

# AIA Indiana 2005-2008 Strategic Plan



Submitted By:  
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Planning Committee**

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Version 6.01  
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## Preface

The marketplace served by AIA Indiana continues to evolve. Recognizing that the rapidly changing marketplace impacts the manner in which AIA Indiana serves its members, AIA Indiana's Board of Directors authorized a Long Range Planning initiative in November 2004.

As part of that process, a Long Range Planning Committee was formed to:

- a) examine the thoroughness and effectiveness of AIA Indiana's overall operations;
- b) assess the quality of services currently offered;
- c) identify additional services that are needed; and,
- d) identify current services that are no longer needed.

The planning committee reaffirmed AIA Indiana's acceptance and adoption of the National AIA Mission and Vision Statements as follows:

### **Mission Statement**

The American Institute of Architects is the voice of the architecture profession dedicated to: Serving its members; Advancing their value; Improving the quality of the built environment

### **Vision Statement**

Through a culture of innovation, The American Institute of Architects empowers its members and inspires creation of a better built environment.

There being no dissent with regard to the organization's Mission or Vision, attention throughout the planning process was focused exclusively on AIA Indiana's **Strategic Goals, Objectives**, and their associated **Implementation Tactics**.

The Strategic Plan produced by this process is seen as a three year plan. In developing this plan, AIA Indiana's Long Range Planning Committee set out to produce a "master plan" for a long range building process. Some aspects of the plan may be implemented in the near term, while other aspects of the plan will take longer to fully implement. Throughout the building process, assessment tools will be used to define implementation details and direct those responsible for its execution.

Multifaceted assessments were part of the planning process. The 2005-2008 Strategic Plan represents the views of AIA Indiana Long Range Planning Committee, as well as views from additional contributors including other AIA Indiana members; architectural educators; and non-members. As part of the market place assessment effort a survey was issued to all AIA Indiana members listed in the AIA National data base. This was an online survey designed to collect member views toward AIA Indiana. The response rate of over 30% was attributed in part to the online nature of the survey and the short amount of time it took to reply (less than five minutes).

Following adoption of the Strategic Plan by AIA Indiana's Board in mid-2005, implementation will be occur in stages over the course of the plan's life expectancy. Those aspects which can be accomplished in the near term will be pursued expeditiously. Those aspects of the plan requiring longer to implement will be pursued as directed by AIA Indiana's Board. Throughout the plan's implementation, AIA Indiana's Board will monitor implementation progress; conduct performance evaluations for those responsible for implementation, and perform end-result assessments.

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AIA Indiana's 2005-2008 Strategic Plan was developed under the direction of AIA Indiana's Board of Directors by AIA Indiana's Long Range Planning Committee. Members of the planning committee include:

Robert W. Snyder, AIA \_\_\_\_\_ AIA Indiana – President

Kato D. Smith, AIA \_\_\_\_\_ AIA Indiana – Vice President

Mary Ellen Rudisel-Jordan, AIA \_\_\_\_\_ AIA Indiana - Secretary

Cliff Huggins, AIA \_\_\_\_\_ AIA Indiana - Treasurer

James D. Smith, AIA \_\_\_\_\_ AIA Indiana – Past President

Debra S. Kunce, AIA \_\_\_\_\_ AIA Indianapolis - Chapter President

Morris Thomas, Assoc. AIA \_\_\_\_\_ AIA Central Southern – Chapter President

Cory D. Miller, AIA \_\_\_\_\_ AIA Fort Wayne - Chapter President

Timothy J. Wall, AIA \_\_\_\_\_ AIA Northern – Chapter President

Mark W. Demerly, AIA \_\_\_\_\_ AIA Indianapolis - Chapter Past President

Lynn H. Molzan FAIA \_\_\_\_\_ FAIA & History of the Bookstore

Steven L. Rieck, AIA \_\_\_\_\_ AIA Fort Wayne & Past President

David R. Proffitt, AIA \_\_\_\_\_ AIA Ohio Valley Region

Scott Truex \_\_\_\_\_ Ball State University -CAP-IC

Ken Englund \_\_\_\_\_ AIA Indiana - Executive Director

Michael R. Coffey \_\_\_\_\_ Long Range Planning Facilitator

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### Introduction

#### **Background**

The following describes current conditions influencing the AIA Indiana 2005-2008 Long Range Plan:

- AIA Members join the American Institute of Architects (AIA) as individual architects – firms are not members.
- AIA Indiana is a State component of the National AIA organization, and the AIA Ohio Valley Region.
- AIA Central/Southern Indiana, AIA Fort Wayne, AIA Indianapolis, and AIA Northern Indiana (AIA Indiana Chapters ) are components of AIA Indiana, however, they are also able to maintain a direct connection to AIA National.
- AIA Indiana Chapters are the primary point of contact for most AIA Members, especially those located in metropolitan areas.
- Although AIA Indiana Chapters are the primary point of contact for members, Chapter members are scattered throughout a large geographic area. This dispersion makes it difficult to foster a sense of community and sustain active participation at the local Chapter level.
- For many architects, membership is motivated by the value associated with the professional AIA designation. The AIA mark distinguishes an architect as member of the American Institute of Architects. It is a mark of distinction which is earned following satisfactory completion of rigorous professional requisites.
- While the distinction attributed to the AIA designation is valuable, the challenge undertaken by AIA Indiana is to provide ongoing services to ensure that members retain the level of distinction attributed to AIA members.

Recognizing the above influencing conditions, AIA Indiana's Board authorized the planning effort that culminated in AIA Indiana's 2005-2008 Strategic Plan.

Following review and discussion, the **AIA Indiana 2005-2008 Strategic Plan** was approved and adopted for implementation by AIA Indiana's Board of Directors on the seventeenth day of May, 2005.

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*AIA Indiana sets forth the following as its foundation for growth and change over the next three years.*

### Strategic Goals:

**Bring new value to AIA Indiana membership.**

**Publicize the value of AIA Architects to industry decision makers.**

### Strategy:

Reinvigorate AIA Indiana by:

- A. Reprioritizing services;
- B. Reallocating resources;
- C. Redefining staff's duties;
- D. Reviving professional fellowship;
- D. Being proactive instead of reactive;
- E. Redoubling and refocusing marketing efforts.

### Objectives:

- A. Provide **coordination and administrative support services** for AIA Indiana Chapters.
- B. **Facilitate resource sharing** by and among AIA Indiana Chapters.
- C. Help **recruit new members; retain current members;** and, increase the number of members actively participating in AIA Indiana and local AIA Indiana Chapters.
- D. **Effectively advocate** on behalf of AIA Indiana's membership within governmental agencies; legislative assemblies; and other venues as warranted.
- E. Provide professional **continuing education programs** for members in multiple locations throughout the State.
- F. Make it easier for members to **locate and access information** resources.
- G. Conduct **targeted marketing programs** promoting benefits attributed to AIA members.
- H. Conduct and sponsor programs designed to **improve business climate** for architectural services.
- I. **Raise funds** needed to achieve strategic Goals & Objectives while aligning membership dues with membership value.
- J. Match **resource allocations** with strategic Goals & Objectives.
- K. Create a more **effective governance** structure and **leadership development** infrastructure.

## **Strategic Objective “A” - Support Services For AIA Indiana Chapters**

Provide coordination and administrative support services for AIA Indiana Chapters.

### **Envisioned Result:**

AIA Indiana offers virtual staffing services to help AIA Indiana Chapters perform administrative duties.

### **Implementation Tactics:**

Consolidate administrative services for AIA Indiana Chapters to benefit from economies of scale and to ensure parity of services among AIA Indiana Chapters – where such is mutually beneficial to those participating in a cooperative administrative service center.

### **Prospective Scope of Services**

#### **A. Communication Services such as:**

1. Website Development and Maintenance
2. **eNewsletters** for AIA Indiana Chapters
3. OnLine Discussion Groups – via automated ListServers

#### **B. General Administration Services**

1. Scheduling & Coordination Services
2. Membership List Management & Maintenance
3. Administrative Bookkeeping Services
4. Maintain official Incorporation and non-profit status records for AIA Indiana Chapters.

#### **C. Event Management**

1. Help AIA Indiana Chapters coordinate meetings, events, and promotions.
2. Help members make travel arrangements for AIA State, Regional, and National events.

#### **D. Other Support Services**

1. Governmental Affairs Support Services
2. Seek out other opportunities to assist AIA Indiana Chapters.

**Strategic Objective “B” - Facilitate Resource Sharing**

Facilitate resource sharing by and among AIA Indiana Chapters.

**Envisioned Result:**

There is parity between services and resources offered to AIA Indiana members regardless of their AIA Indiana Chapter affiliation.

**Implementation Tactics:**

- A. Provide an interactive electronic information network as a resource shared by AIA Indiana Chapters and members.
  
- B. Add AIA Indiana Chapters News content to AIA Indiana website.
  - 1. Provide AIA Indiana Chapters’ website presence on the AIA Indiana website.
  - 2. Maintain website links on the AIA Indiana website to local AIA Indiana Chapters if AIA Indiana Chapters have independent websites.
  - 3. Allow easy updating of each AIA Indiana Chapter’s website content.
  
- C. Other Shared Resources might include:
  - 1. Speakers Bureau
  - 2. Event coordination services
  - 3. Recruitment & Retention materials and programs.
  
- D. Make coordination between AIA Indiana Chapters and AIA Indiana a high priority at AIA Indiana Board meetings.
  
- E. Conduct periodic AIA Indiana Chapters’ coordination assessments.

## Strategic Objective “C” - Recruit, Retain, & Increase Participation

Help recruit new members; retain current members; and, increase the number of members actively participating in AIA Indiana and local AIA Indiana Chapters.

### Envisioned Result:

AIA Indiana produces materials and programs for use by local AIA Indiana Chapters as part of recruitment, retention, and participation enhancement efforts.

### Implementation Tactics:

- A. Establish a **Recruitment & Retention Committee**, to help AIA Indiana Chapters:
  - 1. Develop *Bring a Friend* recruitment programs and events.
  - 2. Promote “**Mentoring Programs**” such as *AIA National Mentor Matching* program, for emerging professionals – possibly with assistance from AIA Fellows.
  - 3. Establish welcoming programs & distribute “**New Member Info Packets**”
  - 4. Conduct events to foster professional fellowship.
  - 5. Maintain and coordinate a Speakers Bureau for the architecture community.
  - 6. Monitor State Licensing Board and notify AIA Indiana Chapters of new registrations.
  
- B. Grow AIA Indiana’s Allied Members roster by:
  - 1. Elevating stature of Allied members and conduct targeted recruitment in allied industries.
  - 2. Developing multi-level Allied Memberships to accommodate Allied Members with statewide presence.
  
- C. Send AIA Indiana information to non-members on a recurring basis (such as semi-annually).
  
- D. Develop and implement new member Recruitment initiatives to:
  - 1. Increase number of Principals enrolled as an AIA Indiana member.  
(See: “Principals Forum” in Objective “H” on page 13 herein)
  - 2. Increase number of emerging Architects enrolled as AIA Indiana members.
    - a) Build working relationships with AIAS & Universities.
    - b) Establish an “Educator” dues structure for those whose primary work is teaching in one of Indiana’s School of Architecture.
  
- E. Develop and conduct membership retention programs & initiatives.
  - 1. Track retention rates among various groups.
  - 2. Conduct and assess “Exit” surveys to determine why members leave.
  - 3. Establish a **Past President’s Council** to retain past officers involvement.
  
- F. Enhance Design Awards (and associated social events) to recognize and publicize quality and creativity among Architects; Allied Members; Educators; Students; and, selected members of the building industry at large.

### **Strategic Objective “D” - Effective Legislative Advocacy**

Effectively advocate on behalf of AIA Indiana’s membership within governmental agencies; legislative assemblies; and other venues as warranted.

#### **Envisioned Result:**

Establish an annual legislative agenda that proactively examines the upcoming legislative issues; to ensure that issues of interest to architects are included in matters presented to governmental assemblies; and, establishes a “*Make Your Voice Heard*” rapid response network to ensure the voice of architects is heard when critical legislative issues arise.

#### **Implementation Tactics:**

- A. Establish a **Governmental Affairs Committee** to:
  - 1. Track and report on legislative initiatives of interest to Architects;
  - 2. Secure the services of outside consultants when deemed appropriate;
  - 3. Meet with the Governor; Legislators; and, Dept. Heads at Governmental Agencies to discuss issues of interest to architects.
  - 4. Provide AIA Indiana Board with a legislative agenda report prior to each legislative session.
  
- B. Enhance AIA Indiana’s legislative posture.
  - 1. Seek opportunities to be “proactive” instead of “reactive”.
  - 2. Ensure an effective response when “reaction” is warranted.
  - 3. Look to “**Allied Members**” as a base of supplemental support.
  - 4. Make it easier for members to contact their state legislators on matters of interest to architects.
  - 5. Conduct periodic “Meet Your Legislators” events at which AIA Indiana members meet and talk with their local legislative representatives
  
- C. Make legislative advocacy a primary focus of attention for AIA Indiana’s Principals Forum.

**Strategic Objective “E” - Professional Continuing Education**

Help provide professional Continuing Education programs for members in multiple locations throughout the State.

**Envisioned Result:**

AIA Indiana plays a lead role in defining how and where Continuing Education programs, designed to meet state licensure requirements, are made available to AIA Indiana members.

**Implementation Tactics:**

- A. Enhance AIA Indiana’s “**Education Committee**” to guide AIA Indiana’s emerging Continuing Education licensure initiatives.
- B. Establish an online Continuing Education presence.
- C. Conduct cooperative Continuing Education initiatives with State’s architecture schools and local Chapters.
- D. Package Continuing Education programs developed by third parties – for AIA Indiana’s distribution and use.
- E. Look to Continuing Education programs as a source for supplemental non-dues revenue.

## **Strategic Objective “F” - Information Resources**

Make it easier for members to locate and access information resources.

### **Envisioned Result:**

AIA Indiana serves as an information distributor. Information and knowledge produced by others is “packaged” and “distributed” by AIA Indiana. In many cases, AIA Indiana acts as a (wholesale) information distributor for AIA Indiana Chapters who serve as the point of (retail) delivery for AIA Indiana members.

### **Implementation Tactics:**

- A. AIA National’s Strategic Plan calls upon it to produce information for the architecture community. This and the abundance of other third party information producers present AIA Indiana’s members with a potential information overload. AIA Indiana can help its members find and expediently access desired information by providing online (web based) “Information Directories”. The navigational tools envisioned include, but are not limited to:
  - 1. Web based information directories with search features and hot-link portals.
  - 2. Compiled “Information Directories” listing resources produced by:
    - a) AIA National
    - b) Universities
    - c) Affiliated industries
    - d) Others as warranted.
- B. Provide AIA Indiana’s Online Information services under a “**Members Only**” section of the AIA Indiana website –using membership numbers as access codes.
- C. Prospective information services in a “Members Only” section include:
  - 1. Listings of Project “Requests For Proposals” (RFPs).
  - 2. Job opportunity postings
  - 3. Community Service notices (for non-profit orgs)

## **Strategic Objective “G” -- Marketing Programs**

Conduct targeted marketing programs promoting benefits attributed to AIA members.

### **Envisioned Result:**

A multi-dimensional communications plan elevates the value associated with architectural services.

### **Implementation Tactics:**

- A. Establish a standing “**Public Relations Committee**” to guide AIA Indiana’s PR initiatives.
  - 1. Identify market targets, and how to best deliver the AIA marketing messages to them using a variety of communication media.
  
- B. Develop a “**Communications Plan**” and assign implementation responsibilities; timelines; benchmarks; and, evaluation procedures.
  - 1. Investigate hiring an outside public relations consultant.
  
- C. Conduct recurring **Media Relations Luncheons** – or other media discussion opportunities.
  
- D. Produce Public Interest:
  - 1. Articles
  - 2. Events
  - 3. Programs
  - 4. Conduct public Information Forums
  - 5. Sponsor Public Interest advocacy initiatives

## **Strategic Objective “H” - Improve Business Climate For Architects**

Conduct and sponsor programs designed to improve the business climate for architectural services.

### **Envisioned Result:**

Principals of architectural firms in Indiana are actively participating in programs and activities sponsored by AIA Indiana to foster improved business conditions for architectural services.

### **Implementation Tactics:**

- A. Establish a **Principals Forum** populated by:
  - 1. Principals from member architectural firms; and possibly,
  - 2. Past AIA Indiana Presidents (& possibly Past AIA Indiana Chapter Presidents);
  - 3. AIA Fellows & others as deemed appropriate.
  
- B. Conduct Public Relations initiatives designed to enhance the public stature of AIA Indiana member services.
  - 1. Utilize the Principals Forum to collectively call attention to value architects bring to communities.
  
- C. Facilitate “risk management” reviews for AIA member firms by:
  - 1. Making access to pertinent information and expert knowledge easier.
  - 2. Hosting industry discussion forums.
  - 3. Circulating recommendations published by AIA National and other industry forums.

## **Strategic Objective “I” - Fund Raising**

Raise the funds needed to achieve strategic Goals & Objectives while aligning membership dues with membership value.

### **Envisioned Result:**

Expand revenue from non-dues sources while expanding services offered to members.

### **Implementation Tactics:**

- A. Establish a **Finance Committee** to guide development of:
  - 1. Budgets aligned with AIA Indiana’s Strategic Goals & Objectives
  - 2. Optimized non-dues revenue from online sales of AIA contract documents & codes.
  - 3. Develop other non-dues revenue sources such as:
    - a) Sponsorships
    - b) Educational Programs
    - c) Special Events
    - d) Profit Sharing from third-party affiliates
    - e) Sales of materials, books, etc.
    - f) Other services
  - 4. Grow dues revenue by expanding AIA Indiana membership including increasing the number of AIA Associates & Allied members.
- B. Revisit “dues formulation structure” for AIA Indiana and local AIA Indiana Chapters. Issues to re-examine include, but are not necessarily limited to:
  - 1. Prospective “pooling” of funds by AIA Indiana & AIA Indiana Chapters to support and sustain a cooperative administrative center.
  - 2. Optional dues formulations to accommodate “opt-in” participation in any shared resources arrangement – such as a cooperative administration center.

## **Strategic Objective “J” -- Resource Allocation**

Match resource allocations with strategic Goals & Objectives.

### **Envisioned Result:**

AIA Indiana budgets and AIA Indiana Chapter budgets are prepared so as to support “Implementation Tactics” required to achieve Strategic Goals & Objectives.

### **Implementation Tactics:**

A. Establish a **Facilities Committee** to assess needs & recommend facility requirements:

1. Information distribution services
2. Public Relations & Membership eNews
3. AIA Indiana Chapters support services
4. Legislative advocacy initiatives
5. Board & Committee support
6. General business operations
7. Ongoing book, code, and document sales initiatives.
8. Cooperative ventures with related organizations.

B. Maintain sufficient staffing to support prioritized objectives, such as:

1. Information distribution services
2. Public Relations & Membership eNews
3. AIA Indiana Chapters support services
4. Legislative advocacy initiatives
5. Board & Committee support
6. General business operations

C. Provide and maintain Information Technology systems to sustain:

1. Information distribution services
2. Public Relations & Membership eNews
3. AIA Indiana Chapters support services
4. Legislative advocacy initiatives
5. Board & Committee support
6. General business operations

## **Strategic Objective “K” -- Effective Governance & Leadership**

Create a more effective governance structure and leadership development infrastructure.

### **Envisioned Result:**

Revised By-Laws provide AIA Indiana and AIA Indiana Chapters with an organization designed to better accommodate and serve its members.

### **Implementation Tactics:**

- A. Revisit by-laws with eye toward:
  - 1. Realigning geographic boundaries for AIA Indiana Chapters.
  - 2. Amending length of term in office for Officers.
  - 3. Develop a chain-of-succession that enhances leadership development by altering the “up & out” practice that is common among AIA Indiana Officers.
  
- B. Work to increase the number of AIA Indiana members who earn membership in the AIA College of Fellows, and increase the number of AIA Fellows who actively participate in AIA Indiana.
  
- C. Build on the current “AIA Knowledge Communities” (a.k.a. – PIAs) infrastructure to develop leaders, and attract members to extended participation opportunities.
  
- D. Establish a Past Presidents Council to retain active participation of former Officers.
  
- E. Conduct annual Board Retreat for:
  - 1. Strategic Planning
  - 2. Assessment and evaluation of prior year(s).
  - 3. Building and enhancing professional fellowship.

## Resource Requirements - Overview

Resource requirements for AIA Indiana 2005-2008 Long Range Strategic Plan includes:

### 1. Staffing

- a) Executive Management
- b) Administrative Support
  - b1) Full time staff
  - b2) Part time staff
  - b3) Temporary Interns

#### **Re: Staffing**

If the scope of services envisioned in this plan are to be implemented, staff will either have to be assigned new duties, or some services will be outsourced.

### 2. Volunteers

- a) Officers
- b) Committee participants

#### **Re: Volunteers**

Members should be “invited” to participate in meaningful activities and initiatives which also foster fellowship.

### 3. Information Technology Systems

- a) Internal systems  
(hardware & software)
- b) External systems  
(software services)

#### **Re: IT Systems & Services**

Making information “easy to find and access” requires electronic data indexing and internet delivery. In house IT equipment requirements are relatively low. However, the IT services required represent new cost centers for AIA Indiana.

### 4. Funding for:

- a) Staffing
- b) IT Systems & Services
- c) Gen'l Admin Expenses
- d) Events & Programs
- e) Facilities
- f) Outside consulting services

#### **Re: Funding**

Resource allocations will need to change. Pending the scope of services provided, operating costs could remain close to current levels, or even increase. If only a limited set of envisioned services are provided, expenses could be cut. As for income, prospects for restructured dues formulation methods, and new non-dues revenue, appear favorable.

### 5. Commitments from:

- a) AIA IN Board members
- b) Committee members
- c) AIA Indiana Chapters
- d) AIA Indiana staff

#### **Re: Commitments**

The leadership turnover rate fostered by an “up & out” leadership progression makes sustained commitment a challenge that will require ongoing attention and systemic changes to leadership policies and practices.

### 6. Cooperation

- a) AIA Indiana Chapters
- b) Individual AIA IN members
- b) Outside consultants
- c) Principals from member firms
- d) AIA IN staff

#### **Re: Cooperation**

Support services provided by AIA Indiana for local AIA Indiana Chapters requires a pooling of funds in a shared resource cooperative venture that can only be sustained through genuine cooperation among all parties involved.

### **Observation**

The AIA Indiana 2005-2008 Strategic Plan calls for operational restructuring.

Structural changes outlined herein require varying amounts of the above resources.

Determining specific resource requirements for each initiative will be undertaken as part of the Plan’s implementation. However, underlying any change is a need for long-term commitment on the part of AIA Indiana’s current leadership. Accepting the ongoing turnover rate among Board members, annual progress assessments are seen as the vehicle for sustaining long term Board commitment.

## Income & Expenses Assessment

The following Income & Expenses recap illustrates sources and uses projected for AIA Indiana's 2005 operating budget. (Figures are from 2005 Consolidated Income Statement.)

<u>Bookstore Net Income</u>	<u>2005 Annual Budget</u>	
Income from Books	\$ 5,000	
Income from Codes	\$ 35,000	
Income from Documents	<u>\$ 34,000</u>	
Bookstore Net Income Before Net Freight Income	\$ 74,000	
Bookstore Related Net Freight Income	<u>\$ 2,000</u>	
Net Bookstore Income with Net Freight Income		\$ 76,000
<b><u>“Association” Income</u></b>		
Dues income	\$132,000	
Convention income	\$ 10,000	
Misc. Non-dues / non-bookstore income	\$ 2,500	
Interest income	\$ 1,500	
Sponsorship & Advertising	\$ 1,000	
Awards Program	<u>\$ 6,000</u>	
Net Non-Bookstore Income		\$153,000
Electronic Document Sales (AIA National) Profit Sharing	\$ 35,000	
<b>Total Net Operating Income</b>		<b>\$264,000</b>
Over/Under allowance	<u>\$ 100</u>	
<b>Total Net Income</b>		<b><u>\$264,100</u></b>
<b><u>General Operating Expenses</u></b>		
Salaries & taxes	\$109,314	
Staff & Officer travel	\$ 13,000	
Group Insurance	\$ 15,000	
General Insurance	\$ 4,000	
Office Rent / Parking	\$ 21,500	
Telephone	\$ 8,000	
Meetings, Events, Awards	\$ 7,000	
Gen. Office Expenses	\$ 6,750	
Other Expenses	<u>\$ 9,300</u>	
Non-Bookstore Expense (Subtotal)		\$193,864
<b><u>Outside Services &amp; Fees</u></b>		
Legal / Lobbying	\$ 28,500	
Accounting / Bookkeeping	\$ 9,000	
Website & Sketches	\$ 6,000	
Service Charges	\$ 6,750	
Software / Consulting	\$ 2,000	
Outside Services (Subtotal)		\$ 52,250
<b><u>Special Expenses</u></b>		
Committees	\$ 13,500	
Region Assessment	\$ 3,000	
Special Expenses (Subtotal)		\$ 16,500
<b>Total Operating Expenses</b>		<b><u>\$262,614</u></b>
<b>Total Net Income</b>		<b><u>\$ 1,486</u></b>

## Prospective Revenue Sources

Following is a general assessment of AIA Indiana's 2005-2008 prospective revenue sources.

### 1. Membership Dues

- a) Architect membership dues
- b) Allied memberships dues
- c) Associate memberships dues
- d) "Educator" membership dues

#### **Re: Membership Dues**

Dues from Allied Memberships would appear to have the largest potential for growth. These pose a challenge in that Allied Members are looking for the direct access to Architects that AIA Indiana Chapters provide.

### 2. Sales & Services

- a) Profit sharing from online sales (via AIA National)
- b) Printed contract documents & codes
- c) Books & other publications

#### **Re: Sales & Services**

Sales of printed Codes appears unchallenged. However, sales of printed documents is challenged by AIA National via online sales of AIA Documents although National's profit sharing program offsets some income loss. Most other AIA State components operate as a fulfillment center selling documents & codes via online order forms. Income via book sales does not support a retail bookstore.

### 3. Events & Programs

- a) Award programs
- b) Special events
- c) Others

#### **Re: Events & Programs**

Income from events & programs has growth potential. The rate of growth could be accelerated if Allied Memberships increased substantially and fee based events of interest to Allied Members were hosted by AIA Indiana.

### 4. Sponsorships

- a) Event Sponsors
- b) Publication sponsors

#### **Re: Sponsorships**

Sponsorship income has potential for growth. Rate of growth may be inversely linked to growth of Allied Memberships. Allied members may not feel compelled to pay for Sponsorships in addition to dues.

### 5. Education Programs

- a) Profit sharing arrangements
- b) Income from "sponsored" programs

#### **Re: Education Programs**

Continuing Education could be a new source of revenue as state licensure requirements are linked to continuing education for architects. Although not yet defined several revenue vehicles appear to be emerging.

### 6. Subscription Services

- a) Website publishing & maintenance
- b) Other subscription services

#### **Re: Subscription Services**

Support services for local AIA Indiana Chapters would require cost sharing cooperative arrangements involving some form of income pooling by state & chapters.

### **Observation:**

Revenue prospects represented above are derived from restructuring initiatives called for within AIA Indiana's 2005-2008 Strategic Plan. From a revenue perspective, successful restructuring will likely warrant reassessment of the "formulas" used to set chapter and state membership dues. It is quite possible that the value of services made available by AIA Indiana will prompt creation of a new membership dues "formula" that provides AIA Indiana Chapters with a discretionary vehicle that lets them "pool funds" as part of a cooperative cost sharing venture through which AIA Indiana provides administrative support services for AIA Indiana Chapters.

## Financial Feasibility Assessment

As illustrated below, the recommendations contained within the 2005-2008 Strategic Plan are viewed as financially feasible. However, there are challenges to be addressed. The illustrations provided below are offered to highlight aspects of AIA Indiana's current operations which will warrant close attention when attempting to implement the provisions set forth in this Strategic Plan.

1. Revenue from annual membership dues, events, and sponsorships (*Association Income*) currently falls short of meeting AIA Indiana's operating costs. (Per 2005 Consolidated Income Statement)

Net <i>Association Income</i>	\$153,000
Per 2005 Annual Budget - Less AIA National ProfitSharing Income ( *)	
Total Operating Expenses (Per 2005 Annual Budget)	<\$262,614>
<i>Association Income</i> & Operating Expenses Variance	<\$ 109,614>

2. As illustrated, AIA Indiana generates substantial supplemental revenue beyond *Association Income* through its Bookstore operation (Per figures taken from 2005 Annual Budget)

	<u>Income</u>	<u>Cost of Sales</u>	<u>Gross Profit</u>
Sales of Books	\$ 20,000	\$ 15,000	\$ 5,000
Sales of Codes	\$ 100,000	\$ 65,000	\$ 35,000
Sales of Printed Documents	\$ 75,000	\$ 41,000	<u>\$ 34,000</u>
Bookstore Net Income Before Net Freight & Other Income			\$ 74,000
Freight	\$ 10,000	\$ 8,000	\$ 2,000
Over Under Allowance			\$ 100
AIA National Profit sharing (*)			<u>\$ 35,000</u>
Other Income (Subtotal)			\$ 37,100
Total Income Attributed to Bookstore			\$111,100

3. After allocating a proportional share of general operating expenses against Bookstore operations, net Bookstore income for 2005 is budgeted at \$18,574.
4. Altering the formula used to assess the share of general operating costs assigned to the Bookstore operations will increase/decrease Bookstore's net income. In any event, it is clear there is currently a dependency upon income generated through AIA Indiana's bookstore operation. In the absence of that income source, AIA Indiana would need to find a comparable income replacement, or substantially cut operating costs.
5. Income from the sale of printed AIA Documents is becoming less predictable due to AIA National's sale of the same documents in "electronic" format.
6. Currently, AIA National issues a 15% profit sharing payment to AIA Indiana based on electronic document sales made within Indiana zip codes. This helps offset income lost due to AIA National's consolidation of all electronic document sales through its online bookstore.

AIA Indiana 2005-2008 Strategic Plan (version 6.01 ...continued)

7. At present AIA National’s online sales efforts are not directed at low-volume purchasers. The current pricing for electronic version of AIA documents per [www.aia.org](http://www.aia.org) is:

<u>Product</u>	<u>Retail Price</u>	<u>Member Price</u>
AIA Documents: Meter 300 License	\$369.00	\$229.00
AIA Documents: New Unlimited Annual License (1 Seat)	\$779.00	\$559.00
AIA Documents: New Multiseat License (5 Seats)	\$2,419.00	\$1,739.00
AIA Documents: New Multiseat License (10 Seats)	\$4,829.00	\$3,459.00
AIA Documents: New Multiseat License (20 Seats)	\$9,649.00	\$6,909.00
AIA Documents: New Multiseat License (30 Seats)	\$14,460.00	\$8,900.00
AIA Documents: New Multiseat License (40 Seats)	\$19,280.00	\$11,866.00

8. AIA Indiana’s near-term budgets will continue to anticipate income from the sale of printed versions of AIA documents. However, AIA National could easily expand it’s online pricing structure to target lower volume sales once the current “pilot” program has stabilized and any bugs are worked out. At such time, AIA Indiana could see its AIA Document sales income reduced substantially. In that event, AIA Indiana’s income from AIA National’s online sales profit sharing program would likely increase. However, with profit sharing returning 15% of sales, income received from the National profit sharing program is likely to be less than the profit otherwise earned if AIA Indiana were selling the same documents direct to buyers.
6. AIA Indiana’s profit sharing income anticipated in fiscal year 2005 is \$35,000. At 15% profit sharing, that implies sales of about \$233,300.
8. AIA Indiana Chapters receive 10% profit sharing income from AIA National based on the sale of the “electronic” version of AIA Documents. If AIA Indiana’s receives \$35,000 in profit sharing from AIA National; then, AIA Indiana Chapters would collectively receive about \$23,300.
9. The profit sharing income received by AIA Indiana Chapters is a relatively new addition to their annual budgets. Dependency on that income stream has not yet worked its way into the budgets of AIA Indiana Chapters. As such, at this time, allocation of these funds would seem to be discretionary.
10. AIA Indiana’s 2005-2008 Strategic Plan calls for (among other things) provision of support services (provided by AIA Indiana) for AIA Indiana Chapters. The restructuring required to achieve this objective includes reassessment of how dues are formulated. If AIA Indiana Chapters can use income derived from AIA National’s profit sharing program as part of the shared cost associated with support services provided through AIA Indiana, that capability could provide a foundation for the shared services cooperative venture envisioned by the 2005-2008 Strategic Plan.
11. Restructuring called for within the 2005-2008 Strategic Plan requires reallocation of staff and facility resources. Based on comparisons with other AIA State components, it would appear that AIA Indiana could maintain income from the sale of AIA Codes, and printed AIA Documents without having a conventional retail Bookstore. Other AIA State and (some) Local components offer a full listing of printed AIA Documents, codes, as well as other publications and books by way of an online catalogue and online order forms.  
(ref: AIA Michigan, AIA Minnesota, AIA Ohio Columbus Chapter, and Boston Society of Architects). In the referenced models, they accept online (and fax) orders which are then filled from inventory that can be easily stored in a storage room. Filling online orders is then a daily staff duty which can be performed at a predetermined time of day.

Financial Feasibility Assessment .....continued

12. Given that only \$5,000 (net) income is budgeted from the sale of books, those transactions would not appear to warrant allocation of resources required to maintain a walk-in retail facility. If a retail presence is not warranted, resources could be allocated to facilities better suited to facilitate the member services envisioned in the 2005-2008 Strategic Plan. While doing so might yield some reduction in facility expenses, the net facility expenses would not be much lower than the facility expense currently being incurred. (i.e. - The 2005 amount budgeted for Office Rent / Parking is: \$21,500).
  
13. In addition to income derived from cooperative cost sharing support services, other supplemental non-dues revenue will be needed. Good prospects would appear to be:
  - a) Income from Continuing Education programs sponsored by AIA Indiana;
  - b) Increased income associated with Allied Memberships

Note: Allied members have predominantly local interests. They would appear most apt to participate if affiliated with an AIA Indiana Chapter. Allied members would not be inclined to pay state dues on top of chapter dues. When revisiting how dues are formulated for AIA Indiana and AIA Indiana Chapters, this issue can be overcome. (re: AIA Minnesota's Allied membership dues structure.

## **Implementation Process & Timeline**

Implementation of AIA Indiana's 2005-2008 Strategic Plan to occur in stages. Some aspects of the plan will be accomplished in the near term, while others will require more time.

Implementation of the Strategic Plan to be directed and monitored by AIA Indiana's Board. Execution of the Strategic Plan will be the responsibility of AIA Indiana staff, its officers and members, with assistance from outside contractors as deemed appropriate.

**Implementation Progress Reports and Performance Evaluations** to be conducted by AIA Indiana's Board or its designees.

Throughout the first year following approval of the Strategic Plan, and at least semi-annually each year thereafter, written **Implementation Progress Reports** are to be circulated and reviewed at each AIA Indiana Board meeting.

**Implementation Performance Evaluations** shall be conducted in writing by AIA Indiana's Board, at least annually. However, they will be reviewed more frequently if deemed appropriate by AIA Indiana's Board.

Although final determination as to implementation direction and sequencing resides within AIA Indiana's Board, upon approval of the 2005-2008 Strategic Plan, the following implementation sequence will be pursued until altered by AIA Indiana's Board or its duly appointed designee(s).

### **A. Near-Term Tasks** (to begin upon the Board's approval and adoption of the Strategic Plan):

1. Bylaws reassessment conducted with review of:
  - a) Terms of Office for Officers
  - b) Geographical boundaries for AIA Indiana Chapters
  - c) Dues structure & formation
  - d) Membership classifications
2. Communication networks established
  - a) Acquire (or develop) an accurate membership email list.
  - b) Establish an email (ListServer) news link to all members.
3. Facilities Committee established
  - a) Conduct facility requirements assessment
4. Evaluation Instruments Created and Staff Assessments Conducted
  - a) Develop implementation monitoring and evaluation instruments.
  - b) Quantify staff requirements for full implementation of the Strategic Plan
5. Establish Financial Plan to fund Strategic Goals & Objectives
6. Establish: "Principals Forum" and "Public Relations Committee"
7. Develop a strategic Continuing Education Plan whereby AIA Indiana plays a lead role in guiding the implementation of mandatory Continuing Education for architects in Indiana.

## **B. Mid-Term Tasks**

1. Establish Government Affairs Committee
  - a) Create AIA Indiana Legislative Agenda
  - b) Develop Government Affairs Advocacy Support Infrastructure
2. Establish Online Sales Optimization Programs
3. Convene annual AIA Indiana Board Retreat  
For: Strategic Planning & Assessments
4. Develop New Non-Dues Revenue Sources
5. Facility Reorganization / Relocation
6. Staff Realignment / Restructuring
7. Launch Resource Sharing Support Services for local Chapters
8. Create Recruitment Initiatives
9. Optimize existing, and develop new, Leadership Development Programs

## **C. Long-Term Tasks**

1. Develop information directories & distribution channels
2. Reorganize State Convention & Award Programs
3. Bolster AIA Indiana's leadership stature within AIA Ohio Valley Region & AIA National
4. Establish, fund, and launch a "Communications / Media Plan"

## **Implementation Evaluation Instruments**

Implementation monitoring and evaluation is the responsibility of AIA Indiana's Board. To assist them in that undertaking, customized Progress Reports, Performance Evaluations, and Strategic Planning Review instruments are to be developed for use by AIA Indiana's use.

Similar administration & management assessment instruments shall be developed to support staff's execution of the Implementation Plan.

# AIA Indiana 2005-2008 Strategic Plan

## Appendix

AIA Indiana 2005-2008 Strategic Plan  
Exhibit–A: Page 1 of 2

**Factors For Consideration**

Version 6.01

Issued: May 18, 2005

**Implementation Observations**

- A. The 2005-2008 Strategic Plan (the plan) was developed to help AIA Indiana better serve its members. Recommendations set forth within the plan provide a framework for achieving that goal.
- B. When fully implemented the AIA Indiana of 2008 will be an organization architects want to join because of the value it provides. However, getting from here-to-there will require a careful balancing act. While restructuring operations are underway, AIA Indiana must continue to provide uninterrupted services for members and meet ongoing obligations.
- C. When finalizing its implementation plans, AIA Indiana will want to gauge the following “intangibles” (listed in no particular order):
  - 1. Justifications associated with AIA Indiana’s retail Bookstore include sentimental value which can distort logical reasoning. If a shift toward an Order Fulfillment Center is pursued in lieu of a retail Bookstore, how that move is conveyed to members will impact how that news is received.
  - 2. The plan calls for AIA Indiana to make information “easy to find and access”. Implied within that objective is the view that AIA Indiana should serve as an information distributor. As such AIA Indiana is not seen as an information “producer”; rather, it is seen as the “distributor” of information (most often) produced by others.
  - 3. Administrative support services offered by AIA Indiana to AIA Indiana Chapters (as portrayed in the plan), essentially provides “virtual staffing” for AIA Indiana Chapters. Administrative tasks that need to be performed by AIA Indiana Chapters would be done for them by the support staff located at AIA Indiana. Such services would provide needed services for those AIA Indiana Chapters who currently operate without the help of paid staff. In offering support services to AIA Indiana Chapters, AIA Indiana would be offering a service that participating AIA Indiana Chapters would voluntarily subscribe to support. Admittedly, if there was insufficient support, then the proposed support services would be unfunded and therefore unsustainable.
  - 4. AIA Indiana facilities, as currently configured, allocate a substantial amount of space and staff time to operate a walk-in retail Bookstore. Findings yielded in the course of the plan’s development, show that other AIA components sell codes and documents by way of online catalogues and order forms. When orders are received they are filled from inventory that could readily reside on shelves in a storage room. If income generated from the sale of codes and books can be generated without sustaining a walk-in retail storefront, then justification for such needs to be established.

**Factors For Consideration**

Version 6.01

Issued: May 18, 2005

*Implementation Observations ...continued from page 1*

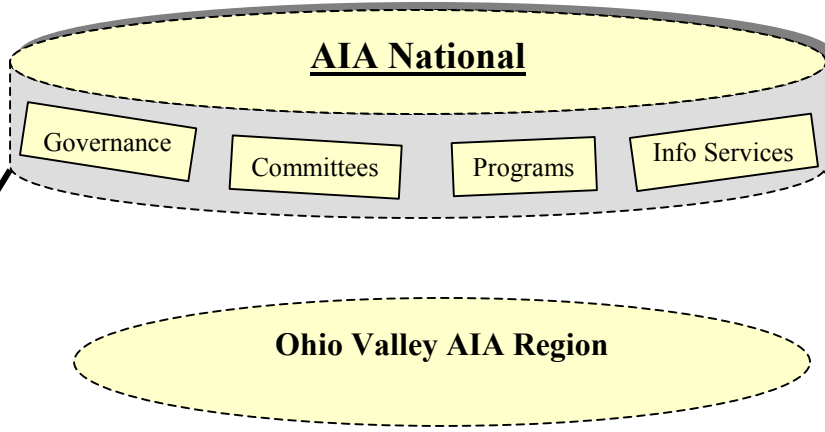
5. It would appear that AIA Indiana is an example of the “80/20 Rule”. That is, 80% of the work is done by 20% of the people. The plan acknowledges such and calls for action to generate increased participation by existing members. Part of doing so will be to directly “invite” members to participate in the organization’s activities; and, to ensure that the activities undertaken are meaningful and rewarding to participants. Implied within these requirements is the need for a regular communications vehicle that offers timely news about worthwhile initiatives being undertaken by AIA Indiana.
6. Throughout the planning process interest was expressed to change the geographical boundaries for AIA Indiana Chapters. That subject will most likely surface again if the Board elects to revisit AIA Indiana’s Bylaws. Geographical dispersion makes it difficult to sustain a sense of community among members when they have to drive long distances to participate in the organization’s activities. While there may be good reasons to alter the geographical boundaries for AIA Indiana Chapters, whatever the change may be, it will probably not alter the fact that some members will still face long drives if they want to participate in traditional chapter activities. In short, changing geographical boundaries is unlikely to foster a greater sense of community among members.
7. If building a sense of community is a key objective, then that seems more likely to be achieved by aggressive use of interactive telecommunications and information technologies. Granted, these technologies serve only to build “virtual” communities, however, the relationships established through virtual meetings and gatherings builds a genuine desire to attend major events in person.
8. The plan lists Allied Memberships as a growth opportunity, it also point out challenges associated with such efforts. In reviewing how other AIA components address this challenge a hybrid model would seem to best fit AIA Indiana. Specifically: Establish uniform Allied Membership classes throughout all AIA Indiana Chapters. AIA Indiana Allied Members would be recruited locally, and they would pay only one membership fee. However, by prior agreement between AIA Indiana and all AIA Indiana Chapters, that fee would include a state fee and a local fee. State’s share of Allied Membership fees (if any) would be intentionally low. In return, AIA Indiana and all AIA Indiana Chapters would work cooperatively to host income generating events of interest to Allied members which would be hosted by AIA Indiana who would be the recipient of the larger share of income generated from such events.
9. Continuing Education is seen as a source of new income for AIA Indiana. Given that State licensure requirements mandating continuing education for architects are being introduced at this time, AIA Indiana has an opportunity to help define how continuing education is provided throughout the State. By taking an aggressive role now, AIA Indiana has an opportunity to become a highly respected continuing education provider. (Note: AIA Indiana would not necessarily create the “content” being delivered, it could provide the delivery mechanism.)
- 10 Restructuring recommendations offered by the plan suggest a realignment of staff duties. It does not necessarily anticipate a reduction in overall staffing. If AIA Indiana moves to offer membership support services recommended within the plan, then total overall staffing levels could even expand (via part-time interns or temps) to periodically to handle event related initiatives.

# A Prospective Embodiment Of AIA Indiana 2005-2008 Strategic Plan

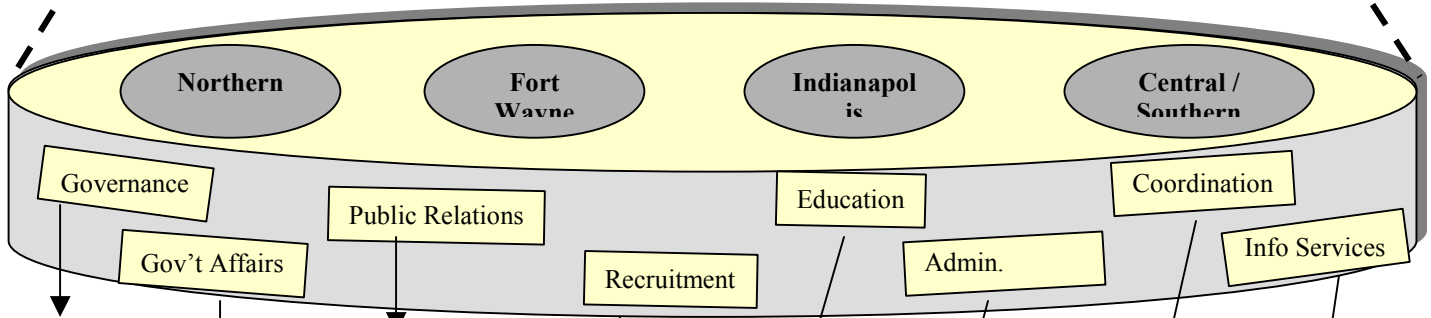
**Draft Document**

Note: The National and Regional Components portrayed in this illustration are for general reference only. Relationships between those components and AIA Indiana's components are too complex for accurate portrayal in this illustration.

**Exhibit - B**



## AIA Indiana -2008



- By Laws
- Terms of Office
- Board of Directors
- Leadership Development
- Strategic Planning
- Performance Evaluations
- Transition Planning
- Annual Board Retreats

- Media Plan Development & Execution
- Public Relations Coordination
- Websites
- Newsletters
- Community Service Projects

- Legislative Advocacy
- Proactive Gov't Relations
- Departmental Gov't Affairs

- Membership Relations
- New Member Welcome Wagon
- New Member Recruitment
- Current Member Retention Prgms.
- Exit Survey Mgmt.
- AIA Fellows Campaign & Support Svcs.
- Allied Member Recruitment & Retention Prgms.

- Professional CEU Programs
- University Liaisons (AIAS)
- Knowledge Communities
- Mentoring Programs

- Gen'l Admin Services
- Budgeting & Bookkeeping
- Gen'l Record Keeping
- Mbrship Support Services
- Board Support Services
- Event Mgmt.
- Facilities Mgmt.
- Fund Raising

- Chapter Events Coordination
- Special Event Coordination
- Programs Coordination
- Regional Coordination
- Public Relations Coordination

- OnLine Information Services
- Printed Information Services
- Membership List Administration & Maintenance
- Email Discussion Groups For Committees
- Info Services Concierge
- Website Dev. & Maintain
- Newsletters

**Grow The Market Campaign**

- Principals Forum
- Past Presidents Council

**Shared Support Services Made Available To Chapters**

AIA Indiana 2005-2008 Strategic Plan  
Exhibit-C

**Preliminary Expectations**

Version 6.01

Issued: May 18, 2005

***In looking at the factors influencing AIA Indiana's future, AIA Indiana's Long Range Planning Committee saw a need to realign the organization's operations and administrative infrastructure so as to better serve its members. When asked what they would consider to be a successful implementation of the 2005-2008 Strategic Plan, members of the planning committee offered the following as personal expectations for AIA Indiana in the year 2008:***

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AIA Indiana Bylaws discussed in meetings statewide during 2005-2006 and adopted by the membership at the 2006 business meeting, formed the basis for a renewed AIA Indiana.

AIA Indiana's membership is at the highest level in decades, as is its membership in the College of Fellows. AIA Indiana is an organization that architects "want" to join, to the point that architects ask: "why would I not want to join AIA Indiana?"

AIA Indiana members find that membership in AIA gives them an edge in the marketplace.

AIA Indiana is an outspoken advocate of the architectural profession in Indiana. AIA Indiana's legislative advocacy program is outstanding in its ability to communicate issues to its membership and to positively influence legislators.

AIA Indiana's Principals Forum, and Presidents Council, brings together Principals, Past Presidents and AIA Fellows to foster collective initiatives aimed at "growing the market" for architectural services; and, serving as effective legislative and governmental advocates on behalf of architects.

AIA Indiana promotes public education about architects and architecture through individual chapter activities. AIA Indiana and the Indiana Architectural Foundation work together to promote public awareness of architecture and architects.

AIA Indiana communicates with every AIA Indiana member regularly to keep them abreast of AIA Indiana activities, programs, and other professional news and information. An electronic feedback system makes it easy for members to communicate with AIA Indiana's staff and elected officers.

AIA Indiana members actively participate in AIA Indiana and all AIA Indiana Chapter activities and look forward to attendance at National and State conventions. AIA Indiana, through its annual convention and other events, is the place where architects from around the state meet to exchange ideas, recognize design, honor leaders and celebrate fellowship.

AIA Indiana facilitates programs that help local components recruit new and retain existing members, while engaging architecture students in AIA programs & activities.

AIA Indiana is the leader in providing statewide multi-location continuing education programs required of architects to maintain licensure in Indiana and other states.

## AIA Indiana 2005-2008 Strategic Plan (version 6.01 ...continued)

AIA Indiana is the resource of choice in Indiana for information about architects, architecture, building design, and construction innovations. It is the first resource sought out by members, other professionals, or the general public when seeking such information.

Although AIA Indiana and all AIA Indiana Chapters retain their direct relationship with AIA National; AIA Indiana serves as an Indiana clearinghouse for AIA National initiatives. AIA Indiana minimizes “travel time” challenges by serving as an information clearinghouse for AIA chapters whose members are geographically dispersed.

AIA Indiana provides programming, financial, and clerical services for chapters that do not have the resources to do so themselves.

AIA Indiana’s Finance Committee develops funding sources to achieve Strategic Goals & Objectives.

AIA Indiana’s Facilities Committee guides use of an AIA Indiana Operations Center that is located and outfitted so as to provide the services necessary to achieve Strategic Goals & Objectives.

The AIA Indiana Operations Center optimizes non-dues revenue available from online sales. Online sales of documents and codes is a major non-dues profit center for AIA Indiana.

Strategic alliances with conventional booksellers provides AIA Indiana members with desired architecture and building design books at discounted prices.

AIA Indiana staff is structured to provide support services in the areas of: membership communications; public relations; recruitment & retention; education; and, legislation as needed to achieve Strategic Goals & Objectives.

An AIA Indiana has a strong connection to AIA National & Regional with a member serving as: ...the Ohio Valley Region’s Director, and/or ...an AIA National Board Member.

AIA Indiana works closely with the state’s two schools of architecture and their student chapter organizations.

AIA Indiana insures that Indiana architects serve as members of statewide public boards, receive appointments to state agency positions, and write public-interest articles.

AIA Indiana’s communication with state government is strengthened through regular meetings held with the governor; state legislators; and other governmental department heads as warranted.

AIA Indiana contacts every registered architect in Indiana on a recurring basis to provide a full description of AIA Indiana and its services.

AIA Indiana sponsors programs through which members reach out to the general public as a public service without regard to direct benefit garnered by the profession.

AIA Indiana is organized in a manner that effectively supports its members regardless of their location.

AIA Indiana actively addresses complaints from non-members and inactive members.