



East Tennessee

2021 -2023

STRATEGIC PLAN

AIA EAST TENNESSEE MISSION STATEMENT

Leading East Tennessee in developing the cities, communities, and built environment of the 21st Century.

AIA VISION STATEMENT

Driving positive change through the power of design.

ABOUT AIA EAST TENNESSEE

AIA East Tennessee is the local chapter of The American Institute of Architects that serves architects and the public in 25 counties of middle and upper East Tennessee. The chapter was chartered on November 21, 1953 and currently serves over 250+ members.

The AIA represents the architectural profession and can provide the resources and the tools to help professionals meet occupational challenges. Whether those professionals are interns or firm principals, architects working alone or in a large firm, government employees, educators, corporate architects, or members of an allied profession, we strive to provide information and resources to make the professional path smoother. The architectural community can facilitate access to the information, knowledge, and experience a professional needs to make business decisions and set professional agendas.

The purpose of our organization is to further the art and science of architecture. AIA East Tennessee strives to advance this goal by:

- Providing continuing education for architects and other design professionals in the areas of business methods, technical development, design excellence, marketing techniques, practice management, project management.
- Communication to members in the form of a web site, newsletter, seminars, workshops, chapter meetings, receptions, and committee meetings.
- Assistance to the community through leadership, and members' service on local government bodies and community organizations.
- Advising legislators on legislation related to the profession.
- Distribution of standard documents and publications used by the construction industry such as AIA Standard Forms of Agreement between the architect/owner, owner/contractor, architect/consultant, etc.
- Providing a referral service to the public, and answering questions about what architects "do", how to hire one, what to expect in the working relationship.
- Providing a resource for research into the various areas of architectural interest.
- Serving as a resource for members for employment opportunities.
- Working with allied professions on issues of mutual interest and concern.

EXECUTIVE SUMMARY

The 2021-2023 Strategic Plan provides a blueprint for AIA East Tennessee's advancement and programming for the next three years. This blueprint gives direction within the Four Strategic Areas identified through Member surveys, Committee surveys and the Board of Directors' reflection on this input. These have been further defined through our Committees. Committees are the workforce of the association. These volunteer-driven groups bring together passionate individuals in order to act collectively and collaboratively to achieve amazing results. Our 150+ volunteers annually pull off our greatest successes. The goals and objectives presented within have been developed and reviewed by the Board of Directors as well as by our committees. More than a document that organizations are "supposed to have," this Strategic Plan is a combined vision for the next three years and will serve as a reference to focus the work of the Chapter around strategic goals. The Four Strategic Areas have been identified as:

Advocacy + Legislative Relations

Public Awareness + Outreach

Membership + Programming

Organizational Effectiveness

Goals and objectives have been established for each strategic area. These are markers of accomplishment, but they are not the sole criteria for judging success. The lesson of 2020 will still apply—be flexible and responsive to the times and circumstances we find ourselves and our world in, and to adjust the trajectory as needed in order to continue moving forward.

Please consider, if you are not already, becoming involved and engaged in your Chapter's activities. Our success—past and future—are member-driven. AIA East Tennessee can become as great as those who have vision are willing to dream, and then put tenacious action behind that dream. As Walt Disney said, "All our dreams can come true if we have the courage to pursue them."

ABOUT THE PLAN

The purpose of the Strategic Plan is to focus the work of the Chapter around strategic goals for 2021-2023. Goals are aligned with the following strategic areas within the Chapter:

Advocacy + Legislative Relations

To be an influence within the Chapter's territory for better communities through design; to promote the skills and knowledge of the profession to decision-makers on the local and state level; to advocate for legislation that empowers architects to use their skills for the common good but simultaneously protects the profession and the practitioner.

Membership + Programming

Promote the value of membership by providing criteria based and evolving educational programming, and to support the East Tennessee design community from architectural students through Emeritus status.

Public Awareness + Outreach

Continue to promote and educate the public about the value the profession brings to communities; further the understanding of the architect as the central figure in securing health, safety and welfare in the built environment as well as addressing community issues of social justice and environmental concern; and inspire young people to consider architecture for their future profession.

Organizational Effectiveness

Continue to improve operational excellence in order to secure on-going accreditation, financial stability and exemplify excellence in association management in order for all strategic areas to achieve success.

COMMITTEE STRUCTURE

The work of the plan is carried out through the various committees of the chapter:

Communications This committee is responsible for developing and maintaining the communications of AIA East Tennessee. This includes the Chapter website, newsletter, and social media accounts.

Design Awards This committee hosts the annual program which recognizes the design awards competition winners, the newly licensed architects, those elevated to FAIA, the Friend of Architecture Award, the Gold Medal Award, and other achievements of our membership.

Development This committee is tasked with formulating our annual package of partnership opportunities and manages special events such as the Summer Volleyball League and the Golf Tournament.

Emerging Professionals This committee is responsible for ARE prep, AXP opportunities, professional development and socials for architects that range from architectural students through professionals licensed for 10 years or less.

Justice, Equity, Diversity and Inclusiveness The newest committee's mission is to assist other committees and the Chapter with recognizing and eliminating institutional injustice, increasing the diversity of the profession and fostering a spirit of inclusiveness for all members.

K-12 Outreach This committee focus is introducing architecture to primary and secondary students, to broaden an understanding of the profession's contributions to our communities, and to encourage and mentor those interested in a career in architecture and design.

[Knoxville] By Design This committee celebrates architecture and promotes the profession to the public during the month of April through the Art Salon, the Modern Homes tour, Design Slam, Design Symposium, Bricks and Blocks for children, Bricks and Brews for adults, walking tours, and more. It is also responsible for Barkitecture and Park(ing) Day.

Programs This committee plans and coordinates the Chapter's monthly programming, selecting speakers through a criteria-based system that includes HSW credit(s), sustainability, diversity, design excellence, and tangential disciplines to our profession.

STRATEGIC AREAS

- Executive Committee / Component Executive
- Communications
- Design Awards
- Development
- Emerging Professionals
- Justice, Equity, Diversity and Inclusiveness
- K-12 Outreach
- [Knoxville] By Design
- Programs

Advocacy + Legislative Relations

Goal 1: Identify a champion for Legislative Relations and Advocacy at the local level and in coordination with state activities.

- Objective: J.E.D.I. Advocacy subcommittee to engage AIA TN and TN Arch PAC to coordinate advocacy activities.

Goal 2: Identify how Community Collaborative and Justice, Equity, Diversity and Inclusiveness Committee goals intercept advocacy and legislation.

- Objective: J.E.D.I. Public Awareness subcommittee to continue working with East Tennessee Community Design Center.

Goal 3: Research best practices regarding local governmental outreach and engagement.

- Objective: Host an annual Design Feed with the Knoxville and Knox County Mayors until such a time as a more suitable event is determined

Goal 4: Maintain virtual access to information and opportunities for impact in areas.

- Examples: Day on the Hill, inviting legislative representatives to discuss current AIA platform, quarterly updates from AIA state lobbyist.

Goal 5: Maintain a database of members in a position of influence and resource.

- Objective: Component Executive to create and maintain database.

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Membership + Programming

Goal 1: Provide valued educational opportunities through diverse program offerings and in a broadened regional approach.

- Objective: Schedule an annual slate of speakers, both regional and national in interest.
- Objective: Host open houses or town halls in order to allow other chapter members to see the work of the committee, especially targeting areas outlying Knoxville to encourage involvement, idea sharing and participation from those members.
- Objective: Refocus ARE Prep to forming “pods” of study groups, covering costs of Archiprep study material, as well as promote local classes (Structures and MEP) reformatted to the new 5.0 format.
- Objective: Establish a sponsorship opportunity for scholarships for 1-2 Emerging Professionals to attend an educational conference of their choice per year. This process would require application and board approval of the process and requests.
- Objective: Provide CES credits for [Knoxville] By Design events.

Goal 2: Foster community and fellowship through events and gatherings.

- Objective: Continue offering virtual Design Feeds until in-person gatherings may be safely resumed.
- Objective: Host monthly Drafting Club Happy Hours with a new focus on personal invitations to establish direct relationships with a broader group. Locations to rotate and not repeat in a calendar year.
- Objective: Better outreach and connectivity to architects practicing in non-traditional roles.
- Objective: Continue to foster a sense of community and fellowship within the professionals of East Tennessee through the Design Awards Gala.

Goal 3: Enhance support of the University of Tennessee and student organizations.

- Objective: Continue offering two jointly sponsored UT/AIA lectures
- Objective: Continue to offer free luncheons sponsored by firms for the local AIAS members
- Objective: Continue to offer round table discussions for Pro Practice classes
- Objective: Host one annual social event to foster interaction of students, Emerging Professionals, and professionals. Event to be fun and informal.

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Membership + Programming

Goal 4: Improve connectivity within membership and highlight the uniqueness of the region.

- Objective: Expand Design Feeds to feature greater diversity and inclusiveness so members and students can “see themselves” in the profession.
- Objective: J.E.D.I. Membership subcommittee to create local NOMA chapter. An emphasis on reaching out to existing NOMA Nashville & Memphis and including allied professions in the region.
- Objective: Conduct additional, short surveys of Emerging Professionals to determine how to better support them; specifically, identify and replacement program for Laddership mentorship.
- Objective: Create a marketing campaign of EP Outreach Committee events, monthly meetings, etc. for the calendar year and make available to the public and chapter to promote increased participation over time.
- Objective: Partners to receive at least three (3) “thank you’s” from AIA annually prior to November 1.
- Objective: Provide opportunities for Emerging Professionals through [Knoxville] By Design.

Goal 5: Engage local firms to determine how AIA East Tennessee can better support them.

- Objective: Continue to provide high-profile speakers to inspire designers in all firms.
- Objective: J.E.D.I. Public Awareness subcommittee to engage NOMA National mentorship challenge to support minority architecture students on their path from graduation to licensure. Possible connection to Emerging Professionals committee once established.
- Objective: J.E.D.I. Membership subcommittee to engage membership by creating a graph demonstrating the demographics of the local chapter.

Goal 6: Advance the priorities of the AIA

- Objective: Schedule speakers annually that will specifically address AIA’s commitments to climate action and equity, diversity, and inclusion in the profession.
- Objective: Promote and advance the goals of climate action and equity, diversity, and inclusion in the profession as a committee through Emerging Professionals, who tend to be the “drivers of change.”
- Objective: Increase emphasis on design criteria that is sustainable, resilient and promotes justice, equity, diversity, and inclusiveness.

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Public Awareness + Outreach

Goal 1: Creating a culture of architecture (media, communications, career days, events).

- Objective: Create a calendar of all the school career fairs in AIA East Tennessee’s territory and make a plan for having representation at as many as possible.
- Objective: Expand K-12 presence on social media. Share resources for K-12 Architectural Activities for teachers and parents.
- Objective: Generate K-12 content for the new website, including current/past programs and a list of resources (divided by activities, information on entering the profession, local architectural highlights).
- Objective: Promote architecture through expanded “People’s Choice” presence on social media and continued promotion of Design Awards submissions and winners on social media and in printed publications.
- Objective: J.E.D.I. Public Awareness subcommittee and Advocacy subcommittee to create social media campaign around J.E.D.I goals and resources.
- Objective: Plan tour events which attract 250 people to excellent design work representing the chapter area. (Such as modernism home tour, guided downtown tours, neighborhood tours)
- Objective: Plan other events such as art salons, symposium, Design Slam, Bricks and Blocks, and other similar events which connect members directly to the general public.
- Objective: Attract at least 10 AIA member firms to participate in Park(ing) Day

Goal 2: Demystifying the profession for the public and students.

- Objective: Create a takeaway for career fairs that outlines different paths to becoming an architect as well as different ways architects practice in the profession.
- Objective: Generate/conduct virtual programs for students (Scavenger Hunt, Virtual Future Cities, Build A Block).
- Objective: Resume in-person K-12 Programs when able (Barkitecture, ACE Mentorship, Scout Fests, etc.).
- Objective: J.E.D.I. Public Awareness subcommittee to partner with K-12 Outreach & East Tennessee Community Design Center to bring AIA Build-A-Block program to local schools.

STRATEGIC AREAS

Public Awareness + Outreach

Goal 2: Demystifying the profession for the public and students. (Continued from previous page)

- Objective: Create public awareness campaign using AIA Campaign Materials.
- Objective: Recognize and publicize outstanding member projects.
- Objective: Engage the public via communications and programs

Goal 3: Positioning the profession to be more accessible.

- Objective: Connect with firms in other counties in AIA East Tennessee's territory which have members to expand K-12 programs beyond Knox County.

Goal 4: Alternative pathways to architecture (students).

- Objective: Create a calendar of all the school career fairs in AIA East Tennessee's territory and make a plan for having representation at as many as possible.
- Objective: Create a takeaway for career fairs that outlines different paths to becoming an architect as well as different ways architects practice in the profession.

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Organizational Effectiveness

Goal 1: Ensure financial stability and resiliency of the Chapter.

- Objective: Finalize Financial Policies and Procedures, incorporating the recommendations of the CACE Economic Resiliency recommendations.
- Objective: Sponsorship opportunities developed to meet 100% of the Chapter’s income goals, with a stretch goal to have opportunities to meet 120% of the Chapter’s income goals.
- Objective: Partnership menu published annually by October 31.
- Objective: All sponsorship opportunities filled prior to events.

Goal 2: Improve communication strategies to support effectiveness.

- Objective: Complete new website for the Chapter.
- Objective: Develop strategies for updating and maintaining content on Chapter website.
- Objective: Develop and implement strategies for scheduled social media feeds and e-mail newsletter.
- Objective: Establish an Oversight Committee to periodically review progress on the stated goals and objectives

Goal 3: Structure committees to be self-directing and self-sustaining, and to work collaboratively with leadership.

- Objective: Hold a Committee Chair Orientation session for all Chairs.

Goal 4: Support leadership continuity through pipeline development within and outside of committees.

- Objective: Work to ensure greater transparency for the Board and greater communication between the Board of Directors and the Membership.

STRATEGIC AREAS

Organizational Effectiveness

Goal 5: Maintain current and accessible governing documents.

- Objective: Dropbox to be updated monthly for use by the Board of Directors and Committees.
- Objective: Strategic Plan to be reviewed and reaffirmed annually by the Board of Directors.

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OVERSIGHT

Keep AIA East Tennessee moving forward.

The Oversight Committee will be created to ensure the association keeps moving forward with our stated goals and objectives. The following concepts are under consideration by the Board of Directors for this Committee:

- The Oversight Committee will be an ad hoc committee appointed by the Board of Directors with members holding a 1-year term.
- The Oversight Committee will meet quarterly to review progress on the goals with the Committee Chairs and Executive Committee.
- The Oversight Committee will not have authority outside of reviewing and reporting. Authority and responsibility remains that of the Board of Directors.
- The Oversight Committee will report its findings to the Executive Committee within two weeks of its meetings.
- The Oversight Committee will present a progress report to the Membership at the November Annual Meetings.

This Strategic Plan is to be reviewed and reaffirmed annually by the Board of Directors.

For updates on our work

www.aiaetn.org