Fellowship Program
American Institute of Architects

Application for

Debra S. Kunce, AIA, LEED AP

Category 3: Led the Institute
Dear Chairman Loversidge & Jury Members:

This letter is written in very strong support of elevating Debra Kunce AIA to the College of Fellows. She has consistently, over a number of years, in increasingly more high profile roles, been a voice for change in our professional organization. Indeed, if we are to survive and thrive in the coming decades, to be relevant to society and to our members, we must recognize and call out leaders like Debra Kunce AIA.

As National Treasurer, I watched her consistently lead the discussion and command respect from her peers around the National AIA Boardroom. In the game changing move to Hanley Wood, she was always well prepared and thoughtful, credible and representative, while also steering and persuading unobtrusively. Similarly, in the exhaustive National AIA Board Governance explorations, (during which I also served on the President appointed Task Group), she was the one who digested extensive Board Member input, using today’s and tomorrow’s tools, to craft a cogent point/counterpoint. In the National AIA Board’s Strategic Planning efforts, I observed other Board Members gather around her, (literally and metaphorically), particularly when she espoused dreams and desires of the forward thinkers, of female members and of younger members.

Before Debra Kunce AIA came to the National AIA Board, I observed her leadership skills firsthand as we worked together to make the Ohio Valley Regional Convention in Indianapolis the success it was. She worked hard and smart back then and was someone able to be counted upon. Through that same period I watched her lead efforts to reorganize AIA Indiana, to hire and acclimate a new Exec, to advocate successfully in the State Legislature on National AIA issues like stock school plans, interior design licensing and other topics taking their turn running through the Hoosier state. As a National Board Member for the ACE Mentoring Program of America, I was aware of the success Debra Kunce AIA and her compatriots were having in urban Indianapolis. I’ve long since then learned of her many other exceptional efforts on behalf of minorities, women, and indeed all emerging professionals.

Debra Kunce AIA is a dynamo. We need to recognize her forward looking dedication, not only for what it would mean for her future credibility, but also for this beloved profession.

Sincerely,

Hal P. Munger
National AIA Treasurer 2007-9
BIOGRAPHICAL SKETCH

NOMINATION
Debra S. Kunce, AIA
Schmidt Associates, Inc.
320 E. Vermont Street, Indianapolis, Indiana 46204
317.263.6226 ph
317.263.6224 fax
dkunce@schmidt-arch.com
Membership: AIA Indianapolis since 1995
Member number: 30119172

CATEGORY OF NOMINATION
Category 3: To coordinate the building industry and the profession of architecture / led the institute

SPONSOR
Hal Munger, FAIA
225 N. Michigan, Toledo, Ohio 43604-5613
419.243.8141 ph
hpm@mungermunger.com

NOMINATION
By the AIA Indiana Component for Leading the Institute

Drew White, AIA, President, AIA Indiana

October 12 2010
Date
FAIA SUBMISSION
Debra S. Kunce, AIA

NOMINEE’S EDUCATION
• Teutopolis High School, 1984-1988, Teutopolis, Illinois
• Ball State University, 1988-1993
• Bachelor of Architecture (1993); Bachelor of Science in Environmental Design (1993)

PRACTICE
Licensed Architect: Indiana #19800000
US Green Building Council: LEED Accredited Professional
Nominee is engaged in the profession of architecture as: Architect and Project Director

EMPLOYMENT HISTORY
• The Odle, McGuire, and Shook Corporation, 1991, Intern
• BSA Design, 1993-1994, Architectural Graduate
• Schmidt Associates, 1994-present, Program Manager/Associate

CURRENT AIA LEADERSHIP POSITIONS
• AIA National Director, Ohio Valley Region
• AIA National Board Strategic Directions Group
• AIA Ohio Valley Regional Council Chairman
• AIA Ohio Valley Regional Convention Task Force
• AIA Indiana Ex-officio/Immediate Past President
• AIA Indiana Legislative Committee

PAST AIA LEADERSHIP POSITIONS
• AIA National Board Governance Task Group, 2009
• AIA National Integrated Media Task Force Chairman, 2009, 2010
• AIA Ohio Valley Regional Convention Co-Chairman, 2005, 2009
• AIA National Young Architect’s Forum Advisory Committee, 2003-05
• AIA Indiana President, 2009
• AIA Indiana Vice President / President-Elect, 2008
• AIA Indiana Treasurer, 2007, 2006
• AIA Indiana Director, AIA Indianapolis, 2005
• AIA Indiana Director, AIA Indianapolis, 2004
• AIA Indianapolis President, 2005
• AIA Indianapolis Vice-President / President Elect, 2004
• AIA Indianapolis Treasurer, 2003
• AIA Indianapolis Secretary, 2002
• AIA Indianapolis Public Relations Director, 1998
• AIA Indianapolis Associate Director, 1995-96
Debra Kunce is an extraordinary AIA leader and emerging professionals advocate. She is a driving force behind transforming AIA’s future through integrated media, governance, and strategic planning at all levels of the institute.

BRANDING OUR FUTURE THROUGH INTEGRATED MEDIA

Debra led the National Integrated Media Task Force when the AIA website, printed magazine, and convention were managed separately and not serving the needs of emerging architects who expect instant communication 24-7. Under her leadership, the national board reached an unprecedented decision to team with Hanley Wood as AIA’s first Integrated Media Partner: a decade long segregated approach. This new partnership is a dramatic change that will impact all 76,000 AIA members by expanding the voice of AIA Architects into markets previously untouched, while furthering AIA knowledge initiatives.

CHALLENGING GOVERNANCE

Debra recognizes that organizational transformation is only possible by challenging current models. So, during an already intense consideration of future board governance, Debra initiated a passionate board deliberation resulting in the board adopting her motion to improve the AIA Governance Model and support a Board with both Regional and Knowledge-Based Representation. Because of Debra’s demonstrated passion for sound and effective governance, the AIA President appointed her to the 2009 Board Governance Task Group where she seized a leadership role.

STRATEGICALLY PLANNING OUR FUTURE

Debra’s strategic drive was also invaluable to the National Board Strategic Direction Group as they wrestled with painful issues of who we are as an organization, especially in these increasingly challenging economic times. Using her ability to process detailed information quickly, she gave shape to the 2010-2015 Strategic Plan and trained more than 35 component leaders in developing and implementing their own strategic planning process. Debra leads by example as she initiated her own component’s strategic plan as well as facilitated two other state component strategic planning sessions.

EMERGING PROFESSIONALS: DEVELOPING FUTURE LEADERS

Debra is both a role model and supporter for emerging professionals, and she is committed to exposing young people to our profession. She was the first “emerging professional” elected to represent the Ohio Valley Region as their Director to the AIA National Board of Directors. She has also been instrumental in securing emerging professionals representation on boards and committees at all levels of the organization and instituted the first-ever student director position on the AIA Indiana Board and the ACE Mentor Board of Indiana.

Debra has fostered the greatest support for future architects through the creation of an internship program for the inner city youth of the Indianapolis Public Schools. Organized in conjunction with IPS’ $695 million Capital Improvements Program that Debra leads, the internship program has created jobs for more than 60 students, exposing them to design and construction opportunities.

Active participation in any one these areas would make Debra an impressive leader for AIA’s future. But it is because she has changed the direction of integrated communication, board governance and strategic planning, there is no doubt that the current AIA national leadership see Debra playing a major role in AIA’s future.
Deb Kunce exemplifies the uniqueness of design professionals as she has harnessed her architectural training to achieve results beyond physical architecture. Through dedicated leadership, she is a powerful “designer” of organizational transformations. She has transformed AIA’s communications, structure, and planning at all levels of the organization in a way that lays a solid foundation for AIA’s future. She is insistent that any change must be viable beyond the people who initiated the idea and that systemic change is only possible through grassroots consensus-building and engagement. Ms. Kunce’s contributions are notable in three key areas:

**Branding our Future**
Deb Kunce increased AIA’s Brand exposure in new and innovative ways and as a result, will give greater visibility and voice to the profession of Architects.

**Strategically Planning Our Future**
Deb Kunce has been a driving force behind the Institute’s 2010-2015 Strategic Plan development. She not only gave shape to the Strategies and Goals, she has been instrumental in maintaining component connections during the plan’s implementation – a reflection of her commitment to maximizing organizational performance at all levels of the organization.

**Emerging Professionals – Developing Future Leaders**
Deb Kunce develops future leaders through involvement, engagement, and expands organizations to include emerging professional representatives.
Branding Our Future

Deb Kunce increased AIA’s Brand exposure in new and innovative ways and as a result, will give greater visibility and voice to the profession of Architects.

**AIA secures Integrated Media Partner**

As Chairman of the Integrated Media Task Group, Deb recognized that emerging professionals are wedded to technology and instant communication 24-7. They have always designed at computers. They (and many “old generation” architects) showcase their designs on iPhones, iPads and laptops. They integrate their Twitters, Facebook, Linked In, e-mail and text message activities on one smart phone. These emerging professions will soon constitute the majority of AIA members.

Through Deb’s leadership, the task group identified the following FACTS:

**FACT: IT HAS BEEN 10 YEARS SINCE AIA HAS HAD**

- Its own “branded” national print publication
- Editorial control of dedicated pages within the national print publication provided as part of AIA membership
- Stories through the AIA architectural viewpoint in national business to business print publications
- A system for seeking and securing story ideas from AIA members

**FACT: AIA HAS NEVER HAD**

- Effective integration of media platforms (publication, convention, web), content planning, and development
- A national business-to-business publication venue for “Knowledge” distribution
- Editorial control of dedicated pages within multiple national print publication
- AIA-branded links on media partner websites
- Component Opportunity Fund to encourage new and innovative ideas
- Free AIA advertising in more than 27 national publications
- The ability to offer members the option to receive only online publications in lieu of print (a more sustainable approach)
- The ability to allow members to designate their print publication to another individual – student, emerging professional, etc.
- The ability to provide members with digital editions of at least three national publications
- Annual print publication subscriptions at no cost to emeritus members

As a result of Deb’s strategic focus and drive for change, in January 2011, this will all CHANGE! AIA and its members will have all of the items listed above…and more. The new integrated communications will deliver information in multiple forms to AIA’s diverse audiences.

Hanley Wood will become AIA’s integrated media partner, catapulting AIA into the 21st century with their integrated and innovative approach to print publications, websites, events, convention, research initiatives, and support for AIA components. Through this partnership, AIA will receive all of this and significant financial savings to the Institute – and in these tough economic times, this is no small feat.

Navigating a 10-year shift in practice is no simple task. To add to the complexity, relationships, traditions, and ways of receiving information were at risk of changing. In an organization like AIA, rooted in traditions, it took someone like Deb Kunce to “see the future potential” and navigate a consensus-building process leading to a board decision that acknowledged the future of AIA rather than staying at status quo.

**POSITIONS HELD:**

As Chairman of the National Integrated Media Task Force, Deb led the National Board of Directors to a decision that paves the future for AIA media and communications.

Of course, this transformative decision that changed a long-standing course for AIA did not happen overnight. Deb persevered through multiple board meetings, off-line discussions, persistent inquiries, and challenges from constituents who were grounded in the status quo. In short, she began with a board divided.

It was Deb’s meticulous consensus building process of developing criteria, listening to colleagues, challenging the status quo, and building on the common ground that ultimately led to this unprecedented decision. Deb ensured that the board deliberated about how a change in media partners would positively impact brand recognition, design quality, thought leadership (positioning to shape our future),...
intellectual property ownership, editorial content and oversight, product integration, emerging professionals, and the growth of architects’ knowledge and expertise – and most importantly, the ability to expand the voice of the architectural profession.

With Deb’s leadership on this initiative, AIA decision-makers focused on the “future” and worked diligently to ensure AIA took advantage of the obvious opportunities that will benefit AIA and the profession. She has a flair for evoking confidence and building trust, and it is obvious AIA leadership have a confidence and respect for her abilities.

ACHIEVEMENTS:

As a result of Deb’s leadership, AIA will expand its brand to multiple digital outlets, over 25 different print publications, and develop an integrated media platform that will provide almost unlimited AIA member knowledge and thought leadership media channels. In total, AIA will have editorial control over the equivalent of 16 pages of content each month through established national business to business media outlets. This is unparalleled in AIA’s recent 10 year history. The resulting change will not only increase the visibility of AIA and its members but will also expand the voice of Architects across the nation and internationally.

Deb recognized that the AIA Brand expansion would also build on current sustainability and emerging professional initiatives and will provide a new platform for AIA to emerge as an industry leader in residential architecture. AIA’s brand will also increase through the leveraging of content across multiple media platforms. In the past, AIA contractual relationships limited and stifled the ability to cross share content. As a result of Deb’s actions, those are days of the past!

One of the most important achievements of this initiative is that AIA members and components will finally have CHOICE.

- Choice in how they receive their content (print, digital, or both).
- Choice in redirecting their publications to support students, emerging professionals, etc.
- Choice to submit programming opportunities for potential funding by the Hanley Wood Opportunity Fund.

Choice represents an organization that is respectful of the past and focused on the future, architects of the next generation. Had AIA not made this change beginning in 2011, it would be another five years before significant changes could have been made. Hanging on to the status quo for another five years would make our emerging professional members five years older and more established without being served in ways they expect. We’d have five more years of incoming members receiving communication that didn’t meet their expectations.

Expanding the Brand Through our Regional Conventions

One of the Hanley Wood initiatives is to potentially expand the AIA brand through increased Regional Conventions. Deb identified with this opportunity and quickly took action to increase the opportunities for her region.

POSITIONS HELD:

Deb has been the Indiana Chairman for the 3-state Regional Convention Planning Committee in 2005 and 2009.

Most recently, Deb initiated the Region’s Future Convention Planning Task Force in 2010 and ensured an emerging professional was involved. She and her fellow OVR Director appointed the committee chairman and committee and will serve as an active member as they provide study and make recommendations to the Regional Council regarding future Regional Convention planning locations, profit sharing, awards program, fundraising strategies, involvement of emerging professionals, and collaboration with other regions.

Organizationaly, Deb also instituted an annual President’s meeting that occurs at each regional convention for idea and knowledge sharing. She also instituted quarterly conference calls with all component leaders and executive staff within the region in order to open up more dialogue throughout the year. This has resulted in increased communications, trust, and knowledge sharing throughout the region.

ACHIEVEMENTS:

As Chairman of the Regional Council, Deb built consensus and secured agreement by 3 state AIA organizations to increase the frequency of regional conventions from every four years to every two years – expanding the visibility of the brand to members, vendors, and partners. This also increases the programming potential for members, giving them regional opportunities to showcase their work, as well as learn through CES programming.
Strategically Planning for the Future

Deb Kunce has been a driving force behind the Institute’s 2010-2015 Strategic Plan development. She not only gave shape to the Strategies and Goals, she has been instrumental in maintaining component connections during the plan’s implementation – a reflection of her commitment to maximizing organizational performance at all levels of the organization.

AIA’s former Strategic Plan was criticized for being a plan for the national component, without reference to components. It was shrouded in local or state metrics with focus areas a mile wide and an inch thick, and it lacked the opportunity for members to distinguish how they could help realize the institute’s plan.

Training Leaders

Deb believes that Strategic Planning must be permeated through all levels of an organization to achieve broad success. Leadership of the planning cannot be delegated to a few. Deb has dedicated countless hours training leaders to ensure successful implementation of the plan. Her approach is strategically focused with keen attention to details. Her training always focuses on content based understanding, as well as strategies to expand leadership and management skills.

POSITIONS HELD:

Deb took action when Strategic Directions Group members were needed to train component leaders at the 2010 Grassroots Conference about the Institute’s new Strategic Plan. It was more than just a presentation; it was a training ground for new and future volunteer component leaders. Deb’s ability to generate excitement around the AIA vision, set forth a clear and concise process for their involvement, and result in components volunteering to be part of a “pilot planning process” was central to the larger mission of this session. Deb represents the future of the institute and energizes those around her.

Deb also identified Regional Directors as a critical liaison for the Plan’s implementation and led the first Regional Director training conference call about the Strategic Plan Weave process. Deb personally advocated at the board level for Regional Director involvement in ensuring strategic planning within the framework of the Institute’s plan.

Her work extends into her local architectural community as she presents regularly on leadership development topics such as Leading an Effective Meeting, Learning How to Multi-Task, and Managing Multiple Projects Successfully.

ACHIEVEMENTS:

Deb has been recruited to lead Strategic Planning sessions with three state AIA components because of her reputation and experience with the Strategic Directions Group. She has generated an excitement around the institute’s plan, and components are eager to join in the implementation. These sessions will also include component presidents from 14 local components, expanding Deb’s reach throughout AIA.

Her dedication and focus on training leaders about the Institute’s strategic plan has reached over 35 state and local components, representing over 4,000 AIA members.

Measuring AIA Institute Success

Deb recognized early that even the best Strategic Plan is short lived without action plans and a measuring stick for success. An architect must provide a vision for their plan, actions steps to get there, criteria for success, and a drive to make it happen.

POSITIONS HELD:

Deb Kunce rapidly assumed a leadership role in her work on the National Board Strategic Directions Group. She championed the national effort to develop a strategic planning “Dashboard”, a measuring stick for institute success. She initiated this grassroots effort by convening “early adopter” focus groups. She reached out to over 20 components leaders, CACE executives, and national board members representing components as small as 100 and as large as over 1000 members, connecting with those leaders who make action happen within our institute. Focus groups include leadership from Boston Society of Architects, AIA Georgia, AIA Indiana, AIA Milwaukee, AIA New York Chapter, AIA Northeast Wisconsin, AIA Northwest Wisconsin, AIA Northern Virginia, AIA Pittsburgh, AIA Southwest Wisconsin, AIA District of Columbia, and AIA Wisconsin.

ACHIEVEMENTS:

AIA Leadership have embraced Deb’s dedicated,
grassroots approach with components resulting in a collaborative effort to document and distribute planning best practices and identify dashboard models that will highlight both component and institute success. Additionally, at least 40 components leaders gained the knowledge to create their own “Strategic Plan Dashboards” at local and state levels within the institute.

Challenging Governance

This AIA National Governance Philosophy was adopted by the Board in 2008. “The AIA Board should govern by playing the leading role in making the most important decisions about determining where the organization is going and how well it is performing. This will require the Board to be systematically and actively engaged in the AIA strategic planning process, to allocate a major portion of its time to matters of significant magnitude, to anticipate emerging opportunities and potential problems before they become urgent, and to delegate to the chief executive responsibility for leading and managing operations and resources. The Board will be responsible and accountable for discharging the following four primary roles: Fiduciary, Strategic, Oversight, and Outreach.”

Even with this philosophy as a foundation, many heated discussions continued about the AIA’s national governance model. As a new director to the board, Deb took a bold step to drive change within the current model. She strongly expressed her desire for an AIA that is more relevant and nimble. She believed that a change to the board structure would significantly demonstrate that the AIA is willing to change to better serve the future.

Deb adamantly supported a board represented by both Regional Representation and Knowledge Based Representation (and not just knowledge communities) as well as a smaller Executive Committee. She also believed that additional conversation was required to determine the role of a nominating committee, the regions, a leadership advisory process, job descriptions, impact to components, and execution of the plan’s implementation.

A motion to amend Deb’s motion failed to achieve a majority and her original motion was approved by a majority of the board. She was then appointed to the Governance Task Force.

POSITIONS HELD:

Deb seized a leadership role in her appointment to the Board Governance Task Group. She diligently assessed feedback from the board as she collected, sorted, and synthesized the data from all members of the board – skillfully managing input from all 19 regional directors and the executive committee.

As Chairman of the AIA Ohio Valley Regional Council, Deb also utilized this national discussion to expand the conversation within her region. She capitalized on the opportunity to permeate this conversation through all levels of the organization. The outcome has been a heightened awareness of member service delivery and has led to increased focus on continual alignment of service delivery.

Additionally, in her leadership roles, she establishes higher expectations for her Board members. As Vice President of AIA Indianapolis and chairman of the nominating committee, Deb intentionally focused on Board Diversity to ensure board involvement that was diverse in firm size, ethnicity, age, participation level, and thought. She led the committee that secured a slate of officers and directors more representative of the membership. Out of 19 officers and directors, 16 represented different local firms of varying sizes and focus areas (a statistic unmatched from recent years), 11 were principals in their firms, 4 were emerging professionals, 2 were minorities and 4 women. Deb also secured 5 of those positions with first time board members, expanding the voice of members and ensuring that more Architects experienced direct value for their memberships by getting directly involved with AIA leadership.

ACHIEVEMENTS:

In addition to Deb’s ability to steer major organizational discussions in a new way, Deb’s synthesis of information through a board survey provided insights to the complexities of the AIA organization: differences of the regional, state, and local governance models, relationships between components and regions, pathways to board leadership, and the role of each Director within their region.

The unique tapestry of this grassroots organization was revealed and provides the basis for future organizational discussions. One very important achievement of this initiative and first step in AIA’s improved organizational effectiveness was that in 2010, the Board of Directors unanimously adopted clearly defined Roles and Responsibilities for all Regional Directors – an impact that resonates to every single region within the Institute. In fact, local AIA components have already contacted Deb to get a copy of the Director Roles and
Resourcing the Plan
Action Plans without funding are worthless and as the economy continues to challenge our practices and professional organizations, new revenue streams are needed. New monies do not walk in the door without a concerted effort to secure them. In Deb’s leadership capacities, she led the planning and implementation of the first strategic plan under a newly hired Executive Director and secured a new non-revenue stream for new programming identified through the Strategic Planning process.

POSITIONS HELD:
As the AIA Indiana Treasurer during a period of Executive Director transition, Deb Kunce distinguished the “Not Business as Usual” model when she performed a full financial analysis of AIA Indiana, scrutinizing the revenues and expenditures in order to re-align expenditures with targeted Strategic initiatives. Expenses were cut in some areas, increased in others, and a new non-dues revenues were created.

Deb implemented an effective organizational model for sponsorship development similar to the one that Deb originally initiated while in the position as Vice President/President-Elect for AIA Indianapolis. Deb recognized that successful sponsorship programs are built on relationships and continuity. To that end, she secured the AIA Indiana’s board decision to make the Vice President/President-Elect in charge of the sponsorship development committee, charged with expanding corporate sponsors each year. This organizational change ensured that the incoming President was building a two-year relationship with sponsors, as well as understanding of the importance of this revenue stream. Deb aligned the board responsibility with the position (rather than the person) laying a solid foundation for future sponsorship development.

ACHIEVEMENTS:
During the first year of the AIA Indiana corporate sponsorship program, Deb played an instrumental role in raising $10,000 for this new non-dues revenue stream. This was 2.5 times greater than the previous year. Since 2004, when Deb instituted a similar organizational change for AIA Indianapolis, AIA Indianapolis’s corporate sponsorship program has increased by 25% and the Vice President/President-Elect position is still responsible for leading the Development Committee. In 2010, Deb was instrumental in initiating a joint sponsorship program between AIA Indianapolis and AIA Indiana, which has resulted in a greater number of sponsors for both and an additional 10% increase in revenue for both.

As AIA Indiana Vice President/President-Elect, Deb also chaired the Long Range Planning Committee and created the first Strategic Plan under our new executive director. She also developed the inaugural AIA Indiana two-day board retreat for leadership development and annual planning and created the AIA Indiana board handbook to establish clear board member expectations, roles, and responsibilities.

Advocacy Growth – Legislative Strategy and Resources
Legislative advocacy has long been identified as one of the number one member value propositions, yet it was realized in Indiana that legislative influence was limited without PAC funding and a strategic approach to our advocacy.

POSITIONS HELD:
In 2006, as the AIA Indiana ARCHPAC Treasurer, Deb identified the need for a new strategy and funding. In collaboration with the new chairman, Deb outlined a strategy to increase giving, begin an initiative to develop proactive state legislation around AIA issues, and involve those who contributed to be involved with ARCHPAC activities.

In addition to her persistent drive to increase PAC funds, Deb also influenced key School Construction legislation in Indiana. Legislators seemed enamored with “stock school plans”. New legislation seemed inevitable until Deb and fellow AIA member, Wayne Schmidt, FAIA, met with the bill’s sponsor to propose an alternative. Deb’s practice has focused in developing facility guidelines for major educational institutions. Her expertise and knowledge in this area convinced the bill’s sponsor to modify the language to eliminate stock school plans and create educational facility standards for all Indiana schools.

Upon passage of the bill, Deb represented AIA as Ball State University College of Architecture and Planning was retained to develop the standards. It was under her leadership that AIA was involved in focus groups guiding the development of the
Debra S. Kunce, AIA

standards. She also ensured that all Indiana architectural firms were invited to submit graphic images of educational best practices in architecture for incorporation into the final guidelines. Under her watchful eye, AIA Indiana facilitated the submissions.

Deb was also part of the national network working to defeat interior design licensure that was sweeping many states across the nation. Indiana was successful in the defeat ultimately stopped by a governor’s veto of the final bill.

Deb remains an active member of the AIA Indiana Legislative Committee. She confers with key legislators about issues that affect our profession and testifies when needed to support or defend design and construction legislative issues on behalf of the profession. Deb is also the “go-to” person in her office for legislative updates.

ACHIEVEMENTS:

Deb’s campaign for a greater awareness of PAC also benefited AIA’s national ARCHiPAC. As Indiana contributions increased, so did our federal giving. Indiana’s ARCHiPAC contributions have increased by 150% since 2006.

Under Deb’s new leadership, Indiana ARCHPAC funds increased annually from $1000 to $6,000 and more members became involved with giving ARCHPAC contributions to legislators who supported AIA issues within their district.

As a direct result of Deb’s knowledge, expertise, and willingness to make change, erroneous legislation for architects was avoided and Architect developed standards were created, providing a strong foundation for future education design and construction projects – a positive impact for our profession and all who practice in the education arena.

Planning and Expanding a Business Model

In 2001, when Schmidt Associates wanted to expand client services to include Program Management, Deb’s expertise in organizational change enabled the creation of this new business model. Traditionally an architectural/engineering firm, Deb was instrumental in the creation of Schmidt Strategies, a business unit focused on strategic planning, program management, and demographics.

POSITIONS HELD:

Deb is the Associate in Charge leading Schmidt Strategies’ daily coordination and strategic direction. Her strategic planning and implementation services span multiple market areas where she has been the Project Director, responsible for overall project management, implementation, and client success.

K-12 EDUCATION:

- As Program Manager of the Indianapolis Public Schools’ (IPS) $645 million dollar Capital Improvements Program, Deb created the strategy and drives the implementation of this on-going capital program. It is grounded in the mission to “Improve Student Achievement through Improving their Environments”.
- Also, under Deb’s leadership, Schmidt Strategies, in partnership with MGT of America, has expanded nationally to provide educational facility master planning projects in St. Louis, Missouri, Brookline, Massachusetts, the State of Colorado, and Arlington, Virginia and internationally to the Country of Georgia.

GOVERNMENT:

Deb led the State of Indiana Facility Assessment and Master Plan of over one million square feet of government owned and leased space, developing a plan for more effective Space Utilization, and planning for a Paperless Environment for all state agencies.

HIGHER EDUCATION:

Deb prepared the Architectural and Engineering Facility Standards for Ivy Tech Community College, one of the largest community colleges in the nation. Deb also created standard operating procedures fortheir new centralized delivery process for capital projects.

HEALTH CARE:

Deb prepared Architectural and Engineering Facility Standards for Wishard Health Community Health Centers, serving the needs of the underserved in her community. Deb employed her experience with large scale construction projects to develop new contract standards utilizing the AIA contract documents as the basis and developed a new standard specification front end that will be used on all future capital projects.

ACHIEVEMENTS:

Deb has expanded the firm’s portfolio both nationally and internationally. She served four of the largest public facility owners in Indiana.

She leads clients to a greater focus on achieving their strategic facility goals and improving
efficiencies. She has also used her expertise in this area to influence public policy through legislative changes in the K-12 education arena.

Deb’s work in developing facility standards for three major public institutions will guide future design work within the profession and has become a model for public institutions in Indiana. Her diligence in achieving program goals has also resulted in modern learning environments for more than 32,000 inner-city children, ensuring that these children who live in poverty have facilities that are comparable to what children have in more wealthy districts.

One of Deb’s most significant achievements for the IPS Capital Improvements Program was securing community approval through three phases of the multi-million dollar program due to her grassroots consensus-building approach and good management of tax-payer dollars. As a direct result of her planning efforts, IPS won their recent referendum with an 80% approval rating. Because IPS is a taxpayer-supported urban district in the capital city, the projects are under a constant microscope. The district pledged to its constituents that it would accomplish the projects on time and within the budget. Under Deb’s leadership, the district has been able to keep that promise. In the third phase alone, the project has saved $141 million for IPS taxpayers.

She is a recognized leader in this area and has spoken to the Society for College and University Planning (SCUP), the National Association of Independent Finance Advisors, and the Indiana Association of School Boards on such topics as “Creating Architectural and Space Standards – a comprehensive planning process”, “Long Term Capital Planning”, and “Facility Referendum Strategies”. Deb is training other professionals on a solid process for developing plans.

The Indianapolis Public Schools Capital Improvement Program has been nationally recognized by the Construction Owners Association of America (COAA) with a Project Leadership Award for exceptional leadership and management – being one of only five commercial and public projects honored in 2005. This prestigious award rates facility projects around the country for cost efficiency and the effectiveness of project management. The IPS Capital Improvements Program has also been awarded a national Qualifications Based Selection Award, as well as recognized with eight Public Relations Society of America and National Public School Public Relations Association Awards.
Emerging Professionals: Developing Future Leaders

Early in her career, Deb Kunce experienced how the power of the emerging professionals’ voice can influence change. Since that time, she has been committed to involving emerging professionals, the voice of youth and the future, in all aspects of her work. She shares what she has learned with architecture students and young professionals through presentations and one-on-one involvement and most importantly, she gets them involved early in their careers, a duty for all community-minded architects.

Associate Director Drives Change

As AIA Indianapolis’ Associate Director, Deb initially struggled with her role. There were many experienced board members around the table and all of the issues seemed to focus on practice issues that, as a young architect, Deb was not experiencing. At that time, the State of Indiana was contemplating the transition from a “paper and pencil” architectural exam to the computer. As a result of this transition, the state was planning to “skip” one year of testing. Board members seemed content with this decision, as they were already registered. Deb spoke up on behalf of her unregistered constituency and convinced the board to fight this decision. A letter writing and phone call campaign reversed the State’s decision.

**POSITIONS HELD:**

Deb served as the Associate Director on the AIA Indianapolis board in 1995. She served in that role for two years.

**ACHIEVEMENTS:**

Deb’s hard work, direct involvement, and willingness to step forward to represent emerging professional issues reversed the State’s decision. Deb was the voice of the emerging professional. Her voice was heard, change resulted, and the young person’s value on the board was affirmed.

Intern Architect presents National IDP Outstanding Firm Award

Schmidt Associates was awarded a National IDP Outstanding Firm of the Year Award and were invited to present their award winning program at the 1997 AIA National Convention in New Orleans. Schmidt Associates invited one of their most aspiring intern architects to present it on their behalf, Deb Kunce.

**POSITIONS HELD:**

Deb had been an intern architect with Schmidt Associates for less than 3 years when she was asked to represent her firm at a national AIA convention.

**ACHIEVEMENTS:**

Deb delivered a powerful message as she was the only intern architect who represented their firm at the presentation. In fact, the other award winners, who were seasoned professionals in their respective offices, often deferred to her during the panel discussion. She highlighted Schmidt’s award-winning intern development program to a crowd of about 50 people—many of them firm leaders who would take these ideas back home to create their own programs. Deb outlined a program that could be modeled and not only presented it at the AIA National Convention but also at the IDP Coordinator’s Conference that year in Washington, DC. She embodied the ideal emerging professional even before the term emerging professional was fashionable!

Empowering Emerging Professionals to Get Involved

Deb strongly believes that Architects have a responsibility to involve the next generation. For Deb, it is important to empower emerging professionals through involvement and ensure that organizations make lasting decisions that include an emerging professional’s viewpoint.

**POSITIONS HELD:**

As the 2005 AIA Indianapolis President, Deb ensured that at least 20% of board members were emerging professionals. She also personally advocates for board and committee appointments for emerging professionals at all levels of the organization.

As AIA Indiana Awards Design Committee, Deb utilized her strong planning skills to rebuild the AIA Indiana Design Awards committee structure to include emerging professionals. To date, the committee structure continues to involve
associates and emerging professionals – the future of our organization.

Deb also engaged emerging professionals as she built consensus around and communicated the AIA Indiana strategic plan. She recently served on the YAF Transitions roundtable – a connection realized by an emerging professional that she got involved in YAF. She also recently nominated two emerging professionals from the region for a Young Architects national award.

She employed her leadership skills as she secured board approval to create Student Director positions on both the AIA Indiana Board and the ACE Mentor Board of Indiana.

As an emerging professional herself, Deb chaired, for Indiana, four state and/or regional conventions since 2005. During the second annual regional convention and under her leadership as the fundraising subcommittee chairman, she raised more convention revenue than any other regional convention outside of Ohio – over $70,000 in total.

Since 2006, Deb has also been instrumental in ensuring that other emerging professionals are on the Regional Convention Planning committees each year. One very important convention was the 2007 AIA 150/CIAA Columbus Indiana Symposium, a program partially granted through the AIA 150 program.

ACHIEVEMENTS:

In addition to the countless young people that got involved because of Deb’s encouragement, organizationally, she has expanded many boards and committees to ensure emerging professionals will be included long into the future, including but not limited to the

- Local AIA Board
- Local ACE Mentor Board
- Local Design Awards committee
- State AIA Board
- Regional convention planning committees
- National Strategic Plan Dashboard subcommittee

Lifelong AIA Involvement and University Supporter

Deb’s AIA career started as an officer in the AIAS, Ball State Chapter, and has continued almost continually until her current service as a National Board member. Deb brings the unique perspective of a generation in transition. She is uniquely positioned as a seasoned professional with an eye for the future.

POSITIONS HELD:

Deb served four years on the Ball State University College of Architecture and Planning Governing Board and her commitment to the growth of young architects expanded as she was elected one of the first young architects from the Ohio Valley Region to the National YAF Advisory Committee.

In addition to the many other AIA positions highlighted in this submittal, Deb has also been involved in the development of future architects through:

- BSU College of Architecture Visions Project Curriculum Charrette, 1997
- AIA Indianapolis Co-chair, Women in Architecture 1996-97
- Common Goal High School Mentor , 2009
- United Way ReadUP Volunteer
- Kaleidoscope Youth Center Board, 2008-2010
- Horizons Student Enrichment Board, 2008 - 2010
- United Way Facilities Maintenance Fund Chairman, 2003-04
- Indiana Construction Roundtable, Education Committee Chair, 2003-05

ACHIEVEMENTS:

Deb was the first emerging professional to be elected to the AIA National Board as a Regional Director from the Ohio Valley Region.

Deb connected local and regional YAF groups with national initiatives. She also recently stepped forward during the 2010 annual business meeting to publicly voice support for allowing Associate members to become Regional Directors, advocating for emerging professionals to hundreds of AIA members from across the country.

Deb has spoken to Ball State University architecture students several times, encouraging their professional growth through involvement in design critiques, professional practice classes, as well as presentations. Her presentation in 2006 on her work titled, “Making Connections Work for You,” reached over 50 future emerging professionals and she was also one of six female panelist in the 2005 Women in Design symposium.
SECTION 2.2
SIGNIFICANT AWARDS, HONORS, AND RECOGNITION

Awards & Recognitions

Edward D. Pierre Award 2010
Awarded annually by the Board of Directors of AIA Indiana, the Edward D. Pierre Award is named in honor of Edward D. Pierre, FAIA (1890–1971), a crusader for the welfare of children, decent housing for all, peace and progressive urban planning. He was honored repeatedly for his outstanding service to the architectural profession and the public.

AIA Indiana Presidential Service Recognition 2009
Recognized for her service as President of the State organization

AIA Indianapolis Outstanding Service 2005
Recognized by the AIA Indianapolis Board for service to the Chapter

Resolution in Recognition of the Ohio Valley Region Convention Committee Citation by AIA Ohio 2005
Recognized Committee Chairmen for their extraordinary effectiveness to inspire the Architects of this region with the enduring ideals of “Living Leadership and Building Community”

City County Council of Indianapolis Special Resolution No. 2 - 2006
A special resolution recognizing the American Institute of Architects
Secured and Received on behalf of AIA Indianapolis by past president Debra Kunce

Awards Jury Service

AIAS National Honor Awards Jury 2009
The AIAS Honor Awards were developed to publicly recognize outstanding achievements by students and educators who have exhibited an exemplary commitment to the education and development of architecture students.

AIA Indiana Design and Service Awards Chairman 2008
AIA Indiana Design Awards are awarded each year to new construction, preservation/renovation, or interiors works of significant Architecture and Design. Each year a 25-year award is also bestowed to recognize projects of distinguished value to the communities in which they belong. The AIA Indiana Service Awards are named in honor of three of Indiana’s most significant architects who have collectively exemplified the architect as civic leader, advocate, pioneer, and public servant.
Professional and Community Recognition

Outstanding Alumnus Award, 2006
Awarded by Ball State University College of Architecture & Planning
Recognizing Architects and Planners who hold a position of distinction, demonstrate outstanding success in their field, and make outstanding contributions to their profession and to society.

Outstanding Service, 2005
Awarded by Indiana Construction Roundtable
Improving the quality and cost effectiveness of the construction and major maintenance industries thereby enhancing a facility’s ability to provide added economic value to its organization.

Indy’s Best and Brightest, 2008
Awarded by Junior Achievement of Central Indiana
The program selects 100 finalists in 10 categories based upon leadership qualities and accomplishments made before age 40.

Who’s Who Behind the Scenes in Construction, 2003
Awarded by Indianapolis Business Journal (IBJ)
The program recognizes those community leaders who are responsible for building construction business success in our community.

Forty Under 40, 2004
Awarded by Indianapolis Business Journal (IBJ)
From hundreds of candidates, the Indianapolis Business Journal (IBJ) annually chooses 40 budding superstars from the central Indiana business community who are really going places.

Stanley K. Lacy Executive Leadership Series, 1999
SKL is a program of the Greater Indianapolis Chamber of Commerce designed to help emerging community leaders become more informed about the issues and needs facing central Indiana, become more motivated to get involved in addressing those issues, and become more connected and more effective in their service to our community. Only 25 young professionals under the age of 45 are selected to participate each year.
Publications Written by Debra Kunce, AIA

**“Support Education for our Future”**
Publication: YouTube Video message to President Obama, 2009 – A video-sharing website

**“Taking Ownership, Relieving the Burden during Major Construction Project”**
Publication: *American School and University Magazine*, November 2008 – A key source for school and university administrators responsible for facilities and business operations.

**“School Construction Costs are an Investment in our Children”**
Publication: *Building Excellence Magazine*, May 2005 – A design and construction magazine serving school superintendents, hospital administrators, university architects, mayors, county commissioners, as well as private owners and developers. Circulation exceeds 6,000.

**“Creating School Buildings to Support Learning”**

**“Indiana Architects select winning design for Habitat House”**
Publication: *The Indianapolis Star*, June 1998 – A daily morning newspaper providing Indianapolis with local and national news.

**AIA PUBLICATIONS:**

**“Young Architects Get Involved”**
Publication: Ohio Valley Regional Report, 2003

**“Get More Involved, Lead, and Inspire Change”**
Publication: AIA Indiana State Journal, 2005
<table>
<thead>
<tr>
<th>Title</th>
<th>Publication</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Imagine the Possibilities: 35,000 children and parents attend Kid’s Day on Circle”</td>
<td>AIA Indianapolis newsletter, 1998</td>
</tr>
<tr>
<td>“Ohio Valley Regional Convention marks Success for Indiana”</td>
<td>AIA Indiana E-newsletter, 2006</td>
</tr>
<tr>
<td>“AIA Indianapolis Chapter Update”</td>
<td>AIA Indiana State Journal, 2005</td>
</tr>
<tr>
<td>“President’s Message”</td>
<td>AIA Indianapolis E-newsletter, 2005</td>
</tr>
<tr>
<td>“AIA Indianapolis Year in Review”</td>
<td>AIA Indianapolis publication, 2005</td>
</tr>
</tbody>
</table>
Publications Citing the Nominee

Author: Shawn Gaines
Title: “The Ripple Effect: School facilities master plan benefits”
Publication: Strategy Magazine, June 2010

Author: Keith Regan
Title: “More from Less: Long-term partnerships and careful oversight have helped IPS get more bang for the taxpayer buck”
Publication: Achieving Building Excellence, May 2009

Author: Julie Sturgeon
Title: “Remote Control: Heard about the latest wonder tool in construction”
Publication: K-12 District Administration, April 2005

Author: Debra Wood
Title: “Renovation Nation, Uncertain markets may spur a restoration renaissance”
Publication: Texas Construction, a McGraw-Hill publication, February 2009

Author: Jill Hammon
Title: “Architect in Pursuit of World-Class Downtown”
Publication: The Indianapolis Star, April 2005

Author: Marion Herbert
Title: “Indianapolis Public Schools Pursues LEED Certification on 25 refurbished buildings”
Publication: K-12 District Administration Magazine, June 2010

Author: Tracy Donhardt
Title: “Architects from 3 States to Showcase Work at Convention Event”
Publication: Indianapolis Business Journal, September 2005

Author: Craig Barner
Title: “IPS Plan –an $832 M Construction Schooling”
Publication: Midwest Construction, a McGraw-Hill publication, March 2004

Author: Craig Barner
Title: “Indianapolis Public Schools -- Design Clash Avoided on Redo of Arsenal School”
Publication: Midwest Construction, a McGraw-Hill publication, February 2005
SECTION 3

EXHIBITS LIST

EXHIBIT 1:  
*Branding our Future through Integrated Media*
Under Deb’s leadership, the AIA National Board reached an unprecedented decision to partner with our first Integrated Media Partner, a shift in direction after 10 years.

EXHIBIT 2:  
*Strategically Planning our Future – Institute Level*
After shaping the Institute’s strategic plan, Deb is ensuring continuity and on-going connectivity at all components levels.

EXHIBIT 3:  
*Strategically Planning at State Component Level*
Deb led the development of the first Strategic Plan under new executive director leadership, a shift in direction after 25 years.

EXHIBIT 4:  
*Ensuring a Voice of the Future on the AIA Board*
Under Deb’s leadership, AIA Indiana added the first ever AIAS Student Director to the Board.

EXHIBIT 5:  
*Exposing High School Students to Design & Construction Opportunities*
Deb created an independent high school student internship program serving inner city urban youth.

EXHIBIT 6:  
*Strengthening ACE Mentor Programs*
Deb strengthened board participation and led efforts to appoint a Student Director to the Board.

EXHIBIT 7:  
*Indianapolis Public School Capital Improvements Program (project)*
As Program Director of a $645 million dollar, multi-year capital improvements program, Deb is improving learning environments for over 32,000 inner city youth.

EXHIBIT 8:  
*Ivy Tech Community College (project)*
Deb developed architectural standards to improve design and construction efficiency and create capital savings for one of the US’s largest community colleges.

EXHIBIT 9:  
*Indianapolis Life Insurance Company (project)*
Deb transformed an office facility to reflect a business case for space.
EXHIBIT 1:  

**Branding our Future through Integrated Media**

Under Deb’s leadership, the AIA National Board reached an unprecedented decision to partner with our first Integrated Media Partner, a shift in direction after 10 years.

**Date:**

2009 - 2010

**Role of Nominee:**

Appointed Board Leader: AIA Advisory Task Group for Integrated Media Partnership

**Synopsis:**

The Task Group was created initially as advisory on the nomination of the final candidates for a strategic business partner for the AIA’s Integrated Media program. As the Task Group’s initial recommendation was brought to the Board in December 2009, it became apparent that board consensus was far from being achieved – the board was divided.

At that time, Debra was appointed as the task force’s group leader charged with soliciting final candidate responses, refining the program statement, and developing prioritized criteria to achieve final board consensus on a Strategic Integrated Media Partner. By January 12, 2010, a final task group recommendation resulted in successful board action to move forward with negotiations: Hanley Wood, a new integrated media partner for AIA. This move to a new partner changes a 10 year direction for AIA.

The resulting AIA / Hanley Wood agreement is unprecedented in its proposed use of digital media and integrates AIA member knowledge and thought leadership through Hanley Wood magazines, web sites, events, the AIA annual convention, joint research initiatives, and support for AIA chapters. This will increase the value of AIA membership, as well as expand the reach and impact of member knowledge and expertise.

**Publications:**

“AIABoard of Directors Select Hanley Wood as Integrated Media Partner”


New AIA/Hanley Wood Integrated Media Partnership Supports Opportunities that Advance the Architecture Profession.”

*Hanley Wood*, January 2010 and *AIA Architect*, May 2010

**Declaration of Responsibility:**

I have personal knowledge of Debra’s responsibility for the project listed above. Her responsibility included this project, executed under her direction.

**Signature**

__Clark D. Manus, FAIA / 2010 AIA First VP and 2011 National AIA President__

**Relationship to Nominee:**

AIA Executive Committee member during the board deliberations
EXHIBIT 1 - SUPPORTING MATERIAL

“…It will feature exclusive coverage of all AIA programs, and initiatives, including AIA Knowledge Communities, State and Local AIA Chapter activities, and efforts that involve individual members, with an increased focus on three primary areas—design, business, and technology. The magazine will showcase design and design excellence…”

Publishing Executive, May 2010

“…starting next year, Hanley Wood will collaborate with the AIA on editorial planning for both, and the AIA will have a dedicated section in each magazine to contribute content.”

Folio Magazine, January 2010

“…the AIA decision was made following a confidential RFP process, due diligence of a Board-appointed Integrated Media Task Force…”

Earth Times, January 2010

“…creates an integrated media offering that encompasses print, online, the AIA convention, and digital platforms to serve the AIA in achieving its goals to meet the professional development and communication needs of its members.”

Concrete Construction Online, May 2010

Three print publications will be branded as magazines of the AIA.
EXHIBIT 2: Strategically Planning our Future – Institute Level

After shaping the Institute’s strategic plan, Deb is ensuring continuity and ongoing connectivity at all components levels.

Date: 2009

Role of Nominee: AIA Strategic Directions Board Committee member

Synopsis: The 2006-2009 Institute Strategic Plan was nearing its end. As a first year board member, Deb was assigned to the Strategic Directions Committee, a committee charged with the strategic plan update, consensus building within the institute, and institute roll-out and training on the plan. Debra’s particular contributions addressed:

- **Shaping the Institute’s Strategies**: In particular, Debra revamped the Advocacy Strategy in order that it better reflect the actual focus of the Institute.

- **Training Component Leaders at Grassroots Leadership Session**: Debra presented the overall Strategic Plan process and trained component leaders in the small local chapters, 100-250 members, over 35 people attended. Training included strategies for how to utilize the Institute’s Strategic Plan to guide their component’s strategic planning process.

- **Training Board Members**: To further the strategic planning process within their Regions, Debra hosted the first board conference call that trained board members on how to work with their region’s components to create their plan. This process defined a process to document component level strategic plans within the context of the Institute’s Plan.

- **Leading her own Region**: To further the Institute’s strategic planning process, and as a Regional Director, Debra worked to ensure that all three state components within her region completed their strategic plan in 2010, and documented how each component is working to fulfill the Institute’s Strategic Plan.

- **Connecting “Early Adopter” Focus Groups**: To develop an initial Strategic Plan metrics Dashboard, Deb convened AIA component early adopters to develop a measurement tool for Institute-wide success of the Strategic Plan.

**Publications:**
- AIA Architect
- AIA Grassroots Leadership Conference Brochure

**Declaration of Responsibility:** I have personal knowledge of Debra’s responsibility for the project listed above. Her responsibility included giving shape to the Strategic Plan strategies and training board members and component leaders on documenting component level strategic plans within the context of the Institute’s Plan.

**Signature**

**Name/Title:** George H. Miller, FAIA / 2009 AIA First VP and 2010 National AIA President

**Relationship to Nominee:** AIA Executive committee member chairing the 2009 Strategic Directions Committee
Component WEAVE - Early Adopters

The 4 documents that comprise the Toolkit are now available to you on our site at www.aia.org/sptoolkit, shown below as step 1. It has been presented to the Presidents’ ListServ and to the Executive Directors on the CACE network, so they should be familiar when you discuss the process. Hopefully you attended a Grassroots breakfast, or one of the Regional Director webinars, so this is a good opportunity to collaborate with your ED’s and Component Leadership in presenting, explaining, and promoting the process. The toolkit includes the PowerPoint show that explains the Framework and gives examples for you to use in helping Components develop the Weave, for their use. Also, the Virtual Cube is now on the site in movie and #D model form, and you can print out The Paper Cube to cut and fold for your own use.

1) Component Strategic Planning toolkit
2) Early Adopter Focus Group Participation - led by Deb
3) Grassroots leadership conference brochure
4) Board of Directors develop and deliberate on strategic planning
EXHIBIT 3:  Strategically Planning at State Component Level

Deb led the development of the first Strategic Plan under new executive director leadership, a shift in direction after 25 years.

Date: 2008

Role of Nominee: AIA Indiana Strategic Planning Committee Chairman

Synopsis: Built on the foundation of the 2008-2010 National Component Strategic Plan, Deb led development of the 2009-2011 Strategic Plan as the 2008 Long Range Planning Committee Chairman. This was the first plan developed under the leadership of a new executive director, an astonishing redirection from the previous 25 years approach.

Deb led this planning process that was distinguished from the past as it reached out beyond the immediate board, including a first ever launch event that involved constituencies from across the state, including experienced members, emerging leaders, and key sponsors to achieve the broad stroke of vision and key goals for AIA Indiana.

Through Deb's personal engagement with all local component boards, Past Presidents, the Young Architect's Forum, and the State board, she built and achieved consensus on the Strategic Plan's goals and objectives. This grassroots effort resulted in a unanimous adoption at the 2008 Annual Membership meeting.

As the 2009 AIA Indiana President, Deb utilized the newly adopted Strategic Plan as the basis of the board's first ever overnight Annual Board Retreat. Deb led development of the 2009 annual action plan to ensure that board activities were aligned with achieving the Strategic Plan.

Publications:
- AIA Indiana E-newsletter
- AIA Indiana Annual Year in Review Report
- AIA Indiana website

Declaration of Responsibility: I have personal knowledge of Deb's responsibility for the project listed above. Her responsibility included this project, executed under her direction.

Signature

Name/Title: Drew White, AIA / AIA Indiana President 2010

Relationship to Nominee: AIA Indiana Executive Committee member during the Strategic Plan development
AIA Indiana Strategic Plan
2009-2011 - Final Draft
Mission, Goals, and Strategies

MISSION:
The American Institute of Architects is the voice of the architectural profession and the resource for its members in service to society

LEAD
• Be the Authoritative Source
• Be the recognized leader for knowledge about the practice and profession of architecture

STRATEGIES
• Position AIA members and leaders as the voice of our industry
• Initiate and enact proactive legislation
• Increase use of technology

MEASURES
• Initiate proactive legislation every session
• Increase board / committee appointments outside AIA by 25%
• Create at least one local Knowledge Group by 2011
• Advance PAC revenue by 10% every year
• Increase member connections with their own legislators
• Increase digital opportunities (blog, podcast, web-meetings, etc)

EDUCATE
• Raise Public Awareness
• Educate the public in matters of design

STRATEGIES
• Strengthen our Profession
• Strengthen our profession and collaborate with others to improve the built environment

MEASURES
• Position AIA members and leaders as the voice of our industry
• Initiate and enact proactive legislation
• Increase use of technology

COLLABORATE
• Strengthen our Profession
• Strengthen our profession and collaborate with others to improve the built environment

STRATEGIES
• Grow our Profession: Increase number of people entering, staying in the profession, and getting registered
• Cultivate future leaders
• Increase components staff support

MEASURES
• Achieve membership of 900 with 95% retention rate of architects by 2011 (899 reside in Indiana)
• Grow to 30 allied members in 2011
• Develop AIA leadership
• Emerging professional development plan
• Develop emerging professional leadership
• Increase staff support to all local components (increase revenues too)

STRATEGIES
• Position AIA members and leaders as the voice of our industry
• Initiate and enact proactive legislation
• Increase use of technology

MEASURES
• Initiate proactive legislation every session
• Increase board / committee appointments outside AIA by 25%
• Create at least one local Knowledge Group by 2011
• Advance PAC revenue by 10% every year
• Increase member connections with their own legislators
• Increase digital opportunities (blog, podcast, web-meetings, etc)

1) Year in Review publication
2) AIA Indiana Strategic Plan
3) Deb leads AIA Indiana strategic planning
4) Year in Review promotes strategic plan accomplishments
EXHIBIT 4: Ensuring a Voice of the Future on the AIA Board

Under Deb’s leadership, AIA Indiana added the first ever AIAS Student Director to the Board.

Date: 2008

Role of Nominee: AIA Indiana Nominating Committee Chairman

Synopsis: At the encouragement of a recent graduate, the AIA Indiana board recognized the need to expand young architect involvement in board decision-making by adding a new voting director position. As chair of the nominating committee, Debra created the by-laws change and ensured passage at the annual membership meeting. She also worked with a recent graduate to find a suitable candidate.

Results included the appointment of the first ever student director to be voted onto the board – giving a voice to future architects in our state. This also resulted in a strengthened relationship between local AIAS chapters and the architecture schools in our state. Our first student director attended over 90% of our meetings and our first board retreat resulting in a strong voice for future architects.

As a result of this change, AIA was a first time sponsor of the 2009 Midwest AIAS Quad Conference, demonstrating AIA’s support of young architects in training. Additionally, Debra spoke at the conference to promote future AIA involvement. This conference in Indiana was hosted by the Ball State University AIAS chapter.

Publications:
- AIA Indiana E-newsletter
- AIA Indiana Year in Review
- AIAS Midwest Quad Conference publication

Declaration of Responsibility: I have personal knowledge of Debra’s responsibility for the project listed above. Her responsibility included this project, executed under her direction.

Signature

Name/Title: Tessa Pobanz, AIAS / AIA Indiana 2009-2010 Student Director

Relationship to Nominee: AIA Indiana fellow board member
EXHIBIT 4 SUPPORTING MATERIALS:

AIA Indiana Board with AIA’s Student Director Tessa Pobenz, AIAS, standing next to Deb Kunce, AIA at her final board retreat.
EXHIBIT 5:  

*Exposing High School Students to Design & Construction Opportunities*

Deb created an independent high school student internship program serving inner city urban youth.

**Date:** 2005-present  
**Role of Nominee:** Project initiator and director

**Synopsis:** In recognition that high school students, and in particular, inner city urban students must be given opportunities to explore the design and construction industry in order to grow and diversify our profession, Debra Kunce led the development of a high school student internship program within the Indianapolis Public Schools' (IPS) Capital Improvements Program.

IPS was embarking on a program that would engage over 25 different design and construction professionals companies. Debra led the development of the Architect/Engineer and Construction Management contracts that required all contract holders to hire an IPS high school intern during their work on IPS’s multi-million dollar capital improvements program.

This allowed students to not only benefit from improved facilities (their schools) but also to benefit by the exposure to the design and construction professions and a job in tough economic times.

Over 60 urban youth have benefited from this program and more will follow as the program continues through 2013.

**Publications/Awards:**  
Construction Owners Association of America (COAA) 2005 Project Leadership Award - for exceptional leadership and management

**Declaration of Responsibility:** I have personal knowledge of Debra’s responsibility for the project listed above. Her responsibility included this project, executed under her direction.

**Signature**

**Name/Title:** Dr. Eugene G. White, Superintendent / Indianapolis Public Schools

**Relationship to Nominee:** Superintendent of Schools where students have benefited
EXHIBIT 5 - SUPPORTING MATERIALS

1) Internship report
2) IPS campaign
3) Deb interacts with IPS students
EXHIBIT 6:  Strengthening ACE Mentor Programs

Deb strengthened board participation and led efforts to appoint a Student Director to the Board.

Date:  2008-2009

Role of Nominee:  Governance and Nominating Committee Chair

Synopsis:  As Debra joined the ACE board, there was a desire to grow the program. One foundational need was an assessment of the board member make-up. Deb led the board capacity building initiative that led to an identified board need: Board members who are in the Education business. The board had many design and construction industry leaders, but lacked the widespread connectivity with education leaders – a key to future growth.

Deb led the initiative that resulted in two new board appointments from the Indianapolis Public Schools and Indiana University / Purdue University Indianapolis Campus. The inclusion of these board positions recognizes the importance of connecting with local education leadership at cabinet level positions, as well as creating relationships with universities that will help future design and construction students as they apply for college – with ACE scholarships in hand!

Near the end of Debra’s board service, she was instrumental in securing board approval to add a Student Director to the Board – another voice for the future. At the time of her departure, candidates were being solicited.

Publications:  ACE Mentor Program of Indiana website and newsletter

Declaration of Responsibility:  I have personal knowledge of Debra’s responsibility for the project listed above. Her responsibility included this project, executed under her direction.

Tiffiny Summers, President / ACE Mentor Program of Indiana
EXHIBIT 6 - SUPPORTING MATERIALS

ACE Mentor Program of Indiana promotional poster posted in IPS high schools
EXHIBIT 7: Indianapolis Public School Capital Improvements Program (project)

As Program Director of a $695 million dollar, multi-year capital improvements program, Deb is improving learning environments for over 32,000 inner city youth.

Date: 2001 - present
Design Firm: As denoted on the supporting materials
Role of Nominee: Program Manager
Synopsis: IPS is one of the 100 largest school districts in the United States (Largest in Indiana) and represents some of the most socioeconomically challenged children. Deb has been instrumental in shaping this urban school facility program through:

- Securing community approvals for three phases of a multi-million dollar capital improvements program
- Strategic direction of the facility program
- Development of Facility Standards and a process for ensuring compliance with standards in new construction and renovation. These standards guide every design and renovation project to ensure that facilities have the capabilities and flexibility to support modern teaching and to ensure equity throughout the district. The IPS standards have been used as models by other school districts.
- Qualifications based selection process for professionals
- Overseeing the work of other design and construction professionals
- Creation of an IPS student internship program
- Implementing innovative processes to encourage participation by minority and women-owned firms
- Outreach to encourage employment of IPS district residents
- Public relations and community outreach
- Leading a task force to help preserve the district’s art collection
- Seeking LEED certification on 25 schools
- Deb has also served on the committee for the IPS Alumni Hall of Fame, the primary fund raising event for the IPS Education Foundation, and is responsible for securing thousands of dollars in donations to support classroom activities and scholarships.

Awards: Construction Owners Association of America - 2005 Project Leadership Award
Qualifications Based Selection Awards (2007 State; 2006 National)
Public Relations Society of America (National) & National Public School Public Relations Association (NSPRA) 2002 - 2008

Publications: Reference page 20

Declaration of Responsibility: I have personal knowledge of Debra’s responsibility for the project listed above. Her responsibility included this project, executed under her direction.

Signature

Name/Title: Steve Young, Chief of Facilities / Indianapolis Public Schools
Relationship to Nominee: Client
Six IPS elementary schools by six architects designed based on facility standards by Deb Kunce. All reflect the character of their neighborhood but with the same facility components.
Plainfield High School designed by Schmidt Associates positively benefits from Deb’s educational work with Indianapolis Public Schools.
EXHIBIT 8: *Ivy Tech Community College (project)*

Creating Architectural standards to improve design and construction efficiency for the nation’s largest state-wide community college with single accreditation, serving over 160,000 students in 23 locations

Date: 2007

**Architect of Record/Design:** Schmidt Associates, Inc

**Role of Nominee:** Project Director

**Synopsis:** Ivy Tech was challenged by facility inconsistencies, increased capital costs, and de-centralized facility decision-making powers. Debra led a project that specifically achieved the following for all twenty-three campuses:

- Space and system standards for all capital projects
- Consensus for a centralized decision-making process with twenty-three campus Chancellors
- Accountability system for designers to ensure the facility standards are met
- Return on investment measurement tool

These standards and design processes will not only help students and staff, but will provide architects and engineers the necessary road map for future projects. Ivy Tech works with at least five different architectural firms each year on capital projects.

This plan is focused on creating more efficient and equitable capital projects that will reduce the Ivy Tech bottom line and increase accountability for all involved.

To date, at least 10 projects that have benefited from these standards, including one that is currently under design by Schmidt Associates, Inc. and highlighted in the supporting materials.

**Presentations:**
  - 2007 Society of College and University Planners Conference

**Declaration of Responsibility:** I have personal knowledge of Debra’s responsibility for the project listed above. Her responsibility included this project, executed under her direction.

**Signature**

**Name/Title:** Dick Tully / Assistant Vice President for Facilities Planning, Ivy Tech Community College

**Relationship to Nominee:** Client and responsible for oversight on all Ivy Tech capital projects
EXHIBIT 8 - SUPPORTING MATERIALS

1) Renovation and new addition by Schmidt Associates based on facility standards by Deb
2) Facility standards
3) Return on Investment analysis tool

DEFINING THE PROCESS FOR MEASURING ROI

Utilizing facility standards and measuring return on the investment

| ASHRAE 90.1 | Demonstrated 14% improvement above ASHRAE 90.1 | Demonstrated 10% improvement above ASHRAE 90.1 | Demonstrated 5% or less improvement above ASHRAE 90.1 | Met ASHRAE 90.1 with local utility rates | Did Not Meet
|--------------|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------------|----------------------------------------|------------|
| Energy Savings | Improved design schedule by 2 months or more | Improved design schedule by 3 months or more | Design time did not change from typical timeframe | Increased design time | Costs went up
| Custodian/SF Ratios | Increased Custodian/SF Ratios by 5000 s.f. | Increased Custodian/SF Ratios by 2500 s.f. | Custodian/SF ratios did not change from current | Custodian/SF ratios decreased | Custodian/SF ratios decreased
| Redundant A/E Planning | Reduced overall design schedule by 2 months or more | Reduced overall design schedule by 3 months or more | Did not change from typical timeframe | Increased design time | Costs went up
| FFE (Fixtures, Furniture, Equipment, Bulk) Purchasing Savings | Reduced overall costs by 5% | Reduced overall costs by 3% | Overall costs did not change | Costs went up | Costs went up

SPECIAL NOTES

Designing to standard square footages will eliminate the possibility of designing too much square footage or to staff “wish lists,” however, baselines for measure are difficult. Utilizing standards will ensure quality system selection, allowing more maintenance time to be spent on preventative maintenance. Utilizing standards will minimize time staff spends on early planning activities during design, allowing more time to focus on education.
EXHIBIT 9: Indianapolis Life Insurance Company (project)

Deb transformed an office facility to reflect a business case for space.

Date: 1998

Architect of Record: Schmidt Associates, Inc.

Role of Nominee: Project Manager with design oversight, contract management, construction administration, move management, and communications planning

Synopsis: The Indianapolis Life Insurance Company (ILICo) knew their staff was creative and innovative, yet their environment did not reflect it. ILICo wanted to make a business case for space, reinvent how they worked and create an inspirational work space that encouraged creativity and innovation. It was a cultural transformation that included all aspects of their business, including their architecture, fixtures, and furnishings needed to reinforce the transformation.

The entry space reflects their high tech / high touch image with a custom designed stainless steel reception desk. Accidental business interactions were encouraged as all private offices were eliminated with private enclaves added for use by all and a high tech board room was positioned as a central hub within the facility.

The cafeteria was relocated to a central location to act as an additional meeting room and gathering space, encouraging interaction. Bold colors were used as wayfinding elements and the spirit of the new culture was realized by leveraging architecture to drive business goals.

The ILICo renovated space was used as a business tool to entice the best and brightest staff to join them and stay working there. They leveraged their assets beyond just a line on their balance sheet.

Declaration of Responsibility: I have personal knowledge of Debra's responsibility for the project listed above. Her responsibility included this project, executed under her direction.

Signature

Name/Title: Jelda Hostetler, Former Facility Planner / Indianapolis Life Insurance Company

Relationship to Nominee: Client and friend
Indianapolis Life Insurance Company renovation transformation photos – creating a modern facility that reflects the creativity of their staff.