



STRATEGIC PLAN 2023 – 2025

Strategic Planning Retreat | July 2022

Revisions | July-November 2022

Adopted by Board of Directors | November 2022

Prepared by The Three Aspens, Ltd. | Helene Combs Dreiling, FAIA, President | April 2022

Process

This Strategic Plan sets forth a set of goals, strategies, and tactics to propel AIA Hampton Roads (AIAHR) toward an ever-more-successful future as a local component of the American Institute of Architects. This 2023-2025 document was developed and adopted in six broad steps:

1. Prior to the strategic planning retreat, AIAHR's Executive Director corresponded via email over several months with consultant Helene Combs Dreiling, FAIA of The Three Aspens, Ltd. to plan the retreat and articulate what the process means for future accomplishment.
2. Pre-retreat research by the component included a Member Survey that invited the full membership to define their preferences relative to component service and support. A high percentage of members participated in the survey, offering a statistically viable representation of the membership. (Survey questions are included as an Addendum to this Strategic Plan.)
3. Component research also incorporated a Stakeholder Questionnaire to all retreat participants, including members of the Board of Directors and invited guests. The majority responded, offering insights about membership needs and leadership development.
4. A strategic planning retreat for all members of the Board of Directors and invited guests was held July 22, 2022 at the offices of Clark Nexsen in Virginia Beach to discuss what is working well, consider the challenges, and develop future aspirations. During this collective session the goals, strategies, and tactics began to take shape.
5. Based on key themes from the Member Survey, Stakeholder Questionnaire, and primary retreat outcomes, the strategic planning facilitator/consultant prepared a draft plan, with opportunities for amendments, alterations, and additions to be offered by component leadership.
6. The Board of Directors approved the 2023-2025 Strategic Plan in September 2022.

Strategic Planning Retreat Acknowledgements

2022 Board of Directors:

- Chris Warren, AIA, Clark Nexsen, Architect | President
- Mark Treon, AIA, Mosely Architects, Associate | President-elect
- Barbara Benesh, AIA, B.Grace Design, Owner | Secretary
- Mike Smith, AIA, RRMM, Principal | Treasurer
- Jeremy Maloney, AIA, Altruistic Design, Owner | Immediate Past President
- Adam Schultz, AIA, Hanbury, Associate | Director of Membership
- Rob Crawshaw, AIA, WPA, Project Manager | Director of Knowledge
- Amber Hall, AIA, College of William & Mary, Senior Project Manager | Member At-large
- Kelly Batchelder, Nello Walls, Architectural Representative | Member At-large
- Kristen Smith, Froehling & Robertson, Business Development Director | Member At-large
- Dainan Gibson, ECS Limited, Director of Business Development | Member At-large

Invited Guests of the Chapter:

- Georgie Marquez, AIA, Andre+Marquez Architects, Inc., Principal
- Damian L. Seitz, AIA, Clark Nexsen, Department Head – Architectural, Principal
- Scott Campbell, AIA, VIA design, Principal
- Mel Price, AIA, WPA, Principal
- Jeffrey Butts, Associate AIA, Hanbury, Designer
- Tara Wise, Dills Architects, Chief Strategic Officer
- Shahada Allah, Hampton University, Architecture student

Staff Team Member: Bernadette Keplinger | Executive Director

Facilitator: Helene Combs Dreiling, FAIA of The Three Aspens, Ltd.

Chapter Mission and Goals (From the component's website)

AIA Hampton Roads is a sound, well-run professional organization that serves the local architect. It promotes architecture and the built environment in Hampton Roads, providing resources to our community, for professional development and education. The organization acts as a vital link to the other components of the AIA and local allied professionals.

Architectural Education. Promote the accountability of schools offering professional-degree programs in architecture to better prepare the students to become architects upon graduation.

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

External Dialogue. See opportunities and create mechanisms to foster dialogue that engages the architect with the marketplace.

Partners/Sponsors. Consistently finding ways to identify, promote, and enhance relations in the design industry.

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

Inclusiveness. Aggressively broadening the membership base developing inclusiveness and focusing services on 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 timely, consistent, and innovative responses to emerging issues.

Implementation of the 2023-25 Strategic Plan

The 2023-25 Strategic Plan is both aspirational and inspirational; as such, it serves as an active guide for component volunteer leadership and the staff team member in the coming three-year time horizon. All of the goals, strategies, and tactics are intended to refine the focus of AIA Hampton Roads by advancing the chapter's Mission and Goals.

"Engagement" was a key theme from the strategic planning process. Referenced in multiple ways regarding AIA Hampton Roads' preferred future as an organization, the term included:

- Engagement ... with and for members of AIA Hampton Roads;
- Engagement ... with the chapter's cities, counties, and communities on issues of social impact;
- Engagement ... to Hampton University's program in architecture; and
- Engagement ... from the architectural profession and AIAHR members to the greater public.

This 2023-2025 Strategic Plan launches a three-year cycle of planning exercises and documents. Tactics within the plan may be considered the framework for a three-year Action Plan as well as an annual Operating Plan, on which the metrics and measurements of success are founded. This Strategic Plan is a call to action for all volunteer leaders, staff team members, and members of AIA Hampton Roads to work together toward implementing the goals.

GOAL 1. Knowledge Leadership – AIA Hampton Roads is the trusted local resource and leading model association of knowledge for design and planning for Coastal Resilience and Adaptation of the built environment for the communities of Hampton Roads.

- A. Focused and relevant programs** – Provide programming for members to position firms and individual persons to gain expertise in coastal resilience and adaptation and working knowledge of current/future industry trends, socially compelling issues, and business climate.
1. Curate for existing knowledge programs/courses/speakers/tours locally, nationally, and internationally to increase and enhance member expertise on coastal resilience and adaptation design practices and issues.
 2. Consider hosting an annual coastal resilience event to provide program content for members, expose the public to relevant community issues, and build local leadership.
 3. Support additional programs urging the local architect toward collective action toward AIA National's two goals: 1) climate action for human and ecological health and 2) advance racial, ethnic, and gender equity.
- B. Master Collaborator** – Be the catalyst to bring everyone together regarding coastal resilience and adaptation efforts by enriching mutually beneficial connections to related professional organizations as well as other entities within and beyond the design and construction industry.
1. Serve as connector and convener for organizations representing concerns of the design and construction sector, strengthening the positive influence of the industry.
 2. Leverage relationships held by members with building product manufacturers and service providers to advance the mission and goals of the chapter.
 3. Augment efforts of committees and task forces in support of knowledge acquisition, delivery, and dissemination, particularly in key areas of climate action and social justice.
- C. Entrepreneurial Spirit** – Exhibit and practice business approaches and provide services and products with contagious enthusiasm and an empowering passion towards the goal.
1. Use the Coastal Resilience and Adaptation initiative to put AIA Hampton Roads at the forefront of sustainable action and climate change response.
 2. Optimize potential for growth in membership by igniting more enthusiasm around extraordinary programming to increase attendance and support from AIA members, firms and their leadership, potential members, and young professionals.
 3. Strengthen organizational structure and achievement of mission and goals by exhibiting best-in-class business practices through modeling professional literacy and supporting development.

GOAL 2. Relevant Member Value – AIA Hampton Roads exhibits the exceptional value and professional relevance of membership in the organization to firms, individuals, and industry and government allies.

- A. **Firm Focus** – Acknowledge the important place architecture firms hold within AIAHR and provide enhanced service and support that directly benefits firms with a focus on business literacy and acumen.
1. Uplift firms that wish to advance their firm culture, helping them pioneer new service delivery models and innovative change making as incubators for top talent.
 2. Support collective business literacy needs of those practicing in small, medium, and large firms as well as those in alternative careers across the Hampton Roads region.
 3. Identify an AIAHR ‘champion’ within each firm to liaise between the chapter and member firms, enriching the relationship and demonstrating the value of membership.
- B. **Emerging Professionals and Young Architects** – Actively support the member community of emerging professionals and young architects to fully engage with and diversify the organization and profession.
1. Develop more targeted, engaging, and meaningful educational programs to support emerging professionals on the path to licensure.
 2. Provide networking events for this key membership segment to foster peer-to-peer support and to create relationships with seasoned architects for mentor to peer support.
 3. Allow the support and programs of this segment of members to be operated by emerging professionals and young architects with the guidance and collaboration of seasoned architects.
- C. **Best In Class Operations** – Manage operations of AIA Hampton Roads to meet fiduciary responsibility while advancing the vitality of the chapter.
1. Focus on board member development to ensure continual engagement and leadership for volunteers and foster more agile, visionary, and responsive governance.
 2. Professionally and creatively manage operations of AIAHR to meet governance and fiduciary responsibility, to increase membership, to grow financial support from allied membership, and to advance the vitality of the component as a model local chapter.
 3. Conduct annual research with firms and members to ascertain their needs; adjust chapter offerings and resources and align with polling results.

GOAL 3. Public Outreach and Regional Impact – AIAHR is the voice of architecture and trusted resource on design for individuals and entities addressing the built needs of our coastal community.

- A. Community Engagement** – Elevate the voice and brand of AIAHR and general awareness and appreciation of architects and architecture across all communities and associations within the geographic boundaries of AIA Hampton Roads.
1. Enrich pipeline development efforts through K-12 programs, community college outreach, AIAS, and university engagement.
 2. Develop talent retention strategies for the region by exploring opportunities to collaborate with other regional organizations with a common goal of regional attractiveness.
 3. Consider hosting annual design event to provide program content for members, expose the public to AIAHR and design-centric topics, and attract local talent into the profession.
- B. Citizen Architects** – Enhance the collective voice of the architecture profession as well as individual members, to have impact on policy and decision-making on the built environment in the regions of AIAHR.
1. Explore opportunities to convey the importance of architecture’s role in enriching quality of life as architects endeavor to fulfill their calling to make the world a better place.
 2. Champion matters of importance to the local architects such as climate change, social justice, coastal resilience, sea level rise, and affordable housing, among others.
 3. Act as the conduit toward a better understanding of the effects of climate change on our specific community and become a leading national performer in response.
- C. Government Advocacy** – Advocate for progressive, sustainable, regional development of the built environment with a focused eye on coastal resilience and adaptation to support the wellness and well-being of all residents of AIAHR communities.
1. Monitor legislation that impacts the built environment, serving as a trusted advisor, thought leader, and subject matter expert on these topics to government officials.
 2. Encourage members to nurture beneficial relationships with the individuals and entities who govern municipalities, counties, and communities within the chapter area.
 3. Build bridges between and among cities, communities, and counties in Hampton Roads to influence policies and processes and enhance cooperative progress.