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AAAE = Opportunities for Excellence

ASIAN AMERICAN ARCHITECTS AND ENGINEERS

STRATEGIC PLAN

2003-2005

***AAAE's Mission
is to Advocate and Practice
Equal Opportunities,
Professional Excellence,
and Social Responsibility***

APRIL 2004

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INTRODUCTION

In January 2003, a new AAAE Board of Directors for the term 2003-4 was installed at the annual retreat. As part of the agenda for the year, the board agreed to initiate a strategic planning process for the organization. Through six months of effort, the Board and the Strategic Planning Committee have engaged in developing, reviewing and establishing a set of goals and objectives for this organization. It has also reviewed and revised the mission and vision of AAAE. The Strategic Planning Committee developed the process and made recommendations to the Board. This document, endorsed by the Board, was presented in draft format for review and feedback by the membership.

CONTEXT

There are compelling forces that have launched the need for a strategic plan for AAAE. With a major economic recession, the local Bay Area dot.com bust, and the events of 9/11 as a backdrop, few organizations have been free from these impacts. Coupled with the declining support from affirmative action legislation and the delicate state of local 12D support for minority firms, the organization must be able to respond to these economic and political changes. AAAE must look closely at the organization's purpose and how it can function more effectively as a volunteer organization.

The profile of our membership is shifting from principals of small firms to include greater participation among key professional representatives of large architectural and engineering firms and public agencies. AAAE's 25-year history has been based on small firm owners keen on pursuing public contracts. Large firm representatives are interested in seeking competitive and talented teams through its relationships with AAAE members. While both groups join AAAE to participate in advocacy and procurement efforts, there are challenges ahead in managing the needs of these two diverse groups. We need to identify and provide the opportunities for both groups to enhance and support each other in procuring work successfully.

The annual dinner is the most important event for the organization. In addition to providing firms the opportunity to invite their clients to an enjoyable evening together, it gives members an ideal opportunity to network with each other. Along with procurement events, AAAE sponsors other special events such as the annual golf tournament for its membership. These events demand considerable effort by volunteer members that stretch our resources. As an organization we need to work smarter and manage the valuable time devoted by members to these efforts better.

PURPOSE

The changing political and economic environment, membership profile, and limited resources are factors that motivate us to look internally at our organization. We also need to understand how we are regarded externally. Grasping the opportunity to study ourselves critically is a healthy process that will allow us to evolve and extend the longevity of the organization. We are analyzing our strengths and weaknesses and are assessing what we can do to become a more responsive organization. Through the strategic planning process, we are establishing our mission and vision for the organization—to make our purpose clear to those who participate in our programs, to those who benefit from the services we provide, and to ourselves.

We are creating a methodical plan to accomplish both short and long-term goals over the next three years. This document contains mission and vision statements, a basic set of goals, an implementation plan and means for measurement, and a detailed set of goals and objectives.

AAAE's MISSION

AAAE's Mission is to Advocate and Practice Equal Opportunities, Professional Excellence, and Social Responsibility

The AAAE Mission Statement is based on 3 principles:

- A. Creating Equal Opportunities: Equal opportunity should be a right, but sometimes it is a right that must be encouraged.
 - 1. Advocate and help create Equal Opportunities in the Public and Private arenas.
 - 2. Practice Equal Opportunities within our offices.

- B. Practicing Professional Excellence: After obtaining opportunities, we must make the most of those opportunities by delivering the projects with excellent professional services and creating an excellent environment.
 - B. Deliver excellent professional services.
 - C. Present AAAE and ourselves in an excellent professional manner.
 - D. Prepare our Members and ourselves for a changing environment.
 - E. Advocate continuing education to improve professional skills and abilities.

- C. Practicing Social Responsibility: As leaders and stewards of equal opportunity and practitioners of professional excellence, we must be responsible citizens.
 - B. Within our professional environments
 - C. The office environment.
 - D. The design of our projects
 - E. Within our families
 - F. Within our communities

AAAE'S VISION

AAAE = Opportunities for Excellence

AAAE GOALS

The members, board of directors, and the organization are committed to accomplishing the goals stated in the following areas:

Procurement/Advocacy Goals

- A. Advocate and create programs that provide procurement opportunities for Membership
- B. Seek procurement opportunities for membership.
- C. Communicate opportunities to membership.

Professional Development Goals

- A. Developing and conducting professional development programs that are relevant to the Membership
- B. Inspire excellence in professional services within the AAAE membership.
- C. Create an excellent external image of members.

Membership Goals

- A. Provide excellent customer service to members.
- B. Increase Membership.
- C. Maintain current membership information.

Communications Goals

- A. Create effective forms of communication.
- B. Create efficient forms of communication.
- C. Promote the organization's Mission.

Annual Dinner Goals

- A. Provide a venue for Members and public contracting officials to network.
- B. Create a memorable and enjoyable event.
- C. Honor those, within or outside of the organization, who have greatly contributed to AAAE goals and success

Golf Tournament

- A. Build relationships among Members and their clients and guests.
- B. Provide an informal, enjoyable, and memorable event for members.

Special Program Goals

- A. Provide valuable programs for members.
- B. Make special events attractive enough for new members to join.
- C. Assess organizational resources required for planning events.

Scholarship Goals

- A. Identify full time students pursuing a career in the A/E field who may be AAAE leaders of the future.
- B. Encourage student participation in AAAE.
- C. Promote fellowship among the scholarship winners.

IMPLEMENTATION

The AAAE Board and the Committee Chairs will review the Strategic Plan at its Annual Retreat each year and report to the membership its assessment of work completed the previous year. The Board will evaluate the validity of the established goals and make changes as needed to reflect the current and projected needs for the organization. The membership will be asked to provide input to the Board for proposed changes. The Board will be responsible for updating the Strategic Plan reflecting both Board generated changes as well as comments from the membership.

The Board will continue to solicit valuable input and insight from its members in terms of its ability to serve members with appropriate and cost effective programs. Obtaining feedback will ensure that AAAE is attentive to providing excellent service. The Board and committee members are responsible for carrying out the goals and objectives set forth in the Strategic Plan.

In order to be successful in fulfilling the mission and vision of the organization, there must be ongoing assessment of the progress toward completion of the goals. In addition, there must be ways to evaluate and adjust goals accordingly. The membership survey will provide a tool for learning more about the profile and needs of the members, and to obtain feedback on the performance of the leadership. Through use of the newsletter and website, timely information can be disseminated and two-way communications can be established.

The Board will assess its own performance on an annual basis at the Annual Retreat held at the beginning of each year. It will set the agenda for the following year and report to the membership any planned initiatives or changes. The Board will continually evaluate the membership database and members' needs to maintain the organization's role in the community and its effectiveness to the membership.

Procurement/Advocacy Goals

- A. Advocate and create programs that provide procurement opportunities for Membership by:
 - 1. Reviewing, developing and evaluating current and proposed legislation
 - 2. providing testimony to support arguments for programs
 - 3. Meeting with local agencies to recommend implementation goals
- A. Seek procurement opportunities for membership by:
 - 1. Identifying contracting agencies who have upcoming projects
 - 2. Determining scope of work, certifications and selection criteria
 - 3. Informing membership of opportunities
 - 4. Contacting agencies and obtaining relevant information on projects
- C. Communicate opportunities to membership through:
 - 1. special events
 - 2. website and other forms of communication

Professional Development Goals

- A. Developing and conducting professional development programs that are relevant to the Membership by:
 - 1. Surveying membership for relevant professional development needs.
 - 2. Developing professional development programs on a regular basis.
- B. Inspire excellence in professional services within the AAAE membership by:
 - 1. Presenting examples of excellence as models.
 - 2. Showcasing success stories.
 - 3. Developing a mentorship/protégé program
- C. Create an excellent external image of members by:
 - 1. Preparing membership for the challenges of the A/E professions/industry
 - 2. Awarding and showcasing examples of excellence by members.
 - 3. Preparing membership for professional presence in public and professional venues.

Membership Goals

- A. Provide excellent customer service to members by:
 - 1. Providing networking, procurement opportunities and professional development programs
 - 2. Surveying and establishing needs
 - 3. Creating and distributing information on membership benefits
 - 4. Informing members of events and issues in a timely fashion
 - 5. Defining categories and composition of membership
 - 6. Establishing a point person to answer members' questions
- B. Increase Membership by:

1. Planning and executing a successful membership drive
2. Establishing membership goals each year (10%, 25%, 50%)
3. Soliciting prospective and former members
4. Developing ongoing relationship with corporate sponsors
5. Providing outreach to students and future A/E professionals

C. Maintain current membership information by:

1. Updating and sorting membership database on an annual basis
2. Ensuring that membership chair assigns responsibility to committee member

Communications Goals

A. Create effective forms of communication by:

1. Reinforcing internal methods of communication between Board, committees and membership
2. Establishing relevant connections to external parties
3. Improving ways to transmit information to and from outside sources

B. Create efficient forms of communication by:

1. Delivering information in a timely fashion
2. Using website as primary form of communication
3. Using links to other websites
4. Identifying responsible person(s) to distribute information to membership
5. Establishing an E-Newsletter to members and external parties

C. Promote the organization's Mission by:

1. Using them in all published materials and at every opportunity possible
2. Making the statement easy to remember

Annual Dinner Goals

A. Provide a venue for Members and public contracting officials to network by:

1. Creating a convenient time for event.
2. Selecting a location that is easily accessible

B. Create a memorable and enjoyable event by:

1. Creating a Dinner Theme and program that celebrates AAAE's achievements.
2. Inviting engaging speakers relevant to the Dinner Theme.
3. Selecting a convenient location

C. Honor those, within or outside of the organization, who have greatly contributed to AAAE goals and success by:

1. Identifying potential individuals and organizations that are available to attend
2. Identifying role models that embody the success that AAAE seeks for its members.
3. Celebrating quality professionals and their work or services.

Golf Tournament

A. Build relationships among Members and their clients and guests by:

1. Planning opportunities for networking among members
2. Planning for friendly competition within the event
3. Encouraging a more relaxed pace.

B. Provide an informal, enjoyable, and memorable event for members by:

- A. Setting goals for the event.
- B. Selecting an appropriate venue for the event.
- C. Planning for the comfort and convenience of participants.

Special Program Goals

A. Provide valuable programs for members by:

1. Identifying, planning, and implementing programs
2. Developing programs that collaborate with other organizations.

B. Make special events attractive enough for new members to join by:

1. Planning events on a regular basis
2. Providing members with networking opportunities with key speakers at the events
3. Providing members with advance notice of the events
4. Providing membership discounts for the events.

C. Assess organizational resources required for planning events by:

1. Identifying available volunteers
2. Selecting appropriate events
3. Prioritizing and selecting events that can be reasonably accomplished.

Scholarship Goals

A. Identify full time students pursuing a career in the A/E field who may be AAAE leaders of the future by:

1. Planning and implementing an annual scholarship program for interested and talented A/E students.
2. Selecting the most deserving students for the scholarships.
3. Including one-year student memberships along with the monetary prizes.

B. Encourage student participation in AAAE by:

1. Introducing AAAE's Mission, Vision, and Goals to college level A/E students.
2. Introducing AAAE's website and activities to students.
3. Surveying student members for suggestions of how AAAE can benefit them.
4. Promoting benefits of student membership.
5. Developing and implementing a mentorship program for students

C. Promote fellowship among the scholarship winners by:

1. Inviting the scholarship winners to the annual dinner to receive their scholarships and to network with members and other students
2. Creating a plaque to commemorate the winners through the years.
3. Encouraging students to create a Student Chapter at their colleges with help by regular AAAE members

MEMBERSHIP CATEGORIES

Appendix B

Six Membership categories are:

- A. Regular Member A full-time working professional person engaged in the practice or employment of architecture, engineering, or related discipline with full voting privileges.
- B. Associate Member Any individual interested in the goals and activities of the organization, and who does not qualify as a regular member.
- C. Firm Member Representatives of firms who support the goals and activities of the organization. Up to three designated members can be active members.
- D. Corporate Sponsor Representatives of corporations who support the goals and the activities of the organization. Up to six members are active members.
- E. Student Member A full time student engaged in pursuing a career as an architect, engineer or related discipline.
- F. General Member: A/E design professional in Public Sector or non-profit organizations.

Proposed Additional Classifications are:

- A. Emeritus: A retired A/E member who has been an active member of AAAE and whose value to the organization continues.
- B. Fellow: A member who has made major contributions to the betterment of the organization.

Board and Committee Members	Appendix C
AAAE Board of Directors 2003	
Gary Gee, President	
Victoria Fong, Vice President	
Jim Fong, Secretary	
Kimberly Russell, Treasurer	
Tushar Advani	
Christina Bui	
Peter S. Chan	
Leslie Chau	
Benjamin Lai	
Tuyet Le	
Strategic Planning Committee Members	Communications Committee
Victoria Fong, Chair	Les Chau, Chair
Tushar Advani	Jim Fong
Jim Fong	Tiffany Lee
Gary Gee	Victoria Fong
Chi-Hsin Shao	Thelma Herrera
	Professional Development Committee
Membership Committee	Jim Fong, Chair
Benjamin Lai, Co-Chair	Esmond Chan
Tiffany Lee, Co-Chair	Chi-Hsin Shao
Procurement Committee	Scholarship Committee
Chi-Hsin Shao, Chair	Alex Lee, Chair
Christina Bui	Jim Fong
Peter Chan	Kimberly Russell
Jim Fong	
Darlene Mar	
Annual Dinner Committee	Golf Tournament
Tuyet Le, Chair	Kendall Young, Chair
Jim Fong	Peter S. Chan
Bill Jeng	Joel Jang
Leslie Chau	
Alex Lee	Special Programs
Tiffany Lee	
Kimberly Russell	Tuyet Le, Chair
Jeff Wong	Christina Bui
	Hiro Nii