Issue 3/17 March 2017

SDA Today

Monthly Journal of Design Firm Management

This Issue:



# Do You Speak Millennial or Gen-Z?

***A look into the realm of reverse mentoring and why it's to everyone's benefit.***

As Baby Boomers retire and Gen-X'ers move into leadership roles within the workforce, Millennials (aka Gen-Y) have thoroughly established themselves in today's corporate world. Not only that, Gen-Z is making a splash! I am a "Gen-X'er" (the era of MTV's birth when MTV actually played music videos), and the mother of a 23-year-old Millennial and an 18-year-old Gen-Z'er. I am constantly reminded of old *Peanuts* cartoons when Charlie Brown is speaking to an adult – the words are coming out, but there is no comprehension of what is being said. I find that I do a double-take more and more often to make sure I "understand" what my kids are saying – either verbally, via text or social media. Are you familiar with the terms: AMIRITE, TBH, or DAT [noun] DOE? Is it simply a generational thing? Have I seriously turned into my mother? I'd like to think not, but the truth is culture changes with every generation, and every generation has something positive to contribute in the workforce.

People often think that the longer you work for an organization, the more you know and the less you need to learn. However, younger members of staff who are just entering the workplace often have new skills and expertise, and they can provide fresh perspectives and ways of working that can benefit their more established colleagues.

> *"It's a situation where the old fogies in an organization realize that by the time you're in your forties and fifties, you're not in touch with the future the same way as the young twenty-somethings. They come with fresh eyes, open minds, and instant links to the technology of our future."*
>
> *– Alan Webber, co-founder of Fast Company*

Companies are beginning to realize that top-down learning is not always appropriate, particularly where social media and the use of technology are involved. I can tell you, the average age of my firm's communications team is under the age of 27. And while I am not one to 'Tweet,' 'Share,' 'Like' and 'Post', they have it down to an uber-efficient art form. It is for this reason that reverse mentoring programs are coming into play — to give younger team members the opportunity to share "trending" skills and knowledge with more seasoned colleagues. Reverse mentoring recognizes that there are skills gaps on both sides, and that each person can address their weaknesses with the help of the other's strengths. For example, a younger team member can pass new skills and ideas up the corporate ladder, and someone older can become a role model or a career coach to the younger team member.

Reverse mentoring allows for a mechanism to bridge the gap between the generations currently in the workforce: Baby Boomers (1946-1964), Gen-X (1965 - 1979), Gen-Y (1980 - 1996) and Gen-Z (1997 - 2009). Over this 63-year span, these groups have experienced vastly different social, industrial, and cultural situations, which has resulted in vastly different work ethics, attitudes, and tools.

These differences have led to a number of prejudices or stereotypes that can be difficult to overcome. For instance, some people view Millennials as spoiled, unmotivated, and self-centered, while some Millennials view older generations as inefficient and resistant to change. Reverse mentoring can help to challenge these stereotypes, and benefit team members and the organization as a whole.

Reverse or reciprocal mentoring can take place within existing mentoring programs. It doesn't require much in the way of new processes, simply the ability to match up employees of different generations and then encourage each team to meet regularly

Continued on page 3

Excellence in Design Firm Management SDA

# President's Message


We spend a lot of time reading and discussing physical strength. A lot of attention is given to the physical aspect — diet, exercise, nutrition, strength training, aerobic exercise, yoga. But, while a healthy body is very important, what about the mental aspect? Having and increasing mental strength is equally important as physical strength in obtaining a healthy, well balanced life.

Having mental strength means to regulate our emotions, manage our thoughts, and behave in a positive manner despite our circumstances. Developing mental strength is about having the courage to live within our own values and being strong enough to be satisfied with our own successes. Realizing we are not all going to achieve Olympian or Rockstar status, we can be pleased with ourselves by completing a 5k run or being a member of a local band that plays in coffeehouses on the weekends. The key to mental toughness is applying self-motivation, positive attitude, emotional self-control, and determination and being happy with the outcome.

We can work on increasing our mental strength by evaluating our core beliefs, morals and values as these are what define us — how we manage our lives, our work, and our relationships. We need to use our mental energy wisely, only focusing on the things we can control and accepting those that we cannot. Dwelling on things we can't change is mentally wearing and self-defeating, and it takes our attention away from positive thinking and motivation.

Further, by placing ourselves in uncomfortable situations and making ourselves vulnerable, we enrich our lives and gain mental strength. For instance, if you are frightened by public speaking, then join a group like Toastmasters where you address that fear. If you shy away from social gatherings because talking to strangers makes you uneasy, attend open houses or mixers and force yourself to meet new people. By placing ourselves in uncomfortable situations and facing our fears we gain confidence and find our true grit.

Monica

*"To be outstanding — get comfortable with being uncomfortable "*

– Alrik Kondenburg

## EDSymposium17 & 48th National Convention

**May 11-May 13, 2017**

**Millennium Hotel — Minneapolis, MN**

**Sessions Available**

The Marketer & Firm Administrator: a 21st Century Partnership
IT & Cyber Challenges
Financial Realities of Ownership Transition
Getting your Staff to Think Like Owners

PLUS

**Full-Day Leadership Workshop**

Workplace Ethics with Nan DeMars

Tour of Minneapolis
Networking
Annual Business Meeting
Awards Banquet

SDA Today

8190-A Beechmont Avenue, #276
Cincinnati, OH 45255-6117
Toll Free: 800.711.8199
Phone: 513.268.5302 Fax: 513.448.1921
admin@sdanational.org
www.sdanational.org

**Publisher:**
SDA (Society for Design Administration)

**Editor:**
Deborah A. Gill
debig400@gmail.com

Contributors:
Chapter Spotlight:
Firm Spotlight:

Published monthly (12 issues/year) as an SDA membership benefit.

# In Appreciation

**Our Business Partners**

## Do You Speak Millennial or Gen-Z? (cont. from pg 1)

to exchange ideas and challenge each other. There is an abundance of online resources to help. The following is some helpful information on how to set up a reverse mentorship program, and help ensure its success.

- **Define expectations:** Each party needs to be very clear on their expectations for the mentorship.
- **Agreed-upon rules**: Each party must be fully committed to the mentoring relationship and agree upon the rules that will be followed.
- **Willingness to learn**: In a reverse mentoring relationship, both parties act in the capacity of a mentor as well as a mentee, so each must genuinely want to learn from the other.
- **Trust:** Reverse mentoring requires the trust of each party. The goal is to push one another outside of their comfort zones and try new ways of thinking, working and being.
- **Transparency:** Both parties must be open with their thoughts. They must be able to overcome differences in communication style (since different generations communicate differently) and to seeing situations from different angles.

Successful results from reverse mentoring can include:

- Bridging the knowledge gap for both parties: For example, older employees may learn how to navigate social media from the younger person, and the younger person may learn business terminology, etiquette, and industry practices from the older employee.
- Emerging and established leaders who are empowered.
- Bringing employee generations closer: It is not an 'us versus them' situation; it is a two-way street.

Additionally, mentoring relationships should not be restricted to people of the same gender or who have similar backgrounds –there's much to be learned from people who are different from ourselves.

So for the terminology above, did you recognize it?

AMIRITE – This is what happens when you don't care about spelling and want to combine the words 'Am + I + Right'. Usually used when you want to confirm something obvious you just said. Use it in a sentence: *Millennials have a really unusual way of expressing thoughts and speaking, amirite?!*

TBH – This stands for 'To Be Honest'. Again, a pretty easy meaning to decipher. Generally used right before stating an opinion. Use it in a sentence: *TBH, I think Adele's new album is awesome.*

DAT [noun] DOE – This phrase is used to emphasize how cool or great something is. If you translated it to normal English, it would read 'That [noun] though.' Use it in a sentence: *Have you watched the Broncos play this year?! Dat Defense Doe.*

Contributed by
Anne McNeely, CDFA

## Happy Saint Patrick's Day

May the Road Rise to Meet You.

May the Wind be Always at your Back.

May the Sun Shine Warm upon your face.

And until we meet again,

May the Lord hold you in the Palm of his Hand— Irish Saying

# 401(k) Nondiscrimination Tests Explained

***With acronyms like ADP, ACP, NHCEs, and HCEs, the technicality of 401(k) plan nondiscrimination testing may seem overwhelming.***

Even though nondiscrimination testing is likely performed by a plan's recordkeeper or third-party administrator (TPA), plan sponsors need to understand the basics of the tests, including the types of contributions that are tested, the methods used and the consequences of failing.

## The Tests

The Employee Retirement Income Security Act (ERISA) requires several tests each year to prove 401(k) plans do not discriminate in favor of employees with higher incomes.

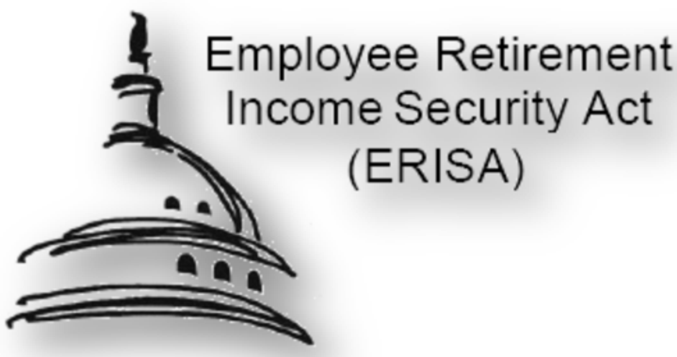
For some of the tests, employees are divided between non-highly compensated employees (NHCEs) and highly compensated employees (HCEs). The Internal Revenue Service (IRS) defines "highly compensated employee" as an individual who:

- Owned more than 5% of the interest in the business at any time during the year or the preceding year, regardless of how much compensation that person earned or received, or
- For the preceding year, received compensation from the business of more than $115,000 (if the preceding year is 2013 or 2014; $120,000 if the preceding year is 2015), and, if the employer so chooses, was in the top 20% of employees when ranked by compensation.

The compensation used for determining whether an employee is an HCE is indexed each year.

Robert Richter, vice president with SunGard's wealth and retirement unit, breaks the nondiscrimination rules into three parts. First, he says, there are rules to ensure there is broad coverage of employees; those compose the 410(b) coverage test.

Next, once you have a sufficient number of NHCEs covered, you look at the benefits, rights and features of the plan to ensure they are nondiscriminatory. This is tested by the ADP and ACP tests.




ADP stands for actual deferral percentage, explains Robert Kaplan, national retirement consultant for Voya Retirement Solutions. This test compares the average of salary deferral percentages for HCEs with the average of salary deferral percentages for NHCEs. The ADP test applies to pre-tax and Roth elective deferrals. Kaplan says the purpose of this test is to ensure that all participants, both HCEs and NHCEs, are benefitting from the plan.

Richter adds that, if an HCE wants to maximize his deferrals, then NHCEs will also need to make deferrals. So, it is an incentive for the employer to encourage participation by NHCEs. The most common incentive is to provide matching contributions.

The ACP, or actual contribution percentage test, compares the average of the percentage of matching contributions and after-tax employee contributions for HCEs versus NHCEs. Matching contributions and voluntary employee after-tax contributions (different from Roth elective deferrals) are included in this test. The purpose of the ACP is to ensure that the actual usage of the plan feature is widespread and not used merely by the HCEs. "Plans subject to testing only work if employees across the entire income spectrum participate," Kaplan adds.

Richter explains: "For example, if I give the HCEs $50,000 and all NHCEs $1, I will pass coverage, but the actual benefits will be discriminatory. Similarly, if I establish a 401(k) plan and let all NHCEs participate, I will pass the coverage tests. However, if the rate of deferrals of the NHCEs isn't sufficient, then the HCEs will be limited in the amount they can defer."

Finally, there is a test to ensure the 401(k) plan is not top-heavy; this looks at overall benefits that have been accumulated by key employees. Generally, if more than 60% of the overall assets in the plan are attributable to key employees (different from HCEs), then the plan is top-heavy and certain minimum benefits may need to be provided to the non-key employees. Defined by the IRS, a key employee is any former or deceased employee who at any time during the plan year was an officer making more than $170,000 (this is indexed each year); was an owner of more than 5% of the business; or was an owner of more than 1% of the business and making more than $150,000 for the plan year.

"So the first two—coverage and nondiscrimination of benefits—are annual tests looking only at contributions for a specific year, whereas the top-heavy rules are a test based on total accumulated benefits," Richter says.

*(Continued on page 5)*

## 401(k) Nondiscrimination Tests Explained **(Cont. from page 4)**

### Methods

Basically, the coverage test looks at the percentage of eligible HCEs who are benefitting from the plan and compares that with the percentage of eligible NHCEs who are benefitting from the plan. If the ratio obtained by dividing the average percentage of NHCEs benefitting from the plan by the average percentage of HCEs benefitting from the plan is greater than 70%, the plan passes the coverage test. If the ratio of the two falls below 70%, then the test looks at the average benefit of the NHCEs compared with the average benefit of the HCEs to see if that ratio is 70% or greater.

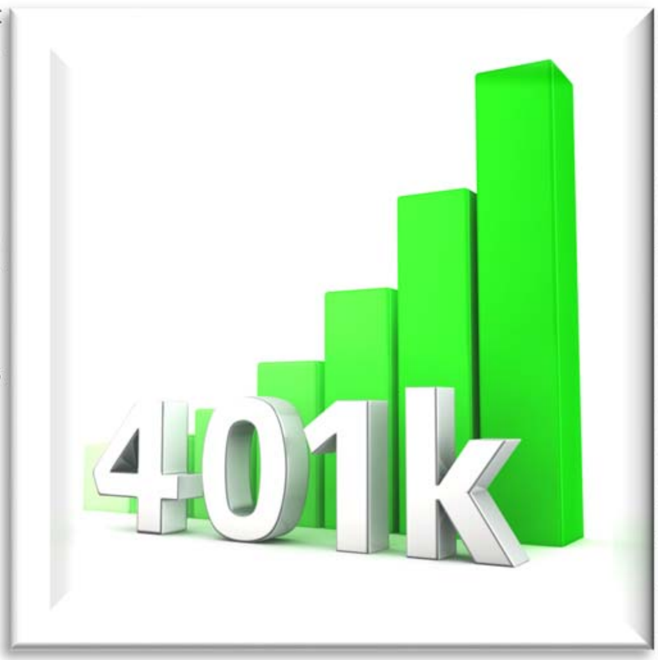
There are two methods for performing the ADP and ACP tests in which the average of the applicable ratios of the HCEs is compared with the average of the ratios of the NHCEs. A plan needs to satisfy one of the two tests and may generally use either the prior-year or current-year percentage for the NHCEs in applying the tests.

The first method provides that the ratio of the contribution average of HCEs to that of the NHCEs may be no more than 125%. For example, if the average NHCE contribution is 3%, then the average HCE contribution may be no more than 3.75%.

Under the second method, the average contribution for the HCEs may not exceed the lesser of the average contribution of the NHCEs plus 2% or the average contribution of the NHCEs times two. For example, if the average contribution for the NHCEs is 3%, then the average contribution for the HCEs may not exceed 5% (the average contribution of the NHCEs plus 2%). If the average contribution for the NHCEs is 1%, then the average contribution for the HCEs may not exceed 2% (because 1% times two is less than 1% plus 2%).

### Repercussions of Failing

If the 410(b) coverage test is failed, plan sponsors must bring the plan into retroactive compliance by the end of the plan year, either by extending coverage to a broader group of NHCEs or by modifying contribution allocations or benefit accruals. According to information on the Employee Benefit Research Institute website, if the sponsor fails to bring the plan into compliance—i.e., leaving the failed coverage test uncorrected—HCEs will have to report as income their vested accrued benefit that was not previously reported as income on their income tax returns.




For the ADP and ACP tests, Kaplan says, “If the plan fails either test the employer must take corrective action in the 12-month period following the close of the plan year in which the oversight occurred.”

The IRS explains two methods for correcting a failed ADP or ACP test:

- Determine the amount necessary to raise the ADP or ACP of the NHCEs to the percentage needed to pass the tests, and make a qualified nonelective contribution (QNEC) to all eligible NHCEs in that amount, and

Distribute excess contributions, adjusted for earnings, to the HCEs. If any excess matching contributions are not 100% vested for the participant, the applicable percentage must be forfeited. Kaplan notes that, for calendar year plans, distributions must be done by March 15 (2.5 months following the plan year) to avoid excise taxes.

If a plan is found to be top-heavy in a plan year, the plan sponsor must make a minimum contribution to the non-key employees. The contribution is generally 3% of compensation.

Kaplan notes that SIMPLE 401(k) and safe harbor 401(k) plans are not subject to either the ADP or ACP tests because, in lieu of testing, they deposit mandatory fully vested contributions.

“Congress prefers increased benefits for NHCEs or non-key employees. That is why there are provisions in the law to give employers an exemption from the ADP and ACP tests and the top heavy rules,” Richter adds. “Specifically, safe harbor 401(k) plans can be designed to avoid these tests. That is the carrot. The cost is that safe harbor plans require certain minimum contributions for NHCEs.”

Neil Couch compiled for
Plan Sponsor, Dec 01, 2014

*Source: http://www.plansponsor.com/401k-Nondiscrimination-Tests-Explained/?fullstory=true*

# In Recognition

## Diamond Sponsors

CLARKNEXSEN

WSP | PARSONS BRINCKERHOFF

## Platinum Sponsors

RANDALL PAULSON architects

## Gold Sponsors

SURBER BARBER CHOATE+ HERTLEIN ARCHITECTS

## Silver Sponsors

IBI GROUP

DJG INC. ENGINEERS / ARCHITECTS / PLANNERS

CUNINGHAM GROUP

Barker & Associates, Inc. Consulting Engineers

### Sponsors

NRW Engineering

Remson-Haley-Herpin Architects

VergesRome Architects, APAC

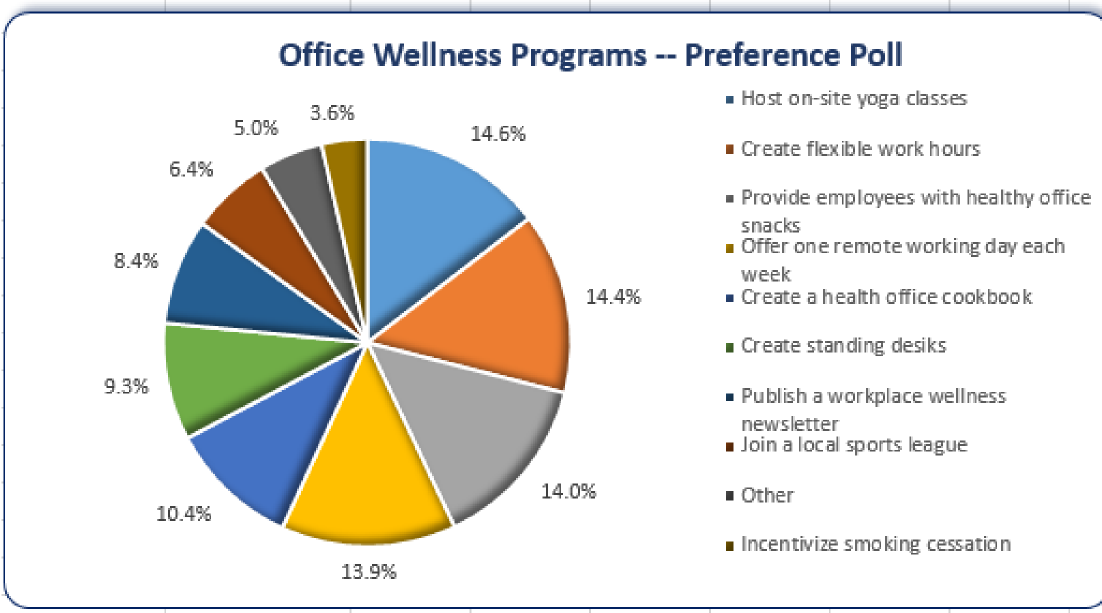
# Wellness Programs to Make your Employees Jump for Joy

It just makes sense to help employees prevent illness through wellness and disease prevention programs. Healthy employees tend to be happier and more productive. They also take fewer sick days and can significantly reduce your healthcare costs.

In a recent poll by SnackNation, here are the results of the most desired wellness program ideas.

monitoring, and cholesterol testing. To get people motivated, continue the fairs on a monthly basis, and challenge employees to get their numbers to healthy levels. Also, allow employee dependents to participate in the health fairs.

**Company gym**. It doesn't have to be elaborate. A few stair climbers or treadmills are good for starters. Try desktop




If you've considered adding wellness programs to your organization, there are several paths to take. Not all are costly, and most produce not only healthier employees but also more satisfied employees. Here are a few considerations:

**Education programs.** The first step can be simple lunch-and-learns on topics such as stress management, nutrition, weight control, smoking cessation, and sleep management. Many local hospitals would be happy to provide a physician or other healthcare professional to speak for free. Or, reach out to groups such as your local chapters of the American Heart Association or the American Lung Association.

**Health fairs**. Ask local physicians and hospitals to provide a lunch hour health fair. Typical services can include blood pressure checks, body mass index (BMI)

treadmills, allowing employees to work and take a brisk walk simultaneously. You might also consider after-work or lunchtime yoga classes.

**Change your habits.** Not all meetings need to be in conference rooms or offices. Encourage your employees to walk while holding one-on-ones or meetings involving a few people. Provide personal trackers to measure steps taken each day.

**Discourage presenteeism**. Sometimes workers feel obligated to show up to work when they're sick. That's a bad idea all around, since it doesn't help the worker get better and can easily make the rest of the team ill. Provide adequate sick time so employees can stay home when appropriate.

**Develop arrangements with local ur-**

*(Continued on page 8)*

# Are there any Right Questions (at meetings)?

**Q** Are there any questions I can ask to improve the outcome of my next meeting?

**A** **Situation: The speaker is too scripted.** If the presenter is staying too close to a prepared script and putting the audience to sleep with a rote presentation, it's time to jump in. Thank the speaker for the information, and repeat a few relevant points that were presented. Then provide a short synopsis of your current situation, and ask the speaker for insights. Don't offer your opinion on what to do, and don't be antagonistic. Use your question to assist the speaker into bridging a prepared speech with a presentation that is relevant to the audience.

**Situation: The meeting is muddled in minutiae.** What do to when coworkers begin quibbling over minor points? Don't let the situation linger, as petty battles waste time and are an embarrassment. Instead, pose a question that helps the conversation zoom out. Ask your colleagues to summarize how their points assist the bottom line. Try to get everyone back on track, and defuse highly emotional language.

**Situation: Everything is anecdotal.** When meetings become simply a swapping of opinions, tactfully ask for evidence to support the claims being made. This way, the group will have more information to back the claims that are bandied, and ultimately

**Situation: Old-fashioned groupthink.** When everyone agrees all too readily, you run the risk of "groupthink" or coming to a conclusion simply to make one another feel satisfied. As a thoughtful participant, you should question other options. Ask if there are other points the group hasn't considered. You'll seem cautious, thoughtful, and thorough, and the group will have a better chance at fully exploring the topic before moving on.

**Situation: Not everyone is in the room.** Ever go to a meeting and wonder who made the guest list? If you find yourself in a meeting with the same old people, ask who else in the company can help with the situation. By asking this question, you not only invite more knowledge but also foster an atmosphere of inclusion.

**Situation: Someone shot a zinger.** Questions can move a meeting along, but zingers out of left field can flip everything around. Try steering the conversation back on track by stating, "I'd like to hear more about…" and then reintroduce the topic at hand. You'll be the meeting's savior.

**Situation: Conclusions are murky.** Everyone hates leaving a meeting unsure of next steps. Ask the group to come to a consensus of what needs to be done. Offer your own insights into what was discussed, and ask for agreement. You can also volunteer to draft the next steps. A quick table of tasks, responsibilities, and deadlines could be greatly appreciated.

Source: Leadership Daily Advisor, Jan 11, 2017

# What's on Your Bookshelf?

## CLICK the Virtual Meetings Book

Author: Michael Wilkinson, Richard Smith

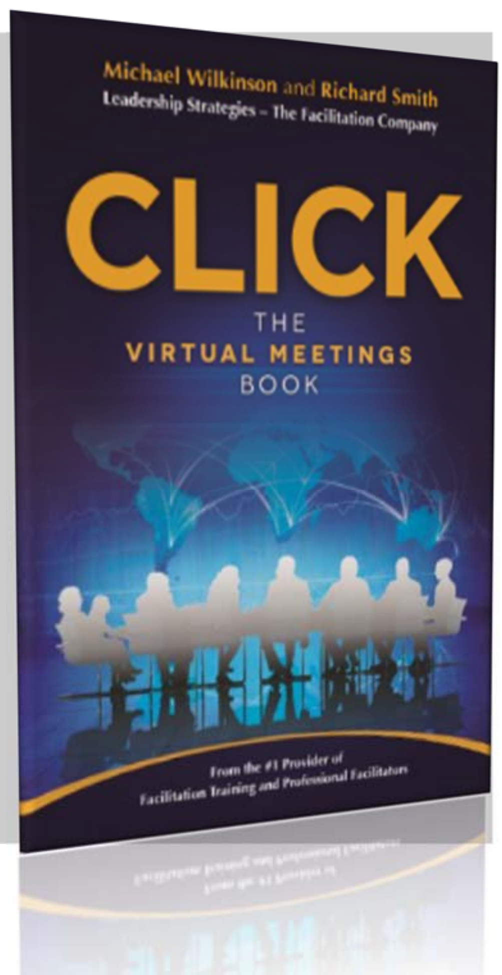
Publisher: Leadership Strategies Publishing

Copyright © 2013

*To be an effective leader of virtual meetings you are required to be proficient in the following three areas:*

- *You must know the features of the virtual meeting platform you are using.*
- *You should understand be skilled in the principles of facilitating effective virtual meetings, including techniques for starting that get people excited about the meeting, asking questions, maintaining focus, building consensus, and addressing dysfunctional behaviors*
- *You should have a toolbox of engagement strategies for keeping participants focused and productive in the virtual environment.*

*This book describes the critical challenge of engaging in a virtual environment and how to meet the challenge. It further describes the 16 characteristics of a masterful virtual meeting and the roles of meeting leaders including the "six Ps" framework of preparation for virtual meetings.*



## From the Executive Director's Desk

I've spent a lot of time on the phone with our members these past few weeks. Everyone I have talked to is telling me that they are busy, busy, busy! Which for those of us who lived through the recession of 2008-2009 (and beyond), we can recall times that were quite the opposite. While many folks are working on their basketball brackets in preparation for the annual March madness, I want to remind you about the importance of reducing the madness of busyness in your life.

I read an article the other day about being "too busy". One of the ways they suggested to break from this was to stop talking about being busy. Another was to quit multi-tasking during our leisure time. Examples they gave even included checking emails while we're out to dinner and meal-planning while watching television. The point is that it takes a conscious decision to take some time for ourselves and when we give ourselves permission for our leisure time, we begin to feel better. Our minds clear and we start to have some perspective on the many things happening in our world. It also allows us to do some self-care, which can contribute to our success by escaping from the 'busyness' of life. It was a good reminder that we need to practice our mental health as well as our physical health. Intellectual pursuits like reading, writing and learning can be just as relaxing (perhaps even more so) as a mani/pedi and you know how good you feel after one of those, right?

So in the time of March madness, I would encourage you to use the pencil that you are using to fill out your brackets to also start to jot down the list of things you want to do if you weren't so busy. Maybe it's reading that book that is gathering dust on your nightstand. Or maybe it's connecting with others in your industry by volunteering for a common cause. Recognize that not all efforts make us feel overwhelmed. In fact, some of the very things that are on our jam-packed schedules allow us to come away more energized than before. Ask anyone who volunteers how they seem to have time and I'll bet they tell you that the time is time-well spent and gives them such a sense of satisfaction. If you are ready to invest an hour a month of your time with others in our industry, contact me here at SDA Headquarters and let's find a place for you to connect. Your hour of volunteering might just be all that you need to give you some new energy, expand your network, and reduce of the of the madness that has us all talking!

*Stephanie*

**"Madness is somewhere between chaos and having a dream." – r.m. drake**

## Wellness Programs (Cont. from page 6)

**gent cares.** Many employees don't want to see the doctor because it means excessive time off from work. As an employer, you can improve your workers' accessibility to care by partnering with local urgent cares. Develop partnerships wherein your employees can be seen exclusively during their lunch hours.

**Encourage healthy eating and drinking.** Replace soda machines with water dispensers. Also, stock vending machines with healthy foods, and ensure the cafeteria has healthy options. Also, provide nutrition and calorie counts for cafeteria foods. Share fresh-squeezed juices during office birthday celebrations instead of the traditional chocolate cake.

**Bring health care your office**. Provide flu shots at the workplace. Ask a local hospital about mobile mammogram vans, which provide lifesaving screenings for women. Also, provide one-on-one counseling for employees during periods of high stress.

**Encourage people to actually use their vacation time.** Vacation is essential for decompressing and improving one's quality of life. Make sure employees take advantage of their time off, and ensure that management is a role model in also taking time for themselves and their families.

**Have good health insurance.** Make sure your plan provides plenty of important preventive care, as well as easy access to physicians and clinics. Having a solid plan is a good sign the employer truly cares about employee health.

Susan Solomon
Daily Leadership Advisor
Source of poll: SnackNation website

## Welcome to Our Newest Members

| First Name | Last Name | Chapter |
|---|---|---|
| Rita | Halme | Denver |
| Andrew | Fernandes | Member-at-Large |
| Tara | Schalow | Minneapolis/St. Paul |
| Cheryl | Davis | New York |
| Michelle | Rodriguez | New York |
| Regina | Lynch | Orange County |
| Catherine | Huckabay | Orange County |
| Donovan | Rhone | San Antonio |
| Belinda | Sanchez | San Antonio |
| Frances | Carrillo | San Diego |
| Markala | Comfort | San Diego |
| Scott | Hommas | Seattle |

## Editorial: What's in a Name?

The Hampton Roads Chapter is putting forth a name change amendment for SDA at my prompting. I would like to expand on my reasons.

I will have been in SDA for 30 years next year. I recall one name change from Architectural Secretaries Association and have lived through three name changes from Society of Architectural Administrators to Society of Design Administration to Society for Design Administration. I also spent years trying to rebrand our Society in different ways to appeal to more business people in the A/E/C industry, the most recent being our tagline "Excellence in Design Firm Management" in 2012 and the use of SDA instead of the full name. This was in an attempt to placate the members who didn't want to change the name, "remember our roots," but still try to open up our appeal. It hasn't helped and I think that the name change is crucial to our future.

We continue to be mired at a level of membership that is almost not self-sustaining. I have vocalized this in many ways including my 2nd Presidential inaugural speech where I compared SDA to being "on a Great Battlefield" to the 911 heartbeat campaign we launched the following year.

The SDA must change or it will not survive. We have seen the A/E/C industry's level of business acumen change, and the role of the business professional in that change, too. It is time that we change our name to broaden our appeal to all of the business professionals who are hard at work to improve the practice management of their firms — the principals, administrators, marketers, human resource managers, accountants, and project administrators.

So I am proposing a name change to Design Firm Business Institute (DFBI). This name encompasses all of the business professionals working in our industry and does away with the stigma of "administration" that turns off more people than it turns on. This name covers the full gamut of A/E business support services so vital to our industry in the medium-sized firms where people have to be knowledgeable in several areas.

Chapters in the past have resisted change because of the cost of changing collateral, letterhead, etc. In the virtual world that we all work in now, this is less of a concern. Changing graphics and letterhead is simple.

Changing the image with a marketing campaign around it can rejuvenate membership endeavors and move us along the path of being more inclusive of the people who say, 'but I'm a marketer, a principal, or human resources manager not an administrator.'

We have been a predominantly women's organization, and this removes the last vestiges of any sexism in our name — one of the reasons we changed from administrator to administration in our last name change, but it wasn't enough.

It is also in keeping with the nomenclature developed for the certification program — Certified Design Firm Administrator (CDFA) — and any other future certification programs such as Certified Design Firm Accountant (CDFA$^{2}$) or Certified Design Firm Manager (CDFM).

If you support the name change, talk to the Board members in your chapter and tell them you support it and to vote for it at the annual meeting to be held at EDSymposium17 in May.

Thank you

Editor& Past President$^{2}$: Deborah A Gill

Just one depiction of a possible logo

DFBI

Design Firm Business Institute