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2026 AIA Fellowship

Candidate Michael L. Perry
Organization Progressive Companies
Location ADA, Michigan
Chapter AIA Michigan; AIA Grand Rapids

Category of Nomination

Object 2 (Practice Management, Technical Advancement) > Practice (Technical Advancement)

Summary Statement

Michael Perry, an internationally recognized leader in Universal Design, pioneered the world's first project accredited by the Global Universal Design Commission-advancing global standards and transforming accessibility and inclusion for people of all abilities.

Education

University of Michigan,1980-1982 Master of Architecture
University of Michigan,1978-1980 Bachelor of Science in Architecture
Delta College,1976-1978

Licensed in:

Alabama, Iowa, Indiana, Kansas, Michigan, Minnesota, Missouri, Mississippi, Montana, North Carolina, North Dakota, Nebraska, New Mexico, Nevada, Rhode Island, South Carolina, South Dakota, Vermont, Wyoming

Employment

Progressive Companies,1998-present
Integrated Architecture, 1993-1998
The WBDC Group, 1986-1993
David Peters Associates, 1982-1986
Glenn Beach Architects, 1977-1978

AIA FELLOWSHIP APPLICATION 2026

MICHAEL L. PERRY

AIA, DIAD, LEED AP, NCARB

OBJECT TWO – PRACTICE TECHNICAL ADVANCEMENT
SPECIALTY AREA – UNIVERSAL DESIGN





September 16, 2025

To: **Sanford Garner**, FAIA, Jury Chair
2026 Jury of Fellows
American Institute of Architects

Re: Nomination of Michael Perry, AIA, for Elevation to the College of Fellows

Dear Sanford and Esteemed Jury Members,

I'm honored to sponsor **Michael Perry, AIA** for elevation to the College of Fellows. My decision came not as a matter of process, but as a moment of clarity—an unexpected spark of recognition.

We were seated at a Principal dinner, and someone asked about my own fellowship nomination. I shared how I had been approached by the Fellows Committee with AIA Michigan, never having considered the possibility. As I spoke, I glanced toward Mike, sitting beside me, and found myself saying aloud:

"You don't even think about it, like Mike here you're doing the work that defines a Fellow. You're shaping how we think about accessibility beyond ADA. You've helped write the book on Universal Design. You collaborate with global companies to expand accessibility, inclusion, and safety. You have a ripple effect."

That moment was unplanned, but it was honest. Mike hadn't asked to be nominated. But I saw then—and continue to see—that his work, his mindset, and his mentorship embody the values and vision of the AIA College of Fellows. Mike's impact is grounded in **Object Two: To advance the science and art of planning and building by advancing the standards of practice**, and he has done so with quiet clarity and lasting results. His leadership in **Universal Design (UD)** has shaped how architects and institutions approach inclusion—not as a regulatory hurdle, but as a foundation for best practices.

He authored and copyrighted **Universal Design Assessment and Certification Tools**, now used across more than **30 countries**, and led the design of the Mary Free Bed YMCA, **the world's first facility certified by the Global Universal Design Commission**. That project, widely published and honored with a **Zero Project Innovative Practice Award**, increased membership from 3,300 to more than 19,000.

Yet Mike's work is never about accolades—it's about access. He helps others grow, coaches design teams, guest lecturing at **Notre Dame**, helping global companies like Merck connect to their values around access, and shaping research with the **Essl Foundation** and **Zero Project to remove barriers for all persons with disabilities**. His work is cited by **academics, clients, and practitioners** alike. Across every collaboration, he brings technical rigor, deep humility, and an unwavering belief in the power of design to advance human dignity.

As his sponsor, I've seen how the letters that accompany this nomination reflect every corner of Mike's influence: global collaborators, institutional partners, and design peers all attest to the way his leadership multiplies through others. His career offers not only a blueprint for inclusion, but a model of how **technical advancement becomes cultural transformation**.

Mike Perry doesn't need Fellowship to validate his impact. He's already living it. This nomination simply recognizes what many of us have already seen and benefitted from: a design leader whose work uplifts the profession, broadens our standards of care, and equips others to build a more inclusive future.

Sincerely,

Tod R. Stevens, FAIA
Principal | National Education Practice Leader
Progressive Companies

Michael Perry, an internationally recognized leader in Universal Design, pioneered the world's first project accredited by the Global Universal Design Commission—advancing global standards and transforming accessibility and inclusion for people of all abilities.

ADVANCING ARCHITECTURAL DESIGN FOR INCLUSION, ACCESSIBILITY, AND SAFETY

With more than four decades of experience, Mike has been a driving force in empowering architects and client teams to create inclusive environments through a Universal Design (UD) approach that reimagines how the built environment serves people of all abilities. Through strategic initiatives with global companies—including Merck, Oracle, Amazon, DHL, Pfizer, Nielsen, TruStage, Nationwide, MetLife, Bloomberg, T-Mobile, and Siemens Energy—he has led interdisciplinary teams in integrating inclusive design principles across projects worldwide, advancing equity, accessibility, and innovation in architectural practice. His knowledge and technical expertise are reflected in the creation and copyright of global standards, groundbreaking publications, and numerous presentations at national and international conferences. As the Principal Architect for the Mary Free Bed YMCA, the world's first project to be certified by the Global Universal Design Commission (GUDC) and honored with the international Zero Project Innovative Practice Award at the United Nations Centre in Vienna, Austria, Mike's work set a new standard for community health and wellness centers. The site serves the disability community and rehabilitation for patients recovering from brain and spinal injuries. Through Mike's direct leadership in implementing Universal Design strategies, membership surged from a baseline of 3,300 to 19,000, transforming the YMCA into a welcoming space for people with diverse abilities.

Mike has significantly advanced the architectural profession by expanding the scope of Universal Design and elevating the architect's role in societal transformation. He secured U.S. Copyright for the Universal Design Assessment and Certification Tools, now licensed globally by the GUDC. These tools establish standards centered on neurodiversity, accessibility, and safety, enabling organizations to better serve diverse users. His leadership has introduced new typologies of inclusion in agriculture, health, and recreation. At Critter Barn, the first GUDC-certified working farm, he created an inclusive environment where children and families of all abilities can engage with animals and participate fully in farm life. He also led Universal Design strategies for Miracle Park in Rock Hill, South Carolina—recognized as one of the most inclusive parks in the world.

ADDRESSING NATIONAL AND GLOBAL CONCERNS AND RESEARCH

With an estimated 1.3 billion people across the world who live with some form of disability, Mike has led live presentations to organizations such as the U.S. Access Board, San Antonio Inclusion Summit, Disability:IN Global Conference, the Transportation Research Board, Bloomberg Leadership Summit, CoreNet Global, and Zero Project Conference in Vienna. Based on the UD standards Mike secured U.S. Copyright for, he has created the intellectual framework that now guides accessibility standards worldwide. He has influenced the design of almost 200 projects in 30 countries, demonstrating the scalability and his impact on Universal Design across the globe. As an Architect,

he actively engages in research and integrates findings into design solutions that improve the quality of life for people of all abilities. Mike has led his firm in advancing 15 disability research topics addressing both physical and sensory access, and additionally co-authored a published research paper for the Disability and Health Journal.

TEACHING AND MENTORING FUTURE THOUGHT LEADERS

Mike's influence on the next generation of design professionals is demonstrated through his teaching, mentoring, and professional engagement with a variety of organizations. He has led UD lectures at major universities including the University of Michigan's Inclusive Design Club and the University of Notre Dame's School of Architecture challenging students to think deeper about disability inclusion in their designs. His passion for mentoring students finds him regularly leading K-12 class discussions to inspire students on disability awareness shaping thought leaders of the future. Mike's UD teaching engagements include Disney, Trane Technologies, One Global Design, Ford, Knoll, and the Construction Specifications Institute. Additionally, Mike authored many publications, including the chapter "Standards for Facilities, Equipment, and Accessibility" in the Best Practices for Inclusive Camps book that guides camp directors and staff to create a welcoming and equitable experience for all campers. This book is highly recommended by the American Camp Association, JCC of North America and the National Inclusion Project.



MICHAEL L. PERRY

AIA, DIAD, LEED AP, NCARB

EDUCATION



University of Michigan

School of Social Work
Certification in Disability Inclusion and Accessible Design (DIAD), 2023



University of Buffalo

School of Architecture and Planning
Inclusive Design Concentration, 2018



University of Michigan

Taubman College of Architecture and Urban Planning
Master of Architecture, 1982
Bachelor of Science, Architecture, 1980

PROFESSIONAL ACCREDITATIONS & LICENSES

Licensed Architect

Alabama	Minnesota	North Dakota	South Carolina
Iowa	Missouri	Nebraska	South Dakota
Indiana	Mississippi	New Mexico	Vermont
Kansas	Montana	Nevada	Wyoming
Michigan	North Carolina	Rhode Island	



Academic Affiliations

University of Notre Dame, School of Architecture
Guest Lecturer, 2022-Present



Leadership in Energy and Environmental Design (LEED)

Accredited Professional, 2002



National Council of Architectural Registration Boards (NCARB)

Certificate Holder, 1988



Professional Affiliations

American Institute of Architects, 1985

PROFESSIONAL EXPERIENCE

Progressive Companies, Grand Rapids, MI, 1998-Present
Principal / Universal Design Practice Lead

Integrated Architecture, Grand Rapids, MI, 1993-1998
Project Manager / Partner

The WBDC Group, Grand Rapids, MI, 1986-1993
Project Designer / Architect / Group Leader

David Peters Associates, Ann Arbor, MI, 1982-1986
Graduate Architect

Glenn Beach, Saginaw, MI, 1977-1978
Intern Architect

BOARDS AND COMMITTEES



Global Universal Design Commission, Syracuse, NY
Board Member, October 2016-Present



YMCA, Grand Rapids, MI
Board Chair / Board Member, January 2000-Present



Ada Christian School, Ada, MI
Advisor for Accessible Ropes Course, 2021



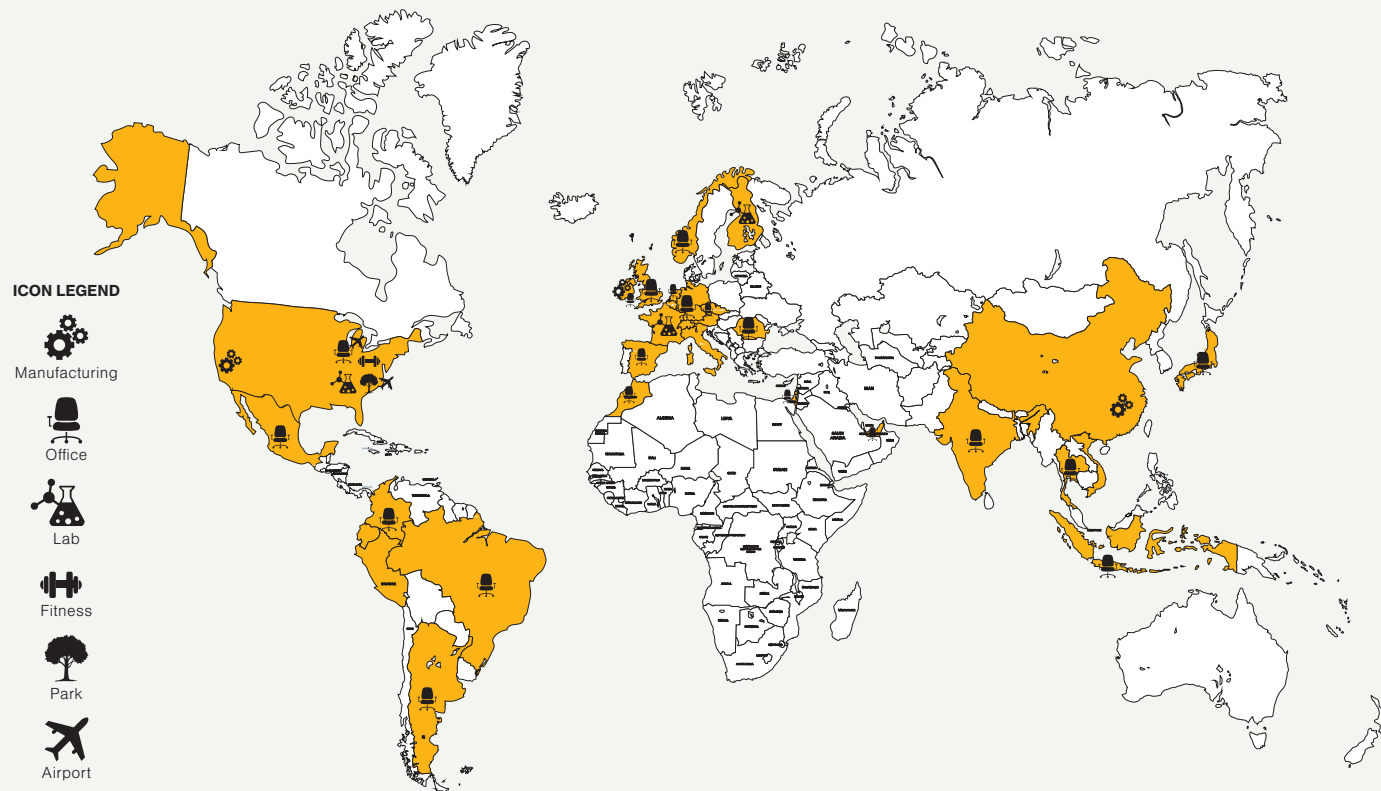
Zero Project, Vienna, Austria
Judge for Zero Project International Awards, 2020-2021



Academy of Design and Construction, Grand Rapids Public Schools
Visioning / Advisory Council Member, 2008-2013



World Affairs Council, Grand Rapids, MI
Board Member / Executive Committee, 2006-2012



NATIONAL AND INTERNATIONAL DESIGN EXPERIENCE

Through visionary leadership in practice management, Mike developed and implemented Universal Design Standards that have been adopted by architects and organizations worldwide, influencing nearly 200 projects across 30 countries. Copyrighted in 2021, these standards have become essential tools for achieving inclusive design consistency, supporting cross-cultural adaptability, and enhancing both accessibility and safety. Mike has led strategic engagements with 25 Fortune 500 companies, applying these methods to complex programs spanning manufacturing facilities, corporate offices, laboratories, fitness centers, parks, and airports. His innovative work exemplifies how an integrated Universal Design approach can drive performance, reduce risk, and meaningfully advance the global practice of architecture.

“ I've had the distinct pleasure of working with Mike Perry on numerous occasions. When one of my company's corporate clients needs help on issues of Universal Design, Mike is not just the first person I go to, he's the only person I go to. His expertise, ability to assess and his delivery of information that to many is a complex topic, has had a tremendously positive impact on Springboard Consulting's clients around the globe. Knowing that his research has informed the Universal Design Standards speaks to his understanding and level of commitment for this most important body of work. I highly recommend Mike Perry for the AIA Fellows Award.

NADINE O. VOGEL
CEO, Springboard Global Enterprises

1. BANGKOK, THAILAND
2. BOGOTA, COLOMBIA
3. BRUSSELS, BELGIUM
4. BUCHAREST, ROMANIA
5. BUENOS AIRES, ARGENTINA
6. CASABLANCA, MOROCCO
7. DUBAI, UAE
8. HAARLEM, NETHERLANDS
9. HANOI, VIETNAM
10. HELSINKI, FINLAND
11. IRELAND (MULTIPLE)
12. KOLKATA, INDIA
13. LONDON, ENGLAND
14. MADRID, SPAIN
15. MEXICO CITY, MEXICO
16. MUNICH, GERMANY
17. NINGBO, CHINA
18. OSLO, NORWAY
19. PARIS, FRANCE
20. PRAGUE, CZECH REPUBLIC
21. QUITO, ECUADOR
22. SAO PAULO, BRAZIL
23. TEL AVIV, ISRAEL
24. TOKYO, JAPAN
25. TUAS, SINGAPORE
26. UNITED STATES (MULTIPLE)
27. VIENNA, AUSTRIA
28. WARSAW, POLAND
29. ZURICH, SWITZERLAND
30. JAKARTA, INDONESIA



See Exhibit 3.1

MARY FREE BED YMCA

Location: Grand Rapids, MI

Architect of Record: Progressive Companies

Year of Completion: 2016

Role of Nominee: Principal Architect

Mike served as the Principal Architect and Universal Design expert for this health and wellness facility, guiding it from conceptual design through construction. The project became the first in the world to earn certification from the Global Universal Design Commission and continues to serve as an international model for inclusiveness. The space is jointly operated by the YMCA of Greater Grand Rapids and Mary Free Bed Hospital, the nation’s ninth-largest rehabilitation hospital. Mike later presented the project at the United Nations Center in Vienna to an international audience representing more than 100 countries.

Impact: The 36-acre campus and its building, designed with a truly inclusive approach rooted in Universal Design strategies, has become a catalyst for designers, architects, and clients worldwide. In its first three years of operation, the new Mary Free Bed YMCA saw membership grow from 3,300 to 19,000, reflecting the broad appeal and community impact of this inclusive design.



See Exhibit 3.2

MERCK

Location: Global

Architect of Record: Not Applicable

Year of Completion: 2017–Present

Role of Nominee: Universal Design Consultant

Since 2017, Mike has led the development of Merck’s global Universal Design standards. He has conducted over 150 project reviews, led site assessments for compliance with Merck’s Universal Design standard, and facilitated global Universal Design educational sessions for Merck’s network of architectural design and interior design consultants.

Impact: Today, Merck’s architectural and interior designers across the globe utilize Merck Universal Design standards on every company project. The Universal Design strategies implemented to shape the Merck standard create a more accessible and safer work environment for its 75,000 employees and have been applied to more than 150 projects worldwide.



See Exhibit 3.3

CRITTER BARN

Location: Zeeland, MI

Architect of Record: SVB + Reckley Architects

Year of Completion: 2024

Role of Nominee: Universal Design Consultant

Beginning in 2019, Mike led the Critter Barn Board in developing and adopting Universal Design strategies that became the foundational design principles for the farm’s site and buildings. He also led the Universal Design certification process, making Critter Barn the first working farm in the world to achieve this distinction.

Impact: The farm is set up to host families from all over the state of Michigan, providing children of all abilities to interact with the animals and learn about agriculture without feeling different from their able-bodied peers. The project has surpassed both its capital campaign and attendance goals, demonstrating the power of inclusive design to expand community engagement.



See Exhibit 3.4

ROCK HILL MIRACLE PARK

Location: Rock Hill, SC

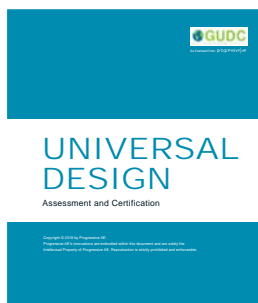
Architect of Record: Ragona Architecture and Design

Year of Completion: 2022

Role of Nominee: Universal Design Consultant

In the client’s effort to create the most inclusive park in the world, Mike led a Universal Design assessment and provided consulting services to guide the park’s design and construction. Through his leadership, he recommended a variety of UD best practices that were highly impactful to the community users while incurring no additional costs. Key features included two completely flush softball diamonds, high-contrast visual marking cues, intuitive wayfinding, and fully accessible playground equipment, including a slide.

Impact: Miracle Park offers children and adults with disabilities the opportunity to fully participate in recreational activities while also addressing a critical social challenge: the low employment rate among individuals with cognitive and developmental disabilities. By incorporating inclusive operations into the design, the park now offers training and employment opportunities, such as scoreboard operators, grounds maintenance, and retail clerks.



CREATIVE PEOPLE.
STRATEGIC SPACES.

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- Section 08: Special Requirements
- Section 09: Work Schedules
- Section 10: Inclusion Activities
- Section 11: Staff Services
- Section 12: Assembly Spaces
- Section 13: Lodging Rooms
- Section 14: Access Routes
- Section 15: Accessible Amenities
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- Section 17: Information
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See Exhibit 3.5

UNIVERSAL DESIGN COPYRIGHT STANDARDS / CERTIFICATION PROCESS

Location: United States

Architect of Record: Not Applicable

Year of Completion: Copyright 2021

Role of Nominee: Author

In 2018, Mike authored a standardized framework for assessing and implementing Universal Design strategies on a global scale, earning a U.S. Copyright for his tool set, “Universal Design Assessment and Certification” on June 15, 2021. This framework includes a unique priority rating system that evaluates both the user impact and relative cost of each strategy, empowering owners to make informed, cost-effective decisions that enhance accessibility and inclusion.

Impact: The Global Universal Design Commission has licensed Mike’s Copyright standard and are now using it worldwide to help others achieve a more inclusive, accessible, and safer environment. His work provides a replicable model that influences projects across multiple sectors and countries.



See Exhibit 3.6

JOHN BALL ZOO BISSELL TREEHOUSE

Location: Grand Rapids, MI

Architect of Record: Progressive Companies

Year of Completion: 2012

Role of Nominee: Project Principal

Mike served as the Project Principal, leading the creation of a sustainable community treehouse designed to be fully accessible to all visitors. Key features include zero-step access via a funicular, threshold-free entries, rainwater collection cisterns, and strategic positioning to minimize impact on existing trees.

Impact: This project serves as a community showcase representing the integration of both sustainable and universal design. It has become a popular destination for zoo guests and a well-sought-after venue for weddings and corporate events. Importantly, The Treehouse established a new baseline for inclusivity, influencing all future John Ball Zoo projects.



See Exhibit 3.7

EGYPT VALLEY COUNTRY CLUB WEST PATIO AND POOL

Location: Ada, MI

Architect of Record: Progressive Companies

Year of Completion: 2018, 2022

Role of Nominee: Project Principal

As Project Principal, Mike led the implementation of Universal Design principles for the club’s expansive west dining patio, swimming pool, and locker rooms ensuring seamless accessibility across multiple levels. Key features include zero-step access to the patio levels, the clubhouse, firepits, north porch, and a cart path that directly connects the golf course to the pool. The pool included accessible access at check-in, outdoor bar, shade structures, firepits, locker rooms and family locker rooms. Mike’s advocacy for Universal Design transformed the patio into the club’s most popular space for reservations and daily use.

Impact: This project established Universal Design as a standard for all future club projects. Families and guests with disabilities can now enjoy the amenities equitably, enhancing overall member satisfaction. With family memberships driving private club growth, the creation of inclusive, accessible, and safer venues has proven essential to the club’s success.



See Exhibit 3.8

GERALD R. FORD INTERNATIONAL AIRPORT

Location: Grand Rapids, MI

Architect of Record: Not Applicable

Year of Completion: 2022

Role of Nominee: Universal Design Consultant

Mike led the development of a comprehensive set of Universal Design standards that will guide all future projects at the GRR International Airport. Using a Traveler’s Journey Map, he identified key opportunities that informed the recommended strategies. He also led educational sessions for airport staff focusing on the Universal Design principles, implementation methods for future projects, and assessment techniques for existing airport spaces.

Impact: In 2022, the Gerald R. Ford International airport introduced a new brand promise to the community to be “accessible to all.” The standards that Mike have set not only meet the airport’s brand promise but also have generated interest among several other regional airports who are now seeking to emulate these standards to create a more inclusive and accessible airport experience.



See Exhibit 3.9

ORACLE

Location: Global

Architect of Record: Not Applicable

Year of Completion: 2021–Present

Role of Nominee: Universal Design Consultant

Mike has led the Universal Design assessment for Oracle’s headquarters building in Austin, Texas, creating a new set of standards that were unique to Oracle. Although the Austin campus was new, Oracle desired to review the site from a Universal Design approach, striving to ensure employees are able to bring their authentic, full selves to work and thrive in the built environment. Mike additionally led internal educational sessions sharing Universal Design principles, key findings of current design standards, and an implementation strategy for the new standards.

Impact: The Austin campus assessment enlightened key stakeholders of the Universal Design mindset, and Oracle’s architect teams are now being introduced to Mike’s new set of standards and expertise. These new standards are now being applied to Oracle projects in Austin, Texas, Guadalajara, Mexico, and their new 65-acre campus in Nashville, Tennessee.



GREENVILLE YMCA

Location: Greenville, MI

Architect of Record: Progressive Companies

Year of Completion: 2027

Role of Nominee: Project Principal

Mike is leading as a Project Principal and Universal design expert for a brand new YMCA facility, created in partnership between Corewell Health, Cherry Health, and the YMCA of Greater Grand Rapids. This space will provide greater access to health and wellness for a rural community where basic health screening and wellness options are of dire need. Mike is leveraging key Universal Design standards for this current project, and when completed, it will be another example of the YMCA's commitment to Universal Design.

Impact: This project will have an extensive impact on building a healthier community that currently lacks thorough health and wellness resources. The intentional collaboration amongst three key organizations in the West Michigan area also represents the commitment to improving community health.



SENSORY FRIENDLY ORDERING KIOSK

Location: Pleasanton, CA

Architect of Record: Progressive Companies

Year of Completion: 2024

Role of Nominee: Universal Design Consultant

As the Universal Design consultant for this project, Mike conducted a comprehensive assessment of a corporate headquarters campus in California. During his evaluation, he observed employees struggling to place orders in the cafeteria due to sensory overload. Recognizing this accessibility challenge, Mike designed a sensory-friendly ordering kiosk solution that gives users greater control over their ordering environment. The kiosk allows individuals to adjust lighting levels, acoustic settings, and screen dynamics, providing extra time and comfort for those who need it.

Impact: This innovative solution addresses a common challenge in busy food service environments. The concept can be implemented in any large cafeteria where sensory overload is a concern. By giving users control over their sensory experience, the kiosk helps neurodivergent individuals maintain their independence, control, and confidence while navigating what can otherwise be an overwhelming environment.



NORTHVIEW HIGH SCHOOL ASL CLASSROOM

Location: Grand Rapids, MI

Architect of Record: Progressive Companies

Year of Completion: 2024

Role of Nominee: Project Principal/UD Consultant

As Project Principal and Universal Design Consultant, Mike volunteered his expertise pro bono to transform the learning environment for the Kent Intermediate School District (Kent ISD) Deaf and Hard of Hearing Program. This center-based program, housed within the Northview School system, serves an extensive American Sign Language (ASL) program supporting children from birth to age 26. Recognizing the unique visual requirements of ASL instruction, Mike applied Universal Design principles to create solutions including optimal sight lines, controlled lighting, tiered seating, concave mirrors for peripheral awareness, and vibro-tactile flooring.

Impact: Mike's contributions created a learning environment designed around the visual and spatial needs of deaf and hard of hearing students. By applying Universal Design principles to ASL instruction, his work ensures that students across all age groups can fully engage in their educational experience with optimal environmental support. Students will experience greater independence and improved learning outcomes, allowing more opportunities as they enter work life.



NOTRE DAME SCHOOL OF ARCHITECTURE

Location: South Bend, IN

Architect of Record: Not Applicable

Years of Participation: 2022, 2023, 2024, 2025

Role of Nominee: Guest Lecturer

Beginning in 2022, Mike has been a recurring Guest Lecturer, invited by Professor John Mellor, teaching students Universal Design Best Practices as part of a day-long workshop where students explore the campus from various disability personas. His lectures cover the historical foundations of Universal Design, the critical importance of integrating inclusive thinking from the earliest stages of the design process, and contemporary examples of how organizations worldwide are embracing these principles in their work.

Impact: Mike's educational initiative reaches future architects at a formative stage in their careers. By establishing a foundational understanding of Universal Design principles, he ensures that these students will carry inclusive design thinking into their professional practice. This ripple effect means their future projects will create more accessible, safer, and truly inclusive environments that serve all users effectively.



PFIZER GLOBAL CONSULTING

Location: Global

Architect of Record: Not Applicable

Year of Completion: 2024

Role of Nominee: Universal Design Consultant

Mike led the development of global Universal Design standards for Pfizer, including a site assessment of the 200-acre Groton, Connecticut campus. Upon his findings, he recommended changes to their current design standards for compliance with Universal Design best practices. Additionally, Mike introduced the use of one-page Universal design strategies organized by typical spaces in a building for ease of use. He also led educational sessions.

Impact: Architectural and Interior designers across the world are now implementing the Pfizer Universal Design standards across each project, resulting in a more inclusive, accessible, and safer work environment for many of its 80,000 employees and visitors worldwide.



AMAZON

Location: Confidential

Architect of Record: Not Applicable

Year of Completion: 2022

Role of Nominee: Universal Design Consultant

Mike led Amazon stakeholders through a strategic process where inclusive design best practices would influence their buildings globally. The pilot project would be the 3.5 million square foot Fulfillment Center. Mike led educational sessions with a broad group of Amazon stakeholders, interviewed Employee Resource Groups, assessed the Fulfillment Center against Universal Design best practices, and provided recommendations for future prototype work.

Impact: Mike's Universal Design strategies will help large-scale facilities better support associates of all abilities, fostering greater engagement and a stronger sense of value in their daily work experience. His specific recommendations address both safety improvements and productivity optimization, creating measurable benefits for both employees and operations. This work aligns with Amazon's commitment to building a supportive and inclusive workplace that ensures all associates can thrive.



**TRUSTAGE FINANCIAL,
(FORMERLY CUNA MUTUAL GROUP)**

Location: Madison, WI

Architect of Record: EUA and Saiki Design

Years of Participation: 2023

Role of Nominee: Universal Design Consultant

Mike led stakeholders through educational sessions introducing Universal Design principles for a 5-story building in final construction phase. Despite the late-stage timing, the existing structure was thoroughly assessed against Universal Design standards, yielding detailed observations and actionable recommendations to enhance inclusion, accessibility, and safety features. After the construction team implemented the recommended modifications, the building achieved certification from the Global Universal Design Commission.

Impact: The building achieved certification from the Global Universal Design Commission after implementing the recommended modifications. Despite introducing Universal Design late in construction, the Owner embraced the concept and committed to applying it to two future projects. Additionally, the Architect of Record gained valuable expertise that goes beyond the ADA law.



STARBUCKS

Location: Global

Architect of Record: Not Applicable

Year of Completion: 2024

Role of Nominee: Universal Design Consultant – Starbucks Inclusive Design Guidelines

Mike served as a Universal Design consultant within a stakeholder group that developed Starbucks’ groundbreaking “Inclusive Spaces Framework.” In this collaborative role, Mike helped identify and integrate essential design strategies and amenities to enhance accessibility for customers with hearing impairments, visual impairments, and mobility challenges. Key features of the framework Mike helped develop included digital order status boards for hearing accessibility, adjustable mobile point-of-sale systems, specialized acoustic treatments, and vertical push bar automatic door openers for seamless mobility access.

Impact: Mike’s contributions to the Inclusive Spaces Framework have created lasting change in how Starbucks approaches accessibility. The first location implementing this framework successfully opened near Union Market in Washington, DC, serving as a prototype for nationwide implementation. Mike’s work has established a new industry benchmark for inclusive retail design that extends far beyond a single project.



NIELSEN CONSULTING

Location: Tampa, FL

Architect of Record: Not Applicable

Year of Completion: 2023

Role of Nominee: Universal Design Consultant

Mike conducted a comprehensive Universal Design assessment for Nielsen’s Tampa, Florida campus, including stakeholder workshops, educational sessions, and a thorough review of existing design standards. He identified high-impact inclusive design strategies that incurred no additional cost and integrated them into Nielsen’s updated design standards. Mike also trained the real estate and facilities team on implementing these new standards.

Impact: Nielsen’s enhanced design standards now proactively support accessibility for nearly 2,500 employees and visitors of all abilities across their campus. The improvements include intuitive wayfinding systems that significantly enhance navigation and destination-finding for all users.



BEST PRACTICES FOR INCLUSIVE CAMPS PUBLICATION

Location: United States

Architect of Record: Not Applicable

Year of Completion: 2023

Role of Nominee: Author Chapter 3

Mike authored "Facilities, Equipment, and Accessibility," a key chapter in a national publication for camp directors and volunteers focused on creating inclusive experiences for children of all abilities. His chapter provides practical guidance on applying Universal Design principles and removing physical and sensory barriers to ensure every child can fully participate in camp activities.

Impact: Camp directors nationwide are implementing Mike's recommendations to create equitable camping experiences. His work has opened camp opportunities for children with disabilities who previously faced exclusion, ensuring that all kids can participate rather than being sidelined due to inaccessible facilities or equipment.



BURTON BLACK INSTITUTE (BBI) AT SYRACUSE UNIVERSITY

Location: Syracuse, NY

Architect of Record: Chiang O'Brien Architects

Year of Completion: 2019

Role of Nominee: Universal Design Consultant

Mike collaborated with Syracuse University and the Burton Blatt Institute (BBI) to integrate Universal Design strategies that honor the legacy of Burton Blatt, the former School of Education Dean and pioneering disability rights scholar. Through educational sessions with university leadership, BBI, and the project architect, Mike built consensus around implementing Universal Design principles to create more inclusive, accessible, and safer design solutions. After Mike's recommendations were implemented, the project successfully achieved Global Universal Design Commission (GUDC) certification.

Impact: The new BBI space in Syracuse University's Dineen Hall exemplifies the institute's core mission of inclusion. The universally designed space has attracted significantly increased usage from other university departments and now serves as the campus model for accessibility best practices.

BURTON BLACK INSTITUTE MEASURES OF SUCCESS:



Quality of staff interactions and engagement with users and law students.



Increased usage of space by other SU units and community.



Becomes a model for best practices on campus.



We are thrilled with our new office space at Syracuse University Dineen Hall which reflects our core mission of inclusion for all. Michael Perry was great to partner with and provided Universal Design leadership!

DR. PETER BLANCK

Chairman of Burton Blatt Institute and University Professor

AIA FIRM AWARDS



AIA North Carolina Firm of the Year Award

Progressive Companies, 2019

AIA Michigan Firm of the Year Award

Progressive Companies, 2018

AIA Michigan Firm of the Year Award

Progressive AE, 2002

AWARDS AND RECOGNITION



Zero Project Champions of Inclusive Spaces International Publication/Recognition

Mary Free Bed YMCA, 2025

Impact: This publication was the result of significant research by Zero Project highlighting exemplary solutions for inclusive and accessible projects. Only eight projects from around the world were recognized and passed a rigorous selection process by an international review committee. Mike was quoted several times throughout the publication and the Mary Free Bed YMCA was featured as the sole project representing the United States. These eight Champions of Inclusive Spaces were unveiled at the Inaugural Zero Project Asia Pacific Symposium in November 2024.



AIA Grand Rapids Building Award

Mary Free Bed YMCA, 2016

Impact: This award recognized the positive user impact of holistically implementing Universal Design in the site and building design. Eliminating all stairs and providing a central ramp for circulation was the foundational design element driving equity.

INTERNATIONAL AWARDS



CBRE Global Workplace Solutions Innovation Challenge Award with Hendrick Design and Progressive Companies

“Universal Design Supports All Building Occupants” Presentation, 2024

Impact: Our presentation “Universal Design Supports All Building Occupants” was a winner of the 2024 Supplier of the Year Award. The award recognized innovative contributions and commitments to diversity, safety, and sustainability.



Zero Project International Award

Mary Free Bed YMCA, 2018

Impact: The Mary Free Bed YMCA was an “Innovative Practice” award winner selected from an international competition involving 317 nominations from 73 countries. This award recognized an innovative approach that positively impacts the rights of persons with disabilities, tackling a variety of challenges and helping to improve the quality of life for people with disabilities.



Mike receiving the Zero Project International Innovative Practice Award for the Mary Free Bed YMCA in Vienna, Austria



Mike attending the ribbon cutting of the Mary Free Bed YMCA in Grand Rapids, MI



CHAMPIONS OF INCLUSIVE SPACES – 2025

Subject Matter Expert: Michael Perry contributed, quoted and featured project

Publisher: Essl Foundation

Publisher Data: Global distribution represents 178 countries with active members of the Zero Project network.

Synopsis: This publication covers ten in-depth studies, expert comments on Universal Design, and twenty short reviews of outstanding solutions from around the world.



STARBUCKS – 2024

Author: Michael Perry co-authored, contributed, quoted and featured project

Publisher: The Lakeshore West Michigan

Publisher Data: The Lakeshore is a digital news magazine serving businesses and residents of Allegan, Ottawa and Muskegon counties.

Synopsis: This story showcased how Mike was part of Starbuck's Inclusive Spaces Framework and the role he played in the first fully accessible Starbuck's store.



BEST PRACTICES FOR INCLUSIVE CAMPS – 2023

Co-Author: Michael Perry

Publisher: Sagamore-Venture

Publisher Data: For over forty years, Sagamore-Venture Publishing has been providing academic material for educators, practitioners and students.

Synopsis: This comprehensive resource is designed to help camp leaders and staff create inclusive programs and spaces that welcome campers of all abilities.



DISABILITY AND HEALTH JOURNAL 14 – 2021

Co-Author: Michael Perry

Publisher: Elsevier

Publisher Data: Disability and Health Journal is an academic journal published by Elsevier BV. Elsevier was founded in 1880 and has published more than 600,000 articles annually in over 2,800 journals.

Synopsis: An international peer reviewed publication used by health related academic researchers, physicians, public health officials, health administrators, health policy experts, and professionals in health promotion and wellness.



GLOBAL UNIVERSAL DESIGN COMMISSION STANDARDS (GUDC) – 2021

Author: Michael Perry

Publisher: Global Universal Design Commission

Publisher Data: The GUDC is a not-for-profit entity that promotes the understanding and use of Universal Design on a global scale.

Synopsis: This document established the Universal Design Assessment and Certification standards for the GUDC.



UNIVERSAL DESIGN ASSESSMENT AND CERTIFICATION – 2021

Author: Michael Perry

Publisher: US Copyright Office Registration Number TX 8-980-032

Synopsis: This comprehensive guide helps organizations across the globe create truly inclusive, more accessible and safer environments for all by prioritizing universal design strategies. It is currently licensed to the Global Universal Design Commission as their standard.



ZERO PROJECT REPORT – 2018

Subject Matter Expert: Michael Perry contributed, featured project, and won an international award

Publisher: Essl Foundation

Publisher Data: Global distribution represents 178 countries with active members of the Zero Project network.

Synopsis: This annual publication features 68 International Innovative Practice award winners that positively impact the rights of people with disabilities to make their lives more accessible in a wide variety of ways.

“

We hired Michael Perry to help us exceed the local standard for Universal Design. We wanted a partner that could help us devise effective strategies and demonstrate architectural solutions to help our global team of engineers, designers, and project managers to easily understand the strategies and solutions we had designed together. Not only are the tools we have created together helping us to provide better facilities for all our colleagues, but the webinar that Mike gave to all our global stakeholders was very useful for increasing awareness.

KATE O'GRADY

Workplace Strategy & Design, Pfizer

RESEARCHING UNIVERSAL DESIGN BEST PRACTICES

Mike believes in the power of research to inform Universal Design strategy best practices and **conducted the following research topics.**

Combining Universal Design with a Socio-Economic Approach Will Provide Value to Users (Hypothesis)

Outcome: The research proved that there was substantial value creation and quality of life improvements to all users of wellness facilities.

Published: The Disability and Health Journal

Right Hear Talking Signage System

Outcome: This technology could improve building communication with users who have low vision.

Best Practices for a Neurodiverse Population

Outcome: Led to several strategies that improve space design for those who are neurodiverse.

Best Practices for People with Hearing Impairments

Outcome: Led to several strategies that improve space design for those who are deaf or hard of hearing.

Best Practices for People with Low Vision

Outcome: Led to several strategies that improve space design for those who are blind or have low vision.

The Universal Design of Color and Lighting

Outcome: Led to several best practice strategies that improve space for those that are color blind.

Applying Universal Design Best Practices to Laboratory and Manufacturing Environments

Outcome: Led to several best practice strategies for making laboratories and manufacturing environments more inclusive, accessible, and safer.

Wayfinding Technologies to Aid in Spatial Navigation

Outcome: Wayfinding technologies paired with a user's mobile device can greatly assist those who have low vision.

How Can Universal Design Thinking Support a Gen Z Workplace Culture

Outcome: The DNA of Gen Z are closely aligned with Universal Design principles as they expect a greater degree of inclusion.

“Next Generation Air Service Technology Solutions” – Focusing on Utilizing AI for Sign Language to Improve the Traveler Experience in Airports

Outcome: Although in its infancy, AI could play a big role in helping those who are deaf or hard of hearing at busy airports.

Universal Design Best Practices for Site Design

Outcome: Led to several strategies that create sites that are easy to navigate and safer for users, especially at pedestrian and vehicular crossings.

Inclusive Indoor/Outdoor Exercise Equipment

Outcome: A better understanding for designers on the options for accessible equipment options at playgrounds and wellness facilities.

Age Impairments on Visibility

Outcome: Led to several best practice strategies that improve space design for an aging population.

Fabric/Textile Choices for Sensory Issues

Outcome: Color and fabric textures greatly impact sensory experiences, influencing emotions and comfort levels.

Material/Color Choices for Colorblindness

Outcome: When choosing materials, textures and patterns can provide additional visual cues for differentiation.

“ *I believe that designing for sensory access is just as important as designing for physical access.* ”

MICHAEL L. PERRY

*"Create a Sensory Friendly Ordering Kiosk in Your Cafeteria," 2024, Author
Published on Global Universal Design website, Progressive Companies website, and LinkedIn*

Universal Design Strategies for Inclusive Airports – 2024

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Universal Design Tips That Support a Neurodiverse Classroom – 2024

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Universal Design Thinking for Swimming Pools – 2024

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Create a Sensory Friendly Ordering Kiosk in Your Cafeteria – 2024

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Does Your Design Process Include a Universal Approach? – 2023

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Why Universal Design is the Best Way to Transform Your Hotel Reception Area – 2023

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Unleashing the Potential of People Through Universal Design – 2023

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Universal Design Research – What If Signs Could Talk? – 2023

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Universal Design Strategies Drive Better Workplace Safety Outcomes – 2022

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

How Universal Design Empowers a Neurodiverse Workforce – 2022

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Universal Design Tips to Create a Safer Warehouse Facility for Everyone – 2022

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Universal Design Strategies Support Truly Inclusive Environments – 2022

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

At Some Time or Another, We Will All Experience Changes in Ability – 2022

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Three Reasons You Should Adopt Universal Design in Your Office Environment – 2022

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn



75% of the neurodiverse population consider sound and acoustics to be the most important design consideration.

MICHAEL L. PERRY

*"How Universal Design Empowers a Neurodiverse Workforce," 2022, Author
Published on Global Universal Design website, Progressive Companies website, and LinkedIn*

Addressing Neurodiversity Through Universal Design – 2021

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Creating a More Inclusive Camp – 2021

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

The Case for Advancing Disability Inclusion – 2020

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Universal Design Expressed Through Art – 2020

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

In the Workplace, Universal Design Responds to Changing Social Norms – 2019

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Trends in Childhood Disability Inclusion – 2019

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Universal Design – It's More Than Just an Accessible Space – 2019

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Implementing a Universal Design Strategy in Your Organization – 2018

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

The Science of Choosing Colors – 2018

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Universal Design: A Conversation with U.S. Paralympic Swimming Coach Nathan Manley – 2018

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Universal Design Impacts Lives – 2018

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Your Organization and Universal Design – 2018

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Seven Universal Design Changes You Can Make Today – 2017

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

Applying Universal Design to Aquatic Environments – 2016

Nominee Role: Author

Publications: Published on Global Universal Design website, Progressive Companies website, and LinkedIn

“ *All bodies of water should have a **transfer station** that allows users to enter and leave a pool independently if they choose to.*

MICHAEL L. PERRY

*"Universal Design Thinking for Swimming Pools," 2024, Author
Published on Global Universal Design website, Progressive Companies website, and LinkedIn*

CORPORATE ENGAGEMENTS

Foster + Partners – 2025

Description: A Universal Design educational session with Oracle's international design architect

Nominee Role: Lead Presenter

Reach: 30 attendees

Targeted Audience: Architectural, Landscape, and Interior Designers who are working on Oracle's new Nashville campus

Disney – 2024

Description: Educational presentation on Universal Design global best practices

Nominee Role: Lead Presenter

Reach: 20 attendees

Targeted Audience: Real Estate, Human Resources, and Planning Executives

Siemens Energy – 2023

Description: Universal Design best practices for industrial facilities

Nominee Role: Lead Presenter

Reach: 30 attendees over two sessions

Targeted Audience: Executive Facilities Team Members

Ballinger Design – 2022

Description: A presentation on why organizations today are implementing Universal Design in their built environments with specific references to Merck

Nominee Role: Lead Presenter

Reach: 40 attendees

Targeted Audience: Architectural and Interior Designers

Gerald R. Ford International Airport – 2022

Description: Presentation on Universal Design best practices for airports

Nominee Role: Lead Presenter

Reach: 30 attendees

Targeted Audience: Planning and Facilities Senior Staff

Bloomberg Leadership Summit – 2024

Description: Presentation on Universal Design best practices during the Bloomberg Senior Leadership Global Conference

Nominee Role: Lead Presenter

Reach: Over 80 attendees across the globe

Targeted Audience: Executive Leadership

Amazon Design and Facilities Group – 2022

Description: Presentation/Workshop on how Universal Design strategies can positively impact the Amazon associate's experience

Nominee Role: Lead Presenter

Reach: 50 attendees

Targeted Audience: Global Facilities Executives, Design, and Engineering

One Global Design – 2021-2022

Description: Presentation on why organizations today are implementing Universal Design in their built environments

Nominee Role: Lead Presenter

Reach: One Global is a network of 23 corporate architecture and design firms across the USA, Canada, EMEA, and Asia Pacific

Targeted Audience: Design Executives and Architectural Designers

JLL – 2021

Description: Presentation on why organizations today are implementing Universal Design in their built environments

Nominee Role: Lead Presenter

Reach: 40 attendees

Targeted Audience: Real Estate and Facilities Executives

Trane Technologies – 2021

Description: Why organizations today are implementing Universal Design into their built environments – A Journey in Disability Awareness

Nominee Role: Lead Presenter

Reach: 25 attendees

Targeted Audience: Planning and Facilities

Merck STD D137 Global Train the Trainer Webinars – 2019

Description: Sessions across global time zones to instruct Merck facilities employees on the use of their new Universal Design standard company mandate

Nominee Role: Lead Trainer

Reach: Approximately 150 attendees over several sessions

Targeted Audience: Senior Facilities Team Members

Ford Land – 2019

Description: An educational presentation on our journey with Universal Design

Nominee Role: Lead Presenter

Reach: 40 attendees

Targeted Audience: Real Estate and Facilities Executives

EDUCATIONAL, PROFESSIONAL, AND TRADE ORGANIZATIONS**Notre Dame School of Architecture Lectures – 2022-2025**

Description: Presentation/Lecture to the architectural students on Universal Design best practices. Participated in a day-long workshop where students explore the campus from various disability personas.

Nominee Role: Lead Presenter

Reach: 60 students per year

Targeted Audience: Architectural Students

“

As a design professor at Notre Dame, I have organized an annual day-long event that focuses on accessibility issues in architectural design. Mike Perry has been a featured presenter at this event since 2020, first remotely due to COVID-19, and more recently in person. Mike has always been enthusiastic and engaging in his talks, and his wisdom and sage advice to students has de-mystified the issues around accessibility and Universal Design for hundreds of Notre Dame's graduates. I am grateful for Mike's service to Notre Dame and look forward to working with him in the years to come.

JOHN MELLOR, AIA, LEED AP

Director of Undergraduate Studies, Professor of the Practice School of Architecture,
University of Notre Dame

Construction Specifications Institute (CSI) Regional Conferences – 2020 and 2025

Description: Presentation on how Universal Design strategies in the built environment translate into specifications for products

Nominee Role: Lead Presenter

Reach: 100 attendees at each conference

Targeted Audience: Architects, Specification Writers, and Product Representatives

CBRE Supplier Innovation Challenge – 2024

Description: Presentation on why implementing Universal Design strategies into the built environment is a good real estate strategy

Nominee Role: Lead Presenter

Reach: 20 attendees. Won the 2024 Innovation Challenge Award with Hendrick Design and Progressive Companies.

Targeted Audience: Real Estate and Facilities Executive Leadership

CORENET North America – 2023

Description: Presentation/Workshop on Oracle's journey with Universal Design

Nominee Role: Lead Presenter

Reach: 100 attendees

Targeted Audience: Real Estate and Facilities Executive Leadership

Lawrence Technological University – 2023

Description: Led Universal Design discussion with architectural students and participated as a juror for student's final project

Nominee Role: Lead Presenter and Juror

Reach: 40 attendees

Targeted Audience: Architectural Students

University of Michigan Inclusive Design Club – 2022

Description: Presentation on Universal Design best practices to students concerned with inclusion including architecture, engineering, landscape architecture, and interior design

Nominee Role: Lead Presenter

Reach: 20 attendees

Targeted Audience: Architecture, Engineering, and Interior Design Students

Southeastern Regional Association of Physical Plant Administrators (SRAPPA) – 2019

Description: Presentation/Lecture on Universal Design best practices focused on higher education work

Nominee Role: Lead Presenter

Reach: 50 attendees

Targeted Audience: Regional Higher Education Senior Leadership

East Grand Rapids High School – 2019

Description: Lecture on Universal Design thinking for schools for all students and staff

Nominee Role: Lead Presenter

Reach: Approximately 700 attendees

Targeted Audience: Middle School and High School Students

Ada Christian School – 2019

Description: A Universal Design educational presentation/workshop on designing buildings for everyone and all abilities during Disability Awareness Week

Nominee Role: Lead Presenter

Reach: 30 attendees

Targeted Audience: Elementary School and Middle School Students

CONFERENCES AND BOARDS**Region N Housing Partnership (Wayne Metropolitan Community Action Agency) – 2025**

Description: Universal Design best practices for housing and introducing the Zero Step Approach

Nominee Role: Co-Presenter

Reach: 40 attendees

Targeted Audience: Real Estate and Housing Developers

MOXIE Awards Presentation on Universal Design – 2025

Description: Presentation – Universal Design is not a DEI Conversation

Nominee Role: Lead Presenter

Reach: 50 attendees plus virtual attendance

Targeted Audience: Fortune 500 Executives and Disability Rights Leadership

Michigan Association of Airport Executives (MAAE) Conference – 2024

Description: Presentation on Universal Design best practices from around the globe

Nominee Role: Lead Presenter

Reach: 100 attendees

Targeted Audience: Executive Leadership

Transportation Research Board (TRB) – 2024

Description: Presentation/Workshop on Universal Design best practices for airports

Nominee Role: Co-Presenter

Reach: 50 attendees

Targeted Audience: Airport Executives and Designers

Knoll CFI – 2020

Description: Universal Design presentation for Philadelphia's leading minority and women-owned office furniture dealer and their clients

Nominee Role: Lead Presenter

Reach: 50 attendees

Targeted Audience: Company Executives and Interior Designers

Disability In Conference – 2019

Description: Presentation/Lecture on Universal Design at this international conference focusing on our Universal Design work with Merck

Nominee Role: Co-Presenter

Reach: 100 attendees

Targeted Audience: Fortune 500 Leadership and Disability Rights Leadership

Zero Project Conference, Vienna – 2018

Description: Panelist/Presenter on The Mary Free Bed YMCA and accessibility best practices during this yearly, global conference at the United Nations Center in Vienna, Austria. Received International Zero Project Award.

Nominee Role: Lead Presenter and Panelist

Reach: Approximately 300 attendees. Overall, 650 people attended the conference from 70 countries with an additional 123,000 people reached virtually.

Targeted Audience: Architects and Disability Rights Leadership

National Inclusion Summit in San Antonio, Texas – 2018

Description: Presentation on Universal Design best practices at Morgan’s Wonderland

Nominee Role: Lead Presenter

Reach: 100 attendees

Targeted Audience: Executive Leadership

US Olympic Facilities Group (USOPC) – 2018

Description: Presentation on the story of the Mary Free Bed YMCA at the Olympic Training Center in Colorado Springs, Colorado

Nominee Role: Lead Presenter

Reach: 20 attendees

Targeted Audience: Executive and Facilities Leadership

US Access Board – 2018

Description: Universal Design best practices presentation to the US Access Board in Washington D.C.

Nominee Role: Lead Presenter

Reach: 50 attendees plus virtual attendance

Targeted Audience: Disability Rights Leadership

Mary Free Bed Guild – 2018

Description: Presentation to the naming donor on Universal Design strategies that were implemented at the Mary Free Bed YMCA

Nominee Role: Lead Presenter

Reach: 200 attendees

Targeted Audience: Executive Leadership and Guild Members



Mike teaching student interns about Universal Design on a tour at the Mary Free Bed YMCA



Mike presenting at the CoreNet Global Summit on Oracle's journey with Universal Design in Denver, CO

EXHIBITS

3.1 – Mary Free Bed YMCA

3.2 – Merck

3.3 – Critter Barn

3.4 – Rock Hill Miracle Park

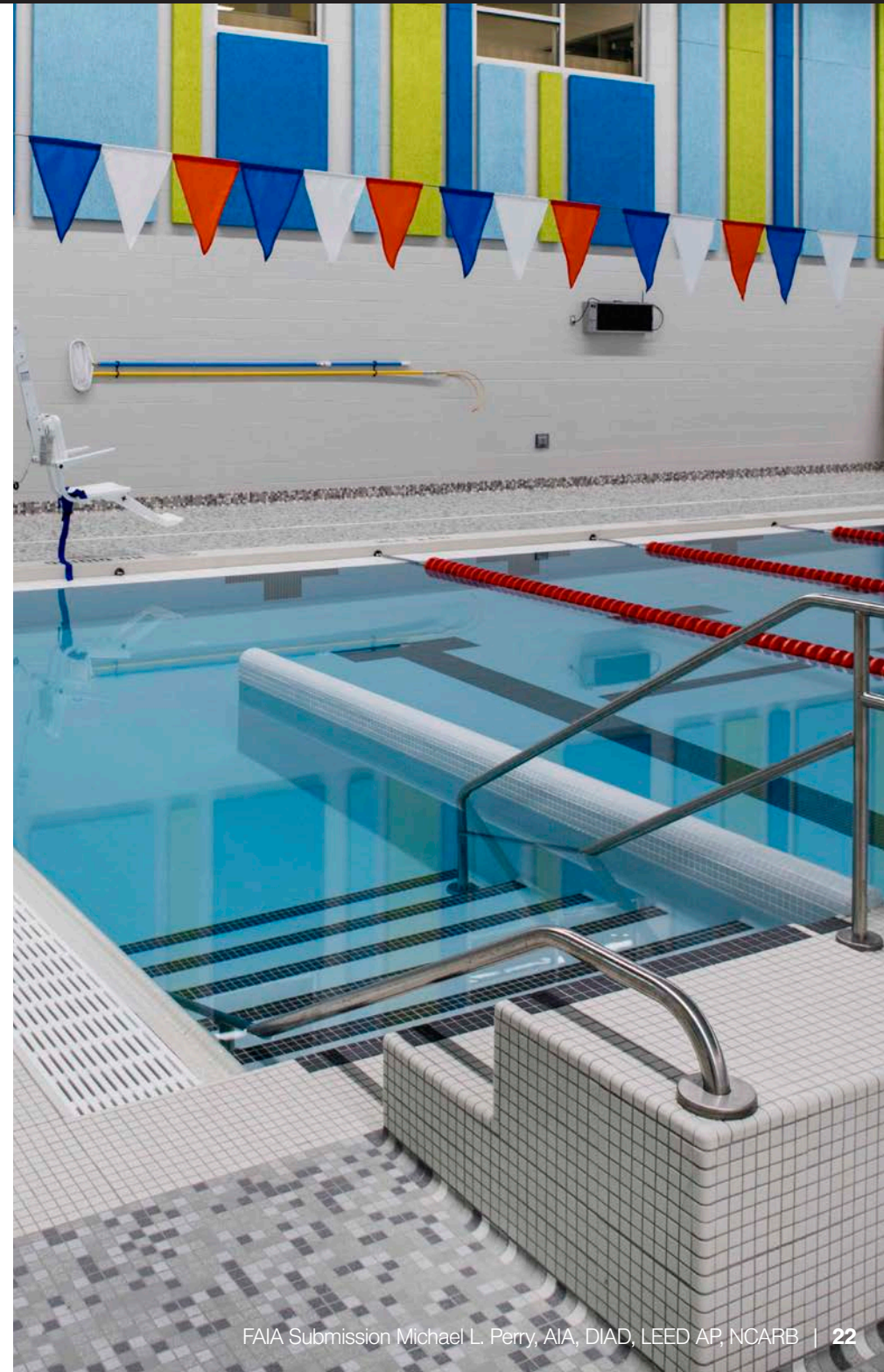
3.5 – Universal Design Copyright Standards / Certification Process

3.6 – John Ball Zoo Bissell Treehouse

3.7 – Egypt Valley Country Club West Patio and Pool

3.8 – Gerald R. Ford International Airport

3.9 – Oracle



MARY FREE BED YMCA

Grand Rapids, MI | 2016

Challenge: The Southeast YMCA, built in 1980, was outdated, undersized, and constructed before the Americans with Disabilities Act, creating barriers that excluded people with differing abilities from fully participating in wellness programs. At the same time, Mary Free Bed Rehabilitation Hospital sought to expand its services in West Michigan. The opportunity emerged to **replace the aging YMCA with a new, universally accessible facility that could serve both organizations** and set a new benchmark for inclusive design.

Role: Mike led stakeholders from the YMCA, Mary Free Bed Hospital, community advocates, and adaptive sports leaders toward a shared vision for accessibility. He led the design process, integrating Universal Design principles into every element of the building and site. Mike’s leadership ensured that accessibility was the foundation of the facility’s design, establishing a replicable model for community health and wellness.

Outcome & Impact: The award-winning Mary Free Bed YMCA became the world’s first facility to achieve Global Universal Design Certification, establishing a new global standard for inclusive wellness. The 36-acre campus eliminates stairs entirely and incorporates oversized ramps, color-contrasted track lanes, and accessible courts and fields to enable full participation for all users.

Mike’s leadership translated Universal Design from concept into a globally recognized model. The project expanded adaptive sports programs, increased community engagement among people with disabilities, and influenced YMCAs and healthcare organizations nationwide. Through presentations, mentorship, and publications, Mike has shared lessons across the country, creating a ripple effect that advances the profession and elevates inclusion as a core principle of design excellence.

Role of Nominee:

Principal Architect

Architect of Record:

Progressive Companies

Alignment with AIA Framework for Design Excellence:

Design for Equitable Communities

Design for Well-being

Design for Ecosystems

Design for Discovery

Awards and Publications:

Champions of Inclusive Spaces, 2025

Zero Project International Award, 2018

Zero Project Report, 2018

AIA Grand Rapids Building Award, 2016

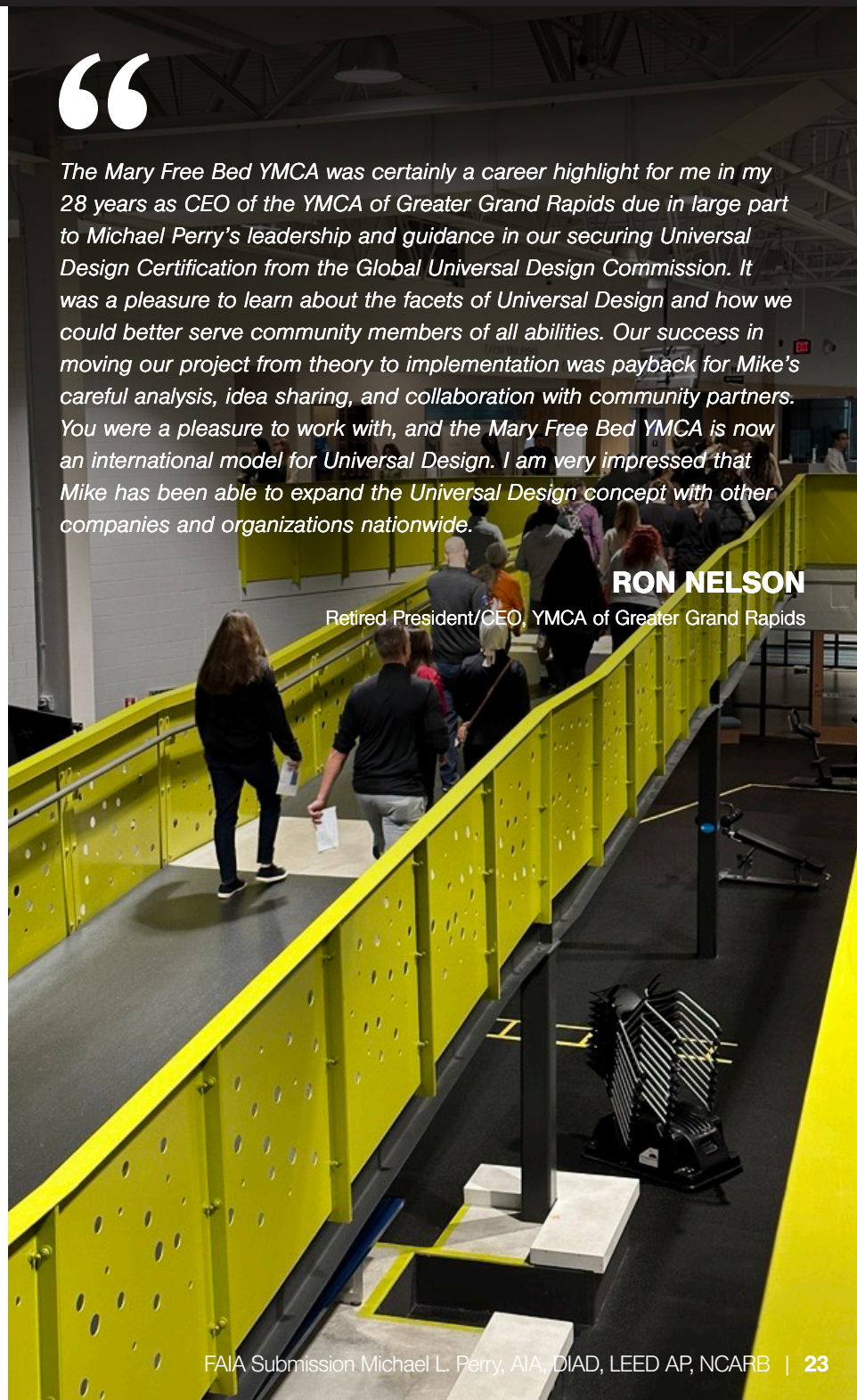
Global Universal Design Commission Certification, 2016

LEED Certified

Declaration of Responsibility:

I have personal knowledge that the nominee served as Principal Architect for the project listed above.

Ron Nelson, Retired President/CEO, YMCA of Greater Grand Rapids



“

The Mary Free Bed YMCA was certainly a career highlight for me in my 28 years as CEO of the YMCA of Greater Grand Rapids due in large part to Michael Perry’s leadership and guidance in our securing Universal Design Certification from the Global Universal Design Commission. It was a pleasure to learn about the facets of Universal Design and how we could better serve community members of all abilities. Our success in moving our project from theory to implementation was payback for Mike’s careful analysis, idea sharing, and collaboration with community partners. You were a pleasure to work with, and the Mary Free Bed YMCA is now an international model for Universal Design. I am very impressed that Mike has been able to expand the Universal Design concept with other companies and organizations nationwide.

RON NELSON

Retired President/CEO, YMCA of Greater Grand Rapids



MEASURES OF SUCCESS:

- ✔ Increased membership
- ✔ Increased senior membership
- ✔ Increased gate visits
- ✔ Increased in inclusive and adaptive sports program
- ✔ Revenue growth

“

What makes it so wonderful is that people with disabilities can come here and improve their quality of life just like somebody without a disability. Michael Perry interacted and asked the questions of people with disabilities to see what would work. It just makes our athletes feel empowered, it makes them feel confident that they have a place where they can play just like anyone else.

MARIA BESTA

Recreational Therapy and Adaptive Sports, Mary Free Bed Rehabilitation Hospital



MERCK

Global | 2017-Present

Challenge: As a global pharmaceutical leader, Merck is committed to creating built environments that serve everyone. To advance its Global Disability and Inclusion goals, the company set out to define a universal baseline for accessibility that could be applied to every project. The challenge was to move beyond compliance with local codes and instead create a standard that reflects equity, inclusion, and universal access for a highly diverse workforce and research community.

Role: Since 2017, Mike has served as Merck’s Universal Design Consultant, leading the development and implementation of the Merck STD-D137 Universal Design Standard. He authored the criteria, facilitated stakeholder workshops, and trained global design teams. Mike continues to advise Merck, currently guiding teams in adapting Universal Design principles to specialized environments. His leadership ensures the standard remains globally consistent yet locally adaptable.

Outcome & Impact: Launched in 2018, the STD-D137 Universal Design Standard established minimum requirements now applied to nearly 200 projects in more than 30 countries. Mike conducted global webinars for executives, architects, engineers, and facilities staff, embedding universal design into Merck’s culture and processes. For each new project, he educates teams to assess needs and apply strategies tailored to each facility.

Through this work, Mike created a replicable model of global influence, positioning Merck as a leader in inclusive workplace and laboratory design. His development of the STD-D137 has directly shaped environments for thousands of employees and visitors while setting a precedent that other multinational companies are beginning to follow.

Role of Nominee:

Universal Design Consultant

Architect of Record:

Not Applicable

Alignment with AIA Framework for Design Excellence:

Design for Equitable Communities

Design for Well-being

Design for Discovery

Awards and Publications:

More than fifty projects across the globe have received Universal Design Silver Certification.

Declaration of Responsibility:

I have personal knowledge that the nominee served as Universal Design Consultant for the project listed above.

Kathryn Gibbs, Director, Engineering NA Facilities Management, Merck

Please Note:

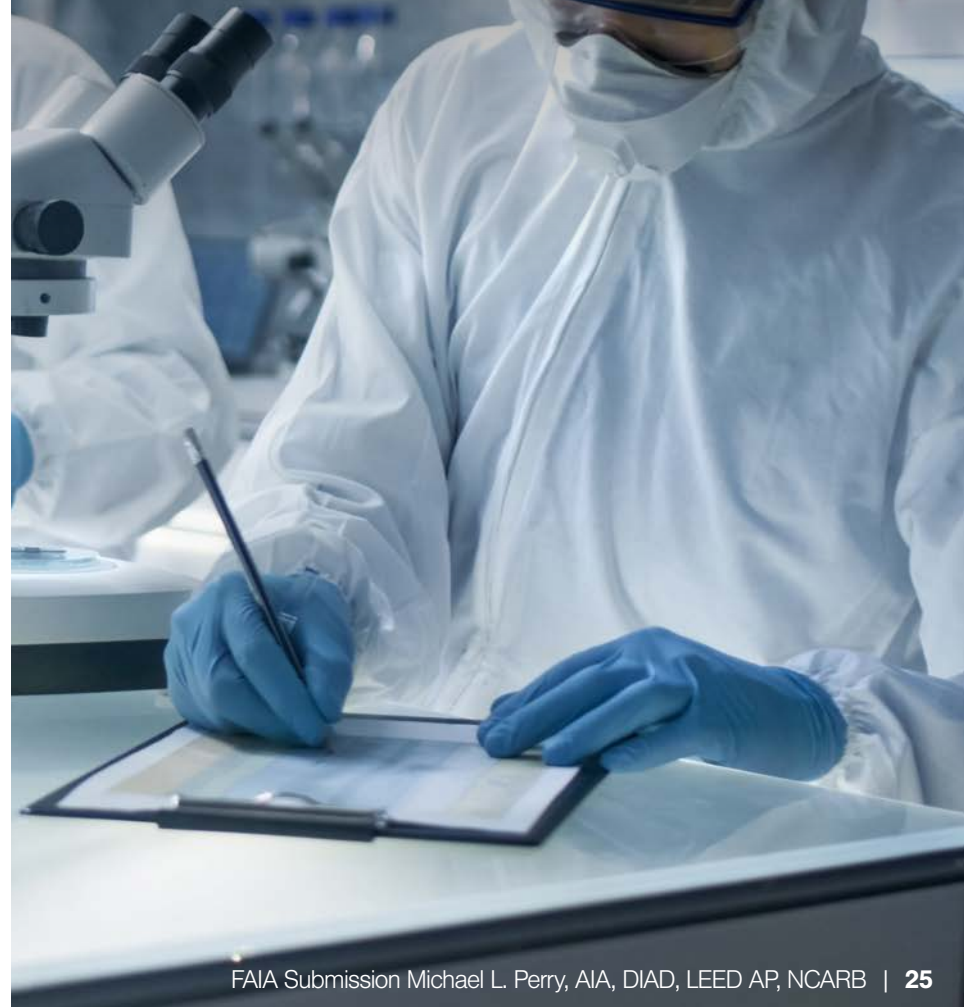
Specific project images are not disclosed subject to a Non-Disclosure Agreement.

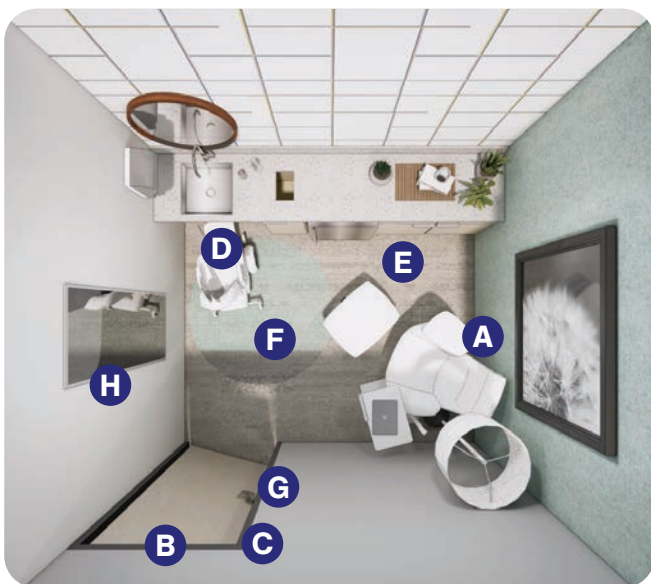
“

Mike Perry and I have partnered for the last 7 years to ensure layouts support Universal Design strategies on projects across the globe. His leadership and guidance have had immense impact on us creating a truly inclusive work environment.

KATHRYN GIBBS

Director, Engineering NA Facilities Management, Merck





LACTATION ROOM UNIVERSAL DESIGN STRATEGIES:

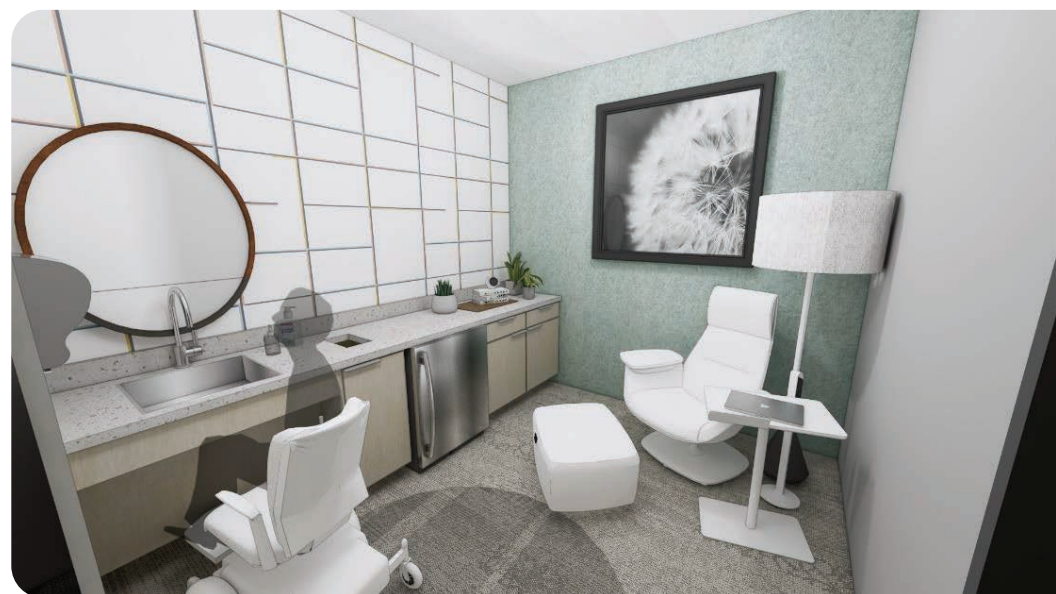
- A** Provide comfortable seating with ottoman, moveable side table, refrigerator, counter, and basic supplies within room. The layout should be intuitive and easy to understand.
- B** At the exterior of rooms, door frames to be a contrasting color from the adjacent wall finish.
- C** The strike edge of the door to be highlighted in a contrasting color.
- D** Provide front approach with knee space to the sink and any tables.
- E** Refrigerator and any associated casework hardware to be operable with a clenched fist and at a lower height.
- F** Maneuvering space is provided for a wheeled mobility device for access to and within the room.
- G** Occupancy lock on the door is operable by users of all abilities, such as at seated height or with a clenched fist.
- H** Provide a full height mirror.

THE MERCK STD-D137 UNIVERSAL DESIGN STANDARD

The purpose of this standard is to establish the minimum requirements for projects in support of our Global Disability and Inclusion (GD&I) goals and the Americans with Disability Act in the USA.

This standard is applicable for all Divisions (Corporate, MRL, MMD, AH, etc.) on new and renovation capital and expense Office (owned & leased), Laboratory, Manufacturing, Animal Health projects worldwide. All projects must complete the checklist with a Universal Design (UD) professional to determine the practicality of achieving Universal Design Certification.

Achieve Universal Design “Silver” Certification for all New Office, Laboratory and Manufacturing facilities, (including pilot plants) Worldwide. Renovation projects worldwide (capital or expense) must also complete the checklist with a Universal Design (UD) professional to determine the practicality of achieving Universal Design Certification for New or Existing Buildings.



CRITTER BARN

Zeeland, MI | 2024

Challenge: Human-animal interactions improve youth intellectual and social outcomes such as attention, communication, and behavioral management. Yet many children face barriers to accessing these benefits. Critter Barn sought to transform its facilities and programs to ensure full inclusivity, creating a place where **all children, regardless of background or ability, could experience the connection with animals and nature.**

Role: Mike led the Critter Barn Board and Architect to define a vision of inclusiveness. He developed a Universal Design standard tailored to the farm environment, embedding strategies into the design to ensure equitable participation. He also guided the farm through the Universal Design certification process, leading Critter Barn to become the **first farm in the world to achieve certification.**

Outcome & Impact: The \$10 million, 36-acre build-out includes wide hallways and sidewalks, zero-threshold entries, barrier-free restrooms, intuitive signage, adaptive equipment, an accessible treehouse, sensory room, and inclusive playground. Together, these features ensure children of all abilities can enjoy animal interactions and outdoor experiences without limitation.

Mike’s leadership established Critter Barn as a global precedent for agricultural and experiential education facilities. By translating Universal Design principles into a nontraditional setting, he expanded safe and equitable access to nature. His work directly increased attendance and strengthened Critter Barn as a regional community asset while inspiring other organizations to think beyond conventional applications. Mike’s contributions create an equitable community where users of all abilities can experience animal interactions and wonders of nature.

Role of Nominee:

Universal Design Consultant

Architect of Record:

SVB + Reckley Architects

Alignment with AIA Framework for Design Excellence:

Design for Equitable Communities

Design for Ecosystems

Design for Economy

Design for Well-being

Design for Discovery

Awards and Publications:

Chamber Impact Award, 2025

Universal Design Silver Certification, 2024

Best of Grand Rapids Kids Award, 2024

Showcased on WOOD TV

Declaration of Responsibility:

I have personal knowledge that the nominee served as Universal Design Consultant for the project listed above.

Mary Rottschafer, Executive Director, Critter Barn

“

Our relationship with Michael Perry and the idea that we could create a place for everyone has been one of the sweetest experiences in building our new farm. Never would we ever be capable on our own of the proper awareness and thoroughness that Mike brought to the table. Our goal of welcoming every person, no matter what their abilities, so they can fully enjoy the farm experience has been realized because of Mike’s expertise and his willingness to share.

MARY ROTTSCHAFER

Executive Director, Critter Barn





MEASURES OF SUCCESS:

- ✔ Removed barriers so all users can experience the entire farm and its animals in an equitable way
- ✔ Increased attendance and grew as a regional community asset
- ✔ Provided a safer environment for all users as they travel around the farm
- ✔ The first farm in the world to receive certification by the Global Universal Design Commission

ROCK HILL MIRACLE PARK

Rock Hill, SC | 2022

Challenge: The community of Rock Hill, South Carolina, offered strong inclusion programs but lacked a physical park where people of all abilities could play together. Partnering with Max Abilities, a local nonprofit, the community envisioned creating a Miracle Field, an extension of the national Miracle League network. However, the vision evolved to build a Miracle Park, an all-inclusive experience that would give residents of diverse abilities the opportunity to play and work locally.

Role: Mike provided leadership in defining the design direction and embedding best practices into the planning of the 15-acre park. He created a Universal Design roadmap, developed strategies for inclusive recreational experiences, and guided the community through the certification process. His role ensured the park's vision translated into concrete, equitable features that serve everyone.

Outcome & Impact: The park now includes two Miracle baseball fields, multipurpose fields, an inclusive playground certified as a national model, walking paths, shelters, golf and fishing areas, and a café with retail space. These features create opportunities not only for play but also for social connection, recreation, and local employment.

Mike's expertise was central to Rock Hill delivering what has been called the most inclusive park in the world. His leadership elevated the community's ambition, creating a model that has inspired other municipalities to pursue similar projects. By showing how Universal Design can transform recreation and civic life, Mike's work extends beyond Rock Hill, demonstrating the ripple effect of inclusive design in strengthening communities and advancing equity on a national scale.

Role of Nominee:

Universal Design Consultant

Architect of Record:

Ragona Architecture and Design

Alignment with AIA Framework for Design Excellence:

Design for Equitable Communities

Design for Well-being

Design for Discovery

Awards and Publications:

Rock Hill Connection Award for Best Parks for Kids, 2024

Universal Design Gold Certification, 2022

Designated as a PLAYCORE National Demonstration Site for Inclusive Design

Showcased on WBTV, WCNC, Fox 46, SC Public Radio, WRHI, and WSOC

Declaration of Responsibility:

I have personal knowledge that the nominee served as Universal Design Consultant for the project listed above.

Ryan Doherty, Practice Leader, Progressive Companies





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An environment designed with everyone in mind.

MICHAEL L. PERRY

Universal Design Consultant, Progressive Companies



US COPYRIGHT UNIVERSAL DESIGN STANDARDS / CERTIFICATION PROCESS

United States | 2021

Challenge: Universal Design was well known as a concept, but lacked a standardized framework for implementation. Organizations seeking to adopt inclusive design strategies often struggle to make cost-effective, informed decisions or pursue certification. Mike identified the need for a replicable process that could guide owners, architects, and engineers in achieving accessible, equitable environments across all project types.

Role: In 2018, Mike authored and formalized a proprietary set of Universal Design Standards and Certification Process, earning U.S. Copyright protection in 2021 (Registration TX 8-979-891). His framework introduced a priority rating system that evaluates both impact and relative cost, empowering project teams to make data-driven design choices. Mike's leadership bridged the gap between concept and practice, providing a practical tool for universal implementation.

Outcome & Impact: The standards have been licensed by the Global Universal Design Commission (GUDC) and are now used internationally to evaluate and certify projects of all types. By creating a tool that transcends geography, culture, and building typology, Mike provided architects and owners with a replicable benchmark for equitable design. His system allows organizations to integrate Universal Design systematically, ensuring accessibility is considered from the earliest stages of design.

Mike's development of this copyrighted framework has had a global ripple effect, equipping professionals worldwide with a concrete method to advance equity and inclusion in the built environment. His work elevates Universal Design from aspiration to actionable practice, positioning architects to create Equitable Communities everywhere.

Role of Nominee:

Author

Architect of Record:

Not Applicable

Alignment with AIA Framework for Design Excellence:

Design for Equitable Communities

Design for Well-being

Design for Change

Awards and Publications:

US Copyright First Publication, 2021

Declaration of Responsibility:

I have personal knowledge that the nominee served as Author for the project listed above.

Brad Thomas, Principal, Progressive Companies



UNIVERSAL DESIGN

Assessment and Certification

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PRIORITY LEVEL DEFINITIONS

P1	<p>PRIORITY 1 Is defined as a Universal Design strategy that is no or low cost with high impact to the users and organization.</p>
P2	<p>PRIORITY 2 Is defined as a Universal Design strategy that is considered higher cost and innovative to the organization, but also provides positive impact to the user and organization.</p>

“

Mike’s visionary leadership in Universal Design has transformed the built environment, opening doors for people with disabilities through spaces that are inclusive, safe, and intuitive. As a pioneer, Mike developed one of the first Universal Design Standards—enabling organizations to adopt consistent, actionable standards across their facilities. Since 2017, working alongside Mike, we’ve helped implement these standards in over 30 countries and throughout the United States, reshaping how Architects approach inclusive design.

ANDREW HOUGHTON

President, Disability Inclusion Solutions



JOHN BALL ZOO BISSELL TREEHOUSE

Grand Rapids, MI | 2012

Challenge: As part of its master plan, John Ball Zoo sought to expand the upper portion of the zoo, but a steep grade change created significant access challenges. The site was also overgrown with invasive species that needed to be cleared without disturbing the old-growth oaks and birches. The goal was to **create a venue in the treetops that balanced environmental stewardship with equitable access for all visitors.**

Role: Mike provided leadership, oversaw accessibility strategies, and guided stakeholder engagement. He introduced best practices in Universal Design to address the site's grade challenges and ensure inclusive access. Mike also championed the installation of a Funicular railway that would serve as a barrier-free link between the zoo's lower level and the new Treehouse venue at the upper level.

Outcome & Impact: The result is an award-winning 5,000-square-foot Treehouse venue used for education, meetings, and events, accessible entirely without steps or thresholds. From the Funicular to the cantilevered decks, every transition is seamless, allowing visitors of all abilities to experience the tree canopy views. The project also integrates rainwater collection systems for sustainable water usage and minimized site disturbance to protect existing trees.

Mike's leadership created a universally inclusive venue in a complex natural setting, demonstrating how accessibility and environmental design can work hand in hand. The Treehouse not only expanded the zoo's offerings but also set a new standard for inclusive design in cultural institutions, reinforcing the ripple effect of Universal Design in community spaces.

Role of Nominee:

Project Principal

Architect of Record:

Progressive Companies

Alignment with AIA Framework for Design Excellence:

Design for Equitable Communities

Design for Ecosystems

Design for Water

Design for Energy

Design for Well-being

Design for Discovery

Awards and Publications:

AIA Michigan Award, 2013

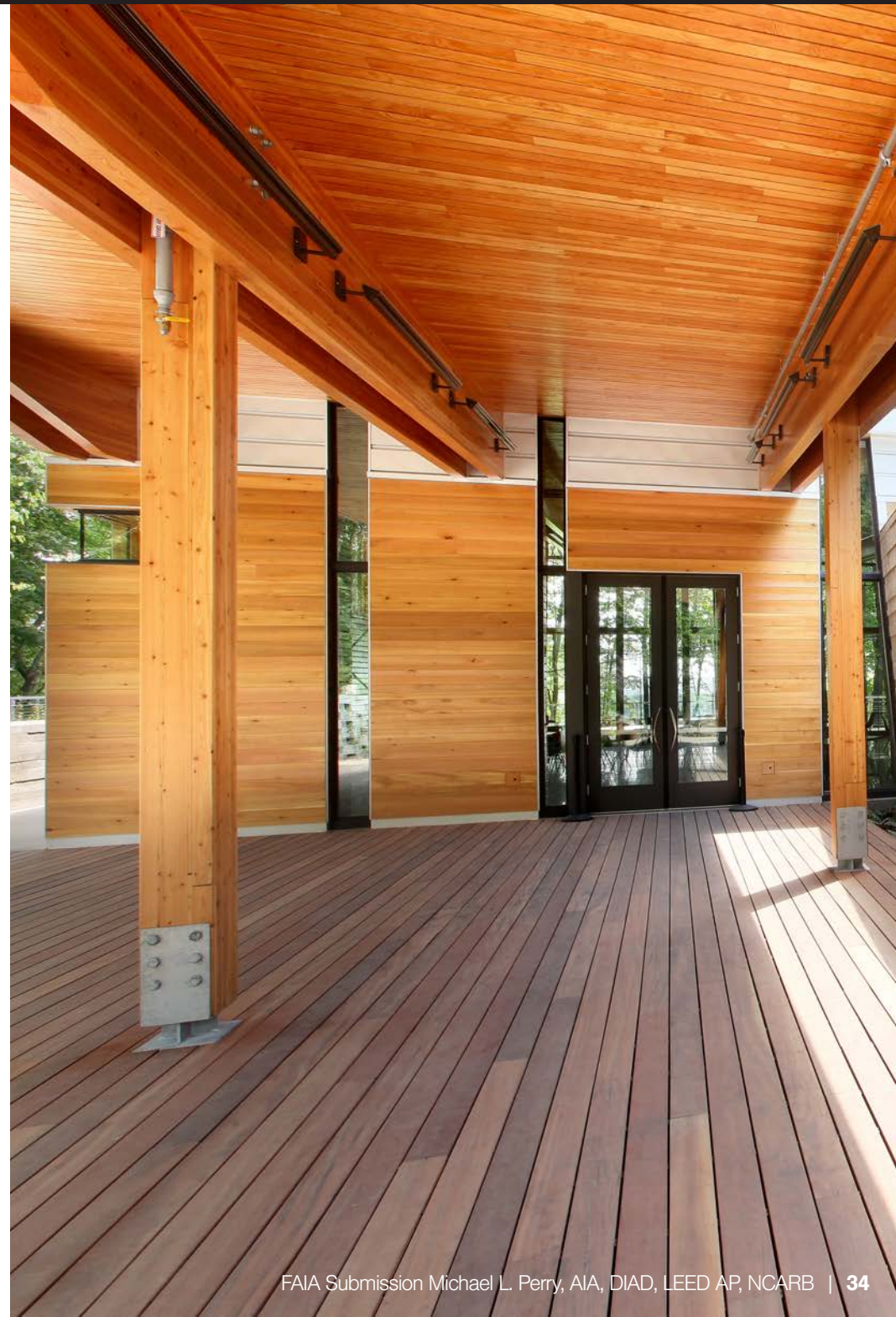
AIA Grand Rapids Award, 2013

Declaration of Responsibility:

I have personal knowledge that the nominee served as Project Principal for the project listed above.

Allmon Forrester, Vice President of Planning and Sustainability, John Ball Zoo





EGYPT VALLEY COUNTRY CLUB WEST PATIO AND POOL

Ada, MI | 2018, 2022

Challenge: Shifts in Egypt Valley Country Club’s demographics created demand for family-friendly spaces while retaining amenities for senior members. This juxtaposition required facilities that were more inclusive, accessible, and safe for a wide range of users, including children, families, seniors, and guests with disabilities.

Role: Mike led the design and implementation of Universal Design strategies for the club’s expansive West Patio and pool renovation. His leadership ensured that members could move seamlessly across two patio tiers, the clubhouse, firepits, locker rooms, pool deck, snack bar, playground, and walking paths—all designed with barrier-free connections and zero-step access.

Outcome & Impact: The project established Universal Design as the new standard for all future club renovations. Members of all ages and abilities now enjoy the club equitably, transforming the patio into its most popular and heavily used amenity. Families benefit from improved access, seniors navigate spaces more safely, and guests with disabilities participate fully in community life.

Mike’s advocacy for Universal Design not only elevated the member experience but also demonstrated how accessibility can drive private club growth and retention. As private clubs expand nationwide, Egypt Valley’s success shows the ripple effect of inclusive design ensuring that private clubs remain welcoming, and equitable across diverse member demographics.

Role of Nominee:

Project Principal

Architect of Record:

Progressive Companies

Alignment with AIA Framework for Design Excellence:

Design for Equitable Communities

Design for Well-being

Awards and Publications:

Published in The Knot, Golf Pass, Golfnow, The Wedding Spot, and EVCC News

Declaration of Responsibility:

I have personal knowledge that the nominee served as Project Principal for the project listed above.

*Jim Horman, Practice Leader,
Progressive Companies*



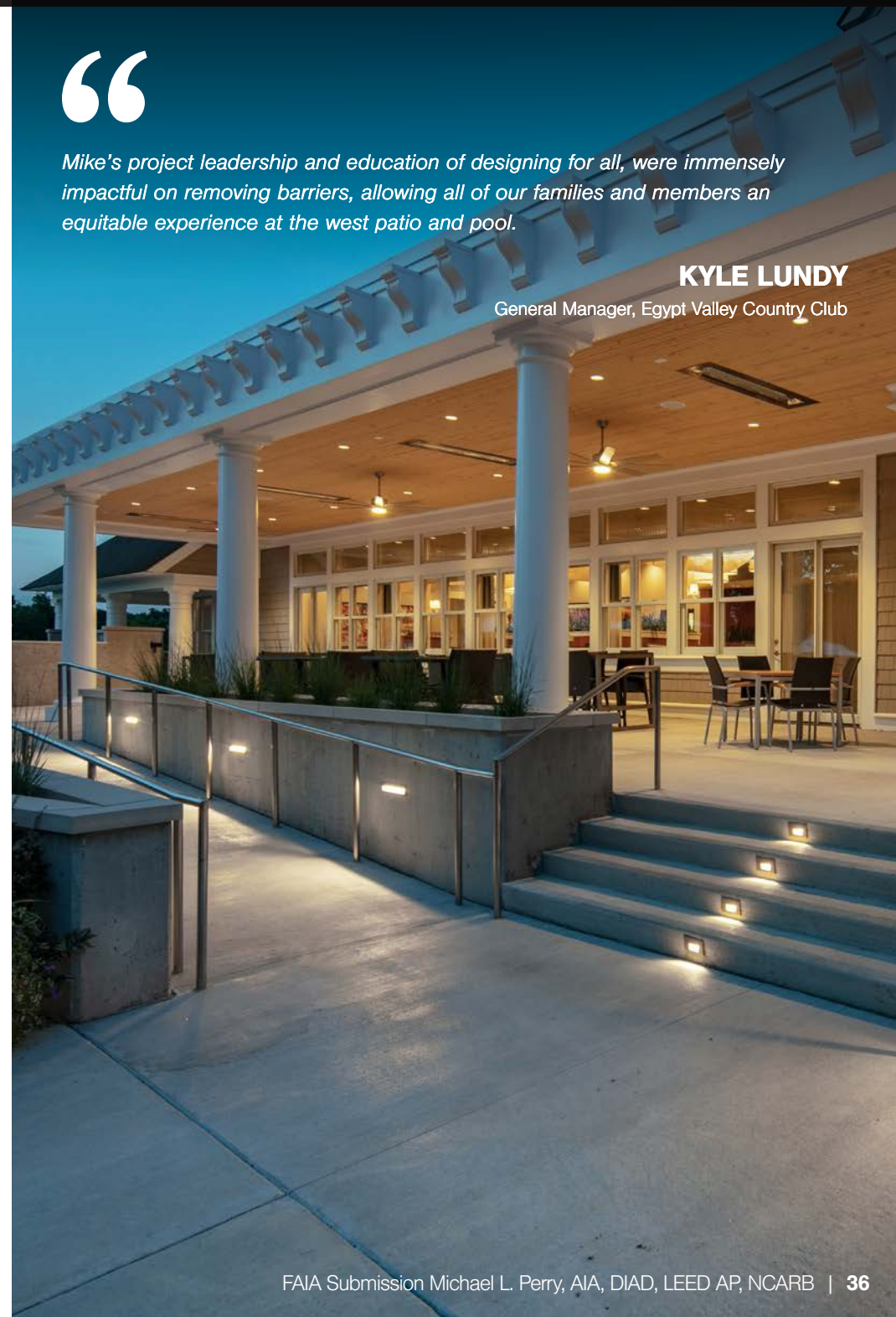


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Mike's project leadership and education of designing for all, were immensely impactful on removing barriers, allowing all of our families and members an equitable experience at the west patio and pool.

KYLE LUNDY

General Manager, Egypt Valley Country Club



GERALD R. FORD INTERNATIONAL AIRPORT

Grand Rapids, MI | 2023

Challenge: In 2022, Gerald R. Ford International Airport announced a new brand promise: to be “accessible to all.” Translating this commitment into the built environment required consistent standards that could influence projects across the airport and serve 4 million annual passengers.

Role: Mike led the development of comprehensive Universal Design standards for the airport. Using a **Traveler’s Journey Map**, he identified opportunities across the passenger experience, from parking and ticketing to boarding gates. He also facilitated training sessions for airport staff, teaching strategies for implementing Universal Design in future projects and assessing existing spaces.

Outcome & Impact: The standards Mike created serve as a baseline for every renovation and new project at the airport, embedding inclusion into its long-term growth. His work has already generated interest among other regional airports, positioning GRR as a leader in accessible air travel.

By aligning Universal Design with the airport’s brand promise, Mike ensured that both travelers and airport employees experience equitable, intuitive, and stress-free environments. His work demonstrates the ripple effect of applying Universal Design at an infrastructural scale, influencing not only a regional airport but also inspiring replication in other aviation hubs nationwide.

Role of Nominee:

Universal Design Consultant

Architect of Record:

Not Applicable

Alignment with AIA Framework for Design Excellence:

Design for Equitable Communities

Design for Well-being

Awards and Publications:

Universal Design Standards
Published 2022

Declaration of Responsibility:

I have personal knowledge that the nominee served as Universal Design Consultant for the project listed above.

Casey Ries, Engineering & Planning Director, Gerald R. Ford International Airport

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For years the Gerald R. Ford International Airport has taken pride in providing facilities that are easy to use and accessible to all. Recently Michael Perry has helped airport staff give this guiding principle a voice via Universal Design. We now have staff members, design partners, and guest-facing tenants discussing equitable use on a regular basis—both in design and during routine operations.

CASEY RIES

Engineering & Planning Director, Gerald R. Ford International Airport





THE GERALD R. FORD INTERNATIONAL AIRPORT UNIVERSAL DESIGN STANDARDS

The Airport Authority wanted to understand the state of accessibility at the current airport and apply these findings to all future renovations. The purpose of these Universal Design standards were created to establish the minimum requirements for all projects going forward.

This standard will be used to guide design teams at the forefront of the design process supporting the airport’s promise of “accessible to all.” It involves all land side projects embracing the entire journey of a traveler, their staff, and retail tenants within the terminal.

The individual strategies within the standard promote the importance of removing physical and sensory barriers creating a safer and less stressful environment for passengers and staff of diverse backgrounds and abilities.

Traveler’s Journey



ORACLE

Global | 2021–Present

Challenge: In 2024, the global software company Oracle established a goal of creating Universal Design guidelines that delivered low-cost, high-impact recommendations focused on inclusion, accessibility, and safety. The challenge was to standardize a Global Workplace Universal Design strategy across a rapidly expanding international portfolio.

Role: Mike was brought in to lead the education, development, and implementation of Oracle’s new Universal Design standards. Having first worked with Senior Vice President Don Watson at Merck in 2017, Mike was recruited again to guide Oracle’s Universal Design journey. His leadership ensured the standards were practical, scalable, and globally applicable.

Outcome & Impact: Oracle’s architectural teams are now applying Mike’s standards across projects in Austin, Texas; Guadalajara, Mexico; and their new 65-acre campus in Nashville, Tennessee. By embedding Universal Design into workplace planning, Mike has created equitable environments that directly impact thousands of employees and visitors worldwide.

Mike’s development of global workplace standards for Oracle demonstrates the ripple effect of his leadership: helping a major technology company redefine accessibility in diverse cultural and geographic contexts. His work establishes a replicable model that positions Universal Design as an expectation in global workplace design.

Role of Nominee:

Universal Design Consultant

Architect of Record:

Not Applicable

Alignment with AIA Framework for Design Excellence:

Design for Equitable Communities

Design for Well-being

Design for Discovery

Awards and Publications:

Global Workplace Guidelines for Site and Universal Design Checklist Published 2024

Declaration of Responsibility:

I have personal knowledge that the nominee served as Universal Design Consultant for the project listed above.

Don Watson, Senior Vice President, Global Real Estate and Facilities, Oracle

Please Note:

Specific project images are not disclosed subject to a Non-Disclosure Agreement.



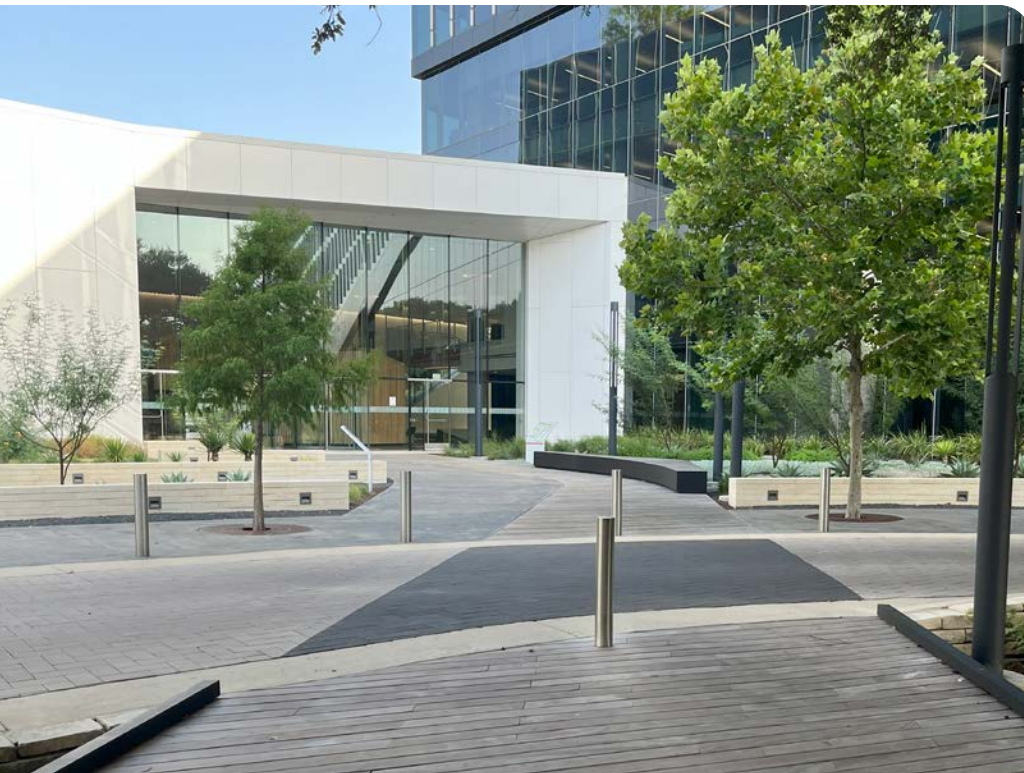


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Since 2017 I have worked with Mike to improve the built environment of Merck and Oracle facilities around the globe. His leadership, guidance, and expertise have had a tremendous impact in creating a truly inclusive work environment.

DON WATSON

Senior Vice President, Global Real Estate and Facilities, Oracle



ORACLE'S GLOBAL UNIVERSAL DESIGN STANDARDS

The purpose of creating these workplace Universal Design standards is to establish the minimum requirements for all global projects. A short-term goal of the Global Workplace and Design team was to identify Universal design actions that can be implemented for no or low cost by fiscal year Q1.

Integrating Universal Design into all future workspaces was central to Oracle's Real Estate and Facilities Mission statement. The standards go beyond mobility access and incorporate concepts to support a positive user experience for a wide range of individuals.

Each individual strategy within the standard is classified into three priorities to guide design teams. These three priorities are evaluated through a lens that looks at positive impact to the user and relative cost which support an inclusive environment.