STRATEGIC PLAN

2018 – 2020

The National Architectural Accrediting Board, Inc.
Refreshed October 2018
Strategic Plan for NAAB – 2018-2020

**Mission Statement:**
The NAAB develops and maintains an accreditation system in professional degree education that enhances the value, relevance, and effectiveness of the profession of architecture.

**Vision Statement:**
The NAAB advances educational quality assurance standards and processes that anticipate the needs of academic programs, the profession, and society, to promote a better built environment.

**Values:**
The NAAB aspires to follow four Core Values in the way it approaches its work and mission:

- **Commitment to Excellence:** Foster a culture of continual improvement that seeks positive organizational transformation and responds to external change.

- **Diversity and Inclusion:** Celebrate unique institutional perspectives and ensure the inclusion of diverse populations to enrich the learning environment.

- **Effective Communication:** Articulate the value of an accredited architectural education to students, the profession, and the communities architects serve.

- **Spirit of Collaboration:** Promote transparency and collateral cooperation in the shared responsibility of preparing graduates for professional practice.

As the NAAB anticipates its 80th anniversary in 2020, this document is intended to set forth a set of goals and strategies to propel the National Architectural Accrediting Board into an ever-more-vibrant and successful future. This Strategic Plan launches a regular, three-year cycle of annual planning exercises and documents, with the anticipated development of an annual Operating Plan, which includes the same goals and strategies, with tactics added.

Accreditation falls at the intersection of the architectural profession and of higher education, both of which are facing disruptive change. Therefore, the NAAB must help architecture programs navigate these challenges and encourage them to employ innovative strategies. At the same time, the NAAB must embrace all available tools and technologies, taking advantage of emerging opportunities to complete its mission and vision.
GOAL 1. EXCELLENCE IN ACCREDITATION – Curate an exemplary system of architectural accreditation that addresses the needs of society, the profession, and educational institutions:

1. **Strategy: Accreditation Teams** – Ensure that the best possible individuals are selected as accrediting team members; equip and empower these persons to serve.
   
   a. **Tactic:** Provide the highest level of service and support to these volunteers, acknowledging their important role in accrediting architectural programs.
   
   b. **Tactic:** Optimize the performance of a deeper team pool as broadly-selected, highly trained volunteer educators, practitioners, regulators, and students.
   
   c. **Tactic:** Offer targeted in-person and digital training for initial/continuing accreditation, initial/continuing candidacy, and eligibility visiting team members.

2. **Strategy: Partnerships with Schools** – Serve schools in the most effective, efficient means, given the increasing pressure in higher education to balance outcomes and cost.

   a. **Tactic:** Empower the Assessment and Evaluation Committee to explore opportunities and institute innovative approaches to providing accreditation.

   b. **Tactic:** Ensure that all accredited programs meet minimum standards, but identify and share highly effective teaching methods as best practice models.

   c. **Tactic:** Maintain continual support to schools over a greater period of time, as a partner in enhancing the learning environment for students.

3. **Strategy: Innovation in the Learning System** – Manage the accreditation process for institutions and individuals in a creative, transparent, and inventive manner.

   a. **Tactic:** Work with the collateral architectural organizations to collect and disseminate data on architectural education and accreditation.

   b. **Tactic:** Create a team and program feedback loop to assist in team selection, program evaluation, team member assessment, and visiting team training.

   c. **Tactic:** Ensure quality of the digital platform as a means of sharing best practices, annual statistics, and school data more easily and successfully.

   d. **Tactic:** Investigate the opportunity to certify architectural programs of two-year junior and community colleges as preparatory for a NAAB-accredited degree.
GOAL 2. VOICE OF ARCHITECTURAL ACCREDITATION – Advance an understanding of the value, relevance, and importance of an accredited degree to key audiences:

1. **Strategy: Strategic Partnerships** – Seek and nurture partnerships with like-minded organizations and other stakeholders, promoting shared efforts toward a common vision.
   a. **Tactic:** Strengthen the individual and collective relationships with the four collateral architectural organizations, promoting openness and trust.
   b. **Tactic:** Create and cultivate mutually advantageous two-way and multi-way dialogues with program chairs, administrators, and the profession at-large.
   c. **Tactic:** Use brand and identity refresh to demystify the accreditation process, creating opportunities to advance the profession and exchange ideas.

2. **Strategy: Organizational Identity.** Promote a culture of adaptability for leadership, volunteers, and staff team members to be more-responsive to programmatic needs.
   a. **Tactic:** Foster more agility on the part of the organization to ensure its ability to respond to stakeholder needs and professional trends.
   b. **Tactic:** Ensure that conditions for diverse contexts and individuals are consistently incorporated to advance traditionally underrepresented groups.
   c. **Tactic:** Secure the best talent possible for employment; nurture the career development of these individuals, and acknowledge and reward their efforts.

   a. **Tactic:** Ensure optimum performance of the ARForum19 Steering Committee and ARForum19 Task Force as the entities dedicated to preparing for the Forum.
   b. **Tactic:** Conduct Accreditation Review Forum 2019 in July 19 as a catalyst for positive, beneficial change in the continuum of the education of an architect.
   c. **Tactic:** Assure that the leadership and board members of the collateral organizations are well prepared for Accreditation Review Forum 2019.
GOAL 3. INTERNATIONAL ENGAGEMENT – Broaden the NAAB’s international outlook based on increased internationalization and elevated interdependencies of countries:

1. **Strategy: International Strategies** – Promote the portability of credentials, recognizing that both the education and practice of architects is increasingly international.
   
   a. **Tactic:** Continue to nurture a strong working relationship with the CACB/CCCA while engaging with architectural education and accreditation in other countries.
   
   b. **Tactic:** Evaluate opportunities to optimize educational internationalization through accreditation or credentialing/certification.
   
   c. **Tactic:** Equip the International Committee to consider issues and items of import to this strategy, concentrating on continuous improvement and new opportunities.

2. **Strategy: Credentialing Services** – Provide a vastly enriched workflow process and user experience for the Education Evaluation Services for Architects program (EESA).

   a. **Tactic:** Work with NCARB, EESA evaluators, and candidates to continually enhance the communication between and among applicants and providers.
   
   b. **Tactic:** Provide service delivery and technology upgrades to create a clear, logical, and intuitive application, consideration, and notification process.
   
   c. **Tactic:** Develop a package of promotional materials for NCARB, collaterals, and others, to communicate the value of the EESA process to potential users.

3. **Strategy: Canberra Accord** – As Secretariat, enhance support and service to all Accord signatories, provisional members, and observer organizations.

   a. **Tactic:** Prepare for the periodic review of Canberra Accord signatory status for the NAAB, scheduled to occur in spring 2019.
   
   b. **Tactic:** Organize the interim meeting in May 2018 in London, England and the 7th General Meeting in August 2019 in Bloemfontein, South Africa.
   
   c. **Tactic:** Create a marketing and promotion plan to markedly increase the number of signatories to the Canberra Accord.
GOAL 4. ORGANIZATIONAL VIBRANCY – Serve as a model of outstanding operational and managerial practices for an accrediting body:

1. **Strategy: Governance** – Elevate engagement of members of the Board of Directors through an invigorated structure, approach, and focus for their leadership.
   a. **Tactic:** Monitor the new committee structure to assure that all groups are managing their responsibilities with vision, strategy, and direction.
   b. **Tactic:** Direct the Governance Committee to consider the organization’s governing documents and other tools, with an eye toward positive refinement.
   c. **Tactic:** Regularly develop an annual Operating Plan to set forth specific action items related to this Strategic Plan, along with metrics and measurements.

2. **Strategy: Finance** – Continue to operate all financial and accounting functions to exhibit outstanding business practices, with oversight by the Finance and Audit Committee.
   a. **Tactic:** Consider additional opportunities to reduce capital expenditures and ongoing expenses, largely through lease holdings and consultants/contractors.
   b. **Tactic:** Provide, on an ongoing basis, responsible stewardship of the significant investment and reserve funds held by the organization.
   c. **Tactic:** Achieve a multi-year funding agreement with the collateral organizations, cognizant of their desire to align their annual costs with the value of services.

3. **Strategy: Process** – Refine technological aspects of operational and business processes to provide increasingly effective and efficient service delivery.
   a. **Tactic:** Integrate technology into use across all programs and business areas to modernize service and support while increasing efficiency and effectiveness.
   b. **Tactic:** Strive continually for process innovation and re-design, particularly in information interface, to benefit all operational and managerial functions.
   c. **Tactic:** Modify current methods to provide streamlined and modern approaches to budget preparation, financial management, and accounting practices.
## NAAB 2018-2020 Strategic Plan

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### Vision Statement:
The NAAB advances educational quality assurance standards and processes that anticipate the needs of academic programs, the profession, and society, to promote a better built environment.

### Core Values:

**Commitment to Excellence:**
Foster a culture of continual improvement that seeks positive organizational transformation and responds to external change.

**Diversity and Inclusion:**
Celebrate unique institutional perspectives and ensure the inclusion of diverse populations to enrich the learning environment.

**Effective Communication:**
Articulate the value of an accredited architectural education to students, the profession, and the communities architects serve.

**Spirit of Collaboration:**
Promote transparency and collateral cooperation in the shared responsibility of preparing graduates for professional practice.

### Goals

#### EXCELLENCE IN ACCREDITATION
Curate an exemplary system of architectural accreditation that addresses the needs of society, the profession, and educational institutions.

#### VOICE OF ARCHITECTURAL ACCREDITATION
Advance an understanding of the value, relevance, and importance of an accredited degree to key audiences.

#### INTERNATIONAL ENGAGEMENT
Broaden the NAAB’s international outlook based on increased internationalization and elevated interdependencies of countries.

#### ORGANIZATIONAL VIBRANCY
Serve as a model of outstanding operational and managerial practices for an accrediting body.

### Strategies

#### Accreditation Teams
Ensure that the best possible individuals are selected as accrediting team members; equip and empower these persons to serve.

#### Partnerships with Schools
Serve schools in the most effective, efficient means, given the increasing pressure in higher education to balance outcomes and cost.

#### Innovation in the Learning System
Manage the accreditation process for institutions and individuals in a creative, transparent, and inventive manner.

#### Strategic Partnerships
Seek and nurture partnerships with like-minded organizations and other stakeholders, promoting shared efforts toward a common vision.

#### Organizational Identity
Promote a culture of adaptability for leadership, volunteers, and staff team members to be more-responsive to programmatic needs.

#### Stakeholder Engagement
Evaluate, monitor, and incorporate emerging technologies and techniques to prepare for Accreditation Review Forum 2019.

#### International Strategies
Promote the portability of credentials, recognizing that both the education and practice of architects is increasingly international.

#### Credentialing Services
Provide a vastly enriched workflow process and user experience for the Education Evaluation Services for Architects program (EESA).

#### Canberra Accord
As Secretariat, enhance support and service to all Accord signatories, provisional members, and observer organizations.

#### Governance
Elevate engagement of members of the Board of Directors through an invigorated structure, approach, and focus for their leadership.

#### Finance
Continue to operate all financial and accounting functions to exhibit outstanding business practices, with oversight by the Finance and Audit Committee.

#### Process
Refine technological aspects of operational and business processes to provide increasingly effective and efficient service delivery.