



2020 AIAS International Ambassador Appointment Guidelines

Thank you for answering the call to leadership and considering candidacy for a 2021-2022 International Regional Ambassador position. Win or lose, participating in this appointment cycle is an incredibly rewarding and fulfilling opportunity and will provide you with valuable experience. Throughout the appointment proceedings, you will be given opportunities to demonstrate your vision for the organization. The Board of Directors will in turn appoint its International Regional Ambassadors based on their views for our collective future.

In order to ensure the success of the appointment cycle, the Council of Global Representatives puts forward the following guidelines. The following information is for applicants for the AIAS International Regional Ambassador positions, specifically the AIAS Latin America Ambassador and the AIAS Middle East Ambassador. Any necessary amendments to this document will be posted to the aias.org Elections Page under the About tab. Any and all questions should be directed to Erin Conti, AIAS, Assoc. AIA, President and Council of Global Representatives Liaison, via email at president@aias.org.

INTERNATIONAL REGIONS OVERVIEW

International Regions allow for facilitated communication amongst the international member chapters and between the international member chapters and the Board, thereby forwarding the objectives of the organization, unifying its efforts, and improving administration of its affairs in the various parts of its domain.

At the 2018 Grassroots Board of Directors Meeting, the 2017-2018 Board established the provision for International Regions. This was then ratified by the Council of Presidents at the 2018 Grassroots CoP Meeting. Following this, two AIAS International Regions, AIAS Latin American and AIAS Middle East, were formalized by the 2018-2019 Board of Directors. Further information regarding International Regions can be found in Chapter 2 of the AIAS Bylaws.

SERVING AS AN ADVISOR TO THE BOARD OF DIRECTORS

Appointed Ambassadors of the Board of Directors will serve an approximately one-year term, beginning on the first day of the 2021 Grassroots Leadership Conference, and ending at the Board of Directors meeting immediately preceding the 2022 Grassroots Leadership Conference. The newly-appointed members of the Board, along with the 2020-2021 President, the six newly-elected members of the Board (President, Vice President, and four Quadrant Directors), Executive Director, and three Liaisons (Appointed by the AIA, NCARB and ACSA), will comprise the 2021-2022 Board of Directors. This group governs the strategic and operational aspects of the AIAS, as representatives of its membership and duly empowered executors of such authority. The Board collectively speaks as the leading authority on issues related to students of architecture and design, design education, and the future of the profession. Information regarding the positions and respective roles of the AIAS Board of Directors can be found in Chapter 3 of the AIAS Bylaws and Chapter 5 of the Rules of the Board

International Regional Ambassadors serve as voluntary advisors to the AIAS Board of Directors. In this, Ambassadors have an empowering and rewarding opportunity to both serve their peers and advance the organization from a larger platform. That said, the decision to pursue a International Regional Ambassador position should not be taken lightly, as it is a significant commitment to fulfill the obligations and duties described herein and in the governing documents of the AIAS. Failure to perform the obligations of the Ambassador position can result in disciplinary action, including removal from the position.

Finally, members of the Board of Directors will be expected to serve on committees, task forces, and working groups. Appointments to these groups are at the discretion of the President, and are made in conjunction with the Grassroots Leadership Conference commencing their term.

INTERNATIONAL REGIONAL AMBASSADOR POSITION SCOPE AND REQUIREMENTS

Appointed Ambassadors of an AIAS International Region will serve a one-year term, beginning on the first day of the 2021 Grassroots Leadership Conference, and ending at the Board of Directors Meeting immediately preceding the 2022 Grassroots Leadership Conference.

The newly-appointed International Regional Ambassadors will serve in the following capacity:

- As advisors to the Board of Directors; they are not voting members on the Board of Directors
- As the main point of contact for chapters in their given Region to field questions, build up chapter relations, assist in membership development, and chapter transitioning
- As members of the Council of Global Representatives
- By sharing information between the members in their Region and the National Office (and vice versa)
- By staying up to date with National events and planning through Slack, email, and all other means
- By writing four reports for the Board of Directors; for the Fall BoD Meeting, FORUM, Spring BoD Meeting, and Grassroots
- By writing two reports for the Council of Presidents; one for Grassroots and one for FORUM
- By assisting their successor transition at the end of their term

Ambassadors must be registered AIAS members of chapters in Good Standing. They are expected to treat their role as comparable in demand to a part-time job or additional intensive course and must be capable of balancing the work inherent in their position with their educational, professional, and family obligations.

As outlined in Chapter 5 of the Bylaws, there are four meetings of the Board of Directors each year, at which attendance (whether in personal or virtual) is optional for Ambassadors. These meetings typically take place in October, December (as part of FORUM), March, and July (as part of Grassroots). Specific dates of each meeting of the Board will be determined by the President of the Board, in conjunction with the Executive Director. Ambassadors must stay up to date with the work of the National organization and are responsible for International Regional Chapter Reports for the Board Meetings and for the Council of President Meetings at FORUM and Grassroots.

In addition to invited attendance of the meetings of the AIAS Board of Directors, International Regional Ambassadors may have subsequent opportunities to participate in meetings and events of both the AIAS and its affiliate organizations.

Finally, appointed International Regional Ambassadors will serve as members of the 2021-2022 Council of Global Representatives Committee and must fulfill all assigned tasks therein

ADDITIONAL BOARD OF DIRECTORS REQUIREMENTS

In addition to the aforementioned requirements, elected members of the Board of Directors are expected to respect and abide by the “Ten Basic Responsibilities of Nonprofit Boards” as illustrated by the National Center for Nonprofit Boards: These responsibilities aim to clarify the roles and responsibilities of the Board as a corporate or collective entity and to summarize individual Board members’ responsibilities. The ten Board responsibilities which follow, along with the individual Board member’s responsibilities, strive to set criteria by which Boards may periodically review their performance and ensure a measure of accountability.

1. Determine the Organization’s Mission and Purpose

The Board’s fundamental responsibility is to satisfy itself that everyone connected directly or indirectly with the organization understands its reasons for existing. This usually takes the form of a written mission statement. In addition to ensuring that the organization has a modern statement of what it is, represents, and does, the Board should periodically review the statement’s adequacy, accuracy, and viability. An adequate statement of mission and purpose should serve as a guide to organizational planning, Board and staff decision-making, volunteer initiatives, and setting priorities among competing demands for scarce resources. It sets the stage for developing fundraising strategies and strategic planning as well as the Board’s many other responsibilities.

What does this mean for you during your term? As a board member, it is important that you constantly evaluate how AIAS is meeting the mission of the organization. Programs, committee work, partnerships, and other activities undertaken by the Board of Directors should align and support the mission of the organization.

2. Select the Executive Director (when necessary)

When necessary, this responsibility undoubtedly has the greatest impact on the organization’s development and effectiveness. While this function may also be shared with others who have a stake in the outcome, the final decision is the Board’s to make.

What does this mean for you during your term? Similar to the President and Vice President roles, the Executive Director position is a contract position with a defined term of service. In general, the Chair of the Personnel Committee is responsible for heading up the search process for a new Executive Director and members of the board may be asked to support the search process. Conducting a search for a new Executive Director often takes several months and a search may be active for 6-12 months before a new candidate is identified and onboarded. This important responsibility is often supported by an external consultant or search firm.

3. Support the Executive Director and Officers, and Review Their Performance

Nowhere else can the chief executive officers seek the kind of moral and substantive support they consistently need except from the Board. The Board as a whole should be satisfied that the Executive Director and Officers:

- + Receive frequent and constructive feedback;
- + Are introduced to other community leaders and organizations;
- + Are invited to important social functions;
- + Are complimented for exceptional initiatives;
- + Are encouraged to take professional and personal leave for renewal;
- + Are assisted when members overstep prerogatives or misunderstand their roles;
- + Feel that the Board is aware of and sensitive to family situations and needs; and
- + Feel that their performance is being assessed in relation to the Board’s performance.

What does this mean for you during your term? In order to ensure the Executive Director is meeting the expectations of the Board of Directors, it is important for the Board of Directors to provide both formal and informal feedback to the Executive Director. This responsibility generally falls under the Chair of the Personnel Committee; however, each member of the board will have an opportunity to provide feedback on the performance of the Executive Director. At AIAS, the Board of Directors and staff also have an opportunity to provide feedback on the performance of the President and Vice President, at least twice a year.

4. Ensure Effective Organizational Planning

Planning occurs at various levels within an organization depending on its size and complexity, the attitudes of the executive, staff, and Board concerning its relative importance, and many other circumstances. Planning can be operational (day to day), short term (ad hoc to meet a specific priority), annual (operational), or long range or strategic (comprehensive and very forward looking). It is the Board that should insist on the latter or it seldom gets done, but we should remember that all planning is more art than science.

What does this mean for you during your term? As noted in the first responsibility, one of the most important responsibilities of a non-profit board is to establish the strategic direction of the organization, including programming, membership benefits, financial targets, and external relationships. This ongoing planning process happens during Board of Directors meetings, at the Chapter of Presidents meeting, in Committee Meetings, and in other formal and informal ways.

5. Ensure Adequate Resources

An organization is only as effective as it has the resources to meet its purposes. Many organizations confuse the executive role with the Board's responsibility on this score. It is perfectly appropriate to consider the top executive as the chief fundraiser, but the Board determines what is really possible to achieve. The performance of the Board, executive, and staff is intimately linked to the Board's membership and its ability to open doors, influence potentially large donors, and otherwise monitor and guide fundraising initiatives. Effective fundraising is one measure of the Board's capabilities, commitment and influence.

What does this mean for you during your term? The Board of Directors is responsible for ensuring that the organization's financial resources are utilized in a strategic manner, while also ensuring adequate resources are available to cover expenses and to invest in strategic priorities. While AIAS does not ask board members to make a financial contribution to the organization, the board can contribute in other ways including connecting the Executive Director with partners or stakeholders that may be able to support the mission of the organization. At AIAS, this means ensuring that there is an appropriate investment strategy that is reviewed at least annually and a review of how the organization is performing towards the annual budget.

6. Manage Resources Effectively

An important part of serving the public trust is protecting accumulated assets and ensuring that current income is managed properly. Because organizations are incorporated and granted tax-exempt status by state and federal laws to fulfill a public need, the Board's obligations go well beyond its organization's members, constituents or clients. Board members are in essence the trustees in the literal and legal sense of the term. No matter how the organization is structured or the degree of authority delegated to staff, committees, or affiliates, the Board and therefore the individual trustees are ultimately accountable. The Board has the principal responsibility for fulfillment of the organization's

mission and the legal/fiduciary accountability for its operations. Boards traditionally exercise this responsibility by helping to develop and approve the annual budget, among other actions.

What does this mean for you during your term? At AIAS, this means ensuring that there is an appropriate investment strategy that is reviewed at least annually and a review of how the organization is performing towards the annual budget. The Executive Director is responsible for providing regular updates to the Finance Committee and the full Board of Directors, including a formal presentation of the annual operating budget, the formal audit results, the performance of the investment portfolio, and other financial matters deemed to be relevant.

7. Determine and Monitor the Organization's Programs and Services

The Board's fundamental role begins with the question of whether current and proposed programs and services are consistent with the organization's stated mission and purposes. Given limited resources and unlimited demands on them, the Board must decide among competing priorities. Financial and programmatic decisions should not be made independently. The Board should have a good sense of its monitoring and oversight role by seeking a balance between the Board's responsibility to ensure quality, cost-effective programs and services, and the staff's responsibility to creatively initiate and conduct them.

What does this mean for you during your term? The mission at AIAS is to advance leadership, design, and service among architecture students. As such, the Board of Directors is responsible for ensuring that the programs are in support of this mission, but equally as important is that the programs are delivered in a high-quality, effective manner while making a positive impact on members. The annual budgeting process is a good time to review programming effectiveness on an organizational level and the Board of Directors should also review the conference and events to ensure the organization is providing quality, cost-effective programs.

8. Enhance the Organization's Public Image

The Board serves as a link between the organization's staff or volunteers and its members, constituents, or clients. In order to ensure a healthy public image for the organization, clearly outlined achievements and contributions to the public good, timely and informative press releases, and consistent communication initiatives with chapter and community leaders are important elements of a comprehensive public relations strategy. In addition, the Board's elected leaders should ensure that the Board appropriately disciplines itself. No Board member should represent himself/herself as speaking for the Board or organization unless specifically authorized to do so.

What does this mean for you during your term? As an AIAS Board Member, it is important to be aware that you serve as the public face and representative of the organization. This means it is vital that you are familiar with the AIAS bylaws, rules of the board, public policy positions, collateral agreements or memorandums of understanding (MOU's), and other governing documents. Board members are encouraged to advocate for positions that are of personal importance, while also recognizing that their primary responsibility is to advocate and support the positions of AIAS and its members.

9. Serve as a Court of Appeal

Solid personnel policies and procedures, grievance protocols and especially clear understanding about the executive's responsibility for hiring, developing, and releasing staff help to ensure appropriateness in this area.

What does this mean for you during your term? In rare cases, the Board of Directors may be called upon to intervene in personnel issues or concerns with the performance of the Officers or Executive Director. In these cases, it is important

that board members are able to effectively set aside any personal connections or friendships and conduct themselves in a manner that is most beneficial for the organization. While these cases are rare, it is important to recognize that your role as a board member is to serve the organization and not to benefit from personal or professional gains that may result from a friendship or personal relationship with the Executive Director.

10. Assess its Own Performance

The Board and its executive should periodically stand back from their usual preoccupations and reflect on how the Board is meeting its responsibilities. This process should include a look at how its membership composition, membership benefits, organizational structure, and overall performance can be strengthened.

What does this mean for you during your term? As a Board Member, you will be expected to periodically and constructively review your own individual performance as well as the performance of the Board and the organization as a whole. All organizations undergo a metamorphosis over time that calls for periodic review, fine tuning, and sometimes major overhaul of their governance structure. Organizational performance, like human performance, is cyclical in effectiveness and in need of renewal as it evolves over time, so, if elected, you would be encouraged to share thoughts on how the AIAS can improve its overall performance.

Further information regarding these Ten Basic Responsibilities can be found [here](#).

INTERNATIONAL REGIONAL AMBASSADOR POSITION SCOPE AND REQUIREMENTS

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RULES AND PROCEDURES

AIAS International Regional Ambassador Appointments will be conducted in a professional manner. Appointments will follow the AIAS Bylaws and Rules of the Board, as well as these Appointment Guidelines. All applicants are expected to thoroughly review and abide by the procedures described in these documents.

Applicant Submission Requirements

In order to apply for either of the available International Regional Ambassador positions, the following materials must be submitted to the Council of Global Representatives Liaison, Erin Conti, at president@aias.org, no later than 11:59pm HST (Hawaii Standard Time) on Friday, November 20th, 2020.

- Letter of Intent, addressed to Council of Global Representatives
- Resume or Curriculum Vitae (limit two pages)
- Responses to Applicant Questionnaire (see below)
- Signed statement on the AIAS Policy on Intern Compensation (see below)
- Completed Contact Information Sheet (see below)

Certified Applicants

Applicants who submit their candidacy packet on or before 11:59pm HST on November 20th 2020, and are registered members for the 2020-2021 AIAS year shall be eligible for review by the Council of Global Representatives. After approval of candidacy materials by the Council of Global Representatives Liaison, applicants shall be considered duly certified, and shall be so notified. Certified applicants shall understand all procedures, policies, and expectations relating to the position for which they intend to run, and may contact the Council of Global Representatives Liaison with questions or concerns.

2021-2022 INTERNATIONAL REGIONAL AMBASSADOR APPOINTMENT TIMELINE

Deadlines are subject to change at the discretion of the Council of Global Representatives Chair. Any changes will be posted on www.ias.org and communicated via email and social media.

November 20th

Required materials to be submitted by 11:59pm HST:

- Letter of Intent addressed to the Council of Global Representatives
- Resume or Curriculum Vitae (limit two pages)
- Responses to Applicant Questionnaire (see below)
- Signed statement on the AIAS Policy on Intern Compensation (see below)
- Completed Contact Information Sheet (see below)

Additional requirements to be completed by 11:59pm HST:

Applicant must be a registered AIAS member in the current year (2020-2021) from a chapter in Good Standing

November 21st

Confirmation of receipt of submission from Council of Global Representatives Liaison

Week of November 29th

Email from Council of Global Representatives Liaison to all certified applicants

December

The Council of Global Representatives will review all applications and provide a recommendation to the AIAS Board of Directors

AIAS FORUM Board of Directors Meeting

2020-2021 Board of Directors will review recommend applicants and vote to appoint the 2021-2022 International Ambassadors

Appointed Ambassadors will be notified and a formal announcement will be made during the final General Session of FORUM Palimpsest

APPLICANT QUESTIONNAIRE

1. **Describe your origin story as a student leader.** What prompted you to get involved? What advice would you give others who have yet to realize their potential for leadership?
2. **Describe your leadership style.** Explain how previous experiences working with teams have helped you discover your leadership style.
3. In recent years, the AIAS has increased its efforts in advocacy for architecture students on issues including but not limited to student loan debt, studio culture, intern development, leadership, technology, and diversity. **What one issue do you personally find the most important?** How would you make progress on this issue as an appointed leader on the AIAS National Board of Directors?
4. The AIAS has over 250 chapters across the U.S. and around the world, ranging in size from just a few students to hundreds. **How would you use your position as an Ambassador to better connect and engage our geographically and culturally diverse membership?** What resources would you propose to better serve Chapter leaders seeking to grow their chapters and connect to other students around the world?
5. We all love the AIAS for different reasons, but it takes a critical and constructive analysis of the institutions we appreciate most to continue to evolve them into entities that can support each new generation of membership. **What facet of the AIAS would you most enjoy innovating or improving to help the organization remain relevant to architecture and design students around the world? What are your ideas for that kind of growth?**
6. Our International Regions are small, but mighty and continuously growing. **Describe how you intend to fulfill the roles and responsibilities of an Ambassador and help the regions continue to grow.** Elaborate on your intended communication/action plan and the primary goals you have for your one-year term.

AMERICAN INSTITUTE OF ARCHITECTURE STUDENTS POLICY ON COMPENSATION FOR INTERNS

In July 1993, the AIAS Board of Directors adopted a "Public Policy on Uncompensated Interns." The policy has been subsequently reviewed and reaffirmed by the Board and reads as follows:

The AIAS maintains that employers must properly compensate all employees. Compensation must be in compliance with the regulations for the jurisdiction in which they are working.

In 2010, AIAS crafted a public statement on intern compensation in conjunction with the Association of Collegiate Schools of Architecture and the American Institute of Architects, which reads as follows:

The Association of Collegiate Schools of Architecture, the American Institute of Architects, and the American Institute of Architecture Students recognize that architects are bound by law and ethics to pay interns, and strongly advocate for the appropriate compensation of architectural students and interns. Because of current economic transformations, some architects have both solicited and accepted the services and labor of interns without pay. We strongly urge architectural firms and other for-profit employers to respect the law and comply with the ethical standards of our profession, and we strongly encourage interns to refuse to accept employment without pay, and to notify the Department of Labor in cases where employers propose such an arrangement. For more information on labor laws and professional ethics, please see the AIA Code of Ethics and the U.S. Labor Department standards under the Fair Labor Standards Act.

The ACSA, AIA, and AIAS further support architects, students, and recent graduate doing pro-bono work. We recognize the distinction between unpaid work for profit-making employers, and unpaid work for non-profit organizations, communities in need, and volunteer activities, which allows participants to determine their own hours and degree of involvement. The AIA has established guidelines for service that are provided on a Pro Bono basis. They can be found under the member section of the AIA website.

POLICY ON COMPENSATION FOR INTERNS AFFIRMATION

As a way of confirming that the AIAS is not promoting or being promoted by architects employing unpaid interns, we ask that each participant in an official AIAS function review and sign the following statement. We appreciate your participation in our event and thank you for your support of our position against unpaid internships. This position is supported as well by the Board of Directors of the Association of Collegiate Schools of Architecture (ACSA) and the American Institute of Architects (AIA).

Name: _____

I do hereby affirm that I understand and support the AIAS policy on the compensation for interns. If I employee interns, I further affirm that I do not use unpaid architectural interns in my professional practice when applicable by federal wage and hour laws.

Signature: _____

Date: _____

AMERICAN INSTITUTE OF ARCHITECTURE STUDENTS ELECTIONS CODE OF ETHICS

Elections are a critical step by which the American Institute of Architecture Students is governed. Annual elections, as outlined in the Bylaws and the Rules of the Board, ensure that the membership of the organization participates in the selection of the best candidates to serve on the national Board of Directors.

Individuals elected to the Board of Directors represent the membership and ensure the continued success of the organization. Therefore, participants who are involved in the elections process, including candidates and Board Members, are expected to demonstrate the highest standards of professionalism, integrity, and good judgment.

Confidentiality is required of all participants in the elections process. Participants should not discuss details of the elections process to the general membership before, during or after FORUM. Elections information that is considered public knowledge, and therefore can be shared with the membership, occurs during the General Business Sessions and at the General Assemblies.

Campaigning is strictly prohibited prior to FORUM. Conversation between chapters regarding candidates should not take place. Campaigning will only begin at the first General Assembly of FORUM.

Campaigning during FORUM shall be professional. Candidates and candidate support groups should be respectful in their campaigning efforts. Disrespectful campaigning will be a violation of the Elections Code of Ethics, and will be grounds for immediate review by the Past President.

Campaigning materials should follow the Election Guidelines, and should be distributed in appropriate venues only. Appropriate venues include FORUM General Business Sessions, General Assemblies, and Quad Breakouts.

As leaders of this organization, and future leaders of this profession, we must uphold the highest ethical practice. Questionable behavior during elections will not be tolerated. Any concerns should be immediately raised with the Past President.

ELECTIONS CODE OF ETHICS AFFIRMATION

To promote the highest level of professionalism during elections, we ask that each participant in the elections process review and sign the following statement. We appreciate your participation and thank you for your support and dedication to the organization.

Name: _____

I do hereby affirm that I have read, understand and agree to abide by the AIAS Elections Code of Ethics and the Elections Guidelines.

Signature: _____

Date: _____

Please submit this form with your confirmation for participation.

**AMERICAN INSTITUTE OF ARCHITECTURE STUDENTS
CANDIDATE CONTACT INFORMATION FORM**

Candidate contact information will only be used by the Past President to communicate elections-related information. If provided, social media handles will be shared when candidates are posted publicly on AIAS website and social media.

Name (as preferred): _____

Chapter: _____

Chapter Leadership Position (if any): _____

Email Address: _____

Mobile Phone Number: _____

Social Media Account Handles (optional):

- o Facebook: _____
- o Twitter: @_____
- o Instagram: _____
- o Other: _____