



2005-2006 Strategic Plan for The American Institute of Architects

September 2004

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FOREWORD

2005-2006 Strategic Plan for The American Institute of Architects

This document represents the continuation of an extensive effort begun in 2002 to consistently define the work to be undertaken by The American Institute of Architects each year. This particular strategic plan is focused on the period 2005-2006. We believe it is:

- ...grounded in the vision, values and mission of the AIA, and serves as a contemporary expression of the most cherished values of the Institute.
- ...linked to the core values of the *Aligning the Institute for the Millennium Report* (AIM), which are summarized in Appendix No. 2,
- ...sensitive to the needs, interests, and perspectives of our members,
- ...designed to be implemented by the 2005 AIA National Component Operating Plan, and that it is
- ...a logical extension of the 2004-2005 multi-year plan approved last year.

This document was approved by the AIA Board of Directors on September 11, 2004.

The Planning Process

The 2005 AIA Strategic Planning Committee and other AIA leaders convened in July 2004 for two days of facilitated planning under the leadership of John Parke, president and CEO of Leadership Synergies. That discussion was intense, thoughtful, respectful, passionate, enlightening, direct, informative, candid, wide-ranging, and insightful. The committee's overarching objective was to affirm the basic structure and content of the 2004-2005 Strategic Plan and to provide input on the development of clearly defined objectives and measurable outcomes for the next 12-24 months. Those present were further asked to consider how each priority, and/or objective, supported the aims of the proposed public policy framework now under consideration by the AIA Board of Directors.

Over the course of the two-day retreat, it became clear that several areas had achieved greater importance for the years ahead: emerging professionals; diversity; federal advocacy; sustainable, healthy, safe, and livable communities; and the desire to leverage the expertise of the Knowledge Communities to advance the research agenda.

Following the retreat, senior leadership at the national component refined the strategies for 2005-2006. This work was directed toward consolidating the directives and recommendations made at the retreat and integrating those materials into the 2005-2006 AIA Strategic Plan. A great deal of what was generated during the retreat will be more specifically integrated in the 2005 AIA National Component Operating Plan, to be completed later this fall.

Key Elements

As you study this document, it is important to be aware of several key elements of the proposed strategic plan. First, the plan continues to be grounded in the reality that the Institute is a federation of all its governing bodies, not just the national component. Thus, again this year we believe this

document not only reflects the needs of the national component, but also serves as a framework for effective and coordinated planning by the state and local components as well. In this way the national component embraces the wealth of diversity within and among the components and seeks collectively to build upon the similarities and the values shared by all components. Finally, the work described in these pages is not a “new” list of tasks and projects; instead it is continuation of the work already underway as it was defined for 2004-2005.

What it is; What it is not

This document describes a body of work in the strategic areas to be undertaken in 2005-2006; it does not describe a list of departmental responsibilities. Implicit for the national component is the understanding that the management structure is designed to encourage cross-team collaboration on all elements of the plan. Also implied is that long-term planning is a continuous process and that the national component’s leadership will continue to integrate planning into all elements of its work.

In addition, the plan builds on strategic planning already underway within specific program areas. In 2005 this includes Government Advocacy, the Center for Communities by Design, and the outcomes from the Knowledge Agenda Summit. Finally, the 2005-2006 AIA Strategic Plan also integrates the work of the *ad hoc* task groups activated during 2004 to address sustainability; specialty certification; project delivery; and A/E productivity. This model has proved effective and it is likely it will be used in the future to address other issues that call for a collaborative, coordinated response from diverse groups within the Institute.

National Component Priorities and Initiatives for 2005

In an effort to provide greater clarity and cohesion between the 2005-2006 AIA Strategic Plan and the 2005 AIA National Component Operating Plan that will be developed later this year, the senior management of the national component working from the materials generated at the 2005 Planning Retreat has identified its specific areas of emphasis for 2005 in each of the programmatic areas. Greater specificity and measurable outcomes will be developed as the 2005 AIA National Component Operating Plan is completed. Appendix No. 3 enumerates these priorities and initiatives.

Next Steps

At its September 2004 meeting, the Board approved this plan. In addition, the Board granted preliminary approval for a Revenue Budget to support a 2005 Operating Plan.

In December 2004, a fully developed national component 2005 Operating Plan that will include measurable outcomes for success and matrices for documenting accountability for performance and fiscal discipline in each program area will be completed. This plan will be distributed fourteen days prior to the National board meeting for review and comment at the meeting. At the same time, the Board will be asked to approve the 2005 Operating Budget.

We anticipate this document will be used to create more valuable services and benefits for our members.

On behalf of the 2005 AIA Strategic Planning Committee,

Douglas L Steidl, FAIA, MRAIC, Co-chair
Norman L. Koonce, FAIA, Co-chair

AIA ADVOCACY

2005-2006 AIA STRATEGIC PLAN

STRATEGY: The AIA will facilitate effective dialogue among members; between the AIA and governmental agencies and legislative bodies, and between AIA members -- collectively and individually -- and the public to promote a better built environment, expanded influence of the architect in society, and a healthy future for the profession. The AIA “voice” will be recognized as evidenced by general awareness and acceptance of statements beginning with “According to the AIA....”

AIM Linkage: The AIM report objectives of External Dialogue and Advocacy – while stated separately – share an implicit common assumption: that if the profession “pursues a healthy dialogue” with the marketplace and public policy makers, and speaks up clearly and forcefully, architects individually and collectively gain greater influence in determining the quality of the built environment.

Statements of Intent:

The AIA Brand

The AIA, as the community of architects, will stand for professionalism, knowledge, collaboration, effectiveness, diversity, and vision.

Public Outreach

The AIA will advocate to the public the value of the architect’s role in the community.

Member Communications

The AIA will facilitate the sharing of professional information and member-to-member knowledge generation and formation of public policies.

Government Advocacy

On behalf of society and the profession, the AIA will advocate for a better built environment.

National Component Public Advocacy Initiatives:

- Advertising
- Brand program
- Convention
- Honors and Awards
- Bookstore
- Market research
- AIA Advantage Program
- Job Board
- Communication support
 - Speakers’ bureau, ArchiWire, op-ed pieces
- Communication vehicles
 - *AIArchitect*, *AIA/J*, *nac-q*, *Client Experience*, www.aia.org, Knowledge Community newsletters, component communications

National Component Government Advocacy Initiatives:

- AIA Web site, information sharing
- Membership newsletter (*The Angle*)
- Member participation and mobilization
- Component lobbying assistance and advocacy support
- Issue research and data support
- Recognition of supportive public officials
- Political action committee participation
- Issue materials for public officials and members
- Assist state government candidates
- Coalitions with other organizations
- Federal, state, and local legislative and regulatory advocacy
- Codes, standards, and guidelines

AIA COMMUNITY **2005-2006 AIA STRATEGIC PLAN**

STRATEGY: The AIA will cultivate internal and external relationships to better engage and support our members in strengthening society and the profession.

AIM Linkage: The AIM Report speaks often to the issue of relationships, both within and beyond the organization, and stresses that these relationships must be nurtured.

Statements of Intent:

Nurture Emerging Professionals

The AIA will nurture emerging professionals and will influence a preferred future for the internship process and architecture education.

Achieve Diversity in the Profession and the AIA

Demographics of the profession and the AIA should more closely mirror society.

Demonstrate Value to the Members

Through programs and actions provide members with enriched value and responsive service at the most appropriate level of the organization.

Strengthen Communities through Architect Involvement

Serve as a catalyst, purveyor, and source of information to enable members, components, and citizens to create and advocate for healthy, sustainable, safe, and livable communities.

Alliances

The AIA will foster mutually beneficial partnering strategies with key stakeholders.

National Component Initiatives:

- Emerging Professionals
 - Mentorship initiatives
 - NAC/YAF
 - IDP Support
 - Outreach to the Academy
 - ARE Support
- Value to Members
 - Membership Services
 - Retention, recruitment, reinstatement campaigns
 - Component support
- Diversity
 - Data collection
 - Events and initiatives
- Communities
 - Center for Communities by Design
 - R/UDAT and SDAT Programs
 - Disaster Assistance
- Alliances
 - Collateral organizations
 - Member constituent groups
 - Related professional organizations

AIA KNOWLEDGE 2005-2006 AIA STRATEGIC PLAN

STRATEGY: The AIA will facilitate the sharing of knowledge that inspires and enables members, architects and the public to engage creatively, credibly and nimbly in addressing society's needs and advocating for solutions.

AIM Linkage: The AIM Report identifies knowledge as the "currency" of the 21st century, requiring a comprehensive and integrated strategic response to position the AIA as the architect's primary source of knowledge.

Statements of Intent:

Knowledge for Society

The AIA will invest in the identification of knowledge that demonstrates the value of design.

Knowledge for the Profession

The AIA will provide access to the information, knowledge and practice tools architects most value.

Knowledge for the Individual

The AIA will celebrate each member's commitment to becoming more knowledgeable.

National Component Initiatives:

- Basic and applied research
- e-Knowledge
- AIA Archives
- Book and journal content
- Case studies & best practices
- Practice tools (including Contract Documents)
- Knowledge leadership
- Board Knowledge Committee research RFPs
- Knowledge communities
- Continuing education
- Distance education
- Leadership development and resources

AIA VALUE/RESOURCES 2005-2006 AIA STRATEGIC PLAN

STRATEGY: The AIA will utilize effective management and fiscal responsibility to implement the Institute's programs and governance in a manner that fosters trust.

AIM Linkage: The AIM Report speaks to transformation of the culture, structure, and resources of the Institute toward the desired end of achieving inspired leaders who are innovative and accountable.

Statements of Intent:

Resources

The AIA will provide a healthy, positive work environment for staff, supported by technology, legal, financial, and other essential resources.

Governance

The AIA will demonstrate an innovative culture, characterized by visionary planning, effective decision-making, and discipline in fiscal and programmatic accountability.

Member/Customer Service

The AIA will provide world class call center service to members and to users of AIA products and services.

AIA National Component Initiatives:

- Resources
 - Accounting operations
 - Building and real estate
 - Compensation and benefits
 - Membership systems and database (IT)
 - Organizational and operational management
 - Staff development
 - Staff recruitment and selection
 - Staff retention
 - Staff training
 - Technical support
 - Technology and communications systems support
- Governance
 - Antitrust compliance
 - Board of Directors and Executive Committee support
 - Contracts and business activity
 - Financial management
 - Grants management and development
 - Intellectual property
 - International collaboration
 - Professional ethics
 - Sesquicentennial planning and program development
 - Strategic planning support
 - Task groups, special projects support
 - Operational evaluation
- Member/Customer Service
 - Component collaboration
 - Order fulfillment
 - Info Central
 - Professional risk management

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APPENDIX No. 1
Public Policy Framework

Current draft; approved at First Reading by the Board of Directors September 9, 2004

<p>Architecture profoundly affects people and their communities. The work of architects is essential to human well being, and architects must embrace their ethical obligation to uphold this public trust.</p>		
<i>What makes an architect?</i>	<i>How does an architect practice?</i>	<i>To whom is the architect responsible?</i>
The Architect	The Practice	The World
<p>The practice of architecture should be regulated. The privileges and responsibilities of practice should be extended only to those architects who demonstrate through education, experience, and examination that they are ethically and technically prepared.</p>	<p>With an obligation to the future of the architecture profession, architects must encourage, recruit, and inspire those who would become architects.</p>	<p>Architecture expresses the values of society and has the power to enhance the quality of life for this and future generations. Architects must advocate for beautiful, healthy, and equitable design solutions that respect and accommodate society's diverse cultures and needs.</p>
<p>Design and construction are constantly changing. To serve their clients and society well, architects must commit to continual professional growth through learning, innovation, and exploration.</p>	<p>Leadership in design and construction requires collaboration. Architects must encourage and recognize the contributions of those who bring diverse experiences, views, and needs into the design process.</p>	<p>The creation and management of the built environment require an investment of the earth's resources. Architects must be environmentally responsible and advocate for the wise and appropriate use of those resources.</p>
<p>As members of their communities, architects are professionally obligated to use and share their knowledge, skill, and experience to engage in civic life.</p>	<p>Regulation of the construction industry shapes the built environment. As stakeholders, architects must participate in the development and application of appropriate regulations and standards.</p>	
	<p>The financial health of architecture businesses is essential to the future of the profession. Architects should advocate within the law for sound business practices and compensation reflecting the architect's value to society.</p>	

APPENDIX No. 2 Excerpts from *Aligning the Institute for the Millennium*

Mission Statement

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

Vision Statement

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

Major Objectives

Architecture Education

Partner with collaterals to provide students of professional degree programs in architecture shared practical experience and a knowledge of professional culture that will prepare them upon graduation to become architects in expanding and diverse practice settings.

Information and Knowledge Delivery

Identify and provide market-driven, timely, relevant, concise, and accessible information and knowledge, using all appropriate delivery systems.

External Dialogue

Seek opportunities and create mechanisms to foster dialogue that engages the architect with the marketplace.

Partners

Identify, promote, and enhance strategic partnerships between members, their clients, and other contributors to the built environment.

Advocacy

Initiate and enable results-oriented advocacy with government *and* industry at state, local, and national levels, speaking with a clear, consistent voice.

Inclusiveness

Aggressively work to broaden the definition of the profession, while being more inclusive, and focus services to anticipate and creatively respond to member needs.

Governance

Transform the culture, structure, and resources of the Institute to facilitate the bold implementation of policies that support the Mission and Vision Statements, and provide more timely, consistent, and innovative responses to emerging issues.

APPENDIX No. 3

National Component Priorities and Initiatives for 2005

AIA Government Advocacy

Government Advocacy Agenda. The AIA will develop a creative short- and long-term governmental issues agenda that reflects the AIA public policies, values and practice needs of member architects. The emphasis for 2005 will be directed toward urban health, affordable housing and green architecture; and developing a congressional issue "Watch List" and a "Lobby List" as a matrix for advocacy and information efforts.

Congressional Contacts. The AIA will develop a "grassroots" and "grasstops" member network for issue advocacy support; launch a network in all 50 states and in at least half of the congressional districts by the end of 2005.

State, Local, and Federal Advocacy Tools. The AIA will strengthen local, state and federal issue advocacy efforts by improving issue materials, message delivery, issue data and empirical support in usable formats. In addition, information services for components and members will be expanded through the reach of *The Angle*.

Member Involvement. The AIA will strengthen message continuity and issue mobilization as a way to stimulate AIA member involvement and increase PAC funding.

AIA Public Advocacy

AIA Brand. The AIA will expand the reach, distribution and scope of the AIA Brand program to include website improvements, and ongoing training and support programs that result in AIA members living the Brand.

Advertising. The AIA will plan and implement an effective three-year, 2005-2007, advertising program that communicates the AIA's public policy positions and expands efforts to place advertising in publications serving individuals from traditionally underrepresented groups.

Public Outreach. The AIA will position itself as the "must call" and "most recognized" authority in the design-construction industry through research, knowledge community activities, Speakers Bureau, product and services marketing, and media outreach resulting in coverage of "According to the AIA...."

Member Communication. The AIA will enhance, and as appropriate, expand, communication to its members through special events, meetings, print and electronic channels and increase publication distribution/subscription totals.

AIA Community

Emerging Professionals. The AIA will nurture emerging professionals and young architects through enhancements to existing programming, development of a comprehensive plan for emerging professionals, adequate preparation for the 2005 Internship Conference, development of mentorship resources, stimulation of K-12+ education programs, and outreach to students, interns, and architects in the first ten years of practice.

Communities. The AIA will strengthen communities by implementing the Communities by Design Strategic Plan and Sustainability Task Force Action Plan; enhancing the existing R/UDAT program and adding “SDATs” (Sustainable Design Assessment Teams) and “Mini R/UDATs” (alternative community design assistance tools).

Value to Members. The AIA will implant worthy findings discovered through evaluation of the 2002-2003 membership pilot programs, will conduct a detailed census of AIA membership, and will evaluate membership dues.

Diversity. The AIA will clarify opportunities for diversity by conducting data collection and pursue diversity through outreach to minority schools and publications, and leadership development.

AIA Knowledge

e-Knowledge. The AIA will establish a multi-year plan for and commence a web-based knowledge “resource of choice” defined by accessibility, responsiveness, and quality not limited by physical space and place; including elements such as a catalog of existing research, a tool to connect to a network of knowledge experts and communities, and an enhanced case studies/best practices database.

Research RFPs. The AIA’s Board Knowledge Committee will identify knowledge needs and potential services for acquisition that will result in RFPs to the academy and other research generators that will be funded as appropriate.

Enhanced Knowledge Dissemination via Print Publication. The AIA will develop and publish first-quality intellectual property, in part by increasing the quality and rigor of its journal publication(s).

Case Studies. The AIA will make the development and application of case studies more relevant to architecture practice, including development of an appropriate methodology and wider dissemination of outcomes through continuing education and www.aia.org.

Continuing Education. The AIA continuing education program will become the industry standard through stringent quality oversight of providers and program development, based in part on research findings, and through increased accommodation of members’ need for “knowledge on demand” through distance education.

AIA Value/Resources

Operating Plan Evaluation. The 2004 Board/Management Effectiveness Study will be expanded to include monitoring the performance of the annual operating plan’s implementation.

APPENDIX No. 4
The 2005 AIA Strategic Planning Committee

The strategic planning committee responsible for the content and the format of this document was composed of the following individuals:

Douglas L Steidl, FAIA, 2005 President, Co-chair
Norman L. Koonce, FAIA, EVP/CEO, Co-chair
Kate Schwennsen, FAIA, 2005 First Vice President
Shannon Kraus, AIA, 2005 Vice President
Thomas Mathison, AIA, 2005 Vice President
RK Stewart, FAIA 2005 Vice President
John C. Senhauser, FAIA, 2005-2006 Secretary
James Gatsch, FAIA, 2004-2005 Treasurer
Saundra Stevens, Hon. AIA, 2005 CACE Representative to the ExCom
Ana Guerra, Assoc. AIA, 2005 Associate Representative to the ExCom
James Dinegar, Chief Operating Officer
Helene Dreiling, FAIA, Team Vice President, AIA Community
Ronald Faucheux, Esq., PhD. Team Vice President, AIA Government Advocacy
Barb Sido, CAE, Team Vice President, AIA Knowledge
Elizabeth Stewart, Esq., Team Vice President, AIA Public Advocacy

Additional guidance was provided by the following AIA leaders:

Daniel S. Friedman, FAIA, program chair, 2005 AIA National Convention
Eugene C. Hopkins, FAIA, 2004 AIA President
John Klockeman, AIA, past chair, Housing Knowledge Community
Ted Landsmark, Assoc. AIA, chair, Diversity Committee
Paula Loomis, AIA, Public Architects Knowledge Community
Elizabeth Mitchell, 2005 CACE President
Daniel Williams, FAIA, past chair, Committee on the Environment

Staff input and support were provided throughout the process by:

Andrea S. Rutledge, SDA, executive assistant to the EVP/CEO
Pam Kortan, director, Governance Administration