

## **Strategic Plan**

Adopted Sept. 20, 2013

### **Mission and Vision**

#### **Mission**

The Virginia Society of the American Institute of Architects is the voice of the architecture profession in the Commonwealth, dedicated to serving its members, advancing their value, and improving the quality of the built environment.

#### **Vision**

Through a culture of innovation, the Virginia Society of the American Institute of Architects empowers its members and inspires the creation of a better built environment.

## **CREATE A CULTURE OF COLLABORATION**



## **Membership Experience**

***Member needs, values, and aspirations will inform the Society's programs and services.***

Strategy 1: Provide opportunities for members to communicate their needs, values, and aspirations.

Tactic 1.1: Convene a Membership Experience Work Group to assess the current member experience and recommend methods for improving it.

Tactic 1.2: Create opportunities for personalized interactions between staff and members, between the board and members, and among members.

Strategy 2: Use member input/feedback for programming and service delivery

Tactic 2.1: Actively seek out and invite members from around the state to engage in Society activities.

Tactic 2.2: Convene regular meetings of committees and Knowledge Communities to assess needs and gather qualitative feedback.

Tactic 2.3: Provide a vehicle for tracking and evaluating emerging trends, technologies and practice models and recommending appropriate programming.

Tactic 2.4: Engage emerging professionals at all levels of the organization, using the Emerging Professionals Knowledge Community, the YAF groups, and the ELA alumni as interest groups to inform the planning and implementation of activities.

Strategy 3: Undertake a comprehensive analysis of technology and emerging media and develop a plan to address member's evolving needs.

## **Relationships**

***The Society will strengthen and enrich its strategic relationships.***

Strategy 1: Develop a holistic strategy for strengthening ties with individuals, components, and related organizations.

Tactic 1.1: With each chapter's leaders and executive (where one exists), seek ways to clarify member needs unique to the area and identify the roles each component [state and chapter] can undertake to best serve members.

Tactic 1.2: Continue semi-annual AIA component Leadership Roundtables.

Tactic 1.3: Strengthen existing collaborations with other organizations as conditions allow.

Tactic 1.4: Develop programs that attract individuals' and organizations' allegiance and support.

Strategy 2: Reaffirm our commitment to the Virginia Center for Architecture to increase member understanding and appreciation for the relationship.

Tactic 2.1: Craft a communication plan to highlight the benefits of the relationship between VCA and the VSAIA.

Strategy 3: Confer with firm principals to strengthen our understanding of their needs and increase their understanding of our activities and services.

Tactic 3.1: Each year, identify at least 1 firm from each component to be visited by a team of staff and board members. Track and document the visits and report findings to the Membership Experience Team. As time dictates, Include non-member firms within program. Revisit some firms periodically to test program's effectiveness.

## **Public Awareness**

***The Society will inform the public of its members' concerns and achievements.***

Strategy 1: Evaluate existing public outreach strategies and tools and seek ways to improve them.

Tactic 1.1: Reconstitute the *Inform* Editorial Board

Tactic 1.2: Form a Public Outreach Task Force

Strategy 2: Develop tools for members to encourage public conversations about architecture and design.

Tactic 2.1: Create and implement a plan to share public outreach tools and advocacy best practices with members.

Tactic 2.2: Evaluate the current practice of crafting position statements on key issues and develop an intentional process to create and distribute statements to members.

Sub-tactic 2.2-1: Craft an annual legislative statement in advance of the General Assembly and encourage members to engage with legislators.

## **Organizational Sustainability**

***The Society will be structured and financed to ensure operational sustainability and success.***

Strategy 1: The Program Planning and Evaluation Committee (PP&E) will employ a systemic, data-based method of evaluating programs to ensure they are the most effective means of achieving our organizational goals.

Strategy 2: The Board will establish a Governance Task Force to ensure the Society has the best structure in place to represent an evolving profession. The Task Force will evaluate board structure and

composition, board member agreement and execution, and committee structure and make recommendations in alignment with current best practices in board leadership by June 2014.

Strategy 3: The Board will create a Board Development Work Group to inform the election of directors and oversee board orientation.

Tactic 3.1: Visit chapters prior to elections to share information about Director roles, responsibilities and expectations.

Tactic 3.2: Oversee the board orientation to ensure all board members are adequately prepared and informed.

Tactic 3.3: Schedule regular educational sessions for the board to help ensure they are adequately informed about Society programming and current governance best practices.

Tactic 3.4: Maintain a skill matrix of all committee, task force, and work group members as a mechanism for cultivating directors with the skills necessary to develop an effective board.

Strategy 4: The Board will create a Finance Committee to develop board-level understanding of the financial workings of a membership association.

Tactic 4.1: Study association models to enhance financial diversification to increase fiscal health: analysis and recommendations on non-dues revenues strategies; sponsorship; and the existing dues structure. The findings will be delivered by January 2014.

Tactic 4.2: Develop a capital investment plan to address the Society's evolving technology needs.