

[STRATEGIC PLAN 2019 - 2022]

VERSION 1.0 - May 7, 2019



AIA
Grand Rapids

STRATEGIC INITIATIVE 1 – Member Value and Engagement

We will support our membership by providing value through a consistent level of resources and opportunities to network, receive training, access statewide experts and resources, and strengthen/ advance/ celebrate the knowledge of our profession.

Goal	Task	Assigned To	Target Date	Close Date
Increase the percentage of members participating in Chapter events.	Data Collection - Survey Members to see what they want from their membership.	Vice President		Ongoing
Increase the percentage of members participating in Chapter events.	Data Collection - Collect and process statistics from Eventbrite and email system to monitor success of each event.	Executive Director	1-May-20	Ongoing
Increase the percentage of members participating in Chapter events.	Data Collection - Reformat weekly email blast to increase viewers.	Vice President	1-Aug-19	
Increase the percentage of <u>non-members</u> participating in Chapter events.	Conduct monthly board meetings in varying offices to increase exposure to non-members.	Executive Director	1-Apr-19	Ongoing
Increase the percentage of <u>non-members</u> participating in Chapter events.	Encourage non-member architects and other professionals to attend appropriate events through co-sponsored events with other organizations.	All Board Members	Ongoing	Ongoing
Increase the quality of events for members to participate in.	Include individual event planning guides in the board's yearly onboarding guide to help build off past experience with each event and not "recreate the wheel".	Individual Event Directors	Submit planning guide to Exec. Director after each event in 2019.	1-Jan-20

Increase membership across all AIA membership types (AIA, Associate AIA, Emeritus AIA & Affiliate AIA)	Create an AIA representative at each firm to identify potential new members in each category.	Secretary	1-Aug-19	Ongoing
Increase number of students participating in AIA chapter events. Build a connection to local AIAS chapters through board participation.	Invite AIAS president and vice president to board meetings.	Executive Director	1-Sep-19	Ongoing
On an annual basis, the board shall review the types of events, training, conferences, etc. to determine success of event based on attendance of members and non-members, financial success of event, geographic coverage & balance of event, opportunities for emerging professionals and students to engage with experienced professionals.	At each meeting, recap events conducted during prior month and evaluate them based on criteria listed in this goal. Incorporate evaluation and future goals / comments in board's yearly planning guide for next year.	Executive Director	Ongoing Monthly	Ongoing

STRATEGIC INITIATIVE 2 – Presence / Brand / Public Awareness

We will facilitate and advance the sharing/ proliferation of knowledge, information, and expertise from and for our member architects to elevate public awareness of the value that our profession brings to shaping, defining, and building our community. We will do this through improved web and social media presence, conferences, continuing education, social media, lectures, competitions, design awards and developing relationships with partner organizations.

Goal	Task	Assigned To	Target Date	Close Date
Develop and implement a plan to move chapter website to national brand and digital platform.	Adopt national website template as soon as it is available.	Executive Director	Immediate	
Increase quality of communication, events, lectures, announcements, etc. promoted through social media platforms.	Present surveys at traveling board meetings.	Executive Director	1-Jun-19	Ongoing
Increase quality of communication, events, lectures, announcements, etc. promoted through social media platforms.	Post project profiles of current projects from various firms across our membership.	Executive Director	1-May-19	Ongoing
Increase quality of communication, events, lectures, announcements, etc. promoted through social media platforms.	Inform firms of how to submit project profiles for posting through firm representative and email blast.	Executive Director / Secretary	1-Jun-19	Ongoing
Increase quality of communication, events, lectures, announcements, etc. promoted through social media platforms.	Revised email blast to bi-weekly to increase percentage of emails "opened".	Executive Director	1-Apr-19	1-May-19
Increase quality of communication, events, lectures, announcements, etc. promoted through social media platforms.	Create postcard mailers and attractive, single content email blasts for specific marquee events.	Executive Director	Keynote Lecture, golf outing, bowling event, awards, etc.	Ongoing

Increase community outreach of chapter.	Participate in community events such as "canstruction", lunchtime volunteering at kids' food bank, habitat for humanity, etc.	All board members	1-Oct-19	Ongoing
Increase community outreach of chapter.	Reach out to mayor, development center and other city officials to present chapter as a resource to city.	President	1-Dec-19	Ongoing
Increase community outreach of chapter.	Encourage our membership to attend events of developers, contractors and other professionals in our field.	Executive Director	Ongoing	Ongoing
Increase community outreach of chapter.	K-12 outreach such as the ACE Mentor program	Vice President	1-Dec-19	Ongoing

STRATEGIC INITIATIVE 3 – Chapter Sustainability and Continuity

Internally, the AIA Grand Rapids board has embarked upon a process to develop and commit to a set of common values. Shared among AIAGR board members these new values will provide a model for the behavior and beliefs that we collectively put into action every day. The commitment by AIAGR board members to enhance the way we work together will create higher levels of performance, increase the recruitment and retention of members, enhance relationships between the board and members, and model effective organizational behaviors. Efforts will shift to maintaining, reinforcing, and communicating the values and behaviors through new or enhanced systems and policies such as governance clarification, training, and other organizational structures to ensure chapter sustainability and continuity.

Goal	Task	Assigned To	Target Date	Close Date
Board Recruitment	Conduct monthly board meetings in varying offices to increase exposure of leadership board to members.	Executive Director	1-Apr-19	Ongoing
Develop and implement sound procedures for nominating, governance, and board effectiveness.	Create a new board member orientation manual and procedure to help bring new members up to speed to minimize learning curve.	All members	1-Jan-20	
Create and implement a plan to reduce administrative effort for all board members.	Create a master yearly calendar for all events including planning and delivery dates.	Executive Director	1-Jan-20	Ongoing
Create and implement a plan to reduce administrative effort for all board members.	Create "yearly planner" to be used in conjunction with master yearly calendar and board member orientation manual to aid in the planning and executing of all reoccurring events and official business.	Executive Director	1-Jan-20	Ongoing