



STRATEGIC PLAN 2023 – 2025

Strategic Planning Retreat | March 2022
Adopted by Board of Directors | August 2022

Introduction

Process:

This Strategic Plan sets forth a set of goals, strategies, and tactics to propel AIA Virginia toward an ever-more-vibrant and successful future as the statewide component of the American Institute of Architects. Further, the plan inspires AIA Virginia to support AIA National's goals urging architects to:

- a) Support humanity's call to collective climate action through an unrelenting commitment to sustainable and resilient design, and
- b) Stand for human rights and social justice through programming as well as collective and individual efforts.

This document was developed and adopted in five broad steps:

1. AIA Virginia's executive director met over several months, prior to the retreat, to engage with strategic planning consultant Helene Combs Dreiling, FAIA of The Three Aspens, Ltd. to plan the retreat and articulate what the process means for future accomplishment.
2. Pre-retreat research by the consultant included a set of Stakeholder Interviews that engaged key leaders and individuals across the state, as well as an Environmental Scan of major related entities. Both efforts invited critical and strategic input to benefit AIA Virginia's members.
3. A strategic planning retreat for members of the Board of Directors was held March 3-4 at Airline Conference Center in Warrenton, Virginia to discuss what is working well, consider the challenges, and develop future aspirations. During this collective session the goals, strategies, and tactics began to take shape.
4. Based on key take-away's from the stakeholder interviews and primary outcomes of the retreat, the Strategic Planning facilitator/consultant prepared a draft plan, with opportunities for amendments, alterations, and additions to be offered by component leadership.
5. The Board of Directors approved the 2023-2025 Strategic Plan in August 2022.

Strategic Planning Retreat Acknowledgements:

2022 Board of Directors:

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Staff Team Members:

Keesha Tappin-Ezell, Hon. AIAVA | Director of Finance
Rhea George, Hon. AIAVA | Managing Director
Cathy Guske, Hon. AIAVA | Member Services Director

Facilitator:

Helene Combs Dreiling, FAIA

Background

About AIA Virginia:

(From the component's website)

The American Institute of Architects is a professional society with component organizations at the national, state and local levels. AIA Virginia is a state component of the AIA, focused on delivering value to architects with statewide impact. Since 1914, AIA Virginia has represented the professional interests of architects and allied professionals in the Commonwealth of Virginia.

AIA Virginia works in collaboration with five local chapters — Blue Ridge, Central Virginia, Hampton Roads, Northern Virginia and Richmond. These six components join with West Virginia in forming the Region of the Virginias to elect a representative director to the national AIA board. Together with the national component and components across the country, we form one AIA.

AIA Virginia's 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.

AIA Virginia's Vision:

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

In alignment with the Vision and Mission, AIA Virginia aspires to:

SERVE

Through exemplary member service, engagement, and support, communicate the value of membership and connect the profession

ADVOCATE

Through legislative and regulatory advocacy, advance the ideals of the profession

EDUCATE

Through professional development programming, equip members of the profession for success

OUTREACH

Through public outreach initiatives, communicate the value of design and how it impacts our lives, our communities, and our world

GOVERN

Through transparent governance and effective stewardship of member resources, create a sustainable and vibrant membership organization

Implementation of the 2023-25 Strategic Plan:

The 2023-25 Strategic Plan is both aspirational and inspirational; as such, it serves as an active guide for component volunteer leadership and staff team members in the coming three-year time horizon.

All of the goals, strategies, and tactics are intended to refine the focus of AIA Virginia by:

- Advancing the mission of AIA Virginia in promoting the architectural profession;
- Realizing the vision relative to broadening the understanding of the architects' role; and
- Emphasizing the tenets of AIA Virginia through outreach, engagement, and influence.

“Outreach” was a key theme from the stakeholder interviews as well as within the strategic planning retreat itself. Referenced in multiple ways regarding AIA Virginia’s preferred future, the term included:

- Outreach ... to, with, and for members of the AIA,
- Outreach ... between and among the state and local components within Virginia,
- Outreach ... from AIA Virginia regarding issues of social significance,
- Outreach ... from AIA Virginia relating to legislative and regulatory affairs, and
- Outreach ... from the architectural profession and the AIA to the greater public.

This 2023-2025 Strategic Plan continues a three-year cycle of planning exercises and documents. Tactics within the plan may be considered the framework for a three-year Action Plan as well as an annual Operating Plan, on which the metrics and measurements of success are founded.

This Strategic Plan is a call to action for all volunteer leaders, staff team members, and members of AIA Virginia to work together toward implementing the goals.

AIA VIRGINIA :: STRATEGIC PLAN 2023–2025

SUPREME GOAL: MOBILIZE FOR IMPACT

**Focus and align programs, services, structures, and resources
to develop innovative solutions to the state's most pressing challenges.**
Transform / Connect / Inspire

GOAL 1. EDUCATE AND PREPARE – Equip members for success by expanding access to the profession, cultivating a learning culture, and developing leadership.

- A. **Expand Access to the Profession** – Assure that AIAVA represents aspirations and interests of architects from diverse generational, ethnic, cultural, gender, and experiential backgrounds.
 - 1. Valued Contributor: Model behaviors of an organization that is essential to its members, the profession, and the public by elevating societal welfare across the Commonwealth.
 - 2. JEDI: Build on the nationally-driven focus on justice, equity, diversity, and inclusion to enrich the talent pool and expand the consequence of AIA Virginia within these themes.
 - 3. Pathway Development: Increase intentional engagement with pre-professional programs, community college programs, and K-12 schools throughout Virginia.
- B. **Cultivate a Learning Culture** – Facilitate increased commitment to learning, teaching, growing, and sharing among the membership, recognizing that all members benefit from this knowledge.
 - 1. University Relationships: Expand on robust relationships between AIAVA and accredited schools and other educational settings to reach more students and academicians.
 - 2. Emerging Professionals: Support early-career individuals and members through career development programs, mentorship opportunities, and advocacy inclusion.
 - 3. Generational Applicability: Facilitate multi-generational conversations, connecting with every career stage of our profession to enhance the relationship among age bands.
- C. **Develop Leadership** – Cultivate a more inclusive community of leaders by inviting enthusiastic engagement from members of every generation, geographic area, ethnicity, and career path.
 - 1. ELA: Continue to enrich and expand the highly successful Emerging Leaders in Architecture program, to include more documentation of alumni leadership successes.
 - 2. Leadership Development: Involve a fuller spectrum of membership in committees, task forces, and other activities to bring more members into tracks of leadership and service.
 - 3. Community Leadership: Become a more powerful voice for architects and architecture, as well as the community resource on behalf of the architectural profession.

GOAL 2. ADVANCE KNOWLEDGE – Knowledge is our currency. Generate, curate, and disseminate knowledge required for success.

- A. **Public Awareness** – Continue to emphasize the contributions of architects and the importance of architecture in enriching quality of life in local communities and the well-being of society.
 - 1. Issue Orientation: Become significant influencers in key statewide issues such as climate action, social justice, resilience, sea level rise, and equitable housing.
 - 2. Affordable Housing: Lead the way in creating a statewide plan to create accessible, affordable housing that responds to the unique needs of communities across Virginia.
 - 3. Honors & Awards: Widely showcase the talents of members and the creative spirit of the profession through design awards programs as well as honors to individuals.

- B. **Member Professionalism** – Think expansively to provide programming for members at all levels through relevant content, networking opportunities, resources, and connections.
 - 1. Continuing Education: As the primary knowledge resource for members, be nimble in offering increasingly relevant professional development opportunities for members.
 - 2. Networking: Discover additional ways to meaningfully connect architects to one another and to the communities they serve through compelling networking programs.
 - 3. Communication: Strategically communicate with members to help them understand accomplishments of the component on their behalf and the value of membership.

- C. **Flagship Programs** – Assess significant professional development programs to guarantee these remain relevant and accessible to every member across all segments of the membership.
 - 1. ArchEx: Refresh Architecture Exchange East as a hybrid annual gathering featuring membership networking and focusing on professional development opportunities.
 - 2. Design Forum: Develop programming that not only serves the professional needs of members but also demonstrates architects' commitment to improving communities.
 - 3. Art of Practice: Anticipate and support the changing needs of firms relative to office culture, ownership transition, new practice models, multi-disciplinary work settings, etc.

GOAL 3. BROADEN THE TENT – Collaborate with design, construction, and community stakeholders. Organize and activate grassroots advocates.

- A. **Legislative Advocacy** – Ensure the profession is established in the hearts and minds of governments, seats in the General Assembly, school boards, and other influential entities.
 - 1. Engagement: Engage with lawmakers on topics of importance to architects and report to members more clearly and regularly about outcomes from various sessions.
 - 2. Citizen Architects: Enable, equip, and empower interested members to become speakers and leaders in the advocacy arena, acting on behalf of their colleagues.
 - 3. EP Engagement: Build advocacy capacity by inspiring the next generation to become engaged in this crucial outreach for the benefit of the organization and its members.

- B. **Collaborative Relationships** – Engage and cooperate with related professional organizations and other entities beyond the design and construction industry to transform communities.
 - 1. Related Professions: Build greater internal and external coalitions to benefit members by seeking, strategizing, and collaborating with complementary professional organizations.
 - 2. VANOMA: With the intention of more earnestly and effectively addressing social issues, partner with the National Organization of Minority Architects on offerings and actions.
 - 3. Strategic Alliances: Collaborate with broader trade associations across and beyond the industry to advance issues of mutual interest or contest ones of shared concern.

- C. **Community Connections** – As a trusted, reliable representative of the membership and the communities the local chapters represent, build strong relationships in communities statewide.
 - 1. Town Halls: Elevate awareness of key environmental, social, and economic issues confronting citizens in the state and explain why these are important advocacy topics.
 - 2. Connectivity: Discover ways to meaningfully connect architects to one another and to the communities they serve through compelling professional networking programs.
 - 3. Statewide View: Persistently explore opportunities for supporting the local chapters to invigorate them organizationally, allowing them to provide higher levels of member care.

GOAL 4. Organizational Excellence – Govern and operate AIAVA through means that align with association management best practices and skillful business administration.

- A. **Leadership Culture** – Foster a supportive, nurturing, and constructive culture among the Board of Directors, Executive Committee, standing board committees, and task forces.
 - 1. Optimal Governance: Take every measure possible to guarantee that the Board of Directors functions optimally and successfully as leaders dedicated to the AIA in Virginia.
 - 2. Composition: Continually nurture devoted leaders to serve on the Board of Directors to optimize aspects of governance such as size, geography, expertise, and diversity.
 - 3. Idea Generation: Seek ideas, engagement, and contributions from members beyond the core leadership through member surveys, focus groups, and other inclusive tactics.

- A. **Expert Operations** – Manage the day-to-day operations of AIA Virginia in a manner that strives for continual improvement, cultural vibrancy, operational excellence, and exceptional value.
 - 1. Alignment: Optimize relationships with the local components to serve members with efficiency and effectiveness, reducing overlap and redundancy of effort.
 - 2. Implementer: Serving as connector and facilitator, encourage collaboration between and among the chapters, striving to eliminate redundancy and provide mutual support.
 - 3. Technology: Use the growing availability of technology and data to boost every facet of component service and support to members and outreach to communities.

- B. **Fiscal Responsibility** – Assure the continued financial viability of the organization through sustained membership, greater sources of non-dues revenue, and overall fiscal responsibility.
 - 1. Solid Financials: Conduct business through sound monetary and fiscal practices, focusing on revenue development and budget adherence to maintain financial goals.
 - 2. Non-dues Revenue: Pursue ever-increasing sources of non-dues revenue through sponsor development, creative programming, and marketable partnerships.
 - 3. Financial Strength: Operate accounting and financial functions of the organization in accordance with outstanding business practice models.

End document.