



# AIA Chicago Strategic Plan

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2021-2023

# Outline

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## **AIA Chicago Members,**

It's been more than 25 years since AIA Chicago last underwent a strategic planning process. Over the past 16 months, many of you have participated in the development of this plan by participating in online surveys, focus groups, and 1:1 conversations. From this rigorous process - led by the experts at Executive Service Corps (ESC), a leading non-profit consultancy - we identified members' priorities. We also heard from you about the ways that AIA Chicago can better serve you at all points in your professional career path.

Three key themes emerged from your feedback:

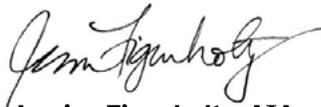
- Your desire to see the profession become more diverse, equitable, and inclusive.
- Your aspirations to take on a stronger role and voice as architects in mitigating and adapting to a changing climate.
- Your goal in greater outreach to the public, including the promotion of architecture as a career path.

In the pages that follow, you'll find a strategy that weaves those three themes across six core goal areas: Education, Communication, Advocacy, Membership, Development, and Organizational Structure.

Many thanks to the leadership team of consultants from ESC; the dedicated work from our Board of Directors and staff; the knowledge shared from our sibling AIA chapters around the country; and to you - our members - for your collaborative work and vision in this new strategic plan.

With nearly 4,000 members strong and the unmatched architectural legacy of the city around us, our chapter is poised to enter our 153rd year with an exciting new road map. We look forward to sharing in this journey with you as we strengthen the organization and better serve you as members.

**Sincerely,**



**Jessica Figenholtz, AIA**  
2021 Board of Directors President



**Jen Masengarb, Assoc. AIA**  
Executive Director

## Background and Executive Summary

AIA Chicago is the local Chicago chapter of The American Institute of Architects. Based in Washington D.C. the AIA has been the leading professional membership association for licensed architects, emerging professionals and allied partners since 1857. AIA Chicago, founded in 1969, is located in Chicago, Illinois. Its members (approximately 3,900), live and/or work in a defined region of Chicagoland. AIA Chicago is a 501c(6) professional association operating with a related 501c(3) foundation, the AIA Chicago Foundation.

AIA Chicago offers lectures and continuing education courses; numerous award programs; specialized, issue-specific Knowledge Communities; advocacy for architects; daily communications online and through its in-house magazine, Chicago Architect; and help for consumers looking for an architect.

In February of 2020, Executive Service Corps (ESC) responded to AIA Chicago's Request for Proposal for consulting services to guide the development of a Strategic Plan. Although they have been guided in the past by a plan prepared by their national organization, the local Chicago Chapter's board of directors identified the need to clarify priorities and determine specific goals and action plans for their local chapter for the next three years. There was a strong desire to refresh the local mission statement and create a vision statement for the organization.

The contract with ESC was signed in May, 2020. Through several starts and stops related to the uncertainty of the COVID-19 pandemic and a transition of AIA Chicago's staff leadership, the process moved ahead and is now complete.

A team of ESC consultants and a planning committee of 10 Board Members and the Interim Executive Director was formed. The Planning Committee was joined by the new Executive Director in March of 2021. This team facilitated the overall process including benchmarking, stakeholder interviews, a 3,900-member survey, a mission review, vision creation and a full board retreat to address the key issues facing the organization in the next three years. Members of the Planning Committee led workgroups to develop the Goals and Action Plans contained in this Strategic Plan.

### AIA Chicago's Initial Objectives:

- Clarify, strengthen and better communicate the value of AIA membership.
- Advance the equity, diversity and inclusion of all in its board representation, membership, pipeline to the profession and to access to good design in all communities.
- Promote the central focus of sustainability in architecture both from the perspective of knowledge and tools of the profession and for the public's appreciation for its importance.
- Clarify and refine the priorities by which programs and initiatives are selected and developed.
- Structure the staff and board for the highest level of efficiency and effectiveness.

The strategic plan is intended to build on this foundation and provide the roadmap to reach a higher level of excellence. The plan provides direction in six primary areas – Education, Communication, Advocacy, Membership, Development and Organizational Structure. As with the success of any plan, it is implementation that counts and the ability to adapt to changing circumstances and opportunities. Having a well-grounded roadmap in place provides focus through the inevitable course adjustments.

# Process and Phases

## **Pre-Engagement**

Upon execution of the Consulting Agreement, an AIA Chicago Planning Committee was formed and ESC completed its consulting team. The Co-Engagement Managers met with the Strategic Planning Committee Chair and Executive Vice President to confirm the committee and set the date for the initial committee meeting. Relevant organization documents were gathered for ESC's review.

## **Preparation for Planning**

During this phase, ESC consultants met with the committee to confirm the process, time frames, objectives and responsibilities, as well as gather the committee's views on the issues facing the AIA Chicago Chapter.

## **Benchmarking**

To prepare for benchmarking, the Committee identified relevant organizations and categories of interest. With approval from the Committee, ESC consultants gleaned organization websites to gather facts such as membership size, organizational structure, staff size, dues structure, program offerings, fee schedules, board size, budgeting, scope of services to members, as well as their mission and vision, etc. Most organizations were then contacted by phone to clarify specific issues or to gather information not available publicly. The information was summarized in a grid format for ease in comparing each category to AIA Chicago.

In addition, the Planning Committee requested special data from organizations who were known for their nimbleness and relevance. Nimbleness refers to an organization's ability to pivot in response to changes in the environment. AIA Chicago is also looking for a way to prioritize suggestions from members. Relevance refers to the notion that professional organizations must provide programming that appeals to their constituency, including young or entry-level professionals. Benchmarking provided a look at best practices and identified areas of strength for AIA Chicago.

## **Analyze and Define Issues**

ESC consultants conducted 42 interviews with key stakeholders and developed and sent an online member survey to the entire membership of AIA Chicago.

## **Key Stakeholder Interviews**

ESC engaged key individuals to share their experience, knowledge and opinions through personal interviews. This enabled ESC consultants to gather ideas about the organization's strengths, weaknesses, opportunities and threats regarding its current and future environment. ESC conducted 42 one-on-one interviews and held a focus group discussion with four others. ESC worked with the planning committee to select a cross section of stakeholders including: board members, local, state and national AIA representatives, AIA Chicago staff members, knowledge community leaders and fellows. Interviews were conducted by telephone and required an average of 45 minutes each.

## Process and Phases cont.

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### **Membership Survey**

ESC surveyed all 3,900 current AIA members with a response rate of approximately 20%. This survey helped to assess member needs, levels of satisfaction with various chapter services and other concerns. The survey included questions on programs, governance, communications, finance, facilities, value criteria for members, and what key strategic areas members believed were most important.

The response data was summarized in a series of charts and graphs. By including all members with a survey, AIA demonstrated that it values and respects its members' input, opinions and needs for the purpose of future planning. Please note that ESC maintained the confidentiality of stakeholders by not connecting participant names with comments and feedback.

The results of the survey, interviews and benchmarking were compiled and presented to the committee to help identify issues in eight essential elements: Leadership, Governance, Programs, Support Operations, Financial, Fund Development, Market and Communications. This data was then formatted as a SWOT Analysis to categorize the findings as organization strengths, weaknesses, opportunities for improvement and environmental threats. A draft vision and mission statement were prepared.

### **Board Planning Session**

On March 31, 2021, ESC facilitated a four-hour meeting with the entire board of directors to review and agree on an envisioned future and mission and vision for the organization. Five work groups were assigned to respond to strategic issues and begin to develop action plans. Feedback and input on the proposed mission and vision statements were gathered and reviewed by a sub-group of the Planning Committee.

### **Action Plans**

During this phase, work groups developed action plans with guidance from ESC consultants. The action plans will provide a roadmap for the AIA Chicago Board of Directors and staff as they move forward during the next three years.

### **Finalize the Plan**

ESC drafted the AIA Chicago strategic plan document for review and approval by the Planning Committee. This strategic plan will be presented to the Board for revision and approval.

### **Implementation**

During this phase, the action plans approved by the Board will be implemented. ESC will share proven methods for successful follow-up and implementation. An ESC consultant will continue to be available for coaching and guidance during the implementation phase. A dashboard has been prepared to provide structure and enable the board to monitor progress on action items and goal attainment at each board meeting.

## Mission and Vision

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AIA Chicago requested a review of their current mission statement and the creation of a vision statement. ESC facilitated a working session with the AIA Chicago planning committee on mission and vision. After some iterations, the planning committee agreed on a proposed mission and vision statement to be brought to the group retreat.

The mission focused on three themes of Advocating, Sharing, and Partnering. During the retreat ESC facilitated an active discussion of the proposed mission and vision statements using virtual sticky notes in the tool “Google Jamboard” to gather feedback and ideas. A small working group led by the executive director, refined the mission and vision based on inputs from the retreat and after additional discussion and iterations with the whole planning committee, approved the following mission and vision statements for presentation to the board of directors:

### **MISSION**

AIA Chicago builds on our city’s architectural legacy by advocating for the profession, sharing knowledge among members, and partnering with communities.

### **VISION**

Fostering a culture of design excellence for equitable, sustainable places and spaces.

# Critical Issues

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Based on our stakeholder interviews, member survey and benchmarking, several critical issues emerged to all constituencies:



It should be noted that these three critical issues serve as a connective thread in our approach to each operational area, and inform the goals and action plans which we've collectively developed. These goals and action plans serve as the foundation for AIA realizing its vision over the next three years.

In addressing these critical issues, we divided our work into areas of more operational focus:

- Education
- Communications
- Advocacy
- Membership
- Development
- Organizational Structure

## **Specific concerns and goals in each operational area:**

### **Education**

- Members value a broad spectrum of programs, but staff resources are already constrained.
- How many programs is AIA Chicago capable of providing, and can we evaluate and eliminate programs with lower interest?
- What additional or newly focused programs can help AIA address critical issues (above)?
- What adjustments in staffing and resource allocation are necessary?

### **Communications**

- Three of our most valued internal communication channels, website, e-blast, and newsletters are not effectively communicating the value of membership and enhancing the flow of information between Board, staff, and members.
- How best can we increase the effectiveness of our communications in building public awareness and appreciation for our profession?

### **Advocacy**

- AIA Chicago can and should be a stronger voice for our profession to our local officials. Currently, there is a lack of coordinated and more direct messaging on critical issues. The organization and membership currently have limited exposure to elected and appointed officials.
- AIA Chicago needs better mechanisms for addressing the on-going impact of climate change, both through internal and external activities.
- The organization needs to develop better processes by which AIA can stay "nimble and quick" responding to issues critical to membership and the profession.

## Critical Issues cont.

- Better processes for understanding issues important to our membership are also needed.
- How best can we address the lack of diversity (race, gender, orientation) within our profession?
- How best can we increase the public's understanding of architecture's value and what architects do?

### **Membership**

- How can we grow and support associate members (those with an architectural degree but not an architectural license) and affiliate members (industry partners) to widen the network of the chapter?
- How can we continue to diversify the membership of the chapter for wider representation based on age, gender, sexual orientation, and racial/ethnic identity?
- How can we better support and elevate our members with significant contributions to the profession through Fellowship in AIA?

### **Development**

- Sponsorship and advertising are not being fully maximized by the organization. A revised plan and process needs to be developed to help grow sponsorship and advertising. Increased revenue from sponsorship and advertising is important to assist the organization in achieving its mission and vision.
- The majority of members feel that the price of membership is only somewhat valuable to not valuable at all. Growing sponsorship revenue provides the opportunity to reduce program fees which in turn results in greater value to the individual member.

### **Organizational Structure**

- AIA staff is viewed as highly competent but stretched thin and often overloaded by requests. They need guidance on priorities and how to handle requests from Knowledge Communities and others.
- Ensure the structure of the Board and its relationship to the staff, executive director, AIA Chicago Foundation and Knowledge Communities are clear and codified, in order to facilitate the success of the organization.
- AIA Chicago Bylaws are out of date and need significant revision to address the fairness and transparency of the organization and its processes.
- AIA Chicago Foundation plays a strategic role in AIA Chicago's offerings and public presence, and is perceived as doing that job well; a restatement and clarification of the relationship between the Foundation and AIA Chicago will help that continue.

These critical issues were analyzed and specific strategic goals and related action plans were developed by work groups led by members of the Strategic Planning Committee.

# Goals and Action Plans

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AIA Chicago will focus on six areas during the next three years in its mission to build on our city's architectural legacy by advocating for the profession, sharing knowledge among members, and partnering with communities.

## These six focus areas are:



### Education

Increase the effectiveness of Knowledge Community and partner programs in supporting the diverse needs of membership and advancing the Mission and Vision.



### Communications

Improve the effectiveness of communication and communication infrastructure to increase the engagement of members and public's appreciation of our profession.



### Advocacy

Advance diversity, limit climate change, and better enable our objectives through our relationship with local government.



### Membership

Widen the pool of members, diversify membership and the profession, and support members through all stages and needs along their professional path.



### Development

Increase fund development to help propel our vision and mission.

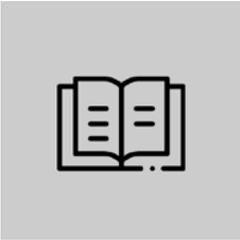


### Organizational Structure

Increase the effectiveness of the AIA Chicago organization through clarifying roles, relationships, authority, paths of communications, and renewing by-laws.

# I. Education Goals

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## **IA Create a process for evaluating existing and new programs to measure their equity, content, and impact for members.**

**IA.1** Create new Vice President of Education position.

**IA.2** Develop a rubric for evaluating all current and new programs, measuring how they support AIA's core values around EDI, climate adaptation, career development and AIA Chicago's mission/vision.

**IA.3** Update event development process to improve effectiveness in supporting the priorities.

**IA.4** Develop event follow-up procedures, including follow-up emails to attendees.

**IA.5** Using the new CRM system, AIA staff maintains record of metrics for attendance, post-event participant engagement. Solicit targeted future event recommendations.

**IA.6** On a yearly basis, Board and ED will evaluate the program portfolio, impact, and work of each Knowledge Community to ensure all groups are meeting goals.

**IA.7** Create process for identifying/developing KC chairs (leadership pipeline for increasing equity and diversity in KC leadership).

## **IB Deepen local and national component partnerships in the creation and promotion of programs in order to position our members as national thought leaders and grow ties with allied organizations.**

**IB.1** Establish program partnerships between the four key allied professional organizations (engineering, planning, landscape, history) and AIA Chicago's Knowledge Communities in order to demonstrate the power of AIA affiliate membership through co-sponsored programs, events, membership discounts, etc.

**IB.2** Build programs and an outreach strategy of regular communication between AIA Chicago and the four local schools of architecture through member involvement with their AIAS chapters, AIA members already on the faculty, and student-centric programs.

**IB.3** Develop a MOU for volunteer partnership agreements with the largest local organizations that work directly with minority high school students in order to deepen the impact of AIA members and broaden awareness of the profession.

## **IC Foster equity and diversity in our awards programs.**

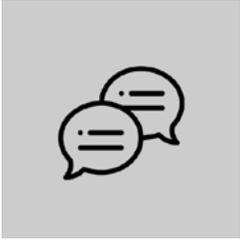
**IC.1** Highlight the winners of the Small Project Awards at Designight to provide more parity among all AIA Chicago's design excellence winners.

**IC.2** Re-evaluate the criteria for all awards, award categories, and juries to better align with AIA's core goals around climate action and social justice, in addition to celebrating the aesthetic and technological advancements of buildings.

**IC.3** Develop a common awards criteria/application for both Small Projects and Design Excellence Awards in order to provide more parity among all types of firms and projects.

## 2. Communications Goals

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### **2A Develop a robust communication strategy to its members in order to deepen individual member engagement and increase by 25% over three years their perceptions of membership as valuable or highly valuable.**

**2A.1** Conduct ED listening campaign with members that connects to the Strategic Plan outcomes.

**2A.2** Streamline and develop robust social media content that uniquely positions AIA Chicago in the city, communicates the value of the organization, and highlights members' new work.

**2A.3** Analyze AIA and AIA Chicago databases to identify members' current engagement levels in order to target communication based on their level of involvement and deepen their engagement with the organization.

**2A.4** Invest in a robust and well-designed website that better allows members to see program offerings while also increasing advertiser and sponsors visibility.

**2A.5** Create a clear system of tagging, naming and targeting programs in order to better communicate the content to members based on their interests, expertise, and career advancement.

**2A.6** Conduct an annual survey of members to evaluate member communications, member benefits, and perceived value of membership.

**2A.7** Establish a policy for how and when we cross-promote events for members with other local allied organizations.

### **2B Develop a communications strategy to Chicago's public that highlights the expertise and impact of architect members, their built work, and the profession at large.**

**2B.1** Establish highly-visible marketing and program partnerships with local cultural organizations that already have a large public following in order to increase the reach and visibility of AIA Chicago and its members. (ie. Working with an Architect)

**2B.2** Contract with a PR firm to improve public knowledge of AIA Chicago award-winning buildings and the launch of the new AIA Guide.

**2B.3** Seek out opportunities for the Executive Director to write about and speak on various built environment issues in the public realm.

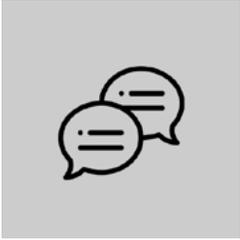
**2B.4** Enliven e-communications (newsletters, social) with better design and more curated content.

**2B.5** Invest in a robust new website that allows the public to find and better connect with AIA Chicago's members, participate in or attend a program.

**2B.6** Host creative events or programs that bring AIA Chicago members face to face with the public both virtually and in person.

## 2. Communications Goals cont.

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### **2C Implement a centralized association management database for outreach to members and sponsors, serving both AIA Chicago and AIA Chicago Foundation.**

**2C.1** Identify a CRM (Customer Relationship Management) software or AMS (Association Management Software) that is most compatible with AIA national's database and also meets our needs as a chapter and foundation for constituent tracking, e-communication, and event registration.

**2C.2** Implement a centralized association management database for outreach to members and sponsors, serving both AIA Chicago and AIA Chicago Foundation.

**2C.3** Build the chosen CRM/AMS and populate with member/sponsor data.

**2C.4** Identify and integrate modules for e-communication and event registration.

### **2D Build a robust and contemporary website that communicates the work of AIA Chicago, supports the needs of our members, highlights our sponsors, and monetizes advertising.**

**2D.1** As part of our digital strategy, clearly identify the needs for each aspect of the website and write an RFP.

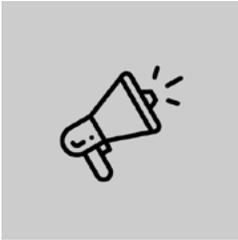
**2D.2** Research potential web developers/designers based on learnings from other AIA chapters.

**2D.3** Propose recommended web developer/designer, obtain board approval, and sign contract.

**2D.4** Develop and implement new website.

## 3. Advocacy Goals

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### **3A Foster, Support and Develop our Relationships with Local Government.**

**3A.1** Develop a process to recruit and add members (outside of the Board of Directors) to the Advocacy/Policy committee which would set annual short, mid and long-term advocacy goals and present recommendations to the Board for action on a quarterly basis.

**3A.2** Develop a decision tree, based on AIA's core values, that allows the Board to address local advocacy issues.

**3A.3** Develop a mechanism/tool for members to raise issues they feel the organization should advocate for.

**3A.4** Nurture and develop our positive relationship with the DOB and the DPD as related to building codes and key city planning initiatives.

**3A.4a** Support the city in completing the update of the CBC which was started in 2017, Phase I was completed in 2019 and implemented in 2020.

**3A.5** Evaluate the need for a new part-time staff role to manage AIA Chicago's advocacy/policy initiatives. Research how many big sibs have these positions and what they do.

### **3B Enhance the diversity of the architecture profession in the Chicago area.**

**3B.1** Strengthen and systemize regular programming with local allied organizations: I-NOMA, Arquitectos, Chicago Women in Architecture.

**3B.2** Schedule board meetings between AIA Chicago and local allied organizations.

**3B.3** Implement the existing EDI Anti-Racism pledge.

**3B.4** Increase and support AIA Chicago Foundation's Diversity Scholarships.

**3B.5** Improve leadership diversity of AIA Chicago boards and Knowledge Communities.

**3B.6** Educate members about EDI and its importance in our profession.

### **3C Be a leader in limiting climate change by advocating for policies in Chicago that protect the environment and encourage the design, preservation and construction of regenerative buildings.**

**3C.1** Align our programs to meet our sustainability goals.

**3C.2** Create or locate tools for architects to discuss sustainability goals with clients and members.

**3C.3** Grow the visibility of firms that have made the 2030 Commitment.

**3C.4** Enhance our awards programs to support sustainability goals.

**3C.5** Work with City of Chicago and affiliated professional organizations to amplify AIA sustainability goals.

## 4. Membership Goals

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### **4A Grow associate and affiliate membership by 15% over three years.**

**4A.1** Evaluate the membership cost and benefits offered to associate and affiliate members to ensure they better align with perceived membership value.

**4A.2** Create a short poll or survey for non-associate members, allowing the executive director to easily poll young staff during firm listening tour/visits.

**4A.3** Build on AIA national's membership and marketing campaigns to future associate members which highlights the role that firms play in member enrollment and retention.

**4A.4** Conduct short interviews with long-standing affiliate members in order to re-evaluate and strengthen their membership benefits.

### **4B Increase the overall number of AIA Chicago Fellows by 5% over three years and widen the diversity of candidates to better reflect membership.**

**4B.1** Interview the 30+ AIA Chicago members who have been nominated for Fellowship over the past 5 years but have not chosen to apply in order to learn more about the hurdles they face.

**4B.2** Strengthen the pipeline of future Fellow nominees and better integrate the work of the membership and Fellowship committees by adding the board's VP of Membership to the Fellows committee.

**4B.3** Host a writing seminar workshop to support Fellowship nominees in the application process.

**4B.4** Add a component to the end of the Bridge Program which introduces rising mid-career participants to the qualifications, criteria, and process of applying for Fellowship.

## 5. Development Goals

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### **5A Create a development plan that results in a 5% increase of additional partners committed each year over the next 3 years.**

**5A.1** Outline strategy for and differences between advertising, sponsorship, and donors.

**5B.2** Diversify and grow the pool of potential sponsors, advertisers, and donors.

### **5B Empower and educate all members and staff to see themselves as contributors to AIA Chicago's overall development efforts.**

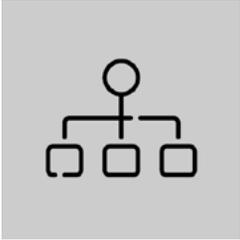
**5B.1** Create a graphic presentation and communication tools that lists partnership benefits and the value of sponsorship.

**5B.2** Generate script & "teaching tool" for board members to allow a broader group to approach sponsors.

**5B.3** Outline protocol for board members to reach out to their industry contacts for partnerships/sponsorships.

## 6. Organizational Structure Goals

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### **6A Clarify roles, authority, and paths of communication between all groups at AIA Chicago by creating a detailed organizational chart by the end of July 2021.**

**6A.1** Research/identify all current roles / responsibilities as they relate to AIA Chicago constituent groups to ensure they have potential for growth and are mutually supportive.

**6A.2** Determine roles and responsibilities of staff and opportunities for growth of the staff, advancement of current staff, talent retention plan.

**6A.3** Determine what roles or paths of communication/hierarchy might be missing and create placeholders for that growth or to address that need.

**6A.4** Solidify and document the procedures of communications among board members, staff and committees.

**6A.5** Share org chart with membership as part of Strategic Plan distribution to members.

**6A.6** Conduct quarterly reviews of procedures for Board of Directors. Create “cheat sheet” for board procedures, rules, responsibilities, parliamentary procedure, definitions, how to make a motion, protocols, etc.

### **6B Reflect the goals of the organization to ensure fairness and transparency by revising the Bylaws for review by the Board of Directors by July 2021.**

**6B.1** Review Bylaws modifications with focus on nominations, meetings requirements, and board roles and responsibilities.

**6B.2** Issue Bylaws modifications to Board for Approval / legal review.

**6B.3** Members to vote on Bylaws changes by end of 2021.

**6B.4** Continue future of committee as a ‘policy recommendations/clearinghouse’ committee into the future.

### **6C Define the relationship for program operations, funding, and resources between board and staff of AIA Chicago Chapter and the Foundation.**

**6C.1** Review and clarify the current MOU between AIA Chicago Board and Foundation Board. Identify distinct (or similar) Mission/Vision of each organization.

**6C.2** Establish appropriate and efficient communication lines between the Foundation and the AIA Chicago by providing a formal Board structure.

**6C.3** Create an updated MOU to reflect the relationship goals and create an implementation strategy. Obtain ratification of MOU from AIA Chicago and Foundation Boards.

**6C.4** Communicate relationship to membership at Designight.

# Implementation

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Following board approval of the plan, ESC consultants, Maureen Durack and Joan Parrott-Sheffer, will meet with the AIA Strategic Plan Implementation Leader, and others as designated, to:

- Determine the AIA Chicago Strategic Plan Implementation Organizational Structure
- Design the on-going AIA Chicago Strategic Plan progress review process
- Create a dashboard of metrics to measure organizational performance
- Create a Strategic Plan Implementation Tracking Template

The defined Chicago Strategic Plan Implementation Organizational Structure will refine dates and responsibilities for year one activities, immediately following Board approval. ESC consultants can assist with this as desired.

ESC Consultant Maureen Durack will coach and mentor the AIA Strategic Plan Implementation Leader through year 1 of implementation.

## **Appendices**

- Benchmarking Observations
- Stakeholder Interview Summary
- Member Survey Report
- SWOT Analysis AIA Chicago

# Strategic Plan Goals Overview

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## 2021-2023

### MISSION

AIA Chicago builds on our city’s architectural legacy by advocating for the profession, sharing knowledge among members, and partnering with communities.

### VISION

Fostering a culture of design excellence for equitable, sustainable places and spaces.

.....

These three themes serve as the connective thread and appear throughout each of the goal areas:

Promotion of equity, diversity, and inclusion (EDI) within the profession.

Engagement with efforts within the profession to address climate change.

Representation of the profession to external publics, including promotion of architecture as a career.



## 1 EDUCATION

- 1A** Create a process for evaluating existing and new programs to measure their equity, content, and impact for members.
- 1B** Deepen local and national component partnerships in the creation and promotion of programs in order to position our members as national thought leaders and grow ties with allied organizations.
- 1C** Foster equity and diversity in our awards programs.



## 2 COMMUNICATIONS

- 2A** Develop a robust communication strategy to members in order to deepen individual member engagement and increase by 25% over three years their perceptions of membership as valuable or highly valuable.
- 2B** Develop a communications strategy to Chicago’s public that highlights the expertise and impact of architect members, their built work, and the profession at large.
- 2C** Implement a centralized association management database for outreach to members and sponsors, serving both AIA Chicago and AIA Chicago Foundation.
- 2D** Build a robust and contemporary website that communicates the work of AIA Chicago, supports the needs of our members, highlights our sponsors, and monetizes advertising.



## 3 ADVOCACY

- 3A** Foster, support and develop our relationships with local government.
- 3B** Enhance the diversity of the architecture profession in the Chicago area.
- 3C** Be a leader in limiting climate change by advocating for policies in Chicago that protect the environment and encourage the design, preservation and construction of regenerative buildings.



## 4 MEMBERSHIP

- 4A** Grow associate and affiliate membership by 15% over three years.
- 4B** Increase the overall number of AIA Chicago Fellows by 5% over three years and widen the diversity of candidates to better reflect membership.



## 5 DEVELOPMENT

- 5A** Create a development plan that results in a 5% annual increase of additional partners committed each year over the next 3 years.
- 5B** Empower and educate all members and staff to see themselves as contributors to AIA Chicago’s overall development efforts.



## 6 ORGANIZATIONAL STRUCTURE

- 6A** Clarify roles, authority, and paths of communication between all groups at AIA Chicago by creating a detailed organizational chart by the end of July 2021.
- 6B** Reflect the goals of the organization to ensure fairness and transparency by revising the Bylaws for review by the Board of Directors by July 2021.
- 6C** Define the relationship for program operations, funding, and resources between Board and Staff of AIA Chicago Chapter and the Foundation.



**Executive Service Corps (ESC) Team**

Joan Parrott-Sheffer: Co-Engagement Manager  
Jeanne Mayes: Co-Engagement Manager  
Maureen Durack, Bob Hubberts, Craig Kinzer, Stuart Wagner

**AIA Chicago Strategic Planning Committee Members**

Jessica Figenholtz, AIA: Committee Chair  
Drew Deering, AIA: Vice-Chair  
Jen Masengarb, Assoc. AIA: Executive Director  
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