Title: AIA Resources Initiative – Predictable, Dependable and Sustainable

Sponsors: AIA California Council
AIA Redwood Empire Chapter

Intent: In order to meet the challenges of the future, respond to ever-changing environmental and economic conditions, and maintain AIA’s mission to be of ever increasing service to society, this resolution seeks to create an AIA Resources Initiative Task Force to study AIA’s revenue streams at the National, State, and local levels, the impact such sources have on National and component services and delivery, membership retention and recruitment, and the long term viability of existing revenues on the financial health and welfare of the organization.

The AIA Resources Initiative Task Force will recommend ways and means to reduce redundancy and improve organizational efficiency. Further, this Task Force will be charged to address the issues and the opportunities for better integration of non-dues revenue among all components, analyze revenue and dues pricing models used by other comparable professional associations, and recommend changes and alternatives that resource existing and future critical programs and activities at all levels of the AIA.

This resolution acknowledges that future needs compel us to act today: action that builds upon, complements, and supports the work of the Member Service Resourcing Task Force; action that develops a suitable and sustainable model of resource development; and, action that enhances component collaboration while strengthening the core values and competencies of the AIA.

Text: WHEREAS, The American Institute of Architects is the premier professional organization representing the collective action and influence of the architectural profession in service to society; the authoritative source and the recognized leader for knowledge about the practice and profession of architecture; and the credible voice for quality design and the built environment; and,

WHEREAS, for 155 years, The American Institute of Architects has advanced the profession's agenda across America, and through its members, elevated the human experience by weaving the value of design into the tapestry of America's cities and towns; and,

WHEREAS, over the last several years, the profession of architecture has sustained profound changes in design, technology, and project delivery. Exacerbated by an economic downturn without precedent within the lives of most practicing architects, the post-recession marketplace will necessitate many commensurate and systemic changes in AIA member services that will undoubtedly challenge the organization’s resources, resolve and collaborative spirit; and,
WHEREAS, as a primary touchstone for member satisfaction, there is a persuasive need for the AIA to look forward in terms of resourcing AIA components, strengthening valued member programs and services, build total membership, and aggressively advocate for design and the interests of architects and architecture at all levels of the AIA; and,

WHEREAS, in order to more effectively represent the interests of the profession, and advance the value of design in addressing increasing environmental challenges and the demands of human habitation, the AIA needs to strengthen its representation by increasing its membership as a percentage of the total architects licensed in America. Attracting and building membership requires responsive, competitive, and quality member programming and services and sufficient and predictable revenue streams; and,

WHEREAS, the AIA dues model and the means and methods employed to generate non-dues revenue has remained relatively unchanged for several decades, and because changes to revenues models are understandably complex and difficult to implement, ad hoc measures should be avoided in favor of using pilot programs to test ideas and concepts, thereby mitigating unintended and negative downstream consequences to vital component resources; and,

WHEREAS, the cost of membership in the AIA is the single, most referenced barrier to member retention, and recruitment, is markedly higher than that other comparable professional organizations; and,

WHEREAS, the current dues model is increasingly less sustainable due to shifting generational values, large increases in the number of Emeritus Members, fewer candidates for licensure, and other evolving demographic shifts; and,

WHEREAS, the high cost of membership is especially problematic for an increasing number of members paying their own dues as a consequence of being employed in agencies and firms that do not subsidize AIA membership, a common practice among public agencies, as well as among the faculty in architectural schools; and,

WHEREAS, the cost of membership is very challenging for Emerging Professionals transitioning from being a Student Member, an Associate Member, to becoming a Licensed Member, and subsequent to the costs of the ARE, internship, and student loans, Emerging Professionals often reject AIA membership for other demands seen as more imperative; and

WHEREAS, continuing to raise dues to meet future needs is neither feasible nor realistic, pressures on dues revenue and non-dues resources has greatly complicated the financial welfare of AIA Components, increased competition for non-dues revenue, severely challenging survivability and member service and delivery, and is threatening to only worsen in future years; and,
THEREFORE, BE IT RESOLVED, that the Board of Directors establish a **AIA Resources Initiative Task Force** to study the current and future sustainability of all AIA sources of revenue, and how changes are challenging the influence of the AIA, the solvency of AIA components, and the organization’s ability to meet future demands; **and**, 

BE IT FURTHER RESOLVED, considering the scope and gravity of the charge being delegated to the **AIA Resources Initiative Task Force**, composition of the **AIA Resources Initiative Task Force** shall represent the geography, ethnicity, gender, and diversity of state and local components of the AIA; **and**, 

BE IT FURTHER RESOLVED, that the **AIA Revenues Task Force** study the current and future sustainability of the current AIA dues model, and the effect that the cost of membership has on retaining and recruiting AIA members, research and identify alternative dues models and other non-dues, revenue opportunities, while continuing to resource vital AIA programs and services; **and**, 

BE IT FURTHER RESOLVED, that, in order to responsibly represent the interests of its members, the **AIA Resources Initiative Task Force** shall complete an organizational evaluation of the AIA that is commensurate with similar efforts that have been undertaken in recent years by public and private sector firms and offices that seeks to reduce duplication, and improve organizational operations and efficiencies; **and**, 

BE IT FURTHER RESOLVED, that the **AIA Resources Initiative Task Force** provide a progress report at the December 2012 meeting of the AIA Board of Directors, the 2013 Grassroots Conference and the 2013 Annual Convention, and a Final Report at the December 2013 meeting of the AIA Board of Directors.