

# Business Plan 2025





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# Executive Summary

Founded in 1882, the San Francisco Chapter of the American Institute of Architects (AIA SF) has been a cornerstone of the region’s architectural community for 143 years. In 2024, AIA SF opened the new Center for Architecture + Design (the Center), reinforcing its commitment to championing the power of design and its ability to elevate everyday experiences and drive extraordinary outcomes.

As a member-based nonprofit representing architects, designers, and design enthusiasts across the Bay Area, AIA SF continually seeks to expand its value by promoting architectural excellence. This commitment reflects its mission and vision, adopted by the 2024 Board of Directors:

## **Mission Statement:**

***AIA SF connects, elevates, and advocates for our members who create resilient, inclusive, thriving built environments.***

## **Vision Statement:**

***AIA SF will serve as an essential resource to advance the profession and inspire our design community.***

These statements build upon the American Institute of Architects’ founding mission in 1858, which sought to elevate the profession, facilitate professional collaboration, and unite architects in advancing the field.

## **Opportunity**

The opening of AIA SF’s new Center, located on the ground floor of the historic Hallidie Building in downtown San Francisco, marks a significant milestone. This dynamic space allows AIA SF to expand its events, lectures, film screenings, tours, and gallery exhibitions, positioning itself as a cultural hub where professionals and the public can connect, learn, and collaborate..

As San Francisco’s design landscape evolves, AIA SF remains adaptive—continuously refining its programming, communications, and financial strategies to ensure long-term sustainability. In a rapidly changing world, AIA SF serves as a stable platform where diverse stakeholders can advocate for the ongoing role of architects in shaping the built environment.

## **Strategic Planning 2025–2030:**

The 2025–2030 Business Plan outlines key strategic priorities that will guide AIA SF’s future:

***Programming:*** Strengthen AIA SF’s role as a valuable resource for the architectural community.

***Communications:*** Enhance engagement and connectivity among members.

***Finances:*** Secure the long-term financial health of the organization.

With these strategic initiatives, AIA SF remains committed to innovation, resilience, and relevance, ensuring it effectively serves architects and the broader community.



The Center for Architecture + Design | Image credit: Richard Barnes

# Strategic Plan Overview 2025–2030

## Goals and Objectives

Throughout 2024, the AIASF Board of Directors engaged members to gather insights on leveraging the new Center for Architecture + Design. To define strategic goals for the next five years, the Board established three task forces—Programming, Communications, and Finances—led by the Executive Committee. These groups collaborated with counterparts at the Center for Architecture + Design to align organizational missions and set objectives for AIASF’s 2025-2030 Strategic Plan:

### Programming:

Enhance AIASF’s role as a valuable resource that educates and engages diverse communities through high-impact programming.

- Strengthen and expand signature programs using data-driven event planning.
- Develop new programs with strong revenue potential.
- Increase event attendance through strategic partnerships.
- Leverage Knowledge Communities (KCs) to evolve and enhance programming.

### Communications:

Foster engagement and connectivity by strengthening communication strategies and reinforcing the value of membership.

- Expand membership engagement initiatives.
- Position AIASF as an essential professional resource.
- Cultivate a culture of inclusion and member value.
- Utilize effective digital platforms to enhance outreach.

### Finances:

Ensure long-term financial sustainability by diversifying revenue streams and reducing debt.

- Develop realistic financial models to support stability.
- Integrate financial strategies with the Center for Architecture + Design.
- Increase Board and AIA leadership involvement in fundraising.
- Expand sponsorships, partnerships, and rental opportunities.

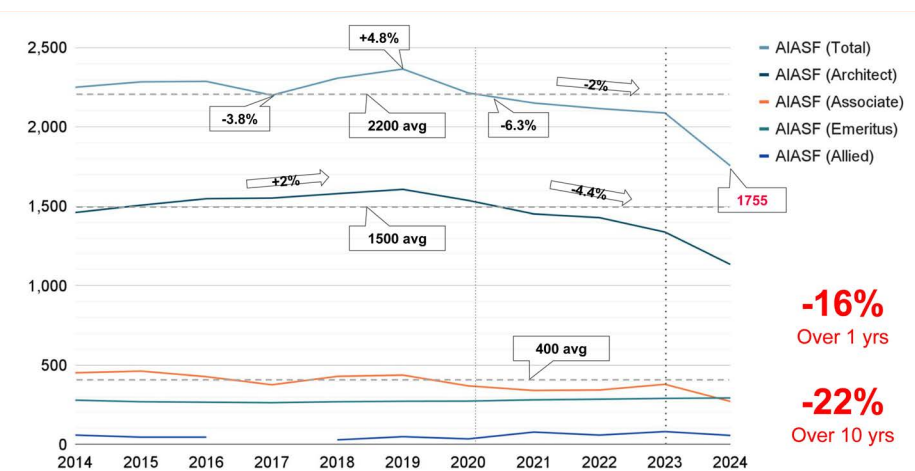
# Strategic Plan Overview

## Membership Trends & Opportunities

A decade-long analysis of membership trends revealed a post-pandemic decline in membership, though transfers between AIA components remain minimal. However, a significant rise in architecture school enrollment presents an opportunity to engage emerging professionals and lower barriers to entry into the profession.

Key findings include:

- The majority of members have practiced for 20+ years.
- Lapsed members are primarily in the 0-10 year practice range, highlighting a need for early-career engagement.
- Gen-Y members (Millennials) represent the highest percentage of lapsed members, emphasizing the importance of digital engagement and purpose-driven programming.



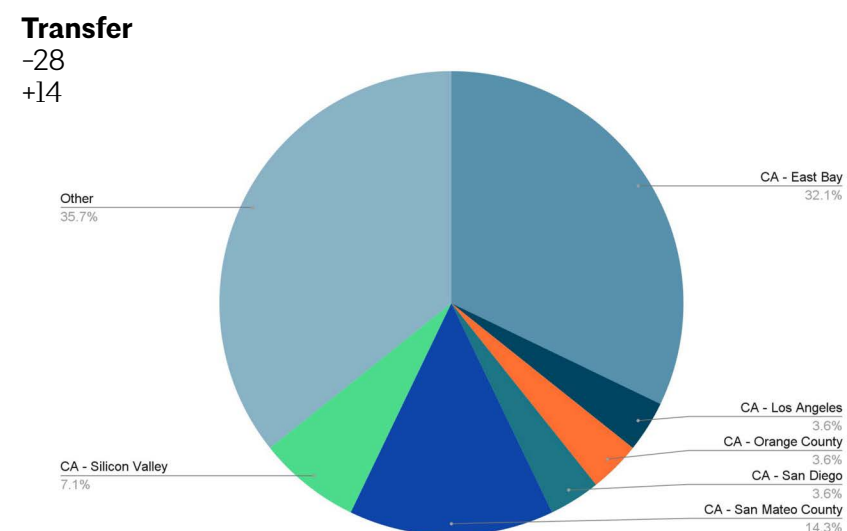
*AIA San Francisco Membership Trends, 2014 - 2024*

## Member Survey & Focus Groups

In Spring 2024, AIASF conducted a Membership Survey and hosted Focus Groups with Knowledge Community leaders and past chapter presidents, representing nearly 10% of the total membership.

Key takeaways:

- Advocacy, Inclusion, and Resilience should remain core AIASF values.
- Members identified Relevance, Connectivity, and the Value of Architects as external priorities.
- Internal priorities include Engaging Members and Growing the Profession.



*AIA San Francisco, Member Transfer 2024*

## Looking Forward?



AIA San Francisco, Strategic Planning Focus Groups

# Strategic Plan Overview

## Strategic Plan Visioning Workshop

The AIASF Board participated in a Visioning Workshop to synthesize findings, align the AIASF mission with those of AIA National and AIA California, and refine AIASF’s local role. Outcomes included:

- AIASF must increase engagement and demonstrate greater value to existing and potential members.
- While AIASF has strong leadership, limited staffing impacts program optimization.
- Inconsistent communication may contribute to perceived disengagement and impact financial sustainability.
- The physical presence at 140 Sutter Street is a significant asset, yet clarity between programming for AIASF vs. the Center for Architecture + Design is needed.

## Business Plan Task Forces

With an updated Mission and Vision as a guiding framework, the Board launched three Business Plan Task Forces:

- Programming – Strengthen and expand AIASF’s programmatic reach.
- Communications – Improve member engagement and external visibility.
- Finances – Build financial resilience and long-term sustainability.

Each task force conducted a SWOT analysis and applied a “Keep, Fix, Toss, Create” framework to refine priorities. The resulting Goals, Objectives, Key Strategies, and Performance Indicators will guide AIASF operations over the next five years.

|                             |   |   |                                |
|--|---|--|---|
| <div><b>Mission</b><br/>AIA inspires and empowers architects to improve society and transform the world.</div> | <div><b>Mission</b><br/>Dedicated to serving its members and uniting all architecture professionals in the design of a more just, equitable, and resilient future through advocacy, education, and political actions.</div> | <div><b>Mission</b><br/>AIASF connects, elevates and advocates for our members who create resilient, inclusive, and thriving built environments.</div> | <div><b>Mission</b><br/>To educate and inspire the public through the celebration of architecture and design.</div> |
| <div><b>Vision</b><br/>Drive positive change through the power of design and focused activism</div>            | <div><b>Vision</b><br/>To harness the transformative power of architecture and design to address the greatest economic, environmental, and social challenges of our time.</div>   | <div><b>Vision</b><br/>AIASF will serve as the essential resource to advance the profession and inspire our design community.</div>                    | <div><b>Vision</b><br/>Enriching the community and enabling positive change through architecture and design.</div>  |

AIA San Francisco Visioning Workshop, Mission & Vision Statement 2024



# Programming

## **Programming: Serving as a Valuable Resource**

AIASF's programming is designed to inspire and engage diverse communities through educational and experiential initiatives. The organization aims to strengthen existing programs, develop new revenue-generating opportunities, increase attendance, and leverage Knowledge Communities to enhance its impact.

### **Programming Goals (2025–2030):**

- Strengthen and enrich existing signature programs, leveraging event heat mapping.
- Research and develop new programs with strong revenue potential.
- Increase event attendance by fostering strategic partnerships.
- Leverage Knowledge Community (KC) leadership to expand and evolve programming.

### **Current State:**

AIASF has a strong foundation of signature programs and partnerships that have been successful for years.

These include:

- Design Awards
- Symposia and other KC-supported programs
- Exhibits, lectures, and book signings
- Architectural Registration Exam (ARE) Seminars

The new Center for Architecture + Design provides a unique opportunity to expand AIASF's reach through new events, sponsorships, thought leadership engagements, and revenue-generating programming. However, AIASF operates in a competitive landscape with other professional organizations (e.g., DBIA, SPUR, IIDA) offering educational and networking opportunities.

While programming demonstrates AIASF's relevance, direct ticket sales are not a significant revenue source. Instead, sponsorships and space rentals associated with programming have a greater financial impact.

### **Strategic Objectives & Action Plans**

#### **Five-Point Evaluation Criteria**

Use a Five-Point Evaluation Criteria for all programs:

1. Does it align with the Strategic Plan?
2. Does it enhance AIASF's public presence and member engagement?
3. Is it financially sustainable or attractive to sponsors?
4. Is there a committed Knowledge Community champion?
5. Are additional resources needed beyond current capacity?



| Photo by Braden Collum on Unsplash



## Goal 1: Strengthen and enrich existing signature programs

**Objective:** Optimize the impact of AIASF’s signature programs by strategically scheduling events and aligning programming with peak engagement periods.

**Strategies:**

- Implement a “Heat Map” event calendar to balance workloads and ensure strategic event timing.
- Conduct annual program reviews with a member-led task force to assess impact, attendance, and financial sustainability.
- Use pre- and post-event

**Performance Measures:**

- Ensure consistent, well-paced programming aligned with staff capacity.
- Standardize pre- and post-event surveys to track impact across all programs.
- Apply the Five-Point Evaluation Criteria to all proposed events. Move forward with events that meet at least three points.

## Goal 2: Develop New Revenue-Generating Programs

**Objective:** Identify new, financially sustainable programs that align with industry trends and member needs.

**Strategies:**

- Explore program models from peer AIA chapters (“Big Sibs”), including:
  - o Design Awards
  - o Golf Tournaments
  - o Home Tours
  - o Chapter Conferences
  - o Symposia
  - o Allied Member-Sponsored Events

- Engage Knowledge Community leaders in developing specialized programs.
- Maintain a break-even or revenue-positive approach for all new programming.

**Performance Measures:**

- Establish a clear policy requiring all programs to be revenue-neutral or revenue-positive.
- Expand sponsorship opportunities for Design Awards and other major events.
- Launch new member-driven symposia and a golf tournament fundraiser in 2025.
- Apply the Five-Point Evaluation Criteria to all proposed events. Move forward with events that meet at least three points.



“Heat Map” event calendar



Peer AIA chapter golf tournament



Goal 3:  
Increase Attendance and Strengthen Partnerships

**Objective:** Enhance member engagement and participation through tailored programming and strategic partnerships.

**Strategies:**

- Conduct data-driven membership surveys to determine programming preferences.
- Create a one-page event summary template outlining event details to improve planning and communication.

**Performance Measures:**

- Establish a universal event summary template for major programs.
- Apply the Five-Point Evaluation Criteria to all proposed events. Move forward with events that meet at least three points.



2024 Sponsorship Summary of Largest AIASF Programs by Revenue 2024

Goal 4:  
Strengthen Knowledge Community Leadership in Programming

**Objective:** Ensure AIASF’s Knowledge Communities (KCs) are central to programming development and execution.

**Strategies:**

- All AIASF programs are required to have a designated Knowledge Community champion.
- Review best practices and programming strategies at quarterly KC Roundtables.
- Implement a two-year maximum term for event chairs to encourage fresh leadership.
- Establish task forces for signature programs to improve planning and execution.

**Performance Measures:**

- Assign dedicated task forces for each signature event.
- Develop a succession plan for program leadership within KCs.
- Apply the Five-Point Evaluation Criteria to all proposed events. Move forward with events that meet at least three points.

|   |  |
|---|--|
| Architectural Licensing Committee (ALC)       | Housing                                    |
| Bay Area Young Architects (BYA)               | International Practice                     |
| Building Enclosure Council (BEC)              | LatinX in Architecture (LiA)               |
| Committee on Architecture for Education (CAE) | Mentorship                                 |
| Committee on the Environment (COTE)           | Professional Practice (ProPrac)            |
| Design for Aging (DFA)                        | PublicPolicy + Advocacy (PPAC)             |
| Fellowship Nominating Task Force              | Small Firms                                |
| Health & Science                              | Technology in Architectural Practice (TAP) |
| Historic Resources Committee (HRC)            | Urban Design + Infrastructure              |

2024 AIASF Knowledge Communities

**Conclusion**

AIASF’s programming strategy balances legacy events with innovative new offerings while maintaining financial sustainability. The new Center for Architecture + Design provides a powerful platform for growth, but clear alignment between programming, communications, and sponsorships is essential for success. AIASF will continue to serve as a leading resource for architects and the broader design community by strengthening existing programs, engaging members more effectively, and fostering strategic partnerships.

# Communications

## Communications: Connecting and Engaging Members

Effective communication is essential for fostering member engagement, strengthening community involvement, and demonstrating the value of AIASF membership. To achieve these goals, AIASF must enhance its communication channels, create targeted and inclusive outreach, and position itself as an indispensable resource for architects and design professionals.

### Communication Goals (2025–2030):

1. Expand membership engagement through targeted, relevant outreach.
2. Position AIASF as an essential professional resource that supports career advancement.
3. Cultivate a culture of inclusion and value within the membership.
4. Leverage appropriate communication platforms to maximize reach and effectiveness.

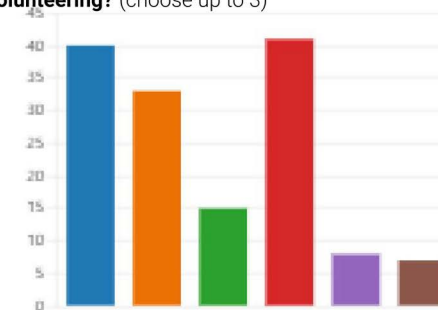
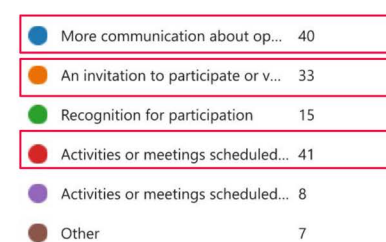
### Current State:

AIASF operates in a rapidly evolving digital landscape where engagement requires personalization and relevance. Current communication efforts tend to be formal, one-size-fits-all, and lack follow-up on program impact, which limits meaningful connections with members.

Key challenges:

- Communications are not tailored to different career stages or member interests.
- There is a lack of post-event engagement, such as follow-ups or impact stories.
- Outreach efforts need to create more excitement and urgency around AIASF’s initiatives.
- Strengthening communications will increase AIASF’s perceived value, supporting membership retention and financial sustainability.

### 8. Which would inspire or enable you to increase your participation in AIASF Knowledge Communities, leadership opportunities, or volunteering? (choose up to 3)



2024 Member Survey - Increase your Participation

### Strategic Objectives & Action Plans:

#### Goal 1: Expand Membership Engagement

**Objective:** Increased event participation and overall engagement among members.

#### Strategies:

- Develop communication templates for consistent, high-quality messaging tailored to different audiences.
- Partner with Programming to create excitement and drive attendance at events.
- Implement targeted outreach to specific groups (e.g., students, Marin-based architects, emerging professionals).
- Recognize member achievements (e.g., licensures, awards) to foster community pride.
- Reframe events as unique, high-value experiences rather than routine offerings.

#### Performance Measures:

- Track membership renewals and retention rates as indicators of engagement.

Measure email open rates, click-through rates, and event attendance.

Monitor social media interactions and email analytics to assess content resonance.



## Goal 2: Position AIASF as an Essential Professional Resource

**Objective:** Ensure members view AIASF as a trusted, career-enhancing organization that provides valuable opportunities and support.

**Strategies:**

- Inform the members of how AIASF is working on their behalf.
- Share member success stories and testimonials to inspire and attract new members.
- Strengthen AIASF’s role as a convener of industry discussions and interdisciplinary collaborations.
- Centralize Knowledge Community (KC) communications under AIASF and integrate KC events into AIASF’s calendar.
- Collaborate with allied organizations for cross-promotional opportunities.
- Use member insights to refine communication strategies and ensure relevance.

**Performance Measures:**

- Conduct member perception surveys to gauge AIASF’s value as a professional resource.
- Track engagement levels on key platforms (social media, email, website).
- Increase targeted communications based on member-selected KC interests.

## Goal 3: Cultivate a Culture of Inclusion and Value

**Objective:** Foster a sense of belonging and inclusivity within the AIASF membership.

**Strategies:**

- Encourage members to bring a friend to expand community involvement.
- Provide post-event follow-ups, including video recaps, event summaries, and personalized thank-you messages.
- Implement feedback mechanisms (pre- and post-event surveys) to assess member needs.
- Personalize outreach efforts to highlight the benefits of active participation.
- Continuously evaluate and adapt communication strategies based on member feedback.

**Performance Measures:**

- Analyze survey results to assess AIASF’s effectiveness in fostering community engagement.
- Develop a data-driven approach to track engagement levels and member retention.

## Goal 4: Leverage appropriate Platforms to Foster Community

**Objective:** Optimize AIASF’s use of communication platforms to reach members, allied professionals, and the broader AEC community.

**Strategies:**

- Conduct a performance audit of existing platforms to assess engagement and usability.
- Identify opportunities to streamline or expand AIASF’s communication tools.
- Develop branded templates for emails, social media posts, newsletters, and website updates to maintain a cohesive identity.
- Incorporate interactive elements (e.g., polls, quizzes) to boost engagement.
- Use analytics and segmentation to tailor content for different audience groups (emerging professionals, firm leaders, allied organizations).

**Performance Measures:**

- Track email open rates, social media impressions, and website traffic.
- Compare event attendance trends over time to evaluate outreach effectiveness.
- Measure first-time participation rates in AIASF programs to assess success in engaging new audiences.

### Conclusion

AIASF will create a more engaged, connected, and valued membership community by strengthening its communication strategies. Enhanced outreach, targeted messaging, and a focus on inclusivity will reinforce AIASF’s role as a vital professional resource, driving membership retention and financial sustainability.

# Finances

## Finances: Securing Financial Sustainability

To ensure AIASF's long-term financial stability and eliminate debt, the organization must focus on diversified revenue streams, strategic partnerships, and sustainable financial planning. AIASF's financial model should align with its mission and programming priorities while ensuring the organization remains resilient and adaptable in a fluctuating economic landscape.

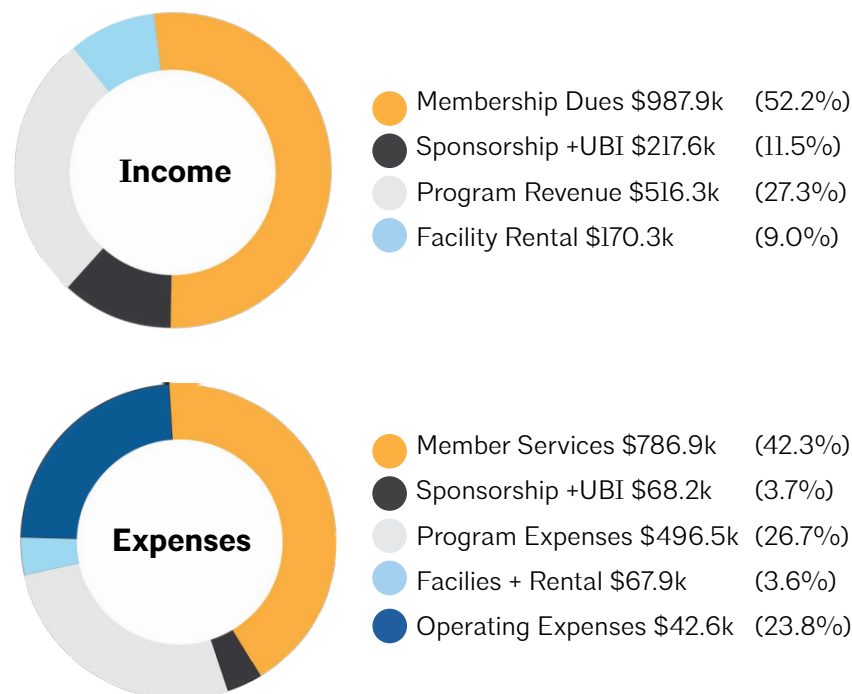
### Financial Goals (2025–2030):

1. Set realistic and achievable financial targets to ensure stability and long-term sustainability.
2. Develop an integrated financial strategy with the Center for Architecture + Design.
3. Enhance Board and AIA leadership involvement in fundraising to build a self-sustaining infrastructure.
4. Strengthen sponsorship renewal processes and expand partnerships to diversify revenue.
5. Grow rental income, sponsorships, and alternative revenue streams to reduce reliance on membership dues.

### Current Financial State:

AIASF faces financial challenges due to the construction of the new chapter headquarters and the Center for Architecture + Design. While significant funds were raised for construction, AIASF secured financing to cover additional expenses. Additionally, current revenue levels fall short of pre-construction budget projections in key areas:

1. Rental Income – Underperforming compared to initial projections.
2. Membership Dues & Special Assessments – Down from initial projections.
  - AIASF members are in a five-year special assessment period to support the Center's construction and reduce outstanding loans.
3. Sponsorship Income – Multi-year pledges and capital campaigns underperformed.
  - The existing Sustaining Sponsorship model will be rebranded as Design Circle Partnerships to revitalize sponsorship engagement.



2024 Operating Budget

### Strategic Objectives & Action Plans:

#### Goal 1: Set realistic and achievable targets as a financial model and structure

**Objective:** Achieve financial sustainability by strengthening revenue streams and aligning financial planning with AIASF's strategic goals.

#### Strategies:

- Develop and maintain an annual budget aligned with AIASF's strategic plan.
- Focus on three key revenue growth areas:
  1. Rental Income – Increase rental income, which may require potential staffing or consulting support investments.
  2. Sponsorship Revenue – Increase sponsorship revenue by expanding sponsorship outreach and aligning programming with sponsor priorities.
  3. Membership Growth – Boost member engagement, recruitment, and retention to stabilize dues revenue.
- Monitor financial performance monthly and provide quarterly updates to the Board.
- Analyze operating costs for the new facility and track expenses separately.
- Pay off or refinance construction debt within five years through structured repayment plans.
- Maintain financial reserves to safeguard against economic fluctuations.

#### Performance Measures:

- End-of-year actuals meet or exceed budgeted projections.
- Reduction of outstanding construction debt within five years.
- Increased rental and sponsorship revenue to targeted levels.



Goal 2: Develop an Integrated Financial Strategy with the Center

**Objective:** Ensure financial alignment and collaboration between AIASF and the Center for Architecture + Design.

Strategies:

- Establish joint financial planning sessions between AIASF and the Center.
- Align financial goals across both organizations for resource optimization.
- Ensure the resource sharing agreement outlined in the Memorandum of Understanding (MOU) is financially sustainable.
- Foster Board collaboration across both organizations to optimize financial decision-making.

Performance Measures:

- The Center meets or exceeds its MOU financial obligations to AIASF.
- AIASF and the Center successfully align their budget planning processes.

Goal 3: Enhance Board and AIA Leadership Participation in Fundraising

**Objective:** Expand fundraising efforts by increasing Board and Knowledge Community (KC) sponsorship and donor outreach engagement.

Strategies:

- Require all Board members and KC leaders to participate in fundraising.
- Provide financial literacy training for Board members to strengthen decision-making.
- Develop a clear fundraising pitch to communicate AIASF’s value to potential sponsors and partners.
- Implement annual training sessions for KC leaders on fundraising strategies.

Performance Measures:

- Annual increase in sponsorship income through Board and KC participation.
- Increase in rental income with dedicated staffing or consultant support.
- Reduction in the percentage of AIASF’s budget reliant on dues revenue.
- Restore membership numbers to pre-pandemic levels within five years.
- The board member requests a minimum of \$10,000 in sponsorship annually.

Goal 4: Implement Sponsor renewal process, expand diversity of partnerships

**Objective:** Increase sponsorship retention and diversity through proactive engagement and clear value propositions.

Strategies:

- Redesign sponsorship packages to offer tiered, customizable options.
- Develop stronger ongoing relationships with corporate sponsors.
- Market AIASF’s new facility as an event rental space.
- Dedicated staff or consultant support for sponsorship and partnership development.

Performance Measures:

- Increase repeat sponsors and long-term sponsorship agreements.
- Grow event rental income from corporate and community partners.

Goal 5: Diversify Revenue Streams

**Objective:** Reduce reliance on dues-based revenue by expanding alternative income sources.

Strategies:

- Develop and execute a diversified fundraising strategy, including:
  - Special events and fundraising campaigns.
  - Increased engagement with donors and sponsors.
  - Exploring grant funding opportunities where feasible.
- Increase non-dues revenue by:
  - Expanding merchandise sales.
  - Enhancing educational programs.
  - Exploring consulting services as an alternative to full-time staffing costs.
- Promote long-term financial sustainability by developing a multi-year financial plan.

Performance Measures:

- Maintain or reduce AIASF’s reliance on dues revenue as a percentage of the operating budget.
- Increase sponsorship and event rental income to align with financial targets.
- Adjust revenue models to account for economic cycles and maintain fiscal stability.

Conclusion

AIASF will achieve long-term sustainability, reduce debt, and strengthen its role as a leading architectural organization by implementing a strategic and diversified financial approach. Expanding rental income, sponsorships, and alternative revenue streams will enable AIASF to continue serving its members while ensuring financial resilience.

# Implementation

## From Vision to Reality

The 2025-2030 Business Plan for AIA San Francisco (AIASF) outlines the strategic actions necessary to achieve the organization's mission and vision. The findings from the Programming, Communications, and Finance Task Forces form the foundation of this plan, serving as a roadmap for AIASF's leadership, Knowledge Communities (KCs), and members.

This document codifies the critical tasks and objectives required to ensure AIASF remains a dynamic and financially sustainable organization. It is a living guide for current and future leaders, ensuring that AIASF continues to serve and advocate for its members while maintaining relevance within the architectural community.

## Commitment to the Future

At its core, AIASF exists to serve its members. The Center for Architecture + Design provides a platform for dialogue, professional growth, and engagement across all career stages—from students and emerging professionals to senior architects.

Through this plan, AIASF reaffirms its commitment to fostering architectural excellence, strengthening industry connections, and expanding its influence beyond the profession. AIASF will continue to be a leading voice in design, policy, and community engagement by leveraging its new physical space, diverse membership, and strategic partnerships.

As the world continues to evolve, AIASF remains a stable and forward-thinking forum, advocating for architects and the critical role of design in shaping the built environment.

## Accountability and Execution

### For Members

- The annual report will be reformatted to track progress on the measurable goals and objectives outlined in this plan, allowing members to assess how their dues contribute to AIASF's growth.
- A summary of the annual report will be presented at the Annual Business Meeting, with the president-elect outlining priorities for the upcoming year.
- Members are encouraged to engage with Knowledge Communities, task forces, and the Board to support chapter programming and initiatives.

### For Knowledge Communities (KCs)

- KCs will update planning documents to align programming with the strategic goals of the business plan.
- Board liaisons will guide KCs in aligning events with target metrics and sponsorship opportunities.
- The first Quarterly KC Roundtable will reaffirm the chapter's critical objectives and ensure alignment.
- KC leadership will evaluate planned events, ensuring they align with strategic priorities.
- Events that do not meet AIASF's strategic objectives will be revised or discontinued.
- Inactive or misaligned KCs will be phased out per chapter policies.

### For the Board of Directors

- The strategic goals and business plan will be reviewed during the annual Board training at the beginning of each term.
- Each monthly Board meeting agenda will include a progress update on membership, sponsorship, and rental income.
- Board members are expected to participate in fundraising efforts, with a minimum \$10,000 sponsorship ask per year per member.
- The Executive Committee (ExCom) will oversee the execution of this plan, with each ExCom member leading a specific focus area at the president's discretion.

### For Staff

- The Executive Director and staff will use the business plan as a guiding framework for decision-making and prioritization.
- Event programming at the Center will prioritize initiatives that align with AIASF's strategic goals.
- Non-aligned or revenue-negative events will be discouraged.
- Staff and consultants will focus on key strategic objectives and provide best practices and planning guidance to KCs and the Board.



# Organizational Structure

## American Institute of Architects, San Francisco (AIASF)

Founded in 1882, the San Francisco Chapter of the American Institute of Architects (AIASF) is a member-based nonprofit representing architects, designers, and allied professionals in the Bay Area. AIASF is dedicated to expanding its value to members by advancing the practice of architecture in alignment with its mission and vision, as adopted by the 2024 Board of Directors.

The AIASF Board of Directors is comprised of 29 professionals and students, led by an annually elected president and a six-member Executive Committee. The Board oversees AIASF's efforts to serve and advocate for its 2,000 members, ensuring that architecture continues to elevate daily life and create extraordinary spaces.

## Center for Architecture + Design

In 2005, AIASF established the Center for Architecture + Design (the Center) as an independent nonprofit organization to foster public engagement in design. In its 143rd year, AIASF opened the new street-level Center in the Hallidie Building, creating a dynamic space for design-focused exhibitions, lectures, and community engagement.

The Center operates under a separate Board of Directors, comprising nine professionals, and is led by an annually elected chair. While AIASF and the Center function as separate legal entities, they share an interconnected strategic vision and collaborate closely.

AIASF played a pivotal role in financing and managing the renovation of the Hallidie Building, leasing and transforming it into a hub for architectural and design-related programming. AIASF remains the primary guarantor of the lease agreement, ensuring that both organizations can thrive in a shared space.

## Partnership

AIASF and the Center for Architecture + Design represent a unique and dynamic partnership dedicated to architectural advocacy, professional development, and public engagement. While they function as independent organizations, their collaboration ensures that architects and the broader community benefit from meaningful design education, cultural programming, and a stronger built environment.

As AIASF continues to evolve, it remains committed to supporting its members, fostering cross-disciplinary collaboration, and maintaining the Center as a vital space for architectural discourse.

AIASF and the Center restructured their relationship in 2022, by converting the Center into a controlled subsidiary of AIASF.

In 2022, AIASF and the Center entered into a new Resource Sharing Agreement. The Center lacks the staff and operations to carry out its mission. Because of AIASF familiarity with the Center, AIASF administers the Center's programs and operations. In exchange, the Center reimburses AIASF quarterly for staffing and overhead costs.

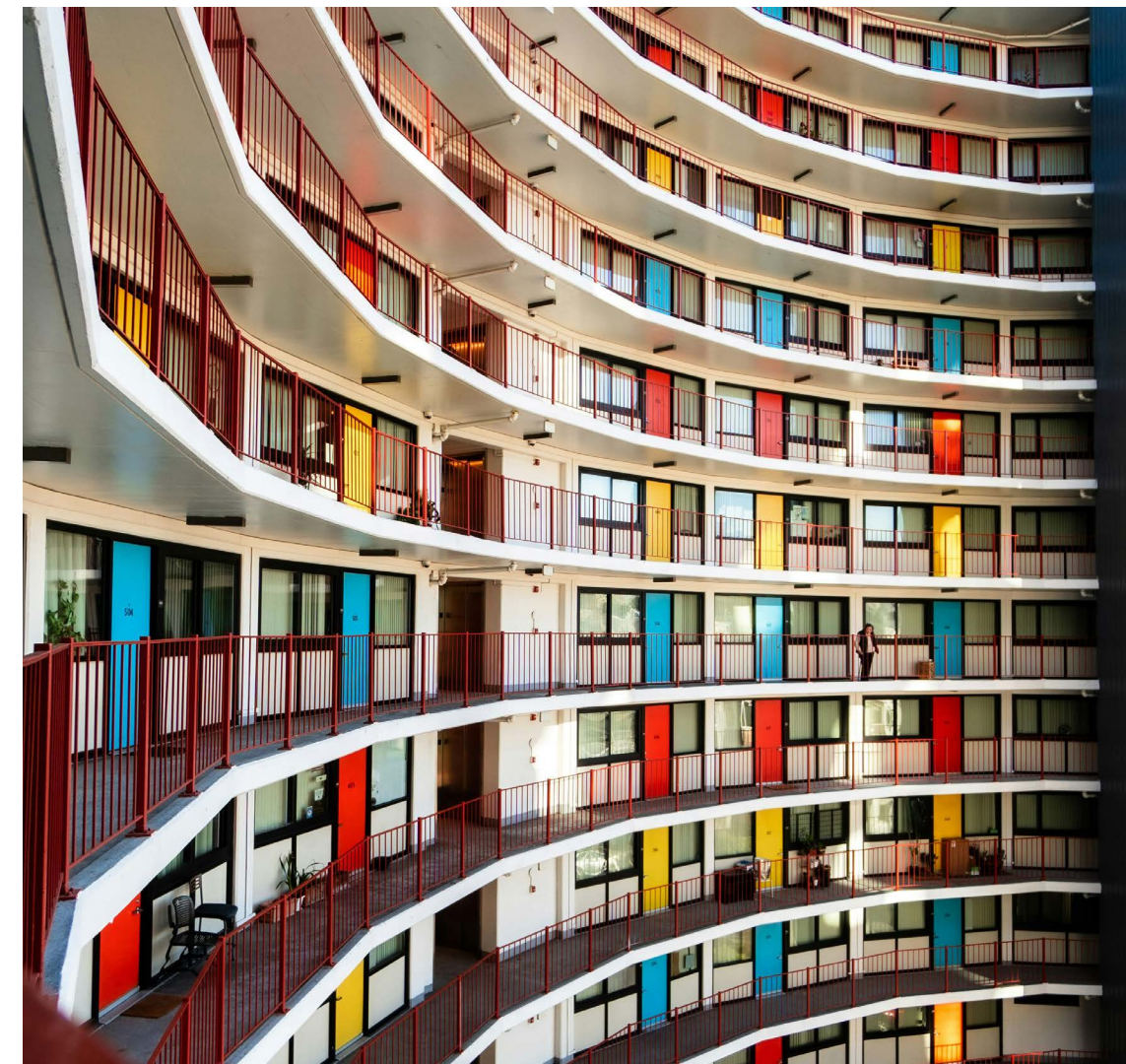


Photo by Fran on Unsplash



