



Mid-Career Professionals Task Force Report

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1.0 Executive Summary

The Mid-Career Professionals Task Force is excited to provide these program recommendations to the AIA Virginia Board of Directors for its review and approval.

Mid-Career spans roughly half our working life - from age 31 to 56, typically starting after 10 years workforce experience - and it presents unique challenges as architects balance increased personal and professional demands while transitioning from production roles to management positions. Many architects enter this phase with limited experience in business and management, despite the robust support available for younger architects, and university programs that focus on design rather than business skills. The Mid-Career Professionals Program seeks to address these gaps by providing targeted business management training and fostering a supportive peer community to help architects gain the skills they need to navigate this critical career phase.

To develop this program, the Taskforce conducted extensive research from April to August 2024, including surveys, interviews, and an environmental scan of similar programs. Feedback indicated a strong interest in a program focused on managing people, time, finances, and firms, delivered in a cohort model over several months. The proposed program offers a comprehensive overview of essential business practices through presentations, workshops, and case studies, while building a community of peers and industry experts.

If the following recommendations are approved, AIA Virginia staff plans to develop the program from August to October 2024, open applications in Fall 2024, and launch the program in 2025.

The Mid-Career Professionals Task Force thanks AIA Virginia for the opportunity to positively impact the profession by creating much-needed programming for Mid-Career Professionals.

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2.0 Introduction

BACKGROUND

The Mid-Career Professionals Taskforce, created in April 2024 by the AIA Virginia Board of Directors, was established to help develop a new business management program for Mid-Career Professionals (MCPs). Composed of architects from varied backgrounds, firm types, and career stages, the Task Force was charged with making recommendations that define the program audience, content and delivery format, schedule and financial commitment including opportunities for partnership with sponsors, presenters, and content experts.

The 2021 Mid-Career Professionals Task Force made five recommendations that we used to guide our work:

Our focus	Create a customizable Business Management Program with a flexible delivery model to provide essential business and management skills
Next step	Create an Executive Leadership Program to cultivate and advance leadership skills
Goals for our work & AIA Virginia	Summarize and promote existing best practices and model policies to serve as an essential resource Cultivate a peer community. Help designers identify and navigate their ideal career path. Find ways to recognize and celebrate leadership and managerial excellence

TARGET AUDIENCE

Though Mid-Career is not easily defined, AIA and other professional organizations say it starts after 10 years of professional experience and it extends until 10 years before retirement. This means Mid-Career is roughly half of our working life - covering twenty-five (25) years from age 31 to 56 - and roughly half of our current members.

In Mid-Career, working adults struggle to balance increased personal and professional demands - raising kids, aging parents, increased work responsibility, and community leadership - often paired with significant changes in work roles, from ‘managed’ to ‘manager’, ‘employee’ to ‘owner’. Unfortunately, many architects arrive at this transition with limited free time and lacking the skills and knowledge they need to succeed in their new role. With all that pressure, it’s no surprise that we often associate ‘mid-life’ with ‘crisis’.

We are focused on creating business management training for Mid-Career Professional Architects because:

- At Mid-Career, architects transition from a “production / mentee” role to a “management / mentor” role - often lacking the skills they need to thrive.
- Though the AIA and our profession provide robust support for Young Architects (YAF, ELA, licensing),
 - University programs focus primarily on design, not business and management.
 - ‘Apprenticeship’ experience is limited by the quality of our firm’s work, available mentors, and their willingness to share information.
 - Advancement opportunities are limited by this experience.
- We want to build a peer community of learning and support to promote awareness of MCP needs.
- At all career stages, we need new skills to grow, change, and advance.
- Well-managed businesses are more productive and profitable - freeing up time to learn, grow, or rest.

METHODOLOGY

The Task Force met from April to August 2024. Through large and small group meetings, one-on-one interviews, a member survey, and conversations with members and content area experts, the Task Force came to understand the needs of MCPs and the type of program they need.

An environmental scan of similar and notable programs across the state and country provided benchmarking on cost, format, and best practices. Connecting with, and learning from, organizers of other executive leadership and business management programs helped clarify the ingredients of successful programs.

Through a survey of all AIA Virginia Architect, Associate, and Emeritus members, the Task Force learned about their level of interest in the program, what topics they value most, and how they want to learn. Their responses stated clearly that they:

- Are very interested in AIA Virginia providing this type of program (82%)
- Want to learn how to manage people, time, and finances - to become better firm managers
- Believe the topics covered by our program are drivers of their professional success
- Prefer to learn in a cohort, as part of a group that meets monthly for 8-9 months

PROGRAM DESCRIPTION & GOALS

The Task Force proposes the Mid-Career Professionals Program will provide a comprehensive overview of business management topics while building a community of peer support. The program will focus on 'evergreen' business and management practices that provide a broad understanding of established best practices for managing time, finances, people, and firms. Through a variety of presentations, hands-on workshops, and case-studies, participants will learn practical skills and metrics that they can take back to their office, knowing they have the support of a network of supportive peers and industry experts.

Though it's descriptive, 'Mid-Career Professionals Program' is not a catchy or inspiring name. The programs we researched use terms like Executive Leadership, Enhanced Leadership, Master Managers, Management Experts, or Leaders Network. Just as 'Emerging Leaders in Architecture' is a more inspiring title than 'Young Architect Leadership Program', we know AIA Virginia will find an evocative name for this exciting new program.

3.0 Member Survey

SUMMARY

AIA Virginia conducted a survey of its Associate, Architect, and Emeritus members from July 1 through July 29, 2024. 132 members responded to the survey (6.4%), providing clear preferences for the Task Force's work.

SURVEY QUESTIONS

The survey questions were structured to gauge member interest in AIA-provided business and management training, and understand how they prefer to learn. Survey questions included:

- Career stage, current role, interest in business management program
- Rating the importance of content areas (People, Time, Firm, and Financial Management), and ranking the importance of specific topics
- Program format, individual or group learning, time commitment, duration of sessions, when to meet
- Importance of networking, peer-to-peer support, and connection to other industry experts
- How much they are willing to invest in this program, and company support of program

Please refer to the Appendix for the full PDF of survey questions.

SURVEY RESPONSES

Member's responses confirmed what we've learned through interviews and internal conversations: there is a strong preference for this type of program, combining the content we've outlined with peer-to-peer networking.

- Members are very interested in this program (82%)!
- They want to learn about People, Time, Firm, and Financial management.
- They prefer to learn in groups, are even on flexibility vs fixed schedule, and want a variety of presenters who are content-experts (don't have to be Architects).
- They value networking and prefer in-person workshops, group discussion, and interactive case studies.
- Prefer half-day sessions.
- Prefer to meet once a month for 8-9 months, during the work week.

Please refer to the Appendix for the full PDF of survey responses.

4.0 Program Overview

TARGET AUDIENCE

This program is designed to support AIA members who manage projects and people in their day-to-day work. They are the current or future leaders of their firm or organization, or are thinking about starting their own business. With around 10 years of experience and demonstrated success in the field, they have the maturity and focus needed to contribute to a dynamic cohort of industry leaders - elevating the conversation, workshops, and esprit de corps.

PROGRAM DESCRIPTION

The Mid-Career Professionals Program will provide a comprehensive overview of business management topics while building a community of peer support. This program will present a broad understanding of best practices for managing time, finances, people, and firms, while offering practical skills to take back to the office.

Program participants will meet once a month over 8 to 9 months, and learn from a variety of content experts, both within and outside the architecture profession, through in-person classes, workshops, and case-studies. To foster networking opportunities and build a culture of peer support, classes should be held in person with a consistent cohort of individuals. A-la-carte sessions may be created in the future from recorded sessions.

To support continued learning and connection, AIA VA could host virtual meetings between sessions such as a moderated mid-month check-in to discuss questions, skills implementation, upcoming topics, etc. - with AIA VA staff, workshop presenters, or eventually program Alumni facilitating the conversation.

PROGRAM SCHEDULE

The following proposed timeline allows for a thorough development process to create a high-quality program that meets the needs of mid-career professionals.

Phase 1 - Initial Planning and Setup (August to December 2024)

- Receive board approval by mid-October.
- Develop a detailed project plan, including milestones, deadline and assign responsibilities;
- Draft the preliminary budget.
- Identify and recruit potential lecturers/instructors.
- Start developing the curriculum outline and course materials.

Phase 2 - Curriculum Development (January to March 2025)

- Finalize curriculum and course content.
- Finalize all lecturers or presenters
- Secure locations/facilities and any special equipment needs.
- Test and refine course content with input from Task Force or Advisory group.
- Begin marketing outreach to attract applicants. Allow for a two month application process.

Phase 3 - Launch Pilot Program, Year 1 (April to November 2025)

- Officially launch the program.
- Manage 10 sessions in 8 months - one session a month, except for first and last months.
- Provide ongoing support to participants and instructors.
- Make any necessary adjustments between sessions, if possible.
- Collect feedback from participants, instructors, and staff after completing the program.

Phase 4 - Ongoing Program, Years 2+ (December 2025)

- Begin planning for the next iteration of the program based on the feedback.

APPLICATION PROCESS

The Task Force recommends that the MCP program application process be similar to other established leadership development programs. Application requirements will ensure that members of the MCP cohort are committed to participating in the program, invested in their personal and career growth, and that they are mid-career professionals who will benefit from, and positively impact, the cohort-based learning environment.

Applicants will submit a letter of interest, one to three letters of recommendation, and their personal resume. The Task Force also notes the benefit of including a short answer prompt requiring a 500–600-word response as part of the program application. An agreement form may also be included, to confirm and reinforce their commitment to the program attendance. An application fee is not recommended, as it may deter participation.

The applicant's letter of interest must describe their reasons for applying to the MCP program and include how they believe their participation will help them improve their practice and help them grow in their career. Letters should include some personal background to help the selection jury understand them as an individual and give insight into their career path so far. The letters of recommendation should reinforce the applicant's letter of interest and highlight their growth potential. Recommendations are preferred but not required to be from within the industry. Personal resumes must include the applicant's employment history, education, volunteer experience, and licensure status.

The Task Force recommends that applications be evaluated by a selection jury such as the AIA Virginia Executive Committee or Education Advisory Council and follow a similarly rigorous process as the ELA program and honors and awards jury. Ultimately, the Task Force hopes to have more applicants than available seats for the first MCP cohort, but if that is not the case in the first year, the application review process should be more flexible.

COST AND REVENUE

The goal for the program is to be revenue generating through a combination of tuition payments and sponsorships. Estimated costs, program needs, and revenue opportunities are described in part 6.

DEPARTURES AND ANTICIPATED RESISTANCE

The 2021 Task Force recommended this business management training be offered as individual or self-directed learning. We recommend packaged group learning because we understand the proven benefits of cohort-based

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learning outweigh the convenience of self-paced virtual programs, and because MCPs have expressed a deep need for connection, peer support, and reliable contacts to lean on during difficult times.

Through the survey, members expressed a preference for sessions during the work week and in half-day intervals, but traveling across a state like Virginia would make all half-day sessions take up a full day. To maximize value - more learning, less travel, less time away from work - we recommend full-day sessions.

We have heard, and we anticipate, resistance from some firm owners, especially small firms, because of the significant cost and time investment required for members to participate. It's been suggested that holding some classes on weekends could reduce the impact to firms, or share the burden, though this will add pressure on participants' personal lives, which are often strained by family and social commitments. Though this level of investment won't work for some members, our Environmental Scan identified self-paced learning opportunities through AIAU that could be suggested, and eventually AIA Virginia could offer parts of this program individually.

AIA VA will need to produce recruitment materials that clearly convey the value to firms and individuals:

- The MCP program will provide valuable training to individual members by teaching important skills and concepts that are not normally learned in school, internship, or early career stages
- Firms can offload the challenge of training staff to a trusted source of industry best practices in the AIA
- The profession will benefit from a community of managers with a shared baseline of skills to build upon
- Program graduates will be its best ambassadors and spokespeople, providing clear statements of personal and professional value for AIA to advertise

5.0 Program Curriculum

RECOMMENDED PROGRAM FORMAT

Based on our environmental scan and personal experience with a variety of professional development programs, we recommend a cohort class size of 15 to 22. To maximize time for learning while promoting group cohesion, we recommend a consistent session format:

9:00-9:30	Arrival and coffee
9:30-10:00	Welcome, introductions, house-keeping and a personal check-in to build connection: “How are you doing in your work & life?” “What problem are you hoping to solve today?”
10:00-11:30	Session 1: Content-rich lecture / presentation by subject-matter expert; Q&A
11:30-12:30	Lunch break (no agenda). Social connection, check in on work.
12:30-2:30	Session 2: Structured workshop / case study / whole group or small group activity
2:30-3:00	Break (no agenda). Social connection, check in on work.
3:00-4:00	Session 3: Lighter lecture / presentation (PechaKucha, panel discussion, etc.)
4:00-4:30	Wrap up, housekeeping, personal check-in to focus on useful take-aways: “What’s one thing you learned today that you’ll take back to your office to use?”

RECOMMENDED CURRICULUM

This 9 day course covers key topics members need to better manage people, finances, time, and their firms. Starting with the most important resource, people, attendees will explore their personal career path, use personality and strengthsfinder tests to understand personal and group dynamics, and develop tools that build strong teams. Next, the course covers managing Finances and Time, with an emphasis on developing skills in time management, task prioritization, and Project Management principles for organizing projects and teams. Finally, we synthesize what’s been learned in a discussion of Firm Management, with a focus on firm culture and identity, managing relationships and risk, and using strategic planning for firm management.

KEY TOPICS

Financial Management

- Business accounting
- Revenue and expenses
- Cash flow, budgeting, and forecasting
- Taxes

People Management

- Individual talent development
- Team assessments and dynamics
- Experience development strategies
- Psychology & decision making: individual & group
- Recruiting employees and partners
- Conflict resolution and negotiation

Time Management

- Project team management strategies
- Task management strategies
- Project Management best practices
- Professional sustainability & work-life balance

Firm Management

- Launching / growing / shrinking your firm
- Advancement and Succession Planning
- Firm Ownership and Leadership models
- Branding and Messaging
- Business Development (sales, winning work)
- Presentation and Public Speaking Skills
- Contracts, Liability, Risk Management

5.1 PEOPLE MANAGEMENT

Course Duration: Three (3) days

Course Description: This course is intended to explore the human side of the practice of architecture.

Learning Objectives:

- Understand methods for individual assessment and goal setting for professional and personal development
- How to communicate effectively and facilitate decision-making
- Learn how to make a successful presentation, from the perspective of a client or selection committee
- Discover the key aspects of firm culture and how it impacts all areas of firm practice

MODULE A: Career goals. Self Awareness / Self Care / Work/Life Balance

Orientation module to establish a baseline for each participant's current career status and provide a toolkit for setting career goals. This module provides an opportunity for self-assessment and understanding of the range of possible career paths available and strategies for moving from mid- to late-career.

- **Session 1: Taking Stock - Where are you now and where do you want to go?**

Speaker: Professional Career Coach, or HR Professional

Content:

- Tools for understanding where you are in your career track
- Understanding your "why" (see Simon Sinek)
- Tools for assessing alignment between your skills/interests, current job description, and goals
- Job satisfaction, finding balance or alignment between "work life" and "personal life"
- Generational dynamics (Gen Z, Millennials, Gen X, Boomers, etc.)

- **Session 2: Personal Strengths Assessment Workshop**

Facilitator: Either speaker from Session 1 or another expert on the assessment tool

Content:

- Participants take personality & strengths assessments (Enneagram, Myers-Briggs, etc.)
- Group into categories. Each group writes about themselves, presents to the group, & all discuss.
- Discuss implications of results for career tracking, team building, firm culture
- Team assessments, team dynamics, and relationships with co-workers, clients, collaborators

- **Session 3: Facilitated Panel Discussion - Career Stories**

Speakers: 3-5 senior architects with diverse backgrounds (race, gender, firm size/type, career)

Content:

- Each panelist starts by telling their career story in 5 minutes or less
- Discuss aspect of your career, e.g. "What do you wish you could tell your mid-career self?"
- Discuss the path to significant moments - change, crisis, or success - and lessons learned

MODULE B: Effective communication and decision making

This module is focused on clear communication, creating and giving presentations to groups, including clients, co-workers, review boards, public hearings, and selection committees.

- **Session 1: Communication and Decision Making**

Speaker: Consultant who specializes in communication and presentations (ie. Sage Presence)

Content:

- How do we make decisions? Psychology of choice, for individuals and groups
- How storytelling works: What type of story are you telling? How to get - and keep - attention.
- Visual storytelling: show or tell
- Who are you talking to? Audience research, read the room, in-person or virtual
- Self-presentation: body language, posture, hand placement, eye contact, clothing
- Presentation vs. Facilitation
- Managing difficult situations, hostile audiences, multiple presenters

- **Session 2: Presentation Workshop**

Facilitator: Speaker from Session 1

Content:

- In small groups, develop a 5-minute presentation on a given topic with a specific purpose (persuasion, delivery, etc.). All groups use the same topic, requiring little-to-no research.
- Create 5-10 slides that illustrate the points of the presentation. (NOTE: technology needs)
- One or two groups gives a presentation to the whole group
- Presenters give feedback, highlighting effective and less-effective strategies

- **Session 3: The Other Side of the Table**

Speakers: Facilitated discussion with 3-5 professionals who regularly listen to presentations from architects (ie. University Architects, Owner PMs, Architectural Review Board members, consultants, etc.)

Content:

- Speaker introductions and opening statements.
- What are you listening for? Panel describes what works, and what doesn't, in presentations
- What truly impacts hiring decisions: meeting requirements, matching experience, aesthetics?
- Memorable stories from best and worst presentations

MODULE C: Firm Culture and Effective Teams

Develop basic understanding how architecture firms develop, and use, firm culture. Understand how recruiting, nurturing and developing talent relates to culture. Understand basic Human Resources terminology and have a working knowledge of processes to obtain, retain and develop talent needed for a successful firm.

- **Session 1: HR processes for recruiting, feedback, and staff development**

Speaker: HR director/expert paired with Firm Principal

Content:

- How to build the right team - talented, diverse, inclusive
- Recruiting - identifying and competing for talent
- Clear position descriptions; effective and supportive feedback and performance reviews
- Salary Reviews / Compensation / Benefits

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- Understand the law
- Staff Development: Firm resources and processes; Technical skills, soft skills, communication skills; External resources and processes (AIA and others); Staff development at the team level
- **Session 2: Building a dynamic firm culture: small group dialogue**
Facilitator: Speaker from Session 1 or another expert
Content: Use break-out groups to explore:
 - What is a “good firm culture?”
 - What supports, and what hinders, “good firm culture?”
 - Identify commonalities, outliers, and trends (firm size, client type, leadership model, etc.)
- **Session 3: Why acquiring - and keeping - a dynamic firm culture is a key to firm success**
Speaker(s): Panel of firm leaders
Content:
 - Real-world lessons from firm leaders who have built and sustained strong firm cultures
 - “What I wish I knew as an emerging professional is...”

5.2 FINANCIAL MANAGEMENT

Course Duration: One (1) day

Course Description: Obtain a basic understanding of business accounting in the context of an architecture firm. Participants will understand basic accounting terminology and have a working knowledge of fundamental financial reports. Expose the participants to the use of financial management software for project management, business-unit management, and firm-wide management.

Learning Objectives:

- Participants will understand the basics of business accounting and how to apply those principles to the business management of an architecture firm.
- Based on an understanding of accounting basics, participants will apply their knowledge to a simulation of business accounting documents, including a balance sheet and a profit and loss statement.
- Participants will gain basic knowledge of the software tools utilized by firms for financial management at the firm-wide and business unit level.
- Understand the range of practices in various firms and hear from experienced practitioners on best practices.

Needs: Access to demonstration versions of software, 'clean' accounting examples for review and analysis.

MODULE A: Basic Accounting:

Obtain a basic understanding of business accounting in the context of an architecture firm. Participants will understand basic accounting terminology and have a working knowledge of fundamental financial reports.

- **Session 1: Accounting 101**

Speaker: CFO or Director of Finance from a firm

Content:

- Revenue, Expenses, Balance sheet, Taxes
- Profit & Loss Statement
- Cashflow, forecasting, budgeting, and Utilization (overhead vs. billable time)
- Billing and collections=

- **Session 2: Financial Tools Workshop**

Facilitator: Speaker from Session 1 or another expert

Content:

- Working session with balance sheet, P&L statement, forecasting, etc.
- Use "live" spreadsheets or paper versions
- Learn how Financial Management software work - live, or interactive examples.
- Review exercises, discuss successes and failures, restate 'best practices'

- **Session 3: Lessons from the field**

Speaker(s): Panel of finance and/or PM professionals from firms

Content:

- Real-world examples and lessons-learned from the world of financial management
- "What I wish I knew as an emerging professional is..."

5.3 TIME MANAGEMENT

Course Duration: Two (2) days

Course Description: This course is designed to identify strategies to manage time, identify priorities, and focus on critical tasks. Attendees will learn useful time management tools and Project Management best practices.

Learning Objectives:

- Learn the fundamentals of project management from industry experts, and receive feedback from clients who are the recipients of architects' project management.
- Discover how software tools facilitate effective project management.
- Understand the principles of time management and how to apply them to yourself and your team.
- Gain exposure to the range of time management strategies found in a variety of firm sizes.

MODULE B: Time and Task Management

Description: This module is focused on the commodity of time - personally and professionally.

- **Session 1: Personal Time Management: Putting First Things First**

Speaker: Senior executive with time management skills or professional business coach

Content:

- Using the '4 Quadrants of Time': Urgent and Important, Not Urgent but Important, Not Important but seemingly Urgent, Neither Urgent or Important
- Prioritization: how to focus on what's important and avoid being sidetracked by 'emergencies'
- How to balance your commitments: personal, family, spiritual, professional, community.
- Making time to relax, rewind, and recharge

- **Session 2: Workshop on Time Prioritization**

Facilitator: Speaker from Session 1

Content

- Using the tools introduced in Session 1, participants evaluate their own time allocations
- After evaluation, participants identify areas of adjustment
- Share individual assessments with the group

- **Session 3: Balancing Time Priorities**

Speakers: Executives or Senior PMs from a small, medium and large firm

Content:

- Case-studies: benefits of adopting time-management, vs. cost of 'business as usual'
- Panel discussion of real-world time-management strategies
- How do you manage your own time?
- How do you relate to the time-management strategies of others?
- How do you view work/life balance?

MODULE B: Project Management Best Practices

Description: This module is focused on project management, particularly on aspects related to time management, scheduling and aligning resources with budget and schedule.

- **Session 1: Fundamentals of Project Management**

Speaker: Firm Business Manager, or consultant (PSMJ speaker, customized session?)

Content:

- Project Management Roles: Project Manager, PIC, Design team, Consultants, Client, etc.
- Project Management Tools: key documents and tools
- Communication & feedback
- Managing expectations and reacting to change
- Project Planning: defining scope and task breakdown
- Project Scheduling: how to schedule, track results, and adjust to changes
- Common pitfalls: delegating, micro-managing, turnover, mis-matched expectations, mistakes

- **Session 2: PM Tools Workshop (Utilization of Software)**

Facilitators: Firm Business Manager, or software company representative

Contents:

- Introduction to Project Management software tools (software, Gantt Charts, spreadsheets, etc.)
- Levels of engagement by role: from typical employee to PM, GC, or client
- Project set-up, scheduling, timesheets, forms
- How to create a schedule, plan tasks, manage time, and allocate resources
- How to integrate with financial plan or billing reporting
- PM software at each project stage: design, bidding and permitting, construction

- **Session 3: Effective Project Management from the Client Side**

Speakers: Client-side project managers (possibly paired with Builder / Owner / Architect PM)

Content:

- Facilitated panel discussion of client perspectives of good project management.
- Understanding client priorities, communication styles, standards, etc.
- How to communicate effectively with a client
- Signs of effective, and ineffective, project management, communication, relationship building.

5.4 FIRM MANAGEMENT

Course Duration: Three (3) days

Course Description: This course will show how the lessons from the previous three sessions can be applied to effectively manage a firm. Understand the basics of winning work, marketing and business development, and serving the right client. Learn how contracts structure healthy business relationships and influence risk management. Explore how firms are structured and how they use strategic planning to change and thrive.

Learning Objectives:

- Understand the fundamentals of marketing and business development for architecture firms.
- Learn how to structure contracts to manage risk, protect your firm, and increase fees.
- Understand how architecture firms develop a strategic plan and the importance of firm planning.
- Explore how succession planning for firms allows mid-career professionals to drive the future of their companies.

MODULE A: Winning work - Marketing & Business Development

Understand how people make decisions, how to differentiate between decision makers and influencers, and speak in terms they understand. Learn how companies develop and use branding and storytelling to attract clients and win work. Use the 5 C's of Marketing to develop a business model. What makes a client 'good' or 'bad' for your business? How do you identify a good client and win their work?

- **Session 1: Decision making and storytelling**

Speaker: Marketing Director or Director of Development for a successful firm (A/E, developer, realtor)

Content:

- Psychology of decision making, for individuals and small and large groups
- How to identify decision makers and influencers, and understand their needs
- Storytelling: who's listening, what do they need, and why are you the perfect solution
- Speak their language: make sure you're speaking the same language as your client

- **Session 2: Serving the right client**

Speaker: Same as Session 1

- Basics of business development
- How to analyze clients. What makes a 'good' or 'bad' client for your business?
- How to attract the right client, and win their work

- **Session 3: Branding and messaging**

Speaker: Kelly O'Keefe (Brand Federation), or A/E firm Marketing Director (Maggie Thacker, Jodie Day)

Content:

- Branding and messaging 101: understanding the basics
- Understanding the 5 C's of Marketing: Company, Customers, Competitors, Collaborators, Climate
- How firms develop brand messages and how they help your team, clients, and collaborators

MODULE B: Contracts, Liability, Risk Management

Develop basic understanding of contracts used in the AEC industry, and the principles of risk management developing contracts and design processes. Participants will gain an understanding of basic contract and insurance terminology, and a working knowledge of using and developing contracts, as well as risk management principles within the architectural firm context.

- **Session 1: Contracts, Professional Insurance and Risk Management systems**

Speaker: Attorney specializing in contract law with Insurance Broker (many have programs on this)

Content:

- Contracts 101: basic principles of contract law and professional contracts
- Using AIA documents
- Key contract terms, items, or services, to include or avoid
- Risk management basics: quality control, good records, and effective communication
- Common problems, and what to do when they happen
- Understanding Insurance, Errors & Omissions (E&O), and coverage options
- Role of attorneys and insurance counsel in contracts, client challenges, and defending a claim

- **Session 2: Real life case studies: What should happen vs what did happen**

Facilitator: Speaker from Session 1 or another expert

Content:

- Interactive discussion around real insurance claim cases
- Interactive discussions of the “hot button” terms in contract language

- **Session 3: Implementing a Risk Management system in your firm**

Speaker(s): Panel risk management / quality control professionals: contract writers, specification writers, quality control reviewers, construction administrators

Content:

- How to build a QA/QC system to prevent errors and omissions and stay out of court
- “What I wish I knew as an emerging professional is...”

MODULE C: Strategic & Succession Planning

Understand the importance of planning for firm operations and growth in a range of time horizons. Explore ways firms evolve over time through numerical and geographic expansion, and different models for leadership and ownership transitions. Participants may be active or potential participants in strategic planning for their firms.

- **Session 1: How to start, or run, a firm**

Speaker(s): Managing Principal of an AEC firm

Content:

- What you need to start, change, or run a firm: legal, financial, insurance, licenses, etc.
- Understanding financial and ownership models for Architecture firms
- Firm Management at differing sizes: financial, marketing, human resources, etc.
- Diversification, partnerships, and alternative revenue streams
- Common successes and pitfalls for small, medium, and large businesses

- **Session 2: Strategic Planning Workshop**

Facilitator(s): Strategic planning consultant for AEC firms (Coxe Group, Three Aspens) and possibly a principal of a firm who has experience with strategic planning

Content:

- What is strategic planning and when should you do it?
- How to measure current state - internal (staff) and external feedback (clients, partners)
- How to create good goals and develop actionable initiatives
- Individually develop an outline for a strategic planning retreat for your firm or department
- Conduct a SWOT analysis to inform the focus areas for planning
- Reconvene and share highlights with small and large group

- **Session 3: Succession Planning, Mergers & Acquisitions**

Speakers: Facilitated panel discussion with a M&A attorney, or M&A consultant and firm principal(s) with diverse experiences (i.e. a senior principal who transferred ownership; a young principal who has stepped into an ownership role; a principal who experienced a merger or acquisition).

Content:

- Define terminology and options for succession planning
- Models for mergers and acquisitions
- Why succession planning matters, case studies / war stories

6.0 Estimated Cost and Revenue Opportunities

ESTIMATED PROGRAM COST

The anticipated costs to run a mid-career architect professionals' educational program in its first year may be higher than the return years, just to work to develop the content. Overall costs to be considered for the following categories:

- Program development including instructional materials
- Facilities and equipment expenses (e.g rental of classrooms and any specialized software)
- Catering and event costs (e.g. coffee, lunch, happy hour)
- Marketing and recruitment costs including promotional materials and outreach activities
- Guest lecturer stipends or honoraria
- Travel and accommodation expenses for guest lecturers or staff travel if locations vary across the state
- Administrative costs

There are many opportunities to keep costs to a minimum such as partnering with local firms or allied partners to provide space or equipment at a lower cost or for free. Engage industry professionals who might be willing to volunteer their time in exchange for networking and development opportunities. Sponsorships from partners such as architectural firms or organization partners can also enhance the program's credibility and attract more participants.

The anticipated cost for the program is estimated at \$35,000 to \$40,000 annually.

ESTIMATED REVENUE OPPORTUNITIES

There are a number of opportunities for revenue in this program:

- Tuition for 15-22+ participants:
 - If tuition should cover the full program cost, then it would be around \$2,000 per participant.
 - Note, this is higher than the survey responses, with most suggesting a \$500-\$1,500 investment.
- Sponsorship opportunities include presenters / facilitators, firm sponsors, industry partners, etc.
 - Estimated sponsorship revenue would be approximately \$5,000-\$8,000.
- Additional learning opportunities.
 - Individual courses could be packaged for delivery by AIA VA to deliver this content to members who want the content but can't commit to a multi-month cohort program. The opportunity to serve these members exists, and AIA VA and our members could benefit from meeting them.
 - AIA Virginia could record and resell this content on AIAU

Once we put the effort into building this program, AIA VA should benefit from it - not just year over year through tuition, but throughout the year - by providing individual or group learning opportunities.

7.0 Appendix

TABLE OF CONTENTS

- 7.1 2021 Mid-Career Task Force Report
- 7.2 Member Survey Questions
- 7.3 Member Survey Responses
- 7.4 Environmental Scan - benchmarking data for similar programs



AIA Virginia Task Force Report: Mid-Career Professionals

INTRODUCTION

Accelerate the professional trajectory of mid-career architects.

AIA Virginia's Strategic Plan called for the creation of a task force to develop the conceptual framework for a leadership and career advancement program for mid-career professionals. (1.5.3) It was believed that there were critical gaps in our service to members in this career stage and the task force was charged with affirming this understanding, identifying those gaps, and recommending solutions.

METHODOLOGY

AIA Virginia convened a summit over the course of two days to assess the needs of constituents in this career stage, identify gaps in service, and discuss how the organization could best support members in this segment. The discussion revealed several areas of potential support that warranted further investigation.

Task Force members were recruited from among the 17 summit attendees. The task force split into two workgroups to conduct interviews with key stakeholders and perform an environmental scan, both within and outside the profession. The workgroups came back together to synthesize the information and formulate the following recommendations.

SUMMARY OF RECOMMENDATIONS

- Create an Executive Leadership Program to cultivate advanced leadership skills.
- Create a customizable Business Management Program with a flexible delivery model to provide essential business and management skills.
- Create a mechanism to cultivate a peer community and help designers identify and navigate their ideal career path.
- Find ways to recognize and celebrate leadership and managerial excellence.
- Summarize and promote existing best practices and model policies to serve as an essential resource.

DETAILED RECOMMENDATIONS

Executive Leadership Program

Research revealed that there is a need for advanced leadership training, distinct from management training.

Delivered through a combination of focused retreats, virtual courses, and independent study, this intensive leadership development program blends experiential learning, case studies, and individualized coaching to accelerate the development of the next generation of influential firm leaders — preparing graduates to lead with confidence, passion, insight, vision, and impact.

Designed specifically to support architects, this 9–12-month program intentionally integrates professionals from finance, real estate, economic development, and other allied stakeholders to share best practices and cultivate business relationships. A diverse mix of licensed professionals from various firm sizes and sectors provide a wide perspective within each class cohort of 16-20 participants.

At the conclusion of this program, graduates will have increased confidence and comfort with their leadership abilities and a state-wide professional network.

KEY CONCEPTS

Strategic Leadership

Defining one's unique leadership style; identifying "blind spots;" harnessing strengths; honing analytical and tactical abilities

Foresight and Innovation

Envisioning the future; driving innovation; change management

Influence, Coaching and Negotiation

Communicating vision; overcoming barriers; building trust and bringing others along; finding solutions; crisis management

Collaboration and Culture

Finding and aligning diverse, talented, high-performing teams; navigating difficult conversations; turning conflict into opportunity

Purposeful and Ethical Leadership

Ethical leadership models, championing the common good; behavior modeling, building a healthy, just, diverse, and equitable firm culture

Creating Competitive Advantages

Driving business development; identifying prospective business opportunities; harnessing market forces; execution and evaluation

Estimated Budget: The cost estimate to launch this program is \$50,000. It is envisioned that through a combination of enrollment fees and sponsorship underwriting, the program will produce income within three years. This figure can be further refined as the program details are developed.

Proposed Timeline: Recruitment for this program could be ready to launch in 2022 with the first cohort to begin in 2023.

Customizable Business Management Program

The task force identified a need for professional development in management principles specifically related to the business of architecture. Professionals at the mid-career stage have found themselves in positions where they do not know whom to turn to for assistance in learning the details of managing the architecture practice business. This mid-career gap was amplified by the 2009 economic downturn which left a void of young architects to transition into leadership roles. Although individual skills have been developed and learned through their careers, many now find past efforts of extrapolating management concepts from similar industries are time-consuming and too generic to be useful. Therefore, a need to supplement specific customizable training sessions is evident.

As busy practitioners, the preference is to have a Business Management Program with an a-la-carte selection of training sessions and materials to support the individual's business development goals. The program should have a minimal to no application process. Some participants may want to take just one course, while others could use this as a career development roadmap for architecture business development. Ideally, participants would be partnered into small cohorts to study and support each other during their learning endeavors.

The educational material instructors' backgrounds would balance experts both from the architecture profession and external allied professions, experienced in both business and management. Concrete examples of how to create relationships at the local government level, including those in planning, permitting, financing, and development, should be considered as focus areas for study. Multiple tracks are subdivided into focused concept learning. However, specific learning tracks would identify similar concepts to cross-pollinate ideas and introduce detailed strategies that support various facets of a business.

KEY CONCEPTS

The business management program's general overview is categorized into the following four themes: financial management, time management, people management, and business development.

- I. Financial Management
 - A. Accounts Receivable and Accounts Payable
 - B. Revenue and Expenses
 - C. Cash Flow, Budgeting, and Forecasting
 - D. Taxes
- II. Time Management
 - A. Project Team Management Strategies
 - B. Task Management Strategies

III. People Management

- A. Individual Talent Development
- B. Experience Development Strategies
- C. Psychology and Decision Making for Small and Large Groups

IV. Firm Management

- A. Launching Your Firm
- B. Branding and Messaging
- C. Business Development
- D. Presentation and Public Speaking Skills
- E. Advancement and Succession Planning

Estimated Budget: The cost estimate to launch this program is \$8,000. It is estimated that the program will become profitable after delivering 124 units. This figure can be further refined as the program details are developed.

Proposed Timeline: This program could be ready to launch in 2022.

Create and Cultivate Community

Universities and the AIA have created a “conveyor belt” of support for young architects to advance them from their studies, into the profession, and toward licensure. But at mid-career, many find themselves too specialized in their work, in a role that doesn’t fit their aspirations, or having no further opportunities to advance within their firm. Many professionals at this stage also struggle to balance the competing demands of increased professional and personal responsibilities. The task force identified a need for programs that connect mid-career professionals with their peers to build a community of personal and professional support, promote the sharing of best practices, and grow positive connections among architects, allied professionals, and other community leaders.

Key elements for success include:

- A format that promotes social cohesion.
- Participants who are connected by shared experiences (firm size, practice area, interest, experience level).
- Regional engagement to build broader personal and professional relationships that allow participants to speak freely and share with peers who are not direct competitors.

To promote the creation of community-building opportunities, the task force recommends the consideration of the following actions:

- Build on the successful models of the Firm Roundtables, Emerging Leaders in Architecture (ELA), Young Architects Forum (YAF), and Emerging Professionals Roundtable and convene a Mid-Career Professionals Community. (Estimated budget: Marginal)
- Extend the “conveyor belt” of support by engaging with YAF and ELA alum to support the social cohesion of those groups by transitioning participants directly into local and/or regional Mid-Career communities. (Estimated budget: Marginal)
- Host regular gatherings or focused retreats designed to serve the needs of Mid-Career Professionals. (Estimated budget: \$1,500–8,000)
- Identify, recruit, and support champions from around the state and encourage the formation of local communities. (Estimated budget: Marginal)
- Support and amplify local initiatives that serve Mid-Career Professionals. (Estimated budget: Marginal)
- Engage with existing programs hosted by allied professionals to support the expansion of professional networks. (Estimated budget: Marginal)
- Host virtual “Firm Crawls” to promote familiarity across Virginia firms and encourage community building. (Estimated budget: \$300–2,000)
- Create Mid-Career Professional Mentoring Roundtable program that connects 4–10 mid-career professionals with a distinguished architect or allied professional for a fixed time (6 monthly meetings, covering Balancing Act, Winning Work, Sustainable Business, Choosing Your Path, Management, etc.). (Estimated budget: Marginal)

Estimated Budget: Estimated figures are listed at the end of each proposal. These figures can be further refined as the program details are developed. (Marginal costs could increase as complexity increases)

Proposed Timeline: Elements of this program could be ready to launch by Q2 of 2021 while others may not be ready to launch until 2022–23.

Recognize and Celebrate Managerial and Leadership Excellence

Organizations celebrate what they value. By leveraging existing awards programs and envisioning new ways to recognize managerial and leadership excellence through Inform Magazine, AIA Virginia will elevate best practices and innovation in these fields by upholding our leaders as models for others.

With minimal investment, AIA Virginia can advance this initiative through:

- Continuing to profile mid-career professionals in the member newsletter and on the website and highlighting their leadership achievements.
- Encouraging board councils, local components, and local Honors Committees to nominate excellent leaders and managers for the Award for Distinguished Achievement.

- Developing a series of awards focused on firm management, team building, project management, technical leadership, business development, and innovation to be delivered through Inform Magazine.
- Amplify these awards through Inform with leadership profiles, best practice articles, and interviews.

Estimated Budget: The cost estimate to launch this program is \$1,500 annually.

Proposed Timeline: This program could be ready to launch in Q4 of 2021.

Summarize and Promote Existing Resources

The environmental scan revealed an abundance of existing resources to support the development of mid-career professionals' management skills. To enhance the customizable business management program materials, AIA Virginia should compile and highlight these best practices, white papers, and case studies for members through its various communications channels.

Estimated Budget: Marginal.

Proposed Timeline: This program could be ready to launch in Q3 of 2021.

TASK FORCE MEMBERS

Laura Battaglia, AIA

JW Blanchard, AIA

Christopher Charles, AIA

Karen Conkey, AIA

Nick Cooper, AIA

April Drake, AIA

Lynden Garland, AIA

Nathan Harper, AIA

Charles Hendricks, AIA

George Logusch, AIA

Jeremy Maloney, AIA

Shawn Mulligan, AIA

Rasheda Tripp, AIA

Corey Clayborne, FAIA

Cathy Guske, Hon. AIA Virginia

Rhea George, Hon. AIA Virginia | Hon. AIA
Richmond (staff liaison)

* 1. Where are you currently in your career?

- ☐ Early (0-10 years experience)
- ☐ Middle (over 10 years experience)
- ☐ Late (within 10 years of retirement or deceleration)
- ☐ Not sure

* 2. Which words or roles best match your current job? (Select all that apply)

- ☐ Employee
- ☐ Mentee/Designer: My work is directed by others
- ☐ Mentor/Manager: I direct the work of others
- ☐ Firm Owner
- ☐ Retired or decelerating
- ☐ Other

Other (please specify)

* 3. How interested would you be in AIA Virginia providing a Business Management program?
(Rate on a scale of 1 to 5)

1 (Not interested)	2	3	4	5 (Very interested)
☐	☐	☐	☐	☐

* 4. How would you rate the importance of the following categories in your professional development and success of your business? (Rate on a scale of 1 to 5)

	1 (Not important)	2	3	4	5 (Very important)
Time management	☐	☐	☐	☐	☐
People management	☐	☐	☐	☐	☐
Financial management	☐	☐	☐	☐	☐
Firm management	☐	☐	☐	☐	☐

* 5. Please rank the following topics in order of importance based on your interest or professional development. (From 1 "Least important" to 7 "Most important")

- ☐ Financial management, ownership structures, business models
- ☐ Project management best practices
- ☐ Contracts, liability, and risk management
- ☐ How to start, grow, or change a business
- ☐ Psychology, decision making, and conflict resolution
- ☐ Business development and winning work
- ☐ Team dynamics, people development, advancement, succession planning

* 6. Where do you fall on this spectrum of program characteristics?

Broad overview of topics
so I understand the
overall context and key
topics.

Specific, useful, practical
information that I can
apply directly to my work
and life.

* 7. Where do you fall on this spectrum of program characteristics?

Flexibility of when I learn
and what I learn (prefer
virtual and a-la-carte
learning)

Packaged workshops with
expert teachers (prefer
structured, in-person
learning).

* 8. Where do you fall on this spectrum of program characteristics?

Learning by myself, at my
own pace.

Learning in a group as a
shared experience.

* 9. How important are networking opportunities with fellow architects and industry professionals during the program to you? (Rate on a scale of 1 to 5)

1 (Not important)

5 (Very important)

☐☐☐☐☐

* 10. When you're looking for high-quality professional development programs, what format do you prefer? (Select all that apply)

- ☐ In-person workshops
- ☐ Webinars
- ☐ Online courses
- ☐ Interactive case studies
- ☐ Group discussion

* 11. Please list the most impactful professional development programs you've attended and the provider.

Program	
Provider	
What format were they in? (seminar, workshop, academy)	
Please say more here	

* 12. How important is it to you that the program features experts who are actively practicing in the industry, versus experts in other disciplines and fields?

- ☐ Prefer practicing architects
- ☐ Prefer outside experts
- ☐ A mix is best - as long as they're subject-matter experts

* 13. If this program has multiple sessions, what format would you prefer to attend all sessions?

- ☐ Once a week for 2 to 3 months
- ☐ Twice a month for 4 to 5 months
- ☐ Once a month for 8 to 9 months

* 14. What is your preferred length for each session or workshop?

- ☐ Half-day (3-4 hours)
- ☐ Full-day (6-8 hours)

* 15. Would you prefer to meet during the work week or on weekends?

- ☐ Work week only
- ☐ Weekends only
- ☐ Either or both

* 16. What would you be willing to invest in a comprehensive business management program like this? (Select one)

- ☐ \$500 - \$1,500
- ☐ \$1,501 - \$2,500
- ☐ \$2,501 - \$3,500
- ☐ Over \$3,500

* 17. How willing would your company be to support your involvement in this program?

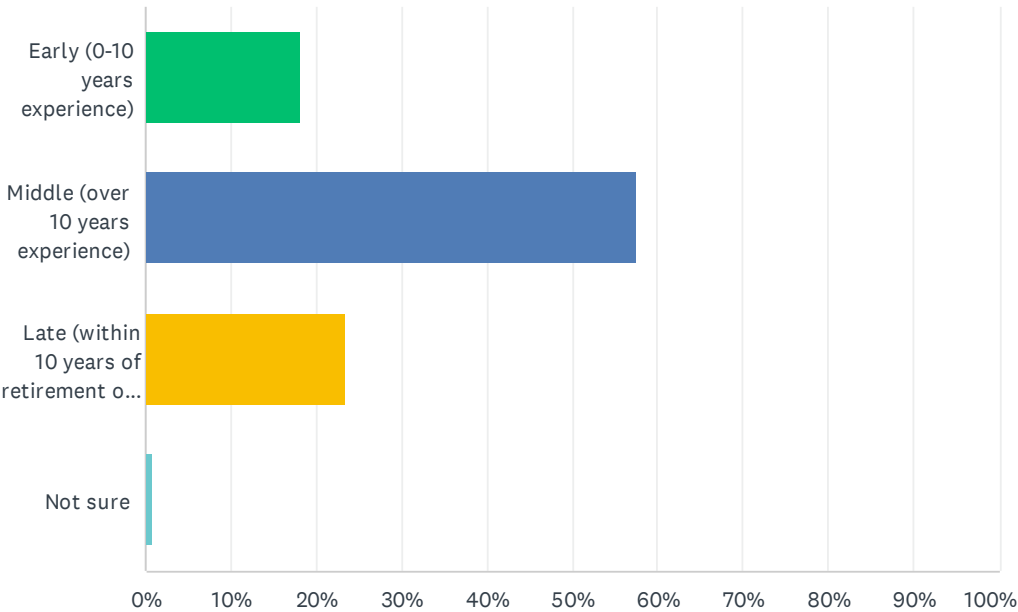
1 (Not likely)

5 (Very likely)

☐☐☐☐☐

Q1 Where are you currently in your career?

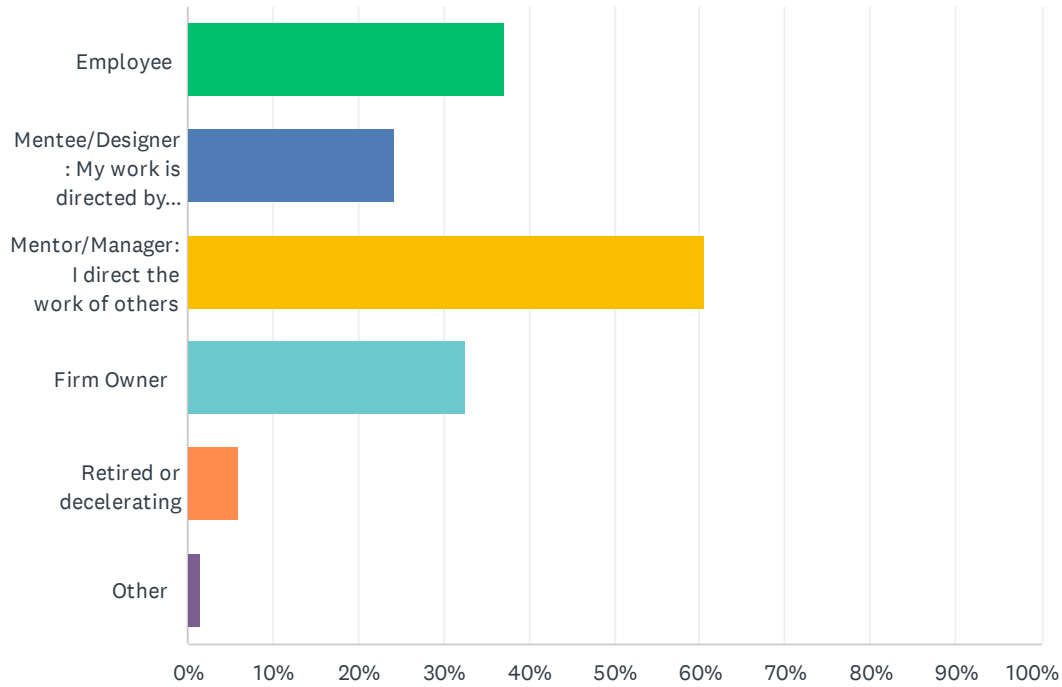
Answered: 132 Skipped: 0



ANSWER CHOICES		RESPONSES	
Early (0-10 years experience)		18.18%	24
Middle (over 10 years experience)		57.58%	76
Late (within 10 years of retirement or deceleration)		23.48%	31
Not sure		0.76%	1
TOTAL			132

Q2 Which words or roles best match your current job? (Select all that apply)

Answered: 132 Skipped: 0



ANSWER CHOICES	RESPONSES	
Employee	37.12%	49
Mentee/Designer: My work is directed by others	24.24%	32
Mentor/Manager: I direct the work of others	60.61%	80
Firm Owner	32.58%	43
Retired or decelerating	6.06%	8
Other	1.52%	2
Total Respondents: 132		

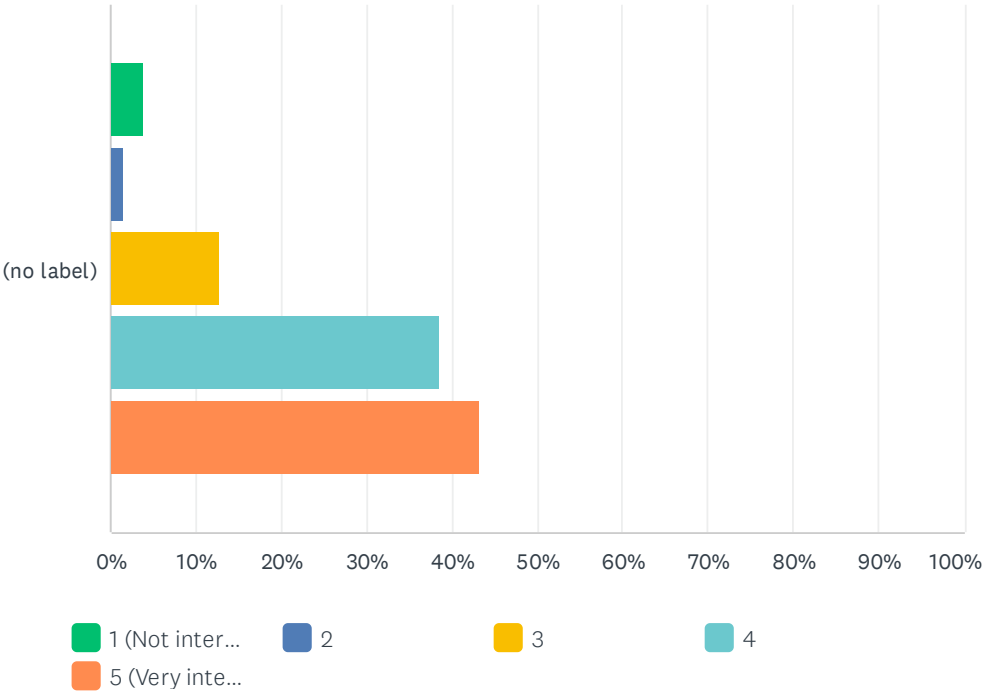
#	OTHER (PLEASE SPECIFY)	DATE
1	I have managers above me and I manage others	7/26/2024 11:59 AM
2	consultant	7/1/2024 4:28 PM
3	Sole Proprietor	7/1/2024 3:33 PM
4	Subject matter expert	7/1/2024 1:52 PM
5	Owner = my firm is an ESOP, therefore we are all owners	7/1/2024 12:00 PM
6	Studio Director	7/1/2024 11:03 AM
7	non traditional career	7/1/2024 10:56 AM

Mid-Career Professional Survey

8	interested in retiring in next 10 years	7/1/2024 10:44 AM
9	I work largely independently	7/1/2024 10:18 AM

Q3 How interested would you be in AIA Virginia providing a Business Management program? (Rate on a scale of 1 to 5)

Answered: 132 Skipped: 0



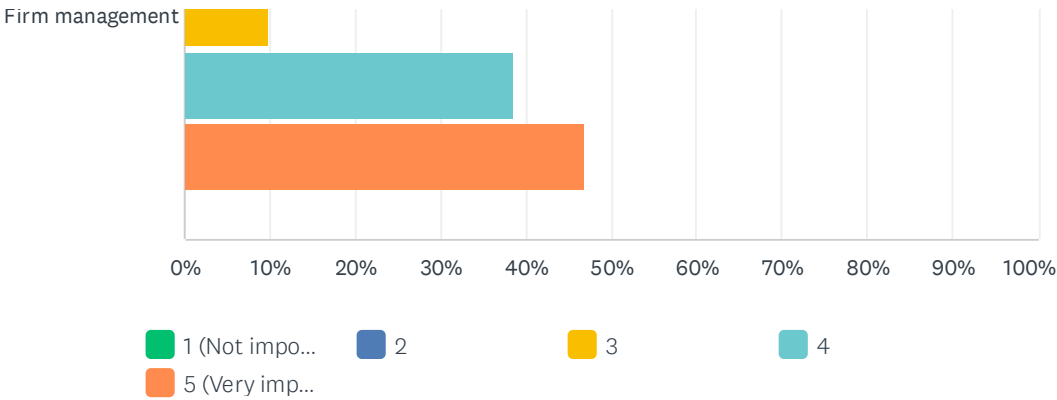
	1 (NOT INTERESTED)	2	3	4	5 (VERY INTERESTED)	TOTAL	WEIGHTED AVERAGE
(no label)	3.79%	1.52%	12.88%	38.64%	43.18%		
	5	2	17	51	57	132	4.16

Q4 How would you rate the importance of the following categories in your professional development and success of your business? (Rate on a scale of 1 to 5)

Answered: 132 Skipped: 0



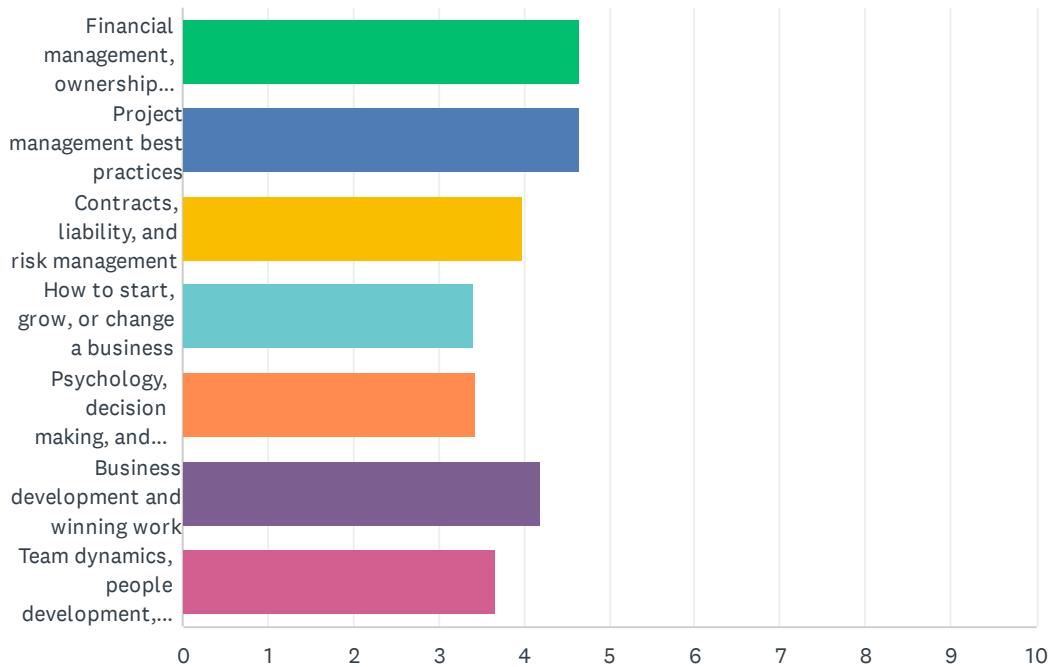
Mid-Career Professional Survey



	1 (NOT IMPORTANT)	2	3	4	5 (VERY IMPORTANT)	TOTAL RESPONDENTS
Time management	0.00% 0	3.79% 5	6.82% 9	26.52% 35	63.64% 84	132
People management	0.76% 1	0.00% 0	3.03% 4	21.21% 28	75.00% 99	132
Financial management	0.00% 0	1.52% 2	9.09% 12	25.76% 34	63.64% 84	132
Firm management	0.76% 1	3.79% 5	9.85% 13	38.64% 51	46.97% 62	132

Q5 Please rank the following topics in order of importance based on your interest or professional development. (From 1 "Least important" to 7 "Most important")

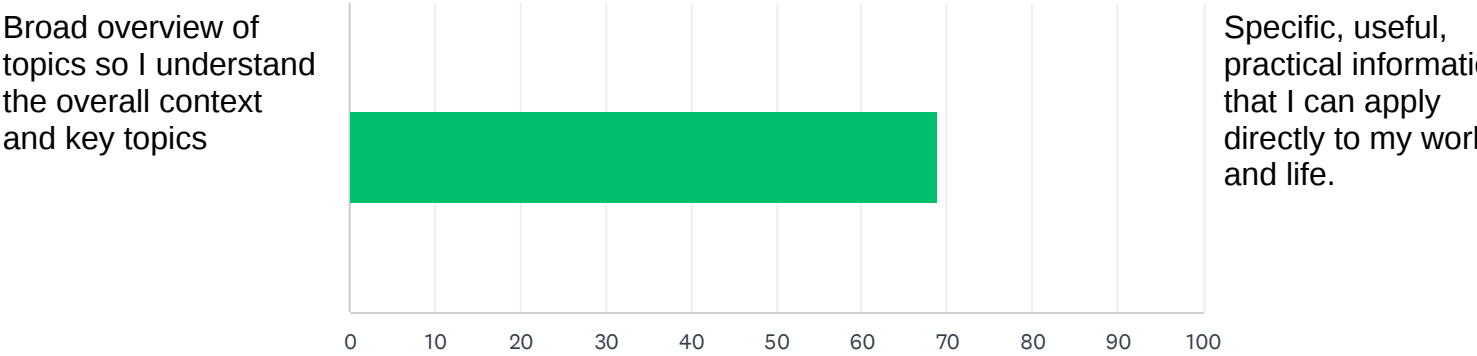
Answered: 132 Skipped: 0



	1	2	3	4	5	6	7	TOTAL	SCORE
Financial management, ownership structures, business models	22.73% 30	18.18% 24	15.15% 20	15.15% 20	11.36% 15	9.09% 12	8.33% 11	132	4.65
Project management best practices	30.30% 40	12.88% 17	13.64% 18	6.06% 8	16.67% 22	12.88% 17	7.58% 10	132	4.65
Contracts, liability, and risk management	7.58% 10	19.70% 26	15.15% 20	20.45% 27	9.09% 12	13.64% 18	14.39% 19	132	3.98
How to start, grow, or change a business	13.64% 18	11.36% 15	6.06% 8	12.12% 16	13.64% 18	15.15% 20	28.03% 37	132	3.42
Psychology, decision making, and conflict resolution	7.58% 10	9.09% 12	12.88% 17	13.64% 18	18.94% 25	22.73% 30	15.15% 20	132	3.44
Business development and winning work	10.61% 14	18.94% 25	18.18% 24	15.91% 21	12.88% 17	14.39% 19	9.09% 12	132	4.19
Team dynamics, people development, advancement, succession planning	7.58% 10	9.85% 13	18.94% 25	16.67% 22	17.42% 23	12.12% 16	17.42% 23	132	3.67

Q6 Where do you fall on this spectrum of program characteristics?

Answered: 132 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	69	9,087	132
Total Respondents: 132			

#		DATE
1	100	7/30/2024 12:18 AM
2	71	7/29/2024 6:15 PM
3	100	7/29/2024 3:08 PM
4	20	7/29/2024 2:56 PM
5	48	7/29/2024 11:57 AM
6	50	7/29/2024 11:33 AM
7	15	7/29/2024 11:22 AM
8	74	7/29/2024 11:11 AM
9	50	7/29/2024 11:08 AM
10	83	7/26/2024 6:30 PM
11	64	7/26/2024 11:59 AM
12	48	7/26/2024 8:32 AM
13	79	7/26/2024 7:46 AM
14	50	7/25/2024 3:22 PM
15	47	7/25/2024 2:15 PM
16	44	7/25/2024 12:28 PM
17	19	7/25/2024 12:17 PM
18	77	7/25/2024 11:51 AM
19	74	7/25/2024 11:23 AM
20	74	7/25/2024 11:09 AM

Mid-Career Professional Survey

21	76	7/25/2024 11:01 AM
22	41	7/25/2024 10:52 AM
23	0	7/25/2024 10:46 AM
24	99	7/25/2024 10:39 AM
25	98	7/24/2024 2:33 PM
26	99	7/20/2024 10:48 AM
27	70	7/19/2024 6:09 PM
28	96	7/19/2024 1:32 PM
29	69	7/19/2024 12:44 PM
30	27	7/19/2024 10:59 AM
31	77	7/19/2024 10:53 AM
32	100	7/19/2024 10:49 AM
33	57	7/19/2024 10:31 AM
34	49	7/16/2024 12:18 PM
35	65	7/16/2024 9:19 AM
36	50	7/11/2024 5:32 PM
37	84	7/11/2024 5:29 PM
38	46	7/11/2024 4:49 PM
39	68	7/11/2024 1:48 PM
40	88	7/11/2024 11:51 AM
41	100	7/9/2024 1:32 PM
42	55	7/9/2024 12:09 PM
43	86	7/9/2024 10:29 AM
44	99	7/8/2024 4:57 PM
45	72	7/8/2024 2:05 PM
46	50	7/8/2024 12:11 PM
47	45	7/8/2024 11:54 AM
48	69	7/8/2024 10:59 AM
49	83	7/8/2024 9:27 AM
50	65	7/8/2024 8:56 AM
51	84	7/8/2024 8:28 AM
52	61	7/6/2024 1:17 AM
53	56	7/5/2024 2:13 PM
54	81	7/5/2024 9:35 AM
55	67	7/5/2024 9:06 AM
56	80	7/5/2024 8:39 AM
57	100	7/3/2024 7:34 PM
58	100	7/3/2024 8:11 AM

Mid-Career Professional Survey

59	82	7/2/2024 5:51 PM
60	68	7/2/2024 2:41 PM
61	66	7/2/2024 2:35 PM
62	50	7/2/2024 11:47 AM
63	86	7/2/2024 10:21 AM
64	80	7/2/2024 9:13 AM
65	48	7/2/2024 8:23 AM
66	74	7/2/2024 8:22 AM
67	87	7/1/2024 10:14 PM
68	74	7/1/2024 8:21 PM
69	100	7/1/2024 7:46 PM
70	52	7/1/2024 7:43 PM
71	99	7/1/2024 5:40 PM
72	77	7/1/2024 5:36 PM
73	65	7/1/2024 5:08 PM
74	70	7/1/2024 4:28 PM
75	68	7/1/2024 3:42 PM
76	64	7/1/2024 3:33 PM
77	48	7/1/2024 2:57 PM
78	63	7/1/2024 2:15 PM
79	100	7/1/2024 1:55 PM
80	57	7/1/2024 1:52 PM
81	66	7/1/2024 1:41 PM
82	79	7/1/2024 1:11 PM
83	79	7/1/2024 1:09 PM
84	72	7/1/2024 1:05 PM
85	68	7/1/2024 12:57 PM
86	28	7/1/2024 12:51 PM
87	100	7/1/2024 12:33 PM
88	24	7/1/2024 12:25 PM
89	72	7/1/2024 12:00 PM
90	49	7/1/2024 12:00 PM
91	81	7/1/2024 12:00 PM
92	69	7/1/2024 11:58 AM
93	50	7/1/2024 11:57 AM
94	78	7/1/2024 11:49 AM
95	100	7/1/2024 11:45 AM
96	51	7/1/2024 11:37 AM

Mid-Career Professional Survey

97	52	7/1/2024 11:35 AM
98	65	7/1/2024 11:34 AM
99	100	7/1/2024 11:34 AM
100	80	7/1/2024 11:33 AM
101	88	7/1/2024 11:32 AM
102	78	7/1/2024 11:29 AM
103	35	7/1/2024 11:13 AM
104	100	7/1/2024 11:05 AM
105	66	7/1/2024 11:03 AM
106	66	7/1/2024 11:00 AM
107	83	7/1/2024 10:59 AM
108	100	7/1/2024 10:56 AM
109	100	7/1/2024 10:55 AM
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111	73	7/1/2024 10:52 AM
112	84	7/1/2024 10:51 AM
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114	42	7/1/2024 10:46 AM
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120	76	7/1/2024 10:34 AM
121	83	7/1/2024 10:32 AM
122	85	7/1/2024 10:25 AM
123	30	7/1/2024 10:24 AM
124	54	7/1/2024 10:21 AM
125	26	7/1/2024 10:20 AM
126	87	7/1/2024 10:20 AM
127	62	7/1/2024 10:18 AM
128	50	7/1/2024 10:18 AM
129	100	7/1/2024 10:16 AM
130	100	7/1/2024 10:16 AM
131	88	7/1/2024 10:16 AM
132	50	7/1/2024 10:15 AM

Mid-Career Professional Survey

21	52	7/25/2024 11:01 AM
22	81	7/25/2024 10:52 AM
23	6	7/25/2024 10:46 AM
24	49	7/25/2024 10:39 AM
25	47	7/24/2024 2:33 PM
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27	38	7/19/2024 6:09 PM
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49	84	7/8/2024 9:27 AM
50	100	7/8/2024 8:56 AM
51	17	7/8/2024 8:28 AM
52	55	7/6/2024 1:17 AM
53	84	7/5/2024 2:13 PM
54	49	7/5/2024 9:35 AM
55	29	7/5/2024 9:06 AM
56	0	7/5/2024 8:39 AM
57	76	7/3/2024 7:34 PM
58	1	7/3/2024 8:11 AM

Mid-Career Professional Survey

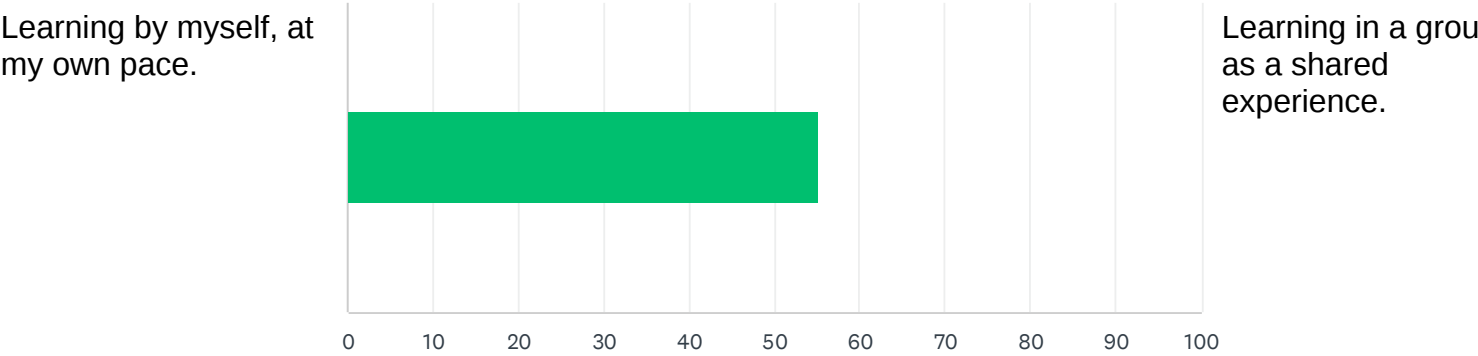
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73	73	7/1/2024 5:08 PM
74	80	7/1/2024 4:28 PM
75	99	7/1/2024 3:42 PM
76	47	7/1/2024 3:33 PM
77	33	7/1/2024 2:57 PM
78	99	7/1/2024 2:15 PM
79	18	7/1/2024 1:55 PM
80	23	7/1/2024 1:52 PM
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89	40	7/1/2024 12:00 PM
90	20	7/1/2024 12:00 PM
91	52	7/1/2024 12:00 PM
92	69	7/1/2024 11:58 AM
93	14	7/1/2024 11:57 AM
94	49	7/1/2024 11:49 AM
95	49	7/1/2024 11:45 AM
96	49	7/1/2024 11:37 AM

Mid-Career Professional Survey

97	52	7/1/2024 11:35 AM
98	36	7/1/2024 11:34 AM
99	26	7/1/2024 11:34 AM
100	67	7/1/2024 11:33 AM
101	76	7/1/2024 11:32 AM
102	47	7/1/2024 11:29 AM
103	100	7/1/2024 11:13 AM
104	100	7/1/2024 11:05 AM
105	50	7/1/2024 11:03 AM
106	65	7/1/2024 11:00 AM
107	100	7/1/2024 10:59 AM
108	80	7/1/2024 10:56 AM
109	100	7/1/2024 10:55 AM
110	51	7/1/2024 10:55 AM
111	100	7/1/2024 10:52 AM
112	47	7/1/2024 10:51 AM
113	66	7/1/2024 10:49 AM
114	76	7/1/2024 10:46 AM
115	100	7/1/2024 10:44 AM
116	76	7/1/2024 10:43 AM
117	58	7/1/2024 10:39 AM
118	94	7/1/2024 10:35 AM
119	55	7/1/2024 10:35 AM
120	52	7/1/2024 10:34 AM
121	100	7/1/2024 10:32 AM
122	53	7/1/2024 10:25 AM
123	30	7/1/2024 10:24 AM
124	63	7/1/2024 10:21 AM
125	16	7/1/2024 10:20 AM
126	71	7/1/2024 10:20 AM
127	80	7/1/2024 10:18 AM
128	28	7/1/2024 10:18 AM
129	27	7/1/2024 10:16 AM
130	41	7/1/2024 10:16 AM
131	8	7/1/2024 10:16 AM
132	71	7/1/2024 10:15 AM

Q8 Where do you fall on this spectrum of program characteristics?

Answered: 132 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	55	7,291	132
Total Respondents: 132			

#		DATE
1	25	7/30/2024 12:18 AM
2	63	7/29/2024 6:15 PM
3	77	7/29/2024 3:08 PM
4	14	7/29/2024 2:56 PM
5	61	7/29/2024 11:57 AM
6	4	7/29/2024 11:33 AM
7	68	7/29/2024 11:22 AM
8	89	7/29/2024 11:11 AM
9	79	7/29/2024 11:08 AM
10	49	7/26/2024 6:30 PM
11	37	7/26/2024 11:59 AM
12	48	7/26/2024 8:32 AM
13	80	7/26/2024 7:46 AM
14	10	7/25/2024 3:22 PM
15	11	7/25/2024 2:15 PM
16	49	7/25/2024 12:28 PM
17	19	7/25/2024 12:17 PM
18	32	7/25/2024 11:51 AM
19	22	7/25/2024 11:23 AM
20	53	7/25/2024 11:09 AM

Mid-Career Professional Survey

21	52	7/25/2024 11:01 AM
22	52	7/25/2024 10:52 AM
23	100	7/25/2024 10:46 AM
24	68	7/25/2024 10:39 AM
25	77	7/24/2024 2:33 PM
26	50	7/20/2024 10:48 AM
27	41	7/19/2024 6:09 PM
28	94	7/19/2024 1:32 PM
29	100	7/19/2024 12:44 PM
30	28	7/19/2024 10:59 AM
31	50	7/19/2024 10:53 AM
32	52	7/19/2024 10:49 AM
33	50	7/19/2024 10:31 AM
34	34	7/16/2024 12:18 PM
35	52	7/16/2024 9:19 AM
36	100	7/11/2024 5:32 PM
37	61	7/11/2024 5:29 PM
38	84	7/11/2024 4:49 PM
39	41	7/11/2024 1:48 PM
40	74	7/11/2024 11:51 AM
41	68	7/9/2024 1:32 PM
42	68	7/9/2024 12:09 PM
43	70	7/9/2024 10:29 AM
44	53	7/8/2024 4:57 PM
45	18	7/8/2024 2:05 PM
46	53	7/8/2024 12:11 PM
47	45	7/8/2024 11:54 AM
48	71	7/8/2024 10:59 AM
49	100	7/8/2024 9:27 AM
50	100	7/8/2024 8:56 AM
51	70	7/8/2024 8:28 AM
52	34	7/6/2024 1:17 AM
53	70	7/5/2024 2:13 PM
54	48	7/5/2024 9:35 AM
55	62	7/5/2024 9:06 AM
56	0	7/5/2024 8:39 AM
57	50	7/3/2024 7:34 PM
58	8	7/3/2024 8:11 AM

Mid-Career Professional Survey

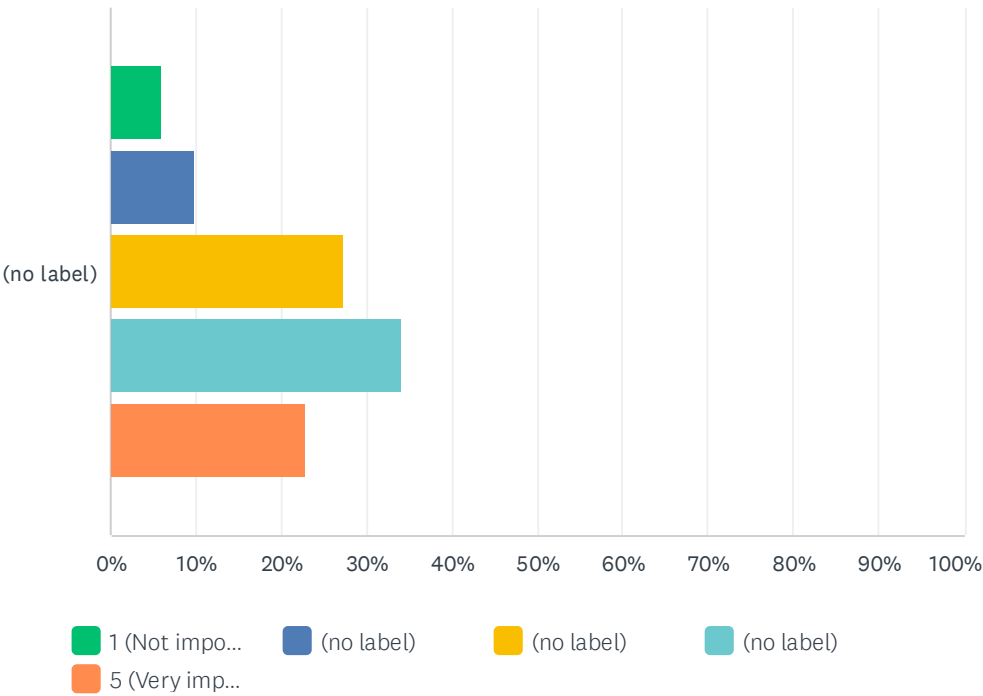
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64	55	7/2/2024 9:13 AM
65	50	7/2/2024 8:23 AM
66	12	7/2/2024 8:22 AM
67	64	7/1/2024 10:14 PM
68	42	7/1/2024 8:21 PM
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74	86	7/1/2024 4:28 PM
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82	49	7/1/2024 1:11 PM
83	13	7/1/2024 1:09 PM
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87	51	7/1/2024 12:33 PM
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89	45	7/1/2024 12:00 PM
90	74	7/1/2024 12:00 PM
91	85	7/1/2024 12:00 PM
92	69	7/1/2024 11:58 AM
93	17	7/1/2024 11:57 AM
94	15	7/1/2024 11:49 AM
95	48	7/1/2024 11:45 AM
96	66	7/1/2024 11:37 AM

Mid-Career Professional Survey

97	52	7/1/2024 11:35 AM
98	62	7/1/2024 11:34 AM
99	100	7/1/2024 11:34 AM
100	51	7/1/2024 11:33 AM
101	87	7/1/2024 11:32 AM
102	52	7/1/2024 11:29 AM
103	100	7/1/2024 11:13 AM
104	51	7/1/2024 11:05 AM
105	19	7/1/2024 11:03 AM
106	74	7/1/2024 11:00 AM
107	100	7/1/2024 10:59 AM
108	49	7/1/2024 10:56 AM
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110	26	7/1/2024 10:55 AM
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113	65	7/1/2024 10:49 AM
114	89	7/1/2024 10:46 AM
115	100	7/1/2024 10:44 AM
116	76	7/1/2024 10:43 AM
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118	88	7/1/2024 10:35 AM
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122	63	7/1/2024 10:25 AM
123	50	7/1/2024 10:24 AM
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126	51	7/1/2024 10:20 AM
127	51	7/1/2024 10:18 AM
128	14	7/1/2024 10:18 AM
129	27	7/1/2024 10:16 AM
130	49	7/1/2024 10:16 AM
131	7	7/1/2024 10:16 AM
132	71	7/1/2024 10:15 AM

Q9 How important are networking opportunities with fellow architects and industry professionals during the program to you? (Rate on a scale of 1 to 5)

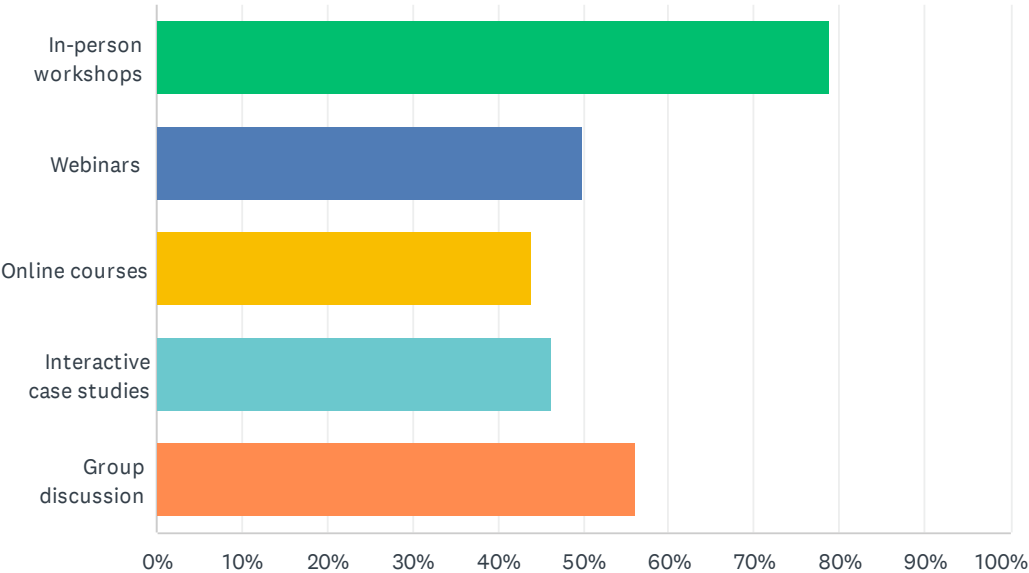
Answered: 132 Skipped: 0



	1 (NOT IMPORTANT)	(NO LABEL)	(NO LABEL)	(NO LABEL)	5 (VERY IMPORTANT)	TOTAL	WEIGHTED AVERAGE
(no label)	6.06% 8	9.85% 13	27.27% 36	34.09% 45	22.73% 30	132	3.58

Q10 When you're looking for high-quality professional development programs, what format do you prefer? (Select all that apply)

Answered: 132 Skipped: 0



ANSWER CHOICES	RESPONSES	
In-person workshops	78.79%	104
Webinars	50.00%	66
Online courses	43.94%	58
Interactive case studies	46.21%	61
Group discussion	56.06%	74
Total Respondents: 132		

Q11 Please list the most impactful professional development programs you've attended and the provider.

Answered: 132 Skipped: 0

ANSWER CHOICES	RESPONSES	
Program	92.42%	122
Provider	78.03%	103
What format were they in? (seminar, workshop, academy)	72.73%	96
Please say more here	53.03%	70

#	PROGRAM	DATE
1	ELA	7/30/2024 12:18 AM
2	N/A	7/29/2024 6:15 PM
3	N/A	7/29/2024 2:56 PM
4	ELA	7/29/2024 11:57 AM
5	AIA STUDENTS, HU GRADUATES WORKSHOP,NOMAS	7/29/2024 11:33 AM
6	Emerging Leaders in Architecture	7/29/2024 11:22 AM
7	Emerging Leaders in Architecture	7/29/2024 11:11 AM
8	ELA	7/29/2024 11:08 AM
9	AIA Virginia ELA	7/26/2024 6:30 PM
10	n/a	7/26/2024 11:59 AM
11	informal mentor - mentoree conversation	7/26/2024 8:32 AM
12	AIA Convention	7/26/2024 7:46 AM
13	Nothing comes to mind immediately	7/25/2024 3:22 PM
14	AIA24	7/25/2024 2:15 PM
15	time management	7/25/2024 12:28 PM
16	CEU package day	7/25/2024 12:17 PM
17	ELA	7/25/2024 11:51 AM
18	-	7/25/2024 11:23 AM
19	AIA Expo	7/25/2024 11:09 AM
20	Sustainable Design Leaders	7/25/2024 11:01 AM
21	N/A	7/25/2024 10:52 AM
22	School of hard knocks! 30 years of running businesses.	7/25/2024 10:46 AM
23	Sustainable Design Leaders Summit	7/25/2024 10:39 AM
24	None, most beneficial learning has been working though finances/contracts with my attorneys	7/24/2024 2:33 PM
25	Christopher Kelley Leadership Development Program	7/20/2024 10:48 AM
26	ULI	7/19/2024 6:09 PM

Mid-Career Professional Survey

27	Art of the Practice	7/19/2024 1:32 PM
28	Any building tours are great	7/19/2024 10:59 AM
29	ELA	7/19/2024 10:53 AM
30	I have not attended any professional development programs. Actual experience has been the most impactful..	7/19/2024 10:49 AM
31	ELA	7/19/2024 10:31 AM
32	?	7/16/2024 12:18 PM
33	none	7/16/2024 9:19 AM
34	N/A	7/11/2024 5:32 PM
35	ELA	7/11/2024 5:29 PM
36	ELA; BikeWalk RVA	7/11/2024 4:49 PM
37	N/A	7/11/2024 1:48 PM
38	N/A	7/11/2024 11:51 AM
39	N/A	7/9/2024 1:32 PM
40	Coxe Group Firm Roundtables	7/9/2024 12:09 PM
41	Emerging Leaders in Architecture	7/9/2024 10:29 AM
42	Cannot Recall	7/8/2024 2:05 PM
43	not sure	7/8/2024 11:54 AM
44	Overall Project Management Leadership Courses	7/8/2024 10:59 AM
45	ELA	7/8/2024 9:27 AM
46	N/A	7/8/2024 8:56 AM
47	business training	7/8/2024 8:28 AM
48	AIA Convention	7/6/2024 1:17 AM
49	Leadership Charlottesville, Board Academy	7/5/2024 2:13 PM
50	Emerging Leaders in Architecture	7/5/2024 9:35 AM
51	AIA National Conference	7/5/2024 9:06 AM
52	na	7/5/2024 8:39 AM
53	Proejct Manager Bootcamp	7/3/2024 7:34 PM
54	Entre Architect	7/3/2024 8:11 AM
55	Work	7/2/2024 5:51 PM
56	N/a	7/2/2024 2:41 PM
57	AIA 2024	7/2/2024 2:35 PM
58	ELA	7/2/2024 11:47 AM
59	NA	7/2/2024 10:21 AM
60	AIA CEUs	7/2/2024 9:13 AM
61	AIA VA Design Forum	7/2/2024 8:23 AM
62	AIA conference keynote	7/2/2024 8:22 AM
63	Project Management	7/1/2024 10:14 PM
64	Structural Seminar for ARE Exams	7/1/2024 8:21 PM

Mid-Career Professional Survey

65	Leadership in Architecture	7/1/2024 7:46 PM
66	?	7/1/2024 7:43 PM
67	Financial Management for Architects	7/1/2024 5:40 PM
68	Unknown	7/1/2024 5:36 PM
69	Na	7/1/2024 5:08 PM
70	AIA VA Design Forum IX	7/1/2024 3:42 PM
71	Firm Roundtables	7/1/2024 3:33 PM
72	N/A	7/1/2024 2:57 PM
73	AIA National Conference	7/1/2024 2:15 PM
74	can't recall	7/1/2024 1:55 PM
75	ULI Health Leaders Network	7/1/2024 1:52 PM
76	N/A	7/1/2024 1:41 PM
77	-	7/1/2024 1:11 PM
78	Amberbook ARE Prep	7/1/2024 1:09 PM
79	AIA CEU presentations	7/1/2024 12:57 PM
80	Mid-Career Professionals Coffee Events	7/1/2024 12:51 PM
81	Can't think of any	7/1/2024 12:33 PM
82	SCUP Planning Institute	7/1/2024 12:00 PM
83	1. marketing professional services 3 day workshop 2. aspen design conference	7/1/2024 12:00 PM
84	Legal case studies	7/1/2024 12:00 PM
85	Moseley University	7/1/2024 11:58 AM
86	--	7/1/2024 11:57 AM
87	AIA DC Christopher Kelley Leaddership Training	7/1/2024 11:49 AM
88	ELA	7/1/2024 11:45 AM
89	Principals Bootcamp	7/1/2024 11:35 AM
90	firm round tables	7/1/2024 11:34 AM
91	Amber Book	7/1/2024 11:34 AM
92	incorporating CM Practices into the Architecture Profession	7/1/2024 11:33 AM
93	n/a	7/1/2024 11:32 AM
94	Executive coaching	7/1/2024 11:29 AM
95	PSMJ Bootcamp Training	7/1/2024 11:13 AM
96	Code Development & Updates	7/1/2024 11:05 AM
97	N/A	7/1/2024 11:03 AM
98	ELA	7/1/2024 11:00 AM
99	Professional Development Series	7/1/2024 10:59 AM
100	AI Tools	7/1/2024 10:56 AM
101	NOT SURE	7/1/2024 10:55 AM
102	Emerging Leaders in Architecture	7/1/2024 10:52 AM

Mid-Career Professional Survey

103	Project Management Foundations and Transformational Leadership	7/1/2024 10:51 AM
104	Christopher Kelley Leadership Development Program	7/1/2024 10:49 AM
105	Negotiation with Chris Voss	7/1/2024 10:46 AM
106	Remodelers Advantage Roundtables	7/1/2024 10:44 AM
107	PSMJ Bootcamp / Training	7/1/2024 10:43 AM
108	n/a	7/1/2024 10:39 AM
109	Environments for Aging - Confererence	7/1/2024 10:35 AM
110	n/a	7/1/2024 10:35 AM
111	NA	7/1/2024 10:34 AM
112	NA	7/1/2024 10:32 AM
113	Schluter Tile	7/1/2024 10:24 AM
114	None	7/1/2024 10:21 AM
115	N/A	7/1/2024 10:20 AM
116	ELA Program	7/1/2024 10:20 AM
117	Context & Clarity Network	7/1/2024 10:18 AM
118	Planning a Practice	7/1/2024 10:18 AM
119	360 Mentoring	7/1/2024 10:16 AM
120	Next to Lead	7/1/2024 10:16 AM
121	---	7/1/2024 10:16 AM
122	Presentation + Shop Tour	7/1/2024 10:15 AM
#	PROVIDER	DATE
1	AIA VA	7/30/2024 12:18 AM
2	N/A	7/29/2024 2:56 PM
3	AIA	7/29/2024 11:57 AM
4	AIA,NOMAS	7/29/2024 11:33 AM
5	AIA Virginia	7/29/2024 11:22 AM
6	AIA Virginia	7/29/2024 11:11 AM
7	AIA	7/29/2024 11:08 AM
8	AIA	7/26/2024 6:30 PM
9	n/a	7/26/2024 8:32 AM
10	AIA	7/26/2024 7:46 AM
11	AIA	7/25/2024 2:15 PM
12	one of the online course providers	7/25/2024 12:28 PM
13	VA Framebuilders	7/25/2024 12:17 PM
14	AIA VA	7/25/2024 11:51 AM
15	-	7/25/2024 11:23 AM
16	AIA	7/25/2024 11:09 AM
17	Building Green	7/25/2024 11:01 AM

Mid-Career Professional Survey

18	Life in general!	7/25/2024 10:46 AM
19	BuildingGreen	7/25/2024 10:39 AM
20	My attorneys	7/24/2024 2:33 PM
21	AIA DC	7/20/2024 10:48 AM
22	ULI	7/19/2024 6:09 PM
23	AIA Virginia	7/19/2024 1:32 PM
24	AIA Virginia	7/19/2024 10:53 AM
25	AIA Virginia	7/19/2024 10:31 AM
26	AIA VA	7/11/2024 5:29 PM
27	AIA; Sportsbackers	7/11/2024 4:49 PM
28	N/A	7/11/2024 11:51 AM
29	N/A	7/9/2024 1:32 PM
30	Coxe Group	7/9/2024 12:09 PM
31	AIA Virginia	7/9/2024 10:29 AM
32	Cannot Recall	7/8/2024 2:05 PM
33	PSMJ	7/8/2024 10:59 AM
34	AIA VA	7/8/2024 9:27 AM
35	NAWBO	7/8/2024 8:28 AM
36	AIA	7/6/2024 1:17 AM
37	Charlottesville Chamber of Commerce, Center for Nonprofit Excellence	7/5/2024 2:13 PM
38	AIA Virginia	7/5/2024 9:35 AM
39	AIA	7/5/2024 9:06 AM
40	na	7/5/2024 8:39 AM
41	PSMJ	7/3/2024 7:34 PM
42	Entre Architect	7/3/2024 8:11 AM
43	Employer	7/2/2024 5:51 PM
44	N/a	7/2/2024 2:41 PM
45	AIA National	7/2/2024 2:35 PM
46	AIA Virginia	7/2/2024 11:47 AM
47	NA	7/2/2024 10:21 AM
48	AIA VA	7/2/2024 8:23 AM
49	AIA	7/2/2024 8:22 AM
50	PSMJ	7/1/2024 10:14 PM
51	David Thaddeus	7/1/2024 8:21 PM
52	Harvard GSD	7/1/2024 7:46 PM
53	?	7/1/2024 7:43 PM
54	AIA -Peter Piven & Hugh Hochberg	7/1/2024 5:40 PM
55	Unknown	7/1/2024 5:36 PM

Mid-Career Professional Survey

56	AIA Virginia	7/1/2024 3:42 PM
57	AIA	7/1/2024 3:33 PM
58	N/A	7/1/2024 2:57 PM
59	AIA	7/1/2024 2:15 PM
60	can't recall	7/1/2024 1:55 PM
61	ULI	7/1/2024 1:52 PM
62	N/A	7/1/2024 1:41 PM
63	-	7/1/2024 1:11 PM
64	Amberbook	7/1/2024 1:09 PM
65	Woodworks	7/1/2024 1:05 PM
66	Various Vendors	7/1/2024 12:57 PM
67	AIA Central Virginia	7/1/2024 12:51 PM
68	Society of College & University Planning	7/1/2024 12:00 PM
69	AIA, IIDA	7/1/2024 12:00 PM
70	McGriff (insurance provider)	7/1/2024 12:00 PM
71	Moseley Architects	7/1/2024 11:58 AM
72	--	7/1/2024 11:57 AM
73	AIA DC	7/1/2024 11:49 AM
74	AIA VA	7/1/2024 11:45 AM
75	NCARB	7/1/2024 11:37 AM
76	PSMJ	7/1/2024 11:35 AM
77	virginia aia	7/1/2024 11:34 AM
78	Michael Ermann	7/1/2024 11:34 AM
79	AIA 2024	7/1/2024 11:33 AM
80	Several	7/1/2024 11:29 AM
81	PSMJ	7/1/2024 11:13 AM
82	ICC	7/1/2024 11:05 AM
83	AIA Virginia	7/1/2024 11:00 AM
84	Former Company	7/1/2024 10:59 AM
85	My Nerdy BFF	7/1/2024 10:56 AM
86	Virignia AIA	7/1/2024 10:52 AM
87	International Institute for Learning and Shenandoah University	7/1/2024 10:51 AM
88	AIA DC	7/1/2024 10:49 AM
89	Chris Voss	7/1/2024 10:46 AM
90	Remodelers Advantage	7/1/2024 10:44 AM
91	PSMJ	7/1/2024 10:43 AM
92	Environments for Aging	7/1/2024 10:35 AM
93	n/a	7/1/2024 10:35 AM

Mid-Career Professional Survey

94	NA	7/1/2024 10:34 AM
95	NA	7/1/2024 10:32 AM
96	Schluter	7/1/2024 10:24 AM
97	AIA Virginia	7/1/2024 10:20 AM
98	EntreArchitect	7/1/2024 10:18 AM
99	AIA Buffalo/WNY	7/1/2024 10:18 AM
100	AIA Nova	7/1/2024 10:16 AM
101	AIA	7/1/2024 10:16 AM
102	---	7/1/2024 10:16 AM
103	LCI	7/1/2024 10:15 AM
#	WHAT FORMAT WERE THEY IN? (SEMINAR, WORKSHOP, ACADEMY)	DATE
1	seminar, workshop	7/30/2024 12:18 AM
2	N/A	7/29/2024 2:56 PM
3	in-person	7/29/2024 11:57 AM
4	WORKSHOP, TEAMS MEETING	7/29/2024 11:33 AM
5	Seminar	7/29/2024 11:22 AM
6	Academy (in-person)	7/29/2024 11:11 AM
7	All of the above	7/29/2024 11:08 AM
8	academy	7/26/2024 6:30 PM
9	n/a	7/26/2024 8:32 AM
10	Seminars and workshops	7/26/2024 7:46 AM
11	Conference	7/25/2024 2:15 PM
12	seminar	7/25/2024 12:28 PM
13	Seminar	7/25/2024 12:17 PM
14	Academy	7/25/2024 11:51 AM
15	-	7/25/2024 11:23 AM
16	Retreat	7/25/2024 11:01 AM
17	Workshop	7/25/2024 10:39 AM
18	zoom.	7/24/2024 2:33 PM
19	Half day workshops	7/20/2024 10:48 AM
20	small in person conference	7/19/2024 1:32 PM
21	Academy	7/19/2024 10:53 AM
22	In person seminars	7/19/2024 10:31 AM
23	Academy	7/11/2024 5:29 PM
24	Seminar/Workshop; Academy	7/11/2024 4:49 PM
25	N/A	7/11/2024 11:51 AM
26	N/A	7/9/2024 1:32 PM
27	In person workshops	7/9/2024 12:09 PM

Mid-Career Professional Survey

28	Seminars and workshops	7/9/2024 10:29 AM
29	Cannot Recall	7/8/2024 2:05 PM
30	Seminar	7/8/2024 10:59 AM
31	Workshop	7/6/2024 1:17 AM
32	Workshop, cohort based learning	7/5/2024 2:13 PM
33	Seminar	7/5/2024 9:35 AM
34	Seminar	7/5/2024 9:06 AM
35	na	7/5/2024 8:39 AM
36	Seminar	7/3/2024 7:34 PM
37	webinars, group discussion, online forum	7/3/2024 8:11 AM
38	Work	7/2/2024 5:51 PM
39	N/a	7/2/2024 2:41 PM
40	seminars and workshops	7/2/2024 2:35 PM
41	Seminar	7/2/2024 11:47 AM
42	Seminar	7/2/2024 10:21 AM
43	Workshop	7/2/2024 8:23 AM
44	Seminar	7/2/2024 8:22 AM
45	in-person seminar	7/1/2024 10:14 PM
46	Seminar	7/1/2024 8:21 PM
47	Workshops	7/1/2024 7:46 PM
48	?	7/1/2024 7:43 PM
49	workshop	7/1/2024 5:40 PM
50	in person seminar and Q&A and Networking	7/1/2024 3:42 PM
51	zoom breakout rooms for discussion	7/1/2024 3:33 PM
52	N/A	7/1/2024 2:57 PM
53	Seminar/keynote	7/1/2024 2:15 PM
54	can't recall	7/1/2024 1:55 PM
55	In person study tours and monthly group discussions	7/1/2024 1:52 PM
56	N/A	7/1/2024 1:41 PM
57	-	7/1/2024 1:11 PM
58	Online courses	7/1/2024 1:09 PM
59	seminar	7/1/2024 1:05 PM
60	In person lunch and learns	7/1/2024 12:57 PM
61	workshop / in-person discussion in circle	7/1/2024 12:51 PM
62	seminar	7/1/2024 12:25 PM
63	in-person	7/1/2024 12:00 PM
64	in person workshops in a fancy locations	7/1/2024 12:00 PM
65	Seminar or webinar	7/1/2024 12:00 PM

Mid-Career Professional Survey

66	Seminar	7/1/2024 11:58 AM
67	--	7/1/2024 11:57 AM
68	in person once a month 9 months	7/1/2024 11:49 AM
69	in-person course	7/1/2024 11:35 AM
70	workshop	7/1/2024 11:34 AM
71	Online seminar with accompanying videos	7/1/2024 11:34 AM
72	In person seminar, workshop	7/1/2024 11:33 AM
73	Workshops, group settings	7/1/2024 11:29 AM
74	In-person two-day seminar	7/1/2024 11:13 AM
75	In-person Seminars	7/1/2024 11:05 AM
76	in-person academy	7/1/2024 11:00 AM
77	In person workshops, one day a month for 6 months	7/1/2024 10:59 AM
78	webinar	7/1/2024 10:56 AM
79	Monthly Classes over with lectures and yearlong group project	7/1/2024 10:52 AM
80	in person workshop the 2nd was self-guided on-line	7/1/2024 10:51 AM
81	In-person, year long group projects	7/1/2024 10:49 AM
82	webinar/masterclass	7/1/2024 10:46 AM
83	bi-yearly in-person case study meetings with 9 other firms plus monthly smaller group zoom calls plus active slack communications (weekly)	7/1/2024 10:44 AM
84	Workshop	7/1/2024 10:43 AM
85	Conference	7/1/2024 10:35 AM
86	n/a	7/1/2024 10:35 AM
87	NA	7/1/2024 10:34 AM
88	NA	7/1/2024 10:32 AM
89	Webinar	7/1/2024 10:24 AM
90	Hybrid - once a month sessions either in person/virtual	7/1/2024 10:20 AM
91	Daily Facebook live conversations	7/1/2024 10:18 AM
92	seminar	7/1/2024 10:18 AM
93	workshop	7/1/2024 10:16 AM
94	online group discussion/seminars and offline "homework" assignments	7/1/2024 10:16 AM
95	---	7/1/2024 10:16 AM
96	Seminar	7/1/2024 10:15 AM
#	PLEASE SAY MORE HERE	DATE
1	Almost all of my professional development has been self-taught via articles and "business" or self-help books. and TEDtalks.	7/29/2024 3:08 PM
2	Have not attended professional dev program(s)	7/29/2024 2:56 PM
3	PROPOSAL FOR INTERSHIP, SHADOWING PROGRAM	7/29/2024 11:33 AM
4	This was a very robust program that require investment but produce great impact on my professional development.	7/29/2024 11:11 AM
5	Lots of options to choose from at the convention. You can tailor your own package to what you	7/26/2024 7:46 AM

Mid-Career Professional Survey

	are interested in or need at that moment.	
6	they had downloadable presentation available which was useful	7/25/2024 12:28 PM
7	lots of professionals organized into a single event to convey CEUs. The best part was speaking with the presenters between sessions.	7/25/2024 12:17 PM
8	Nothing to add	7/25/2024 11:51 AM
9	-	7/25/2024 11:23 AM
10	Gathering of industry leading professionals for 3-day off-site retreat. Professionally facilitated discussions and workshops.	7/25/2024 11:01 AM
11	Agenda driven by attendees; peer to peer workshops around a specific question	7/25/2024 10:39 AM
12	Architects are not taught anything about business. Working through management and liability issues with our attorneys has been invaluable.	7/24/2024 2:33 PM
13	CKLDP was more informational and inspirational than directly relevant to my everyday practice, but it was an awesome experience and a great way to connect with other professionals at a similar stage of their career.	7/20/2024 10:48 AM
14	I have not participated in a formal professional development program - thus my interest in the potential of this one!	7/19/2024 12:44 PM
15	Incredible experience! If I could take something like that again (minus the community project aspect) I would sign up/ pay in a heartbeat.	7/11/2024 5:29 PM
16	AIA/ELA monthly meetings and project; BikeWalk RVA was about advocacy, speaking, and engagement (specifically towards bike/walk infrastructure, but the method was as valuable or more valuable than the content)	7/11/2024 4:49 PM
17	N/A	7/11/2024 11:51 AM
18	N/A	7/9/2024 1:32 PM
19	Established cohort sustained over time gave value to the relational insight and support year over year	7/9/2024 12:09 PM
20	I was in the class of 2020 during which almost all seminars and working sessions were switched to virtual, which left the group detached and less engaged overall. In-person would have been more beneficial, though for 2020 virtual was preferred for a good reason.	7/9/2024 10:29 AM
21	Seminars and Workshops at AIA Conferences	7/8/2024 4:57 PM
22	Cannot Recall	7/8/2024 2:05 PM
23	NA	7/8/2024 12:11 PM
24	Networking, cross-industry connections, broad base understanding paired with expert advice on specifics	7/5/2024 2:13 PM
25	na	7/5/2024 8:39 AM
26	In-Person	7/3/2024 7:34 PM
27	Failure at work is the best teacher.	7/2/2024 5:51 PM
28	N/a	7/2/2024 2:41 PM
29	did not get enough time in the exhibit hall due to the sessions, please extend into Saturday	7/2/2024 2:35 PM
30	It was a fairly comprehensive look at the possession bring in a mix of experienced professionals	7/2/2024 11:47 AM
31	Most of my exposure to management practices were informal or self taught. I was lucky that most management practices were way for me. Probably most instruction was in AIA seminars.	7/2/2024 10:21 AM
32	I like lots of credits in one day, either in person or on-line, if on-line I also like a series	7/2/2024 8:23 AM
33	I found it inspirational. It was in person but I don't like the pressure of forced group discussion formats	7/2/2024 8:22 AM

Mid-Career Professional Survey

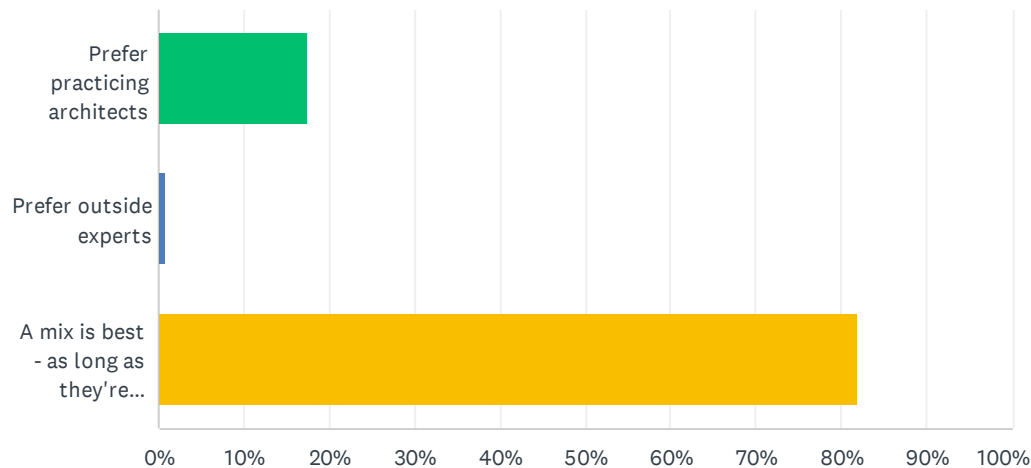
34	Mix of seminar, activities	7/1/2024 8:21 PM
35	The program consisted of four days of in-depth instruction, workshops, and group interaction.	7/1/2024 7:46 PM
36	?	7/1/2024 7:43 PM
37	Was back at the AIA Virginia 'convention' in 1985...changed my life, as they say...	7/1/2024 5:40 PM
38	Techniques and materials mostly	7/1/2024 4:28 PM
39	N/A	7/1/2024 2:57 PM
40	influential presenters who are EXPERTS at delivering content	7/1/2024 2:15 PM
41	can't recall	7/1/2024 1:55 PM
42	Curated study tours, networking events and international	7/1/2024 1:52 PM
43	N/A	7/1/2024 1:41 PM
44	-	7/1/2024 1:11 PM
45	Work at your own pace	7/1/2024 1:09 PM
46	Events hosted by my office	7/1/2024 12:57 PM
47	taught both breadth and depth of higher-ed planning	7/1/2024 12:00 PM
48	most important workshop i ever attended was the marketing workshop....i have relied on what i learned in those 4 days for decades.	7/1/2024 12:00 PM
49	Seminar preferred though all recent ones have been in webinar format	7/1/2024 12:00 PM
50	--	7/1/2024 11:57 AM
51	I list this as the most impactful, but I haven't been to many. I also went to one really bad webinar just trying to sell me software.	7/1/2024 11:34 AM
52	When I was studying for my AREs, these were the best resources I've ever used. It was like being in an actually helpful college course with real world examples	7/1/2024 11:34 AM
53	Informative session	7/1/2024 11:33 AM
54	Meaningful if good providers	7/1/2024 11:29 AM
55	excellent intro to high-performing project management	7/1/2024 11:13 AM
56	demos live, did not rely on ppt, learn by watching/seeing , real world examples for immediate take home to apply to business	7/1/2024 10:56 AM
57	It's been a long time since I went to any course. They are generally not a useful use of my time.	7/1/2024 10:55 AM
58	Project Management workshop with certification offered throughout Estee Lauder, so finance, supply chain, marketing. We had both individual and group tasks. We took a personality/review survey and had to have others take it before the course started and we worked from there. Discussions around power and how to obtain it, how to prioritize needs for clients, how and where companies fail financially when managing projects stuck with me. The 2nd was more inspirational, it talked about purpose and made me think about the kind of leader I want to be and the kind of company I want to work for and how different company structures support different office cultures. There were movies and books suggested for additional interest or the opportunity to delve deeper. A similar exercise where you asked other people's input on your character and your knowledge/working style was also included.	7/1/2024 10:51 AM
59	This class wasn't architecturally focused but gave me skills and insight into working well with others and learning how to handle conflict well	7/1/2024 10:46 AM
60	a close second is using a facilitator to roll out EOS (Entrepreneurs Operating System) We meet 4 times a year (full day) in-person.	7/1/2024 10:44 AM
61	PM's are they keystone and the ability to manage the team will benefit the success of all	7/1/2024 10:43 AM
62	n/a	7/1/2024 10:35 AM

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63	NA	7/1/2024 10:34 AM
64	NA	7/1/2024 10:32 AM
65	I haven't attended any	7/1/2024 10:25 AM
66	Started during the pandemic as a way to avoid isolation now has become a powerful support system for small firms globally.	7/1/2024 10:18 AM
67	each session was informational and engaging, but the panel discussion at the end was fantastic	7/1/2024 10:18 AM
68	Weeks long program pairing various levels	7/1/2024 10:16 AM
69	---	7/1/2024 10:16 AM
70	In person	7/1/2024 10:15 AM

Q12 How important is it to you that the program features experts who are actively practicing in the industry, versus experts in other disciplines and fields?

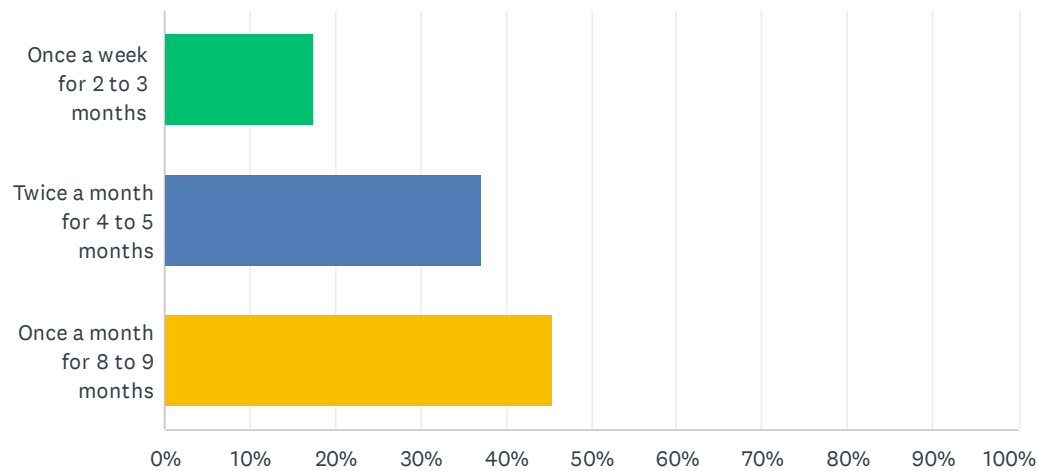
Answered: 132 Skipped: 0



ANSWER CHOICES	RESPONSES	
Prefer practicing architects	17.42%	23
Prefer outside experts	0.76%	1
A mix is best - as long as they're subject-matter experts	81.82%	108
TOTAL		132

Q13 If this program has multiple sessions, what format would you prefer to attend all sessions?

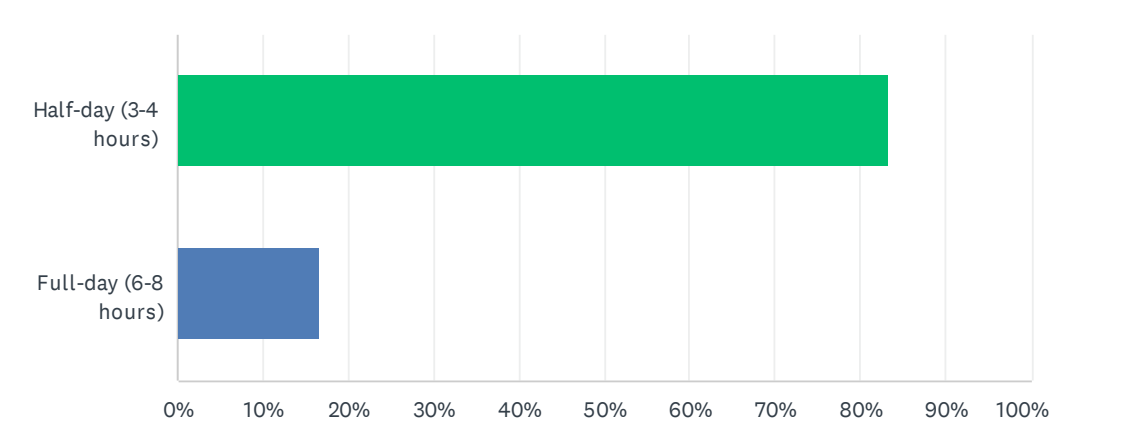
Answered: 132 Skipped: 0



ANSWER CHOICES	RESPONSES	
Once a week for 2 to 3 months	17.42%	23
Twice a month for 4 to 5 months	37.12%	49
Once a month for 8 to 9 months	45.45%	60
TOTAL		132

Q14 What is your preferred length for each session or workshop?

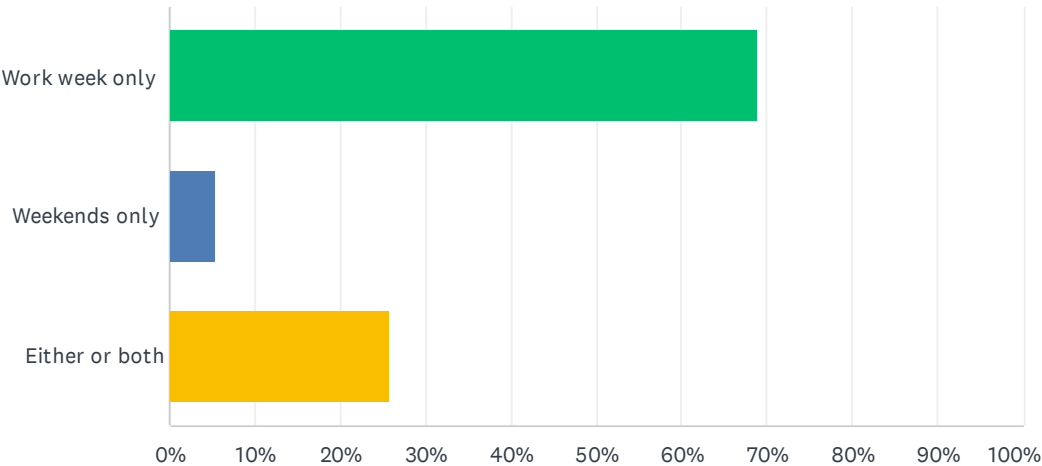
Answered: 132 Skipped: 0



ANSWER CHOICES	RESPONSES	
Half-day (3-4 hours)	83.33%	110
Full-day (6-8 hours)	16.67%	22
TOTAL		132

Q15 Would you prefer to meet during the work week or on weekends?

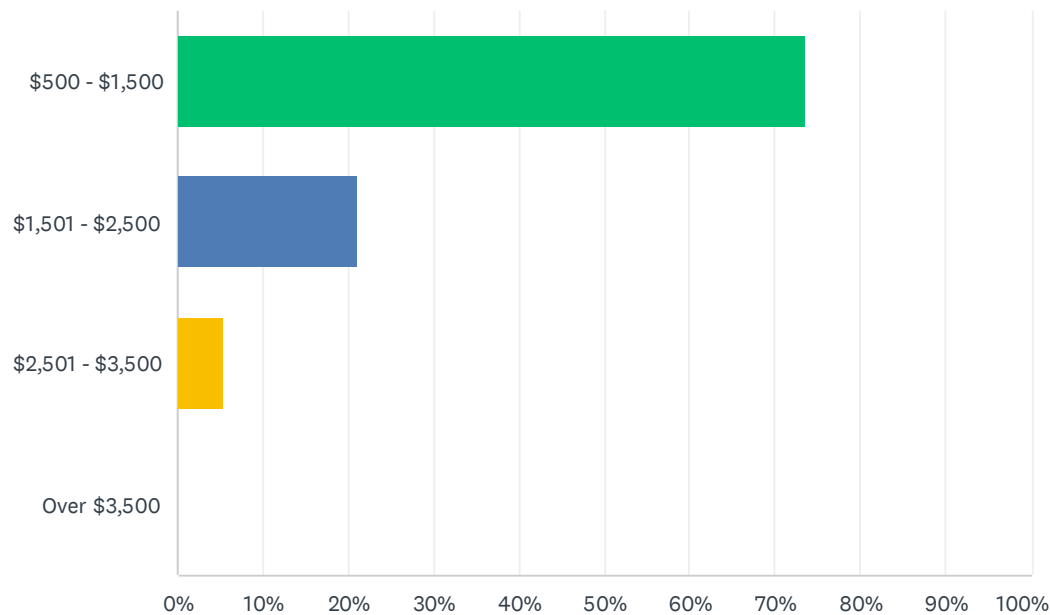
Answered: 132 Skipped: 0



ANSWER CHOICES		RESPONSES	
Work week only		68.94%	91
Weekends only		5.30%	7
Either or both		25.76%	34
TOTAL			132

Q16 What would you be willing to invest in a comprehensive business management program like this? (Select one)

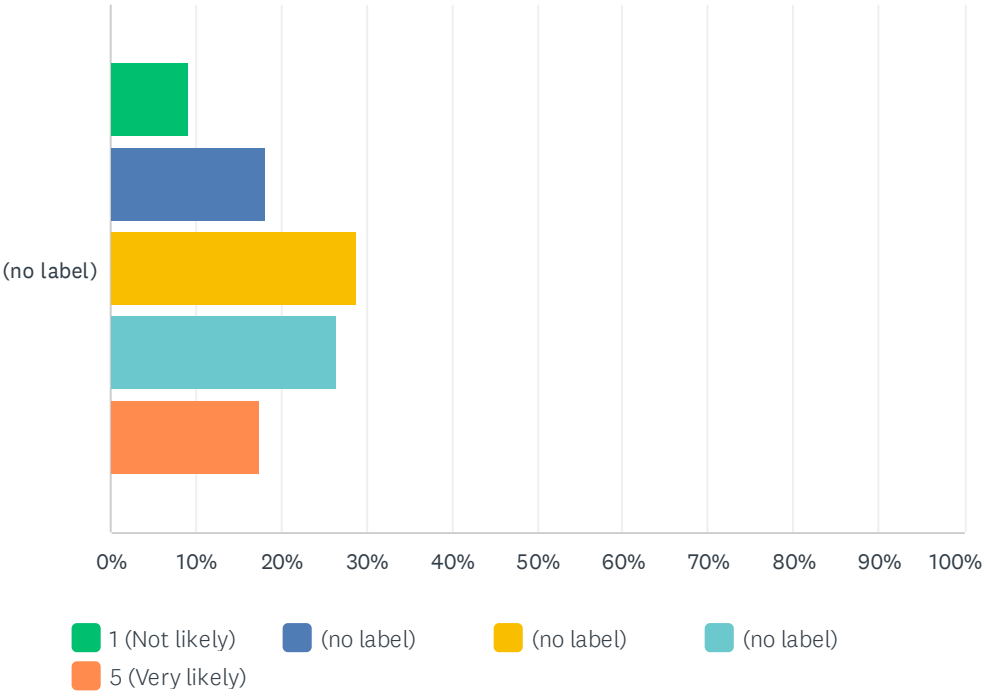
Answered: 132 Skipped: 0



ANSWER CHOICES		RESPONSES	
\$500 - \$1,500		73.48%	97
\$1,501 - \$2,500		21.21%	28
\$2,501 - \$3,500		5.30%	7
Over \$3,500		0.00%	0
TOTAL			132

Q17 How willing would your company be to support your involvement in this program?

Answered: 132 Skipped: 0



	1 (NOT LIKELY)	(NO LABEL)	(NO LABEL)	(NO LABEL)	5 (VERY LIKELY)	TOTAL	WEIGHTED AVERAGE
(no label)	9.09% 12	18.18% 24	28.79% 38	26.52% 35	17.42% 23	132	3.25

AIA VA - Mid-Career Task Force: ENVIRONMENTAL SCAN													08/09/24
PROGRAM	BY	LINK	TYPE	TARGET AUDIENCE	FOCUS	FORMAT	LOCATION	COST Members	COST non-membe	DURATION	COHORT	SELECTION	NOTES
Leadership Roanoke Valley	Roanoke Regional Chamber of Commerce	https://roanokec	Leadership / Civic Leader	Community leaders	Leadership for civic-minded people in Roanoke valley	In-person sessions	Roanoke, VA	\$?	\$?	10 months	yes	application, review	Unlike other leadership programs that delve into different theories of leadership, Leadership Roanoke Valley sets itself apart through a commitment to experiential learning – leadership in action. Rather than the traditional classroom or textbook approach, participants embark on an immersive, hands-on journey together, led by program chair and supported by a team of volunteer advisors. Over a span of ten months, participants challenge their perspectives on leadership, deepen their community awareness, and amplify their impact within their organizations and beyond.
Master Manager Program: Foundations for AIA Delaware + AIA Pennsylvania		https://www.aiaa	Business / Skills Training	Business and community leaders	Business and management basics		Virtual workshops	\$995		6, 1-hr sessions	Kind of	direct apply	AIA PA worked with GoalMakers to make a 'custom' version of their Master Managers program - for Architects
Next to Lead	AIA National	https://www.aiaa	Leadership	Racially and ethnically diverse women in architecture who aspire to be AIA leaders	Leadership development training for women			\$?	\$?		yes	Application, review	2 year program
Pillars Leadership Program	AIA Kansas City	https://www.aiaa	Leadership	Emerging Professionals	Prepares a representative cross section of the chapter's emerging leaders for their role in shaping the future of both the architectural profession and the greater Kansas City metropolitan area.			\$950	N/A	10 months, 1/mo	yes	application, review	The training program includes active participation in programs and exposure to community leaders and issues. Applications are accepted for the program once each year. Criteria for acceptance include proven career success and community involvement. The benefits of the program include: development of relationship skills, skill development, team performance, and chapter and community leadership. Topics that will be discussed throughout the year include: politics and advocacy, academia and mentorship, business and legal issues, project delivery and partnership, communication methodologies, outreach, industry trends and economic development.
PMP Certification Training Boot Camp	PMTI - Project Management Training Institute	https://ccrs.pmi	Business / Skills Training	Project Management Professionals	assist students with preparation towards PMP certification exam	virtual	virtual	\$1,990	\$1,990	self-directed	no	direct apply	
Project Management Bootcamp	ACEC - Amer. Council of Engineering Companies VA	https://www.ace	Business / Skills Training	Project management professionals	Project management basics	workshop	Richmond, VA	\$1,795	\$2,295	2 days	yes		
Rotary	Rotary Clubs	https://www.rock	Community Leaders / Networking	Business and civic leaders looking to server their communities through non-profit service	Business networking, civic leadership	monthly meetings, com	Local	\$?	\$?				Rotary is a group of business leaders that get together weekly (typically) for a meal and a presentation by a community group, person, organization. The idea is that you build community through shared meals so that when you come together to do service for the community you are a group of friends helping each other help others. The motto is #serviceaboveself. There are Rotary Clubs around the world that also come together. Our club has partnered with other clubs in our area and around the world.
SCUP Planning Insitute: Foundations	SCUP - Society for College and University Planning	https://www.scu	Business / Skills Training	Planners for educational environments	Teach a planning method that works for educational planners	virtual workshop	virtual	\$995	\$?	10 sess / 10 wks	yes	direct apply	Self-paced learning with bi-weekly facilitated peer sessions Successful planning starts with engagement, reflection, and action. Successfully used at countless institutions, our methodology will help ensure that the right people are involved, the right information is analyzed, and the right process is followed for your institution. At SCUPs Planning Institute, we help bring clarity to a complex process and bring your community together to unleash your institution's potential.
ULI Health Leaders Network	ULI - Urban Land Institute	https://americas	Leadership		Connecting health-industry leaders across the globe		national	\$?	\$?				
Valley Business Keynote	Valley Business Keynote	https://valleybus	Business Networking / Keynote	Business Leaders, networkers, rising leaders	Networking and inspirational keynote speakers	network and keynote	Harrisonburg, VA	\$?	\$?				
VISION: Architect's Leadership Forum	AIA Cincinnati	https://aiaa	Leadership	Design Professionals (licensed less than 12 years)	AIA Cincinnati's VISION program is designed for early professional architects on established career tracks who want to gain the skills necessary to advance to higher levels within the architectural profession. VISION supports participants with programming that addresses professional advancement, firm development, and community outreach.		Cincinnati	\$?	\$?	11 months 1 day/mo	yes		VISION is designed for professionals of any age who have been licensed less than 12 years. Participants should be established in their careers and recognized as leaders with great potential within their practice. They should be interested in growing their innate leadership capabilities.
Vistage Group - geared towards business	Vistage Group	https://pages.vis	Peer Networking	Business leaders, executives	Connecting business leaders across industries	peer-to-peer	local, worldwide	\$?	\$?	monthly, ongoing	yes		
Women's Leadership Edge	AIA National	https://aiaa	Leadership	Women in architecture	Women's Leadership Edge is a membership program providing practical evidence-based tools to enable your organization to effectively retain, support, and advance women from within.	Membership group	various cities						
Women's Leadership Summit	AIA National	https://www.aiaa	Conference	Women in architecture	Helping women in architecture connect and learn from each other	Conference	in-person	\$699	\$899				Upgrade to executive pass \$1,299 / \$1,499 for preferential seating, access to keynote presenters
Young Architect	Young Architect	https://youngarc	Business / Skills Training	Young architects, emerging	Helping young architects pass ARE and excell	In-person conference, v	virtual	\$?	\$?	varies	no	direct apply	