STRATEGIC PLAN TOOLKIT - The WEAVE

introduction to the Strategic Plan Weave Process

the primary purpose of this workbook tool is to help aia members and their components understand and plan their work efforts--their ACTIONS--within the common framework of the AIA's 2010-2015 strategic plan. it's a relatively simple exercise through which a snapshot emerges, a "Weave," allowing components insight into who they are and who they want to be.

it's intended to be a flexible and context responsive tool, helping members and their components to better decide where and how to invest their unique resources and talents for maximum impact in their particular circumstances.

this is neither a mandatory nor a scientific process; the tool can be modified to fit the needs and desires of users. it is offered as a point of departure for planning and connection across all components and is expected to evolve over time.

the workbook tool is best deployed by a group of active / engaged component members and staff (if applicable) after they have reviewed the "2010-2015 strategic plan explained" powerpoint show with speaker notes, and after reviewing the "2010-2015 Strategic Plan" as adopted by the Board of Directors in December 2009. if you have questions about or need copies of either of these resources, please contact your regional director.

all that's necessary to complete the exercise are the documents just referenced, any strategic plans that your component may have, and a list of component events, initiatives, projects, programs--let's call them ACTIONS. the timeframe covered by the list is up to you--use current year, last three years, whatever you like. then follow the seven step process outlined in this workbook to create your "Weave," as follows:

step 1: vision
step 2: mission
step 3: goals
step 4: strategies
step 5: action by goal
step 6: action by strategy
step 7: making your Weave

each step is described on a separate tab of the workbook, with the final tab being your "Weave." once completed, a component might consider the following questions:

• who are we / who have we been? (how do our recent chapter activities relate to the 2010-2015 strategic plan?)
• have we pursued broad-based activities that touch on multiple goals and strategies, showing up in many intersections?
• have we pursued depth, with narrow focus of activities that fit within specific intersections?
• who do we want to be / what do we want to focus on? (how might our future activities fit into the 2010-2015 strategic plan?)

• who do we want to be / what do we want to focus on? (how might our future activities fit into the 2010-2015 strategic plan?)
• do we want to pursue broad-based activities that touch on multiple goals and strategies, showing up in many intersections?
• do we want to pursue depth, narrowing focus of activities to fit within specific intersections?
• do we want to assign a specific initiative category to any particular intersection(s) to assist with depth and focus? (meaning activities in that intersection would fit into that specific initiative category)

additional possible activities that members and their components may consider:
• sort their ACTION list into initiative category "buckets," listing them under the initiative category that is the best fit.
• sort their ACTION list according to investment of effort / resources / dollars, high / medium / low.
• sort their ACTION list according to impact / value / outcome of activity, high / medium / low.
• and....?

ultimately it is the AIA's hope to capture all component actions in a searchable, shareable database, allowing members and their components across the country to connect and leverage work efforts. please let us know if your component might be interested in serving in test pilots as tools evolve.

and that's it! we're looking for your feedback...please send comments to markku allison, aia at mallison@aia.org.

enjoy!

--2010 AIA Strategic Direction Group

STRATEGIC PLAN TOOLKIT - The WEAVE

Step 1 - Vision

The American Institute of Architects: Driving positive change through the power of design

(enter your vision here)

compare component vision (if applicable)…if visions do not align, or if your component does not have a vision statement, consider and discuss value of alignment / adoption.

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Step 2 - Mission

The American Institute of Architects is the voice of the architectural profession and a resource for its members in service to society.

(enter your mission here)

compare component mission (if applicable)…if missions do not align, or if your component does not have a mission statement, consider and discuss value of alignment / adoption.

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Step 3 - Goals

Serve as the Credible Voice	Be the Authoritative Source	Increase Member Value
Promote the members and their AIA as the credible voice for quality design and the built environment.	Be the recognized leader for knowledge about the practice and profession of architecture.	Increase value to members through programs and services that effectively meet, anticipate, and exceed their needs.

compare component goals (if applicable). can you sort your goals to align with strategic plan goals? if goals do not align, or if your component does not have goal statements, consider and discuss value of alignment / adoption.

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Step 4 - Strategies

knowledge	advocacy	communication	collaboration
Create, promote, and disseminate interdisciplinary study and research ensuring the AIA's members are leaders in the profession, the industry, and their communities.	Advance policies about design through political outreach, education, and engagement that are responsive to the public and the profession.	Elevate the voice of architects to promote the value of design and to enhance the public's understanding of the importance of architecture.	Align resources and empower networks of members, components, and allied professionals to build teamwork.
(enter your strategies here)	(enter your strategies here)	(enter your strategies here)	(enter your strategies here)
(enter your strategies here)	(enter your strategies here)	(enter your strategies here)	(enter your strategies here)
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compare component strategies (if applicable). can you sort your strategies to align with strategic plan strategies? if strategies do not align, or if your component does not have strategy statements, consider and discuss value of alignment / adoption.

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Step 5 - ACTION by Goal

	Serve as the Credible Voice Promote the members and their AIA as the credible voice for quality design and the built environment.	**Be the Authoritative Source** Be the recognized leader for knowledge about the practice and profession of architecture.	**Increase Member Value** Increase value to members through programs and services that effectively meet, anticipate, and exceed their needs.
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assemble a list of component events, initiatives, projects, programs--let's call them ACTIONS. Timeframe is up to you--use current year, last three years, whatever you like. Paste the list in the left column (highlighted cells).

2010 ➡ 2015 STRATEGIC PLAN

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SORT the list into the goal columns by identifying which goal(s) the action best supports or fits with, and copying those ACTIONS across into appropriate column(s).

2010 ➡ 2015 STRATEGIC PLAN

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Step 6 - ACTION by Strategy

List of Actions	knowledge Create, promote, and disseminate interdisciplinary study and research ensuring the AIA's members are leaders in the profession, the industry, and their communities.	advocacy Advance policies about design through political outreach, education, and engagement that are responsive to the public and the profession.	communication Elevate the voice of architects to promote the value of design and to enhance the public's understanding of the importance of architecture.	collaboration Align resources and empower networks of members, components, and allied professionals to build teamwork.
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Paste your ACTION list from step 5 in the left column (highlighted cells).

SORT the list into the strategy columns by identifying which strategy(ies) the action best supports or fits with, and copying those ACTIONS across into appropriate column(s).

2010 ➡ 2015 STRATEGIC PLAN

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2010 ➡ 2015 STRATEGIC PLAN

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STRATEGIC PLAN TOOLKIT - The WEAVE (AIA Indianapolis)

Vision- The American Institute of Architects: Driving positive change through the power of design Mission- The American Institute of Architects is the voice of the architectural profession and a resource for its members in service to society.	**knowledge** Create, promote, and disseminate interdisciplinary study and research ensuring the AIA's members are leaders in the profession, the industry, and their communities.	**advocacy** Advance policies about design through political outreach, education, and engagement that are responsive to the public and the profession.	**communication** Elevate the voice of architects to promote the value of design and to enhance the public's understanding of the importance of architecture.	**collaboration** Align resources and empower networks of members, components, and allied professionals to build teamwork.
Serve as the Credible Voice Promote the members and their AIA as the credible voice for quality design and the built environment.	AIA Indianapolis Year in Review publication sent to state legislators, Mayor's office, key media outlets, city-county council members. Urban Design Committee's work with project reviews Op Ed Exposure	AIA Indianapolis Year in Review publication sent to state legislators, Mayor's office, key media outlets, city-county council members.	Streamline E-blasts Consistent Twitter updates. Increased focus communicating with members and sponsors. Redesigned website with updated calendar feature. Outreach to local media (ex. lunch with IBJ editor). Consistent and timely communications to members and sponsors (AIA Indianapolis E-Newsletters). Enhanced promotion of Excellence Design Awards. Update website	Design Center Working with various like-minded organizations regarding the creation of an regional community design center. Consistent collaborations with other like minded organizations (ICA, ICR, LISC, IMA, SMPS, NAWIC, CSI, etc.). **Consistent programs for members.** Collaboration with ICR on a Wishard project update. Multiple joint programs with SMPS. Continued efforts to work with BSU CAP (updates at board meetings). Monumental Affairs
Be the Authoritative Source Be the recognized leader for knowledge about the practice and profession of architecture.	increased activity and voice regarding city design and planning related issues (traffic ban on the Circle). Providing update to City-County Council members at the City-County Council reception. Quarterly meetings with Indianapolis Code Enforcement Division regarding plan review. Monthly meeting with State Building Commissioner.	City-County Council reception. Quarterly meetings with Indianapolis Code Enforcement Division regarding plan review. Monthly meeting with State Building Commissioner. Send President and Vice President to Grassroots to speak to legislators on key issues affecting the profession	Meeting with Indianapolis Star Editorial Board regarding traffic ban on the Circle. AIA Indianapolis Year in Review publication sent to state legislators, Mayor's office, key media outlets, city-county council members.	Working with ACEC regarding Indianapolis plan review. Collaboration with ICR on a Wishard project update. Multiple joint programs with SMPS. Continued efforts to work with BSU CAP (updates at board meetings).
Increase Member Value Increase value to members through programs and services that effectively meet, anticipate, and exceed their needs.	**Consistent monthly programs offering networking and LU's** More than 12 free LUs offered to members per year. Opportunities to meet with key city decision-makers (City-County Council Reception). Active YAF. Home tour - increased promotion of members. **Scholarship for Grassroots or National Convention to encourage attendance** Building Tours Free CE programs via collaboration with Midwest Masonry Council.	City-County Council Reception. AIA Days at the Statehouse participation. YAF Day at the Statehouse	Increased and timely communication to members regarding news and upcoming events. Outlook Meeting Requests sent to all members regarding key upcoming events. Indiana High School Design Competition. Updates on Statehouse issues Monthly network sessions with peers and sponsors **Calls to lapsed members to discuss membership renewal** **Create membership brochure to promote AIA benefits**	Continued support of Habitat for Humanity. **Increased sponsor participation.** Support of Indiana Architectural Foundation Scholarship program. Continued efforts to work with BSU CAP (updates at board meetings). **Network sessions prior to monthly programs** **Joint sponsorship program** **Creation of only membership and sponsor rosters** Golf outing