



# Strategic Plan Development & Integration

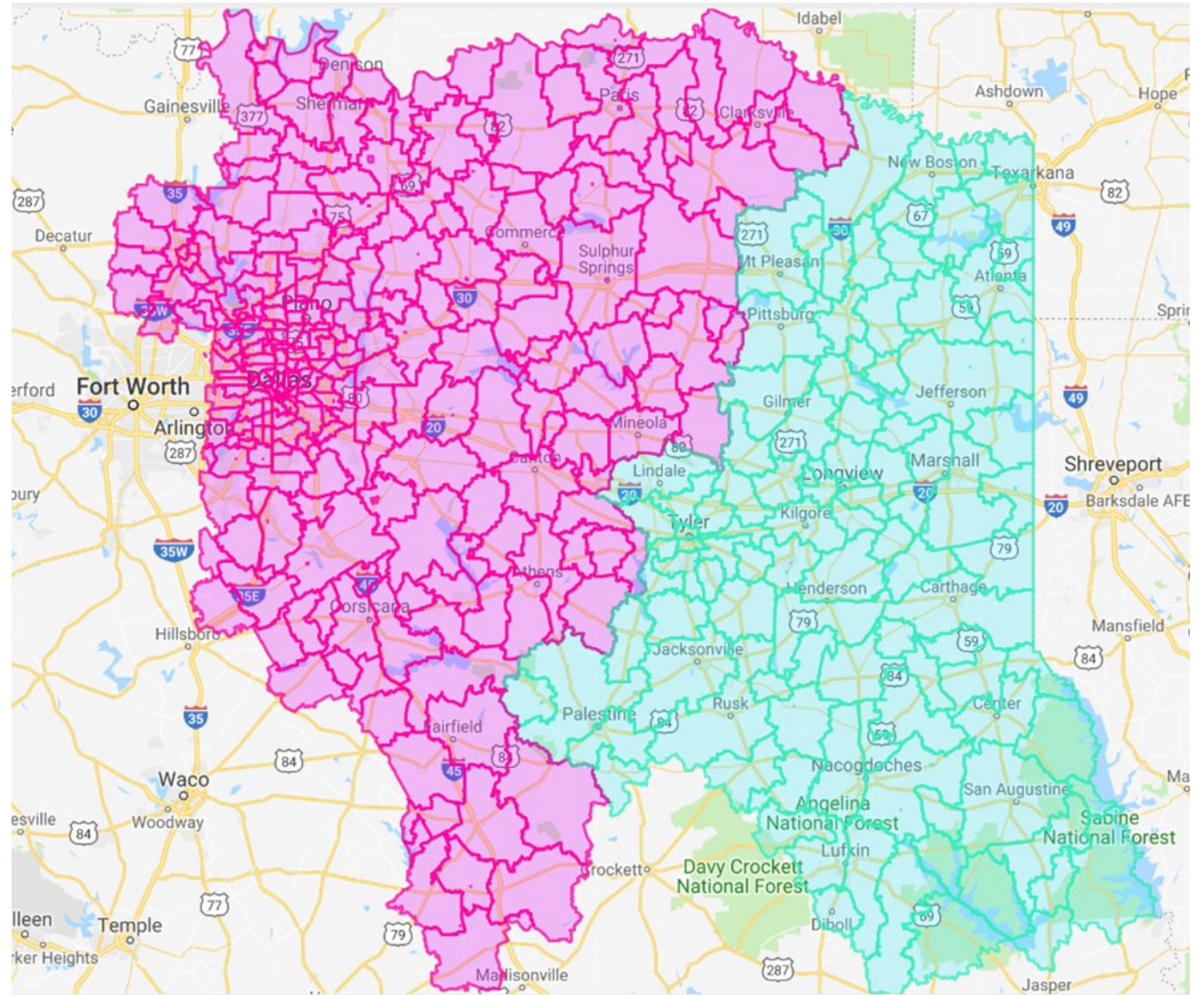
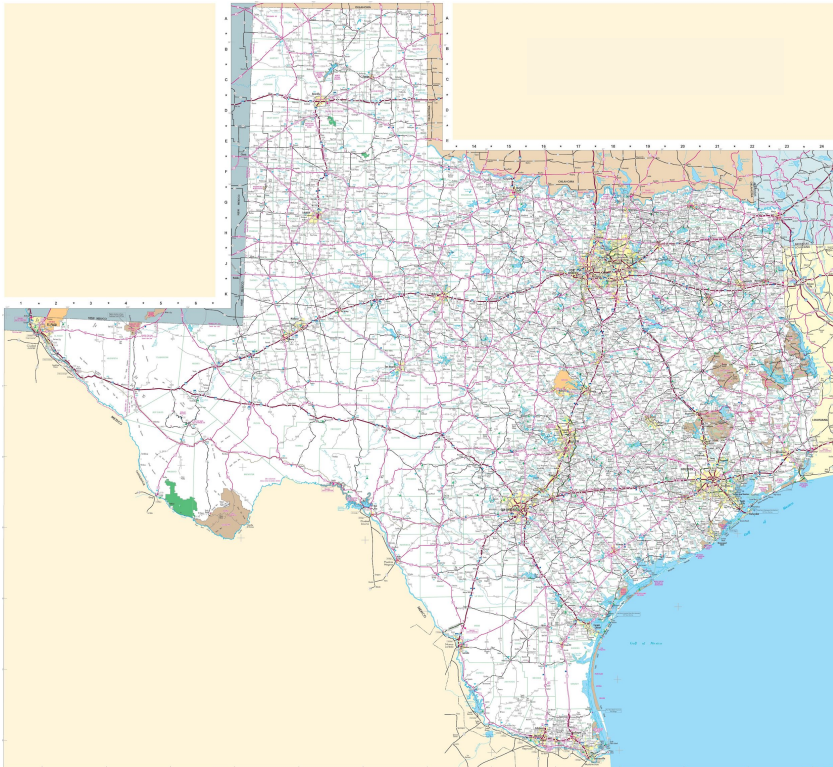
September 2023

Big Sibs Annual Meeting

Presented by: Zaida Basora, FAIA, Executive Director

# Context

## AIA Dallas territory



# Goal

To strategically position AIA Dallas and the Architecture and Design Foundation and to move the organizations to the next level of performance, growth and long-term sustainability.

**AD  
EX**

shaping environments  
building community



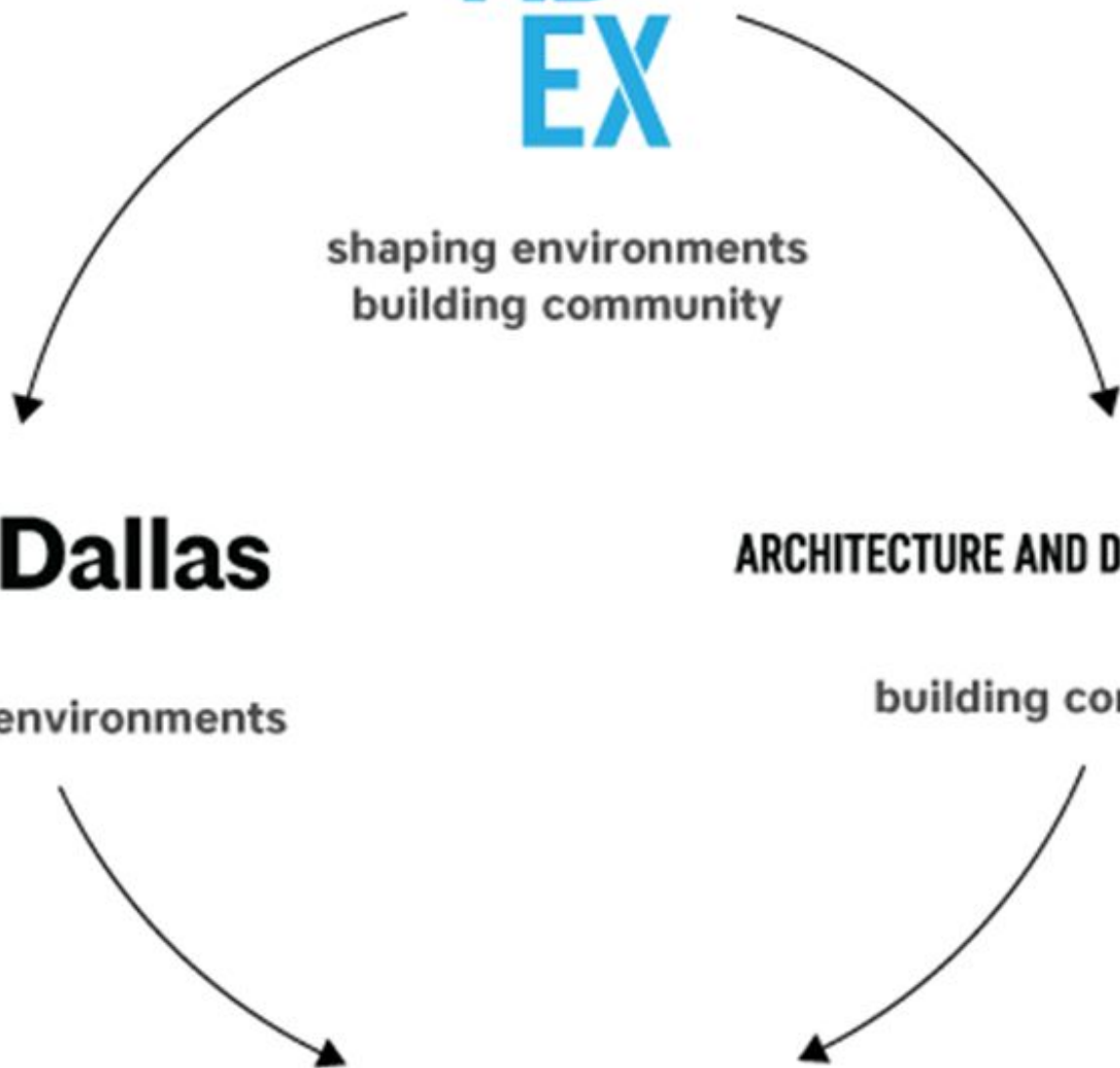
**Dallas**

shaping environments

**ARCHITECTURE AND DESIGN FOUNDATION**

building community

improving lives



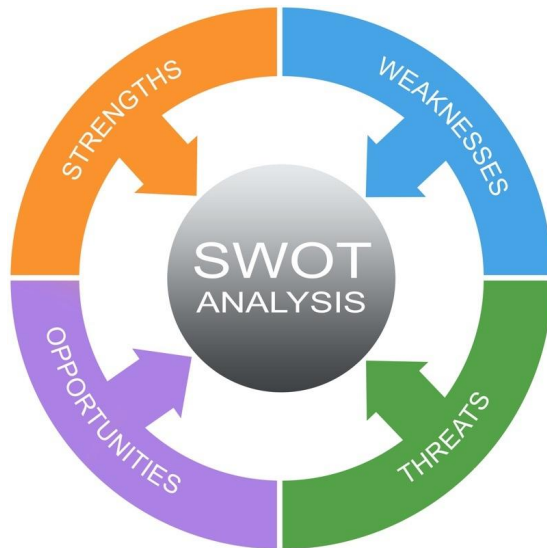
# Approach

Collaborative approach that engaged the two Boards and staff to deliver agreed-upon mission, vision and values for each organization and a strategic roadmap with a future desired end state

# Process



Engage leadership to set a unified and cohesive direction for the future. Clarify the “North Star.”



Identify and address key strengths and challenges.

# Process



Build buy-in and commitment with leaders, office staff, Boards and Committees, volunteers, and key stakeholders in the community.



Position the organization for future growth opportunities and contingency planning.

# Process



Create an actionable plan

The vision and strategy must be continually assessed and monitored to ensure that actions to get there are achieving the interim results.



# Steps & Timeline



# Survey Highlights



Review of current:  
mission statement  
vision  
tag lines  
values

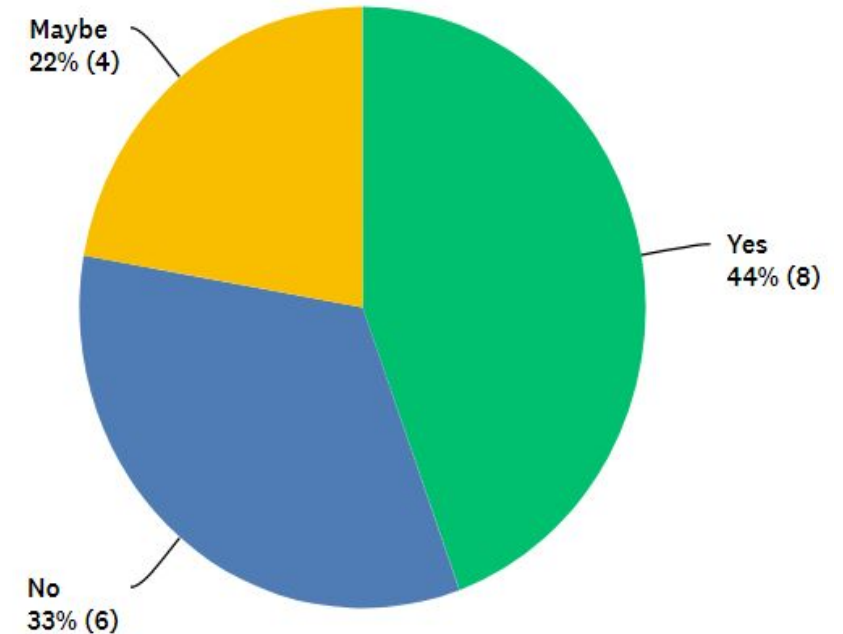
SWOT

Relevance in today's market

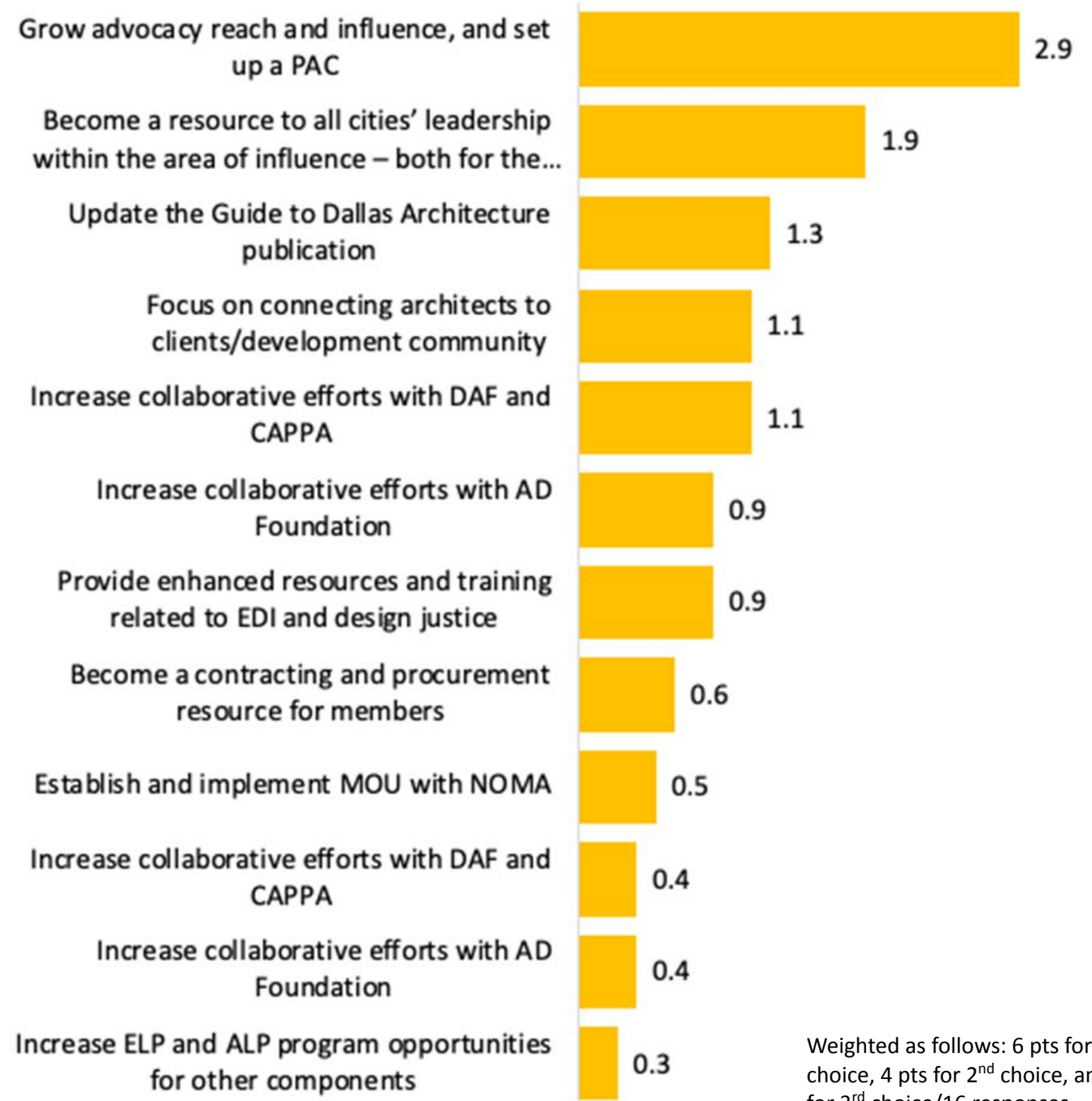
AIA Dallas Value and Benefits

Why is AIAD important to YOU?

Is AIA Dallas mission compelling and memorable?



# Chapter's Top Three Opportunities over the next 5 years

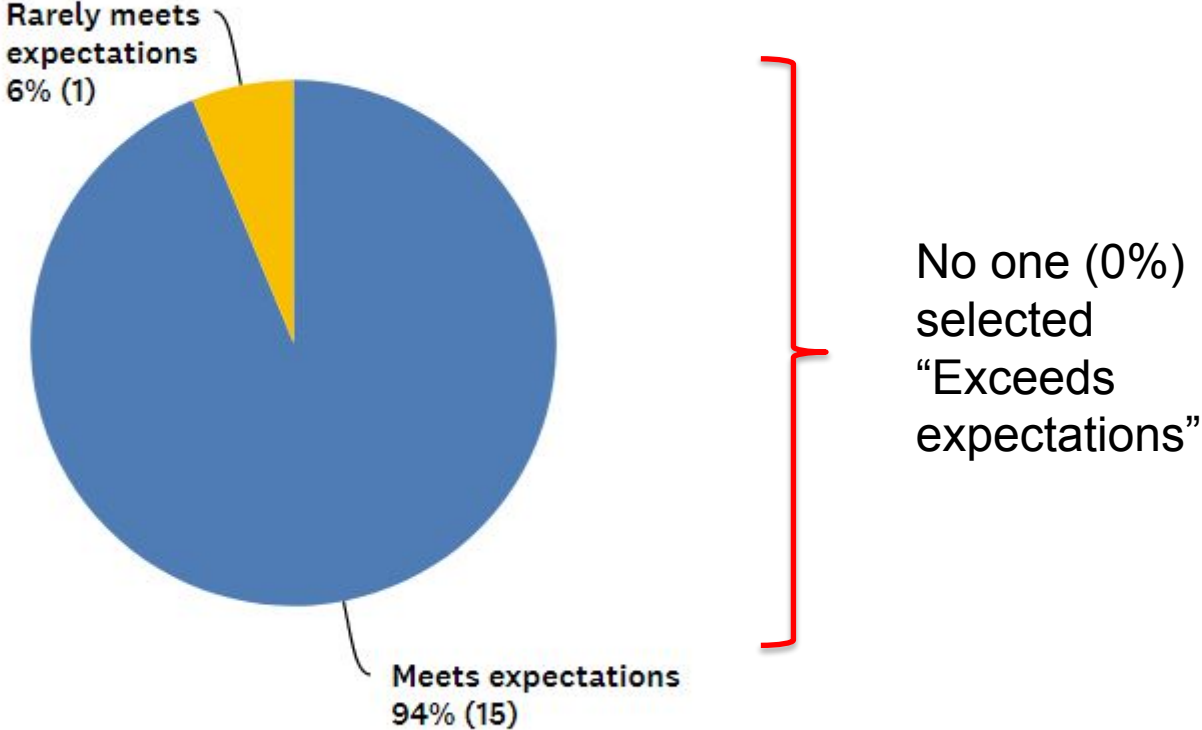


Weighted as follows: 6 pts for 1<sup>st</sup> choice, 4 pts for 2<sup>nd</sup> choice, and 1 for 3<sup>rd</sup> choice/16 responses

SWOT RESULTS



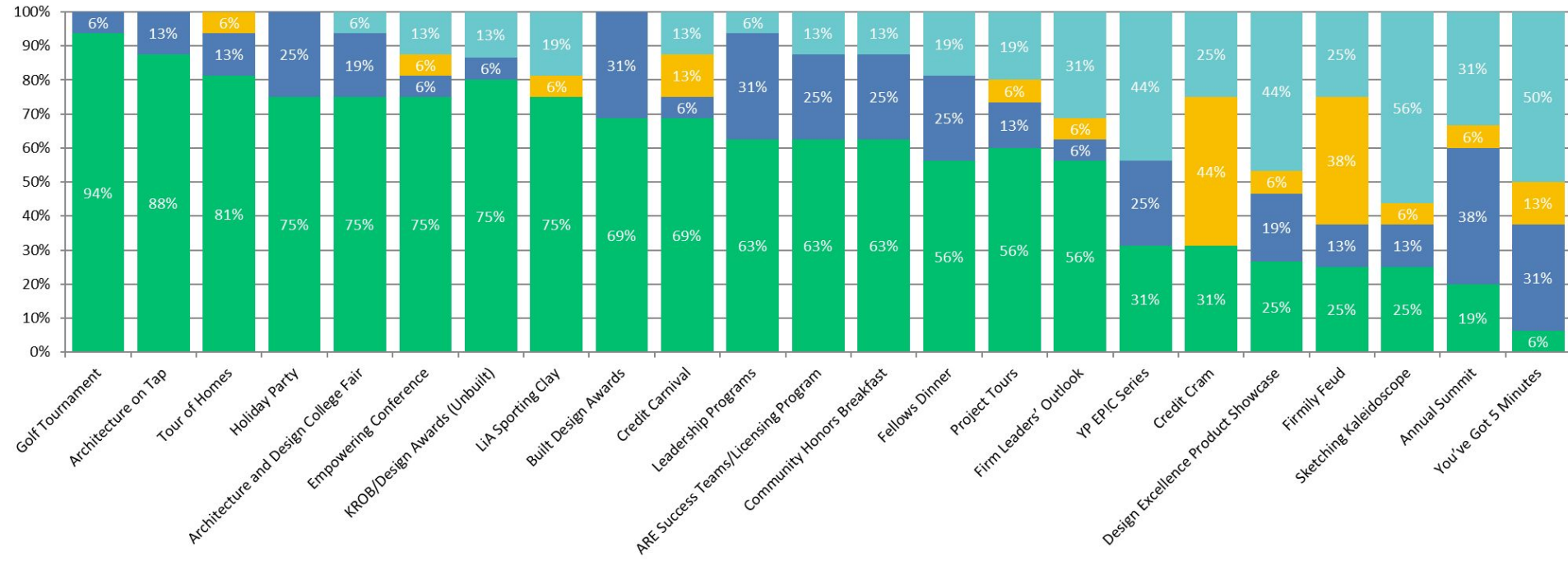
# HOW WELL DOES THE CHAPTER PROVIDE INFORMATION AND SERVICES THAT HELP YOU IMPROVE YOUR FIRM'S AND YOUR RELEVANCY IN TODAY'S MARKET?



# PROGRAMS & EVENTS AS REVENUE SOURCES:

## KEEP, IMPROVE, DROP

(N= 16 RESPONDED)



- Not sure
- Drop
- Improve
- Keep

# How would you spend a Blank checkbook for the AIA

Stronger financial compensation for staff + More staff as most staff work too many hours.

Hire political consultants for local advocacy. Form a PAC.

Multiple ways/platforms to promote value/role of architects to the community

Full-time staff member devoted to advocacy.

More student scholarships, esp. low-income communities

Promote profession more broadly & in under-represented communities

Hire a full-time architect, paid by AIAD, to answer questions and give design advice to individuals in the public as a free service.

ARE scholarships or loan program to finance licensure testing.

Better technology and website.  
Hi-speed Wi-Fi.

Implement a dues-free year: attract as many new members as possible. At least to recent grads.



# Survey Highlights

Review of current:

mission statement

vision

tag lines

values

SWOT

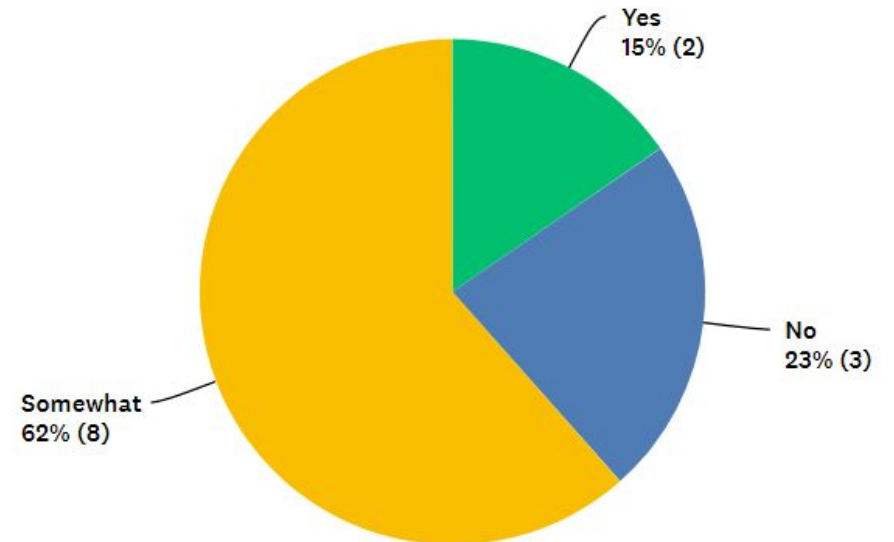
Relevance in today's market

Foundation Value and Benefits

Why is the Foundation important to YOU?

## ARCHITECTURE AND DESIGN FOUNDATION

Is the Foundation mission compelling and memorable?





## Top three opportunities for the next three to five years

<b>Ranking and % responses:</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>Respondents n=11</b>
Continue to expand scholarship and fellowship programs	<b>100%</b>			<b>4</b>
Become the resource for architecture in Dallas through permanent exhibitions, oral histories, library/archive, and programming	<b>17%</b>	<b>67%</b>	<b>17%</b>	<b>6</b>
Establish the Foundation as a grant-giving organization through a significant endowment fund	<b>50%</b>	<b>17%</b>	<b>33%</b>	<b>6</b>
In collaboration with AIA Dallas, offer relevant day conferences such as the 2021 Housing Summit	<b>50%</b>		<b>50%</b>	<b>2</b>
Expand the public tours program and become a tourism destination, showcasing how Dallas architecture and design influences and enhances daily life	<b>25%</b>	<b>25%</b>	<b>50%</b>	<b>4</b>
Expand and create a strong k-12 department that offers year-round programming, and day and week-long summer camps, with staff dedicated to this effort		<b>50%</b>	<b>50%</b>	<b>6</b>
Engage new audiences through focus on Spanish language programming/ resources and expanded community outreach		<b>50%</b>	<b>50%</b>	<b>2</b>

n=11 respondents

SWOT RESULTS

**WEAKNESSES**  
Resolve and Reduce: Biggest Frustrations?

- Limited outreach/low awareness
- Brand confusion
- Insular connections
- Income streams
- ADEX underutilized
- Scholarship process

**STRENGTHS**  
Build and Enhance: Breakthroughs - where?

- AD EX as a place
- Scholarships
- Programs/events
- Brand association
- Leadership/staff

**THREATS**  
Thwart and Reduce: Failures

- Competition
- Revenue shortfall
- Brand confusion
- Mindset
- ADEX space amenities/parking

**OPPORTUNITIES**  
Exploit and Expand: Battles

- Broaden reach-Increase awareness
- AD EX as a hub
- Partnerships/collaborations
- Diversity/inclusiveness
- Thought leader & repository
- Leadership/Board
- Fundraising

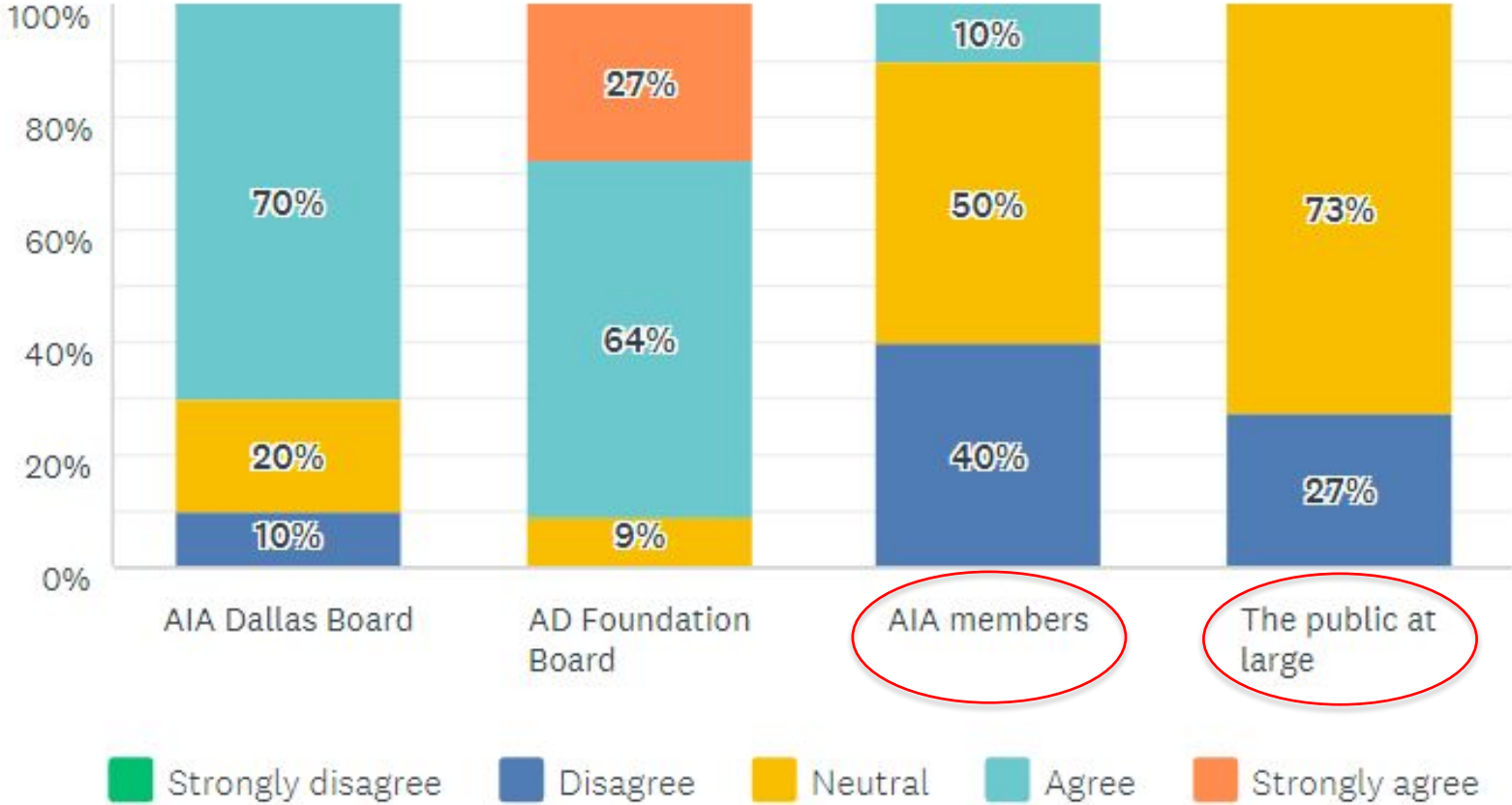
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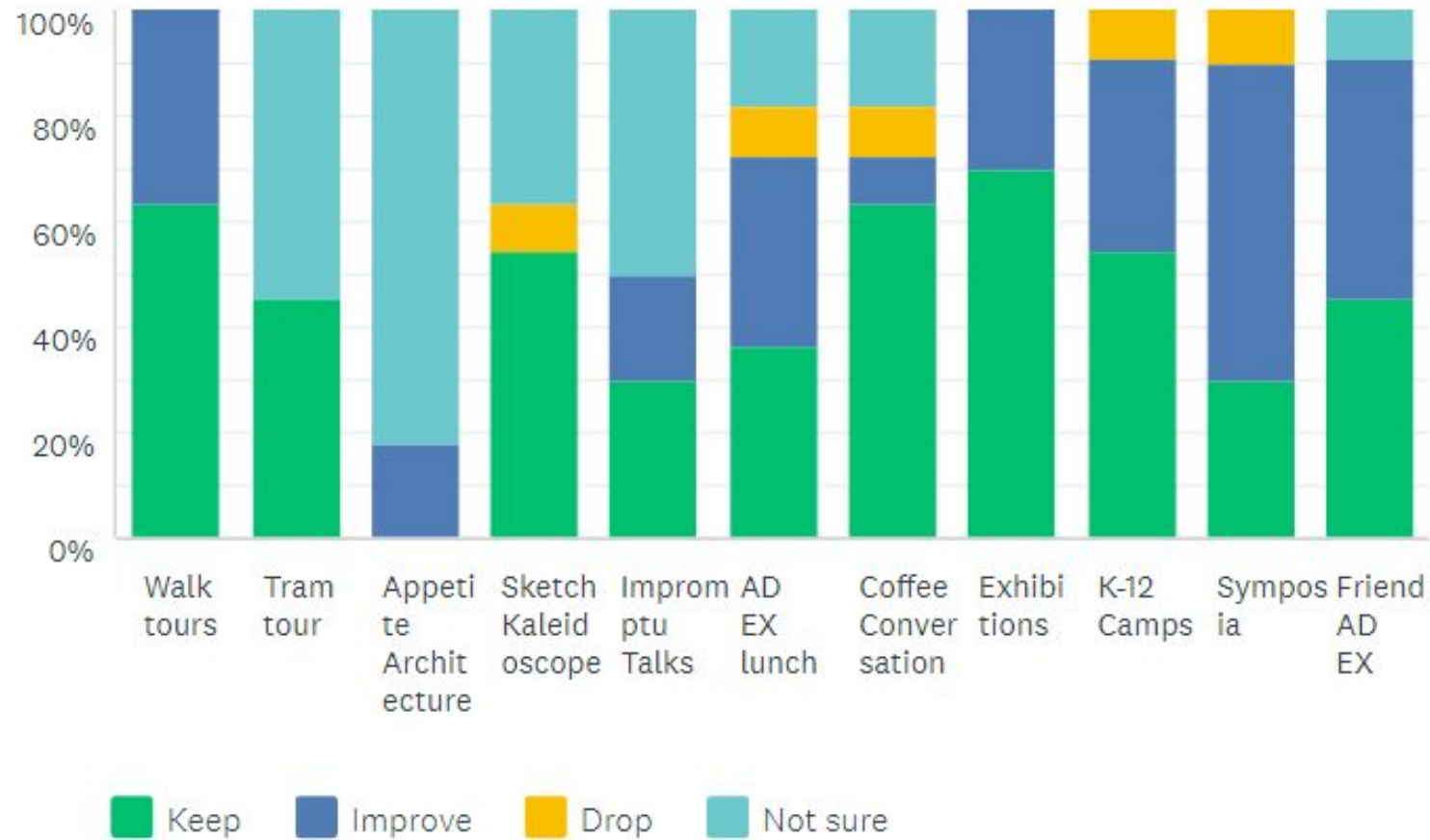
# The value the Foundation provides clearly understood and communicated by...



n = 11 respondents

# Operations stretch goal of \$500,000:

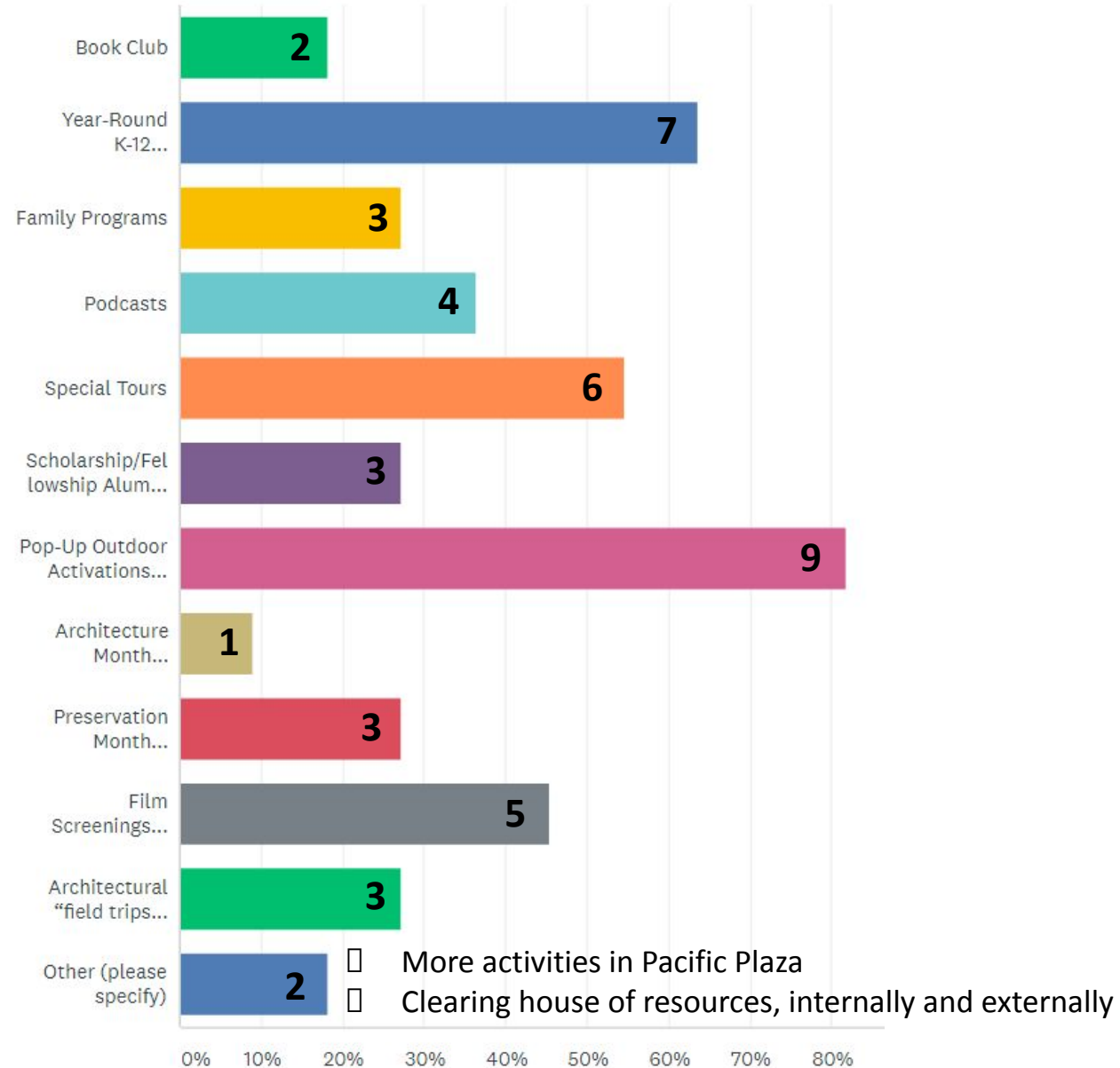
Which programs to keep, improve, drop, or unsure?



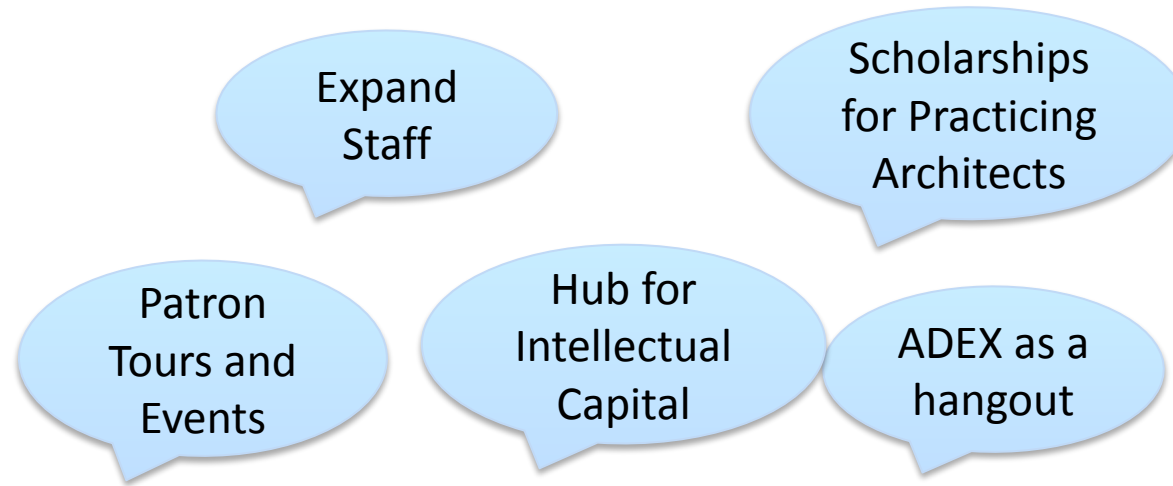
n=11 respondents

# Which new initiatives should be introduced to contribute toward \$500K stretch goal?

(n=11 respondents)



# YOU HAVE A BLANK CHECKBOOK FOR THE FOUNDATION



# Strategic Plans & Action Planning

# OUTCOME: AIA DALLAS STRATEGIC PLANNING PROCESS

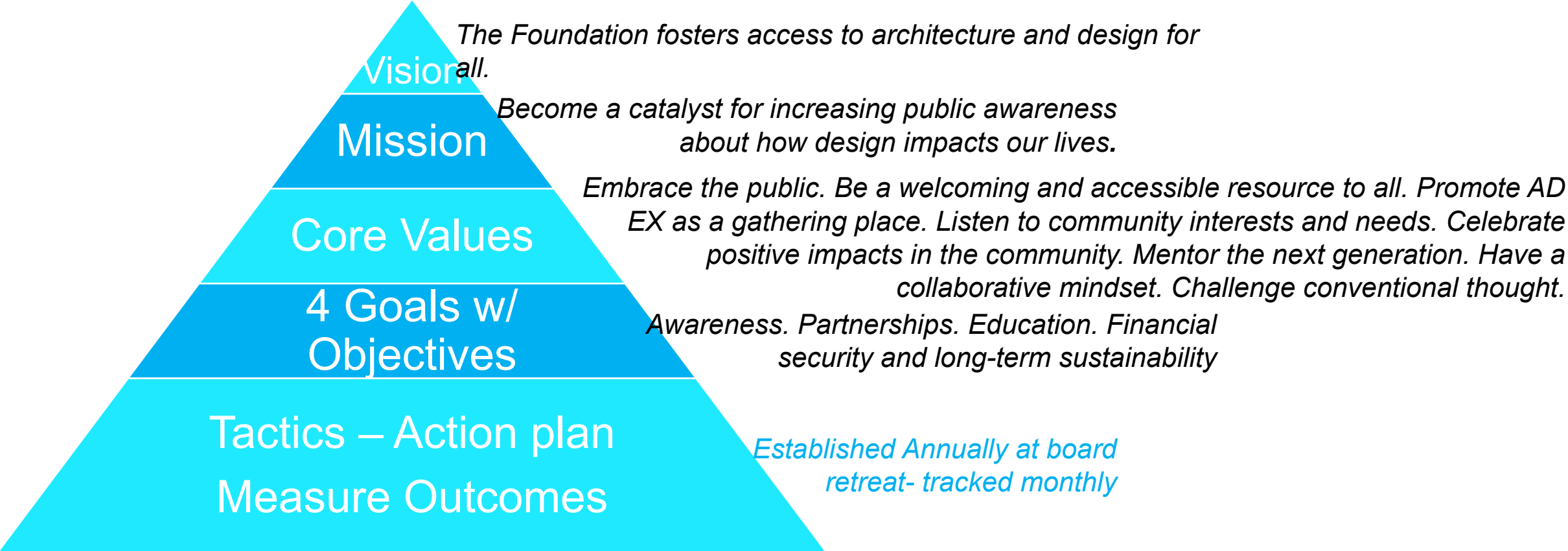
2021-2025



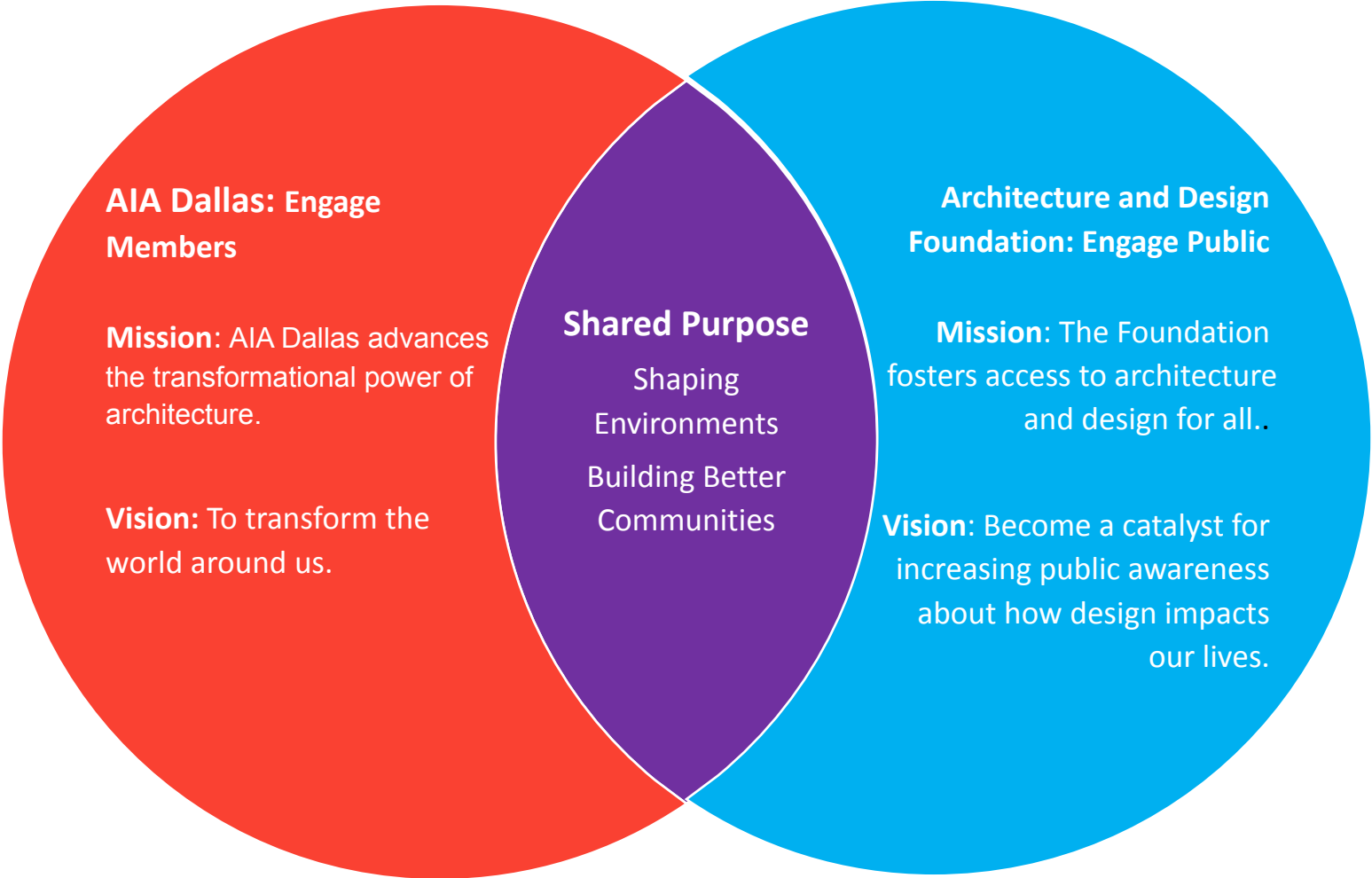


# OUTCOME: ARCHITECTURE AND DESIGN FOUNDATION

## STRATEGIC PLANNING PROCESS 2021-2025



# AD EX: Shaping Environments and Building Communities



Thank you

# Frameworks for Strategic Planning

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**AIA Minneapolis**  
**Big Sibs 2023 - Baltimore**  
**September 22, 2023**

**Mary-Margaret Zindren, CAE**  
EVP/Executive Director  
AIA Minnesota  
AIA Minneapolis, AIA Northern Minnesota, AIA St. Paul  
Minnesota Architectural Foundation



THE

NONPROFIT  
**STRATEGY**  
REVOLUTION

Real-Time Strategic Planning  
in a Rapid-Response World

DAVID LA PIANA



# Why Real-Time Strategic Planning?

Overall, the Real-Time Strategic Planning process seeks to help nonprofits strengthen their capacity to advance their mission. Specifically, this means **strengthening nonprofits' capacity for strategic thinking and acting—their ability to successfully adapt to change on an ongoing basis.** The process begins with a one-day kick-off session, which is used to form an identity statement and Strategy Screen for the organization. It is followed with identification of at least one **Big Question** facing the organization, for which proposed strategies are developed, tested, and selected for implementation. The process continues with the selection of **strategy-building tools** the organization thinks will be most helpful at a given time. **The process is ongoing, integrated into the organization's life.**

- *The lack of sufficient focus on developing the organization's capacity to think and act strategically on an ongoing basis.* Traditional strategic planning often occurs apart from the day-to-day work of the organization. The nonprofit's capacity to recognize trends, factors, and events that may impact it, and to proactively address these, is not developed. When changes occur, the organization may be no better prepared to deal with them than it was when it began its planning process.
- *The focus on operational and programmatic issues, rather than on issues impacting the organization's advancement of its mission.* Related to this is the lack of focus on the marketplace and how the organization is positioned in its market. Organizations often end up focusing on the trees and missing the forest. For example, an organization focuses on the need to raise funding for a program, but fails to notice that the demographics and needs of the community have changed, resulting in decreased demand for the program.

**A Sound Business Model** = being clear about

- Who we are (our mission/vision)
- What we do (our program)
- How we do it (our structure and operations)
- How we finance it

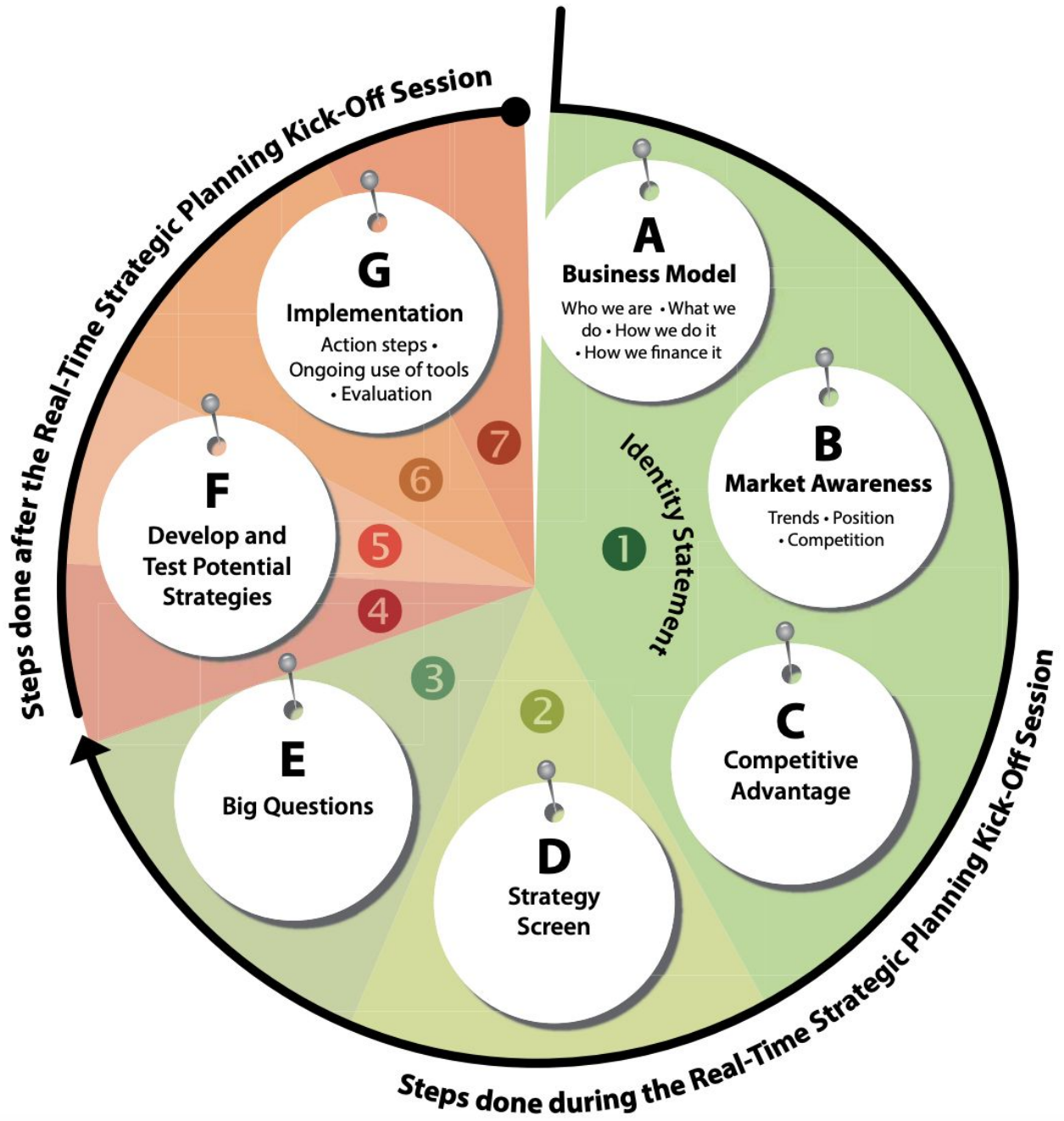
**Market Awareness** = knowing

- What the market is
- Where we are in the market
- How we got there
- Where we want to go next

**Competitive Advantage** = the ability to produce social value by

- Using a unique asset (such as a strength that no other similar organization in your geographic area has) and/or
- Having outstanding execution (such as being faster or less expensive, or having better service, than other similar organizations in your geographic area)





## Real-Time Strategic Planning Kick-Off Session Agenda

Topic	Time frame	Handouts*
Introductions: Each person tells the group why he or she works or volunteers with the nonprofit	20 minutes	No handouts
Overview of the session (review agenda), definition of strategy, and the purpose of the one-day session <i>(Session facilitator to review)</i>	20 minutes	A. What Is Strategy? B. Real-Time Strategic Planning Process C. Example of Identity Statement, Big Question(s), Strategy Screen, and Strategy
History and background of the nonprofit. What impact is it seeking to achieve? <i>(Executive director to give an overview)</i>	10 minutes	No handouts
Current business model <i>(All participate)</i> <ul style="list-style-type: none"> <li>• Geographic area served</li> <li>• Customers served</li> <li>• Services or programs offered</li> </ul>	20 minutes	D. Current Business Model
BREAK: 15 minutes		
What is the Big Question (opportunity or challenge) that the nonprofit is currently facing (if any)? Try out a strategy or two against the Strategy Screen.	30 minutes	N. Big Question Review C. Example of Identity Statement, Big Question(s), Strategy Screen, and Strategy O. Applying the Strategy Screen <i>(post-session)</i>
Next steps	30 minutes	P. Examples of Tools Q. Next Steps Work Plan R. Strategy Road Map <i>(post-session)</i>
Evaluation of one-day session and wrap-up	15 minutes	S. Session Evaluation Form

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What is the Big Question (trend, factor, event) that *XYZ Nonprofit* is currently facing?

2:35–3:05  
*30 minutes*

- Review [Handout C: Example of Identity Statement, Big Question\(s\), Strategy Screen, and Strategy](#) as a reference.

At this point in your Real-Time Strategic Planning session, you are ready to ask yourselves, what is the Big Question facing *XYZ Nonprofit* that the group would like to address? The discussion of the business model—current and future—and trends is critical to identifying the Big Question. And, knowing your nonprofit’s position in its market, what makes it different, is important input, too.

- Start by having the group brainstorm the Big Question. After about 5–10 minutes, you’ll have a good list. Then narrow the list to one Big Question, if possible. There may well be more than one, but try to have no more than two or three at the absolute most.
- Once your group has come to consensus on your Big Question, you can finalize your identity statement and apply the Strategy Screen. Write the Big Question on the butcher paper (see number 16 in the [List of Charts](#)) and complete the identity statement.

## List of Charts (continued)

10. **FUTURE GEO-GRAPHIC AREA**

<b>Will / May Serve</b>	<b>Will Not Serve</b>

11. **FUTURE CUSTOMERS**

<b>Will / May Serve</b>	<b>Will Not Serve</b>

12. **FUTURE PROGRAMS / SERVICES**

<b>Will / May Provide</b>	<b>Will Not Provide</b>

13. **FUTURE FUNDING**

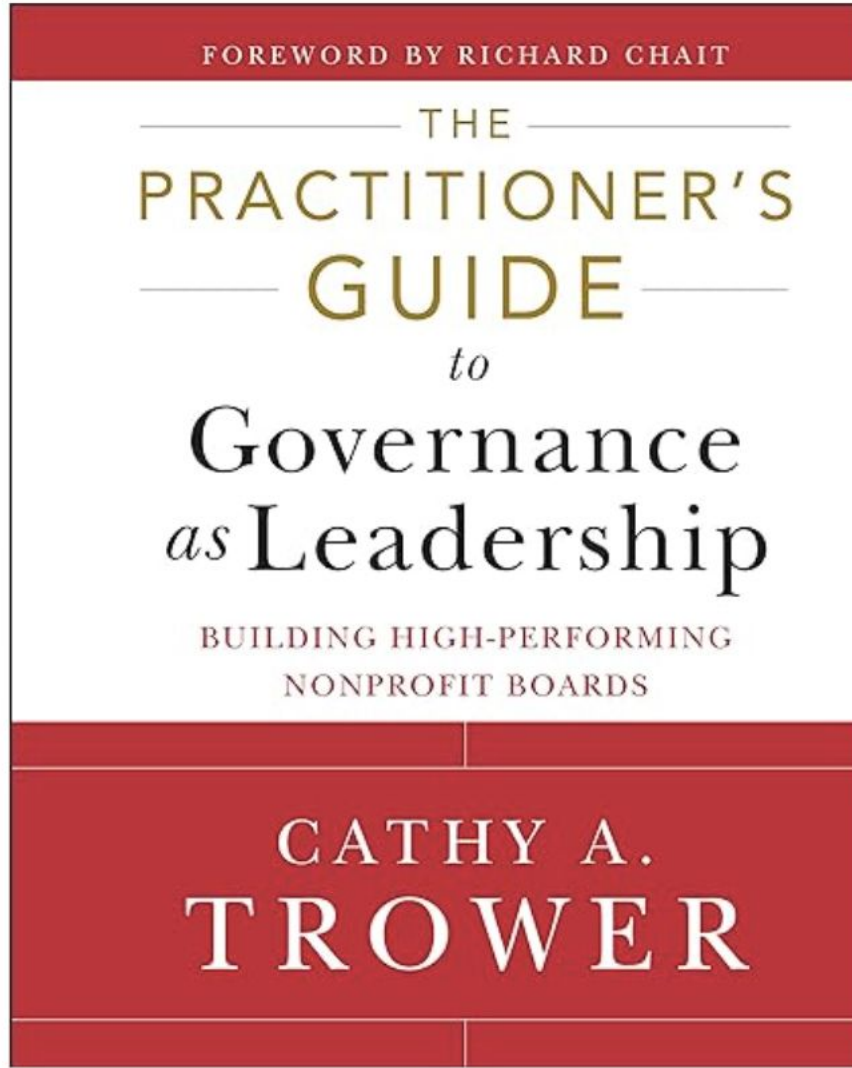
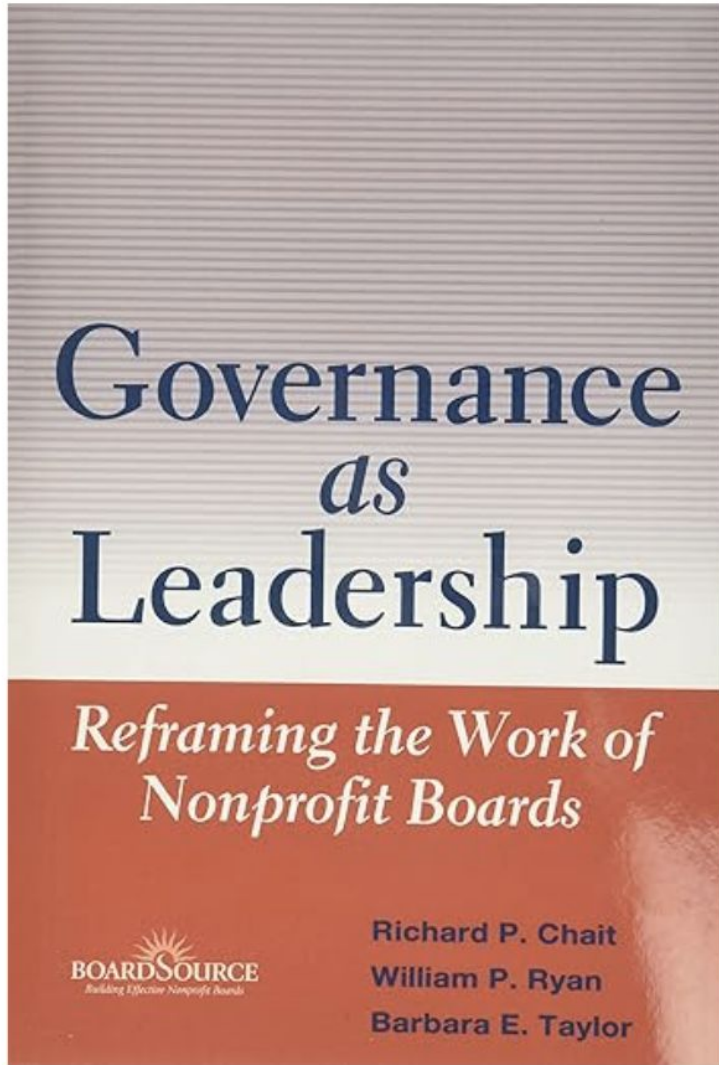
<b>Will / May Include</b>	<b>Will Not Include</b>

14. **IDENTITY STATEMENT**

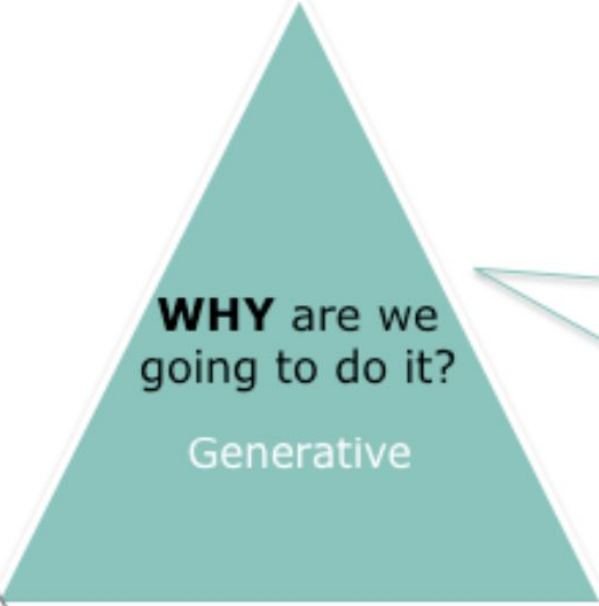
We advance our mission of	
... and seek to (impact we strive for)	
by serving (customers/clients)	
in (geographic area)	
through (main types of programs/services)	
and emphasizing our competitive advantage(s) of	
We are sustainable by	
Our current Big Question is	

15. **OUR STRATEGY SCREEN**

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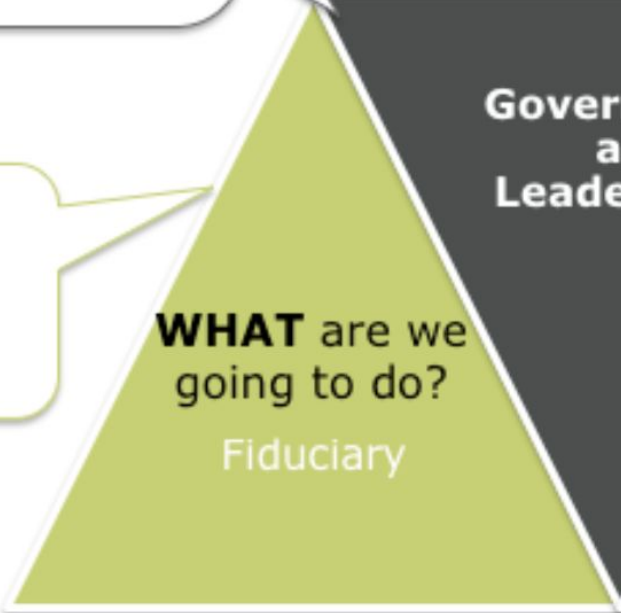


- High performing board address all three
- Great boards know the differences
- Fundraising in all three



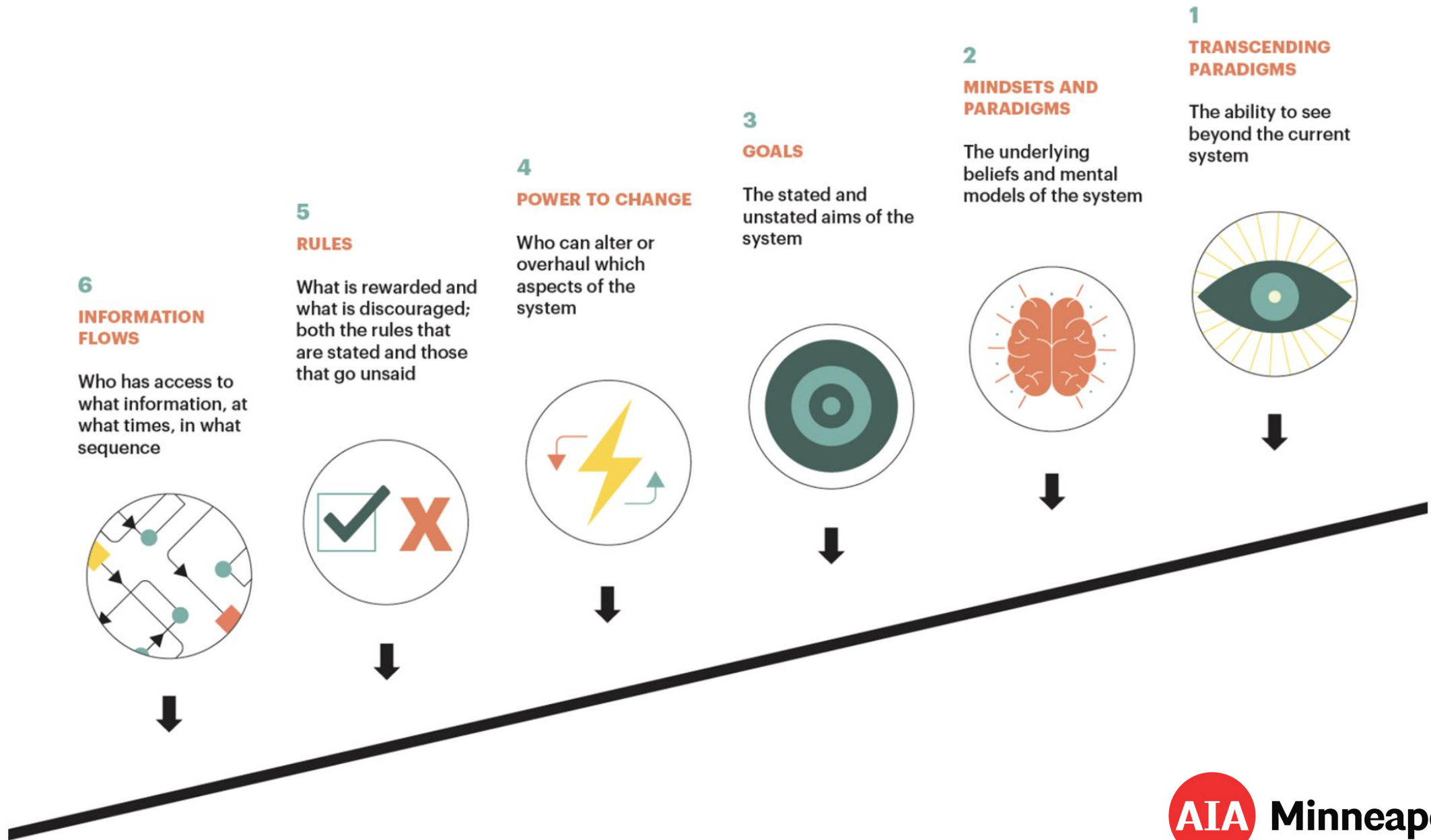
- Confronting challenges in traditions & values
- What matters most to us?
- What does this mean to us?
- Meaning
- Framing the right issue

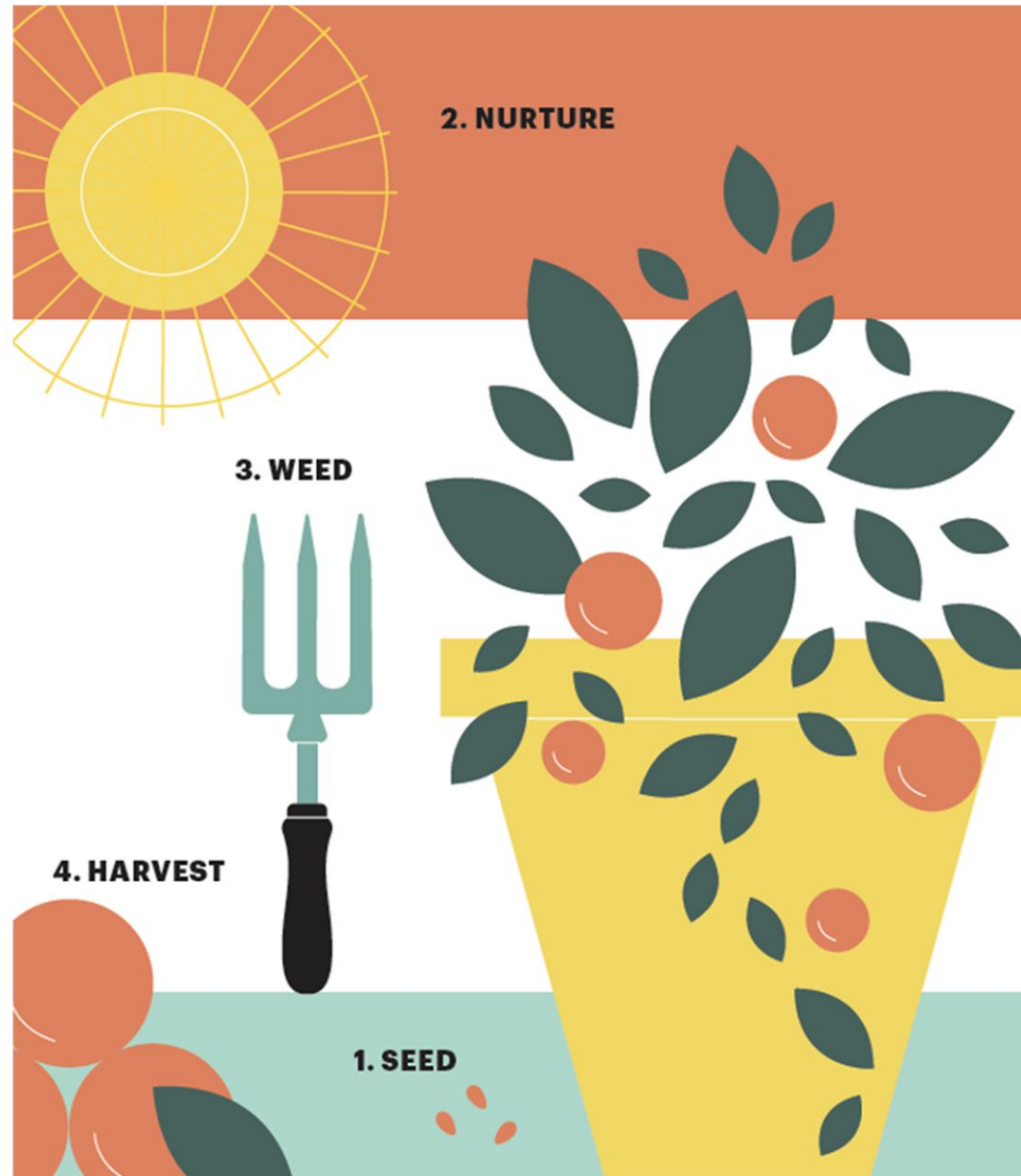
- Tangible
- Operations
- Legal
- Results
- Resources



- Scanning your external environment
- Comparative advantage
- Strategic plans

**Governance  
as  
Leadership**







# JOINT STRATEGIC WORKPLAN 2022-2026

## AIA MINNESOTA AIA MINNEAPOLIS, AIA NORTHERN MINNESOTA, AIA ST. PAUL MINNESOTA ARCHITECTURAL FOUNDATION

### ***JOINT MISSION OF AIA MINNESOTA, AIA MINNEAPOLIS, AIA NORTHERN MINNESOTA, AND AIA ST. PAUL:***

Advancing a vital profession, vibrant communities, and architecture that endures.

### ***MISSION OF THE MINNESOTA ARCHITECTURAL FOUNDATION:***

Investing in excellence, leadership, discovery, and equity in the profession of architecture.

### ***SHARED CORE VALUES:***

Authenticity  
Equity  
Collaboration  
Integrity



## **STRATEGIC PRIORITIES:**

*These priorities are deeply interrelated, and our approaches will reflect this. Making progress requires attention to how each priority influences and supports the others. Progress also requires living our core value of collaboration within and beyond the AEC industry.*

1. **Build and mentor the profession** – from first introduction through every stage of career success, with a priority on expanding access and reflecting the demographics of the broader Minnesota population.
2. **Make architecture accessible, understandable, and highly valued** – engagement to grow awareness of and appreciation for the process, outcomes, and importance of the profession among the general public and key influencers.
3. **Take immediate, bold action to address climate change** – drive wide-scale adoption of sustainable, resilient, and regenerative design solutions for human and ecological health.
4. **Foster equity, belonging, and agency for women, people of color, and other marginalized groups** – in the built environment, the profession of architecture, and the state and local chapters of AIA in Minnesota.

## OBJECTIVES 2022-2026

### Strengthen the business, working conditions, and culture of architecture

- Provide programs to augment the business acumen of members at all career stages; equip members to recognize and not undermine their own worth, and to strengthen both individual and firm prosperity.
- Develop systems interventions that benefit women, POC, people with disabilities/who are neurodiverse, or otherwise underrepresented or marginalized by the profession.
- Address gaps in key knowledge and skills among new entrants to the profession.
- Support firms in fostering improved working conditions in the architecture profession.
- Support the development of mindsets and practices that accelerate the desired culture of the profession.
- Promote the best of what mentorship and sponsorship can be.
- Encourage pursuit of the Just Label and similar efforts.
- Implement deep dive approaches to accelerate equity in the profession.
- Implement strategies to support the health and wellness of members of the architecture community.

## Make design for climate change foundational

- Advocate for public policies that help to make sustainable, resilient, regenerative design foundational.
- Encourage specific, simple steps that firms of various sizes can take to address climate change.
- Implement deep dive approaches that accelerate sustainable, resilient, regenerative design within small and mid-sized firms.
- Collaborate with experts in various fields (e.g., psychology, behavioral economics) to inform how commitment to sustainable, resilient, regenerative approaches can be inspired and sustained throughout all phases of a project.
- Bring forward stories from members, firms, and clients that exemplify challenges and inspire solutions.

## Expand member impact beyond buildings and for greater public benefit

- Demonstrate how members can add value beyond buildings.
- Strengthen shared understanding of what equity in the built environment means and how to create it.
- Expand opportunities for people of all incomes and backgrounds to work with AIA members on projects related to the built environment.
- Develop and advocate a multi-sector change agenda to promote development that is healthy, equitable, and environmentally just.
- Implement deep dive approaches to accelerating equity in the built environment.

## **Expand access to the profession**

- Expand awareness of the architecture profession and the impact architecture can have on people's lives and on the planet; grow the connection and agency people of all incomes and geographies feel related to their built environment.
- Evaluate K-12 outreach and develop collaborative, complementary, high-impact approaches to fuel interest in architecture.
- Mitigate and remove financial, cultural, and procedural barriers to joining and remaining within the profession.

## Make room through strategic scale-back

- Set aside active pursuit of a physical Center for Architecture until January 2025, after which time AIA Minnesota would re-evaluate the landscape of philanthropic support and potential collaborators. *(This timing is in the context of the AIA Minnesota office space lease expiration date of June 2026; the lease contract includes an option to extend the existing lease agreement for several additional years.)*
- Engage in a scaled-back manner with [Doors Open Minneapolis](#), focusing on informing site recruitment and selection. *(AIA Minneapolis)*

## **CONTEXT**

This workplan incorporates insights gained from the past few years of working with members of the Minnesota architecture community through the intensity of Covid-19 pandemic impacts and hearing their concerns and aspirations related to the future of the profession and of the built environment.

Staff and board members gathered member comments from town-hall listening sessions, focused committee meetings, one-on-one interviews, and a member survey, as well as everyday interactions with members of the architecture community, the broader AEC industry, community members, and key influencers of policy and public opinion.

The AIA Minnesota/local chapter and MAF mission statements are unchanged from what was adopted in 2016 and 2017, respectively. The core values are consistent with the characteristics of the desired culture of the profession that were defined through broad and deep member engagement in the AIA Minnesota Culture Change Initiative.



The AIA Minnesota/local chapter and MAF mission statements are unchanged from what was adopted in 2016 and 2017, respectively. The core values are consistent with the characteristics of the desired culture of the profession that were defined through broad and deep member engagement in the AIA Minnesota Culture Change Initiative.

The first two strategic priorities – focused on building and mentoring the profession and making architecture accessible, understandable, and highly valued – are a continuation of those adopted in 2016. The second two priorities – focused on climate action and equity in the profession and in the built environment – were adopted in 2021 to reflect the actual priority efforts we were engaged in, and to explicitly align with the [AIA national strategic plan](#). The [AIA Framework for Design Excellence](#) will also be core to our implementation efforts, accelerating the adoption of this wholistic definition of success within the architecture community, the AEC industry, and the broader public.

The workplan action items under each strategic priority are intended to guide the efforts of staff and volunteer leaders over the next four years. Progress on these items, and any needed shifts to the workplan, will be reported regularly to all related boards of directors, and to the membership annually.

Staff and volunteer capacity is of significant concern, especially in the context of the workplan calling for increased staff time toward member skill-building and knowledge development and non-dues revenue activities being negatively impacted by the pandemic in the short term, and potentially the long term as well. With this in mind, work on this strategic workplan will ramp up over time and be purposely phased (there is not the capacity to pursue all workplan items simultaneously).

These capacity issues create constraint but also opportunity – the opportunity to model the desired culture of the profession and business practices that are sustainable in terms of financial, staff, and volunteer capacity. That kind of sustainability requires scaling back from the overextended staff workloads and sustained levels of intensity that were most acute during 2020 and 2021.

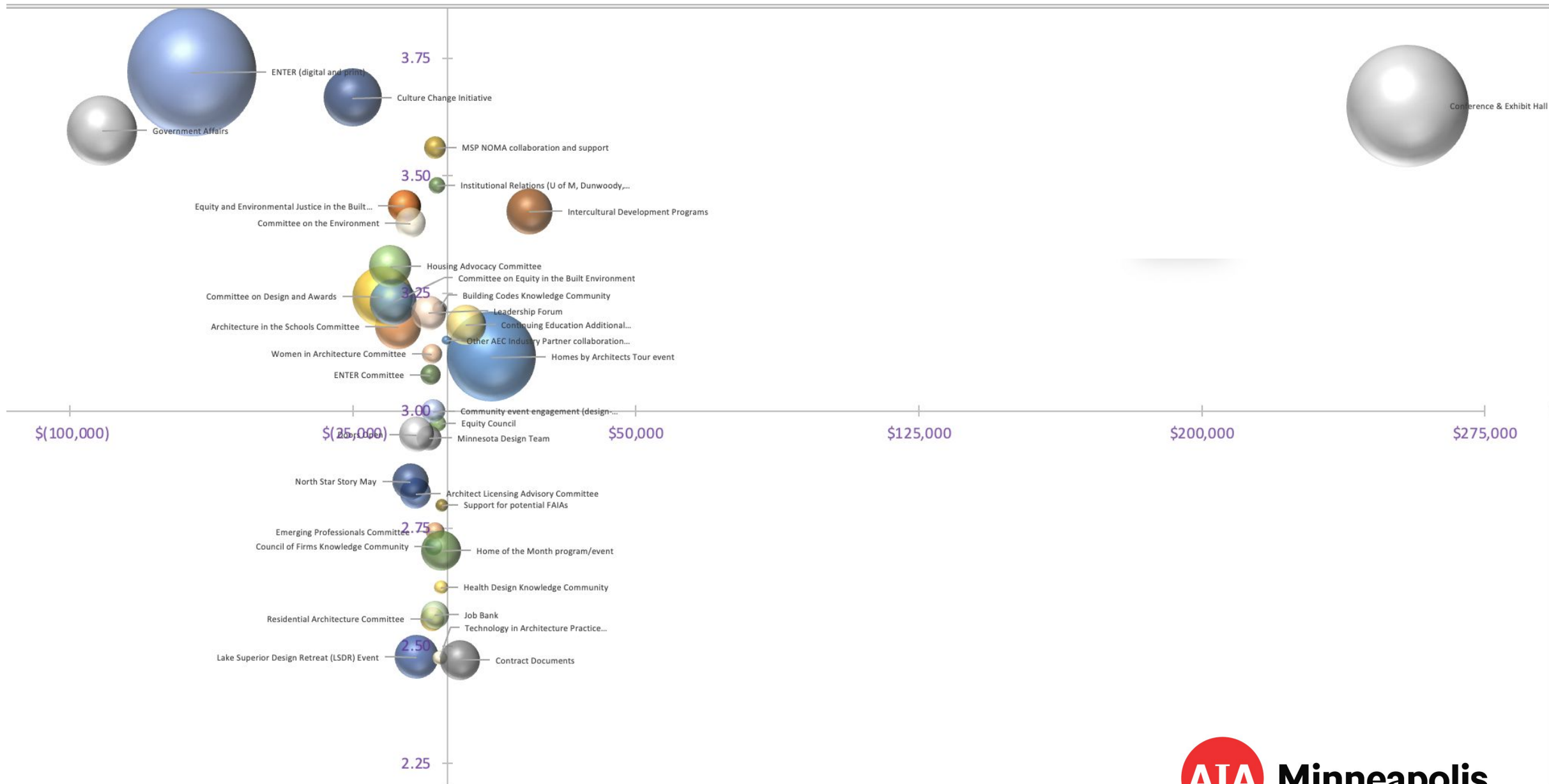
During the first years of workplan implementation, staff and volunteer leaders plan to:

- Complete and implement a staff wellness plan;
- Evaluate current programs, services, and approaches;
- Strategically utilize learnings from the [Culture Change Initiative](#) related to leverage points (focusing on high-impact) and cultivating change.
- Develop tools and protocols to support decision-making on new initiatives and partnerships;
- Meet with all AEC-related organizations in Minnesota to build/rebuild relationships, share our workplan, and explore potential areas of collaboration; and
- Experiment with various remote, hybrid, and in-person approaches for member- and public-focused offerings.

Throughout the implementation of this workplan, staff and board members commit to working from our areas of organizational strength and utilizing our resources wisely in service to the membership and to the public good.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
1	<b>2023 Staff Workload and Capacity Calendar</b>																				
2																					
3	Assign each week of the year a number between 1 and 10 to represent										<b>LEGEND:</b> 1 - 4 <i>Workload is manageable; some extra capacity</i> 5 - 6 <i>Workload is getting heavier; not much extra capacity</i> 7 - 10 <i>Peak workload; no extra capacity</i> XX <i>Out of office</i>										
4	your workload (see Legend at right). Use "XX "to indicate you are not																				
5	working during a week due to vacation, sabbatical, etc.																				
6																					
7																					
8																					
9		1-Jan	2-Jan	3-Jan	4-Jan	1-Feb	2-Feb	3-Feb	4-Feb	1-Mar	2-Mar	3-Mar	4-Mar	1-Apr	2-Apr	3-Apr	4-Apr	1-May	2-May	3-May	4-May
10	<b>Angie</b>	1	2	2	2	4	XX	6	4	4	5	6	6	5	5	6	6	6.5	6.5	6.5	6.5
11																					
12																					
13																					

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	<b>2023 Staff Workload and Capacity Calendar by Project</b>												
2													
3	For each project you work on, use a number scale to indicate the intensity of that project for each month.												
4	Blank = not active, 1 = low intensity, 2 = medium intensity, 3 = peak intensity												
5													
6	NAME: Angie												
7													
8		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
13	Conference/Awards Event					1	1	1	2	3	3	3	
14	Continuing Education												
15	Contract Documents												
16	CPC												
17	ENTER digital												
18	ENTER print annual			2	2								
19	Government Affairs												
20	History, Hurdles, Hope												
21	Home of the Month												
22	Homes by Architects Tour												
23	Intercultural Development												
24	Leadership Forum	1	2										
25	LSDR												
26	MAF												
27	Matrix e-newsletter												
28	MDT												
29	Mpls Golf Outing												
30	NILP		1	2	3	3	3						



# 2023 JOINT STRATEGIC WORKPLAN PROGRESS REPORT

## KEY:

 = IMPLEMENTATION IS WELL ON TRACK OR COMPLETE

 = SUBSTANTIAL WORK HAS BEEN DONE TOWARD THIS ITEM

 = PROGRESS HAS BEEN SLOWER THAN DESIRED / NEW CIRCUMSTANCES HAVE PAUSED PROGRESS

 = ITEM IN DANGER OF NOT BEING ACHIEVED

 = ITEM IS NOT SCHEDULED FOR ACTION THIS YEAR / IS NO LONGER LIKELY TO BE IMPLEMENTED

<p><b>4. Engage proactively in state and local advocacy on issues of concern to architects. <i>Starting 2018</i></b></p>		
<p>4.A. Grow our advocacy infrastructure for engagement of state and local policymakers throughout Minnesota.</p>		<p>In 2018, the Government Affairs Committee and staff took a methodical approach to preparing an advocacy agenda and approach to increase communication and strategic engagement with lawmakers during the 2019 session, including growing our PAC and systematizing our advocacy outreach. Engagement with AIA National and other AIA chapters also began, with the EVP serving on an AIA task force focused on this issue.</p>
<p>4.B. Increase engagement on issues related to housing, sustainability/resilience, and equity in education, in particular.</p>		<p>AIA MN staff, committee members, and local chapter leaders have worked together to substantially grow the degree to which the architecture community is seen as</p>



<p>6.B. Expand upon the regional meeting approach of the AIA Northern Minnesota chapter to include three regional meetings each Spring held in various locations in Greater Minnesota with CE content, networking, and potentially community outreach.</p>		<p>In Spring 2018, all three chapters held regional meetings. Regional meetings were also held in Summer and early Fall of 2019. Attendance outside of board members was sparse in the 2018 and 2019 meetings, despite direct outreach from board members. In preparation for Fall meetings in 2020, local board members will be reaching out to firms in proximity to the regional meeting locations to plan the meetings and encourage participation of their employees, and the overall approach will be revisited.</p>
<p>6.C. Following the 30th anniversary celebration of the Lake Superior Design Retreat in 2018, take a hiatus in 2019 to explore possibilities for reworking the event to draw higher attendance from Greater Minnesota members and the general public, and to engage Greater Minnesota community leaders and key design-related entities.</p>		<p>LSDR Committee representatives presented to the Board in 2018 and the decision was made to forgo the hiatus noted in the workplan with the expectation that a portion of each of the committee's monthly meetings be dedicated to a discussion focusing on event improvements to enhance inclusivity and impact. In addition to Cheryl Fosdick, two other AIA Northern Chapter members have</p>



# **ACTIVATING Your Strategic Plan**

Dawn Taylor, Executive Director, AIA Kansas City

**Painting the  
picture of  
AIA Kansas  
City**

**Returning for round 2 with ASAE  
ForesightWorks**

**Board members “own” the strategic  
planning process**

**Some (not all) board members serve on  
strategic planning task force**

**Board takes final recommendations  
from task force, then is responsible for  
translating into action items and  
activating plan for next 5 years**



## **ACTION BRIEF ELEMENTS**

**Page 1. Summary, Forecasts,  
Key Uncertainties**

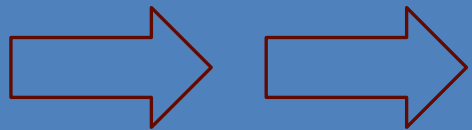
**Page 2. Supporting Trends, Data,  
Related Drivers of Change**

**Page 3. Strategic Insights, Timing,  
Potential Alternative  
Futures**

**Page 4. Taking Action,  
Who Will Be Affected**



## Drivers of Change



goal areas

## In 2018, these four Drivers of Change:

- Mentoring
- Next Generation
- Diversity and Inclusion
- Rejection of Expertise

## Became these four goal areas:

- Intentional Knowledge Sharing
- Foster the Future
- Equity + Diversity + Inclusion
- Elevating the Value of Architects

**In our new plan (launching Jan. 2024),  
we are folding in AIA's two overarching  
strategic planning areas:**

DEI  
Climate Change

# Strategic Priorities for AIA Kansas City through 2033

## VISION

AIA Kansas City will be the recognized leader of a diverse membership of architects who improve our communities and our collective future.

### GOALS

Educate AIA Kansas City members.

### GOALS

Strengthen career development continuum .

### GOALS

Provide best practice resources to local firms.

### GOALS

Elevate the role of the architect through public facing partnerships.

STRATEGY METRICS  
TBD

STRATEGY METRICS  
TBD

STRATEGY METRICS  
TBD

STRATEGY METRICS  
TBD

MULTI-YEAR STRATEGIES:  
TBD

MULTI-YEAR STRATEGIES:  
TBD

MULTI-YEAR STRATEGIES:  
TBD

MULTI-YEAR STRATEGIES:  
TBD

## MISSION

In continuous operation since 1890, AIA Kansas City supports its members, advances the value of the architecture profession, and improves the quality of the built environment.

**Board Retreat is  
where the plan  
gets activated**

**We tackle each of the 4 goal areas at the retreat in late November and formulate action items with champion assignments and timelines/deadlines □ accountability**

**Each board member is assigned to one goal area for the year. [Goal areas are not committees.](#)**

**Our 4 staff are liaisons for two goal areas, each.**

**Our 5 standing committees fit in with many of the goal area assignments, e.g., Advocacy Committee logically fits in with Elevate the Role of the Architect**

**Committee co-chairs attend board retreat to see big picture of how their activities support the strategic plan and vice versa.**

**Roll out January 2024 with new board**





# April Strategic Plan Dashboard 2023

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A1 | SAM, KIMBALL, ERIN, Kristen, Dawn

	A	B	C	D	E
1	SAM, KIMBALL, ERIN, Kristen, Dawn				
2	<b>Overall Goal</b>	<b>Action Item</b>	<b>Committee</b>	<b>Report</b>	<b>Notes</b>
3	Create Meaningful Connections				
4	Membership	Member Firm Road Show	President, President-elect	Visit member firms to take pulse on industry	we have met with 14 firms, n
5	Chic	Coordinate City Hall Day, position on Downtown Baseball, session on housing	Advocacy Committee		
6		UG RFG for 3 parcels for devel. look into this via Ashley Hand (at UG)	??	is there a role for AIA KC?	
7	Industry Groups	A/E/C Insights		Follow up with AGC/Builders on 2023 program	Michael G has a program in i (3/30/23); add1 panelists to c commercial?
8		Climate Action KC	Climate Action Coalition	When is the next summit?	Fall 2023 (date not yet anno
9		Building Energy Exchange, BEEEx, Ashley Sadowski	staff	event here April 10	
10					
11		DBIA relationship opportunity?	board contacts	recent panel session with Kimball; regional DBIA conference in Lenexa this summer	DBIA has competing contrac
12					
13	Community	What do architects do: displays in our front window	Task Force TBD	What does it cost for print and install?	KC STEM Alliance partnersh
14		Work on Say It Loud Exhibition with Pascale Sablan (Thurs. Sept. 14, 2023)	Say It Loud, staff	staff should reach out to organizers and NOMA KC in April for update	This is a talk and physical an
15			staff	put date on website calendar	
16	Further Our Knowledge Base				
17		Strategic Action Initiative	Tiffany and Ashley R	Begin looking at a new topic? Ask board if it's ready to sunset	
18		Bring back COTE??		Do we have the capacity for this?	Talked to the Board at Febru
19		This group could look at AIA KC firm participation in 2030 Challenge.			
20		Help coordinate more sustainability programs. 2 a year			

+ ≡ Elevate ▾ Foster ▾ Knowledge ▾ EDI ▾ Staff Notes ▾ Committe Reports ▾