



AIA
Virginia

2017–2020
STRATEGIC PLAN

INTRODUCTION

The primary goals of the plan are to:

Elevate public awareness by positioning architects as vital contributors to our built environment.

Advance the knowledge and expertise of members.

Advocate for the profession.

Implement a communication program that informs and facilitates connections.

Become a model of a strong nonprofit and vibrant membership organization.

The strategic plan reflects these five goals and is accompanied by an appendix of specific strategies and their intended results.

The plan was researched and developed by a strategic planning and visioning team that met in early 2016 to:

1. Identify and capture current and future environmental, programmatic and operational opportunities and challenges;
2. Collect input from staff, management, key stakeholders and board members; and
3. Shape the final plan.

AIA Virginia used the services of The Spark Mill, a Richmond, Va.-based Strategic Planning firm to facilitate the process. Consultants from The Spark Mill collected information from four areas as part of the information-gathering portion of the planning process.

- Feedback from Stakeholders
- Surveys
- Internal Review of Procedures and Data
- Board and Staff Input

It is through this focus on the key service areas of Communications and Outreach; Government Advocacy; Professional Excellence; and Organizational Effectiveness that AIA Virginia will deliver the best value to members.

BACKGROUND

A new plan for a new century of member service.

After 100 years, an important leadership transition, and a strategic realignment of core member services, the board was committed to a “deep dive” into the planning process this cycle. Rather than simply freshening up the last plan, a thorough exploration of each aspect of operations was necessary. Several key themes emerged from the Board’s planning retreat, feedback from stakeholder interviews, and an investigation of data. It was apparent that there was a sincere desire to eliminate supplemental dues without compromising member service or the stability of the organization. Additionally, through a close study of the desired outcomes, it became clear that to truly be effective, INFORM must be re-envisioned as a mode of communication rather than a specific vehicle. These two elements alone represent massive organizational shifts, and the plan below describes a path forward toward these aims.

MISSION & VISION

VISION

Through a culture of innovation, AIA Virginia empowers its members and inspires the creation of a better built-environment.

MISSION

AIA Virginia 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.

GOALS AND IMPLEMENTATION

1. POSITION ARCHITECTS AS VITAL CONTRIBUTORS TO OUR BUILT ENVIRONMENT

1.1. Build relationships with the media, legislators, policy-makers, and government officials that positions AIA Virginia and its members as the authoritative resource for design, building, resiliency, sustainability and policy issues

1.1.1. Identify key influencers annually

1.1.2. Set meetings with a targeted list of new key influencers and renew relationships with existing folks

1.1.3. 1.1.3 Increase depth of the relationships with media stakeholders per year

1.2. Develop a strategic communication plan to elevate the understanding of architecture and the role architects play in designing our communities and our world

1.2.1. Share relevant information generated from signature educational events in order to make it available to a broader community

1.2.2. Create strategic communication plan

1.2.3. Investigate additional tools and modes to engage the public

2. ADVANCE KNOWLEDGE AND EXPERTISE OF MEMBERS

2.1. Support members by offering educational opportunities around the business of architecture

- 2.1.1. Increase the business capacity of members by launching a Practice Conference and implement a communication mechanism to deliver the information gathered to the full membership
- 2.1.2. Provide technical and practical guidance and best practices on increasing diversity and inclusion within firms
- 2.1.3. Promote attributes that contribute to positive and healthy firm cultures.
- 2.1.4. Examine communication options for conference content and create a deployment plan
- 2.2. Expand the reach of the Design Forum and other signature events to more members and implement a communication mechanism to deliver the information gathered to the full membership
 - 2.2.1. Examine communication options for conference content and create a deployment plan
 - 2.2.2. Increase attendance with particular emphasis towards geographic, sex, racial diversity and non-members
 - 2.2.3. Create a plan to ensure that signature events move around the state
- 2.3. Evaluate Architecture Exchange East (ArchEx) to ensure its long-term viability and benefit to members.
 - 2.3.1. Conduct an audit that reviews fiscal, vendor satisfaction, content, and attendance audit.
 - 2.3.2. Present findings and recommendations to the board for feedback
- 2.4. Continue to invest in emerging professionals through Emerging Leaders in Architecture (ELA) and explore the addition of other programming targeted at this demographic.
 - 2.4.1. Create a leadership transition plan for ELA in order to support its future viability.

- 2.4.2. Create a plan to strategically engage with ELA alumnae in order to encourage networking, engagement, and the future growth of the citizen architect program.

3. ADVOCATE FOR THE PROFESSION

- 3.1. Equip, empower, and enable members to lead.
 - 3.1.1. Initiate a formal program to enable Citizen Architects to expand their power to effect change with key decision-makers
 - 3.1.2. Launch a Virginia event to connect architects with legislators
- 3.2. Re-envision university and collegiate programming to enhance positive relationships and improve the professional pathway for students.
 - 3.2.1. Develop a comprehensive university plan to improve engagement with professors, architecture students and American Institute of Architecture Students (AIAS).
 - 3.2.2. Engage stakeholders in beginning conversations around the collegiate pathway, including the community college pipeline to schools of architecture, first-generation graduates, and other mechanisms for reducing barriers to underrepresented populations.
- 3.3. Engage in the legislative and regulatory environment to Advocate for policies that are in alignment with the principles of the Virginia Accord. and that drive the design of healthy and vibrant local communities, including: job creation and a growing and thriving economy; constructing environmentally sustainable buildings; public health; systems of mass transit; and responsible land development and urban infill.
 - 3.3.1. Create a annual legislative agenda and that drive the design of healthy and vibrant local communities, including: job creation and a growing and thriving economy; constructing environmentally sustainable buildings; public health; systems of mass transit; and responsible land development and urban infill.
 - 3.3.2. Develop a plan to build a culture of support and giving to the AIA Virginia Political Action Committee (AIAVA PAC).

4. IMPLEMENT A COMMUNICATION PROGRAM THAT INFORMS AND FACILITATES CONNECTIONS

- 4.1. Streamline communications to members to ensure succinct and effective messaging.
 - 4.1.1. Conduct assessment of e-communication and social media use
 - 4.1.2. Refine social media and e-communication strategies to increase member value.
 - 4.1.3. Formulate a mechanism to segment email lists and offer members opportunities to select content based on their interests on an annual basis.
 - 4.1.4. Create a plan for a new publication that is an annual review of the year, highlights from programming and awards.
 - 4.1.5. Create an online membership directory
 - 4.1.6. Launch a vehicle of curated content regarding current architectural discourse and design.

5. BECOME A MODEL OF A STRONG NONPROFIT AND VIBRANT MEMBERSHIP ORGANIZATION

- 5.1. Ensure equity of member service delivery regardless of geographic location.
 - 5.1.1. Conduct an annual or biennial review of the membership alignment agreement and discuss providing support services as needed with each local component
 - 5.1.2. Annually create a plan to increase participation and membership from underrepresented groups including collegiate members, women, and minorities
- 5.2. Solidify a strategic involvement with The Branch including transparency around financial and in-kind support and communicate to membership

- 5.2.1. Partner and assist The Branch in the development of a plan to operate independently of AIA Virginia
- 5.2.2. Refine and articulate public outreach goals through targeted support of The Branch Museum of Architecture and Design (The Branch)
- 5.3. Develop AIA Virginia leader
 - 5.3.1. Foster a culture of professional development among the staff and create an internal succession plan for key leadership positions
 - 5.3.2. Create a Board leadership succession plan and prepare members to serve in leadership roles
 - 5.3.3. Create a leadership pipeline succession plan and prepare members to serve in leadership roles
- 5.4. Implement a financial model that is less dependent on dues revenue
 - 5.4.1. End supplemental dues by 2020 through a phased reduction beginning with the elimination of the member architect obligation in 2017, then the associate member obligation in 2019, and finally the other technical staff obligation in 2020
 - 5.4.2. Prepare a plan to replace dues revenue with other sources
 - 5.4.3. Strive for a budget neutral impact within five years
 - 5.4.4. Increase member penetration rate at least 5% by 2020
- 5.5. Assemble an annual communication budget that extracts communication funds from program budgets and includes funding for outward and inward communication strategies

ACKNOWLEDGEMENTS

Strategic Planning Team

William T. Brown, AIA, Chair
Tim A. Colley, AIA
S. Jeanne LeFever, AIA
Elizabeth A. Reader, FAIA
Robert V. Reis, AIA
Damian Seitz, AIA
Gina A. Robinson, Assoc. AIA
Helene Combs Dreiling, FAIA, Executive Vice President
Rhea George, Managing Director
Sarah Milston, Lead Consultant, The Spark Mill

Board of Directors 2016-2017

| | |
|-----------------------------|------------------------------|
| Nicholas E. Vlattas, AIA | Randall A. Mars, AIA |
| William T. Brown, AIA | Carolyn Rickard-Brideau, AIA |
| Robert V. Reis, AIA | Robert A. Steele, AIA |
| Tim A. Colley, AIA | Fernando Viego, AIA |
| Elizabeth A. Reader, FAIA | Gina A. Robinson, Assoc. AIA |
| Eric Keplinger, AIA | Al Cox, FAIA |
| S. Jeanne LeFever, AIA | Robert Dunay, FAIA |
| Valerie Hassett, FAIA | Spencer E. Lepler, AIA |
| Helene Combs Dreiling, FAIA | Kelly Olt, AIA |
| John A. Burns, FAIA | Damian L. Seitz, AIA |
| Phoebe A. Crisman, AIA | Chris Venable, AIA |
| Robert Easter, AIA | Daniel Zimmerman, AIA |