

2024 STRATEGIC PLAN



Prepared by the Strategic Planning Committee
of the Chicago / Midwest Chapter ICAA Board of Directors

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December 2021



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Open letter from the Committee

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An open letter to the Board of Directors and general membership.

As leaders of the Chicago / Midwest Chapter of the ICAA, it is incumbent on us to ensure that our organization is positioned for enduring success. As one of fifteen local chapters of the New York-based Institute for Classical Architecture and Art, we share access to a wealth of experience, resources, and events available from our national chapter as well as our fourteen sister chapters across the United States. This Strategic Plan – the first ever for the Chicago / Midwest Chapter -- is the next step in unlocking a new era of our Chapter's growth and refinement.

We set out to answer the driving questions -- Why do we exist? What do we believe? What are our goals, strategies and key action items? How can we better operate as an organization? – as well as related topics designed to define our shared ambitions and publicly state them in a concise plan. It is our aim that all members of the Chicago / Midwest Chapter of the ICAA will be inspired to participate more than ever, thus strengthening the organization further.

Together, as members, we will continue on an energized journey by learning from the past so we can build for the future – for our collective benefit.

- The Strategic Planning Committee

❧ 1. Why We Exist ❧

The Chicago / Midwest Chapter of the ICAA defines our long-term aspirations in the context of our Why and our Mission.

Our Why

Learn from the past to build for the future.

Our Mission

Inspire professionals, students, and enthusiasts to teach, share and promote the value of classical and traditional design principles for future generations.

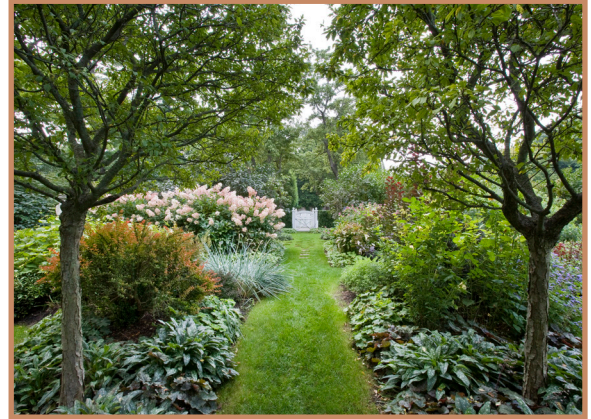


Photo Credit – Chicago ICAA

❧ 2. What We Believe ❧

In our shared realm of design, artistry, and craftsmanship, we believe there are three related elements that, when interwoven, lift the human spirit and inspire a sense of delight.

Creativity

It sparks the start.

It drives exploration and intrinsic motivation.

Fueling imagination and innovation.

Learning from the past while searching for something better.

Collaboration

It opens us to a breadth of ideas and defines our nature and our time.

Genuine relationships.
Shared pride.

Listening is a given, but hearing requires trust. Trust extended to one another – time after time.

Understanding each other's needs and contributions.

Always a cornerstone for success.

Excellence

It is a commitment to performance that is both deliberate and thorough.

Making the effort to understand classical vocabulary in the context of new possibilities and expectations.

Keeping quality first, believing that rewards will follow.

❖ 3. Goals, Strategies and Action Items – A Call to Action ❖

To achieve our aspirations, the Chicago / Midwest Chapter of the ICAA Board of Directors has established two primary goals:

- A. *Educate and build our community for the future.*
- B. *Strengthen our organization for impact.*

What follows is our plan – our Call to Action – for achieving these goals.



Goal (A)

Educate and build our community for the future.

Strategy 1

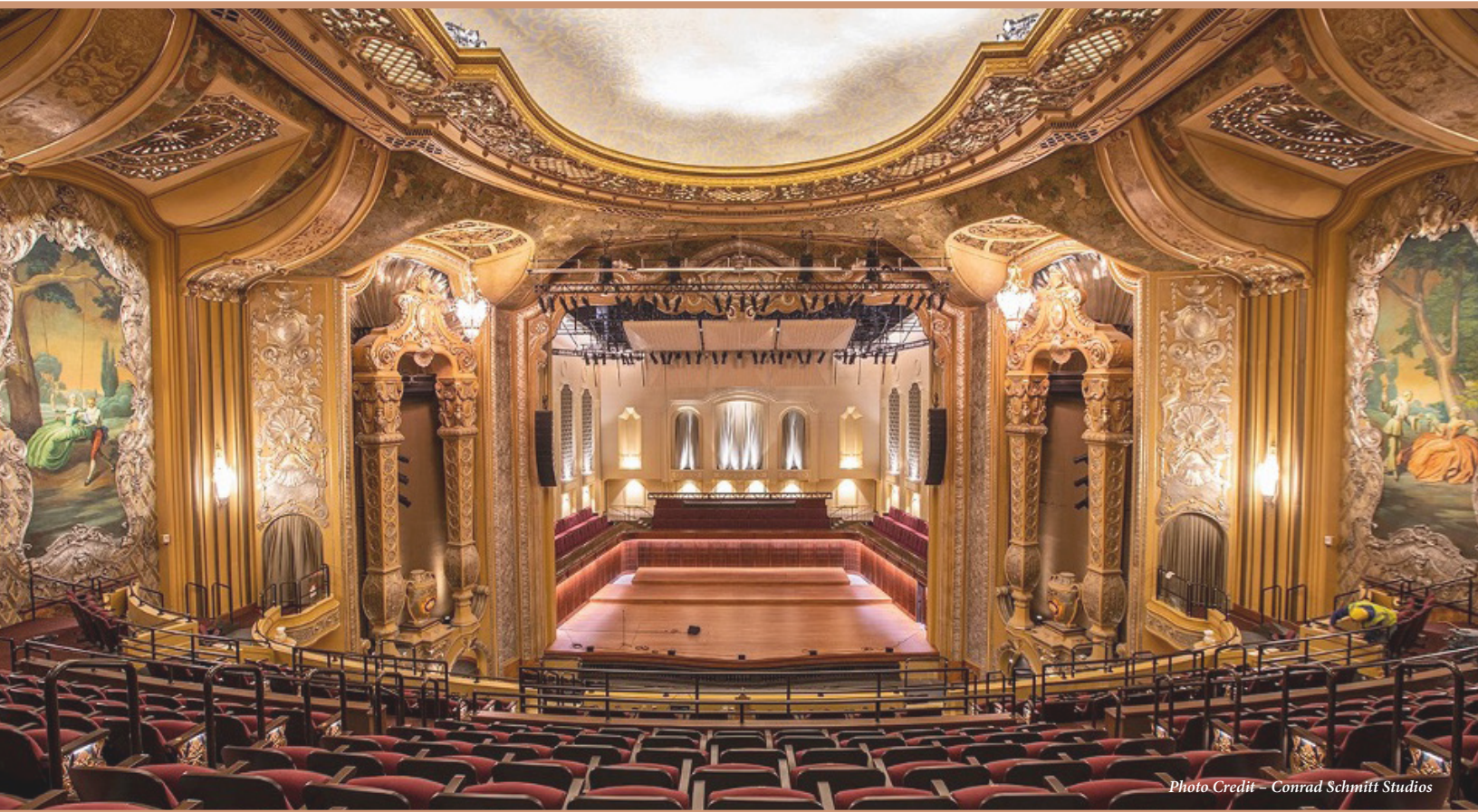
Offer an array of education opportunities in architecture and the allied arts for those professionals, students, and enthusiasts who create, inhabit, and steward the built environment. Roughly 10-20% of programs should be focused on the allied arts.

Responsible Party

Education Committee Chairperson

Action Items

- A. Develop a minimum of two core curriculum classes per year, along with a collection of continuing education programs, local tours, book signings, ICAA at Work programs, etc.
 - Includes leveraging curriculum from the ICCA national and other local chapters.
 - Identify programs that are fundable and work with the Board to secure sponsors.
 - Where appropriate, record select programs for future playback.
 - Provide professional credit whenever feasible.
- B. Be diligent in using feedback surveys to evaluate every education program. Includes tracking attendance counts, ratings, and suggestions.
- C. Develop a mix of local and regional instructors and teaching assistants.
- D. Attend the National Curriculum Conference hosted by the ICAA national chapter.
- E. Promote ICAA national's Certificate in Classical Architecture as well as their summer studio in classical architecture to students and graduates of university architecture programs where the study of classical architecture as a contemporary discipline is unavailable.
- F. Develop and manage scholarship opportunities for students and young professionals. (e.g. Luminarts, Summer Studio, etc.)
- G. Expand our reach beyond just architecture schools to include schools focused on applied arts programs. (e.g. University of Wisconsin and University of Illinois landscape architecture programs)
- H. Bring the one-week "Intensive" provided by the national chapter to Chicago.
- I. Diversify the Education Committee by adding at least two non-architects, preferably from the allied arts, landscape architect and/or interior design professions.



Strategy 2

Build a vibrant community with a rewarding mix of networking opportunities throughout the year for professionals, students, and enthusiasts alike.

Responsible Party

Events Committee Chairperson

Action Items

- A. Maintain a running 6 to 9-month look-ahead schedule of events and assign a champion to each event. Update monthly.
- B. Identify events that are fundable and work with the Board to secure sponsors.
- C. Measure member satisfaction of networking event offerings quarterly. Includes asking for suggestions for future events.
- D. Raise public awareness of the Chicago/Midwest Chapter through sponsorship of related organizations/ programs/events.

Goal (B)

Strengthen our organization for impact.

Strategy 1

Optimize organizational capability, capacity, and financial strength for the long term.

Responsible Party

Executive Committee Chairperson

Action Items

- A. Grow day-to-day operational capabilities near-term by...
 - Maintaining a Chapter Director (Julie Hayes) as a permanent part-time position to oversee and manage the day to day affairs of the chapter including marketing, communications, member services, schedule coordination, etc.
 - Hiring a part-time Assistant Chapter Coordinator to carry out various operational duties such as database management, social media, membership management, etc.
- B. Intentionally diversify the make-up of the Board of Directors in terms of professional discipline, race, gender, gender expression, sexual orientation, age, national origin, and disability.
- C. Design and proactively cultivate a leadership pathway of future leaders and Board members by...
 - Ensuring committee chairs attend at least two Zoom conference calls with national's College of Chapters each year.
 - Tapping into the Young Emerging Professionals program to identify and recruit future Board members.
 - Targeting and recruiting "high-value" or "well-respected" individuals from the community for possible Board positions.
 - Promoting the work of member firms for publicity and recruiting purposes.
 - Capturing and describing in written and video format the essence of our Chapter's culture (for purposes of sharing through various medium and settings).
- D. Grow and activate the membership base by...
 - Enhancing our external and internal communications processes, including personal letters, e-blast, website and social media.
 - Conducting annual membership satisfaction survey.
 - Holding an All-Member Annual Meeting followed by a cocktail party and networking opportunity.
 - Agenda to include a President's Report and Guest Speaker.
 - Ensure the feel of an "interactive meeting" – and not just a one-way lecture – provide an open mic to enable attendees to voice ideas, questions, and concerns.
 - Implement an onboarding program to thank, inform, and incent new members of the chapter.
- E. Work with the Education Committee to take advantage of targeted grant opportunities such as those available from the Driehaus Foundation.
- F. Board members shall attend events periodically at the national and other regional chapters in order to stimulate ideas and learn from others. Options include award events, annual meetings, intensives, lectures, etc.

❖ 4. Governance ❖

Board & Committee Structure

- Profile of desired skills and experience for the Board shall always include a mix of architect, designer, landscape architect, builder, artisan, craftsman, development / fund raising, board governance, marketing, and communications.
- Board shall meet quarterly, plus an annual meeting, for a total of five meetings per year. Standing committees shall also meet quarterly (though on a schedule that is different from the Board meeting schedule). The master schedule of meeting dates shall be updated in January and July with a revised 12-month look-ahead view.
- Four Officers form the Executive Committee: President, Vice President, Secretary, Treasurer.
- The Executive Committee (officers) can serve as a source of future leadership.
- Standing committees:
 - » Executive Committee (noted above) President is Chair
 - » Finance Committee same as Executive Committee, but Treasurer is Chair
 - » Education Committee Chair – Andy Lauber
 - » Events Committee Chair – Scott Fortman
 - » Young Emerging Professionals Committee Chair – Ellie Kim
 - » Acanthus Committee Chair – Danny Gonzales
 - » Governance Committee Chair – Judie Green
- Non-standing Committee – Strategic Planning.
- President appoints committee chairs to the standing committees.
- Non board members can be appointed to the standing and non-standing committees.



Photo Credit – National Chapter ICAA



Photo Credit – National Chapter ICAA

Governance Committee Duties

General

- Review and make recommendations to enhance quality of the Board of Directors.
- Establish and monitor policies for Board performance in the areas of conflict of interest, confidentiality, and participation in fundraising.
- Lead the Board in periodic self-evaluation.
- Conduct regular reviews of by-laws.
- Review board practices regarding member participation.
- Provide counsel for the Board President regarding member participation.
- Create and maintain forms such as Board member agreement.
- Work with Executive Committee and Chapter Manager to plan annual in-person meeting or retreat (include IDEA training).
- Monitor the year to year progress of the Strategic Plan.
- Ensure Board members fulfill their obligation.

Board Development

- Use term limits to help diversify and strengthen the board: Maximum of three, 3-year, successive terms including officers.
- Maintain records regarding Board service and term limits.
- Annually analyze the organization's needs with regard to skills and personal qualities.
- Identify, research, screen, cultivate and recruit new Board members on an annual basis.
- Take the lead in succession planning, identifying and developing a leadership pipeline for the Board.
- With the Board President, contact Board members who are eligible for re-election to assess their commitment to continuing for another term.
- Confer annually with board members whose terms are not ending to ensure they will continue and are able to fulfill their responsibilities.
- Provide potential candidates with appropriate information for the them to decide whether to join the Board or become officers of the Board.
- Propose to the full Board annually a slate of carefully chosen new and renewing Board candidates and officers.

Board Education

- Plan and facilitate the Board orientation and/or mentor program for new Board members.
- With the Executive Committee, determine areas of need for Board education (such as reading financial statements, general fundraising, etc.)



Photo Credit - Chicago ICAA



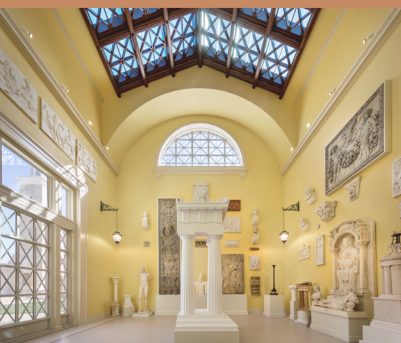
Photo Credit - Chicago ICAA



Photo Credit – National Chapter ICAA

Other Governance Notes

- The role of the Secretary helps set the agenda for board meetings, makes sure we have official minutes for all board and committee meetings, gets board approval for all minutes, and presents board candidates for election.
- The Treasurer presents a Statement of Financial Position or an Income Statement at every Board Meeting and makes sure the board “Accepts as Presented”. The Treasurer (with assistance from President and Chapter Manager) should also present an annual budget for approval.





5. Member Engagement Message



How you can engage with the ICAA

Let's connect and share in order to achieve:

- Students and educators – Awareness through Education.
- Architects, Designers, Artisans – Innovation through Practice.
- Enthusiasts – Understanding through Appreciation.



Architects of note: John Simpson Architects & Stantec Architecture Inc.
Photo Credit – Peter Aaron (2019)

As a STUDENT or EDUCATOR, we encourage you to:

1. Suggest a workshop at your college or university.
2. Visit the office of a professional member.
3. Attend the ICAA Summer Studio in Classical Architecture or ICAA Intensive in Classical Architecture.
4. Submit your work for the Midwest Chapter's Acanthus Award, Student Architecture Award, and/or a Luminarts Fellowship.
5. Teach a lecture or Core Curriculum workshop or be a TA for the Grand Tour / New Heights Program.
6. Join the Luminaries Group.

As an ARCHITECT, DESIGNER, or ARTISAN, we encourage you to:

1. Participate in a Midwest Chapter continuing education course.
2. Apply for the Midwest Chapter's Acanthus Award, and win.
3. Become a much-needed mentor to our Young Emerging Professionals Group – The Luminaries.
4. Attend a lecture or book reading by one of your peers.
5. Take part in an Intensive in Classical Architecture.
6. Offer a tour of your studio or a completed project.
7. Work towards earning a Certificate in Classical Architecture.
8. Sign-up as a volunteer for the Midwest Chapter.

As an ENTHUSIAST, we encourage you to:

1. Engage with the next generation of emerging professionals and tap into their energy and aspirations.
2. Travel with ICAA experts, see the world through their eyes, and experience unique access to curators, museums, and sites.
3. Attend ICAA programs, lectures, and tours that are of interest to you.
4. Sign-up as a volunteer for the Midwest Chapter.
5. Contact us with ideas and suggestions for topics and events that interest you.