



Strategic Plan

2027-2031

A strategy grounded in impact, built through human-centered design.

carefully crafted by You &  **spill team**®



WHAT'S IN OUR PLAN.

WHY OUR PLAN EXISTS

HOW OUR PLAN WAS BUILT

STRATEGIC DIRECTION

HOW TO READ OUR PLAN

STRATEGIC FRAMEWORK

STRATEGIC GOALS

LOOKING AHEAD

WHY OUR PLAN EXISTS:

PURPOSE:

AIA Virginia is entering a period requiring clarity of focus, alignment of effort, and intentional investment in what matters most. This strategic plan reflects the organization's commitment to strengthening our impact, supporting our members, and positioning ourselves for the future of the profession.

This plan is not about doing more. It is about focusing on what matters most.

HOW OUR PLAN WAS BUILT:

HUMAN-CENTERED STRATEGIC PLANNING:

This plan was developed through a Human-Centered strategic planning process designed to ensure the organization's direction reflects the experiences, needs, and aspirations of those it serves. We put our members at the center of our evaluation, ideation, and decision-making.

The process included:

- Data and insight review
- Board engagement workshops
- Strategic impact discussions
- Future-focused direction setting

HOW OUR PLAN WAS BUILT:

SCHEDULE:

- October 2nd 2025: Launch Day
 - October 27th 2025: Virtual Insight Shaping
 - October 29th 2025: Virtual Insight Shaping
 - February 6th 2026: Workshop Session 1
 - February 7th 2026: Workshop Session 2
 - June 5th 2026: Workshop Refinement Session
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DATA AND INSIGHT GOAL:

Human-centered strategic planning begins by understanding the people an organization serves and evaluating how well its current strategy is serving them. To inform AIA Virginia's future direction, The Spill Teem reviewed member satisfaction data and facilitated virtual sessions with board, staff, community, council, and resource personnel using the previous strategic plan as the lens for identifying patterns, validating lived experience, and defining the priorities that shaped this plan.

STRATEGIC DIRECTION:

OUR PRIMARY STRATEGIC POSTURE:

RESET & ANCHOR

Through this process, we identified the importance of *strengthening and stabilizing* what already works, clarifying its value, and ensuring it remains relevant for the future. This decision provides focus, alignment, and impact over expansion.

OUR SECONDARY STRATEGIC POSTURE:

REIMAGINE & BUILD:

Focusing on creating what does not yet exist, responding to emerging needs, and **building new opportunities** where current structures cannot yet deliver the impact required.

HOW TO READ OUR PLAN:

EACH STRATEGIC GOAL INCLUDES:

- Goal Statement
 - Desired Impact
 - Conditions for Success
 - Measures of Progress
 - Change Lens
-

DEFINITIONS:

GOAL:

Where AIA Virginia will focus.

DESIRED IMPACT:

What success should look like.

CONDITIONS FOR SUCCESS:

What must be true organizationally for success to occur.

MEASURES OF PROGRESS:

How movement will be tracked.

CHANGE LENS:

The organization pillar that progress strengthens.

HOW TO READ OUR PLAN:

CHANGE LENS: The organization pillar that progress strengthens.

CHANGE LENS DEFINITIONS:

- **IDENTITY/BRAND**

Identity is who we are; brand is how people experience who we are.

- **OPERATION/SYSTEMS**

How we are structured, resource, and aligned

- **EXPERIENCE/ACCESS**

How members actually encounter the organization

- **COMMUNICATION/NARRATIVE**

How meaning and value are communicated

OUR WORDS MATTER:

Our goals are written with words that matter—not for semantics, but to drive alignment, intentional action, and meaningful impact. Each goal includes a section (***Our Words Matter***) that provides a word-mapping framework to further define the “what” and “why” of each goal statement.

OUR STRATEGIC FRAMEWORK:

STRATEGIC DIRECTION



STRATEGIC GOALS



DESIRED IMPACT



CONDITIONS FOR SUCCESS



MEASURES OF PROGRESS



CHANGE LENS

This framework reflects how we translate direction
into meaningful organizational impact.

2027-2031 STRATEGIC GOALS



BROADEN THE TENT:

WE MAINTAIN ACCESSIBLE PUBLIC ENGAGEMENT TO EDUCATE AND CONNECT THE COMMUNITY TO INFORM DECISION-MAKING.

1



STEWARDSHIP OF THE PROFESSION:

WE AIM TO FOSTER AND PREPARE A COLLECTIVE COMMUNITY OF ARCHITECTS FOR FUTURE OPPORTUNITIES AND CHALLENGES.

2



ELEVATE THE PROFESSION:

WE AIM TO ELEVATE THE PROFESSION BY CLEARLY DEMONSTRATING ITS VALUE AND EXPERTISE TO INCREASE AWARENESS THAT BENEFITS MEMBERS AND THE PUBLIC.

3



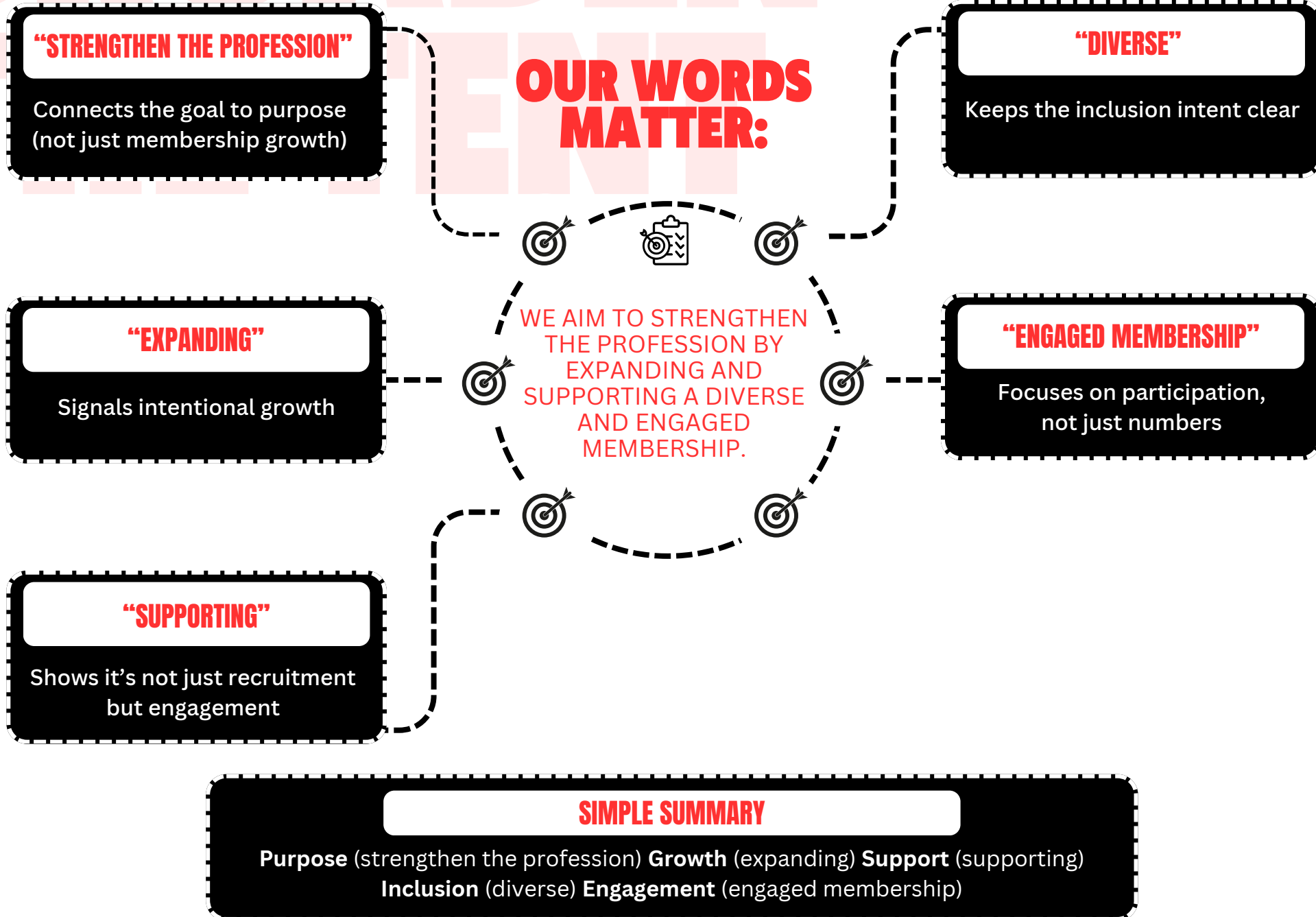
ORGANIZATIONAL EXCELLENCE:

WE AIM TO CULTIVATE AN EFFECTIVE, TRUSTED, AND FINANCIALLY STRONG ORGANIZATION THAT SUPPORTS THE LONG-TERM SUCCESS OF THE PROFESSION AND ITS MEMBERS.

4

BROADEN THE TENT:

**WE AIM TO STRENGTHEN THE PROFESSION BY EXPANDING
AND SUPPORTING A DIVERSE AND ENGAGED MEMBERSHIP.**



BROADEN THE TENT:

Goal Statement:

**WE AIM TO STRENGTHEN THE PROFESSION BY EXPANDING
AND SUPPORTING A DIVERSE AND ENGAGED MEMBERSHIP.**

DESIRED IMPACTS:

What success looks like:

- Improved member satisfaction and higher retention rates
- An expanded knowledge base in a broader potential membership pool
- A further diversified and expanded membership
- A more engaged and capable membership
- Stronger and more prepared young professionals to fill gaps

CONDITIONS FOR SUCCESS

WHAT MUST BE TRUE FOR THIS GOAL TO SUCCEED

CHANGE LENS:

1. IMPROVED MEMBER SATISFACTION AND HIGHER RETENTION RATES

- A shift toward more diverse and personalized forms of member recognition and celebration.
- A shift toward more personalized and human-centered communication relevant to member needs and experiences.

2. AN EXPANDED KNOWLEDGE BASE IN A BROADER POTENTIAL MEMBERSHIP POOL:

- A shift toward stronger strategic partnerships that expand organizational reach and shared learning opportunities.
- A shift toward more open and collaborative engagement with partner organizations.

3. A FURTHER DIVERSIFIED AND EXPANDED MEMBERSHIP:

- A shift toward better understanding and delivering value to diverse audiences.
- A shift toward evaluating programs and engagement experiences through a diversity and inclusion lens.

- Experience/Access
- Communication/Narrative

- Operations/Systems
- Experience/Access

- Identity/Brand
- Experience/Access

BROADEN THE TENT

CONDITIONS FOR SUCCESS

WHAT MUST BE TRUE FOR THIS GOAL TO SUCCEED

4. A MORE ENGAGED AND CAPABLE MEMBERSHIP:

- A shift toward shared responsibility among firms and members to engage and connect non-members to the profession.
- A shift toward clearer communication around the role and value AIA Virginia provides to members.
- A shift toward more responsive communication aligned to member interests and needs.

5. STRONGER AND MORE PREPARED YOUNG PROFESSIONALS TO FILL THE GAPS:

- A shift toward stronger member responsibility and participation in early pipeline engagement.
- A shift toward deeper engagement in existing professional pipeline programs.
- A shift toward stronger continuity between student involvement and long-term professional engagement.

CHANGE LENS:

- Experience/Access
- Communication/Narrative
- Communication/Narrative

- Experience/Access
- Experience/Access
- Operations/Systems

STEWARDSHIP OF THE PROFESSION:

**WE AIM TO FOSTER AND PREPARE A COLLECTIVE COMMUNITY
OF ARCHITECTS FOR FUTURE OPPORTUNITIES
AND CHALLENGES.**

“FOSTER”

Signals responsibility to support and grow the profession

OUR WORDS MATTER:

“FUTURE OPPORTUNITIES AND CHALLENGES”

Keeps the goal future-focused

“PREPARE”

Focuses on readiness, not just connection

WE AIM TO FOSTER AND PREPARE A COLLECTIVE COMMUNITY OF ARCHITECTS FOR FUTURE OPPORTUNITIES AND CHALLENGES.

“COLLECTIVE COMMUNITY”

Emphasizes unity and shared responsibility

SIMPLE SUMMARY

Responsibility (foster) **Readiness** (prepare) **Community** (collective)
Future focus (opportunities & challenges)

STEWARDSHIP OF THE PROFESSION:

Goal Statement:

**WE AIM TO FOSTER AND PREPARE A COLLECTIVE COMMUNITY
OF ARCHITECTS FOR FUTURE OPPORTUNITIES AND CHALLENGES.**

DESIRED IMPACTS:

What success looks like:

- A better educated populus
- More confident architects
- Member satisfaction
- Agile and resilient professionals
- A more diverse workforce
- A collegial community

CONDITIONS FOR SUCCESS

WHAT MUST BE TRUE FOR THIS GOAL TO SUCCEED

1. BETTER EDUCATED POPULUS:

- A shift toward more diverse and accessible forms of engagement.
- A shift toward more clearly communicating the role and impact of architects to future generations.
- A shift toward deeper understanding of audience needs and experiences.

2. MORE CONFIDENT ARCHITECTS:

- A shift toward a stronger and more trusted perception of the AIA Virginia brand.
- A shift toward a broader and more relevant understanding of the architect's role.
- A shift toward more intentional support across all stages of professional growth.
- A shift toward a more approachable and accessible organizational experience.

3. MEMBER SATISFACTION:

- A shift toward stronger external understanding and perception of the AIA Virginia brand.
- A shift toward clearer communication of the value and relevance of membership.

CHANGE LENS:

- Experience/Access
- Communication/Narrative
- Communication/Narrative

- Identity/Brand
- Identity/Brand
- Experience/Access
- Experience/Access

- Identity/Brand
- Communication/Narrative

CONDITIONS FOR SUCCESS

WHAT MUST BE TRUE FOR THIS GOAL TO SUCCEED

4. AGILE AND RESILIENT PROFESSIONALS:

- A shift toward positioning AIA Virginia as a forward-thinking professional resource.
- A shift toward expanding and exploring new professional resources and tools.
- A shift toward strengthening existing professional relationships and shared knowledge.

5. A MORE DIVERSE WORKFORCE:

- A shift toward expanding partnerships with new and emerging firms.
- A shift toward deeper and more collaborative firm partnerships.
- A shift toward better supporting people in navigating professional opportunities and pathways.
- A shift toward more responsive engagement that reflects people's different needs and experiences.

6. A COLLEGIAL COMMUNITY:

- A shift toward stronger alignment, trust, and collaboration across the community.
- A shift toward a stronger and more connected AIA Virginia community.
- A shift toward broader sharing of resources and professional knowledge.
- A shift toward deeper and more meaningful professional relationships.

CHANGE LENS:

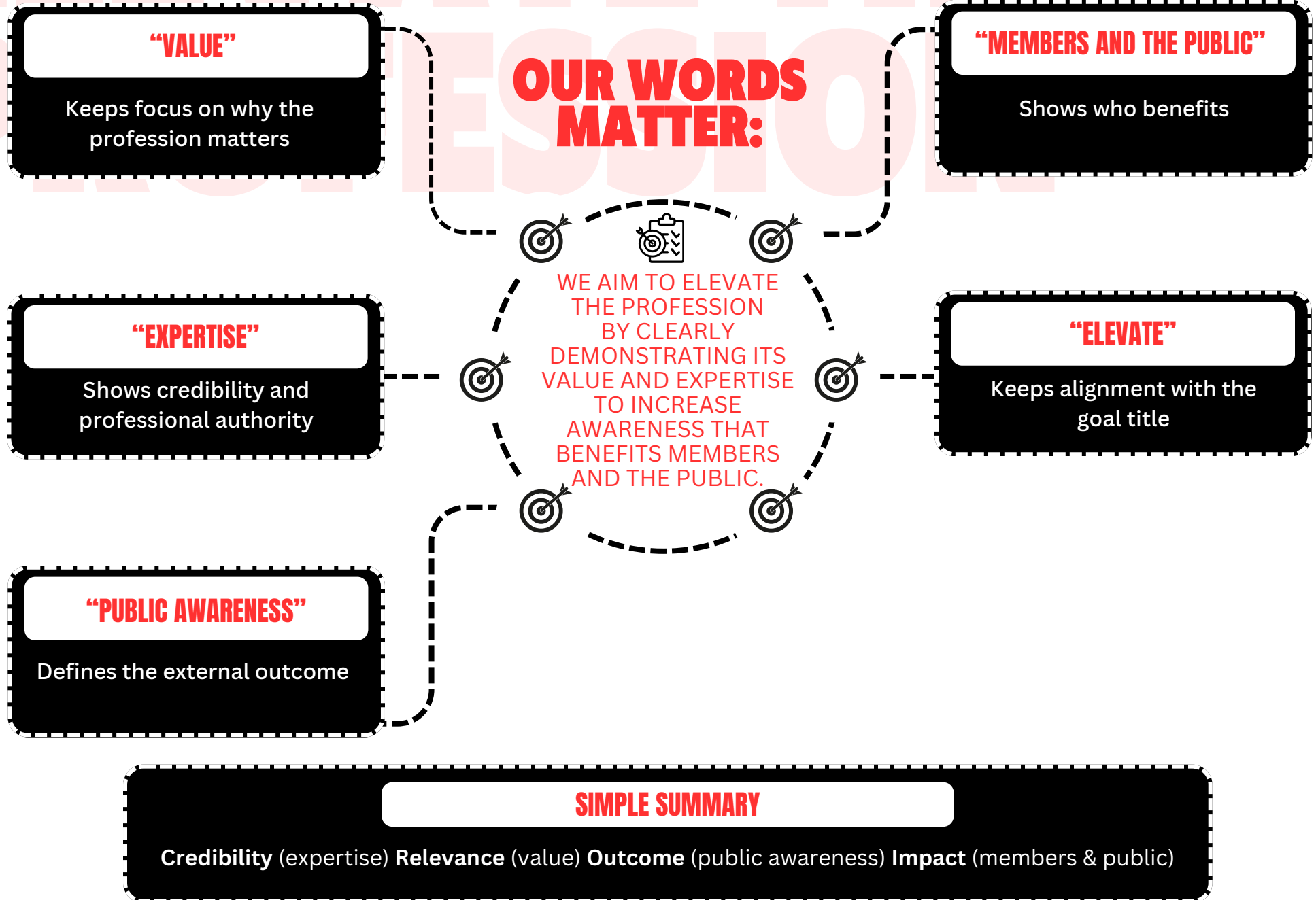
- Identity/Brand
- Operations/Systems
- Operations/Systems

- Experience/Access
- Experience/Access
- Experience/Access
- Communication/Narrative

- Operations/Systems
- Operations/Systems
- Experience/Access
- Experience/Access

ELEVATE THE PROFESSION:

**WE AIM TO ELEVATE THE PROFESSION BY CLEARLY
DEMONSTRATING ITS VALUE AND EXPERTISE TO INCREASE
AWARENESS THAT BENEFITS MEMBERS AND THE PUBLIC.**



ELEVATE THE PROFESSION:

Goal Statement:

WE AIM TO ELEVATE THE PROFESSION BY CLEARLY DEMONSTRATING ITS VALUE AND EXPERTISE TO INCREASE AWARENESS THAT BENEFITS MEMBERS AND THE PUBLIC.

DESIRED IMPACTS:

What success looks like:

- Increased engagement, membership diversity, revenue, and relevance
- Increased belonging, reduced silos, greater equity, and diversified attendees
- Increased outreach, greater reach, increased value of members/member's value
- Recognized value of architects, attracting future architects, a stronger pipeline, and elevated professional prestige
- Growth of the profession, professionals, and firms, and increased networking
- Better and more relevant programs, increased insight into member needs

CONDITIONS FOR SUCCESS

WHAT MUST BE TRUE FOR THIS GOAL TO SUCCEED

1. INCREASED ENGAGEMENT, MEMBERSHIP DIVERSITY, REVENUE, AND RELEVANCE:

- A shift toward aligning offerings with immediate professional relevance and application.
- A shift toward more intentional and higher-quality program curation.
- A shift toward stronger evaluation of program relevance and effectiveness.

2. INCREASED BELONGING, REDUCED SILOS, GREATER EQUITY, AND DIVERSIFIED ATTENDEES:

- A shift toward stronger recognition and understanding of the value of the AIA Virginia brand.
- A shift toward a broader variety of meaningful and inclusive member experiences.

3. INCREASED OUTREACH, GREATER REACH, INCREASED VALUE OF MEMBERS/MEMBER'S VALUE:

- A shift toward more clearly communicating the impact and value of architectural expertise.
- A shift toward stronger member participation in collecting and sharing meaningful professional data.

CHANGE LENS:

- Experience/Access
- Experience/Access
- Operations/Systems

- Identity/Brand
- Experience/Access

- Identity/Brand
- Communication/Narrative

CONDITIONS FOR SUCCESS

WHAT MUST BE TRUE FOR THIS GOAL TO SUCCEED

4. A STRONGER PIPELINE AND ELEVATED PROFESSIONAL PRESTIGE WITH A RECOGNIZED VALUE OF ARCHITECTS, ATTRACTING FUTURE ARCHITECTS:

- A shift toward greater understanding of the role of architects.
- A shift toward a stronger and more visible public presence for the profession.

5. GROWTH OF THE PROFESSION, PROFESSIONALS, FIRMS, AND INCREASED NETWORKING:

- A shift toward stronger systems for sharing professional resources and knowledge.
- A shift toward reducing barriers that limit broader and more consistent feedback participation

6. INCREASED INSIGHT INTO MEMBER NEEDS AND BETTER AND MORE RELEVANT PROGRAMS:

- A shift toward stronger systems for gathering quantitative and qualitative feedback.
- A shift toward reducing barriers that limit broader and more consistent feedback participation.
- A shift toward stronger communication about how member feedback informs organizational decisions.

CHANGE LENS:

- Identity/Brand
- Communication/Narrative

- Operations/Systems
- Communication/Narrative

- Operations/Systems
- Communication/Narrative
- Communication/Narrative

ORGANIZATIONAL EXCELLENCE:

**WE AIM TO CULTIVATE AN EFFECTIVE, TRUSTED, AND
FINANCIALLY STRONG ORGANIZATION THAT SUPPORTS THE
LONG-TERM SUCCESS OF THE PROFESSION AND ITS MEMBERS.**

“CULTIVATE”

Signals intentional stewardship,
not just maintenance.

“FINANCIALLY STRONG”

Ensures sustainability

OUR WORDS MATTER:

“EFFECTIVE”

Focus on performance
and results

“LONG-TERM SUCCESS”

Keeps the goal future-
focused

“TRUSTED”

Emphasizes credibility and
reputation

“PROFESSION AND ITS MEMBERS”

Clarifies who benefits

WE AIM TO CULTIVATE
AN EFFECTIVE,
TRUSTED, AND
FINANCIALLY STRONG
ORGANIZATION THAT
SUPPORTS THE LONG-
TERM SUCCESS OF THE
PROFESSION AND ITS
MEMBERS.

SIMPLE SUMMARY

Stewardship (cultivate) **Performance** (effective) **Credibility** (trusted) **Stability** (financially strong)
Future impact (long-term success) **Beneficiaries** (profession & members)

ORGANIZATIONAL EXCELLENCE:

Goal Statement:

WE AIM TO CULTIVATE AN EFFECTIVE, TRUSTED, AND FINANCIALLY STRONG ORGANIZATION THAT SUPPORTS THE LONG-TERM SUCCESS OF THE PROFESSION AND ITS MEMBERS.

DESIRED IMPACTS:

What success looks like:

- Increased member satisfaction
- Broadening our ability to do more
- More informed and active members
- More informed decision making
- Greater Member Trust and Satisfaction
- Synergy and increased transparency

CONDITIONS FOR SUCCESS

WHAT MUST BE TRUE FOR THIS GOAL TO SUCCEED

1. INCREASED MEMBER SATISFACTION:

- A shift toward clearer definition of organizational roles and responsibilities
- A shift toward clearer articulation of organizational value.
- A shift toward stronger financial transparency and understanding.

2. BROADENING OUR ABILITY TO DO MORE:

- A shift toward clearer communication of organizational value to prospective partners.
- A shift toward reducing organizational dependency on member dues.

3. MORE INFORMED AND ACTIVE MEMBERS:

- A shift toward stronger alignment between programming and member needs.
- A shift toward aligning responsibilities with organizational expertise and capacity.

4. MORE INFORMED DECISION MAKING:

- A shift toward more intentional resource allocation for meaningful data collection.
- A shift toward stronger organizational communication of value and impact.

CHANGE LENS:

- Identity/Brand
- Identity/Brand
- Experience/Access

- Identity/Brand
- Operations/Systems

- Experience/Access
- Operations/Systems

- Operations/Systems
- Communication/Narrative

CONDITIONS FOR SUCCESS

WHAT MUST BE TRUE FOR THIS GOAL TO SUCCEED

5. GREATER MEMBER TRUST AND SATISFACTION:

- A shift toward better alignment between responsibilities and organizational expertise.
- A shift toward stronger and more effective communication practices

6. SYNERGY AND INCREASED TRANSPARENCY:

- A shift toward more intentional opportunities for interaction and collaboration.
- A shift toward clearer and more effective communication practices across the organization.

CHANGE LENS:

- Operations/Systems
- Communication/Narrative

- Experience/Access
- Communication/Narrative

LOOKING AHEAD:

Our strategic plan represents a commitment to clarity, focus, and meaningful impact. The work ahead is not about doing more — it is about doing what matters most and doing it well.

AIA Virginia enters this next chapter positioned to ***strengthen its foundation while building toward its future.***

BOARD OF DIRECTORS:

Serving During the Development of the 2027–2031 Strategic Plan

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