



PLANNING STRATEGICALLY NOT JUST STRATEGIC PLANNING

Most organizations create a strategic plan. NCARB sought the input of its entire membership to create a partnership in the process of planning strategically.

After 18 months of exploration and input from the Member Board Members, NCARB has crafted a comprehensive and yet flexible strategic plan.

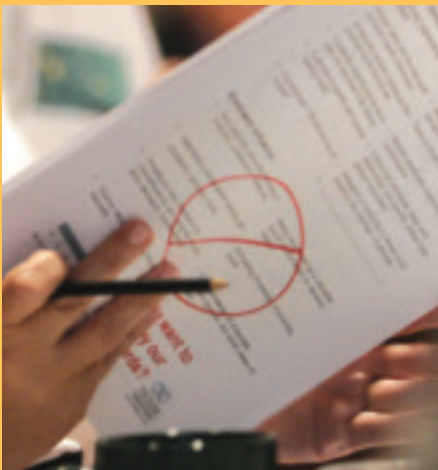
With hundreds of NCARB Member Board Members involved, the process has been more inclusive than perhaps any other in the history of NCARB. The previous strategic planning effort (2005-06) began with input from the 54 Member Board Chairs. This time, all members of NCARB's Member Boards were invited to participate. Gathering input from the entire NCARB membership, which mainly consists of architects and board executives, has given

the Board of Directors invaluable insight from both the jurisdictions and the profession that has helped to map out the best path for NCARB's future.

"I think what this says about NCARB is that we've come a very long way," said NCARB President and Chair of the Board Kenneth J. Naylor, AIA, NCARB, LEED AP. "We've come a long way in terms of customer service, in satisfying expectations of Member Board Members and Member Board Executives, in our willingness to stay very open and transparent, and in our desires to improve performance of the Council in the future."

Transparency is one of NCARB's core values. "This strategic planning process mirrors all the others as well—collaboration, accountability, integrity, leadership, and excellence," said Mary de Sousa, CAE, NCARB Vice President, Operations.

The resulting goals focus on enhancing the value of the Intern Development Program (IDP), the NCARB Certificate, and the *Practice Analysis of Architecture* study. Another goal cites NCARB's plans to establish continuing education (CE) standards accepted by all Member Boards. Additionally, NCARB wants to launch a secure and confidential central database, ac-



MEMBER BOARD MEMBERS, EXECUTIVES, AND NCARB STAFF DISCUSS STRATEGIC GOALS AT THE 2010 NCARB ANNUAL MEETING AND CONFERENCE. DISCUSSION WAS FACILITATED BY GLENN TECKER (TOP-RIGHT)

cessible online by Member Boards and by each Record holder to view details of his or her own Record and other tools. [See page 26 for details on all goals.]

“These goals and objectives demonstrate that NCARB is establishing an innovative and participative culture fueled by an engaged partnership between its Member Boards and the Council that supports their mission to protect the public’s health, safety, and welfare,” said Glenn Tecker. A strategic management consultant with Tecker Consulting, Yardley, PA. Tecker was brought in to guide NCARB’s strategic planning process.

The first phase of the project stretched from November 2009 to June 2010 when

NCARB’s Board of Directors sought and received input from Member Board Members, Member Board Executives, and the NCARB staff. At the 2010 Annual Meeting and Conference in San Francisco, CA, in June, attendees refined their ideas with direction provided by Tecker. He discussed how successful boards lead their organizations to a desired future and how effective organizations institutionalize strategy as part of their culture, decision-making, and work systems.

Next, data gathered and developed at the Annual Meeting became the foundation for presentations and talking points at the first jointly-held Member Board Chairs/Member Board Executives Conference in November 2010. The meeting’s primary

focus was strategic planning [see page 26]. The Board of Directors formally approved the strategic plan in January.

An implementation plan and means to measure goal achievement is now being developed by the NCARB staff.

“We turned this into an experience in learning to plan strategically and making NCARB an organization that understands the necessity for planning strategically as a constant effort, not as a snapshot in time,” said Naylor. **DC**

FIRST-EVER GATHERING FOR NCARB PROVIDES CONSENSUS FOR NEW STRATEGIC GOALS

NCARB achieved a broad consensus across the 54 Member Boards to set its new strategic goals. To arrive at that consensus, NCARB brought Member Board Chairs and Member Board Executives together for perhaps the very first time in the 92-year history of the organization.

The meeting in November in New Orleans, LA, provided Member Board leaders the opportunity to help determine strategic direction for NCARB. At that gathering, members discussed and determined what ideas were high priority so as to set objectives for the five strategic goals.

Topics of discussion and activities at the meeting included evaluating NCARB's role in the profession, setting objectives and ways to measure outcomes, setting priorities, and overcoming obstacles to meeting goals.

On the first day each table, or work group, was assigned one of NCARB's five goals. All the work groups were guided step-by-step through a series of exercises by the facilitator. By the day's end, groups that had been working independently on the same goal met to consolidate and synthesize their work into a single set of proposals. This is called an "inter-rater reliability" method to reach informed consensus. According to the concept, greater confidence can be placed on similar conclusions independently arrived at by different groups.

Finally, the participants developed recommendations for the strategies to implement NCARB's new goals. The results of their work then went to NCARB's Board of Directors for adoption in January.

STRATEGIC GOALS AND OBJECTIVES 2011 TO 2016

GOAL A

All Member Boards will accept the NCARB Certificate for reciprocal registration and all architects will actively seek certification.

Objectives:

- Increase the number of jurisdictions that accept the Certificate
- Increase the number of people who seek the Certificate
- Increase standardization of registration
- Increase the awareness of the need for, and value derived from, NCARB certification
- Convert existing Record holders (interns) into Certificate holders and retain existing Certificate holders

GOAL B

Member Boards, registered architects, and emerging professionals will have appropriate access to an NCARB hosted central database of credentials.

Objectives:

- Increase the accuracy of existing information
- Expand the ease of access, capacity, and capabilities of current database
- Consolidate the jurisdiction data into a central database with proper security provisions
- Increase members, architects, and other potential users' knowledge of what information is available through NCARB
- Expand the database to include all practicing architects

GOAL C

All architectural collateral organizations will contribute to and value an expanded practice analysis and will use common terms to define the expected outcomes for architectural education, internship, examination, and continuing education.

Objectives:

- Increase communication, collaboration, and coordination with collateral organizations
- Increase collaboration between educators, regulators, and practitioners

GOAL D

Internship will be viewed as a valued part of the development of future architects by interns, supervisors, educators, and the profession; and, all architecture students will be enrolled in the Intern Development Program at the earliest point of eligibility.

Objectives:

- Increase the number of enrolled students in the IDP with licensure as their goal
- Increase the use of the IDP so that all jurisdictions require IDP and abandon other alternatives
- Increase the awareness of the IDP credential among educators and school administrators
- Increase outreach programs to interns, mentors, and educators and increase IDP enrollment at the earliest point of eligibility
- Increase practitioners' awareness of, and involvement in, mentorship
- Increase the number of knowledgeable IDP coordinators and increase the resources and venues to achieve optimal supervisor training

GOAL E

All Member Boards will adopt and implement NCARB standards for continuing education.

Objectives:

- Increase the use of the national standard and *Model Law*
- Increase the quality of continuing education
- Increase NCARB's responsibility for oversight and certification of CE programs
- Consolidate individual state requirements into one database, a clearinghouse for CEUs
- Maintain the high standards for CEUs, reduce and eliminate the inconsistencies, and increase uniformity of CE requirements among jurisdictions
- Increase the number of states that accept continuing education obtained in home state

UPGRADES TO NCARB'S ONLINE SYSTEM START THIS SUMMER

The first sign that NCARB is moving forward with Goal B will be evident this summer. That is when all Record holders will be asked to create new online login credentials.

The new and secure sign-in will help launch personalized web pages in the future that will be available to each intern, Record holder, and NCARB volunteer. The personalized page will be a dashboard that brings services together for easy access through a single username and password. Those who are currently maintaining multiple user names and passwords to access NCARB services will be the first to benefit. For example, the architect who has an active Record, who is an IDP supervisor, and who serves on an NCARB committee will be able to access all the information they need from one web page. Prior to this change, that individual would have had to sign in three different times using different usernames and passwords.

A step-by-step process will help users make this change so that immediate online work is uninterrupted. The resulting sign-in process will be easier and provide access to new electronic tools and services to improve interactions with NCARB.

This login change will help facilitate major improvements to be rolled out over the next five years and that includes central database access for registration boards.