)-year terms.

These At-large Representative positions bring diverse viewpoints to the Council that might not be otherwise represented. This includes individuals from allied professions, futurists, educators, and others who would not typically be elected to the Council through the state component nomination and election process.

The Council seeks nominees who align with AIA's core values and can focus and lead the Council in its task of informing the Board and other AIA committees, task forces, etc., of the challenges and opportunities facing the profession.

In particular, the Council is seeking nominees with a strong understanding of current EDI initiatives and background in policy implementation. Additionally, nominees should have experience with social equity through the engagement and service to underserved communities. To be the most effective Council possible, AIA fully embraces this opportunity to bring other viewpoints, experiences, and talents, especially those that have historically been underrepresented in the profession.

Nomination packets must include:
1. Nominee's letter of interest, addressed to:
   Mike McGlone, AIA
   Chair, Elections Subcommittee (2022 Council Best
   Practices Committee)
2. Nominee's resume
3. Letter(s) of support from an AIA member or an AIA component
4. Supporting materials as desired
   (NOTE: AIA National staff is prohibited from providing letters of
   support)

All materials must be compiled into one PDF for submittal. The total packet length may not exceed 10 pages.

Deadline for submission: **5:00pm ET, Friday, October 21, 2022**. Send all materials as one compiled PDF, in one mailing/email, to MuzaConforti@aia.org.

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<u>Next steps:</u>

10/21	Nominee submission deadline.
10/24	Nominee submittals reviewed by a select committee comprised of Council and Board leadership. Nominees notified of status.
	Finalist nominees provided (a) a set of questions for their written response, and (b) an email distribution list of the voting members of the Council for their campaigning purposes.
.	Finalist nominee packets distributed to Council.
11/1	Finalists' responses to questions due; compiled responses distributed to the Council.
11/7	Finalists make a <u>live</u> three (3)-minute speech to the Council (details to be provided; 2-3:30pm ET)
11/7	Voting opens (5pm ET)
11/9	Voting closes (5pm ET); finalists and Council notified of results.

Note: a majority vote is required for election.

11/9	If required, run-off voting opens. (6pm ET)
11/11	If required, run-off voting closes (5pm ET); candidates and Council notified of results (6pm ET).

12/7-9	Successful nominees attend AIA Governance Week in Washington, DC (details to be provided)

<u>Reference Materials:</u>
2022 AIA Strategic Council Handbook (attached)
[2022 AIA Strategic Council Introduction](#)
[AIA Bylaws](#)
[AIA Rules of the Board](#)
[2021-2025 AIA Strategic Plan](#)
[AIA Public Policy Directory](#)

Strategic Council Handbook

Revised January 2022

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Role of Councilors

Since 2015 the Strategic Council advances the architecture profession by informing the Board and other AIA bodies about important professional issues and opportunities. Although it is not a governing body of AIA, the Council's work is vital to AIA's ability to serve the profession.

The role of a strategic councilor
Much of the Council's activity throughout the year is considered forward thinking, searching for new ideas and solutions to relevant topical subject matter facing the profession. Collaborations entail visionary thought and ideation, deliberations, prototyping of ideas, and consensus building. The Council develops ideas to inform future needs or opportunities for the profession and presents those ideas to the AIA Board for consideration and alignment.

Council members ("Councilors") provide a much-needed link to their constituencies and to AIA members in general, seeking input and communicating Council actions. In this way, they identify issues that are most relevant to the architecture profession and society. Councilors whose actions support and promote AIA's mission, vision, strategic plan, and policies will advance the overall interests of AIA and its members. To this end, Councilors should periodically attend their state component meetings.

The Council approaches its tasks with an emphasis on an outward and forward-focused vision. In this spirit, the Council focuses on long-term goals and outcomes of AIA's work rather than administrative or programmatic efforts to achieve those goals.

Those seeking election to the Council are encouraged to be innovative and open-minded and have experience in ideation; be strong communicators and connect with their constituents; and embody a collaborative, partnering spirit. The Council is especially interested in candidates who bring or offer a unique skill set, background, or experience that will complement that of the State Representatives.

The commitment
Councilors are required to be energetic and able to provide significant volunteer hours during their term.

The Council meets monthly via conference call for informal catch-up and information sharing. Face-to-face meetings may also be scheduled. AIA funds Councilors' attendance at in-person gatherings and, if appropriate, other AIA-sponsored events (may vary annually) as a part of a designated travel stipend.

Councilors are also funded to attend the AIA annual meeting and should plan to attend the AIA Conference on Architecture (may not be concurrent) and Grassroots (evaluated annually).

The Council's structure also includes a variety of standing committees (Steering, Best Practices, Communications,), to which interested Councilors are assigned on an annual basis.

Outgoing Councilors are expected to mentor and communicate to incoming Councilors to ensure smooth transition.

Opportunities for engagement
Councilors may be asked to participate and examine issues deemed relevant by the Council and receive Board input. This may require smaller groups of Councilors to meet via Zoom calls (typically once a month, but may be more frequent as needed, for an hour), as well as at the Council's scheduled face-to-face meetings.

Councilors may be asked to serve on sprints (short term studies) or task forces to work on a specific or short-term project such as coordinating an upcoming meeting or dealing with a timely issue.

As a Councilor representing the Council on other AIA groups, it is expected that feedback flow from the Council to these committees (when/if appropriate) will take place, and that reports come back to the Strategic Council to improve and increase the flow of information throughout the AIA.

Councilors are encouraged to be familiar with Section 6.5 of the AIA Bylaws, which defines the Council's mission, responsibilities, and composition.

Council conduct + AIA alignment
The Council acts in alignment with AIA's mission and vision:

> **AIA mission**
> AIA is the voice of the architectural profession
> and a resource for its member in service to society.

> **AIA vision**
> The American Institute of Architects:
> Driving positive change through the power of design.

The Council also aligns with AIA's Statement of Values. Councilors are responsible for familiarizing themselves with these materials and knowing where to reference them.

Councilors should be familiar with the 2021-2025 Strategic Plan. The Council, when called upon, will collaborate on development of future Strategic Plans.

Other resources Councilors may find of use are the public policies and position statements on an array of subjects that are important to our work.

The Council should consider the work of and connect with the Knowledge Communities. Knowledge Communities cover a variety of topics that may overlap with Council focus.

The Council expects ethical and businesslike conduct of itself and its members. Councilors must avoid any conflict of interest with respect to responsibilities as Councilors are required to sign the AIA Conflict of Interest Policy each year of

their term. Any conflict in responsibilities—including responsibilities to advocacy or interest groups or membership on other boards or staffs—must be resolved in the favor of AIA members. Member interests should take precedence over any Council member's individual consumption of organization services.

Councilors may not speak for AIA or the Council unless expressly authorized by the Council and the AIA President. When speaking on their own behalf to the press, public, or other entities, Councilors are expected to exhibit and communicate the values and perspectives of the Council's actions as a whole.

Engaging members locally
Councilors are expected to regularly meet (in person, via telephone, etc.) with their constituencies to gather input and feedback on Council activities. Bethune Fellows (former Councilors) may also serve also valuable resources in this effort.

The Communications Committee, in collaboration with Governance staff, issues a monthly update that is crafted to share for this purpose.

Council members are expected to take advantage of and share available resources about AIA business and opportunities.

Engaging with Visibility Networks
Councilors are expected to attend and engage with the Visibility Network calls. These are hosted by Board At-large Directors and each state is assigned to a call. Councilors are expected to attend these calls and share reporting responsibilities. This is an opportunity to share widely the work of the Council with the Council of Architectural Component Executives (CACE), former AIA Presidents, state and local component presidents, National Associates Committee (NAC) members, Young Architects Forum (YAF) members, and other constituency groups.

Engaging with AIA staff
Governance staff, Pam Day, Hon. AIA and Elizabeth Wolverton, as well as the Senior Leadership Team are present at all Council meetings, small (calls must be scheduled during regular business hours (8am-4pm ET) and large (Council Coffee & Conversations, Summits, etc.). They are available to answer questions, make connections (ensuring work is aligned and not being duplicated), and assist Council in its work.

Where connections are found or when questions arise, Governance staff can work internally with other AIA staff to gather information or event invite those staff to join Council calls for collaboration. As partners, it is critical that staff be included in all Council meetings. Staff will make the appropriate arrangements. For clarity, communications related to Council efforts between Councilors and other staff members will be facilitated by Governance staff.

It must be noted that while Council works closely with AIA staff, individual Councilors, per the AIA Rules of the Board, may not exercise individual authority over AIA employees or AIA's EVP/Chief Executive Officer.

Council Organization

Below is the composition of the Council and a brief description of the positions.

Council Composition

- Moderator (elected by Council, one year term)
- Vice Moderator (selected by Moderator, one year term)
- State Representatives (typically serving three-year terms, but as AIA transitions from regions- to a state-based model 2022-2025, this will vary)
- At-large Representatives (staggered two-year terms, elected by Council)
- Associate Representative (selected by Associate members, one year term)
- Student Representative (selected by the American Institute of Architecture Students, one-year term)
- CACE Representative (selected by Council of Architectural Component Executives, one-year term)
- AIA First Vice President (one year)
- Immediate Past President (one year)
- AIA's EVP/Chief Executive Officer (advisory role, non-voting member)

The Council may appoint additional representatives (subject to Board approval) to ensure that its size, composition, and competencies support the Council's goals of flexibility, diversity, and representation. These representatives, if appointed, serve one-year terms.

Unless otherwise specified, each representative's term of office begins at the adjournment of the annual meeting of the Board (in December).

If a Councilor is elected to the AIA Board of Directors, that Councilor's service on the Strategic Council will conclude when Board service begins. If there is a vacancy in any Strategic Council position before the Councilor in that position has completed their term, those who selected that Councilor shall select a successor to serve out the remainder of that term.

Any Councilor may be removed with or without cause by those entitled to select the Councilor to that position.

Should a Councilor accept employment with AIA, the Councilor will immediately resign from the Council.

Each year, a directory is available digitally on the BoardEffect platform; this directory lists Councilors, their states, work information, and as the Councilor determine, personal details and/or a photo.

Council Positions

Council Moderator
The Council Moderator, elected by the members of the Council (see elections), facilitates Council gatherings, and serves as the main connection point between the Council and the Board. The Moderator ensures deliberations at Council events are timely, fair, orderly, thorough, efficient, and directed. The Moderator's term is one year. For more duties carried out by Council Moderator, please see Appendix A.

Vice Moderator
The Vice Moderator is selected by the Council Moderator. The Vice Moderator provides insight, support, and continuity to sustain and assist the Council in its activities, thereby enabling the Moderator to have greater focus and flexibility in the organization, planning and direction of the Council as a whole. For more duties carried out by Council Vice Moderator, please see Appendix B.

State Representatives
State Representatives are encouraged to attend meetings within their state, to engage with membership, solicit input on relevant issues and understanding current concerns. In addition, these engagements are opportunities for Councilors to report to members on the activities and progress of the Council.

Each state may have additional requirements for its state representatives (for example, some state representatives may serve on their state board and on Council, simultaneously).

AIA provides a travel stipend which should only be used for travel expenses incurred for attendance at the state's annual meeting and/or component meetings within the representative's home state.

At-large Representatives
Each year, the Strategic Council may elect as many as five At-large Representatives to the Council, who serve two-year terms. (See below for further details and position description.)

First Vice President and Immediate Past President
The First Vice President and Immediate Past President serve on the Strategic Council to enhance communication between the Board of Directors and Strategic Council. These members may choose to advise on Strategic Council work or may prefer to offer guidance when prompted.

Executive Vice President/CEO
The Executive Vice President/CEO serves on the Strategic Council. Much like the First Vice President and Immediate Past President, they are available to inform and offer guidance as requested.

Council Gatherings

Coffee & Conversations:
These are monthly, virtual gatherings of the entire Council. There may be a published agenda; Subgroups of the Council may choose to use these gatherings to share their work to date and seek feedback from the Council.

Other calls may take place surrounding determined topics.

2022 AIA Annual Events:

Listed below are major AIA events where Strategic Council will join and engage other AIA groups. Councilors are expected to attend these events as a vital part of their council role.

Grassroots (Q1, virtual in 2022)

This meeting is hosted annually, in early spring. When held face-to-face, a Council Summit may be held concurrently with this conference. As AIA leaders, Councilors may also be asked to serve as workshop facilitators or in other similar roles.

Annual Business Meeting (Q2, virtual in 2022)
Councilors serve as voting delegates-at-large at the AIA annual meeting and are required to attend. In addition, per the Rules of the Board, the Strategic Council (as a whole) may sponsor resolutions for consideration by the delegates at the annual meeting.

For more information on resolutions, see Appendix C.

Conference on Architecture (Q2, Chicago in 2022)
To avoid conflict with Conference events and activities, the Council does not have a meeting at this time. Councilors should take this gathering as an opportunity to network with fellow Councilors and membership.

Knowledge Leadership Assembly (Q3 virtual in 2022)
This is a collaborative effort hosted jointly by Knowledge Communities and the Council. It is a small conference that usually centers on a topic and includes guest speakers and working sessions. As time permits at this event, this is an opportunity to collaborate with AIA Knowledge Communities and establish overlapping opportunities for subject matter, as well as to ensure alignment of AIA activities.

Governance Week (Q4, Washington, DC in 2022)
Governance Week occurs generally in the first two weeks of December.

Governance Week may include:
- Incoming Council Orientation
- Council Assembly
- Joint Board of Directors and Council meeting
  - Selection of award recipients
- Board of Directors meeting
- Presidential Reception

Digital Platforms

AIA.org
A roster of the Strategic Council appears on aia.org/leadership. More information specifically related to work of the Council and opportunities to engage with it are located here.

BoardEffect
Each Councilor will be assigned as a user to BoardEffect. BoardEffect is used by only the Council and Board of Directors. It is where agendas, events, and historical information are posted.

MURAL
Councilors will be granted access to MURAL. MURAL is a collaborative tool the Council employs to communicate and share ideas. The Moderator and Vice Moderator will have administrative rights (can create boards); other Councilors will have member rights (can participate on boards). To foster transparency, all Councilors have access to all MURAL boards so there is an opportunity to stay informed on all information posted to the platform space.

Zoom
Virtual meetings will take place using Zoom. These are coordinated and scheduled by Governance staff.

Council Committees

Steering Committee
This committee is chaired by the Moderator and assembled to support and provide guidance to the Moderator.

Composition of the Steering Committee is at the discretion of the Moderator but generally includes Standing Council Committee chairs (Best Practices, Communications).

These members are responsible for disseminating information to the rest of the Council and also back to the Steering Committee from their respective states and committees.

The Steering Committee also ensures the work of the Council aligns with the Strategic Plan, serving as a checkpoint for direction should Council work deviate.

Best Practices Committee
The purpose of the Best Practices Committee is to maintain and develop best practice guidelines for the Council. They are charged with overseeing the elections process and reviewing Strategic Council literature that advises best practices and other responsibilities as assigned.

For roles and responsibilities of the Best Practices Committee chair, see Appendix D.

Communications Committee
This group works to increase and improve communication within the Council to keep information circulating, to communicate with the Board and other AIA bodies on important issues and opportunities, and to help inform and connect with the membership at large. This group seeks to provide more exposure and broaden understanding of the Council. Its work includes:

- Friday Recaps**:** Weekly updates that highlight important and timely information Councilors should be aware of.
- Monthly briefings: A tool to communicate the work of the Council out to other AIA bodies.

 If you are interested in serving on any of these committees, please contact the Council Moderator.

Council Elections

The Best Practices Committee serves as the Council's Nominating Committee, seeking candidates for open positions and overseeing the elections processes. The Best Practices Committee Chair will appoint a member of the committee to serve as the Elections Chair. Both the Best Practices Committee Chair and Elections Chair work together with Governance staff to schedule elections timeline(s) and conduct the elections.

Timeline
Each year, the Best Practices Committee will ensure that a fair and equitable process for Council elections is developed and distributed to all interested parties. Care should be taken to align Council elections with other AIA meetings, such as the fall Board of Directors meeting. The schedule should be established by end of January with the Best Practices Chair and Elections Chair and widely shared with Council.

Elections Phase I:
Phase I of elections is held in late spring and includes the election of the Board At-large Director and Council Moderator:

> **At-large Director Election**
> In accordance with the AIA Bylaws, each year the Council shall elect one At-large Director to the AIA Board of Directors, with the requirement that no fewer than two-thirds of the At-large Directors elected by the Strategic Council and serving on the Board at any one time may be Architect members. Each such At-large Director serves a three-year term.

> **Moderator Election**
> The position of the Council Moderator is open to those members of the current Strategic Council whose terms end in December of the current year. One Councilor is elected to this position, and the term is one year.

> Upon election, the Moderator is to select a Vice Moderator who will work jointly with them through their term. While not prescriptive, the Moderator shall carefully consider the selection of the Vice Moderator as their responsibilities must guide the function and purpose of the entire Council and interface with the Board and AIA staff.

Elections Phase II:
This phase of elections focuses on election of the At-large Representatives.

> **At-large Representative Election**
> Each year, the AIA Strategic Council has the opportunity to elect as many as five At-large Representatives to the Council, to serve two-year terms.
> The At-Large representatives bring diverse viewpoints to the Council that might not be otherwise represented. This may include individuals from allied professions, futurists, educators, and other professionals that would not typically become members of the Council through the standard state election process.

Consistent with AIA Guides for Equitable Practice and the 2018 Convention Resolution 18-3: Diversity Pipeline and National Representation (requiring the Council to "actively identify, prepare, recruit and encourage a range of ethnically diverse women to pursue election/service on the National AIA Board of Directors and AIA Strategic Council.") the Strategic Council embraces diversity. To be the most effective Council possible, we seek opportunities that bring broad viewpoints, diverse experiences, and talents to the Strategic Council.

To encourage a wide range of nominees, this call for nominations is shared with the AIA Board of Directors, AIA Strategic Council, Component Presidents, Council of Architectural Component Executives, Knowledge Community Advisory Groups, Former AIA National Presidents and identity based groups that include the following National Organization of Minority Architects (NOMA), American Indian Council of Architects and Engineers (AICAE), Asian American Architects and Engineers (AAa/e), Arquitectos, World Deaf Architecture (WDA), and Black Reconstruction Collective. Additional groups or organizations may be added to promote the spirit of Resolution 18-3.

Voting
Each Councilor has one vote. Voting is by secret ballot. Nominees for Council elections must receive a majority of the votes cast in order to be elected. If no nominee receives a majority on the first ballot, a runoff election will be held. If none of the nominees receives a majority of the votes cast, the names of the two nominees receiving the highest number of votes cast shall appear on a runoff ballot.

The Best Practices Chair, or their elections designee, shall announce the results.

Orientation

Orientation for incoming members of the Strategic Council will be held each December at the beginning of Governance Week. There is a great deal of information shared over a short period of time before and after Governance Week. The goal of orientation is to provide an understanding of how Council works, what resources exist to support Councilors, and expectations for the upcoming year.

Information covered at orientation may include:
- Council roles and responsibilities
- Position descriptions
- Council and Board Committees
- Required governance training as representatives of the AIA
- Governance Calendar (schedule, support, logistics)
- Review of Council Handbook
- The history of Council and its work

In advance of Orientation, Governance staff will work with the incoming Moderator and Vice Moderator to organize a call for the incoming Council cohort(s) that allows them an opportunity to introduce themselves and get to know one another prior to Governance Week.

Information covered on this call may include:
- What to expect at Governance Week
- Assignment of a Councilor mentor to new Councilors

Following Governance Week , the Council Moderator and Vice Moderator will coordinate with Governance staff to schedule a follow up conference call with the new Councilors to have an opportunity to ask more questions.

Appendix A:

Roles and Responsibilities of Council Moderator
The Moderator is responsible for guiding the Council in decisions about its function and purpose for the year. The Moderator should not make unilateral decisions, but instead those that are based on input received from the Council. Where clarification or direction is necessary, the Moderator may solicit input from the Steering Committee, the full Council, or other relevant groups of the Council where necessary.

The Moderator will also:

1. Set the Overall Agenda for the Year
    a. Working with the Board, Standing Committee chairs, other AIA bodies, and the Council, the Moderator facilities a conversation among the Council to establish a consensus for the overall agenda and focus for the year.
2. Set Overall Calendar
    a. The Moderator works closely with Governance staff to assemble a coordinated calendar built around fixed meetings and events, Board meetings, Council gatherings (Coffee and Conversations, etc.), Standing Committee meetings, and other calls.
3. Develop Agendas for Council Assemblies and Steering Committee Calls
    a. With staff, on a routine basis during the year, and approximately one to two weeks prior to any given meeting the Moderator will work with staff to develop the specific agenda for Council Assemblies and, if desired, Steering Committee calls.
    b. Typically, an outline of areas of interest is reviewed and a draft agenda is prepared for review, comment, and modification as necessary, until finalized.
    c. Ideally, agendas should be finalized at least one week prior to the meetings, unless otherwise required by advance notification requirements.
        i. Face-to-face assemblies require agendas well in advance to allow councilors to understand what will be required of them and plan their travel accordingly.
4. Approve Standing Committee Chairs
5. Facilitate Council Activity
    a. The Moderator will work with the Vice Moderator to drive Council activity. Much of this planning will likely take place at or around Governance week before their year begins.
6. Recommendation of Councilors for Other Opportunities
    a. Upon request by the AIA President, the Moderator will recommend Councilors for assignment to Board Committees, Task Forces, etc.
        i. Using knowledge of the Councilors and their commitments, the Moderator may convey the names of Councilors they deem appropriate to serve on committees and task forces outside of the Council.
        ii. The Moderator may seek others' advice or make an announcement to the entire Council of the opportunity.
        iii. Councilors with specific interests are encouraged to share this with the Moderator as opportunities may arise over the course of the year.
7. Attend Face-to-Face Board Meetings
    a. At the discretion of the AIA President, the Moderator may be invited to attend face-to-face Board meetings (generally, spring, fall and December Governance Week).
        i. At these meetings, the Moderator will typically be invited to make an oral report on the Council's activities.
8. Attend Quarterly CACE/Component Presidents Calls and the CACE Annual Meeting
    a. The Moderator may be invited to join quarterly conference calls with CACE and Component Presidents to report the Council's activities.

b. The Moderator may also be invited to attend CACE Annual Meeting to report the Council's activities.

9. Attend the Knowledge Leadership Assembly

a. The Moderator should plan to attend the Knowledge Leadership Assembly (KLA) and may be asked to participate in the planning of the event. Additionally, the Moderator may be asked to report on the Council's activities

10. General Council Support

a. The Moderator will work with Councilors on any questions or concerns that may arise.

Appendix B:

Roles and Responsibilities of the Vice Moderator:
The Vice Moderator role is one that is highly collaborative with the Moderator and, in cases where the Moderator has competing obligations, the Vice Moderator will fill in as needed.

Primary responsibilities associated with the Vice Moderator role may include:
- Assisting in planning
- Work with State Representatives

In addition to the above responsibilities, the Vice Moderator shares certain responsibilities with the elected Moderator, including:
- Review and refinement of research topics and areas of inquiry for the Council
- Co-facilitating Council gatherings
- Participating in various calls related to Council work
- Participating in Standing Committee sessions

At their discretion, the Moderator and Vice Moderator will assign themselves responsibility for attending Standing Committee calls and other working calls as they are scheduled.

The Vice Moderator will also be invited to Board leadership discussions alongside the Moderator.

Appendix C:

Resolutions

1. Per the AIA Rules of the Board, the Strategic Council may sponsor a resolution to be considered by the delegates at the AIA Annual Meeting.

2. The recommended process for resolutions is as follows:
    a. If a Councilor or group of Councilors working together is considering sponsorship of a resolution, the first step is to inform the Moderator of the concept.
    b. The Moderator will assist in coordinating the efforts with Governance staff.
    c. For the Council to sponsor a resolution, it must be voted on by the entire Council before the resolutions process deadline.
        i. The Council is made aware of the timeline for submissions and should plan accordingly so the resolution can be taken up at a regularly scheduled meeting.

An informational webinar will be scheduled prior to the Annual Meeting, the purpose of which is to explain all submitted resolutions to Councilors for them to be able to discuss the information with their constituencies.

Councilors are responsible for helping to coordinate potential amendments or issues with resolutions prior to the Annual Meeting.

Appendix D:

Roles and Responsibilities of Best Practices Committee Chair:
The responsibilities of the Best Practices (BP) Committee Chair may include:

1. Assembling a Best Practices Committee
    a. Typically, Councilors will continue their service from year to year. Incoming Councilors should be informed of this Committee and asked if they are interested in joining.
2. Creating Subcommittees
    a. Subcommittees for detailed or task work may be appointed, as needed.
    b. Subcommittees may meet via conference calls scheduled outside of Best Practices Committee calls.
3. Scheduling Committee/Subcommittee Conference Calls
    a. Monthly calls are recommended to last no more than one hour.
    b. Governance staff will assist in scheduling times and dates that do not conflict with other AIA calls.
    c. Calls should be scheduled M-F between 8am-4pm (ET).
    d. Governance staff will be present on all calls to coordinate efforts and document progress.
4. Attending Council Events
    a. The Chair and committee members are expected to attend all Council events and conference calls. Absences from these events should be kept to a minimum. If the Moderator or Chair feels that these duties are not being fulfilled, they shall have the ability to appoint a replacement to the committee.
5. Supervising Elections Process
    a. The BP Chair is responsible for coordinating the elections process. This includes working with Governance staff to coordinate the schedule of elections.
    b. The BP Chair and Elections Chair (a member of the BP Committee selected by the BP Committee Chair) are responsible for leading the elections p process.
    c. To ensure the integrity of the process, the BP Chair and Elections Chair will remain impartial throughout the elections process. They may not nominate or endorse a candidate during elections.

    d. Nominations Subcommittee
        i. At the beginning of the year, the Best Practices Committee is responsible for establishing a Nominations Subcommittee that should have, at a minimum, one member from each cohort. The members do not have to be members of the Best Practices Committee to serve on the Nominations Subcommittee.
        ii. The purpose of the Nominations Subcommittee is to actively seek out and recruit candidates for the At-Large Representatives to Council. Committee members should engage with Council to determine the characteristics that would help bring varying valuable viewpoints to Council.
        iii. It is the responsibility of the Nominations Subcommittee to ensure there are a sufficient number of qualified candidates submitted for the At-Large Representative position. (See also the job description for At-Large Representative.)
    e. At-Large Director to the Board: Subject to the terms of the AIA Bylaws, each year, the Strategic Council elects one individual to serve as At-Large Director on the Board. Although not required by the AIA Bylaws, it is recommended that Councilors fulfill their terms, or be in their last year of the term on Council, prior to running for this position.

9. Assigning Mentors
        a. The BP Chair and Moderator are responsible for assigning mentors to the incoming class. It is the mentor's responsibility to reach out to the protege prior to Governance Week to help them better understand Council processes, and generally serve as a resource in welcoming the new cohort.

10. Assembling and Updating Strategic Council Knowledge Base
        a. Strategic Council knowledge, elections, and best practices.
        b. Reference information compiled from previous Best Practices chairs.
        c. Providing edits to the Council Handbook.