



MEETING AGENDA | Board of Directors

FRI 16 AUG 2024 | 9'30 AM to NOON; via Zoom

AIA Virginia Mission: AIA Virginia is the voice of the architecture profession in the Commonwealth, dedicated to serving its members, advancing their value, and improving the quality of the built environment.

AIA Virginia Vision: Through a culture of innovation, AIA Virginia empowers its members and inspires the creation of a better built environment.

TIME TOPIC (SPEAKER/LEAD)

9'30 AM	Convene meeting [Callahan] • welcome; conflict of interest, etc • remarks Consent Agenda [1] Minutes of 21 June 2024 Meeting [Conkey][2] Financial Update as of July 2024 [Hopkins][3] AIAVA Honors [Brown][4] Various Items [Callahan] • AIAs in VA Leadership Summit; JULY 2024 • Component Allocation MOU [5] AIA Dues Adjustment [Callahan][6] Nominations Committee [Jancy] • Slate of Candidates [7] Revisions to AIAVA Governance Documents [Battaglia] • Rules of the Organization [8] • Bylaws [9] ArchEx 2024 • Program overview [Ogden] • BOD responsibilities [Callahan][10] Workgroup Updates • MCP Program [Mulligan][11] • <i>inform</i>/communications [Walker][12] Advocacy/Various Updates [Battaglia][13] Strategic Plan [Callahan][14] New Business [Callahan]
NOON	Adjournment [Callahan]

MEETING AGENDA
AIA Virginia | Board of Directors

Anti-Trust Compliance Statement: It is the practice of The American Institute of Architects and its members to comply strictly with all laws, including federal and state antitrust laws that apply to AIA operations and activities. Accordingly, this meeting will be conducted in full compliance with those laws.

Diversity Statement: The American Institute of Architects, as part of the global community, champions a culture of equity, diversity, and inclusion within the profession of architecture to create a better environment for all. Achieving this vision has a direct impact on the relevance of our profession and the world's prosperity, health, and future.

EXPECTED ATTENDEES

AIA Virginia 2024 Board of Directors:

Kelly Callahan, AIA | President
Meagan Jancy, AIA | President-elect
Bill Hopkins, AIA | Treasurer
Karen Conkey, AIA | Secretary
J. Mitchell Rowland, III, AIA | Past President
Phoebe Crisman, AIA | Director
Robert J. Dunay, FAIA | Director
Amber Hall, AIA | Director
TJ Meehan, AIA | Director
Shawn Mulligan, AIA | Director
Nea Poole, AIA | Director
Amanda Schlichting, AIA | Director
Michael Schwartz, AIA | Director
Warees Smith, AIA | At-large Director
Daya Irene Taylor, Ph.D., AIA | Director
Ashleigh Walker, Assoc AIA | Director
Paul R. Battaglia, AIA | Executive Vice President

Additional Attendees/Guests:

Bill Brown, AIA | Honors Committee, Chair

AIAVA Staff Members:

Cathy Guske, Hon. AIAVA | Member Services Director
Delaney Ogden | Director of Education
Irem Sezer, Assoc AIA | Resiliency Fellow



Consent Agenda

AIA Virginia | 16 AUG 2024 Board of Directors MTG

AIA Virginia membership as of August 1, 2024:

1,666 Architects
534 Associates
277 Emeritus
2,477 Total
+30 over last month
+1.81% over same time last year

Chapter Counts for allocations:

217 Blue Ridge
227 Central Virginia
369 Coastal Virginia
1,175 Northern Virginia
489 Richmond

ArchEx 2024

ArchEx is scheduled for Wednesday, November 6 through Friday, November 8 at the Richmond Marriott in Richmond, VA. Registration will open on Tuesday, September 3, 2024.

Our signature program will delve into the transformative theme of “**Adapt**” in architecture. As society evolves, so must our approach to design, sustainability, and the integration of diverse perspectives. The ability of architects and architecture to adapt and innovate is more crucial than ever and this year’s conference promises valuable insights, networking opportunities, and collaborative discussions to improve the quality of the built environment. Key topics include:

- **Innovative Design Solutions:** Explore cutting-edge architectural practices that adapt to environmental, technological, and social challenges.
- **Inclusivity in Architecture:** Discuss strategies for fostering diversity within the profession and creating spaces that cater to all communities.
- **Sustainable Development:** Learn about sustainable building practices and their role in shaping future cities.
- **Technology and Architecture:** Discover how advancements in technology are reshaping architectural processes and possibilities.

The conference will continue to be a 2.5-day program with a kickoff/keynote speaker, annual meeting/lunch, 5 tours, several education sessions, 3 plenary sessions, and Visions for Architecture on Thursday evening.

The keynote speaker will be Jeffrey Mansfield with MASS Design Group, whose work explores the relationships between architecture, landscape, and power. Currently, he is researching how Deaf schools and other Deaf Spaces emerged as sites of cultural resistance in the nineteenth and twentieth centuries, initiated with a grant from the Graham Foundation and the John W. Kluge Fellowship at the Library of Congress. Jeffrey has been deaf since birth and attended a deaf school in Massachusetts, where his earliest intuitions about the relationship between aesthetics, power, and society emerged.

Inform/Communications Workgroup

Chair will provide update during Meeting

Mid-Career Professionals Program Task Force

Chair will provide update during Meeting

Commonwealth Events

We are looking to make good on the desire for the state-level component to get out and about to organize events that encourage connections throughout the commonwealth and help to deepen the connections between the members and leadership state level resources. To that end, we have scheduled a series of Town Halls: one in each of the local chapters.

THUR 2 MAY	BLUE RIDGE: Roanoke
TH 23 MAY	COASTAL VIRGINIA: Va Beach
WED 10 JULY	RICHMOND: Richmond
TH 5 SEPT	CENTRAL VIRGINIA: Charlottesville
TH 3 OCT	NOVA: Arlington/Alexandria

These events will typically occur from 5'30 to 7 PM; with remarks at about 6'30 PM from President Callahan, President-Elect Jancy, and EVP Paul Battaglia. We have also invited our state-level resources: Erin Agdinaoay as YAR, Caitlin Morgan as StAR, and Gina Robinson as LIC ADV. They will attend as their availability permits. AIAVA BOD members are most welcome and encouraged to attend as their schedules permit. When possible, these Town Halls will be clustered with other invite-only revenue events: a Leadership Lunch, and an ELA alumni event.

AIA Virginia Foundation 501(c)3

The Foundation will continue to be funded by AIA Virginia 501c6 until solvent. A public launch and fundraising campaign are planned for late summer 2024 and into the fall, with a strong emphasis during Arch Ex.

Amber Book

4 discounted licenses remain for our current package. Please promote to any associates seeking a jump start on studying for the ARE and considering supporting this effort with your sponsorship. <https://www.aiava.org/amber-book-discount-subscriptions/>

Council and Committee Updates

Advocacy Advisory Council

Planning meetings with elected officials: General Assembly senators and delegates; Community Events and Legislative Connections for 2024.

Advocacy/Joint Legislative Committee

Awaiting appointment of architect candidate to DHCD workgroup on single stair egress. Battaglia will provide an update during the meeting.

Disaster Assistance Committee

Searching for new chair/leadership.

Education Advisory Council

The council continues to meet monthly with a heavy emphasis on ArchEx. At the last meeting we transitioned the focus of ArchEx to the Art of Practice program with discussions of program purpose and location. The location was decided to be Richmond, VA in Spring of 2025. Still need Chair for the EAC.

Emerging Leaders in Architecture Executive Committee

Applications for the 2025 Class will open August 21st and close November 13, 2024. Please share this information with your chapters, firms, and individuals who you think should apply.

Fellows

Planning Fellows Breakfast during ArchEx.

Finance Committee

No update

Honors Committee

Committee has been duly appointed and notified; ready to serve

Schedule:

TU 30 APR	Honors Committee Orientation (zoom)
FRI 14 JUN	5 PM deadline for nominations
c FRI 28 JUN	submissions delivered to Honors Committee
c FRI 28 JUNff	Honors Committee review of submissions
TU 16 JULY	Honors Committee Deliberation MTG (RIC)
TU 16 JULYff	Honors Committee offers recommendations to AIAVA (Battaglia)
FRI 16 AUG	Honors Committee recommendations reported to AIAVA BOD (Brown)
FRI 16 AUGff	Honorees notified by AIAVA BOD
THUR 7 NOV	Honorees celebrated at visions

Honors Committee Chair (Brown) will report recommendations during the meeting.

Justice Equity Diversity Inclusion Committee

For Mental Health Awareness Month in October, we would like to publish tips and comments from our members about how you tackle mental health issues. If you would like to participate (all anonymously!) answer two short questions and submit. <https://www.aiava.org/updates-from-the-j-e-d-i-committee/>

Member Services Advisory Council

The AIA Virginia Committee on the Environment (VACOTE) has been awarded the \$1,000 Knowledge Community Grant for 2024. Virginia COTE will be organizing a three-part workshop educating members on energy modeling tools, processes, and best practices.

The council is also crafting a membership survey to launch this summer. Final call for any suggestions/comments to cguske@aiava.org.

Outreach Advisory Council

The OAC is meeting regularly. They are working with local chapters to consider standardizing submission requirements for the Design Awards and continue to review updates and future recommendations from the Inform/communications Taskforce.

PAC Board of Trustees

Working towards fundraising goal of \$60K (\$45K previously).

Secretary's Advisory Council

Reviewing proposed revisions to GOVERNANCE DOCS (Rules and Bylaws).

Knowledge Communities

Historic Resources Committee

HRC is meeting regularly, and the following educational programs are in development:

- A webinar about Historic Tax Credits (September 10)
- Two historic tours throughout Virginia:
 - The Villages/Blackburn Inn in Staunton, VA (September 14)
 - Poplar Forest in Lynchburg, VA (October 14)
- Craftsperson Crawl at ArchEx (November 6)
- Holiday Trivia Mixer (December 5)

VA Committee on the Environment: VA COTE

Continues to meet monthly and focus on the upcoming educational programming below:

- Building Tours with legislative member in each component region
- 3-part Energy Modeling Webinar in October

Virginia Women in Design [vacant; inactive]

Council and Committee Rosters/Vacancies

Council/Committee	Members Allowable	Members Seated	Notes
Advocacy Advisory Council	9	7	
Outreach Advisory Council	9	6	
Member Services Advisory Council	9	5	
Education Advisory Council	9	7	seeking chair
Audit Committee	5	5	
Secretary's Advisory Council	5		
Finance Committee	5	5	
Design Committee	n/a	11	
Justice Equity Diversity Inclusion Committee	9	9	
ELA Executive Committee	4	4	
ELA Steering Committee	5	5	
Fellows	n/a	n/a	self-governed
Honors Committee	13	13	
Joint Legislative Committee	6	5	
Disaster Assistance Committee	7		seeking chair
PAC Board of Trustees	15	10	self-governed
Historic Resources Committee	n/a	18	
VA Committee on the Environment	n/a	14	seeking co-chair
Virginia Women in Design		vacant	inactive

2024 Goals and Objectives

- advance mission of AIA Virginia
- engage and achieve goals of Strategic Plan
- make progress on recommendations in IIPTF Report

Priorities from 2024 BOD Retreat

- promote/advance value
- increase access
- build connections
- attract/retain diversity
- lead the change

Additional/more specific goals

WHAT	STATUS	WHO	WHEN
Execute Component Allocation MOU	X	BOD + Parties	
Appoint members to Councils/Committees	X	PRES + BOD	
Reconstitute EAC	X	BOD	
Review Design Awards		OAC	TBD
Consider revisions to Honors Awards		Hon Comm/BOD	TBD
Inform/communications Analysis		workgroup	
Develop Mid-Career Professionals Program		workgroup	
Membership Analysis		MSAC	TBD
Review RULES and BYLAWS, revise as necessary		SAC	
Explore Alternate Paths to Examination		Advocacy/Battaglia	
Launch Mid-Career Professionals Program		BOD/workgroup	
Launch Foundation 501(c)3		AIAVA FOUNDATION BOD	Q3/Q4 2024

KEY	STATUS
Progress impeded	
Proceeding with difficulty	
Moderate Progress	
Strong Progress	
Not started	
Goal accomplished	X

END OF CONSENT AGENDA



MEETING MINUTES | Board of Directors

FRI 21 JUNE 2024 | Richmond, VA

Callahan convened the meeting at 9'34 AM

Consent Agenda was approved

Minutes of 26 April 2024 Meeting were approved

Financial Update as of May 2024 was approved

- need to consider revision to report members as cash

- report accurate membership outside of Financial Report

Budget for FY2024-2025 was approved

ELA Task Force recommendations were approved

Callahan presented various items

- Comments and updates from AIA24

- Communications Plan

- AIA dues

- Component Allocation MOU

Jancy invited suggestions for candidates to be considered by the Nominations Committee

Ogden highlighted plans for ArchEx 2024

Battaglia reviewed items and issues being considered for Advocacy Agenda

Battaglia reported on submissions for AIAVA Honors

Callahan invited New Business

- Callahan provided overview of upcoming events

- August AIAVA BOD MTG will be virtual

- Battaglia provided updates on AIAVA Foundation and Design Awards Jury

Board celebrated 20 years of service by Guske

Meeting adjourned at 11'26 AM

MEETING MINUTES
AIA Virginia | Board of Directors

ATTENDEES

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Meagan Jancy, AIA | President-elect
Karen Conkey, AIA | Secretary
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Cathy Guske, Hon. AIAVA | Member Services Director
Delaney Ogden | Director of Education
Irem Sezer, Assoc AIA | Resiliency Fellow
Paul R. Battaglia, AIA | Executive Vice President

Not Present

Phoebe Crisman, AIA | Director
Bill Hopkins, AIA | Treasurer
Michael Schwartz, AIA | Director
Ashleigh Walker, Assoc AIA | Director

MOTION | AIA Virginia Board of Directors
FRI 16 AUG 2024

Item

Minutes of 21 JUNE 2024 Meeting of the Board of Directors

Background

At each meeting of the AIA Virginia Board of Directors, the Secretary records the proceedings in the Minutes.

Motion

That the Minutes be approved as presented.



Virginia

August 8, 2024

TREASURER'S REPORT

1st Quarter 2025 to the period ending July 31, 2024

CONTENTS

Balance Sheet – For the period ending July 31, 2024
Revenue Graph -- For the period ending July 31, 2024
Revenue Income Statement – – For the period ending July 31, 2024
Expense Graph – For the period ending July 31, 2024
Expense Income Statement – For the period ending July 31, 2024
2025 Actual vs. Budget – – For the period ending July 31, 2024
Dues Collection Report – – For the period ending July 31, 2024

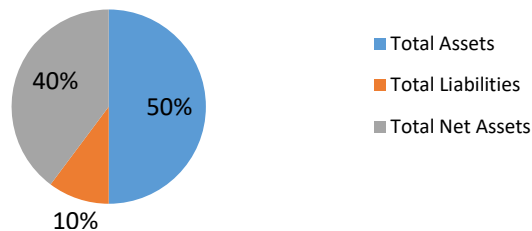
Respectfully submitted,
Bill Hopkins, AIA
AIA Virginia Treasurer

AIA VIRGINIA

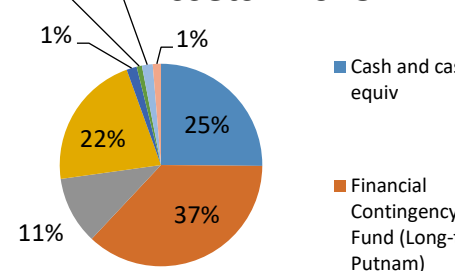
BALANCE SHEET as of July 31, 2024 1st Qtr,

(UNREVIEWED)	2024	2025
ASSETS		
Cash and cash equiv	\$ 234,674	\$ 173,711
Financial Contingency Fund (Long-term Putnam	\$ 206,200	\$ 254,686
Saving (Short-term Putnam)	\$ 74,685	\$ 74,685
EIDL Loan (Putnam)	\$ 149,900	\$ 149,900
Accounts receivable	\$ 341	\$ 11,273
Inventory	\$ 17,365	\$ 5,800
Prepaid Expenses	\$ 9,885	\$ 11,897
Total Current Assets	\$ 693,050	\$ 681,952
Fixed Assets (net)	\$ 16,033	\$ 9,055
Security Deposit	\$ 5,088	\$ (612)
Total Assets	\$ 714,172	\$ 690,396
LIABILITIES		
EIDL Loan	\$ 142,308	\$ 134,616
Note payable, line of credit	\$ -	\$ -
Accounts payable	\$ 8,425	\$ 2,391
Other accrued expenses	\$ 3,735	\$ 4,098
Deferred revenue	\$ -	\$ -
Total Liabilities	\$ 154,469	\$ 141,105
NET ASSETS		
Fund balances	\$ 550,385	\$ 557,578
Financial contingency fund	\$ -	\$ -
Current year earnings	\$ 9,318	\$ (8,287)
Total Net Assets	\$ 559,703	\$ 549,290
Total Liabilities and Net Assets	\$ 714,172	\$ 690,396

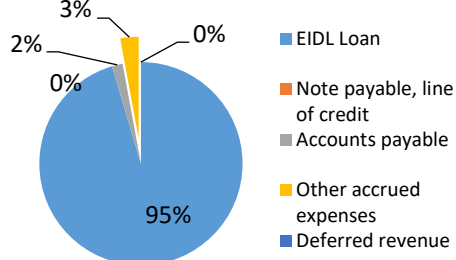
Balance Sheet - 2025



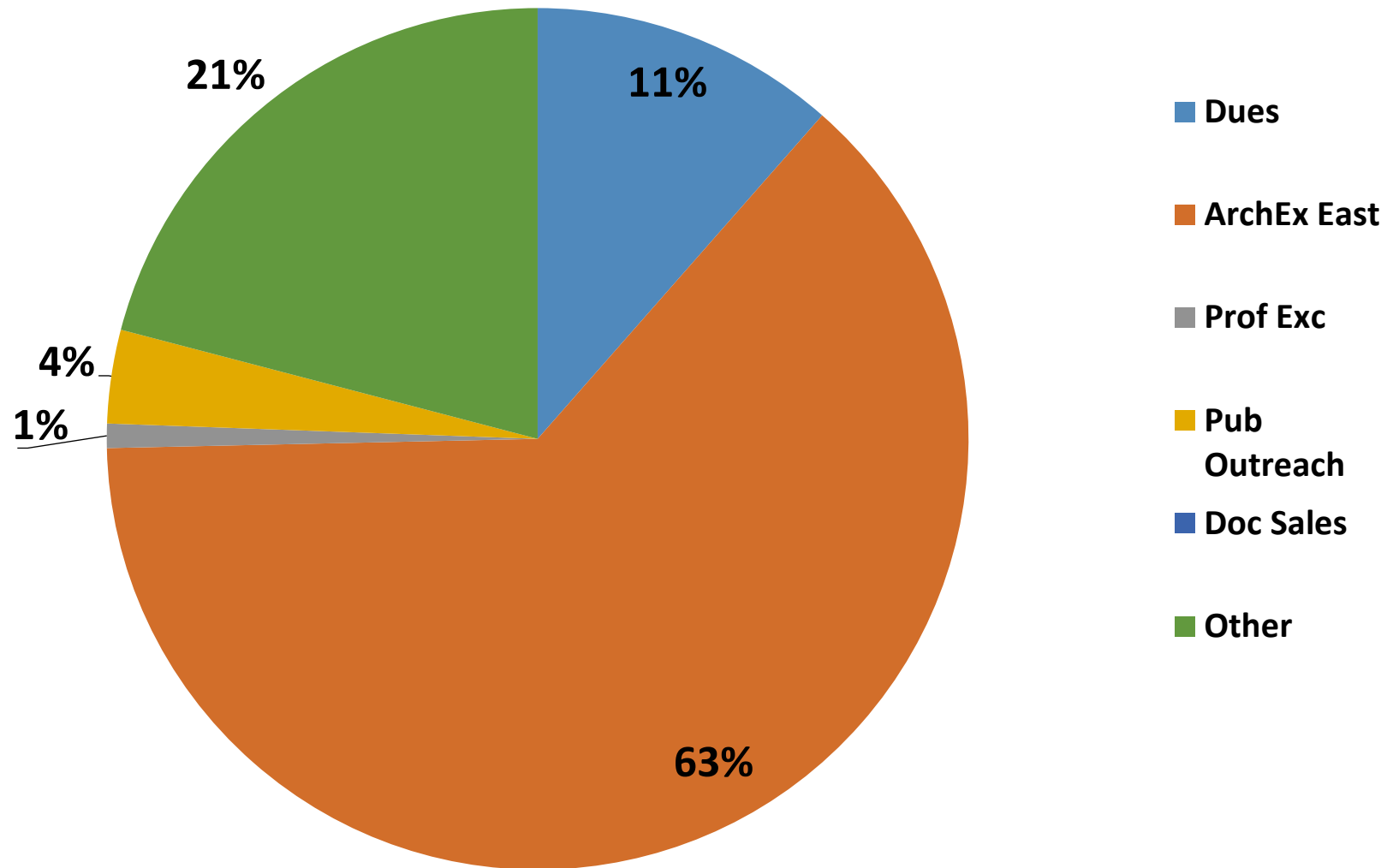
Assets - 2025



Liabilities - 2025



Revenue - 2025 \$55,478

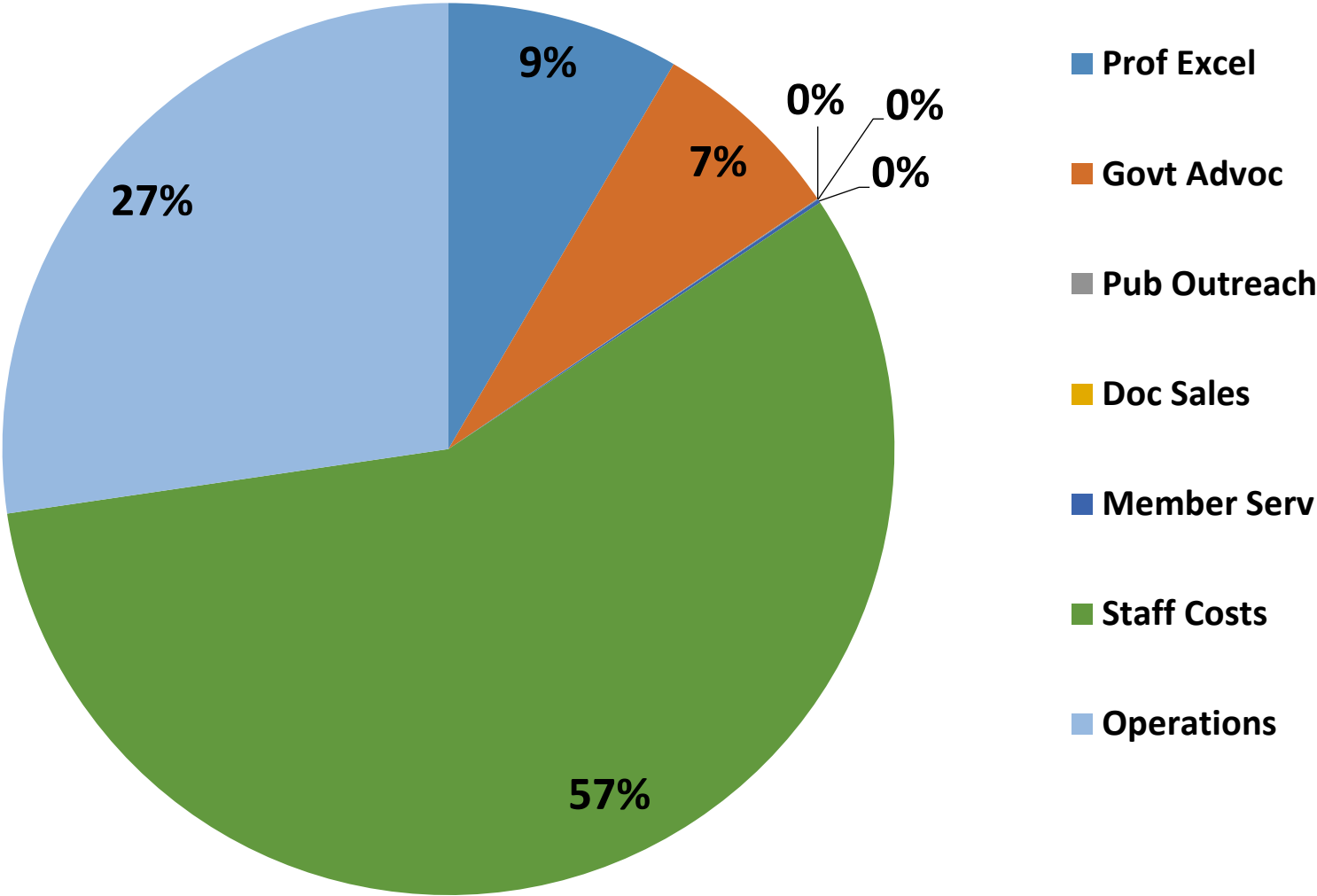


AIA VIRGINIA

INCOME STATEMENT YTD through the First Quarter ending July 31, 2024

REVENUES	2024		2025	Budget 2025
DUES	\$	3,346	\$	6,369
PROFESSIONAL EXCELLENCE				
CONTINUING EDUCATION				
Architecture Exchange East	\$	66,325	\$	35,050
ACE Conference				\$
Professional Development Series	\$	-	\$	265
MEMBER COMMUNITIES				
Design Forum			\$	-
Art of Practice	\$	-		\$
IFRAA	\$	-	\$	-
Historic Resources			\$	-
AIA Fellows	\$	-	\$	-
Women in Design				\$
EMERGING PROFESSIONALS				
ELA 2.0				\$
Emerging Leaders in Architecture	\$	412	\$	450
VA Society / AIA (Univ) Prize				\$
Intern Development Program				\$
OTHER				\$
Prize for Design Res & Schol				\$
Design Awards	\$	-	\$	(210)
GOV'T ADVOCACY				\$
PUBLIC OUTREACH				
Inform Magazine	\$	-	\$	-
Electronic Communications	\$	500	\$	447
Architecture Advocacy (VCA)				\$
Honors	\$	1,500	\$	1,500
Centennial				\$
DOCUMENTS SALES	\$	-	\$	-
Capital Partners				\$
MEMBER SERVICES / GOVERNANCE				
Services	\$	100	\$	297
Organizational liaison	\$	-	\$	-
SOCIETY OPERATIONS				
Admin services/ Office Ops/ Facilites	\$	-	\$	5,727
Financial activity	\$	4,432	\$	5,583
TOTAL REVENUES	\$	76,617	\$	55,478
			\$	1,087,690

Expenses - 2025 - \$63,765



AIA VIRGINIA

INCOME STATEMENT YTD through the First Quarter ending July 31, 2024

EXPENSES	2024	2025	Budget 2025
PROFESSIONAL EXCELLENCE			
CONTINUING EDUCATION			
Architecture Exchange East	\$ 9,413	\$ 5,049	\$ 121,500
ACE Conference	\$ -		\$ -
Professional Development Series	\$ -	\$ 13	\$ 4,700
MEMBER COMMUNITIES			
Design Forum	\$ -	\$ -	\$ -
Art of Practice	\$ -		\$ 4,500
IFRAA		\$ -	\$ -
Historic Resources	\$ -	\$ -	\$ -
AIA Fellows	\$ -	\$ -	\$ 500
Women in Design	\$ -		\$ -
EMERGING PROFESSIONALS			
ELA 2.0			\$ 38,000
Emerging Leaders in Architecture	\$ 14	\$ 322	\$ 10,650
VA Society / AIA (Univ) Prize	\$ -	\$ -	\$ 6,500
Intern Development Program			\$ -
OTHER			
Prize for Design Res & Schol		\$ -	\$ -
Design Awards	\$ -	\$ (10)	\$ 825
GOVERNMENT ADVOCACY	\$ 4,514	\$ 4,518	\$ 61,350
PUBLIC OUTREACH			
Inform Magazine	\$ 5,000	\$ -	\$ -
Newsletter			\$ -
External Commun / Public Relations	\$ 17	\$ 22	\$ 22,700
Architecture Advocacy (AIA-150 and VCA	\$ -	\$ -	\$ 10,500
Honors	\$ 4,800	\$ -	\$ 4,400
Centennial			\$ -
DOCUMENTS SALES	\$ 12	\$ -	\$ 5,600
Capital Partners			\$ -
MEMBER SERVICES / GOVERNANCE			
Member services	\$ 11	\$ 84	\$ 11,600
Organizational liaison	\$ -	\$ -	\$ 33,500
Board / Exec Comm	\$ -	\$ -	\$ 18,500
Planning & Evaluation / Committees			\$ -
SOCIETY OPERATIONS			
Staff costs	\$ 23,679	\$ 36,352	\$ 380,828
Financial Operations	\$ 450	\$ 958	\$ 20,000
Office Rental	\$ 5,727	\$ 5,901	\$ 43,393
Office Operations/Admin	\$ 13,660	\$ 10,557	\$ 288,144
TOTAL EXPENSES	\$ 67,298	\$ 63,765	\$ 1,087,690
EXCESS OF REVENUE OVER EXPENSES	\$ 9,318	\$ (8,287)	\$ -

AIA VIRGINIA
2025 Budget vs. Actual
YTD through July 31, 2024

	REVENUES				EXPENSES				NET
	Dues	Sponsor	Other	TOTAL	Direct	Staff	OH	TOTAL	REVENUE
PROFESSIONAL EXCELLENCE									
CONTINUING EDUCATION									
Architecture Exchange East	Budget	90,191	76,164	166,355	121,500	0	0	121,500	44,855
	Actual	35,050	0	35,050	5,049	0	0	5,049	30,001
Professional Development Series	Budget	0	7,300	7,300	4,700	0	0	4,700	2,600
	Actual	0	265	265	13	0	0	13	252
MEMBER COMMUNITIES									
Design Forum	Budget		0	0	0	0	0	0	0
	Actual	0	0	0	0	0	0	0	0
Art of Practice	Budget	2,500	5,000	7,500	4,500	0	0	4,500	3,000
	Actual	0	0	0	0	0	0	0	0
Historic Resources	Budget	0	0	0	0	0	0	0	0
	Actual	0	0	0	0	0	0	0	0
AIA Fellows	Budget		0	0	500	0	0	500	(500)
	Actual	0	0	0	0	0	0	0	0
EMERGING PROFESSIONALS									
ELA 2.0	Budget	5,000	81,000	86,000	38,000	0	0	38,000	48,000
	Actual	0	0	0	0	0	0	0	0
Emerging Leaders in Architecture	Budget	3,500	15,844	19,344	10,650	0	0	10,650	8,694
	Actual	450	0	450	322	0	0	322	128
VA Society / AIA (Univ) Prize	Budget	1,000	0	1,000	6,500	0	0	6,500	(5,500)
	Actual	0	0	0	0	0	0	0	0
OTHER									
Design Awards	Budget	0	27,000	27,000	825	0	0	825	26,175
	Actual	0	(210)	(210)	(10)	0	0	(10)	(200)
GOVERNMENT ADVOCACY									
	Budget			0	61,350	0	0	61,350	(61,350)
	Actual		0	0	4,518	0	0	4,518	(4,518)
PUBLIC OUTREACH									
Inform Magazine	Budget	0	0	0	0	0	0	0	0
	Actual	0	0	0	0	0	0	0	0
External Commn / Public Relations	Budget		5,000	5,000	22,700	0	0	22,700	(17,700)
	Actual		447	447	22	0	0	22	425
Architecture Advocacy	Budget		0	0	10,500	0	0	10,500	(10,500)
	Actual		0	0	0	0	0	0	0

AIA VIRGINIA
2025 Budget vs. Actual
YTD through July 31, 2024

	REVENUES				EXPENSES				NET REVENUE
	Dues	Sponsor	Other	TOTAL	Direct	Staff	OH	TOTAL	
Honors	Budget	7,685	7,500	15,185	4,400	0	0	4,400	10,785
	Actual	1,500	0	1,500	0	0	0	0	1,500

DOCUMENTS SALES

	Budget		36,200	36,200	5,600	0	0	5,600	30,600
	Actual		0	0	0	0	0	0	0

Capital Partners

	Budget		0	0	0	0	0	0	0
	Actual		0	0	0	0	0	0	0

MEMBER SERVICES / GOVERNANCE

Services	Budget	667,606	0	667,606	11,600	0	0	11,600	656,006
	Actual	6,369	0	297	6,666	84	0	84	6,581
Organizational Liaison	Budget		0	0	33,500	0	0	33,500	(33,500)
	Actual		0	0	0	0	0	0	0
Board / Exec Comm	Budget		0	0	18,500	0	0	18,500	(18,500)
	Actual			0	0	0	0	0	0

SOCIETY OPERATIONS

Administrative Services	Budget		0	0	5,000	0	0	5,000	(5,000)
	Actual		0	0	0	0	0	0	0
Financial Operations	Budget		15,000	15,000	20,000	0	0	20,000	(5,000)
	Actual		5,583	5,583	958	0	0	958	4,625
Office Rental	Budget		34,200	34,200	43,393		0	43,393	(9,193)
	Actual		5,727	5,727	5,901		0	5,901	(174)
Office Operations	Budget			0	283,144	380,828	0	663,972	(663,972)
	Actual		0	0	10,557	36,351	0	46,908	(46,908)

BUDGET TOTALS	667,606	109,876	310,208	1,087,690	706,862	380,828	0	1,087,690	0
ACTUAL TOTALS	6,369	37,000	12,109	55,478	27,414	36,351	0	63,765	(8,287)

AIA VIRGINIA 2025 DUES COLLECTION REPORT through July 2024

Collection Month	ARCHITECTS		ASSOCIATES		SUPPLEMENTAL TOTAL		EMERITUS		ALLIED		Prior Years'	Total Members
	QTY	AMOUNT	QTY	AMOUNT	QTY	AMOUNT	QTY	AMOUNT	QTY	AMOUNT	AMOUNT	
July									375.00		5,993.56	
Total - CALCULATED	0	0.00	0	0.00	0	0.00	0	0.00	0	375.00	5,993.56	296
(Over) Under Budget	1,700	577,231.00	501	81,000.00		0.00	0	0.00	30	9,000.00	(5,993.56)	
Budget	1,700	577,231.00	501	81,000.00		0.00	0	0.00	30	9,375.00	0.00	2,231

277 **TOTAL Emeritus at 7/31/24** 1,935

Total Dues	6,368.56
(Over) Under Budget	661,237.44
Total Dues Budget	667,606.00

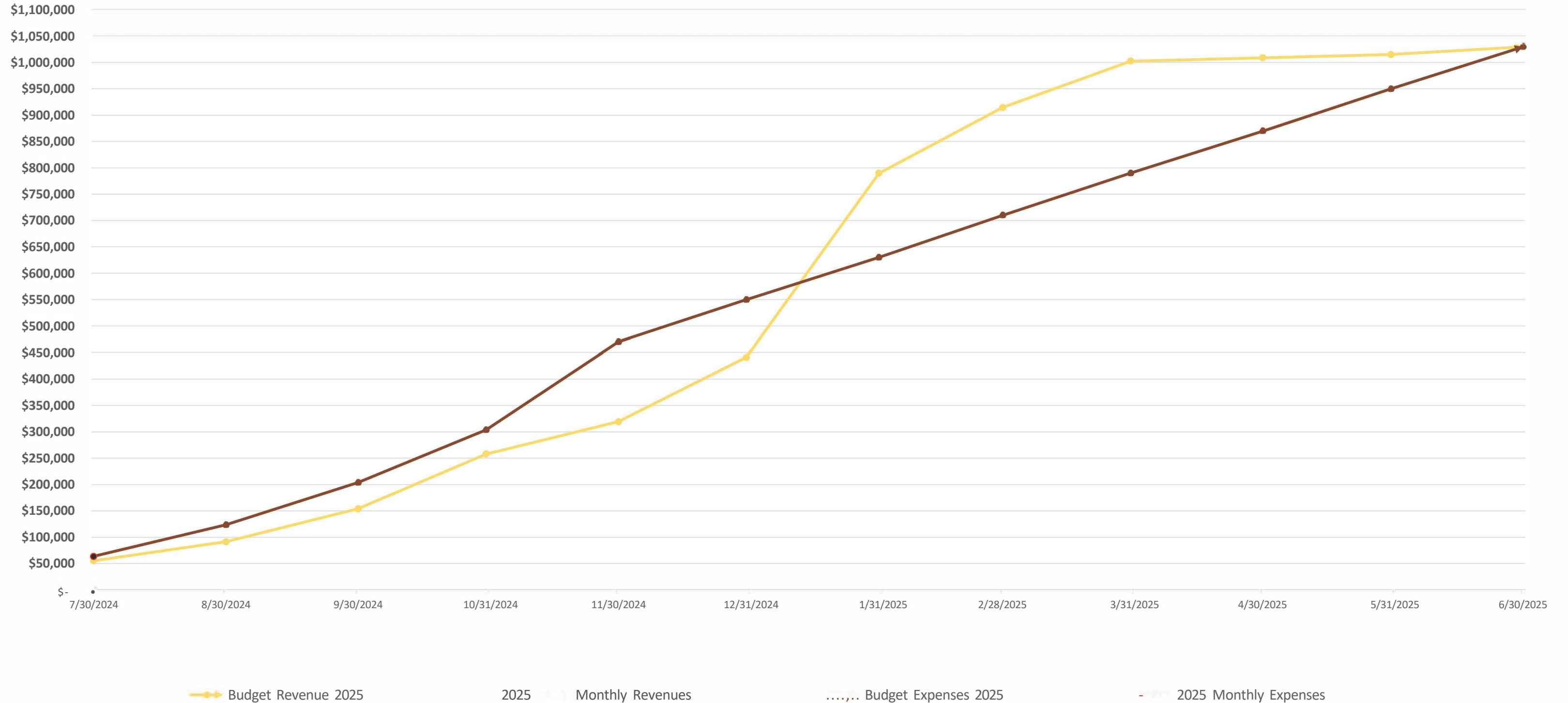
19 **TOTAL Allied at 7/31/24**

2023 Totals by Category	Architects		Associates		Supplemental		Emeritus		Allied		Pr Yr
FY 2023 July Totals											
Actual	0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	3,346.40
(Over) Under Budget	1,700	569,032.00	501	79,908.00		0.00	0	0.00	30	11,250.00	(3,346.40)
Budget	1,700	569,032.00	501	79,908.00		0.00	0	0.00	30	11,250.00	0.00
							<u>263</u>	TOTAL Emeritus st 7/31/2023			
2022 GRAND TOTALS									<u>23</u>	TOTAL Allied at 7/31/23	
Actual		3,346.40									
(Over) Under Budget		656,843.60									
budget		660,190.00									

COMMENTS

The "QTY" amount for the TOTAL supplemental dues amount represents the number of firms reporting and paying the dues based on the worksheet.

AIA Virginia 2025 Projection



MOTION | AIA Virginia Board of Directors
FRI 16 AUG 2024

Item

Treasurer's Report

Background

At each meeting of the AIA Virginia Board of Directors, the Treasurer presents the financial reports for the most recent month.

Motion

That the Treasurer's Report be approved as presented.

2024 AIAVA Honors Committee Report

Bill Brown, AIA; Honors Committee, Chair

The 2024 Honors Committee convened for deliberations on TUES 16 JULY 2024 and reached the following recommendations:

- Virginia Associates Award: Caitlin Morgan, Assoc AIA
- Virginia Emerging Architect Award: Krystal Anderson, AIA and Sheena Mayfield, AIA
- Honorary Membership: Stewart Roberson
- T. David Fitz-Gibbon Architecture Firm Award: VIA Design Architects
- William C. Noland Medal: Kathryn T Prigmore, FAIA

Reminder: Please keep results CONFIDENTIAL

The Honors Committee further presents the following recommendations/comments for consideration by the Board:

- a gallery of successful submissions should be posted on the AIAVA website

MOTION | AIA Virginia Board of Directors
FRI 16 AUG 2024

Item

Endorsement of AIA Virginia 2024 Honors

Background

The Honors program recognizes the best efforts of Virginians who, by profession or avocation, have made creating, preserving, and enhancing Virginia's communities an important life commitment.

Reminder: Please keep results CONFIDENTIAL

Motion

That the Board of Directors approves the 2024 AIA Virginia Honors Awards.

Statewide Agreement for States with Multiple Components

This Agreement is between "the Parties":

- AIA Virginia
- AIA Blue Ridge
- AIA Central Virginia
- AIA Hampton Roads
- AIA Northern Virginia
- AIA Richmond

The purpose of this Agreement is to ensure that Core Member Services are delivered to all AIA members within Virginia and to record the intention of all parties to this Agreement to work together toward that effort.

Definitions

- "Core Member Services" are those specified in the 2018 AIA Core Member Services Requirements booklet.
- "AIA" is The American Institute of Architects.
- "Secretary" is the Secretary of the AIA.
- "Component" is a state component, a local chapter, or a mandatory section of the AIA. (A mandatory section is a section with required membership.)
- The terms "Party" and "Parties" refer to the components executing this Agreement.
- Membership counts include all categories of professional membership (Architect, Associate, International Associate, and Emeritus members, and Fellows), but not allied, student affiliate, or other members. The members included in the count are referred to as the "AIA members."
- "Resource Allocation" refers to the model of allocating funding to components based on membership that phased in from 2016-2020 and existed through 2023.
- "Component Investment Fund" refers to the model of allocating funding to components based 80% on membership and 20% on performance (member attendance at the current year offering of AIA Conference on Architecture and Design and AIA Women's Leadership Summit). This model commences in 2024.

Terms for Distributing AIA Component Investment Fund

We understand that AIA will distribute 80% of the quarterly fund payment to components in Virginia based on the state's pro-rata share of the total number of AIA members in good standing as of August 1 of the prior year (as shown on the Regional Membership Count Report); these are the "Tier One" monies. We understand that AIA will distribute 20% of the quarterly fund payment to components based on the members who attended the AIA Conference and AIA Women's Leadership Summit; these are the "Tier Two" monies.

Instructions to AIA Finance Office:

For the Tier One monies, AIA should set aside the following percentage of statewide funding for the state component in the chart below. AIA will then distribute all remaining funds among the local components in the state on a pro-rata basis according to their membership on August 1 of the prior year.

Component Name	Percentage
AIA Virginia	50%

For the Tier Two monies, AIA should set aside the following percentage of statewide funding for the state component in the chart below. AIA will then distribute all remaining funds among the local components in the state based on the members who attended the AIA Conference and AIA Women's Leadership Summit.

Component Name	Percentage
AIA Virginia	20%

Instructions to Local Chapters: Each year, AIA Virginia will further distribute funds from its Tier One monies to local chapters in accordance with the following:

Local Chapter Participation in AIA programs

AIA Virginia will reimburse Local Chapters for eligible expenses incurred to attend:

- AIA Conference on Architecture and Design
- AIA Women's Leadership Summit
- Leadership Summit [DC]

AIA Virginia will issue payment for \$1,000.00 (one thousand dollars) per calendar year to Local Chapter within 60 (sixty) days of the first event attended.

Local Chapter Participation in AIA Virginia programs

AIA Virginia will reimburse Local Chapters for eligible expenses incurred to attend:

- ArchEx
- Design Forum
- Art of Practice
- Virginia Leadership Summit

AIA Virginia will issue payment for \$500.00 (five hundred dollars) per calendar year to Local Chapter within 60 (sixty) days of the first event attended.

Should AIA Virginia receive less than \$7,500.00 (seven thousand five hundred dollars) of Tier One monies from AIA, the payments offered to the local chapters will be reduced equally. In no case will the amount of monies made available to the local chapters exceed the total of Tier One monies received by AIA Virginia.

Terms

This Agreement will commence on 1 JAN 2024 and will remain in force until the Parties agree in writing to terminate it. Parties agree to confer on their mutual satisfaction with this agreement and negotiate any revisions and/or amendments no later than 7 November 2024.

This Agreement supersedes any and all Agreements between the Parties pertaining to the Resource Allocation and/or Component Investment Fund.

The Parties acknowledge that they must be able to fulfill their responsibilities under this Agreement in accordance with the provisions of the law and regulations that govern their activities. The Parties assume full responsibility for their performance under the terms of this Agreement.

This Agreement is the complete agreement between the Parties.

Amendment or Cancellation

No Party to this Agreement may assign or transfer the rights or responsibilities specified in this Agreement without the prior written consent of the non-assigning Parties, whose approval shall not be unreasonably withheld.

This Agreement may be amended or modified only in writing by mutual signed consent of each Party who is affected. Such amendments or modifications shall be recorded in writing with a copy sent immediately to the Secretary. Amendments affecting the distribution of AIA revenues will become effective in the first quarter of the following calendar year.

The Parties will confer in good faith to promptly resolve any dispute between or among them. If the Parties are unable to resolve the dispute, the matter may be mediated with the assistance of the AIA. Any disputes that are not resolved through this process will be submitted for decision to the Secretary, who will have authority to take whatever action he or she may find appropriate.

Authorization

Each component will become a party to this Agreement upon its execution by one duly authorized representative of the component. In order to receive AIA Component Investment Fund quarterly payments, there must be a signed agreement on file.

Electronic signatures are acceptable for this document.

1. Component Name and Address: AIA Virginia

President's name: Kelly B. Calhoun Signature: [Signature] Date: 7/10/24

OR President-elect's name: _____ Signature: _____ Date: _____

OR Executive Director's name: _____ Signature: _____ Date: _____

2. Component Name and Address: AIA Blue Ridge

President's name: NICHOLAS A. WADE Signature: [Signature] Date: 7/10/24

OR President-elect's name: _____ Signature: _____ Date: _____

OR Executive Director's name: _____ Signature: _____ Date: _____

3. Component Name and Address: AIA Central Virginia

President's name: SIDNEY E. GRIFFIN Signature: [Signature] Date: 7/10/24

OR President-elect's name: _____ Signature: _____ Date: _____

OR Executive Director's name: _____ Signature: _____ Date: _____

4. Component Name and Address: AIA Hampton Roads

President's name: BARBARA BENEH Signature: [Signature] Date: 7/10/24

OR President-elect's name: _____ Signature: _____ Date: _____

OR Executive Director's name: _____ Signature: _____ Date: _____

5. Component Name and Address: AIA Northern Virginia

President's name: BRADEN L. FIELD Signature: [Signature] Date: 7-10-24

OR President-elect's name: _____ Signature: _____ Date: _____

OR Executive Director's name: _____ Signature: _____ Date: _____

6. Component Name and Address: AIA Richmond

President's name: MIKE POOLE Signature: [Signature] Date: 7/10/24

OR President-elect's name: _____ Signature: _____ Date: _____

OR Executive Director's name: _____ Signature: _____ Date: _____

END OF AGREEMENT



2025 Dues Information

	Architect	Associate	Intl. Associate
Individual Dues			
AIA 2025 (+3.9%)	\$330 (+12)	\$143 (+5)	\$239 (+9)
AIA VA 2025 (+2%)	\$359	\$184	\$195
AIA Virginia 2024 (+1.5%)	\$352	\$180	\$191
AIA Virginia 2023 (+2.7%)	\$347	\$177	\$187
AIA Virginia 2022 (no change)	\$338	\$177	\$187
AIA Virginia 2021 (no change)	\$338	\$177	\$187
AIA Virginia 2020 (+3.0%)	\$338	\$177	\$187
AIA Virginia 2019	\$328	\$172	\$182
Blue Ridge 2024	\$110 (+6)	\$50 (+1)	\$50
Central Virginia 2024	\$90 (+5)	\$30 (+5)	\$30
Coastal Virginia 2024	\$138 (+7)	\$88 (+4)	\$88
Richmond 2024	\$91.35 (+1.35)	\$37.55 (+.55)	\$37.55
Northern Virginia 2024	\$230 (+15)	\$80 (+5)	\$105

2025 Dues Rates are due to AIA by August 31, 2024

Membership Categories

Architect: Open to architects licensed by a US licensing authority.

Associate: Open to individuals with a professional degree in architecture, those working under an architect's supervision or enrolled in the Intern Development Program and on a path to a license. This category is also open to faculty members working in university architect programs.

Architect newly licensed: 1st year: Assoc.+1/3 diff 2nd year: Assoc.+2/3 diff 3rd year: full architect dues

New graduate associate member: Graduates are offered complimentary AIA membership for up to 18 months. Eligible are individuals who graduated from an NAAB accredited program within the past 18 months or those working under the supervision of an architect.

International associate: Open to international architects licensed by a non-US licensing authority.

Allied member: Open to professional colleagues and design enthusiasts.

Unassigned member: AIAVA level membership for members outside Virginia (join to use member discounts on items like Design Awards)

For **NEW** members only (not renewing or lapsed), dues amounts are pro-rated based on when you join.

Tax Deductible Dues Statement

For state and federal income tax purposes, payments to the AIA and its components are generally deductible as trade or business expenses—except for the percentage spent on lobbying federal or state governments. Consult a tax professional to determine the appropriate tax treatment of your dues.

MOTION | AIA Virginia Board of Directors
FRI 16 AUG 2024

Item

2024 Membership Dues Rates

Background

In accordance with Section 6.1.3 of the Rules of the Organization, without further action of the Board, an annual dues increase indexed to AIA National's annual dues adjustment shall be enacted. For the 2025 Membership Dues rates, the rate proposal varies from the AIA National's annual dues adjustment.

Motion

That the Board of Directors approves the 2025 Membership Dues rates as presented.

2024 AIAVA Nominations Committee Report

Meagan Jancy, AIA; Nominations Committee, Chair

The 2024 Nominations Committee convened for deliberations and reached the following recommendations:

- President-Elect: Bill Hopkins, AIA
- Treasurer: Amber Hall, AIA
- Secretary: Karen Conkey, AIA
- Assoc Director: Ashleigh Walker, Assoc AIA
- At-Large Director: Kendall Nicholson, Assoc AIA



Statement of Philosophy

Kendall A. Nicholson, Ed.D., Assoc. AIA, NOMA

Candidate for At-large Director on the AIA Virginia Board of Directors

As a dedicated professional in the field of architecture, my values are deeply rooted in a love for learning, care for the profession, and equity across the discipline. These values have guided my career, shaping my approach to every presentation, research project and design critique. While the role of an architect is highly regulated, I believe that architecture is *the art and science of shaping the world*, and as such, requires skills that exist within and outside of traditional forms of practice.

My vision for AIA Virginia is to foster greater diversity of roles within the discipline of architecture. I see the future of our organization as one that encompasses the myriad ways architects and designers can impact the built environment. Achieving this vision will require us to bridge the age-old gap between the academy and practice, and to curate the ways average Virginians understand the importance of architects and designers.

Effective engagement with stakeholders is crucial for the success of any organization. My approach to stakeholder engagement includes creating shared language and a shared framework. I am committed to ensuring that associate members, like myself, have a voice in our decision-making process and a reason to remain engaged. By fostering open dialogue and expanding the impact of those who will not pursue licensure, we can create a more equitable and responsive organization.

In conclusion, my philosophy as a board member is grounded in learning, care, and equity. I am dedicated to increasing the public value of architects and designers and am eager to contribute my skills and experiences to help achieve this vision. I look forward to the opportunity to work with fellow board members and all professionals across the state to create a brighter future for AIA Virginia and the architectural profession.

Wishing you peace, good health, and well wishes,

A handwritten signature in black ink, reading "Kendall A. Nicholson". The signature is fluid and cursive, with the first name "Kendall" being more prominent and the last name "Nicholson" following in a similar style.



KENDALL A. NICHOLSON

1512 Anchor Landing Dr, Chester, VA 23836
knicholson@acsa-arch.org
804.931.1249

EDUCATION

Harvard University, Cambridge, MA

MDes, with distinction, Publics: Architecture & Race, May 2023

Outstanding Research Award: “Critical Architectural Practice”

Advisor: Toni L. Griffin

Regent University, Virginia Beach, VA

Edd, Adult Education, December 2014

Dissertation: “Investigating Architectural Values: Concepts and Competencies”

Committee: Profs. Marcia Derrick (chair), William Williams, Paul Carr, Donald Finn

Georgetown University, Washington, DC

MPS, Real Estate Development, December 2010

Thesis: “Ecosynergistics as a Solution for the Affordable Housing Crisis”

Advisor: Charles Schilke

University of Virginia, Charlottesville, VA

BS, Architecture, Pre-professional, May 2009

RESEARCH INTERESTS

Racial histories of the American built environment

Social relevancy of architecture in the 21st century

Recognizing inequity in architecture curricula

Architectural education in K12

RESEARCH EXPERIENCE *selected*

2023-24 Framework for Expanding K12 Engagement *Lead Researcher*

- Co-authored a guiding framework for architecture programs interested in initiating or expanding K12 programs.

2022-23 Fellowships in Architectural Education *Lead Researcher*

- Explored qualitative and quantitative data for teaching fellowships across architectural education.

2019-2024 ACSA Institutional Data Report *Primary Investigator*

- Explored comparative data for architecture school administrators for over 1,100 pre-professional, professional and post-professional architecture degree programs.

2020-21 ACSA Equity in Architecture Course List *Primary Investigator*

- Gathered data on over 200+ courses addressing race and social justice in the built environment

2020-21 Where Are My People? *Primary Investigator*

- Investigated how architecture interacts with race and how the nation's often ignored systems and histories perpetuate the problem of racial inequity.

2020 Where Are The Women? *Primary Investigator*

- Measured the progress on gender in architecture's long-standing history of being a male-dominated field by examining representation, inclusion and recognition.

2019 NCARB Firm Survey of the Profession *Primary Investigator*

- Assessed the perceived efficacy of professional practice courses based on responses from firm leaders and new graduates. 6,493 respondents.

2018 NCARB Survey of Professional Practice Faculty and Curricula *Primary Investigator*

- Collected syllabi and profiled professional practice faculty and courses for 111 of the 134 NAAB accredited schools of architecture.

2018 Equity in Architecture Survey *Lead Researcher*

- Furthered the investigation of the lived experience of architecture graduates with expanded focus on gender and racial disparities. 14,360 respondents

2016 Equity in Architecture Survey *Lead Researcher*

- Built a comprehensive, national dataset detailing the lived experience of architecture graduates over various career dynamics and pinch points, largely focused on gender disparity. 8,664 respondents

PROFESSIONAL EXPERIENCE

Association of Collegiate Schools of Architecture, Washington, DC

Senior Director of Research, Equity, and Education - 2015-present

- Publish research reports and graphics on trends in architectural education
- Curate the agenda of equity in architectural education for a wide range of schools
- Serve as the primary contact for 150 colleges and university in the U.S. and Canada on the trends in architectural pedagogy, tenure, research funding, student enrollment, equity & diversity
- Manage the research budget and operations for nationwide sponsored research projects

Design Leadership Network, New York, NY

Design Equity Consultant – 2021-2022

- Advise the work of the Design Leadership Foundation by providing racial equity training and implementation oversight of the mentorship of architecture and design students

University of Oklahoma, Gibbs College of Architecture, Norman, OK

Goff Chair of Creative Architecture - 2020-21

- Counseled college department directors on ways to create an equitable ethos at the school
- Facilitate learning and listening for college faculty and students on the topics of design pedagogy, research and equity

Richard Bland College of William and Mary, Petersburg, VA
Academic Administrator - 2015

- Generated data to lead the Office of Instructional and Learning Resources in efforts to improve recruitment and support services offered to students

Henrico County Public Schools, Richmond, VA
Architecture Teacher - 2013-2015

- Instructed 9th-12th grade students in the areas of architecture, engineering, and independent projects

Paul D. Camp Community College, Franklin, VA
Adjunct Instructor - 2012

- Created a summer enrichment course for children interested in architecture

Franklin City Public Schools, Franklin, VA
Department Chair/Architecture Teacher - 2010-2013

- Instructed 7th-12th grade students in the areas of architecture, CADD, and allied design fields
- Increased enrollment in architecture courses across the school division by 300%
- Managed the implementation of state and federal guidelines for CTE courses in the division

Caméléon 3, Malakoff, FR
Architectural Intern - 2010

- Assisted with the design of buildings or parts thereof, including producing site plans, floor plans, and exterior elevations.
- Designed and constructed accurate architectural models.

Art + Architecture, Petersburg, VA
Architectural Intern - 2006-2009

- Drafted, reviewed and edited construction documents
- Conducted site surveys for restoration, renovation and addition projects, photographs, measurements, and plan and section sketches

PUBLICATIONS

Critical Architectural Practice. (forthcoming book), 2025.

“Neighborhood Investment Trusts Are Not a Race-based Remedy.” *Harvard Real Estate Review*, Spr 2022.

“Architecture Gave Me a Black Eye: A Note to Architectural Educators.” *Archinect*, November 2021.

“Pipeline Diversity and Graduation Rates.” *Architect*, February 7, 2018.

Review of *The Truthful Art: Data, Charts and Maps for Communication*, by Alberto Cairo. *Technology | Architecture + Design Journal* 1, no. 2, (November 2017): 243-245.
<https://doi.org/10.1080/24751448.2017.1354630>

“Diversity in Architectural Education.” *Equity by Design: Minimizing Barriers to Maximize Potential* (blog). March 10, 2017. <http://eqxdesign.com/blog/2017/3/10/diversity-in-architectural-education>

“Investigating Architectural values: Concepts and Competencies.” EdD diss., Regent University, 2014. ProQuest Dissertations and Theses.

If I Were Going to Build a House. Bloomington, IN: AuthorHouse, 2013.

INVITED TALKS

“Architecture, And: Using Research to tell the Story of Architecture.” Podcast. Practice Disrupted, May 2024. <https://practiceofarchitecture.com/2024/05/03/152-architecture-and-using-research-to-tell-the-story-of-architecture/>.

With Anne Anlin Cheng, Sarah Whiting, Evangelos Kotsioris & Spyros Papapetros. “The Modern Surface: Celebrating Anne Anlin Cheng’s ‘Second Skin’.” Invited panelist for the Museum of Modern Art, New York, NY, February 2024.

“Architecture, Real Estate and Equity.” Invited lecture at Harvard Graduate School of Design, Online, November 2023.

“Architecture and Equity in the Profession.” Invited lecture for Virginia Chapter of the National Organization of Minority Architects (VANOMA), Online, May 2023.

“Critical Architectural Practice: Curating Revealing and Healing from the Start.” Invited keynote at the 38th National Conference on the Beginning Design Student: Known and Unknown Territories, Fargo, ND, May 2023.

“Seeing the Site.” Invited lecture at Harvard University, Early Design Education, Cambridge, MA, November 2022.

“Architecture, Race, and Critical Knowledge.” Invited lecture at the University of South Florida, Tampa, FL, October 2022.

with Emily Grandstaff-Rice. “Race & Architecture.” Invited lecture at Massachusetts Institute of Technology, Online, September 2022.

with Catherine Hamel & Vivian Ton. “Towards Equity in Architecture.” Invited panelist at Café Canada, Calgary, AB, September 2022.

“Architecture, Race & Empathy w/ Dr. Kendall Nicholson.” Podcast. Tangible Remnants, May 2022. <https://www.podpage.com/tangible-remnants/architecture-race-empathy-w-dr-kendall-nicholson/>.

“Architecture and Race: Facts, Figures and the Future.” Invited lecture at the University of South Florida, Online, October 2021.

with Shannon Christensen, & Kelsey Jordan. “Building the Pipeline for the Future of Architecture: Engaging K-12 Students.” Invited panelist for the NCARB Licensing Advisor Summit, Online, August 2021.

“Accessing Equity in Architecture.” Invited plenary speaker at American Institute of Architects Florida, Orlando, FL, July 2021.

with Andrew Chin, Regine Swanson, & Karen Compton. “Creating a Different Kind of Access - Actionable Solutions to Diverse and Inclusive Practices.” Invited panelist at American Institute of Architects Florida, Orlando, FL, July 2021.

“Understanding Race, Diversity, and Equity in Architecture and Design Education.” Workshop for the Design Leadership Foundation board, Online, July 2021.

“Culturally Responsive Teaching: The Avant-Garde of Education.” Workshop at SCI-Arc, Online, June 2021.

with Andrew Chin, Kwesi Daniels, & Lori Brown. “Christopher Kelley Leadership Development Program: Equity, Diversity, and Inclusion Panel.” Invited panelist for AIA Georgia, Online, April 2021.

“Architecture and Equity.” Invited lecture for Virginia Tech NOMAS, Online, April 2021.

with Mark Gardner, Tonia Adair, LeAnn Shelton, & Kiki Dennis. “The Numbers Don’t Lie.” Invited panelist for Columbia University GSAPP, Online, March 2021.

“Where Are My People? Hispanic and Latinx in Architecture.” Invited webinar at American Institute of Architects Los Angeles, Online, March 2021.

with Phil Bernstein, Stephen White, Harriet Harriss, Russell Sanders, Rusty Malik, Veiralys Parades, & Angela Lufkin. “Career Pipeline: connecting Students, Universities, and Architecture Firms.” Invited webinar at American Institute of Architects Connecticut, Online, March 2021.

“Architecture and Equity in the Profession.” Invited lecture at the University of Virginia, Online, March 2021.

“Intersections of Race, Architecture, and Theory.” Invited lecture at the University of Hartford, Online, February 2021.

“Achieving Excellence: Understanding Diversity, Equity and Race in Planning, Design and Construction Education.” Workshop at the University of Oklahoma, Online, January 2021.

with Lillian Asperin, Karen Williams, & Jason Campbell. “EQxD 2020 Series – Practice Process and Paradigms for J.E.D.I.” Invited panelist for AIA San Francisco Equity by Design Symposium, Online, January 2021.

“Issues of Inequity in the Profession and the Academy.” Invited lecture at the University of Kansas, Online, October 2020.

with Yiselle Santos. “A Discussion on Justice, Equity, Diversity and Inclusion (JEDI).” Invited facilitation at YAFCON 2020: The Emphatic Architect, Online, October 2020.

“Race and Architecture.” Invited lecture at Hampton University, Online, October 2020.

“Equity in the Profession: Building a More Diverse Architecture Industry.” Invited webinar at American Institute of Architects New Jersey, Online, October 2020.

with Ted Sawruk, Elisa Iturbe, Robert Fleming, Quanniesha Pierre-Louis, Aurora Perrault, & Rachel Parry. “Addressing Bias & Inequity: Students and Educator Perspective.” Invited panelist for the American Institute of Architects Connecticut, Online, September 2020.

with Emily Grandstaff-Rice. “Recognizing Inequity in Architecture.” Invited lecture at Massachusetts Institute of Technology, Online, September 2020.

“Race in America: Our Community and Our Profession.” Invited webinar for the American Institute of Architects Kentucky, Online, August 2020.

with Sarah Curry, Leslie Epps, Melanie Ray, & Beresford Pratt. “Black voices on race, equity, and architecture.” Podcast. Practice Disrupted, July 2020. <https://gablmmedia.com/notes/009-voices-from-the-future-of-the-profession/>.

“Race in America: Creating a Shared Language.” Invited webinar for the American Institute of Architects Virginia, Online, June 2020.

“Tackling Equity in Architecture.” Invited lecture at the University of Arkansas, Fayetteville, AR, April 2020.

“Reframing the Narrative: Our Voices as a Catalyst for Culture Change in the Profession.” Invited lecture at the American Institute of Architects Human Resource Large Firm Round Table Meeting, Dallas, TX, March 2019.

“A Seat at the Table: The Changing Face of Architectural Education.” Invited lecture at Yale University, Online, November 2018.

Invited think-tank participant at the 2017 AIA Research Summit, St. Louis, MO, June 2017.

“What is Architectural Research?” Invited plenary lecture at the Architectural Research Consortium Centers Conference, University of Utah, Salt Lake City, UT, June 2017.

with Rosa Sheng, Carol Wedge, Lillian Asperin, Julia Mandell, Saskia Dennis-van Dijk, & Annelise Pitts. “Equity by Design.” Interviewed by Jennifer Castenson. *ARCHITECT Live*. AIA Conference on Architecture 2017, Orlando, FL, April 2017.

WORKSHOPS & PRESENTATIONS

With Gabrielle Bullock. “Driving The Design Ethos Intentionally.” Research presentation for the DEI Leadership Network, Online, July 2024.

with Edson Cabalfin, Catherine Hamel, Michael Zaretsky & Noah Resnick. “Towards Developing a K-12 Architectural Education Guide for ACSA.” Panel lecture at the 2024 ACSA Annual Meeting: Disrupters on the Edge, Vancouver, BC, March 2024.

with Kiwana McClung & Claire Shultz. “Early Academics’ Retreat: Your Pedagogy.” Panel workshop at the 39th National Conference on the Beginning Design Student: Shared Resources, Lafayette, LA, February 2024.

with Edson Cabalfin, Marcelo López-Dinardi, Amelyn Ng & Noah Resnick. “Equity in Architectural Education: Inspire Discussion, Implement Change.” Research Presentation at the 2023 ACSA Annual Meeting: In Commons, St. Louis, MO, March 2023.

with Emily Grandstaff-Rice, Andrea Milo, Thomas Fowler, Andrew Chin & June Williamson. “Equity in Architectural Education: Inspire Discussion, Implement Change.” Panel lecture at the 2023 ACSA Annual Meeting: In Commons, St. Louis, MO, March 2023.

“Where Are My People: Race in Architecture.” Research session at the 2022 ACSA Administrators Business Meeting: NOMA Uplugged, Nashville, TN, October 2022.

“Culturally Responsive Teaching: Providing an Equitable Architectural Education.” Webinar for the Association of Collegiate Schools of Architecture, Online, April 2021.

With Christine Theodoropoulos “Advancing Scholarship on Equity and Justice Across the Built Environment Webinar.” Webinar for the Association of Collegiate Schools of Architecture, Online, December 2020. [Panel Organizer]

with Samia Rab Kirchner, Amy Murphy, Lauren Matchison, Elgin Cleckley, Lesley Lokko, Hazel Edwards, Monique Robinson, & Theresa Hyuna Hwang. “Developing Policies and Shifting Operations for Equity, Diversity and Inclusion.” Webinar for the Association of Collegiate Schools of Architecture, Online, June 2020. [Panel Organizer]

with Rashida Ng, Lynne Dearborn, Michael Monti, Danielle Dent, Eric Ellis, & Robert Gonzalez. “Addressing Race and Equity in Architectural Education: Beginning the Conversation.” Webinar for the Association of Collegiate Schools of Architecture, Online, June 2020.

with Mia Scharpie, Stephanie Herring, Jessica Parmenter & Timarie Trarbach. “Mentorship as You Grow in your Career – even from afar.” Webinar in partnership with Build Yourself Workshop, Online, June 2020.

with Bethany Lundell Garver, Dan Pitera, Susan Kliman, & Patricia Kucker. “Professional Practice Education in the Curriculum.” Panel lecture at the 2019 ACSA Administrators Business Meeting: Uncertainty, New Orleans, LA, November 2019.

“ACSA Budget & Enrollment Data Report.” Research presentation at the 2019 ACSA Administrators Business Meeting: Uncertainty, New Orleans, LA, November 2019.

with Patricia Ramallo. “Professional Practice Professors Workshop.” Workshop at the 2019 Architect Licensing Advisor Summit, Minneapolis, MN, August 2019.

with Francis Lyn, Lynne Dearborn, Charlie Setterfield, Peter Laurence, Alexis Gregory, & Ikhlas Sabouni. “Designing Pedagogies: Futuring New ACSA Programs and Projects.” Workshop at the 107th ACSA Annual Meeting: Black Box, Pittsburgh, PA, March 2019. [Panel Organizer]

with Patricia Ramallo. "The Pulse of Professional Practice." Research presentation at the 107th ACSA Annual Meeting: Black Box, Pittsburgh, PA, March 2019. [Session Organizer]

"ACSA Institutional Data Report." Research presentation at the 107th ACSA Annual Meeting: Black Box, Pittsburgh, PA, March 2019.

with Harry Falconer. "NCARB Professional Practice Curriculum Research Findings." Webinar for the Association of Collegiate Schools of Architecture, Online, October 2018.

with Annelise Pitts. "2018 Equity in Architecture Survey Data Presentation." Research presentation at the 2018 Equity in Architecture Symposium, San Francisco, CA, October 2018.

"ACSA Budget & Enrollment Data Report." Research presentation at the 2018 ACSA Administrators Conference: S'Engager dans le Monde, Quebec City, Quebec, October 2018.

"Architectural Education Today." Research presentation at the 2018 ACSA Administrators Conference: S'Engager dans le Monde, Quebec City, Quebec, October 2018.

"ACSA Education Atlas Data Report." Research presentation at 106th ACSA Annual Meeting: The Ethical Imperative, Denver, CO, March 2018.

with Harry Falconer. "Professional Practice Research: Beyond the Academy." Workshop at the 106th ACSA Annual Meeting: The Ethical Imperative, Denver, CO, March 2018. [Session Organizer]

with Derek Ham, Rashida Ng, Francis Lyn, Bethany Lundell Garver, Carmina Sanchez, Elizabeth Seidel, & Charlie Setterfield. "Moving Towards an Equitable Future." Workshop at the 106th ACSA Annual Meeting: The Ethical Imperative, Denver, CO, March 2018. [Panel Organizer]

"ACSA Budget & Enrollment Data Report." Research presentation at the 2017 ACSA Administrators Conference: Crossing Boundaries, Albuquerque, NM, November 2017.

with Hazem Rashed-Ali, Kentaro Tsubaki, Marc Neveu, Kelly Bair, & Corey Griffin. "STEM & Research." Paper draft presented at the 2017 ACSA Administrators Conference: Crossing Boundaries, Albuquerque, NM, November 2017.

with Derek Ham, Rashida Ng, Francis Lyn, Bethany Lundell Garver, Carmina Sanchez, Elizabeth Seidel, & Charlie Setterfield. "From High School to Architecture School: Evaluating the Journey Map for Students." Workshop at the 2017 ACSA Administrators Conference: Crossing Boundaries, Albuquerque, NM, November 2017. [Panel Organizer]

with Rosa Sheng, Carol Wedge, Lillian Asperin, Julia Mandell, Saskia Dennis-van Dijk, & Annelise Pitts. "Equity by Design: Metrics, Meaning, and Matrices in Action." Lecture at the AIA Conference on Architecture 2017, Session speaker. Orlando, FL, April 2017.

"ACSA Education Atlas Data Report." Research presentation at the 105th ACSA Annual Meeting: Brooklyn says 'Move to Detroit', Detroit, MI, March 2017.

with Lynne Dearborn, Rachel Law, Rashida Ng, Carmina Sanchez, Michael Pride, Patrick Tripeny, Francis Lyn, & Randy Steiner. "Moving Forward - Equity and Diversity." Workshop at the 105th ACSA Annual Meeting: Brooklyn says 'Move to Detroit', Detroit, MI, March 2017. [Panel Organizer]

"ACSA Budget & Enrollment Data Report." Research presentation at the 2016 ACSA Administrators Conference: Gaps & Overlaps, Chicago, IL, November 2016.

with Rashida Ng, Lynne Dearborn, Francis Lyn, Michael Pride, Derek Ham, Randy Steiner, Rachel Law, & Carmina Sanchez. "Student Success Across the Spectrum." Workshop at the 2016 ACSA Administrators Conference: Gaps & Overlaps, Chicago, IL, November 2016. [Panel organizer]

"Benchmarking and Data for Teaching and Research." Lecture at the 2016 ACSA Administrators Conference: Gaps & Overlaps, Chicago, IL, November 2016.

with Annelise Pitts. "2016 Equity in Architecture Survey Data Presentation." Research presentation at the 2016 Equity in Architecture Symposium, San Francisco, CA, October 2016.

"ACSA Education Atlas Data Report." Research presentation at the 104th ACSA Annual Meeting: Shaping New Knowledges, Seattle, WA, March 2016.

"ACSA Budget & Enrollment Data Report." Research presentation at the 2015 ACSA Administrators Conference:, San Juan, PR, November 2015.

"The Ordinary Role of the Architectural Educator." Paper presented at the University for the Creative Arts School of Architecture, Canterbury, UK, June 2015.

SERVICE TO THE DISCIPLINE (*all positions are appointed*)

Project Pipeline Planning Member, Virginia Chapter of National Organization of Minority Architects

Founding Board Member, Virginia Chapter of National Organization of Minority Architects

Executive Council Member, University of Virginia, A-School Young Alumni Council

Vice-Chair, AIA Richmond K12 Outreach Committee

School Board Representative, Chesterfield County Public Schools CTE Advisory Committee

At-Large Director, AIA National Associates Committee, Mentorship Workgroup Chair

At-Large Director, AIA Virginia Honors & Awards Jury

At-Large Director, AIA Richmond Board

Member, NAAB Information Interface Work Group

Member, AIA Virginia Justice, Equity, Diversity and Inclusion Committee

Member, AIA Virginia Member Services Advisory Council

Member, AIA Equity and the Future of Architecture, National Board Committee

National Jury Member, TSA Architectural Modeling Competition

Event Coordinator, TSA Architectural Modeling Competition

HONORS AND AWARDS

Award for Outstanding Research in the Publics Domain, Harvard Graduate School of Design, 2023

Outstanding Graduate Award (selected by doctorate faculty), Regent University, 2014-15

Educator Award, Apps4Va state-wide competition, 2013

Kappa Delta Pi –International Honor Society in Education inductee

Regent University Dean’s Leadership Scholarship recipient

First to ever graduate from U.Va with a B.S. in Architecture in three years.

Edward Cooke Merit Scholarship recipient

PROFESSIONAL REGISTRATIONS, LICENSES, CERTIFICATIONS

USGBC LEED AP# 0010813550

Virginia Post-graduate Professional Teaching License # PGP-0655670

The Foundation Center “Proposal Writing: The Comprehensive Course” 2012

Harvard Business Review “Performance Measurement” 2012

Certified Culturally Responsive Teacher

PROFESSIONAL AFFILIATIONS

American Institute of Architects (AIA)

National Organization of Minority Architects (NOMA)

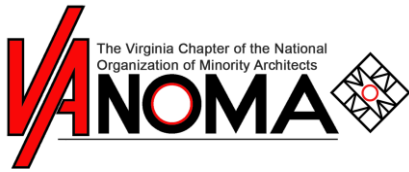
American Educational Research Association (AERA)

Coalition of Community College Architecture Programs (CCCAP)

U.Va Teachers in the Movement

HOBBIES

Running



Paul Battaglia, AIA
Executive Vice President
AIA Virginia
P.O. Box 2626
Chesterfield, VA 23832

August 1, 2024

Dear Paul Battaglia,

I am writing in support of Dr. Kendall Nicholson for the At-large Director position with the AIA Virginia Board of Directors. When I learned of the opening, Kendall immediately came to mind as the ideal candidate. His dedication, expertise, and vision will make him an invaluable asset to the Board.

As a founding board member of VANOMA, which he helped establish before attending Harvard, Dr. Nicholson has consistently championed diversity and inclusion within the architecture profession. His leadership has been instrumental in advancing our mission and fostering a more inclusive environment. As VANOMA and AIA Virginia continue to strengthen our relationship, Kendall's presence on the AIA Virginia Board would be both logical and essential.

In addition to Kendall's extensive background in architectural education, he has a profound love for Virginia. His deep connection to the state ensures that he brings a valuable perspective to the table, one that will keep AIA Virginia's initiatives robust and forward-thinking. Kendall's strategic thinking and collaborative spirit make him an excellent fit for the Board. He possesses a unique ability to understand complex issues, and I am confident that his involvement will greatly benefit AIA Virginia and communities across the Commonwealth.

Sincerely,

Ian Vaughan, AIA, NOMA
VANOMA President

SCHOOL OF ART, DESIGN
AND ART HISTORY

Duke Hall
Harrisonburg, VA 22902



29 July 2024

AIA Virginia
P.O. Box 2626
Chesterfield, VA 23832

RE: Letter of Support for Kendall Nicholson

AIA Virginia Board of Directors:

Of the many people I know through my work with the Association of Collegiate Schools of Architecture, Kendall Nicholson stands out for his integrity, intelligence, and consistent good nature. I honestly can't say when I first met Kendall, I assume it was around the time he started working at the ACSA in 2015, but it seems that I have known him much longer. In that nine-year period, he has created an outsized impact in architectural education and the profession. That is why I am delighted to be offering my support for his application to the AIA Virginia Board of Directors as an At-Large Director.

Kendall has an extensive track record of research in the field of architecture and architectural education. The reports he has created for the ACSA have brought inequities and opportunities to light that have led to changes in the professional landscape including equity studies, professional practice teaching studies, and his latest work on creating a framework for expanding K12 engagement with architecture. His research support for expanding our understanding of architectural education to include community colleges was critical in the highly regarded "ACSA Transfer Toolkit: Best Practices for Facilitating Community College Transfer," released earlier this year. Although his mode of practice may be non-traditional, his contributions are substantial.

In his role at the ACSA, he has a longitudinal view of architecture and architectural education at the national level. He understands contemporary issues that are, and will be, impacting Virginia architects in the years to come, both within the professional ranks and externally. His efforts in the founding of the Virginia NOMAS chapter as well as his extensive service record in the state indicate his commitment to the best interests of the profession.

On a personal level, I have enjoyed and appreciated working with Kendall over the years and in various capacities. I have known him in his role as a staff person at the ACSA, as a fellow member of VANOMA, and recently as an academic colleague when he came to our final reviews at JMU. He is critical without being strident and amiable without being disengaged. It is in his nature to be optimistic, forward looking, and solution oriented.

From my year on the AIA VA Board, I know that this group is engaged, dedicated, and committed to fulfilling the mission of the organization. I know that you will find Kendall Nicholson a valuable addition to the Board.

Sincerely,

A handwritten signature in black ink, appearing to read "Jori Erdman", with a stylized, flowing script.

Jori Ann Erdman, AIA, NOMA
Professor and Area Coordinator, James Madison University



July 29, 2024

Paul Battaglia, AIA, Executive Vice-President
American Institute of Architects – Virginia

RE: Recommendation for Kendall Nicholson
Candidate for At-Large Member of the Board of Directors

Dear Paul,

It is my distinct honor to recommend my friend and colleague, Kendall Nicholson to be selected to serve as the At-Large member of the AIAVA Board of Directors. Kendall has a distinguished career of service to our profession and would add immensely to the stature and work of our board.

Kendall is a highly respected and accomplished design research professional serving at the Association of Collegiate Schools of Architecture (ACSA) and his work has drawn national acclaim for its scholarship. His groundbreaking research on the disparities of marginalized communities seeking access to the discipline has been used by academicians and professionals to bring improvements to enrollment and retention at our accredited academic institutions.

He was an inaugural member of the AIAVA J.E.D.I. Committee, bridging his passion for issues of diversity and inclusion within architecture with his research efforts to document the challenges we face as a profession. He has lectured at campuses across the nation

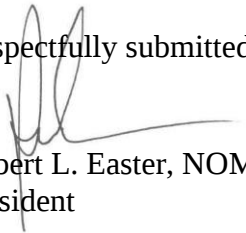
He is undoubtedly a scholar; four degree in a range of fields related to the built environment have prepared him well to serve our institute with vision and intellect. He has a strong commitment to service, with previous terms on state and national AIA and NOMA committees, including the EQFA, VANOMA's Project Pipeline, where he also served as a founding member of the Board.

He has consulted for the EQFA, the AIA Strategic Council and numerous other entities seeking to understand impacts of bias in the design community and the improve efforts to expand the reach of the institute.

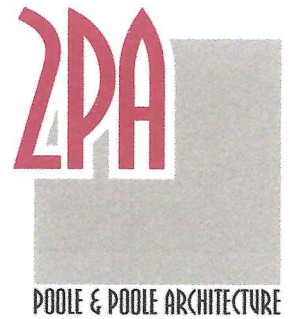
Gender, racial, economic, ethnic and cultural diversity are woven into the AIA's mission. Kendall's participation on the AIAVA board would signal commitment to this issue at a time when it is hotly debated across the nation. In addition to that, he brings a perspective that includes architectural education and a mission for stakeholder engagement.

In our profession, Kendall Nicholson is a rock star; but unlike many who attain a lofty status, he remains committed to the ideals of service. His inclusion on the board of Directors for the American Institute of Architects – Virginia will have an enormously positive impact on our Institute and its mission into the future.

Respectfully submitted,



Robert L. Easter, NOMAC, FAIA
President



Paul R Battaglia, AIA
Executive Vice President
AIA Virginia
P.O. Box 2626
Chesterfield, VA 23832

July 31, 2024

Mr. Battaglia,

This letter is to confirm that the AIA Richmond component acknowledges that Kendall A. Nicholson, a member of AIA Richmond, is seeking the At-large Director position on the board. When I first joined the AIA RVA Board, I had the pleasure of working with Kendall and I wish him success in this endeavor.

Please reach out to me if you have any follow up questions.

Warm regards.

A handwritten signature in blue ink that reads "Nea May Poole". The signature is fluid and cursive, with the first letters of each name being capitalized and prominent.

Nea May Poole, AIA, NCARB
AIA RVA President Elect

Declaration of Employment Practices

The Association of Collegiate Schools of Architecture (ACSA) is committed to maintaining fair and ethical employment practices. We hereby declare that our organization does not engage in the use of unpaid labor. All individuals working with ACSA are compensated fairly for their contributions in accordance with applicable labor laws and standards.

Our commitment to ethical employment extends to ensuring that all our staff, interns, and volunteers are treated with respect and dignity, and are provided with a safe and supportive working environment. We believe in the value of every individual's work and strive to uphold the highest standards of professionalism and integrity in all our employment practices.

Sincerely,

A handwritten signature in black ink, reading "Kendall A. Nicholson". The signature is written in a cursive, flowing style.

Kendall A. Nicholson, Ed.D.

Senior Director of Research, Equity, and Education
Association of Collegiate Schools of Architecture

MOTION | AIA Virginia Board of Directors
FRI 16 AUG 2024

Item

Endorsement of AIA Virginia 2024 Nominations Committee Slate of Candidates

Background

In accordance with Section 6.03 of the Bylaws, the Nominating Committee, any Member, or any component may recommend a qualified Member for consideration by the Nominating Committee as an officer. The Nominating Committee shall prepare a slate of names and present the slate to the Board for approval prior to the annual Membership meeting. Upon approval by the Board, the Nominating Committee shall place the proposed slate of officers before the membership of AIA Virginia by written notice at least thirty (30) days before the annual Membership meeting. Additional nominations of qualified Members for each office about to become vacant may be made at the annual Membership meeting from the floor.

Reminder: The Annual Business Meeting is scheduled for WED 6 NOV 2024.

Motion

That the Board of Directors approves the 2024 AIA Virginia Nominations Committee Slate of Candidates, and directs the Secretary to prepare a Slate and a statement reflecting the Board's position and rationale, so elections can be properly conducted at the Annual Meeting.

RULES OF THE ORGANIZATION FOR AIA VIRGINIA

Effective: ~~April 1, 2022~~ 16 AUG 2024]

The following are the rules ("Rules") of the organization for *AIA VIRGINIA* ("AIA Virginia") effective as of the above date.

CHAPTER 1 - GENERAL

- 1.1 Bylaws. The Rules are subject to AIA Virginia's bylaws ("Bylaws") and, to the degree any provisions of these Rules are inconsistent with the Bylaws, the Bylaws shall govern.
- 1.2 Parliamentary procedure. The Board shall follow parliamentary procedure during all meetings of the Board unless otherwise waived or suspended for a meeting, or any portion of a meeting, by a majority vote of the Board during a meeting.
- 1.3 Amendments. The Board may amend these Rules at any time by majority vote.

CHAPTER 2 – DIRECTORS

- 2.1 Meetings of the Board.
 - 2.1.1 Time and Location. Meetings of the Board shall be held each year, as follows:
 - 2.1.1.1 An organizational (annual) meeting shall be held in December.
 - 2.1.1.2 At least three meetings at times and places designated by the President and Executive Vice President in consultation with the Executive Committee.
 - 2.1.2 Meeting Agenda and Minutes. The Executive Vice President, in consultation with the President and Secretary, shall prepare the agenda and minutes for meetings of the Board and the Executive Committee.
- 2.2 Rules of Procedure at Board Meetings.
 - 2.2.1 Review of Board Action Items. Action items that have not received prior review by the Executive Committee may not be submitted to the Board without the permission of the President.
 - 2.2.2 Order of Business. The President may present the business items in a different order than published in the agenda.
 - 2.2.3 Consent List. Routine business items in the Board agenda may be assigned to a consent list, which items may be adopted without formal debate. Any item of business may be removed from the consent list by any member of the Board for subsequent discussion and Board action.

2.2.4 Late Business. Late business agenda items for each Board meeting must be delivered electronically to the Executive Vice President one week before the beginning of each Board meeting. With the approval of the Executive Vice President, President, or Secretary, late business items may be considered at the end of the agenda.

2.2.5 Late Business Handouts. Printed materials outside of those included in the electronic Board agenda and background materials, proposed for distribution at a meeting of the Board, must be submitted to the President or presiding officer no later than the start of the meeting for his or her approval for distribution.

2.2.6 Late Funding Requests. Any new business or late business item involving expenditure or transfer of AIA Virginia general budget or discretionary funds requires an affirmative vote of two-thirds of the voting members of the Board present at the meeting for consideration of the item to be placed before the Board. An affirmative vote of two-thirds of the voting members present is required for approval of the expenditure or transfer of such funds.

2.2.7 Officer' Reports. The officers may make brief presentations as required.

2.3 Minutes of Board Meetings. The minutes of the Board shall comply with the following:

2.3.1 Contents of Minutes. The Secretary, or the Secretary's designee, shall keep written minutes of each meeting of the Board, showing members of the Board in attendance, and the actions taken. At the discretion of the Board or the Secretary, reports and other documents considered at a meeting may be included in the minutes of the meeting.

2.3.2 Minority Reports and Dissensions. A minority report may be included in the minutes of the Board meeting or otherwise made available to the membership on any questions on which action is taken by the Board, provided that 20% of the Board has requested that such a minority report be issued; any member of the Board may request that his or her dissenting vote, and the reasons therefore, be recorded in the minutes.

2.3.3 Approval of Minutes. The minutes of each meeting shall be reviewed by the President, Executive Vice President, and Secretary and approved by the Board at its next regular meeting and thereafter signed by the Secretary.

2.3.4 Minutes of Executive Session. The Secretary shall keep written minutes of matters discussed and acted upon by the Board in executive session, which shall be privileged and confidential. They shall be kept in the personal possession of the Secretary for two years and then, unless a review by the Secretary dictates retention, destroyed.

2.3.5 Distribution of Minutes. The summary of actions at each meeting of the Board shall be distributed to the Board, component presidents and component executives before the next regular meeting of the Board. The Board shall receive complete minutes of each meeting.

2.4 Number of Directors. The number of directors is as determined by the Bylaws.

2.4.1 Dates of Component Elections. A component may elect a Director-elect at any time during the calendar year in which the term of a retiring Director expires, under the methods prescribed in the component's Bylaws for the election of Directors. The newly elected Director shall take office at the close of the annual meeting of the Board at which the Director being replaced retires.

CHAPTER 3 - EXECUTIVE COMMITTEE

3.1 Powers and Responsibilities.

3.1.1 Financial. In cooperation with the Treasurer, the Executive Committee shall be responsible for general oversight of the financial affairs of AIA Virginia, may approve transfer of funds within the general budget as set forth in these Rules, and may authorize expenditures from its own discretionary fund.

3.1.2 Policies. When time limitations or other emergency factors so require, the Executive Committee may approve temporary policies or positions for AIA Virginia, subject to ratification at the next regular meeting of the Board of Directors.

3.1.3 Personnel Matters. The Executive Committee shall set the compensation and terms of employment of the Executive Vice President; the Executive Vice President shall annually review the compensation and evaluation system for AIA Virginia staff.

3.1.4 Business Affairs. The Executive Committee shall have full authority, right, and power to act for the Board in the management of those activities undertaken primarily for generating non-dues revenue; provided, however, that a business planning policy, setting forth criteria for non-dues producing activities, shall be approved by the Board.

3.1.5 Gubernatorial Appointments. On behalf of the Board, the Executive Committee may approve nomination slates for gubernatorial appointments presented by the ~~Government~~ Advocacy Advisory ~~Committee-Council~~ when time is of the essence.

3.2 Meetings.

3.2.1 Regular Meetings. The Executive Committee shall hold at least six regular meetings each year, in intervals between regular meetings of the Board; said meetings may be held virtually.

3.2.2 Notices of Regular Meetings. The Executive Vice President, acting on behalf of the Secretary, shall ensure that notice of all regular meetings, stating the time and place, is conveyed to each member of the Executive Committee no fewer than 5 days before the date set for the meeting.

3.2.3 Special Meetings. Special meetings of the Executive Committee may be held at any time, except during the course of a meeting of the Board, without formal notice. The Executive Committee shall take no action within 10 days before or after a Board meeting that could otherwise be taken by the Board, without specific authorization by the Board.

3.2.4 Meeting Agendas and Minutes. The Executive Vice President, in consultation with the President and Secretary, shall prepare the agenda and minutes for the meetings of the Executive Committee.

3.3 Attendance by Officers-elect. After their election at the annual meeting of the membership, officers-elect may be invited to attend a regular Executive Committee meeting as determined by

the President, as observers, without vote.

- 3.4 Minutes. The Executive Vice President, or a designee, shall keep written minutes of each meeting of the Executive Committee, showing members in attendance and the actions taken.
- 3.4.1 Distribution of Executive Committee Minutes to the Board. The minutes of the Executive Committee may be distributed to all members of the Board, as directed by the President or Secretary. Such minutes shall constitute the reports of that Committee to the Board.
- 3.4.2 Exhibits. At the discretion of the Executive Committee or the Secretary, reports and other documents considered at a meeting may be included in the minutes of the meeting.
- 3.4.3 Approval. The minutes of each meeting shall be approved by the Executive Committee at its next regular meeting and thereafter signed by the Secretary.
- 3.4.4 Minutes of Executive Session. The Secretary shall keep written minutes of matters discussed and acted upon by the Executive Committee in executive session, which shall be privileged and confidential; they shall be kept in the personal possession of the Secretary for two years and then, unless a review by the Secretary dictates retention, destroyed.

CHAPTER 4 - COMMITTEES AND ADVISORY COUNCILS OF THE BOARD

- 4.1 Definition. A Committee of the Board is a committee that reports to the Board through the Executive Committee. Unless otherwise noted, each committee referenced under this Chapter shall mean a Committee of the Board. An Advisory Council of the Board is composed of members, which may or may not be on the Board and reports to the Board through a Council Chair.
- 4.2 Meeting Notice. Except as otherwise provided below, each Committee and Advisory Council shall provide reasonable meeting notice to its members. The notice should contain the time and place of the meeting. The Committee or Advisory Council may provide the notice by any reasonable means. A Committee or Advisory Council member may waive the receipt of meeting notice.
- 4.3 Meeting Frequency. The Committee or Advisory Council shall meet as often as necessary to carry out its responsibilities. Each standing Committee and Advisory Council shall meet at least once each calendar year.
- 4.4 Meeting Quorum. ~~An Committee or~~ Advisory Council may only act when the meeting has a quorum. A quorum is a simple majority of the Committee or Advisory Council members.
- 4.5 Voting. The Committee or Advisory Council may only act by majority vote. Members may vote by voice or electronic ballot. Committee and Advisory Council members may not vote by proxy.

4.6 Meeting Type. A Committee or Advisory Council may meet, either in full or in part, in person, by phone, by online conferencing service, or by other similar electronic means. A Committee or Advisory Council may act by exchange of emails or written communications if all members agree.

4.7 Honors Committee.

4.7.1 Committee Purpose. The Committee is responsible for recommending to the Board those individuals upon which AIA Virginia should bestow an AIA Virginia honorary award.

4.7.2 Membership. The Honors Committee shall be composed of the following members: the chair, who shall also be a Fellow or a Past President of AIA Virginia; two Fellows of the Institute; two Past Presidents of AIA Virginia; and eight at-large members of AIA Virginia. At least two at-large members should be a former honoree in any category who is neither a Fellow nor a Past President of AIA Virginia. Each member shall serve for two years and terms shall be staggered. The terms shall be staggered so that six members rotate off the Committee each year. Members shall not be eligible for reappointment for one year following the expiration of a term. The chair shall be appointed by AIA Virginia President for a one-year term.

4.7.3 Duties. The Committee shall work annually to enable AIA Virginia to recognize, encourage, and honor distinguished achievements that constitute a beneficial influence on the built environment and/or the profession of architecture. The Committee shall bring annually to the Board a series of recommendations for honors and awards to be bestowed as selected through processes outlined in the Administrative Procedures document. All honor and award nominations made by the Committee must be approved by the Board. The Board may, under unusual circumstances and at its discretion, make additional honor and award nominations.

4.7.4 Meeting Notice. The Committee shall provide meeting notice to the members of the Committee at least twenty-one (21) calendar days before the date fixed for the meeting.

4.7.5 Meeting Frequency. The Committee shall meet as often as necessary to carry out the responsibilities of the Committee. The Committee shall meet at least once each calendar year.

4.7.6 Meeting Quorum. The Committee may only act to approve final honor and award nominations if at least nine (9) members vote to approve the nomination.

4.7.7 Voting. The Board may establish different voting thresholds for each honor or award category.

4.7.8 Nominating Procedure. The Committee shall request nominations from AIA Virginia members, components, and Board members. All submitted nominations must be in the form approved by the Committee. Forms shall be those created by and issued by the Committee from time to time. The Committee may, but is not obligated to, consider any submission which is incomplete, which fails to comply with the Committee's nomination submission guidelines, or which fails to meet the submission deadlines. Nominators are responsible for selecting the appropriate category for a submission. The Committee is not obligated to reassign the category for a submission after the submission deadline.

4.7.9 Report of Nominations to the Board. Nominations from the Committee shall be made to the Board by the Committee chairperson. The report shall be in writing and all necessary background materials shall be available to the chairperson for his or her presentation to

the Board, if necessary. Final action on the recommendations will be taken by the Board.

4.7.10 Ineligibility of Board or Committee Members for Honors. Current members of the Committee and current members of the Board are ineligible to receive any honor or award during their period of service.

4.7.11 Code of Conduct. No current member of the Honors Committee may be used as an advisor, a reference for an advisor, or a nominator.

4.8 Nominating Committee.

4.8.1 Committee Purpose. The Committee is responsible for recommending to the Board for approval candidates for each officer position and, when applicable, any director position which is selected by the Board. The Committee is chaired by the President-Elect and consists of the President, Immediate Past-President, and two (2) Non-Board Members-At-Large.

4.9 Audit Committee.

4.9.1 Committee Purpose. The Committee is responsible for managing the overall audit and financial review process for the Board. The Committee consists of five members: two (2) Officers, two (2) Directors, and one (1) Non-Board Member-At-Large. One of the Officer positions should be reserved for the Treasurer.

4.10 Secretary's Advisory Committee.

4.10.1 Membership. The Committee shall be composed of ~~five~~ six members, one member from each component region of the state and the Secretary, who shall serve as chair. The Secretary annually recommends for approval by the Executive Committee two new members to serve two-year terms, each to be reaffirmed annually. Appointments are made by the President.

4.10.2 Duties. Among other matters on which the Secretary may seek advice, the committee shall work with sponsors of proposed resolutions to be offered before a meeting of AIA Virginia membership and formally requesting the Board to take a particular action.

4.11 Disaster Assistance Committee.

4.11.1 Committee Purpose. The Committee is responsible for managing the readiness of AIA Virginia for serving as second-responders in the Commonwealth after a natural disaster. The Committee is chaired by the AIA Virginia State Disaster Coordinator and consists of the Alternate State Disaster Coordinator, one member from each local AIA component and a representative from the Virginia Department of Emergency Management. The term of service is two-years and staggered so that three local AIA component representatives rotate off followed by two the next year.

4.11.2 Duties. The Committee shall meet at least once per year to review the number of members that have completed the Safety Assessment Program (SAP) training, review effectiveness of communication strategies in place, recruit architects, engineers, and building code officials to complete SAP training, and other duties deemed appropriate.

4.12 Justice, Equity, Diversity, and Inclusion Committee.

4.12.1 Committee Purpose. The committee promotes diversity within the profession and the

association by developing implementable strategies to help serve and support more diverse and inclusive audiences. The Committee consists of seven members who are appointed by the President and serve two-year terms. The appointments shall be made so that terms are staggered. The Chair shall serve a one-year term.

4.13 Finance Committee.

4.13.1 Committee Purpose. The committee provides counsel regarding financial matters such as budgeting, financial planning, and addressing unforeseen circumstances that may arise of which may have a financial impact. The Committee is composed of five members for a one-year term and is Chaired by the Treasurer. Other members of the Committee consist of both, Officers and Directors.

4.14 Special Committees, Task Forces, or Task Groups. The Board may establish a special committee, task force, or task group, whose size, purpose, jurisdiction, and membership shall be determined by the President, subject to direction by the Board or the Executive Committee.

4.14.1 Funding of Special Committees, Task Forces and Task Groups. Unless a general budget appropriation is made by the Board, funding of expenses, if applicable, of a special committee, task force, or task group must be provided from available discretionary funds.

4.15 Advisory Council Composition, Term Limits, and Responsibilities

4.15.1 Council Composition. Advisory Councils may have a maximum of nine members who are self-nominated. The Nominating Committee is responsible for reviewing self-nominations and preparing a slate of candidates for each Advisory Council for Board action. Non-members and allied members may serve on an Advisory Council but shall not make up the majority.

4.15.2 Council Term Limits. Members of the Advisory Councils have a term of two years and may serve two consecutive terms on the same Council. Terms on a Council should be staggered so that four expire one year followed by five the next.

4.15.3 Council Responsibilities. Each Advisory Council selects its own Chair annually. The Chair is responsible for submitting a progress report for inclusion on the consent agenda of each Board of Director's meeting. A presentation updating the Board of Directors on the Council's strategic plan accomplishments will be given by the Chair or its designee at the June and December Board meetings.

4.16 Outreach Advisory Council

4.16.1 Council Purpose. The Council is responsible for reviewing and advising in program areas that include all AIA Virginia publications, press relations, website presence, as well as outreach programs. ~~The latter area is largely fulfilled through the Branch Museum of Architecture and Design programming.~~

4.17 Advocacy Advisory Council

4.17.1 Council Purpose. The Council is responsible for reviewing and advising in the broad area of government affairs, whether on legislative, regulatory, code, or other issues at the state level. In addition, ~~this Council makes recommendations for candidates for gubernatorial appointment~~ the Advocacy Advisory Council shall prepare nomination slates for

gubernatorial appointments that require candidates to be nominated by the governing board of AIA Virginia.

4.18 Member Services Advisory Council

4.18.1 Council Purpose. The Council is responsible for the delivery of exceptional services to the membership, which in return, influences membership growth. Goals and strategic planning are executed to increase diversity and inclusion within the profession, engage state universities, and ensure that the AIA Virginia membership pipeline is consistently being nurtured.

4.19 Education Advisory Council

4.19.1 Council Purpose. The Council reviews and advises on the broad program area covering professional continuing education, such as Architecture Exchange East, Design Forum, Art of Practice, and programs to engage and assist professional development: e.g., the Emerging Leaders in Architecture program, and the Mid-Career Professionals program, university prizes and scholarships (administered through the Branch), Design Awards, and programs to engage and assist emerging professionals.

CHAPTER 5 - OFFICERS

5.1 President's Duties.

5.1.1 Institute Representation. Unless the Board designates otherwise, the President shall speak for AIA Virginia and act as its public representative.

5.1.2 Delegation of President's Authority. The President may delegate representative authority in writing to any AIA Virginia member. The individual to whom the authority is delegated shall be subject to the limitations imposed by these Rules and the Bylaws.

5.1.3 Limits. No action or pronouncement of the President, or the President's designee, shall obligate or commit AIA Virginia except as provided in the Bylaws or these Rules or as specifically authorized by the Board.

5.1.4 Evaluation of Executive Vice President Vice President. The President, with the President-elect and Immediate Past President shall annually evaluate the performance of the Executive Vice President in writing and report, in summary, this evaluation to the Executive Committee and the Board.

5.1.5 Signature. The President shall sign all agreements of affiliation, certificates of membership, certificates of honor, and other documents and instruments relating to the duties of the President as required by law, the Bylaws, or these Rules.

5.1.6 Presiding at Meetings. During the President's term of office, the President shall preside at meetings of AIA Virginia, the Board, and the Executive Committee. The Board or the President may delegate the authority under this provision to another officer. If the President desires to take a position on an issue, the President shall first relinquish the chair to an impartial presiding officer throughout the discussion or debate on that issue.

5.1.7 Actions Performed in an Individual Capacity. Nothing herein shall restrict the President

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from speaking or acting in the capacity of an individual architect or AIA member, provided that s/he specifically states that s/he is acting as an individual.

- 5.1.8 Appointments. The President shall make all appointments to each committee, task force, or task group and shall make other assignments of responsibility to members unless otherwise provided in the Bylaws or Rules.

5.2 Duties of First Vice President/~~Vice~~-President-elect.

- 5.2.1 The First Vice President/President-elect shall preside at meetings in the absence of the President.
- 5.2.2 First Vice President/President-elect shall preside at meetings of the Nominating Committee.

5.3 Duties of the Secretary.

- 5.3.1 Membership Rolls. The Secretary shall advise members of any changes in their membership status.
- 5.3.2 Annual Meeting. In collaboration with and under the direction of the President, the Secretary shall have general charge and supervision of the annual meeting.
- 5.3.3 Membership. The Secretary shall oversee all matters pertaining to the admission and termination of memberships in the Institute.
- 5.3.4 Awards. The Secretary shall oversee all matters pertaining to the honor and awards programs of AIA Virginia.
- 5.3.5 Delegations. The Secretary, during the term of office, may delegate such duties of the office as are permitted by the Bylaws to an assistant employed by AIA Virginia, providing that those specific delegations are transmitted in writing annually to the President and the Executive Vice President.

5.4 Duties of the Treasurer.

- 5.4.1 Reports. Reports of the Treasurer shall set forth the assets and liabilities, the current budget, fund balances, revenues, and expenditures of AIA Virginia and such commentary as may be considered pertinent by the Treasurer. These reports shall be given at each meeting of the Board and at such other times during the year as the Treasurer shall deem advisable. The Annual Report of the Board shall include information required by law and financial statements prepared in conformity with generally accepted accounting principles. These statements shall be examined by AIA Virginia's certified public accountants and be accompanied by their opinion thereon, and a summary thereof shall be distributed to the membership in an official publication of AIA Virginia.
- 5.4.2 Delegation. The Treasurer, during the term of office, may delegate such duties of the office as are permitted by the Bylaws to an assistant employed by AIA Virginia, providing that these specific delegations are transmitted in writing annually to the President and the Executive Vice President.

5.5 Expenses of Officers.

- 5.5.1 President and First Vice President Travel Expenses. The President and First Vice

President shall be fully reimbursed for reasonable and necessary expenses incurred in connection with their approved travel on official AIA Virginia business to the extent provided in the annual budget. The expenses of their spouses when attending approved functions that require their presence shall not be reimbursed. The Treasurer shall require the officer requesting reimbursement to submit proper documentation of expenses.

CHAPTER 6 – FINANCES AND ACCOUNTING

- 6.1 Budget Process.
- 6.1.1 Budget Development. The Executive Vice President is responsible for developing an annual budget draft for presentation to the Executive Committee and then for amended or unamended presentation to the Board at a late winter/early spring meeting for comment on the general direction of AIA Virginia's programs and action on dues levels for the forthcoming year, if necessary.
- 6.1.2 Dues. The Board shall review dues levels for all dues categories annually.
- 6.1.3 Indexed Dues Adjustments. Notwithstanding the Board's authority to increase or decrease dues levels as it sees fit, an annual dues increase indexed to AIA National's annual dues adjustment shall be enacted without further action of the Board.
- 6.2 Budget Format.
- 6.2.1 Program Personnel Costs. AIA Virginia budgets should be prepared to account for personnel costs of major program areas, while the Executive Vice President's management time and other administrative costs should be captured in a general category.
- 6.2.2 Program Budget Format. Program budgets should be formatted to display revenue and expenses in a single column, leading to an actual net figure for each separate program area.
- 6.2.3 Graphic Representation of Budget. Graphic presentations of budget information should be developed within the capabilities of AIA Virginia's existing automated accounting programs.
- 6.3 Financial Contingency Fund.
- 6.3.1 The Board may establish and maintain from time to time a financial contingency fund ("FCF"). Once the FCF is established and maintained, the Board of Directors may suspend the FCF.
- 6.3.2 Purpose. The FCF is a reserve fund of money over and above that necessary for day-to-day operations. When established and maintained, the FCF is intended to serve these main purposes:
- (1) to cover special initiatives or unanticipated expenses;
 - (2) to save for large capital purchases (a single outlay of greater than \$50,000);
 - (3) to provide cash flow for operations in the event of a temporary interruption of income;
 - (4) to provide a cash source that will allow time to adjust operating expenses in the

event of an unanticipated long-term reduction of income;
(5) to contribute to the long term financial stability of the AIA Virginia; and
(6) in future years, to provide a contribution to the AIA Virginia's operating budget through the investment earnings of the FCF.

All monies in the FCF will be undesignated as to purpose and use and may be used for any circumstance that the Board deems to meet any of the stated purposes, singly or in combination.

The line of credit available to the organization shall not serve dually as the FCF.

- 6.3.3 Level of the Financial Contingency Fund. The desired level of the FCF is keyed to AIA Virginia's annual operating budget. It is the goal of the organization to contribute annually, at a minimum, 1% of the annual operating budget to the FCF by the end of the fiscal year.

After the end of each fiscal year, the Treasurer (in consultation with the Executive Vice President, and chief financial officer) shall make a recommendation to the Board concerning possible additional segregation of monies from any excess which may arise from the just-completed fiscal year's net revenue. Any additional amounts approved for segregation shall be added to the FCF account as soon as is practicable after approval by the Board.

If there is a cumulative year-to-date net operating loss at the end of any given fiscal year-end, the deposit requirement of the previous paragraph is suspended. If, when AIA Virginia's net YTD operating income again becomes positive at the end of a subsequent fiscal year, the Treasurer, in consultation with the Executive Vice President and chief financial officer, shall make a recommendation to the Board about whether or not deposits shall be resumed and whether or not the deposits shall be caught up for the fiscal year in which a suspension was in effect.

The suspension of deposit requirements will not carry over into the subsequent fiscal year, due to the new budget cycle that will be in effect.

It is the goal of AIA Virginia to maintain an operating reserve of no less than six (6) months of the annual operating budget.

- 6.3.4 Accounting of Investment Earnings. Investment earnings on the invested monies:

- (1) Shall not be considered as operating revenues, for purposes of the annual budget process;
- (2) Shall be reinvested back into the FCF account;
- (3) Shall be considered as a permanent addition to the corpus of the FCF, in addition to monies which are contributed based on the annual operating budget contribution and any annual supplemental contribution; and
- (4) In future years, may be contributed, in whole or part, to the annual operating budget of AIA Virginia.

- 6.3.5 Investment Objectives and Criteria. The investment objectives of the FCF are:

- (a) To increase the value of the fund in order to protect the spending power of the fund against inflation; and
- (b) To serve as a source of monies to achieve the goals of AIA Virginia.

To these ends, the primary investment criteria of the FCF shall be:

- (a) Safety. Investments must be of such quality that principal impairment is minimized;
- (b) Yield. It is important to maximize total return over a full market cycle, subject to prudent levels of risk; and
- (c) Liquidity and Availability. While it is expected that the utilization of the principal will be low, some maturities should be scheduled each quarter as additional assurance that emergencies can be met.

6.3.6 Investment Composition. An Investment Advisor may be engaged to regularly advise the Executive Vice President, Chief Financial Officer, and Treasurer on investment and other financial planning needs based on the organization's objectives. Investment vehicles used shall be in accordance with the Investment Policy adopted by the Board of Directors. ~~AIA Virginia will incorporate the integration of environmental, social, and corporate governance (ESG) considerations into investment management strategies, processes, and practices in the belief that these factors can benefit the Fund's performance and provide a qualitative impact consistent with the values, culture, and mission of the organization.~~

6.3.7 Withdrawals from the Financial Contingency Funds. The use of the FCF monies for (a) the development of new programs, (b) fixed assets/capital expenditures exceeding \$50,000, and (c) contribution of income to the operating budget shall be approved by the Board prior to the expenditure(s). The Treasurer, Executive Vice President, and the chief financial officer will consult on the circumstance and will recommend the use of the FCF monies for these purposes, as they deem appropriate, to the Board of Directors.

The use of the FCF monies for (a) unanticipated operating expenses, (b) cash flow for operations in the event of a temporary interruption of income, and (c) cash needs in the event of an unanticipated long-term reduction of income shall be approved by the Executive Committee and reported to the Board at its next regular meeting. The Treasurer, Executive Vice President, and chief financial officer will consult on the circumstances and will recommend the use of the FCF monies for these purposes, as they deem appropriate, to the Executive Committee. The Treasurer will report such action taken as part of the reporting required by the Treasurer as described below.

6.3.8 Responsibility and Authority. Responsibility for oversight of the reserve funds will be placed with the Executive Vice President, chief financial officer, Treasurer, and Board of Directors as follows:

6.3.8.1 Executive Vice President and chief financial officer. Responsibility for effecting and maintaining the FCF level and for investment decisions will rest with the Executive Vice President within the approved investment guidelines. The Executive Vice President and chief financial officer may secure the services of a professional Investment Advisor to assist in the placement of the investments. The Executive Vice President, in consultation with the Treasurer and chief financial officer, will review with the Executive Committee and make recommendations to the Board of Directors regarding

(a) the annual adjustments in the FCF level, and (b) the use of the FCF funds.

6.3.8.2 Treasurer. The Treasurer will review the investment policy each year prior to the adoption of the budget and recommend any changes to the Board of Directors. The Treasurer, in consultation with the Executive Vice President and chief financial officer, will make recommendations to the Board of Directors regarding (a) the annual adjustments in the FCF level, and (b) the use of the FCF funds.

6.3.8.3 Board of Directors. The Board of Directors will (a) approve all changes in the FCF level, (b) review and approve all investment guidelines for the AIA Virginia, and (c) decide on the use of the reserve funds. Each approval and / or decision will be made upon the recommendation of and/or in consultation with the Executive Vice President, chief financial officer, and Treasurer.

6.3.9 Reporting/Evaluation. FCF investment reports will be prepared and presented to the Board of Directors on a quarterly basis. The Investment Advisor, if engaged, should meet with the Executive Vice President, chief financial officer, and Treasurer at least annually to discuss performance, portfolio content, transactions, investment strategy, and proposed changes to the investment objectives and guidelines.

6.3.10 The Executive Vice President, chief financial officer, and Treasurer will evaluate the quarterly reports and make recommendations as often as necessary to achieve the investment objectives of the AIA Virginia.

CHAPTER 7

PROPERTY, INVESTMENTS, AND FUNDS

7.1 General Provisions – Authority.

In order to carry on its affairs and exercise its powers, AIA Virginia may acquire real and personal property for its own use.

7.2 Donations.

Only the Board shall have any right or authority to solicit or accept any donation, bequest, or devise for or on behalf of AIA Virginia; it shall not accept any donation, bequest, or devise if it will not promote the objects and purposes of AIA Virginia, or if its administration will place an undue financial or other burden on AIA Virginia. AIA Virginia is a 501(c)(6) organization and may not accept charitable donations.

7.3 Dividends Prohibited.

An unencumbered balance of income at the close of a fiscal year shall never be distributed as profits, dividends, or otherwise to the members of AIA Virginia.

7.4 Institute, Components, and Sections.

AIA Virginia shall not have any title to or interest in any property of the Institute, a local component, or a section, nor be liable for any debt or other pecuniary obligation of the Institute, a local component, or a section. The Institute, a local component, or a section shall not have any title to or interest in the property of AIA Virginia, and the Institute, a local component or a section shall

not be liable for any debt or obligation of AIA Virginia.

7.5 Fiscal Year and Books of Account.

7.5.1 Fiscal Year. The fiscal year of AIA Virginia shall be from July 1 through June 30 of the following year.

7.5.2 Inspection of Records by Members. Any member in good standing shall be entitled to inspect the records of AIA Virginia in accord with provisions of the Virginia Non-stock Corporation Act for an orderly process of notification and access to documents.

7.6 Expenditures and Liabilities.

7.6.1 Annual Budget. The Board shall adopt an annual budget for the succeeding fiscal year by a concurring vote of not less than two-thirds of its members present. The budget shall show in detail the anticipated income and expenditures of AIA Virginia for the coming fiscal year. The Board may amend the annual budget at any Board meeting by a concurring vote of not less than two-thirds of its members present.

7.6.2 Audits and Reports At the end of each fiscal year a firm authorized by the Board shall prepare either an audit or review of the financial records of AIA Virginia for that fiscal year, as directed by the Board. Upon completion of this audit or review, the Treasurer shall prepare a financial report, showing in detail the income and expenditures for that fiscal year. This report, or summary thereof, shall be distributed to the membership in an official publication of AIA Virginia no later than thirty (30) days after completion of the audit or review.

7.7 Funds and Securities.

7.7.1 Deposits. All moneys received by AIA Virginia shall be promptly deposited in their original form, in a depository approved by the Board.

7.7.2 Disbursements. Every disbursement of money, except for petty cash, shall be by check of AIA Virginia, signed by the Executive Vice President, the Treasurer, or other bonded member of the Board designated by the Board.

7.7.3 Petty Cash. The Treasurer shall establish petty cash accounts as authorized by the Board. These funds shall be disbursed for the usual petty cash purposes by the person named in the Board's authorization of the account. Statements of expenditures shall be duly recorded and the expenditures approved by the Executive Vice President or the Treasurer before the account is replenished.

7.7.4 Reserve Funds. Reserve or funds in excess of required operating funds shall be deposited by the Executive Vice President or the Treasurer in an interest-bearing depository approved by the Board.

7.7.5 Bonding. A fidelity bond in favor of AIA Virginia shall be required by the Board, the cost of which will be paid by AIA Virginia. Such bond, or bonds, to be written to cover the Treasurer, Executive Vice President, and any other person shall be written to a minimum of 25 percent (25%) of any annual budget of AIA Virginia.

CHAPTER 8

DUES, FEES, AND ASSESSMENTS

- 8.1 Right to Levy Dues, Fees, and Authorize Assessments.
- 8.1.1 Dues. The Board of Directors, by the concurring vote of at least two-thirds of its members present, may fix, before the end of the fiscal year, the annual dues to be paid by each category of members, of any admission fees required of allied members, and of default penalties, for the immediately succeeding fiscal year.
- 8.1.2 Voluntary Assessments. The Board, at its annual meeting or at any special meeting called therefor, may, by a concurring two-thirds vote of the members present, authorize the raising of, and thereupon raise, for any designated special purpose consistent with the purpose of AIA Virginia, money by voluntary contribution from its members and prescribe the manner in which such contribution shall be collected. Non-payment of contributions shall not abridge, suspend, or terminate the privileges and rights of any member.
- 8.2 Dues.
- 8.2.1 Period and Due Date of Dues. Annual dues shall cover a calendar year, and shall be due and payable, in full, on or before January 15 of the new calendar year; members with unpaid dues as of March 31 shall be in default.
- 8.2.2 Waiver By Secretary. The Secretary, in exceptional circumstances and in consultation with the assigned component and the Institute, may waive all or any part of AIA Virginia dues or fees required from or owed by any member for any year.
- 8.2.3 Regular Dues.
- 8.2.3.1 Obligation to Pay. Except for Members Emeritus and Honorary Members, every member shall pay regular annual dues to AIA Virginia.
- 8.2.3.2 Dues Amount. The regular dues shall be an amount determined in accordance with the Bylaws.
- 8.2.3.2.1 Incentive Dues Program: The Board may establish incentive dues programs for new members and members advancing to Architect Member status.
- 8.2.3.3 Fees and Dues for Honorary Members. An individual admitted to honorary membership shall not pay any admission fee nor annual dues to AIA Virginia.
- 8.3 Billing and Collecting. The American Institute of Architects (“AIA”) shall bill AIA Virginia dues from its members as a part of the overall dues invoicing process; dues on AIA Virginia members will inure to AIA Virginia.

- 8.4 Termination for Non-Payment. If a member fails to pay AIA Virginia dues by March 31 of the current calendar year, termination of membership will be as provided by the Institute Bylaws.

CHAPTER 9

MEMBERSHIP MEETINGS

9.1 Resolutions.

- 9.1.1 Resolution Schedule and Instructions. In an AIA Virginia publication distributed to the full membership no later than 120 days before the annual meeting, the Secretary shall ensure that a notice is placed announcing an appropriate timetable and instructions for preparing and submitting resolutions to come before the annual meeting of the membership.
- 9.1.2 Resolution Sponsorship. The Secretary's Advisory Committee is authorized to receive and present to the voting members only those resolutions received within the time limits established by the Committee, sponsored by one of the following:
- 9.1.2.1 a component or section of a component within Virginia,
 - 9.1.2.2 the Board,
 - 9.1.2.3 any Officer, or
 - 9.1.2.4 a minimum of 15 members of AIA Virginia.

The Committee may also present resolutions drafted by the Committee itself.

- 9.1.3 Editing and Consolidation. The Committee shall work with the sponsors of resolutions received to try to combine similar resolutions by developing substitute resolution acceptable to each such sponsor. The Committee may edit resolutions for grammar, clarity, conformity to resolution form, and appropriateness as an issue within the authority and duties of AIA Virginia as defined by the Bylaws.
- 9.1.4 Publication of Resolutions. At least 30 days prior to a membership meeting, the Secretary shall ensure that all resolutions approved by the Secretary's Advisory Committee for consideration are mailed to all AIA Virginia members. In the same mailing, AIA Virginia shall report to the membership the action taken on, and the current status of, each resolution approved at the preceding meeting.
- 9.1.5 Report of Secretary's Advisory Committee. The Secretary shall move the adoption of the resolutions submitted for discussion, amendment, and final action. The Committee may include factual statements and reports when submitting resolutions to the membership meeting; however, the Committee shall make no recommendations on resolutions referred by it to the membership meeting.
- 9.1.6 Treasurer's Report of Resolutions' Probable Cost. The Treasurer shall prepare a statement of the probable cost of the program or services that would be the logical results of adoption of each resolution and shall present this statement to the assembled membership.
- 9.1.7 Board Position on Resolutions. The Secretary shall present to the members assembled

the Board's vote of support, non-support, or no position on each resolution and a brief statement, approved by the Board, reflecting the Board's rationale for its vote.

- 9.1.8 Board Action on Adopted Resolutions. Resolutions adopted at a membership meeting will be referred to the first meeting of the Boards following the meeting for consideration of ratification and implementation.
- 9.1.9 Notice of Resolution Ratification. Immediately after the meeting of the Board of Directors following the membership meeting, the Secretary shall report to each sponsor of a resolution the action taken on that resolution and, as appropriate, the assignment of responsibility for implementation of that resolution.

CHAPTER 10

HONORS AND AWARDS

10.1 The William C. Noland Medal.

- 10.1.1 The William C. Noland Medal is the highest honor bestowed by AIA Virginia, is for architects and is intended to honor a distinguished body of accomplishment, sustained over time, which spans a broad spectrum of the profession, and which transcends the scope of normal professional activities. Assigned Architect members of AIA Virginia are eligible.
- 10.1.2 Only one medal may be bestowed each year and requires eighty percent (80%) of the votes of the Honors Committee in attendance and voting or a minimum of seven (7) votes to pass.

10.2 Award for Distinguished Achievement.

- 10.2.1 The Award for Distinguished Achievement recognizes either a singular achievement by an architect or the work of an entire career in any of the following: design, practice, education, service as a "citizen architect," service to the profession, or initiatives to advance social justice, equity, diversity, or inclusion. Assigned Architect members of AIA Virginia are eligible.
- 10.2.2 Up to three awards may be bestowed each year. Voting requirements shall be the same as those for the Noland Medal.

10.3 The Fitz-Gibbon Architecture Firm Award.

- 10.3.1 The Fitz-Gibbon Architecture Firm Award is the highest honor bestowed by AIA Virginia to a Virginia-based architecture firm and is intended to recognize a firm which has consistently demonstrated outstanding and continuous contributions to the profession, to the community, and are known for the quality of their work. The firm must have been in practice for at least ten (10) years. Firms are eligible to be nominated again no fewer than 20 years after being honored with this award.
- 10.3.2 Only one award may be bestowed each year. Voting shall require sixty-seven percent (67%) of the votes of the Honors Committee in attendance and voting to pass.

10.4 The Architecture Medal for Virginia Service.

10.4.1 The Architecture Medal for Virginia Service is the highest honor bestowed by the Virginia AIA to a citizen of Virginia who is not eligible to be an architect and is intended to recognize persons who have made significant contributions to architecture and the built environment.

10.4.2 Only one medal may be bestowed each year, but may be simultaneously given to more than one person. Voting requirements shall be the same as those for the Noland Medal.

10.5 Honorary Membership.

10.5.1 Honorary Membership is bestowed upon a person of esteemed character who is not eligible for membership in the Virginia AIA but who has rendered distinguished and exemplary service, over a sustained period of time, to architecture and the built environment within the domain of AIA Virginia.

10.5.2 No more than three honorary memberships may be bestowed each year. Voting shall require sixty-seven percent (67%) of the votes of the Honors Committee in attendance and voting to pass.

10.6 AIA Virginia Honors.

10.6.1 AIA Virginia Honors is bestowed upon organizations or individuals not eligible for membership who have inspired, influenced, or complemented the architecture profession in Virginia. Contributions may be made through allied professions, research, education, planning, legislation, architectural writing, the arts, and crafts.

10.6.2 Up to five awards may be bestowed each year. Persons who have previously been awarded Honorary Membership in AIA Virginia are not eligible for AIA Virginia Honors. Voting shall require sixty-seven percent (67%) of the Honors Committee in attendance and voting to pass.

10.7 Test of Time Award.

10.7.1 Test of Time Award recognizes architectural design of enduring significance that meets the following eligibility conditions:

10.7.1.1 The project shall be not less than 25 years nor more than 75 years from the date of initial construction.

10.7.1.2 The project should still carry out the original program in a substantial manner and must be standing as originally designed in appearance and in good condition.

10.7.1.3 The project must be located in the Commonwealth of Virginia.

10.7.2 The primary purpose of the award is to recognize the structure(s) itself and not necessarily the architect, owner or tenant (who may indirectly receive publicity by the awards.)

10.7.3 Only one award may be bestowed each year. Voting shall require sixty-seven percent (67%) of the Honors Committee in attendance and voting to pass.

10.8 Virginia Emerging Professional Award.

- 10.8.1 The Virginia Emerging Professional Award recognizes the accomplishments of an emerging leader in Virginia for their contributions to the profession in any of the following: design, research, education, service as a “citizen architect,” service to the profession, service to the community, or initiatives to advance social justice, equity, diversity, or inclusion.
- 10.8.2 Assigned Associate or Architect members of AIA Virginia who graduated from an accredited school of architecture no more than 15 years prior to the current year are eligible. Up to three awards may be bestowed each year. Voting requirements shall be the same as those for the Noland Medal.

CHAPTER 11

REPRESENTATION IN RELATED INSTITUTE ORGANIZATIONS

11.1 The Institute.

- 11.1.1 Delegates to Institute Meetings. The assigned members in good standing of AIA Virginia shall select the number of member delegates they are entitled to have represent them at meetings of the Institute from among the assigned members of AIA Virginia in the number prescribed in the Institute Bylaws in the manner set forth below.
- 11.1.2 Representation. AIA Virginia and its members shall be represented at meetings of the Institute as provided in the Institute Bylaws.
- 11.1.3 Nominations for Regional Representatives. Nominations for individuals to represent The Virginias Region on the Strategic Council are elected through a process as designated in the Regional Bylaws.
- 11.1.4 Reports. The Secretary shall furnish the Institute with such reports as may be required from time to time; shall, at least annually, furnish the Institute Secretary with names and addresses of all officers and assigned members of AIA Virginia required to keep the Institute's records up to date and complete; and shall periodically report all resignations, requests for transfers, or defaults of its assigned members.

(End)

MOTION | AIA Virginia Board of Directors
FRI 16 AUG 2024

Item

Revisions to the Rules of the Organization

Background

Certain and specific revisions to the Rules of the Organization are appropriate to address/correct clerical errors and to incorporate, acknowledge, and reflect changes and progress within the organization.

In accordance with Section 1.3 of the Rules of the Organization, the Board may amend the Rules at any time by majority vote.

Motion

That the Board of Directors approves the revisions to the Rules of the Organization as presented.

BYLAWS OF AIA VIRGINIA

Effective: [~~November 3, 2024~~ NOV 2024]

The following are the amended and restated bylaws ("Bylaws") of AIA Virginia effective as of the above date.

ARTICLE I

General

Section 1.01 AIA. AIA Virginia is a state Component of the American Institute of Architects ("AIA").

Section 1.02 Members. AIA Virginia is a membership organization comprised of members ("Members"), where AIA Virginia affairs are managed under the direction of the Board of Directors ("Board"), and elected officers who administer the Members' and Board's directives.

Section 1.03 AIA. These Bylaws are subject to the AIA's bylaws and, to the degree any provisions of these Bylaws are inconsistent with those of the AIA, the AIA's bylaws shall govern.

Section 1.04 Component. Each Assigned Member of AIA Virginia is also a Member of one of the defined local AIA components in Virginia ("Component" or "Components").

Section 1.05 Organization. AIA Virginia is a nonprofit corporation duly incorporated on December 31, 1975 under the laws of the Commonwealth of Virginia, and duly chartered by the AIA on January 1, 1976. The domain within which AIA Virginia shall represent and act for the AIA is that described in its charter or otherwise prescribed by the AIA. The domain of AIA Virginia is the Commonwealth of Virginia.

ARTICLE II

Purpose

Section 2.01 Purpose. AIA Virginia is the voice of the architecture profession in the Commonwealth, dedicated to serving its members, advancing their value, and improving the quality of the built environment.

Section 2.02 Non-Profit. AIA Virginia is organized as a non-profit, non-stock organization exclusively for common community purposes without pecuniary gain or profit to any private individual or for-profit entity under the provisions of the United States *Internal Revenue Code* § **501(c)(6)**, as amended, or the corresponding section of any future federal tax code.

ARTICLE III

Membership

Section 3.01 Categories. AIA Virginia membership shall consist of the following membership categories: Architect, Associate, Allied, and Honorary. AIA Virginia shall not establish qualifications for membership that vary from the AIA's qualifications and shall not establish or maintain categories of membership other than as set forth in the AIA's bylaws.

a) An "Architect" membership. The qualifications, terms and conditions of Architect membership are established by the AIA's bylaws.

b) An "Associate" membership. The qualifications, terms and conditions of Associate membership are established by the AIA's bylaws.

c) An "Allied" membership is for those who are not otherwise eligible for membership in AIA Virginia, who meet the terms and conditions of Allied membership, and who meet the following requirements:

i) Those with established professional reputations who are registered to practice their professions where such requirements exist, or persons who are employed outside of architectural practice but are involved in positions allied to the field of architecture. Allied Members may include engineers, planners, landscape architects, designers, artisans, and others in government, education, journalism, manufacturing, industry, and/or other fields allied to architecture; or

ii) Those who are employed by firms in the construction industry engaged in research, design, development, testing, manufacture, distribution, or training for building and construction products or systems.

d) An "Honorary" membership is for those of esteemed character who are ineligible for either Architect or Associate membership in the AIA or AIA Virginia but who have rendered distinguished service to the architecture profession within Virginia, or to the arts and sciences allied therewith, and who meet the terms and conditions of Honorary membership in AIA Virginia.

Section 3.02 Assignment from AIA.

a) An "Assigned Member" is any Member who has been assigned for membership by the AIA to AIA Virginia. Upon assignment, AIA Virginia shall duly list and enroll the Assigned Member as a Member of AIA Virginia in the related membership category. AIA Virginia shall reasonably notify the Assigned Member once assigned by the AIA to AIA Virginia. AIA Virginia will include the name of each such new Member in the next regular publication of AIA Virginia's membership following assignment.

b) An "Unassigned Member" is any Member who has been assigned for membership by the AIA to a Component in a state other than Virginia but who has applied to AIA Virginia for membership. AIA Virginia may admit for membership any Unassigned Member who applies for such membership.

Section 3.03 Non-Resident Status. The qualifications, terms and conditions of Members with a non-resident status are established by the AIA's bylaws.

Section 3.04 Special Status.

a) “Emeritus” membership status is for those Architect and Associate Members who are granted Emeritus status by the AIA in accordance with the AIA’s bylaws. The qualifications, terms, and conditions of Emeritus membership are established by the AIA’s bylaws.

b) “Fellow” membership status is for those Architect Members who are elevated to Fellowship by the AIA in accordance with the AIA’s bylaws. The qualifications, terms and conditions of Fellowship are established by the AIA’s bylaws.

Section 3.05 General Powers.

a) A Member shall have all of the rights and privileges provided to the Member by the AIA’s bylaws.

b) Each Member may attend a Membership meeting.

Section 3.06 Membership Dues. Except as otherwise provided in the AIA’s bylaws, the Board has the authority to establish the amount of all dues, assessments, fees, and costs applicable to membership that are consistent with the AIA’s bylaws. The Secretary, in exceptional circumstances and in consultation with the assigned local Component and the AIA Secretary, may waive all or any part of AIA Virginia dues or fees required from or owed by any Member for any year.

Section 3.07 Member Obligations. Each Member must operate in material conformity with all AIA and AIA Virginia membership rules and obligations and all applicable federal, state, and local laws, rules, and regulations. A Member may not engage in any action or inaction which harms the name, image, or reputation of the AIA, AIA Virginia, or the practice of architecture in Virginia.

Section 3.08 Member-in-good-standing. A Member must remain in good standing at all times by fully and timely complying with requirements of membership including but not limited to complying with all applicable membership terms and conditions and timely payment of all dues, assessments, fees, and costs applicable to membership. A Member who has materially complied with all requirements and obligations of membership is deemed a Member in good standing ("Member-in-good-standing").

Section 3.09 Suspension & Termination.

a) Suspension from and termination of membership are governed by the AIA’s bylaws. However, for Allied and Honorary Members and so long as not expressly prohibited by the AIA’s bylaws, upon reasonable notice, the Board may suspend an Allied or Honorary Member from membership, including suspending any or all rights or privileges of membership, at the moment the Member fails to remain a Member-in-good-standing and becomes a Member-in-bad-standing. Upon reasonable notice to the Allied or Honorary Member, the Board may terminate the Allied or Honorary Member from membership: a) if the Member remains a Member-in-bad-standing for ninety (90) days or more; b) if the

Member has engaged in intentional misconduct within the architecture or construction profession or within the affairs of AIA Virginia, a Component, or the AIA; c) if the Member has engaged in conduct detrimental to the mission and purpose of AIA Virginia or a Component; d) if the Member no longer qualifies for the applicable membership category.

b) If a Member's membership is suspended or terminated by the AIA, AIA Virginia shall likewise take the same action, promptly suspending or terminating the Member's AIA Virginia membership upon receipt of notice from the AIA. AIA Virginia shall provide reasonable notice to the Member of the applicable suspension or termination.

c) AIA Virginia shall notify the Member's Component and the AIA of any action taken under this section.

Section 3.10 Reassignment. Upon reassignment of the Member from AIA Virginia to another Component of the AIA, AIA Virginia shall use its good faith reasonable efforts to facilitate the reassignment so long as the Member is a Member-in-good-standing. AIA Virginia shall not delay nor impede the transfer of any Member-in-good-standing.

Section 3.11 Member Information. Each Member is responsible for keeping AIA Virginia, the AIA, and the Member's Component promptly updated with the Member's current personal information including contact information.

Section 3.12 Notices to Members. AIA Virginia shall use the Member's last known contact information when providing notices to and communicating with the Member.

ARTICLE IV

Membership Meetings

Section 4.01 Meetings of Members. The Members shall meet at least once each year for an annual Membership meeting. Membership meetings are held upon, and at a place and time, fixed in a meeting notice issued by a resolution of the Executive Committee or Board, the call of at least thirty percent (30%) of the Directors, or the call of at least twenty-five percent (25%) of the Members -in-good-standing. The Members may hold meetings, in whole or in part, by phone or electronic media as provided by law.

Section 4.02 Voting.

a) The qualifications, terms and conditions of voting by Members are established by the AIA's bylaws. So long as consistent with the AIA's bylaws and these Bylaws, the Board may authorize a membership category to vote on a matter which impacts the membership category or may limit a membership category to vote on a matter which does not impact the membership category.

b) Any Member holding the right to vote as defined shall have the power to vote at a Membership meeting on any matter coming before the Members unless the matter is limited to another membership category as authorized by the Bylaws or the AIA's bylaws.

- c) When a Member's membership category is entitled to vote on a matter, the Members-in-good-standing are entitled to vote as part of the Member's membership category.
- d) Any question coming before a Membership meeting shall be determined by a majority vote providing a quorum exists, unless otherwise provided in these bylaws.
- e) Voting is authorized by mail, ballot, or by electronic ballot. Voting by proxy is not authorized.
- f) The Members must vote on an action by roll call upon the request of one-third (1/3) of the Members.

Section 4.03 Quorum. The presence at the commencement of a Membership meeting in person of five percent (5%) of the number of Members of record as of the preceding January 1 is necessary and sufficient to constitute a quorum for the transaction of any business. Once a quorum is established, the withdrawal of any Member after the commencement of a meeting shall have no effect on the existence of a quorum and the quorum is deemed to continue. Despite the absence of a quorum at any meeting of the Members, the Members may adjourn the meeting by a majority of the votes cast by the Members present. At any such adjourned meeting at which a quorum is finally established, the Members may transact any business that they could have transacted at the originally called meeting had a quorum then existed.

Section 4.04 Member Notice. The Secretary, or officer performing the Secretary's duties, or the person or persons calling the meeting, shall give meeting notice to those Members who are Members of record at least five (5) days before the time of the notice, either in person, or by email, facsimile, letter, or telephone. For any Member who becomes a Member of record fewer than five (5) days before the time of the notice, the Secretary, or officer performing the Secretary's duties, or the person or persons calling the meeting, shall attempt to give these Members at least reasonable and good faith notice of the meeting but defective notice to any one or more of the Members described in this sentence shall not impact the validity of the meeting notice or of the meeting. Notice for the annual Membership meeting requires at least thirty (30) days' notice. Notice for a special Membership meeting requires at least thirty (30) days' notice.

ARTICLE V

Board of Directors

Section 5.01 General Powers. Except for powers expressly granted to the Members by the Articles of Incorporation, Bylaws, Member resolution, law, or the AIA's bylaws, the business and affairs of AIA Virginia are managed by and vested in the Board.

Section 5.02 Composition of Board.

- a) The Board is composed of the following: i) each person who is elected as an officer as provided for in Article VI, as well as three classes of Directors: ii) six (6) Directors elected by Components ("Component Directors"); iii) two (2) Directors elected by the Members ("~~Associate~~

~~Director” and “At-Large Director” and “Associate Director”~~; and iv) three (3) Ex Officio Directors (“Ex Officio Directors”), ~~who are AIA Members in good standing at the Architect or Associate level,~~ appointed as follows: one (1) by the Dean of the ~~College of Architecture, Arts, and Design at Virginia Tech~~ College of Architecture and Urban Studies of Virginia Tech, one (1) by the Chairman of ~~the Architecture Department at Hampton University’s Department of Architecture~~, and one (1) by the Dean of the University of Virginia School of Architecture.

Section 5.03 Qualification of Directors.

- a) Only an Architect or Associate Member who is a Member-in-good-standing is qualified to serve as a Component Director or At-Large Director.
- b) Only an Associate Member who is a Member-in-good-standing is qualified to serve as an Associate Director.
- c) Only the person appointed by the respective dean or chair of the applicable architecture school may serve as an Ex Officio Director.

Section 5.04 Election and Appointment of Directors.

- a) Officers are elected as provided for in Article VI. Upon election as an officer, the officer becomes a member of the Board.
- b) Each Component Director shall be selected by a Component ~~prior to the AIA Virginia annual Membership meeting,~~ using an election or appointment process determined by the respective Component. Component Directors shall serve a term of two (2) years or until their successors are elected and qualify. A Component Director may serve up to three (3) consecutive terms. The Board shall allocate one (1) Component Director position to each of the five local Components. AIA Northern Virginia shall be allocated an additional Component Director position for a total of two (2).
- c) The Associate Director shall be elected at the annual Membership meeting by majority vote of Members and shall serve a term of two (2) years or until a successor is elected and qualifies. The Associate Director may serve up to two (2) consecutive terms. Components may recommend candidates to the Nominating Committee, which shall propose the nomination at the Membership meeting.
- d) Ex Officio Directors are appointed by their respective schools ~~prior to the annual Membership meeting~~ and shall serve a term of two (2) years or until their successors are elected and qualify. Each respective school may replace its respective representative as an Ex Officio Director at any time upon notice to AIA Virginia. Upon appointment or replacement, the respective school must provide the representative’s name, title, and contact information to AIA Virginia.

e) — The At-Large Director shall be elected at the annual Membership meeting by plurality vote of the Members and shall serve a term of two (2) years. ~~The Board of Directors shall adopt appropriate procedures governing the nomination of At-Large Directors and their selection by the Members, and shall publish such procedures in the Rules of the Organization.~~

e) Section 5.05 Quorum. Fifty percent (50%) of the Directors actually elected (or appointed)

and serving at the time of any given meeting shall constitute a quorum for the transaction of business.

Section 5.06 Meetings of Directors.

a) Meetings of the Board are held at places and at times fixed upon call of the President, the Executive Committee, or at the request of twenty-five percent (25%) of the Directors. The Board shall meet at least once each quarter. The Board shall designate one of its meetings during the year as its annual meeting, which should occur shortly after the annual Membership meeting.

b) The Secretary, or officer performing the Secretary's duties, shall give at least five (5) days' notice either in person, or by email, facsimile, letter, or telephone of meetings of the Directors other than the regular meetings, provided that notice is not necessary for regular meetings held at times and places fixed by resolution of the Board.

c) The Board may hold meetings at any time without notice if all Directors are present, or if those not present waive notice either before or after the meeting. The Board may hold meetings by electronic media as provided by law.

Section 5.07 Voting. Each Component Director, the Associate Director, and At-Large Director is entitled to one vote. The Ex Officio Directors have one collective vote which is cast by the Ex Officio Director they designate. This individual must be determined prior to the first Board meeting of the year. In the absence of this designee, one of the other Ex Officio Directors may cast the one vote on behalf of the group. Voting by proxy is not authorized. Unless the Bylaws, Member resolution, AIA ~~B~~ylaws, or law provide otherwise, any question coming before the Board is determined by a majority vote provided a quorum exists.

Section 5.08 Director Duties. A Director shall exercise the following responsibilities and duties:

- a) Apply good faith and reasonable efforts to promote the best interests of AIA Virginia; and
- b) Attend a minimum of seventy-five percent (75%) of all Board meetings during the Director's term.

Section 5.09 Chair. Unless otherwise decided by the Board, the President or his or her designee

shall serve as chair of and preside over each meeting of the Board.

Section 5.10 AIA Representatives. The Board shall appoint and designate each person who will represent AIA Virginia at an official AIA meeting. Each representative must be an Architect Member who is a Member-in-good-standing.

Section 5.11 Emergency Action. In the event of a bona fide emergency requiring urgent Board action, the Secretary, or officer performing the Secretary's duties, shall give at least forty-eight (48) hours' notice of an emergency meeting of the Board using the same notice procedures required for normal Board meetings. During an emergency meeting, the Board may only consider such actions as may be necessary to address the emergency.

Section 5.12 Director Vacancies.

a) Upon a vacancy in the position of a Component Director, the Component that elected or appointed the Director shall promptly elect or appoint a replacement to serve the remaining balance of the term.

b) Upon a vacancy in the position of Associate Director, the Board shall appoint a replacement to serve the remaining balance of the term.

c) Upon a vacancy in the position of Ex Officio Director, the school that appointed the Director shall promptly elect or appoint a replacement to serve the remaining balance of the term.

d) Upon a vacancy in the position of At-Large Director, the Board shall appoint a replacement to serve the remaining balance of the term.

Section 5.13 Director Removal.

a) A Component may remove a Component Director it previously elected or appointed according to the Component's Bylaws. The AIA Virginia Board of Directors may remove a Director at any time with cause. The removal is effective upon notice to the Secretary.

b) The Board may remove any Associate Director or At-Large Director whose membership status is not in good standing for more than thirty (30) days after receipt of written notice.

c) A school may remove its Ex Officio Director it previously appointed according to its own rules. The removal is effective upon written notice to the Secretary.

ARTICLE VI

Officers

Section 6.01 Officers.

a) AIA Virginia may have as officers a President, a First Vice President (also known as the President-Elect), an Executive Vice President, who serves ex-officio without vote, a Treasurer, a Secretary, and an Immediate Past President. Any person may hold two (2) or more offices concurrently.

Section 6.02 Eligibility. Except for the Executive Vice President, only a Member-in-good-standing

may hold a position as an officer.

Section 6.03 Nominations. The Nominating Committee, any Member, or any component may recommend a qualified Member for consideration by the Nominating Committee as an officer. The Nominating Committee shall prepare a slate of names and present the slate to the Board for approval prior to the annual Membership meeting. Upon approval by the Board, the Nominating Committee shall place the proposed slate of officers before the membership of AIA Virginia by written notice at least thirty (30) days before the annual Membership meeting. Additional nominations of qualified Members for each office about to become vacant may be made at the annual Membership meeting from the floor.

Section 6.04 Election and Term. The voting Members shall elect each officer to the following terms: i) First Vice President/President-elect for one (1) year, succeeding to the presidency for one year; ii) the Secretary for two (2) years, and the Treasurer for two (2) years. The Secretary and Treasurer may serve up to three (3) consecutive terms. The President shall automatically serve as the Immediate Past President upon the end of the President's term and serve for one (1) year. Each officer shall hold office until the officer's successor is elected and qualified. The Board may fill vacancies at any Board meeting.

Section 6.05 Removal.

a) At any time at a proper Membership meeting, the Members entitled to vote may remove or replace any officer with or without cause. Any replacement officer shall serve the remainder of the term.

b) At any time at a proper Board meeting, the Board may replace any officer whose office becomes vacant during the officer's term (other than as the result of an action by the Members) or remove any officer with cause and replace him or her. Any replacement officer shall serve the remainder of the unexpired term.

ARTICLE VII

Powers and Duties of Officers

Section 7.01 President. The President shall serve as the chair of the Board of Directors and shall preside at meetings of the Board. The President shall have all other duties and powers as generally pertain to the office.

Section 7.02 Vice Presidents.

a) The First Vice President shall preside at meetings in the President's absence and, in the event of resignation, disability, or death of the President, the First Vice President shall assume the powers and perform all the duties of the President until the vacancy is filled. The First Vice President assumes the office of President by automatic succession at the conclusion of such First Vice President's term.

b) The Executive Vice President shall perform such duties as described in Article IX.

Section 7.03 Treasurer. The Treasurer or designee shall assure that all monies, funds, securities, and properties of AIA Virginia are properly collected, held, and disbursed; that all financial

records and systems are accurate and professional; that the Board, officers, and committees are properly updated about AIA Virginia's financial status; and shall help the Audit Committee conduct an annual audit of the financial records of AIA Virginia.

Section 7.04 Secretary. The Secretary or designee shall ensure that proper notice of all Board and Membership meetings is given, that an accurate record of all meetings is maintained, and that AIA Virginia's records are accurate and complete. The Secretary shall ensure the timely filing of all required forms with the State Corporation Commission.

Section 7.05 Immediate Past President. The Immediate Past President shall perform such duties as may be assigned by the President or Board and act in an advisory capacity to the President.

Section 7.06 Delegation of Duties. Notwithstanding the above, the Board may delegate and reassign rights, duties, powers, and authority to other AIA Virginia officers, employees, or representatives as the Board may from time to time direct.

ARTICLE VIII

Committees

Section 8.01 Committees. The Board may establish both standing and ad hoc committees to assist with the performance of its duties.

Section 8.02 Executive Committee. The Board shall have as a standing committee the Executive Committee, which is comprised of the Officers of the Board as defined in Article VI. The Committee shall report to the Board at each Board meeting. The Committee shall have full authority, right, and power to act for the Board between Board meetings on all matters except as provided below. The Executive Committee may not engage in any act inconsistent with express action or directive of the Board; adopt a general budget; purchase, sell, lease, or pledge any real property; form an affiliation; make an award of honor; or establish dues, assessments, fees, and costs of membership. The Committee may not amend the ~~R~~rules of the Board or the Bylaws, or elect a successor to any officer whose office or any Director whose position becomes vacant. Any question coming before the Committee is determined by a majority vote provided a quorum of fifty percent plus one (50% +1) of voting members exists. Voting by proxy is not permitted.

Section 8.03 Audit Committee. The Board shall have as a standing committee the Audit Committee. The Board shall appoint the members of the Committee including the chair, and composition of the Audit Committee shall be as determined by the Board. The Committee is responsible for managing the overall audit or financial review process for the Board. Any question coming before the Committee shall be determined by a majority vote provided a quorum exists. Voting by proxy is not permitted.

Section 8.04 Nominating Committee. The Board shall have as a standing committee the Nominating Committee. The Committee is responsible for proposing the slate of officers and undertaking other nominating tasks as assigned by the President or Board.

Section 8.05 Disaster Assistance Committee. The Board shall have as a standing committee the Disaster Assistance Committee. The Committee is responsible for managing the readiness of AIA Virginia for serving as second-responders in the Commonwealth after a natural disaster. The Committee is chaired by the State Disaster Coordinator and consists of the Alternate State Disaster Coordinator, one member from each local AIA component and a representative from the Virginia Department of Emergency Management.

Section 8.06 Committee Chairs and Members. Except as provided otherwise in the Bylaws or by Board action, the President has the authority to appoint one (1) or more chairs or co-chairs for any committee and all committee members, and the President, with counsel from the Board and committee chair, shall make appointments to each committee. Committee members may be re-assigned or removed by the President or the Board at any time.

Section 8.07 Alterations. Unless otherwise provided by these Bylaws, the Board may amend, modify, or change, at any time, the responsibilities and authority of any committee except the Executive or Audit Committees.

Section 8.08 Quorum. Unless otherwise provided by these Bylaws or by resolution of the Board, a committee meeting does not require a quorum and acts by majority vote of the committee members present at a meeting.

ARTICLE IX

Executive Vice President

Section 9.01 Duties. The Board may hire and appoint an Executive Vice President, who shall be the chief ~~administrative~~ ~~executive~~ officer of AIA Virginia. When so hired and appointed, the Executive Vice President is responsible for managing the day-to-day affairs of AIA Virginia including all operations, proposing and managing the annual budget, providing administrative support to committees and officers, maintaining records, interacting with the public, and other responsibilities set forth by these Bylaws or as otherwise established by the Board.

Section 9.02 Direct Report. The Executive Vice President shall report directly to the President. The Board has the authority to amend the Executive Vice President's direct report at any time, except as otherwise established in the Executive Vice President's written agreement.

Section 9.03 Agreement. AIA Virginia may establish a written agreement with the Executive Vice President if approved in advance by the Board or the Board's designee. The Board or its designee must approve any amendment to that agreement.

Section 9.04 Term. The Board shall determine the term of office for the Executive Vice President at the time of appointment. The Board may re-hire and re-appoint the Executive Vice President to additional terms.

Section 9.05 Termination. Upon hiring and appointment, the Board may thereafter replace the Executive Vice President or eliminate the Executive Vice President position at any time if it believes that to be in the best interests of AIA Virginia except as otherwise established in the written agreement with the Executive Vice President.

Section 9.06 Board. The Executive Vice President shall be an ex-officio member of the Board and the Executive Committee, without vote.

ARTICLE X

Miscellaneous

Section 10.01 Endorsements. AIA Virginia shall not approve, sponsor, or endorse, either directly or indirectly, any material of construction or any method or manner of handling, using, distributing, or dealing in any material product. However, this provision shall not prohibit AIA Virginia from providing awards based upon merit and achievement.

Section 10.02 Affiliations. AIA Virginia may affiliate with any non-profit ~~construction industry~~ organization operating within Virginia which promotes the mission and objects of AIA Virginia, and which is not used or maintained for financial gain, price fixing, or political purposes.

Section 10.03 Sections. AIA Virginia may form one or more sections under the rules established by the AIA's bylaws and under guidelines set by the Board. If a section is established, AIA Virginia will follow the requirements established in the AIA's bylaws.

Section 10.04 Parliamentary Procedure. Robert's Rules of Order, Newly Revised, shall supplement the Bylaws and the procedural rules and regulations adopted by the Members or Board, and shall govern AIA Virginia, the Members, the Board, the Executive Committee, the Audit Committee, and all other committees except to the extent Robert's Rules of Order conflicts with the Articles of Incorporation, the Bylaws, or any rule and regulation adopted by AIA Virginia.

Section 10.05 Indemnification. For any person who was or is a party or is threatened to be made a party to any action by reason of the fact that such person is or was a director, officer, employee, or agent of AIA Virginia, AIA Virginia shall indemnify the person against judgments, fines, amounts paid in settlement, and expenses actually or reasonably incurred by such person in connection with such action, suit, or proceeding to extent of AIA Virginia's insurance coverage, if and only if the person acted in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of AIA Virginia; and with respect to any criminal action, had no reasonable cause to believe that the person's conduct was unlawful. Each such indemnity shall inure to the benefit of the heirs, executors, and administrators of such person.

ARTICLE XI

Amendment of Bylaws and Articles of Incorporation

Section 11.01 The Members may amend or repeal these Bylaws at any proper Membership meeting by an affirmative vote of not less than two-thirds (2/3) of all votes cast at the meeting. The Board may not amend the Bylaws.

Section 11.02 AIA Bylaws. AIA Virginia's Bylaws shall remain consistent with the AIA's Bylaws and of their general form and order, and every such Bylaw and every amendment thereto must be submitted to the AIA Secretary for approval. AIA Virginia shall amend the Bylaws to conform to the AIA's bylaws as soon as it can properly do so after these Bylaws or any amendments become effective.

Section 11.03 Interpretation. These Bylaws shall be interpreted according to the laws of the Commonwealth of Virginia.

Section 11.04 Articles. AIA Virginia may amend the Articles of Incorporation in the same manner as amending the Bylaws.

CERTIFICATION

The undersigned as Secretary of AIA Virginia certifies that the foregoing is a true copy of the Bylaws of AIA Virginia effective as of ~~November 3, 2024~~ NOV 2024.

Secretary

MOTION | AIA Virginia Board of Directors
FRI 16 AUG 2024

Item

Revisions to the Bylaws

Background

Certain and specific revisions to the Bylaws are appropriate to address/correct clerical errors and to incorporate, acknowledge, and reflect changes and progress within the organization.

In accordance with Article XI of the Bylaws, the Board may not amend the Bylaws. The Members may amend or repeal the Bylaws at any proper Membership meeting by an affirmative vote of not less than two-thirds (2/3) of all votes cast at the meeting.

The proposed revisions need to be presented to the members in the form of a Resolution. In accordance with Section 9.1.4 of the Rules of the Organization, Resolutions must be published by the Secretary for consideration by the membership at least 30 days prior to a membership meeting. In accordance with Section 9.1.7 of the Rules of the Organization, the Secretary shall present to the members assembled at the meeting the Board's vote of support, non-support, or no position on each resolution and a brief statement, approved by the Board, reflecting the Board's rationale for its vote.

The 2024 Annual Meeting is scheduled for WED 6 NOV 2024.

Motion

That the Board of Directors approves the revisions to the Bylaws as presented, and directs the Secretary to prepare a Resolution and a statement reflecting the Board's position and rationale, so the Bylaws can be properly amended by the members at the Annual Meeting.

BOD Expectations/Assignments for ArchEx + Visions 2024

These expectations are aligned with the general expectations that BOD members:

- promote and attend events and programs
- serve as ambassador for the ORG
- invite and secure support for the ORG: from members, partners/sponsors, strategic partners

Before the events

- register for Arch EX and visions
- promote the events to colleagues, network; in-person and through social media
 - If you work at a University, please think about a fun and engaging way to promote and advertise ArchEx and Visions to students
- encourage others to attend, especially students and EPs
- Invite a Student and/or an EP to the event with you
- Send any Exhibitor/Sponsor connections to Delaney Ogden

At the events

Arch Ex

- engage as a host; greet and express gratitude to other attendees
- express appreciation to honorees and design award winners
- express gratitude to partners/sponsors
- connect with assigned partners/sponsors to express gratitude during the expo and connections
 - we are still securing partners/sponsors
 - assignments will be made the week before the events
 - expect to be assigned 3 or 4 partners/sponsors
 - solicit comment about expectations, observations, satisfaction, frustrations
 - the life of the party sponsors merit special attention/consideration
 - *please let us know if you will NOT be attending, so we can match assignments*

Visions

- engage as a host; greet and express gratitude to other attendees
- express appreciation to honorees and design award winners
- express gratitude to partners/sponsors
- distribute extra drink tickets to attendees

After the events

- magnify appreciation of honorees and design award winners; social media/press
- magnify gratitude to partners/sponsors; social media/press
- solicit comment about expectations, observations, satisfaction, frustrations
 - from attendees, partners/sponsors, presenters, honorees/awardees et al
- encourage others to respond to survey
- report any and all feedback [good, bad, ugly], on behalf of both you and others



Mid-Career Professionals Task Force Report

August 9, 2024

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7 Appendix

7.1 2021 Mid-Career Professionals Task Force Report

7.2 Member Survey Questions

7.3 Member Survey Responses

7.4 Environmental Scan - Benchmarking Similar Programs

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.

Task Force Members

Shawn Mulligan, AIA - Chair
Erin Agdinaoay, AIA
Scott Campbell, AIA
Robert Comet, AIA
Lori Garrett, FAIA
Meagan Jancy, AIA
Christopher Kehde, AIA
Kurt Keesecker, AIA
Jeremy Maloney, AIA

Andrew Moore, AIA
Caitlin Morgan, AIA
Carrie Parker, AIA
Nea Poole, AIA
Gina Robinson, AIA
Nick Wade, AIA
Dan Zimmerman, AIA
Delaney Ogden - AIA VA Director of Education
Paul Battaglia, AIA - AIA VA Executive Vice President

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

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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

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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?

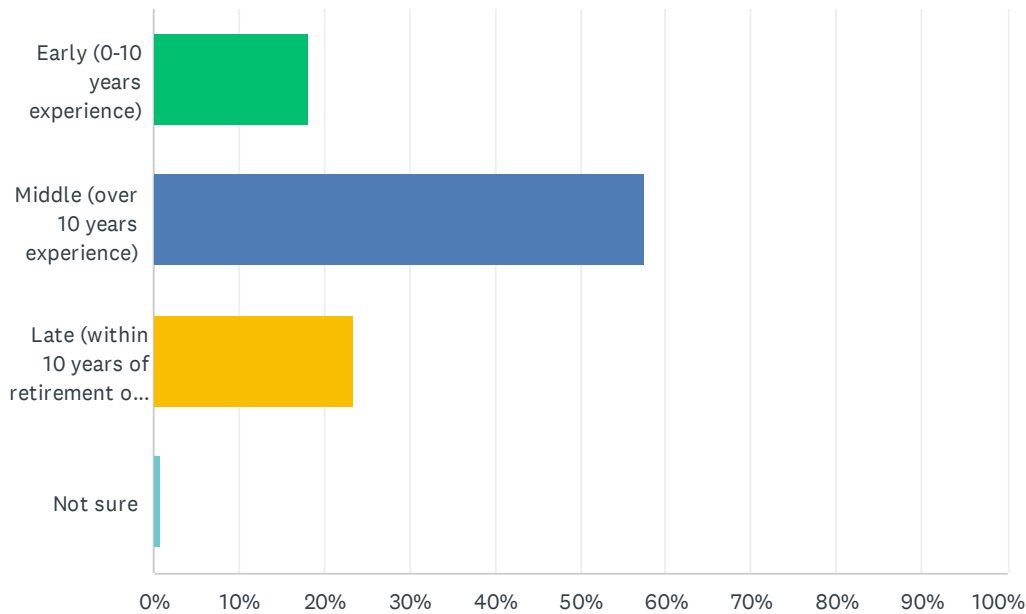
1 (Not likely)

5 (Very likely)

☐☐☐☐☐

Q1 Where are you currently in your career?

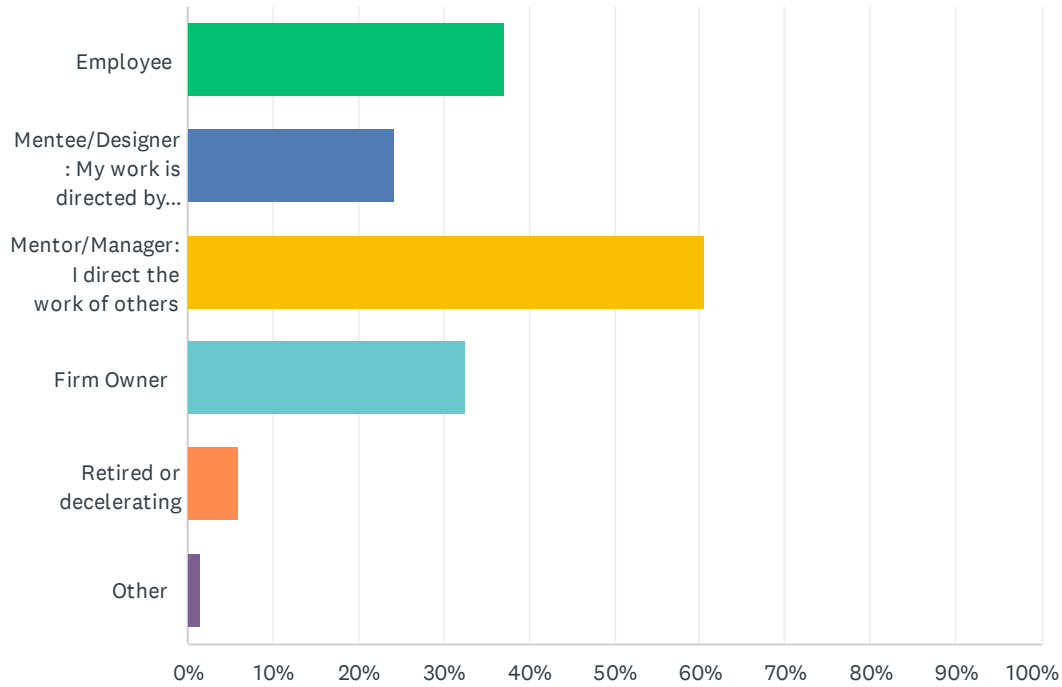
Answered: 132 Skipped: 0



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		

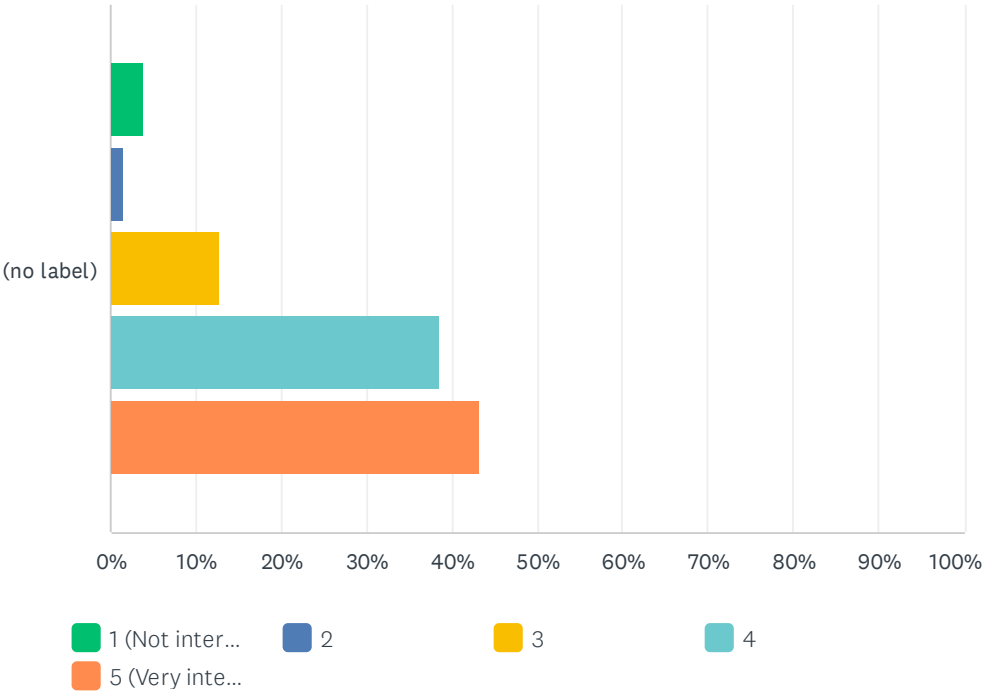
#	OTHER (PLEASE SPECIFY)	DATE
1	I have managers above me and I manage others	7/26/2024 11:59 AM
2	consultant	7/1/2024 4:28 PM
3	Sole Proprietor	7/1/2024 3:33 PM
4	Subject matter expert	7/1/2024 1:52 PM
5	Owner = my firm is an ESOP, therefore we are all owners	7/1/2024 12:00 PM
6	Studio Director	7/1/2024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



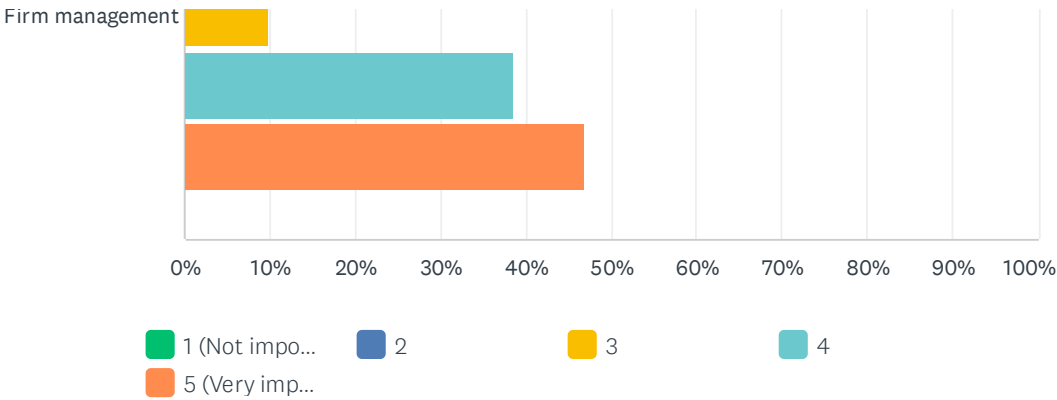
	1 (NOT INTERESTED)	2	3	4	5 (VERY INTERESTED)	TOTAL	WEIGHTED AVERAGE
(no label)	3.79%	1.52%	12.88%	38.64%	43.18%		
	5	2	17	51	57	132	4.16

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



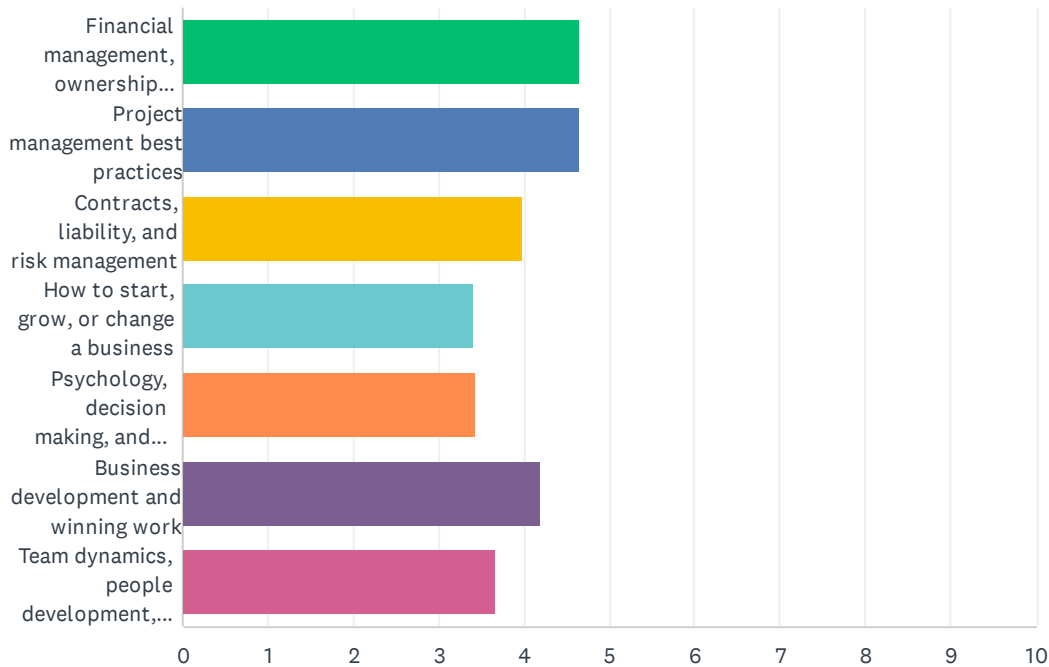
Mid-Career Professional Survey



	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

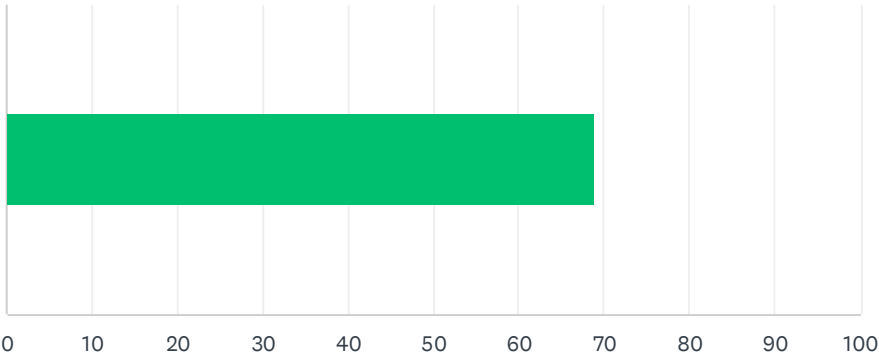


	1	2	3	4	5	6	7	TOTAL	SCORE
Financial management, ownership structures, business models	22.73% 30	18.18% 24	15.15% 20	15.15% 20	11.36% 15	9.09% 12	8.33% 11	132	4.65
Project management best practices	30.30% 40	12.88% 17	13.64% 18	6.06% 8	16.67% 22	12.88% 17	7.58% 10	132	4.65
Contracts, liability, and risk 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

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.

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
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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
110	50	7/1/2024 10:55 AM
111	73	7/1/2024 10:52 AM
112	84	7/1/2024 10:51 AM
113	30	7/1/2024 10:49 AM
114	42	7/1/2024 10:46 AM
115	87	7/1/2024 10:44 AM
116	77	7/1/2024 10:43 AM
117	34	7/1/2024 10:39 AM
118	84	7/1/2024 10:35 AM
119	79	7/1/2024 10:35 AM
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

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30	27	7/19/2024 10:59 AM
31	36	7/19/2024 10:53 AM
32	51	7/19/2024 10:49 AM
33	63	7/19/2024 10:31 AM
34	15	7/16/2024 12:18 PM
35	74	7/16/2024 9:19 AM
36	83	7/11/2024 5:32 PM
37	63	7/11/2024 5:29 PM
38	82	7/11/2024 4:49 PM
39	28	7/11/2024 1:48 PM
40	29	7/11/2024 11:51 AM
41	68	7/9/2024 1:32 PM
42	48	7/9/2024 12:09 PM
43	88	7/9/2024 10:29 AM
44	5	7/8/2024 4:57 PM
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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

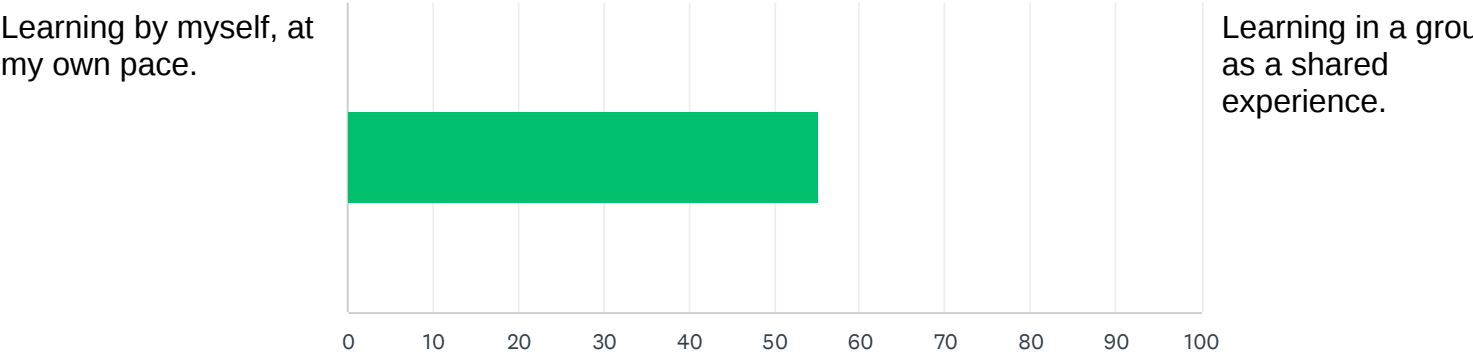
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73	73	7/1/2024 5:08 PM
74	80	7/1/2024 4:28 PM
75	99	7/1/2024 3:42 PM
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89	40	7/1/2024 12:00 PM
90	20	7/1/2024 12:00 PM
91	52	7/1/2024 12:00 PM
92	69	7/1/2024 11:58 AM
93	14	7/1/2024 11:57 AM
94	49	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
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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
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119	55	7/1/2024 10:35 AM
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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

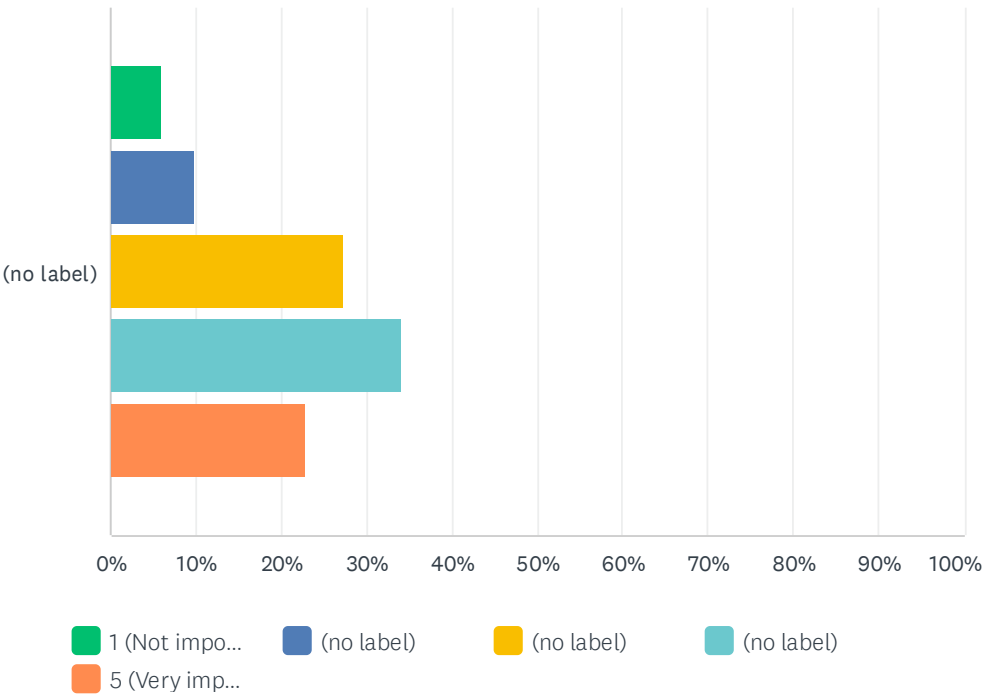
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64	55	7/2/2024 9:13 AM
65	50	7/2/2024 8:23 AM
66	12	7/2/2024 8:22 AM
67	64	7/1/2024 10:14 PM
68	42	7/1/2024 8:21 PM
69	100	7/1/2024 7:46 PM
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71	55	7/1/2024 5:40 PM
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73	74	7/1/2024 5:08 PM
74	86	7/1/2024 4:28 PM
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80	91	7/1/2024 1:52 PM
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82	49	7/1/2024 1:11 PM
83	13	7/1/2024 1:09 PM
84	40	7/1/2024 1:05 PM
85	69	7/1/2024 12:57 PM
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87	51	7/1/2024 12:33 PM
88	16	7/1/2024 12:25 PM
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
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108	49	7/1/2024 10:56 AM
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113	65	7/1/2024 10:49 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)

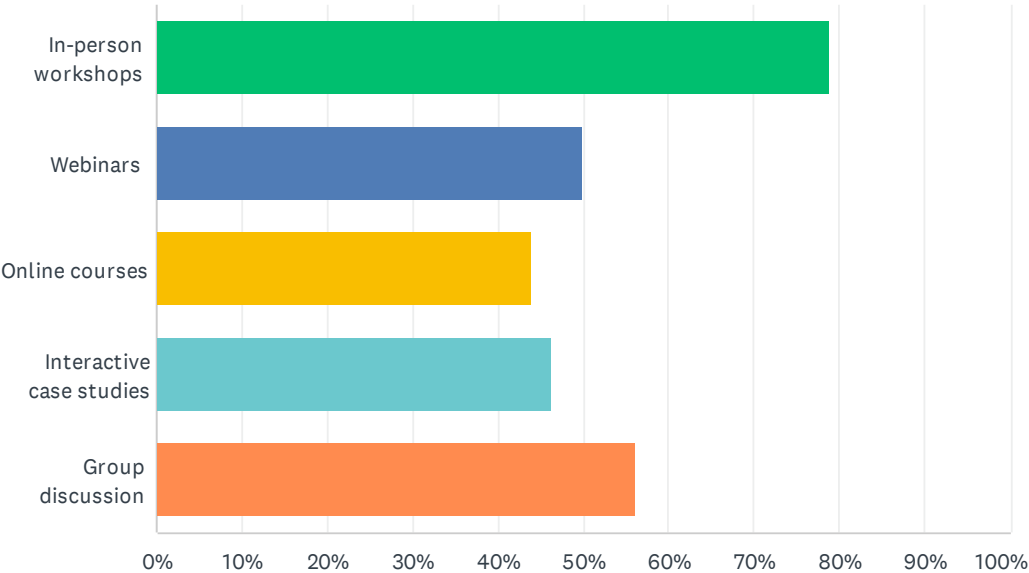
Answered: 132 Skipped: 0



	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

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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
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61	ULI	7/1/2024 1:52 PM
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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
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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

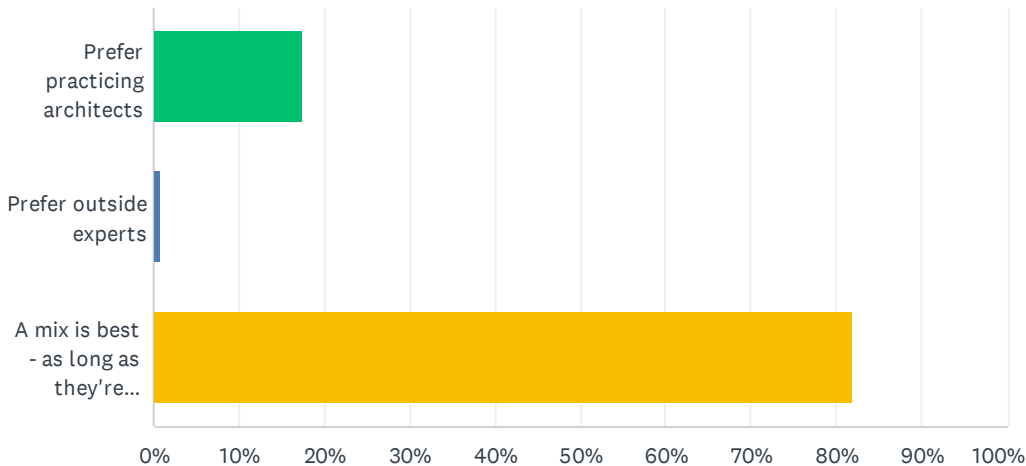
34	Mix of seminar, activities	7/1/2024 8:21 PM
35	The program consisted of four days of in-depth instruction, workshops, and group interaction.	7/1/2024 7:46 PM
36	?	7/1/2024 7:43 PM
37	Was back at the AIA Virginia 'convention' in 1985...changed my life, as they say...	7/1/2024 5:40 PM
38	Techniques 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

Mid-Career Professional Survey

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?

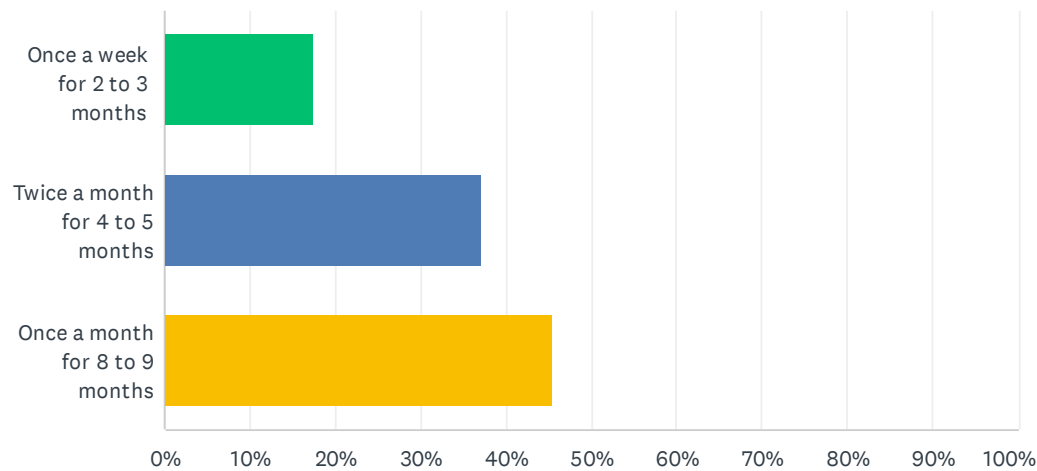
Answered: 132 Skipped: 0



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?

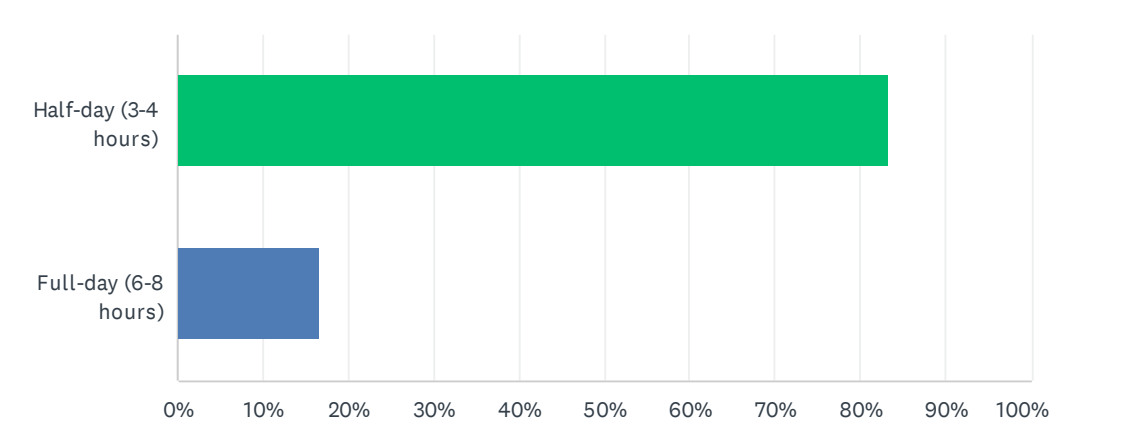
Answered: 132 Skipped: 0



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?

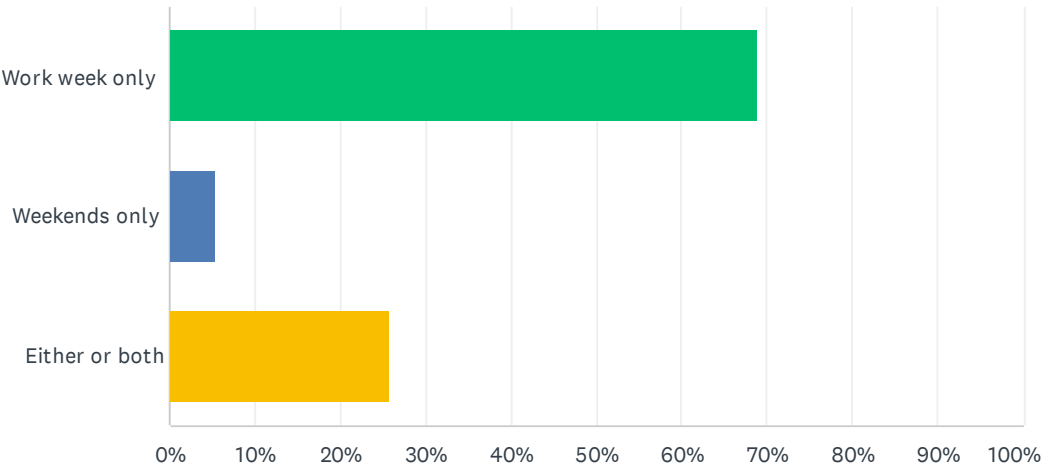
Answered: 132 Skipped: 0



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?

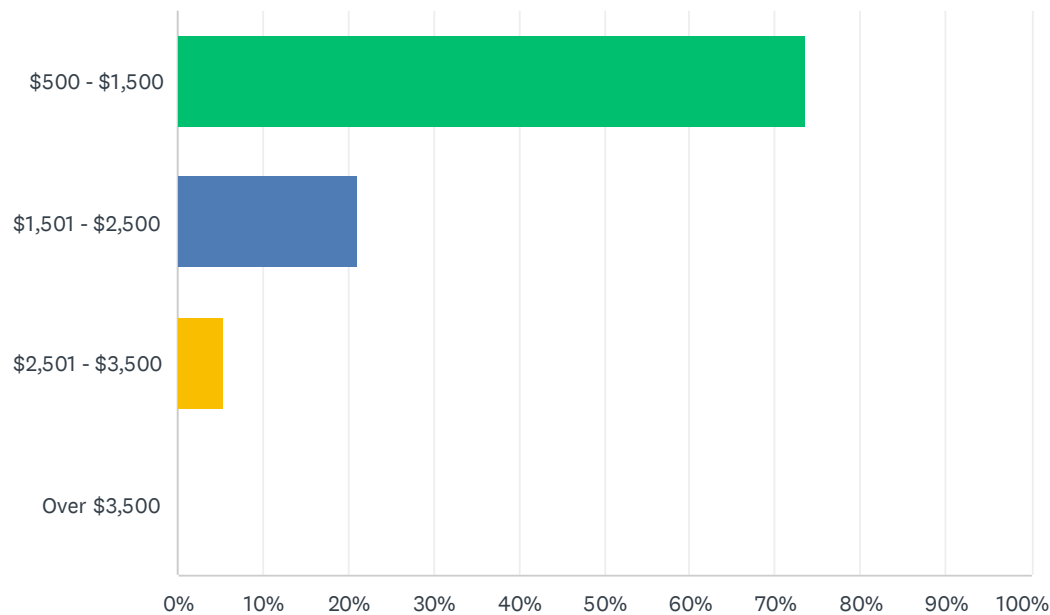
Answered: 132 Skipped: 0



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)

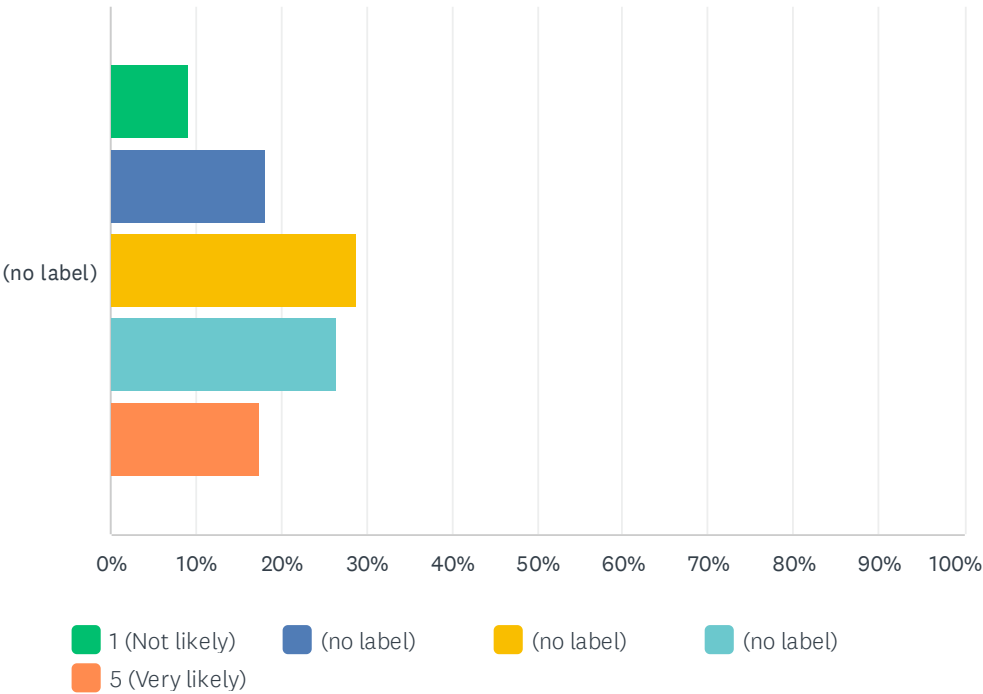
Answered: 132 Skipped: 0



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	



***Inform/*communications Task Force**
Preliminary Report
AUG 2024

Agenda

I. Findings

II. Recommendation

III. Next Steps

I. Findings

- Lack of interest in *Inform* Task Force participation
 - Of almost 20 attendees at the Task Force Kick-Off Meeting in June 2024, only 4 total volunteered to oversee research and smaller work groups for *Inform*, suggesting a lack of interest in the publications current and future status.
- Loss of profit for AIA VA Chapter
 - Based on data collected on *Inform*, the publication is currently not profitable for the chapter.
- Low or incorrect data collected on *Inform*
 - All data or metrics collected on *Inform* over the years has been generally low, or inaccurately documented:
 - If low, suggests lack of readers or subscribers to the publication.
 - If inaccurate, suggests lack of participation from AIA VA to document.
- Purpose of *Inform* serves as another form of Newsletter for the AIA VA Chapter
 - Suggests duplicated efforts in delivering information to members.

II. Recommendation

- Based on the mentioned findings of the Task Force, it is evident that AIA VA can be using the money and resources allotted to *Inform* for other Chapter projects that hold more member value and interest. It is this Task Force's recommendation to the Board of Directors that *Inform* as a separate magazine be discontinued, and instead, we focus resources and efforts on improving the AIA VA monthly Newsletter as a publication.
- Some means and methods to further study based on this recommendation:
 - Redesigning the newsletter:
 - Current format is from 1989.
 - How to incorporate AIA branding guidelines/standards into a new design.
 - Is this completed in-house, or can we use some of the funding formerly used towards *Inform* to bring in an outside branding/marketing team?
 - Compile a standard list of the types of articles included in the Newsletter each month:
 - What do members want to read more about?
 - Should there be an "*Inform*" section within the Newsletter?
 - Can local component chapters submit pieces from their own Newsletters to reach the broader state community?
 - Are there "special editions" published annually?
 - Identify and learn from other strong newsletters:
 - Either other AIA chapters, or outside non-profit organizations.
 - Research better ways to connect the AIA VA Newsletter with social media platforms:
 - Investigate more user-friendly ways to archive current and old Newsletters on the AIA VA website. (Current Newsletters/articles are hard to find)
 - Investigate how AIA VA can better promote the Newsletter on social media platforms outside of the website.
 - Facebook, Instagram, LinkedIn, etc...

III. Next Steps

- Based on approval from the Board of Directors, the *Inform* Task Force will move on to further study the means and methods mentioned on the previous slide. To do so, the following next steps will be taken:
 - Opening the Task Force up once more with the hope that more participants will express interest in improving the Newsletter than there were for *Inform*.
 - Determine which Work Groups need to be created based on the areas of research the Task Force deems appropriate to start investigating.
 - Including, but not limited to, the areas mentioned on the previous page.
 - Present clear next steps/recommendations to the Board of Directors at the next or following BOD Meeting.
 - Dependent on how many members of the Task Force there are to perform studies.

AIAVA Potential Advocacy Initiatives 2024

- statute of limitations for DGS projects
- non-binding cost estimates (NBCEs): development, utility
- adjustments to DEB rate schedule; professional services rate schedule
- VA Terms and Conditions of the A/E Contract (CO-3a); standards for A/E services
- DGS protections for “lessons learned”/peer reviews
- amortization of R&D/179D tax credits
- alternate paths to licensure/examination [alternate education requirements]
- what else?

*****CONFIDENTIAL DRAFT*****

BOARD RETREAT 2024



Strategic Plan 2023–2025



Mission Statement:

AIA Virginia is the voice of the architecture profession in the Commonwealth, dedicated to serving its members, advancing their value, and improving the quality of the built environment.

Vision Statement:

Through a culture of innovation, AIA Virginia empowers its members and inspires the creation of a better built environment.

Supreme Goal

Focus and align programs, services, structures, and resources to develop innovative solutions to the state's most pressing challenges.

Goals

EDUCATE AND PREPARE

Equip members for success by expanding access to the profession, cultivating a learning culture, and developing leadership.

ADVANCE KNOWLEDGE

Knowledge is our currency. Generate, curate, and disseminate knowledge required for success.

BROADEN THE TENT

Collaborate with design, construction, and community stakeholders. Organize and activate grassroots advocates.

ORGANIZATIONAL EXCELLENCE

Govern and operate AIAVA through means that align with association management best practices and skillful business administration.

Strategies

Expand Access

Assure that AIAVA represents aspirations and interests of architects from diverse generational, ethnic, cultural, gender, and experiential backgrounds.

Public Awareness

Continue to emphasize the contributions of architects and importance of architecture in enriching quality of life in local communities and the well-being of society.

Legislative Advocacy

Ensure the profession is established in the hearts and minds of governments, seats in the General Assembly, school boards, and other influential entities.

Leadership Culture

Foster a supportive, nurturing, and constructive culture among the Board of Directors, Executive Committee, standing board committees, and task forces.

Cultivate a Learning Culture

Facilitate increased commitment to learning, teaching, growing, and sharing among the membership, recognizing that all members benefit from this knowledge.

Member Professionalism

Think expansively to provide programming for members at all levels through relevant content, networking opportunities, resources, and connections.

Collaborative Relationships

Engage and cooperate with related professional organizations and other entities beyond the design and construction industry to transform communities.

Expert Operations

Manage the day-to-day operations of AIA Virginia in a manner that strives for continual improvement, cultural vibrancy, operational excellence, and exceptional value.

Develop Leadership

Cultivate a more inclusive community of leaders by inviting enthusiastic engagement from members of every generation, geographic area, ethnicity, and career path.

Flagship Programs

Assess significant professional development programs to guarantee these remain relevant and accessible to every member across all segments of the membership.

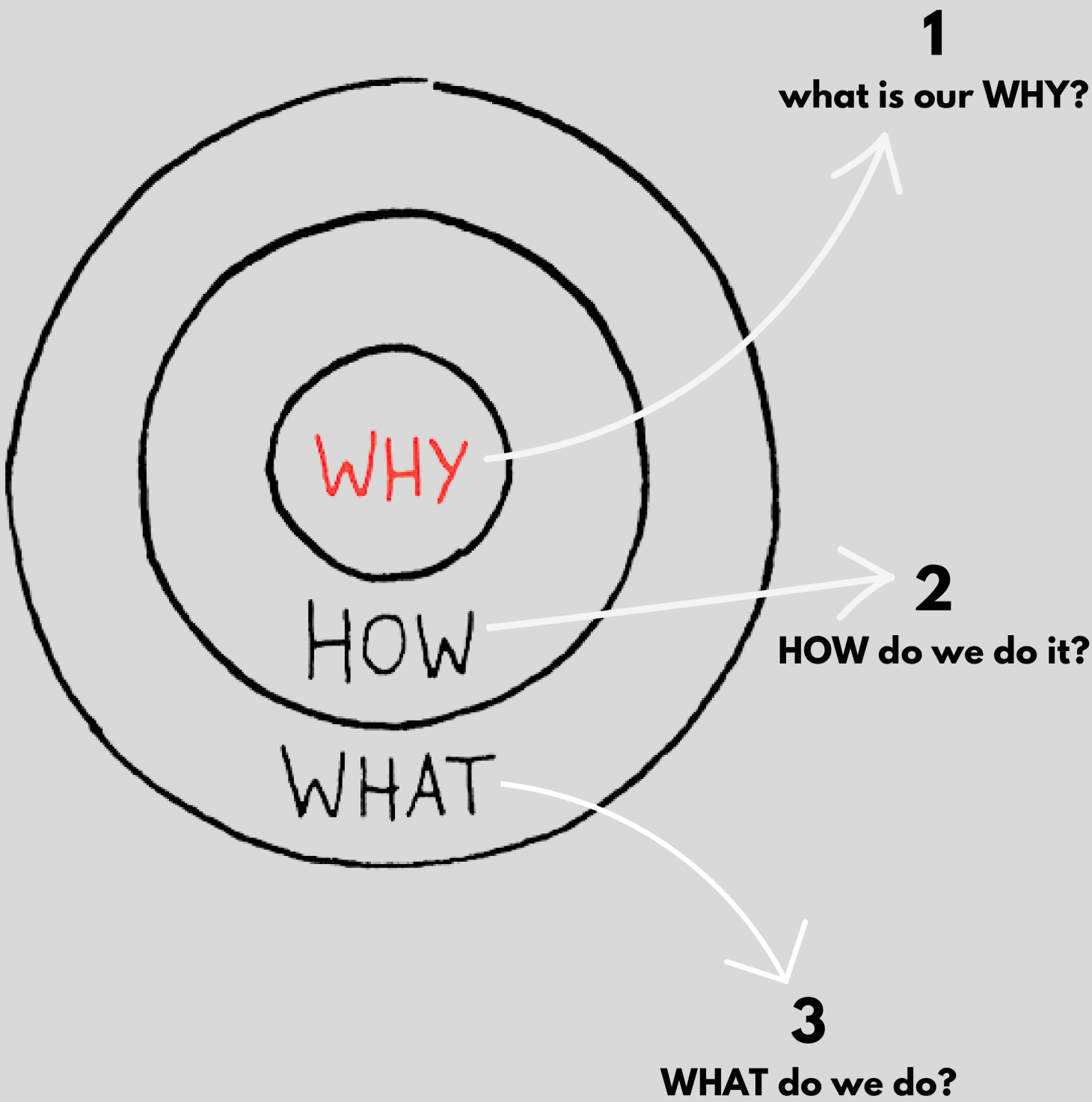
Community Connections

As a trusted, reliable representative of the membership and the communities the local chapters represent, build strong relationships in communities statewide.

Fiscal Responsibility

Assure the continued financial viability of the organization through sustained membership, greater sources of non-dues revenue, and overall fiscal responsibility.

notes:



LEADERSHIP

Skills
Passion
Talent
Growth

**AS AN ARCHITECT, YOU
DESIGN FOR THE
PRESENT WITH AN
AWARENESS OF THE
PAST, FOR A FUTURE
WHICH IS ESSENTIALLY
UNKNOWN.**

Norman Foster

IIPTF Summary - recommendations at a glance



Short Term (6-12 months)	Mid-term (12-18 months)	Long-term (18-36 months)
Launch a Speakers Bureau		
Provide Resource Information		
Launch a Speakers Bureau		
Provide Resource Information		
Propose revisions to VA Prize	Support policy development to protect student / employee rights	Form a higher-ed committee to advise AIA VA BOD
Propose revisions to ELA	Launch a scholarship program for BIPOC students	Collect data on AIA VA members and VA architecture graduates
Create a 'Becoming an Architect' page	Expand AIA VA's Operation Reach, Retain, Develop	Create mentorship opptys for graduates starting practices
Promote AIA Align Mentorship Program	Develop areas for future collaboration, cooperation & sharing	Eliminate 'pay to play' at AIA VA ELA program
Expand AIA VA Firm Roundtables	Eliminate 'pay to play' at AIA VA / VANOMA events	Create an onboarding guide for firms
Elevate awareness of VANOMA (YouTube channel)	Advocate 'bring a young person' to ArchEx	Develop a formal exam scholarship program
		Advance knowledge of alternative practice models

notes:



K-12



HIGHER ED



PRACTICE

BOARD RETREAT
2024

Component Leadership Summit - at a glance summary



ISSUE	CHALLENGE		OPPORTUNITY	ACTIONS / TASKS
VALUE	Communicating the value of AIA	To architects	Promote AIA VA	Town hall campaign? Literature?
		To firms	Promote AIA VA visibility	Firm leadership network + AIA resources promo
		At each level (national state local)	Shared programs that rotate b/w chapters	AIA VA BOD mtgs to be hosted by local firms
			Promote / identify a civic mission	Consider Design Forum / AOP / ArchEx location
TIME	Vying for people's time	Post-pandemic 'slump'	Virtual attendance	Align chapter activities w/ civic mission (i.e. coastal resiliency)
			Cross-level promotion	Virtual expansion of local programs
			Hard hat' tours are successful (for members + sponsorships)	Shared calendar and promotion of local events
			Combine efforts and expand reach	Plan shared events w/ industry organizations Invite civic / elected officials
			Get commitments + people to show up	Schedule + advertise early limit attendance consider small fee
			Food (and alcohol) attracts people!	
	ArchEx East attendance	Mid-career professionals especially		
		24 AIA National Conf in DC	Focus on a few impactful events	Do a 'golf thing'
			24 AIA National Conf in DC	Promoting ArchEx East?
		Virtual opportunities for CEUs		
		Firm support (time + money)	Focus on connections, featured speakers, experiences	
	Awards Submissions	Varying requirements for local + state submissions		
MONEY	Non-dues revenue generation	Sponsors - comp b/w state + local	Standardize submission requirements	
		Events	501c3	Set up tiered system for dual-sponsorship?
	Architects make less than industry partners	Donations / Sponsorships more challenging		Do a 'golf thing'
		Events can be costly	501c3	Secure more sponsors!
			Reduce ticket price	Discount services / events to members?
DISTANCE	Serving all members in geographically large chapters			
DEMOGRAPHICS	Membership is aging; more >70 than <30		AIAS, ELA, EP programs	
OUTREACH	Varying modes of communication	Email, newsletter, LinkedIn, FB, instagram	Engage more members through multiple modes	
RETENTION	Member 'drift' between VA/DC			
	Fractioning' of members to YAF			
	Board transitions = loss of knowledge / momentum		Past-ELA participants on BOD	
COMMUNICATION	Sub-committees reporting back to chapter		Committee chairs on BOD	
VISIBILITY	Becoming more visible	To communities	Promote AIA	Purchase distribute T-shirts / AIA gear to members