



AIA Arkansas

A Chapter of The American Institute of Architects

Strategic Plan | 2010 – 2012

The following persons participated in developing a strategic plan to guide the association for three years:

President - Jerry Brackett, AIA
Vice President - Frank Barksdale, AIA
Treasurer – Michael LeJong, AIA
Secretary – David McKee, AIA
Immediate Past President – Wallie Sprick, AIA
Executive Director – Brent Stevenson, IOM
Director – Travis Bartlett, AIA
Director – Dan Fowler, AIA
Director – David Swearingen, AIA
Senior Director – George Krennerich, AIA
Associate Director – Jasen Goicoechea, Assoc. AIA
Assistant Associate Director – Rachel Smith, Assoc. AIA
Central Section Chair – Randy Palculict, AIA
East Section Chair – Jeff Herren, AIA
Fort Smith Section Chair – Mark Evans, AIA
Northwest Section Chair – Tim Maddox, AIA

MISSION, VISION & VALUES

The mission, vision and values statements combine to form an internal and external image of the organization; distinguishing it from other associations. Nationally, AIA relies on the three statements. AIA Arkansas has used only a mission statement:

Mission Statement

The mission of AIA Arkansas is to develop, promote, and sustain the practice and practitioners of architecture.

Vision Statement

The vision of AIA Arkansas is to enhance environments through design excellence to protect the health, safety and welfare of society.

Values Statement

The board of directors and staff are guided by these principles in carrying out their duties.

- Environmental Stewardship
- Member Focus
- Ethics and Integrity
- Community Involvement

GOALS

Four goals were set to position AIA Arkansas to lead and serve practices and practitioners into the new decade.

- **Leadership, Advocacy and Collaboration**
 - Leadership Development
 - Sustainability Initiatives
 - Advocacy and Government Affairs
- **Member Engagement and Service**
 - Benefits and Services
 - Recruitment
 - Continuing Education
 - Associate Members
 - Allied Members
 - Scholarships and Awards
 - Convention
 - Social Media
 - Sections
- **Public and Professional Awareness**
 - Communications Strategies
 - Social Media
 - Website
 - Strategic Plan
 - Community Relations
- **AIA AR Optimal Performance**
 - Financial Stability
 - Committee Structure
 - Sections
 - Foundation
 - Policies

COMMITTEE ALIGNMENT

The Chart depicts the four goals and the alignment of the committees working to advance the goals.



I) Leadership, Advocacy and Collaboration

A) Leadership Development

- 1) Sustain quality leadership by identifying and training members from all categories of membership and sections.
- 2) Engage more members in volunteer positions through committee participation. (see Optimal Performance goal.)

B) Sustainability Initiatives

1) Task Force

- (a) Appoint a Sustainability Task Force in 2010 to study and report to the board the opportunities and threats related to USGBC, LEED, etc. Considering and reporting on these aspects:
 - (i) Integration of sustainability into code and statute.
 - (ii) Economic impact on AIA AR and members (threats, opportunities)
 - (iii) Alternative education resources and delivery methods.
 - (iv) Data, resources, market share, potential, etc.
- 2) **Curriculum** - After the Task Force report, consider options to position AIA AR as a recognized provider of LEED education; developing a plan of curriculum over three years.

C) Advocacy and Government Affairs

- 1) **Proactive Positions** – Identify opportunities to protect and improve statutes and regulations to benefit the profession.
 - (a) Identify priorities and issues of concern; such as the architect’s liability.
 - (b) Develop white papers or positions papers on the issues.
- 2) **Grassroots Efforts**
 - (a) Involve members in political advocacy; promoting opportunities and providing information on government relations.
 - (b) Sections to host a legislative-focused meeting each year to introduce lawmakers to architects.

- (c) Create “minute-man” system with a phone tree or other technology to alert members of issues.
 - (i) Identify who knows who in the Capitol.
 - (ii) Identify staff members of the lawmakers for access.
- 3) **Political Action Committee** – Involve members in contributing to the PAC.
 - (a) Set annual goals for firms and individuals members.
 - (b) Inform members of the issues, PAC contributions, etc.
- 4) **Capitol Visit** – Organize annual visit to inform lawmakers about the profession.
 - (a) Use collateral materials to educate representatives.
 - (b) Challenge sections and associates to increase attendance at the Capitol visit.
- 5) **Board of Architecture, Landscape Architecture and Interior Design** – Maintain a relationship to benefit the health, safety and welfare of society.
- 6) **AIA National** – Leverage the resources of AIA.
- 7) **Universities** – Maintain relationships with university to benefit the profession.

II) Member Engagement and Service

- A) **Benefits and Services** – Develop benefits and services of value to practitioners and practices.
 - 1) **Deliverables**; develop solutions to member needs, such as:
 - (a) Legal Assistance Hotline
 - (b) HR Services
 - (c) Group Health Insurance
 - 2) **Answers and Solutions**
 - (a) Respond to members’ frequent questions in the sections by developing a guide or column “Frequently Asked Questions;” available from AIA AR, and on the website to members only.

- (b) Position the board of directors as a resource and mentors who are willing to help members. (i.e. “Ask the Board” column.)

B) Recruitment¹

1) Recruitment

- (a) Acquire state’s list of *architects* and firms to identify omissions and target for membership campaigns; rely on board of directors and sections to make direct contact.
- (b) Survey member firms to identify prospective member *associates*.
- (c) Reach out to *student* and *new licensees*; use opportunities at university for interface with students.
- (d) Promote membership to *affiliate* members; package services to be of value to affiliates.

C) Continuing Education

- 1) Offer education to support license renewal and certifications needs of architects and affiliate professions.
- 2) Determine if AIA AR can be a resource of year-round continuing education to architects and related industries; develop curriculum and/or collaborate when possible.

D) Associate Members

- 1) Develop a plan to serve the needs of associate members. Rely on associate directors on the board or form an Associate Members Committee to develop a plan, considering:
 - (a) Intern Development Program, gaps and opportunities.
 - (b) Mentoring.
 - (c) Involvement on committees and in sections.
 - (d) Standardized webpage and/or newsletter page.
 - (e) Educational programs to support licensure process and requirements.
 - (f) Social media usage.
 - (g) Membership recruitment earlier in the career.

- E) **Allied Members** – Meet with allied members to determine how best to meet their needs and to work as partners.

¹ Benchmark Jan. 2010 approximately 630 members or 60 percent market share.

F) **Scholarships and Awards** – Continue AIA AR scholarships and awards; determine the best format for an awards presentation event.

G) **Convention**

- 1) Review format to identify opportunities to engage members, promote political awareness, etc.
- 2) Consider alternate venues, formats and opportunities that can supplement the annual convention without diminishing the effectiveness and income of the convention.
- 3) Promote the convention to other state architects through press releases, targeted marketing, etc.

H) **Social Media** – Connect members through social media and technology. (See Public and Professional Awareness goal.)

I) **Sections**

- 1) Provide resources to sections to position them as front-line ambassadors to architects, allied members and associates.
- 2) Keep sections informed through AIA AR board officers' visits.
- 3) Ensure that the sections have proper structure (legal, taxes, etc) to protect the association.

III) Public and Professional Awareness

A) **Communications Strategies**

- 1) Create a long-term plan for developing and delivering consistent messages from AIA to the public (external) and members/industry (internal.)
- 2) Identify and engage the marketing professionals at members' firms to help with marketing.
- 3) Management company seeking consultant or staff persons to develop communications strategies.

B) **Social Media**

- 1) Use technology to facilitate sub-groups of the membership (i.e. new firms, sole practitioners, mid-size firms, interests/specialists, sections) so they can communicate and

benefit by sharing expertise.

- 2) Develop policies and guidelines for using AIA name, logo and information on new media, i.e. FaceBook.

C) Website

- 1) Enhance website by making it user-friendly with access to members-only resources.
- 2) Immediate priority and budget item in 2010².

D) Strategic Plan

- 1) Review plan annually to encourage strategic discussions amongst the leadership, updating as necessary.
- 2) Update about every three to four years.
- 3) Promote plan to the membership and other audiences in print, electronic media and personal contact
- 4) Adapting board agendas to reflect the goals, etc.

- E) **Community Relations** – Explore development of a community “pocket guide” promoting architecture by collaborating with entities such as the chamber of commerce, visitors bureau, museums, downtown improvement authority, etc.

IV) AIA AR Optimal Performance

A) Financial Stability

- 1) Transition from reliance on two primary sources of income composing 95% of the budget (convention, dues) to new non-dues income through members’ services, deliverables and education.
- 2) Maintain a savings reserve adequate to achieve the mission if a loss was experienced; set policy for transferring an amount to savings on an annual basis.

B) Committee Structure

² Referenced a cost of \$5,000 for improvements.

- 1) Use committees to engage members through volunteer involvement.
- 2) Align committees and their reports with the four strategic goals; charge committees annually with performance objectives.
- 3) Improve structure, purpose, charges and effectiveness of committees.
- 4) Encourage composition of every committee to have representatives from associates, affiliates, all sections and allied members; with linkage to the board through a director serving as a liaison. .

C) **Sections**

- 1) Provide support to the sections through technology, board visits, packaged programs and additional resources.
- 2) Develop guidelines for operating a section by having the four Section Directors draft an operations manual of minimum standards and best practices for a year of social events, political efforts, continuing education, finances and governance, and alignment with the AIA AR strategic plan.

D) **Foundation** – Explore feasibility of creating a 501(c)3 foundation to increase grants, memorials, scholarships, etc. – supplementing the programs of the association.

E) **Policies** – Develop and maintain policies to guide the board and staff in governance and management.³

³ Policies updated and adopted 1-9-10.