# Texas Board of Architectural Examiners
## Board Strategic Planning Workshop
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August 27, 2014

The Honorable Rick Perry  
Governor, State of Texas  
State Capitol, Room 2S.1  
Austin, Texas 78711

Dear Governor Perry:

On behalf of our Board Members and staff, I am pleased to enclose the Texas Board of Architectural Examiners’ Strategic Plan for fiscal years 2015-2019, including as its centerpiece the agency’s newly created performance measures.

We appreciate the opportunity to share with you the enclosed information, and we look forward to better serving the interests of all Texans.

Should you or your staff have any questions, I am always available at 512-305-9000 to assist.

Sincerely,

Cathy L. Hendricks, RID  
Executive Director

Enclosure

CC:  The Honorable David Dewhurst, Lieutenant Governor, State of Texas  
The Honorable Joe Straus, Speaker of the House of Representatives  
Comptroller of Public Accounts  
Legislative Reference Library  
State Auditor  
Sunset Advisory Commission  
Governor’s Office of Budget, Planning and Policy  
Legislative Budget Board  
Texas State Library and Publications Clearinghouse  
House Appropriations Committee  
Senate Finance Committee
Agency Strategic Plan

BY

THE TEXAS BOARD OF ARCHITECTURAL EXAMINERS

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**Board Member** | **Dates of Term** | **Hometown**
---|---|---
Alfred Vidaurre Jr., AIA, AIP—Chair | 8/25/04-1/31/15 | Aledo
Debra Dockery, AIA—Vice Chair | 5/10/11-1/31/17 | San Antonio
Paula Ann Miller—Secretary/Treasurer | 5/10/11-1/31/17 | The Woodlands
Charles H. (Chuck) Anastos, AIA | 4/1/08-1/31/19 | Corpus Christi
Bert Mijares, AIA | 5/1/09-1/31/15 | El Paso
Chase Bearden | 5/1/09-1/31/15 | Austin
Sonya Odell, RID | 5/10/11-1/31/17 | Dallas
Chad Davis, RLA | 4/11/13-1/31/19 | Lubbock
Davey Edwards | 4/11/13-1/31/19 | Decatur

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August 27, 2014

**SIGNED:**

[Signature]

Board Chair

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**APPROVED:**

[Signature]

Executive Director

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August 27, 2014
7. The total amount of per diem expenses and travel expenses paid for each member of the governing body of each agency, including trend performance data for the preceding five fiscal years (reported annually) .............................................................. 16

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I. Statewide Vision, Mission, and Philosophy

A. The Mission of Texas State Government
Texas state government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

*Aim high... we are not here to achieve inconsequential things!*  

B. The Philosophy of Texas State Government
The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise, we will promote the following core principles:

1. First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
2. Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
3. Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local government closest to their communities.
4. Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. Just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
5. Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
6. State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
7. Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

II. Relevant Statewide Goals and Benchmarks

A. Priority Goal: Regulatory
To ensure Texans are effectively and efficiently served by high-quality professionals and businesses by:

1. Implementing clear standards;
2. Ensuring compliance;
3. Establishing market-based solutions; and
4. Reducing the regulatory burden on people and business.
B. Benchmarks:
   I. Percent of state professional licensee population with no documented violations
   II. Percent of new professional licenses as compared to the existing population
   III. Percent of documented complaints to professional licensing agencies resolved within six months
   IV. Percent of individuals given a test for professional licensure who received a passing score
   V. Percent of new and renewed professional licenses issued via the Internet

C. TBAE Mission
The mission of the Texas Board of Architectural Examiners is to protect the public health, safety, and welfare through the regulation of the practice of the professions of architecture, landscape architecture, and interior design.

D. TBAE Philosophy
We approach our work with a deep sense of purpose to serve and protect the public.

III. External/Internal Assessment

A. Agency overview
Created by the Texas Legislature in 1937, the Texas Board of Architectural Examiners (TBAE) operates under the aegis of the Self-Directed, Semi-Independent (SDSI) program established by the 77th Texas Legislature. Along with a number of other regulatory agencies, TBAE’s participation in SDSI removes the agency from the appropriations process, ensures accountability to stakeholders, and requires the agency to operate as a business. SDSI agencies must adopt their own budgets and establish registration fees to cover all operational costs. Additionally, each agency must submit an annual payment ($510,000 in TBAE’s case) to the general revenue fund. Finally, $200 of every registration renewal is passed through to the State. In a typical fiscal year, the agency contributes around $3.5 million to the state of Texas’ General Revenue and Foundation School funds.

TBAE is overseen by a Board of nine appointees. Four Board members are registered architects, two are public members, one is a registered interior designer, and one is a registered landscape architect. The Chair is selected by the Governor from among the Board members, and typically the group meets four times a year to craft new rules and decide enforcement cases.

TBAE has a staff of 19 full-time equivalents (FTEs), divided into three broad functional units: Registration, Central Administration and Enforcement. Each division is responsible for executing particular operational aspects of the Board’s statutory charge and mission. While separation of the units allows staff to fully engage in their respective areas of expertise, close collaboration and cross-training allows the agency as a whole to remain flexible for most any event. TBAE’s staffing level and program structure serve its target population (registrants, building officials, design students and professors, the public who uses and inhabits the built environment, and other stakeholders) effectively. While various forces (chiefly, economic factors) may drive changes in target populations to a limited extent, the agency expects to maintain its level of service and retains the flexibility to address any significant changes.

As a Self-Directed, Semi-Independent agency, TBAE continues to improve and streamline operations. To that end, measuring performance is an evolving process. Old methods and processes are continually updated to reflect current best practices. In 2014 and ongoing, the agency will continue evaluating its performance and workload to identify emerging trends to better guide agency executive management.
In fact, much of 2012 and 2013 was spent overhauling the agency’s own performance measures, which are detailed below in the List of Measure Definitions. Customer service survey data have shown and continue to show a high degree of satisfaction among all the agency’s key constituencies, and while TBAE is proud of those results, the agency remains focused on the future. Key factors viewed by Executive Management as critical in this regard are the best uses of technology and the emerging professionals poised to join the design professions in the near future.

B. Sunset review and legislation
In 2012, TBAE underwent its periodic review by the Sunset Advisory Commission of Texas (Sunset). The TBAE Sunset bill, HB 1717, passed the Legislature and became law in 2013, along with HB 1685, a Sunset bill for SDSI agencies generally. The Sunset bills made a number of changes to agency operations and finances, summarized as follows:

I. Continues the agency through 2025
II. Requires all Registered Interior Designers (RIDs) who have not passed a national licensure exam to do so by September 1, 2017
III. Requires fingerprint-based criminal history checks of all current and incoming Active-status registrants
IV. Lowers fees for late renewal of a license
V. Requires annual reporting of a number of new performance measures (detailed below)
VI. Requires the agency to remit all administrative penalties to the State

C. Customer Service Survey results and overview
The 2014 TBAE Report on Customer Service was submitted in May, 2014. The results of the survey showed that the agency maintained a relatively high (86.7 percent) overall satisfaction rate among registrants, building officials, emerging professionals, and other stakeholders surveyed. This figure represents a modest downturn from previous surveys, due to the widespread unpopularity of the fingerprint-based criminal history check requirement.

D. Social Media and online tools for stakeholders
Aside from Customer Service Survey commentary regarding the new fingerprinting requirement, perhaps the most frequently mentioned topic was continuing education (CE). This expressed interest has resulted in the agency’s plan to branch out into new technological territory to provide CE for registrants, while keeping costs low. Initially, the agency plans to offer full-credit CE classes via online video conferencing software, which will sidestep much of the cost of traveling to provide in-person CE classes. Simultaneously, TBAE plans to launch its presence on social media, which is a low-cost additional avenue of communication. Also, for the future, the agency is considering producing free-standing, on-demand CE classes to be delivered online.

E. Overhauling the agency’s Performance Measures (PMs)
In 2012 the agency took upon itself a project to gain independent verification of the accuracy and meaningfulness of its PMs. The PM assessment verified the agency’s data structures, report queries, and PM construction, which provides an additional layer of assurance that the PMs reported in the future will serve as an accurate reporting and strategic planning tool. As a result of 2013 Sunset legislation, the agency again undertook a thorough overhaul of its PMs to be reported annually.
IV. Agency Goals, Objectives, and Strategies

A. GOAL: TBAE will administer a licensing program to ensure that only qualified professionals and firms practice the regulated professions in Texas.

Objective
Ensure that all practitioners and users of restricted titles within the regulated professions earn and maintain a valid registration.

Strategies
- Provide registrants, applicants, and firms useful tools for record-keeping, account maintenance, and renewals.
- Accurately evaluate applications for registration and maintain documentation.
- Identify and reach out to lapsed registrants facing cancellation to provide help in renewing registrations.
- Provide useful, informative continuing education courses for registrants.

B. GOAL: TBAE will protect the public health, safety, and welfare with an effective enforcement program.

Objective
Promote compliance and the use of professional standards by registrants.

Strategies
- Maximize stakeholder exposure to regulatory requirements and developments via an aggressive communications/outreach program.
- Investigate and prosecute enforcement cases in a thorough and timely manner.

Objective
Ensure due process and fairness for respondents facing enforcement action.

Strategies
- Adhere to Robert’s Rules of Order and “open meetings” statutes in all public meetings.
- Adhere to all applicable statutory and administrative requirements throughout the course of any investigation or enforcement activity.

C. GOAL: TBAE will seek to draw upon historically underutilized businesses (HUBs) in its procurement of goods and services.

Objective
To include historically underutilized businesses in at least 20% of the professional services contracts, 33% of other services contracts, and 12.6% of commodities contracts awarded annually by the agency.

Strategies
- Send requests for bids to at least two HUB vendors when purchasing
- All routine office supply purchases made from HUB vendors
V. Technology

Technology Resource Planning, Part 1: Technology Assessment Survey
TBAE uses the State’s Texas Agency Network (TEX-AN) communication service and the Texas Online Payment Portal, Texas.gov, for processing online transactions. TBAE uses the Department of Information Resources’ (DIR) Data Center Service (DCS) providing Office 365 licenses and currently handling TBAE’s email services. All other services are handled in-house by TBAE’s IT Department, including programming, database administration, Simple Mail Transfer Protocol (SMTP) email services, network administration, and desktop services.

Statewide Technology Priority: Enterprise Planning and Collaboration
TBAE is a small agency; therefore, no enterprise applications, etc. are envisioned. The agency plans to continue to utilize the Department of Information Resources’ (DIR) Information and Communications Technology (ICT) Cooperative Contracts program when possible. TBAE also established relationships with other smaller agencies, and resource sharing will continue as needed.

The agency utilizes industry standard database systems with custom applications. These applications are written in standard programming languages such as Microsoft Access and Visual Basic for internal applications and Microsoft ASP for Internet applications. By utilizing standard programming languages, the applications do not require expensive software license agreements or vendor maintenance contracts. As an added benefit, data easily interfaces with other agency systems.

TBAE utilizes the State of Texas Payment Processing Portal, Texas.gov and their Common Checkout Interface for processing all online payments. TBAE plans to take advantage of their new responsive design technology to better accommodate access to our Web sites and online payment services via mobile devices.

Statewide Technology Priority: Security and Privacy (Safeguard Technology Assets and Information)
TBAE conducts annual risk assessments, as well as annual controlled penetration tests and application scans. The agency has increased the number of penetration tests that are conducted per year from one to four.

TBAE is compliant with current requirements for submitting monthly incident reports. TBAE has also added security-specific training requirements to employee performance evaluations. The agency has a strict policy in place prohibiting the acceptance of credit card numbers via the phone. TBAE requires that all new employees complete Information Security and Nondisclosure agreements before gaining access to agency information systems. IT Policies are refreshed at least every two years. Agency-supported email passes through a spam appliance to reduce/remove suspicious emails. Virus protection is provided at the server level with daily deployment of virus up-dates.

Agency equipment is configured to prevent users from installing any non-approved software that may cause service interruptions. Agency-supported remote services utilize a secure socket layer certificate so that data transfer is secure.

Statewide Technology Priorities: Legacy Modernization, Mobility & Network
TBAE’s Web sites are currently being revamped. The focus of these projects is to update the agency’s secure online payment Web sites to a newer software language, to take advantage of responsive design Web page formatting, and to create a better user experience for our customers. TBAE’s online systems support individuals who desire to apply, take the examination, and become licensed, as well as businesses
which are required to register. Once an account is created, individuals can go online and update their contact information, complete an application, view their exam scores, renew a license and pay any fee with a credit card. Registrants can also maintain their continuing education log from their TBAE account. Businesses can register online and pay their annual fees with a credit card.

The agency’s Web site is highly utilized by both licensees and the public for information gathering. The Web site’s “Find a Design Professional” search feature gives all site users the ability to check the registration status of Architects, Landscape Architects, and Registered Interior Designers to find out whether a design professional is a licensed professional in good standing. The Web site’s “Business Search” feature gives all site users the ability to check the registration status of (most) businesses that provide services by licensed Architects, Landscape Architects or Registered Interior Designers.

TBAE has moved from paper-based communication to email as the primary means of communication with our registrants. The agency augments paper renewal reminders with email messages, as well as announcements of profession-specific news. Business processes that support the continuing education program, as well as the application process, rely heavily on email communication.

**Statewide Technology Priorities: Cloud, Business Continuity & Network**
TBAE is migrating to Office365 cloud services, largely as a part of agency Business Contingency Planning and to provide greater security. Office365 offers a suite of productivity tools that is enterprise-wide and centered on collaboration and availability. TBAE believes that the implementation of a cloud based productivity infrastructure allows employees to share information that can foster better employee relationships, which in turn makes the entire atmosphere more positive and team-oriented by utilizing a central repository for email with Exchange online, files and intranet with SharePoint online, and communication and collaboration with Lync online.

**Statewide Technology Priority: Data Management**
TBAE is undertaking a data quality management project. The purpose of this project is to perform a complete review of the agency’s database-related interfaces and our agency Web sites to identify and remedy data quality issues. The project will consist of several phases covering our internal applications, our reporting tools, and our Web site to address data integrity, quality, and accuracy. It is envisioned that the end result will be improved reporting, efficiency, and functionality within TBAE’s array of data-related applications.

**Technology Resource Planning, Part 2: Technology Alignment Initiatives**

<table>
<thead>
<tr>
<th>1. Initiative Name:</th>
<th>Server Virtualization</th>
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<tr>
<td>2. Initiative Description:</td>
<td>Consolidate agency servers into clustered redundant virtual machine servers.</td>
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<td>3. Associated Project(s):</td>
<td>Name</td>
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<tr>
<td>Server Virtualization</td>
<td>Current</td>
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</table>
4. **Agency Objective(s):**

Improve delivery of daily tasks utilizing emerging technologies for registration, accounting and enforcement functions of agency, which affect internal as well as external operations.

5. **Statewide Technology Priority(ies):**

<table>
<thead>
<tr>
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<td>Virtualization</td>
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<tr>
<td>Legacy Applications</td>
<td>Data Management</td>
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<tr>
<td>Business Continuity</td>
<td>Mobility</td>
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<tr>
<td>Enterprise Planning and Collaboration</td>
<td>Network</td>
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Virtualization, Business Continuity, Cloud Services

**Anticipated Benefit(s):**

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Server Virtualization provides a foundation for future operational improvements. Specifically, leveraging Cloud technology will help accomplish Business Continuity goals.

7. **Capabilities or Barriers:**

IT Workforce requires additional training to ensure proper setup, configuration, and maintenance of the virtualized server environments.

---

1. **Initiative Name:**

Migration to Office 365

2. **Initiative Description:**

Migrate agency email and MS Office software and files to Office 365 cloud environment.

3. **Associated Project(s):**
<table>
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<tr>
<th>Name</th>
<th>Status</th>
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<tbody>
<tr>
<td>Migrate Exchange Server to the Cloud</td>
<td>Current</td>
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<tr>
<td>Migrate Desktops to use Office 365</td>
<td>Current</td>
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</tbody>
</table>

4. Agency Objective(s):

Improve delivery of daily tasks utilizing emerging technologies for registration, accounting and enforcement functions of agency, which affect internal as well as external operations.

Improve internal communication among divisions, among co-workers, and between staff and supervisors.

5. Statewide Technology Priority(ies):

<table>
<thead>
<tr>
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<th>IT Workforce</th>
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<tbody>
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<td>Business Continuity</td>
<td>Mobility</td>
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<tr>
<td>Enterprise Planning and Collaboration</td>
<td>Network</td>
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</tbody>
</table>

Cloud Services, Business Continuity, Security and Privacy, Mobility, Network

Anticipated Benefit(s):

Operational efficiencies (time, cost, productivity)
Citizen/customer satisfaction (service delivery quality, cycle time)
Security improvements
Foundation for future operational improvements
Compliance (required by State/Federal laws or regulations)

The migration to Office 365 creates a foundation for future operational efficiencies and improvements.

7. Capabilities or Barriers:

Agency has trained IT personnel to setup and configure Office 365. Additional training is planned for all employees who will be using the Office 365 applications.

1. Initiative Name:

Modernize applications to prevent Legacy status

2. Initiative Description:

Older, but not yet legacy, software is to be rewritten with newer software language and tools.
3. Associated Project(s):

<table>
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<th>Name</th>
<th>Status</th>
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<tr>
<td>Modernize Individual Registrant Website</td>
<td>Current</td>
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<tr>
<td>Integrate Responsive Design into Business Registration Website</td>
<td>Current</td>
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<tr>
<td>Create Web application to replace internal database interface</td>
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4. Agency Objective(s):

Improve delivery of daily tasks utilizing emerging technologies for registration, accounting and enforcement functions of agency, which affect internal as well as external operations.

5. Statewide Technology Priority(ies):

| Security and Privacy          | IT Workforce |
| Cloud Services                | Virtualization |
| Legacy Applications           | Data Management |
| Business Continuity           | Mobility |
| Enterprise Planning and Collaboration | Network |

Security and Privacy, Enterprise Planning and Collaboration, Legacy Applications, Mobility, Network

6. Anticipated Benefit(s):

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

Benefits include Registrant’s satisfaction with ease of use of the TBAE Web site as well as creating a foundation for future operational improvements internally.

7. Capabilities or Barriers:

Documentation regarding the complete functionality and business logic incorporated in the current internal application is absent. Thus, care must be taken that no logic is missed or left out in the rewrite of this software application.

1. Initiative Name:

Data Quality Management Project

2. Initiative Description:
Review TBAE database interface systems, resolve database content inconsistencies, and review agency Web sites to improve data entry and reporting tools, as well as ensure all Web site information is current and accurate.

### 3. Associated Project(s):

<table>
<thead>
<tr>
<th>Name</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Quality Management Project</td>
<td>Current</td>
</tr>
</tbody>
</table>

### 4. Agency Objective(s):

- Improve delivery of daily tasks utilizing emerging technologies for registration, accounting, and enforcement functions of agency, which affect internal as well as external operations.
- Improve internal communication among divisions, among co-workers, and between staff and supervisors.

### 5. Statewide Technology Priority(ies):

<table>
<thead>
<tr>
<th>Security and Privacy</th>
<th>IT Workforce</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cloud Services</td>
<td>Virtualization</td>
</tr>
<tr>
<td>Legacy Applications</td>
<td>Data Management</td>
</tr>
<tr>
<td>Business Continuity</td>
<td>Mobility</td>
</tr>
<tr>
<td>Enterprise Planning and Collaboration</td>
<td>Network</td>
</tr>
<tr>
<td>Data Management</td>
<td></td>
</tr>
</tbody>
</table>

### 6. Anticipated Benefit(s):

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements
- Compliance (required by State/Federal laws or regulations)

This project is expected to improve operational efficiencies by making data more consistent, providing missing features, to improve data entry and reporting capabilities and increase overall data reliability.

### 7. Capabilities or Barriers:

This project’s success depends on input from all who utilize the TBAE applications or who are responsible for TBAE’s Website content. The project has been requested by Executive Management which helps to ensure everyone’s involvement in working to complete it.
1. **Initiative Name:**

   Digital Imaging Process and System Integration

2. **Initiative Description:**

   Develop a digital imaging system to enable agency processes to start conversion away from paper copies to digital only copies. Integrate access to the digital files into agency internal applications for improved efficiency and productivity.

3. **Associated Project(s):**

<table>
<thead>
<tr>
<th>Name</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital Imaging Process and System Integration</td>
<td>Planned</td>
</tr>
</tbody>
</table>

4. **Agency Objective(s):**

   Improve delivery of daily tasks utilizing emerging technologies for registration, accounting and enforcement functions of agency, which affect internal as well as external operations.

   Improve internal communication among divisions, among co-workers and between staff and supervisors.

5. **Statewide Technology Priority(ies):**

   - Security and Privacy
   - Cloud Services
   - Legacy Applications
   - Business Continuity
   - Enterprise Planning and Collaboration
   - IT Workforce
   - Virtualization
   - Data Management
   - Mobility
   - Network

   Business Continuity, Data Management

6. **Anticipated Benefit(s):**

   Operational efficiencies (time, cost, productivity)
   Citizen/customer satisfaction (service delivery quality, cycle time)
   Security improvements
   Foundation for future operational improvements
   Compliance (required by State/Federal laws or regulations)

   It is anticipated a digital imaging system would provide productivity and time savings for TBAE personnel and provide a foundation for future operational improvements.
7. Capabilities or Barriers:

The high cost of installing and the yearly license and maintenance for common digital imaging systems discourages their use. TBAE has reviewed several vendor packages and may determine to purchase one. Alternatively, developing our own in-house custom document imaging system is being considered, as this could provide the most flexibility with the least cost for integration of the digital imaging system into the functionality of our internal applications.

VI. Appendices

A. Description of Agency’s Planning Process
The Executive Director provided overall direction to staff to develop the strategic plan.

March 2014
→ Strategic Plan instructions downloaded and read
→ Customer Service Survey instrument developed and reviewed

April 2014
→ Customer Service Survey compiled and released

May 2014
→ Report on Customer Service submitted

June 2014
→ Workforce plan written
→ First draft of strategic plan written for executive review

July 2014
→ Technology portions of strategic plan written
→ Second draft of strategic plan written for executive review

August 2014
→ Final refinements
→ Board approval of Strategic Plan
→ Plan submitted
VII. Current Organizational Chart

Revised: July 2014
VIII. Five-year Projections for Outcomes

Annually-reported performance measures have been revised thoroughly according to the 2013 TBAE Sunset bill and the SDSI Sunset bill, and will be tracked closely to measure progress and note areas of improvement. These metrics will be reviewed periodically as part of normal business.

IX. List of Measure Definitions

1. Number of examination candidates (reported quarterly)
   Purpose: The measure indicates workload and helps to project number of possible eligible registrants, viewed against previous reports with an eye toward trending.
   Methodology: The agency’s database (TBAsE) will automatically run a snapshot report quarterly, in the first hours after the end of each quarter. The data and “roster” information will be saved for future review and audit. TBAsE will run a head count of all records with an application type of “Exam Candidate” and a registration status of “Open.”
   Data Limitations: Data are limited to those captured in TBAsE.
   Calculation Type: Non-cumulative.
   New Measure: No.

2. Number of licensees/certificate-holders (reported quarterly)
   Purpose: The measure indicates workload for agency staff, and also may help project future workload when viewed against previous reports.
   Methodology: The agency’s database (TBAsE) will automatically run a snapshot report quarterly, in the first hours after the end of each quarter. The data and “roster” information will be saved for future review and audit. TBAsE will run a head count of all records with an application type of “Registrant” and a registration status of “Active,” “Inactive,” or “Emeritus.”
   Data Limitations: Data are limited to those captured in TBAsE.
   Calculation Type: Non-cumulative
   New Measure: No

3. Number of enforcement cases opened during the quarter (reported quarterly)
   Purpose: The measure indicates workload and effectiveness, and also may help project future workload when viewed against previous reports.
   Methodology: A TBAsE query will be run automatically in the first hours after the end of each quarter. The query will return all results with a “case open date” field within the quarter. The data and “roster” information will be saved for future review and audit.
   Data Limitations: Data are limited to those captured in TBAsE.
4. **Number of enforcement cases closed during the quarter (reported quarterly)**

**Purpose:** The measure indicates efficiency and effectiveness in handling enforcement cases.

**Methodology:** A TBAsE query will be run automatically in the first hours after the end of each quarter. The query will return all results with a “case closed date” field within the quarter. The data and “roster” information will be saved for future review and audit. Note that the “closed” date is to be defined in accordance with agency Policies and Procedures; that is, a case is “closed” as of the date that the Board takes final action on it, not on the date a final payment is made or other requirement is fulfilled.

**Data Limitations:** Data are limited to those captured in TBAsE.

**Calculation Type:** Cumulative

**New Measure:** No

5. **Recidivism rate (reported quarterly)**

**Purpose:** The measure indicates the effectiveness of the deterrent effect of the Board’s enforcement activities upon previously disciplined respondents.

**Methodology:** TBAsE will run a report each quarter to search through the current quarter and the previous 11 quarters for instances of certain “final dispositions” (a field in each enforcement case record). Those flagged final dispositions are: Agreed Order, Cease & Desist, Consent Order, Formal Reprimand, Informal Reprimand, Notice of Violation, Order of the Board, Penalty Notice, Revocation, Suspension/Probation, and Warning Letter.

\[
\frac{\text{Number of respondents with multiple instances of flagged final dispositions during the period}}{\text{Number of respondents with any number of instances of flagged final dispositions during the period}} \times 100 = \_\% 
\]

**Data Limitations:** Data are limited to those captured in TBAsE.

**Calculation Type:** Non-cumulative

**New Measure:** No
6. The salary for all agency personnel and the total amount of per diem expenses and travel expenses paid for all agency employees, including trend performance data for the preceding five fiscal years (reported annually)

**Purpose:** The measure helps to track agency personnel and travel expenditures.

**Methodology:** This measure is derived from the agency's Annual Financial Report and other finance documents.

**Data Limitations:** Data are limited to those captured in finance documents.

**Calculation Type:** Non-cumulative

**New Measure:** Yes

7. The total amount of per diem expenses and travel expenses paid for each member of the governing body of each agency, including trend performance data for the preceding five fiscal years (reported annually)

**Purpose:** The measure helps to track Board Member travel expenditures.

**Methodology:** This measure is derived from the agency's Annual Financial Report and other finance documents.

**Data Limitations:** Data are limited to those captured in finance documents.

**Calculation Type:** Non-cumulative

**New Measure:** Yes

8. Each agency’s operating budget, including all revenues and a breakdown of expenditures by program and administrative expenses, showing: (A) projected budget data for a period of two fiscal years; and (B) trend performance data for the preceding five fiscal years (reported annually)

**Purpose:** The measure helps to track agency finances.

**Methodology:** This measure is derived from the agency's Annual Financial Report and other finance documents.

**Data Limitations:** Data are limited to those captured in finance documents. Projections are necessarily speculative.

**Calculation Type:** Non-cumulative

**New Measure:** Yes

9. Number of full-time equivalent positions at the agency (reported annually)

**Purpose:** The measure helps to track agency expenditures.

**Methodology:** This measure is derived from item/column 5B, “Total FTEs Non-Appropriated Funds” of the State Auditor's Office FTE Employee System online database (Q4 of each year).

**Data Limitations:** Data are limited to those captured by the State Auditor.

**Calculation Type:** Non-cumulative
10. Number of complaints received from the public and number of complaints initiated by agency staff (reported annually)

Purpose: The measure helps to track agency workload and determine allocation of agency resources.

Methodology: From TBAsE, the universe will consist of all enforcement matters with an entry in the Case Type field of “Case” and “Complaint.” Staff complaints will be counted as those with a Source of Complaint field entry of “Evidence returned through internal TBAE ops,” “Evidence revealed through associated complaint,” and “CE audit.” All other Source of Complaint types will be counted as Public complaints. Complaints will be counted in the appropriate year based on their open date.

Data Limitations: Data are limited to those captured by TBAsE.

Calculation Type: Non-cumulative

New Measure: Yes

11. Number of complaints dismissed and number of complaints resolved by enforcement action (reported annually)

Purpose: The measure helps to track agency workload.

Methodology: From TBAsE, the universe will consist of all enforcement matters with an entry in the Case Type field of “Case” and “Complaint.” Of the universe, those items with content in the “Board Approved Date” field will be counted as “resolved by enforcement action,” and those with a blank entry will be counted as dismissed. The date entered in “Board Approved Date” will determine in which fiscal year to report the item. Otherwise, the “Case Closed Date” field will determine the fiscal year of reporting. Additionally, those with a blank “Board Approved Date” and having a disposition type of “Revocation” and Case Type field of “Case”, “Complaint” or “Query” will be counted as “resolved by enforcement action.”

Data Limitations: Data are limited to those captured by TBAsE.

Calculation Type: Non-cumulative

New Measure: Yes

12. Number of enforcement actions by sanction type (reported annually)

Purpose: The measure helps to track the results of the agency’s enforcement activities.

Notice” or “Dismissed (C.O.)” and having a penalty assigned will be counted as “Admin Penalty”. Those of this same list without having a penalty to pay will be counted as “Cease & Desist”. Those having a Final Disposition of “Revocation”, “Suspension/Probation” and “Formal Reprimand” will be counted under their corresponding Sanction Type. Cases will be counted in the appropriate fiscal year based on their closed date.

Data Limitations: Data are limited to those captured by TBAsE.
Calculation Type: Non-cumulative
New Measure: Yes

13. **Number of enforcement cases closed through voluntary compliance (reported annually)**
Purpose: The measure helps to track agency workload and determine the effectiveness of enforcement activities.
Methodology: From TBAsE, the universe will consist of all enforcement matters with an entry in the Case Type field of “Case.” Items from this universe with an entry in the Final Disposition field of “warning letter” or “informal reprimand” will be counted. Cases will be counted in the appropriate fiscal year based on their closed date.

Data Limitations: Data are limited to those captured by TBAsE.
Calculation Type: Non-cumulative
New Measure: Yes

14. **Amount of administrative penalties assessed and the rate of collection of assessed administrative penalties (reported annually)**
Purpose: The measure helps to track disciplinary compliance among enforcement respondents.
Methodology: The amount (in dollars) of all administrative penalties assessed in a fiscal year is divided by the amount (in dollars) of all administrative penalties collected in the same fiscal year. The date entered in “Board Approved Date” will determine in which fiscal year to report the penalties assessed. If “Board Approved Date” is not entered, the “Case Closed Date” field will determine the fiscal year of reporting. The recorded “Payment Date” will determine in which fiscal year to report the amount collected. The result is expressed as a percentage.

Data Limitations: Data are limited to those captured by TBAsE. Penalties collected in one fiscal year may have been assessed in a previous fiscal year.
Calculation Type: Non-cumulative.
New Measure: Yes

15. **The number of enforcement cases that allege a thread to public health, safety, or welfare or a violation of professional standards of care and the disposition of those cases (reported annually)**
Purpose: The measure helps to gauge agency workload and effectiveness with regard to more-involved enforcement cases.
Methodology: The universe consists of all records with a Case Type of “Case” with a Closed Date within the reporting fiscal year, and excluding all records with specified rule/statute citations in the Violations field indicating that the infraction was a title violation or a continuing education violation. The Disposition of the responsive records is reported and categorized based on sanction type similar to the “Number of enforcement actions by sanction type” measure.

Data Limitations: Data are limited to those captured by TBAsE.
Calculation Type: Non-cumulative
New Measure: Yes

**16. The average time to resolve a complaint (reported annually)**

Purpose: The measure helps to determine efficiency in caseload management.

Methodology: The universe consists of all records with a Case Type of “Case” with a Closed Date within the reporting fiscal year. Time is determined by calculating the number of days between the Open Date and Closed Date for each record.

Data Limitations: Data are limited to those captured by TBAsE.
Calculation Type: Non-cumulative
New Measure: Yes

**17. The number of license holders or regulated persons broken down by type of license and license status, including inactive status or retired status (reported annually)**

Purpose: The measure helps to determine agency workload.

Methodology: Registrants are broken down by profession, and further by status (Active, Inactive, or Emeritus). Business registration count includes all businesses with an Active or Pending status. Counts are made as of the last day of the reporting fiscal year.

Data Limitations: Data are limited to those captured by TBAsE.
Calculation Type: Non-cumulative.
New Measure: Yes, in this particular format.
18. The fee charged to issue and renew each type of license, certificate, permit, or other similar authorization issued by the agency (reported annually)

Purpose: The measure helps to track registrant fees.

Methodology: This measure is derived from the agency’s fee schedule, housed in agency rule 7.10

Data Limitations: None

Calculation Type: Non-cumulative

New Measure: Yes

19. The average time to issue a license (reported annually)

Purpose: The measure helps to determine efficiency in delivering services to registrants.

Methodology: The universe consists of intended registrants whose accounts are populated with “Registration by Exam” or “Reciprocal Registration” fees indicating that all requirements have been met for licensure. Time is calculated as the number of days between the adding of the fee and the payment of the fee, and records are reported by fiscal year based on payment date.

Data Limitations: Data are limited to those captured by TBAsE. The agency has no control over how quickly or not an eligible person pays the required fee.

Calculation Type: Non-cumulative.

New Measure: Yes

20. Litigation costs, broken down by administrative hearings, judicial proceedings, and outside counsel costs (reported annually)

Purpose: The measure helps to track agency litigation expenditures.

Methodology: This measure is derived from the agency’s Annual Financial Report and other finance documents.

Data Limitations: Data are limited to those captured in finance documents.

Calculation Type: Non-cumulative.

New Measure: Yes

21. Reserve fund balances (reported annually)

Purpose: The measure helps to track the agency’s reserve fund.

Methodology: This measure is derived from the agency’s Annual Financial Report and other finance documents.

Data Limitations: Data are limited to those captured in finance documents.

Calculation Type: Non-cumulative.

New Measure: Yes
The Board should measure the effects its customer service and outreach efforts have on registration and enforcement (management action)

Purpose: The measure helps to track effectiveness of the agency's communications.

Methodology: Enforcement outreach to building officials and plan examiners will be calculated by dividing the number of cases opened during the reporting quarter (with a Source of Complaint category of “Building Official or Plans Examiner”) by the number of building official/plan examiner impressions during the previous quarter. Enforcement outreach to registrants will be calculated by dividing the number of non-Continuing Education-related cases against registrants during the reporting quarter by the number of registrant impressions during the previous quarter. Licensing (registration) outreach will be calculated by dividing the number of application fees paid during the quarter by the number of student/intern impressions during the previous quarter. Note: One impression is one person attending a TBAE presentation.

Data Limitations: Data are limited to those captured in TBAsE and the Communications Corps Results Report.

Calculation Type: Non-cumulative

New Measure: Yes

X. Workforce Plan

A. Overview
The Texas Board of Architectural Examiners (TBAE) is a small state agency operating as part of the Self-Directed Semi-Independent (SDSI) Project Program. TBAE has the authority to regulate the practice of registered architects, registered landscape architects, and registered interior designers in Texas.

The agency employs individuals to carry out duties in Registration, Enforcement, Finance, Information Technology, and Executive Administration. As of the end of June 2014, TBAE employs 19 staff members. TBAE’s commitment to high standards for excellence requires the agency to recruit and retain a high-performance staff.

After the 2005 implementation of the online renewal process, the agency has continued to improve and streamline business operations. As the use of technology becomes more important to the agency’s business, employees will need current technological skills along with customer service skills. As the agency moves forward, it will be necessary to ensure employees are provided with training opportunities to enhance their skill sets and to develop recruitment practices that will aid in hiring highly qualified staff.

B. Workforce Demographics
Even though the TBAE is a small state agency with a low turnover rate, the agency strives to meet its diversity targets whenever possible. For most job categories, the agency is comparable to or above1 statewide workforce statistics. The agency will continue to pursue recruitment efforts to draw highly qualified African Americans and Hispanics and to retain the diversified workforce. The following charts reflect the agency workforce as of August 31, 2013.

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1 The Statewide Workforce Comparison data obtained from the Texas Workforce Commission does not include the “Other” category, and categories may not add to 100.
C. Race and Sex
The following graphics compares the demographic profile of TBAE’s workforce to that of the statewide civilian workforce.
D. Age
Due to TBAE's small workforce and limited number of separations and retirements, the workforce is older.

Age of TBAE Staff

- Over 30 to 39: 26%
- Over 40 to 59: 16%
- Over 60: 58%
E. Employee Turnover Rates
The Board’s employee turnover rate in FY 2013 was 15.2%, compared to the statewide turnover rate of 17.6%. There were two retirements and one voluntary separation during FY 2013.

![Turnover Rate Chart]

F. Retirements
Approximately 37 percent of TBAE employees will be eligible to retire between FY 2015 and FY 2019. Of these employees, 57% are eligible to retire at the end of FY 2015.

![Retirements Pie Chart]

G. Succession Planning
Approximately 37 percent of employees will be eligible to retire between FY 2015 and FY 2019. The urgency is to continue to anticipate the potential loss of expertise and institutional knowledge. While succession planning remains an important role within the agency, the agency's leadership is defining perspectives for assessing,

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2 The statewide and TBAE rates include involuntary, voluntary, and retirement separations.
grooming, and placing the right talent throughout the agency. The agency continues to illustrate potential career paths and allow employees to weigh in on the course their path ultimately takes. The leadership is focusing their commitment to top performers and helps to ensure those talented team members have the required aptitude and mindset to meet the agency’s long term objectives. The senior level staff is preparing employees for advancement or promotion into challenging roles within the agency. In order to keep the agency’s succession plan a fluid process that not only tracks the talent and development of employees, but also includes them in the process, the agency’s effective succession planning process includes the following elements:

1. **Link Strategic and Workforce Planning Decisions**
   i. Identify the long-term vision and direction
   ii. Analyze future requirements for services
   iii. Connect succession planning to the values of the agency
   iv. Connect succession planning to the needs and interests of senior leaders.

2. **Analyze Gaps**
   i. Identify core competencies and technical competency requirements
   ii. Determine current supply and anticipated demand
   iii. Determine talents needed for the long term
   iv. Identify “real” continuity issues
   v. Develop a business plan based on long-term talent needs, not on position requirement.

3. **Identify Talent Pools**
   i. Use pools of candidates vs. development of positions
   ii. Identify talent with critical competencies from multiple levels—early in careers and top players in each department
   iii. Assess competency and skill levels of current workforce, use assessment instrument(s)
   iv. Use 360 degree feedback for development purposes
   v. Analyze external sources of talent.

4. **Develop Succession Strategies**
   i. Identify recruitment strategies
   ii. Identify retention strategies
   iii. Quality of work life programs
   iv. Identify development/learning strategies
   v. Planned job assignments
   vi. Formal development
   vii. Coaching and mentoring
   viii. Assessment and feedback
   ix. Action learning projects
   x. Shadowing.
5. Implement Succession Strategies
   i. Implement recruitment strategies
   ii. Implement retention strategies
   iii. Implement development/learning strategies (e.g., planned job assignments, formal development)
   iv. Communication planning
   v. Determining and applying measures of success
   vi. Link succession planning to HR processes
      1) Performance management
      2) Compensation
      3) Recognition
      4) Recruitment and retention
      5) Workforce planning
   i. Implement strategies for maintaining senior-level commitment.

6. Monitor and Evaluate
   ii. Track selections from talent pools
   iii. Listen to leader feedback on success of internal talent and internal hires
   iv. Analyze satisfaction surveys from employees and stakeholders
   v. Assess response to changing requirements and needs.

H. Survey of Employee Engagement
   During the month of December 2013, 95% of staff participated in the 2014 Survey of Employee Engagement (SEE). The level of participation was equal to 2012 survey.
During this survey period, the overall satisfaction rate increased to 424. When compared to other similarly sized agencies, TBAE’s score is higher. TBAE’s overall score dropped to 385 in the 2012 survey, but increased over the 415 score from the 2010 survey.

This survey period found these areas to be TBAE’s strengths and areas for improvement:

**Areas of Strength**
- Supervision
- External Communication
- Physical Environment

**Areas of Weakness**
- Pay
- Internal Communication
- Quality
The table below compares the three highest areas of strength and the three lowest areas of weakness.

During this survey period, the Pay construct remains the lowest score. Low scores suggest that pay is a central concern or reason for satisfaction or discontent. The score for the Pay construct may be due to the higher cost of living in the Austin Metro area.

The Supervision construct provides insight into the nature of supervisory relationships within the organization, including aspects of leadership, the communication of expectations, and the sense of fairness that employees perceive between supervisors and themselves.

High Supervision scores indicate that employees view their supervisors as fair, helpful, and critical to the flow of work. The agency will need to carefully review the skill sets and requirements of the supervisory positions when filling vacancies.

Over time, TBAE’s overall score has risen and fallen. With our high participation rate, it is clear that employees are invested in the agency and want to see changes and improvements to agency operations. The survey’s 2014 overall score of 424 indicates that the agency has made great progress.

The Texas Board of Architectural Examiners (TBAE) participates in the Survey of Employee Engagement every two years. The survey results provide agency management with information on improving the well-being of agency employees and improving agency operations. The information provided is important during the strategic planning process, and provides direction for more successful management of our most critical resource: our workforce.

A complete compilation of results is available upon request.
XI. **TBAE contact information**

Texas Board of Architectural Examiners

P.O. Box 12337  
Austin, TX  78711  

333 Guadalupe  
Suite 2-350  
Austin, TX  78701

Tel. 512.305.9000  
Fax 512.305.8900  
www.tbae.state.tx.us

Cathy L. Hendricks, RID/ASID/IIDA – Executive Director  
Scott Gibson – General Counsel  
Glenda A. Best – Director, Executive Administration
For the past few years, TBAE staff have compiled and presented annual trends and statistics to the Board during its autumn meeting. We are pleased this year to provide updated data in a refreshed format, with an eye toward succinctness and ease of understanding. And as always, it is the agency’s intention to provide this report not only to the Board, but to the agency’s stakeholders, interested parties, and to the people who live, work, and play in the built environment of Texas.

As a result, you will find clear and simple representations of agency trends, organized into color-coded groupings by broad topic. Content wrapped in blue touches on registration and licensing. Red content is about enforcement. Finally, green content regards the agency’s financial and administrative operations.

The graphical representations in this report are crafted to illuminate agency trends concisely and simply. The full data-set used to create these charts is available upon request.

We hope you find this report enlightening and useful, and as always, we’re available to answer questions.
TBAE Trends, 2015
ARCHITECT REGISTRANTS

- At least six years of growth in the profession overall
- Maps closely to NCARB national growth (2%)
- Uptick in Emeritus registrants may be a reflection of demographics

Data for the graphs above come from the agency’s in-house database. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.
• We’re seeing a continued decline in all statuses but Emeritus
• Emeritus eligibility became possible in 2012 (after 20 years of enabling legislation)

Data for the graphs above come from the agency’s in-house database. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.
TBAE Trends, 2015

LANDSCAPE ARCHITECT REGISTRANTS

- Another example of strong year-to-year growth, stronger even than for architects
- Again, a fairly sharp uptick in Emeritus registrants
- Inactive trend is somewhat similar to that found with architects

Data for the graphs above come from the agency’s in-house database. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.
NEW REGISTRANTS

- Two ways to become a new registrant: by exam or by reciprocity (out-of-state)
- Total new architects (by exam + reciprocity) at highest since 2009
- Total new landscape architects at highest level since before 2009
- Good looking numbers in FY 2015 all around, which is reflected in the agency’s financial reports

Data for the graphs above come from the agency’s in-house database. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.
A dip in overall exam candidate numbers, which is to be expected with the uptick in new registrants (who until recently were exam candidates, but now registrants)

Landscape architect candidates appear to be backfilling even more quickly than the new registrants come in

Data for the graphs above come from the agency’s in-house database. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.
A healthy increase in total registrants and firm registrations
Average days to issue a license increased since last year, but remains well below the performance measure standard of 10 days.

Data for the graphs on this page come from various agency sources. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.
TBAE Trends, 2015

STAFFING, FINANCE, ADMINISTRATION

- Running efficiently at lower staffing levels, driving expenditures down
- Fund balance remains healthy year-to-year
- Trending upward in communications despite the distractions of the past year

Data for the graphs on this page come from various agency sources. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.
TBAE Trends, 2015
INVESTIGATIONS AND ENFORCEMENT

- Decrease in case load likely due to Executive Director and General Counsel vacancies
- Although fewer cases were closed and opened in FY 2015, the days to case resolution decreased from the previous year
- Three straight years of case resolution time improvement

Data for the graphs above come from the agency’s in-house database. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.
Data for the graphs above come from the agency’s in-house database. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.
October 30, 2015

The Honorable Greg Abbott, Governor
The Honorable Jane Nelson, Chair, Senate Finance Committee
The Honorable John Otto, Chair, House Appropriations Committee
Ms. Ursula Parks, Director, Legislative Budget Board

Dear Sirs and Madam:

We are pleased to submit the Texas Board of Architectural Examiners’ report as required by Section 472.104(b), Texas Government Code, as amended by HB 1685 of the 83rd Regular Session.

Should you have any questions, please do not hesitate to call me at 512-305-9000.

Sincerely,

[Signature]
Julie Hildebrand
Executive Director

Enclosure

cc: Board Members, Texas Board of Architectural Examiners
Mr. Lance Kinney, P.E., Executive Director, Texas Board of Professional Engineers
Mr. Bill Treacy, Executive Director, Texas State Board of Public Accountancy
Annual Report
FY 2015

Submitted pursuant to Section 472.104(b) of the Texas Government Code.
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Finance/Admin: Fund balance________________________________________________________9
Appendix: TBAE's annual trends report______________________________________________9
Introduction to this report

Welcome

Thank you for reading this Annual Report of the Texas Board of Architectural Examiners (TBAE). It is my hope that the information presented here will give readers like you a good sense of who we are here at TBAE, what we do, and how we do it.

How to read this report

In the following pages, you will find our Annual Report, responsive to 472.104(b) of the Texas Government Code. While this report fulfills our statutory requirement to submit information to those who oversee our operations, my goal is to ensure that this information is available also to TBAE’s registrants, building officials, and anyone who lives, works, and plays in the built environment of Texas.

The 17 individual performance measures that follow are presented in the order in which they appear in statute. Each of the measures can be divided into one of three broad categories: Finance and Administration, Enforcement, and Licensing. For ease of navigation and understanding, Finance and Administration measures will be denoted by green elements, Enforcement data with red, and Licensing measures with blue.

Each performance measure will be presented with its statutory reference and description, and preceded by a plain-English section title to be found in the Table of Contents. Additionally, the agency’s annual trends analysis is appended to this report, and includes visual representations of most of the elements of this report and more.

Contact us

If you have any questions about this report or the information presented inside, don’t hesitate to call us at 512-305-9000 or email customerservice@tbae.state.tx.us for more information. It is our goal to remain responsive, transparent, and fair in everything we do, so please let us know if we can help.

Julie Hildebrand
Executive Director
October 30, 2015
**Finance/Admin: Staff salaries and travel expenses**

Texas Government Code 472.104(b)(1). The salary for all agency personnel and the total amount of per diem expenses and travel expenses paid for all agency employees, including trend performance data for the preceding five fiscal years.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salary</strong></td>
<td>$1,288,972</td>
<td>$1,386,977</td>
<td>$1,330,597</td>
<td>$1,304,771</td>
<td>$1,309,679</td>
</tr>
<tr>
<td><strong>Per Diem and Travel</strong></td>
<td>$41,470</td>
<td>$64,651</td>
<td>$49,800</td>
<td>$31,275</td>
<td>$41,352</td>
</tr>
</tbody>
</table>

**Finance/Admin: Board travel and per diem expenses**

Texas Government Code 472.104(b)(2). The total amount of per diem expenses and travel expenses paid for each member of the governing body of each agency, including trend performance data for the preceding five fiscal years.

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Per Diem ($)</strong></td>
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<tr>
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<td>3,204</td>
<td>150</td>
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<td>Chase Bearden</td>
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<tr>
<td>Chad Davis</td>
<td>60</td>
<td>673</td>
<td>270</td>
<td>4,757</td>
<td>270</td>
<td>3,877</td>
<td>180</td>
<td>1,314</td>
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<td>2,275</td>
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<tr>
<td>Lubbock</td>
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<tr>
<td>Debra Dockery</td>
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<td>270</td>
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<tr>
<td>Davey Edwards</td>
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<td>1,006</td>
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<td>150</td>
<td>2,998</td>
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<tr>
<td>Decatur</td>
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<td></td>
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<td></td>
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<tr>
<td>Rosemary Gammon</td>
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<td>Bert Mijares</td>
<td>330</td>
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<td>6,996</td>
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<td>240</td>
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<td>Alfred Vidaurri, Jr</td>
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<td>6,022</td>
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<td>3,416</td>
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<td>1,760</td>
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<td>5,177</td>
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<td>Aledo</td>
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<td>James S Walker,</td>
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</tbody>
</table>
Finance/Admin: Agency operating plan

Texas Government Code 472.104(b)(3). Each agency's operating plan covering a period of two fiscal years.


Finance/Admin: Agency operating budget

Texas Government Code 472.104(b)(4). Each agency's operating budget, including revenues and a breakdown of expenditures by program and administrative expenses, showing: (A) projected budget data for a period of two fiscal years; and (B) trend performance data for the preceding five fiscal years.

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Licenses and Fees</td>
<td>$ 2,836,591</td>
<td>$ 2,918,364</td>
<td>$ 2,670,733</td>
<td>$ 2,688,472</td>
<td>$ 2,916,600</td>
<td>$ 2,796,504</td>
<td>$ 2,818,104</td>
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<td>Interest</td>
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<td>$ 4,791</td>
<td>$ 2,385</td>
<td>$ 887</td>
<td>$ 1,538</td>
<td>$ 1,000</td>
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<td>Sale of Goods &amp; Services/Miscellaneous</td>
<td>$ 695</td>
<td>$ 12,262</td>
<td>$ 2,885</td>
<td>$ 2,986</td>
<td>$ 3,945</td>
<td>$ 2,500</td>
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</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 2,845,731</strong></td>
<td><strong>$ 2,935,416</strong></td>
<td><strong>$ 2,676,002</strong></td>
<td><strong>$ 2,692,345</strong></td>
<td><strong>$ 2,922,142</strong></td>
<td><strong>$ 2,800,004</strong></td>
<td><strong>$ 2,819,604</strong></td>
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</table>

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>$ 1,288,972</td>
<td>$ 1,386,977</td>
<td>$ 1,330,597</td>
<td>$ 1,304,771</td>
<td>$ 1,309,679</td>
<td>$ 1,456,300</td>
<td>$ 1,509,719</td>
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<tr>
<td>Payroll Related Costs</td>
<td>$ 358,367</td>
<td>$ 365,274</td>
<td>$ 369,023</td>
<td>$ 399,648</td>
<td>$ 414,834</td>
<td>$ 445,904</td>
<td>$ 462,260</td>
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<tr>
<td>Professional Fees and Services</td>
<td>$ 33,568</td>
<td>$ 114,438</td>
<td>$ 65,836</td>
<td>$ 17,648</td>
<td>$ 28,894</td>
<td>$ 36,000</td>
<td>$ 37,321</td>
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<tr>
<td>Travel</td>
<td>$ 41,470</td>
<td>$ 64,651</td>
<td>$ 49,800</td>
<td>$ 31,275</td>
<td>$ 41,352</td>
<td>$ 48,000</td>
<td>$ 49,761</td>
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<tr>
<td>Materials and Supplies</td>
<td>$ 43,706</td>
<td>$ 71,127</td>
<td>$ 59,560</td>
<td>$ 44,687</td>
<td>$ 59,203</td>
<td>$ 27,000</td>
<td>$ 27,990</td>
</tr>
<tr>
<td>Communication and Utilities</td>
<td>$ 16,974</td>
<td>$ 15,650</td>
<td>$ 8,106</td>
<td>$ 14,101</td>
<td>$ 13,021</td>
<td>$ 19,880</td>
<td>$ 19,490</td>
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<tr>
<td>Repairs and Maintenance</td>
<td>$ 374</td>
<td>$ 1,578</td>
<td>$ 991</td>
<td>$ 678</td>
<td>$ 1,148</td>
<td>$ 1,000</td>
<td>$ 1,037</td>
</tr>
<tr>
<td>Rentals and Leases</td>
<td>$ 29,099</td>
<td>$ 75,930</td>
<td>$ 68,648</td>
<td>$ 64,166</td>
<td>$ 58,209</td>
<td>$ 88,000</td>
<td>$ 91,228</td>
</tr>
<tr>
<td>Printing and Reproduction</td>
<td>$ 7,243</td>
<td>$ 6,844</td>
<td>$ 10,977</td>
<td>$ 12,377</td>
<td>$ 19,867</td>
<td>$ 20,000</td>
<td>$ 20,734</td>
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<tr>
<td>Other Operating Expenditures</td>
<td>$ 251,628</td>
<td>$ 323,955</td>
<td>$ 258,970</td>
<td>$ 257,940</td>
<td>$ 236,218</td>
<td>$ 149,000</td>
<td>$ 154,465</td>
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<tr>
<td>Capital Outlay</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 18,431</td>
<td>$ 9,971</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td><strong>$ 2,071,399</strong></td>
<td><strong>$ 2,426,423</strong></td>
<td><strong>$ 2,222,507</strong></td>
<td><strong>$ 2,165,741</strong></td>
<td><strong>$ 2,192,395</strong></td>
<td><strong>$ 2,290,004</strong></td>
<td><strong>$ 2,374,004</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration</td>
<td>$933,623</td>
<td>$992,372</td>
<td>$964,836</td>
<td>$963,872</td>
<td>$975,734</td>
<td>$1,019,175</td>
<td>$1,056,560</td>
</tr>
<tr>
<td>Enforcement</td>
<td>$490,206</td>
<td>$481,242</td>
<td>$368,910</td>
<td>$367,945</td>
<td>$372,474</td>
<td>$389,057</td>
<td>$403,328</td>
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<tr>
<td>Administrative Services</td>
<td>$647,570</td>
<td>$952,809</td>
<td>$888,762</td>
<td>$833,924</td>
<td>$844,187</td>
<td>$881,772</td>
<td>$914,116</td>
</tr>
</tbody>
</table>
Finance/Admin: Employee counts

Texas Government Code 472.104(b)(5)(A). The number of full-time equivalent positions at the agency.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTEs</td>
<td>21.4</td>
<td>22.5</td>
<td>20</td>
<td>19</td>
<td>19*</td>
</tr>
</tbody>
</table>

*Data sent to State Auditor’s Office, but not yet published as of report date.

Enforcement: Complaints by source

Texas Government Code 472.104(b)(5)(B). The number of complaints received from the public and the number of complaints initiated by agency staff.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaints from public</td>
<td>96</td>
<td>98</td>
<td>85</td>
<td>81</td>
<td>86</td>
</tr>
<tr>
<td>Staff complaints</td>
<td>32</td>
<td>74</td>
<td>127</td>
<td>72</td>
<td>57</td>
</tr>
</tbody>
</table>

Enforcement: Complaints dismissed and resolved by enforcement

Texas Government Code 472.104(b)(5)(C). The number of complaints dismissed and the number of complaints resolved by enforcement action.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complaints dismissed</td>
<td>103</td>
<td>117</td>
<td>128</td>
<td>104</td>
<td>87</td>
</tr>
<tr>
<td>Complaints resolved by enforcement</td>
<td>36</td>
<td>37</td>
<td>77</td>
<td>71</td>
<td>36</td>
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</tbody>
</table>
## Enforcement: Actions by sanction type

Texas Government Code 472.104(b)(5)(D). The number of enforcement actions by sanction type.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<td>Revocation</td>
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<td>1</td>
<td>0</td>
<td>1</td>
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<tr>
<td>Suspension</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Admin. penalty</td>
<td>27</td>
<td>46</td>
<td>77</td>
<td>72</td>
<td>34</td>
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<tr>
<td>Cease/desist order</td>
<td>7</td>
<td>7</td>
<td>10</td>
<td>8</td>
<td>13</td>
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<tr>
<td>Formal reprimand</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</table>

## Enforcement: Voluntary compliance

Texas Government Code 472.104(b)(5)(E). The number of enforcement cases closed through voluntary compliance.

<table>
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<tr>
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<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
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<tbody>
<tr>
<td>Cases closed through voluntary compliance</td>
<td>44</td>
<td>29</td>
<td>17</td>
<td>32</td>
<td>31</td>
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</table>

## Enforcement: Administrative penalties assessed/collected

Texas Government Code 472.104(b)(5)(F). The amount of administrative penalties assessed and the rate of collection of assessed administrative penalties.

<table>
<thead>
<tr>
<th></th>
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<th>2014</th>
<th>2015</th>
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<tr>
<td>Assessed ($)</td>
<td>93,764</td>
<td>173,000</td>
<td>70,750</td>
<td>156,950</td>
<td>142,100</td>
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<td>Collected ($)</td>
<td>56,992</td>
<td>61,675</td>
<td>68,050</td>
<td>140,650</td>
<td>43,864</td>
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**Enforcement: Health/safety/welfare enforcement cases**

Texas Government Code 472.104(b)(5)(G). The number of enforcement cases that allege a threat to public health, safety, or welfare or a violation of professional standards of care and the disposition of those cases.

<table>
<thead>
<tr>
<th>Year</th>
<th>Revocation</th>
<th>Suspension</th>
<th>Admin. penalty</th>
<th>Cease/desist order</th>
<th>Formal reprimand</th>
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</thead>
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<td>25</td>
<td>5</td>
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<tr>
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<td>10</td>
<td>11</td>
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</tbody>
</table>

**Enforcement: Complaint resolution time**

Texas Government Code 472.104(b)(5)(H). The average time to resolve a complaint.

<table>
<thead>
<tr>
<th>Year</th>
<th>Days to case resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>199</td>
</tr>
<tr>
<td>2012</td>
<td>226</td>
</tr>
<tr>
<td>2013</td>
<td>200</td>
</tr>
<tr>
<td>2014</td>
<td>171</td>
</tr>
<tr>
<td>2015</td>
<td>125</td>
</tr>
</tbody>
</table>
Licensing: Registrant counts

Texas Government Code 472.104(b)(5)(I). The number of license holders or regulated persons broken down by type of license and license status, including inactive status or retired status.

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Architects</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Active</td>
<td>11292</td>
<td>11427</td>
<td>11539</td>
<td>11443</td>
<td>11666</td>
</tr>
<tr>
<td>Inactive</td>
<td>524</td>
<td>494</td>
<td>481</td>
<td>573</td>
<td>542</td>
</tr>
<tr>
<td>Emeritus</td>
<td>666</td>
<td>738</td>
<td>805</td>
<td>928</td>
<td>1017</td>
</tr>
<tr>
<td>TOTAL</td>
<td>12482</td>
<td>12659</td>
<td>12825</td>
<td>12944</td>
<td>13225</td>
</tr>
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<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
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<tbody>
<tr>
<td><strong>RIDs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Active</td>
<td>4643</td>
<td>4484</td>
<td>4247</td>
<td>3972</td>
<td>3770</td>
</tr>
<tr>
<td>Inactive</td>
<td>573</td>
<td>549</td>
<td>508</td>
<td>489</td>
<td>437</td>
</tr>
<tr>
<td>Emeritus</td>
<td>1</td>
<td>1</td>
<td>78</td>
<td>163</td>
<td>216</td>
</tr>
<tr>
<td>TOTAL</td>
<td>5217</td>
<td>5034</td>
<td>4833</td>
<td>4642</td>
<td>4423</td>
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<table>
<thead>
<tr>
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<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lndscp. Arch.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Active</td>
<td>1329</td>
<td>1341</td>
<td>1380</td>
<td>1405</td>
<td>1454</td>
</tr>
<tr>
<td>Inactive</td>
<td>114</td>
<td>103</td>
<td>100</td>
<td>107</td>
<td>108</td>
</tr>
<tr>
<td>Emeritus</td>
<td>42</td>
<td>49</td>
<td>59</td>
<td>72</td>
<td>80</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1485</td>
<td>1493</td>
<td>1539</td>
<td>1584</td>
<td>1642</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Firms</strong></td>
<td>2525</td>
<td>2664</td>
<td>1557*</td>
<td>1710</td>
<td>1852</td>
</tr>
</tbody>
</table>

*In FY 2013, the Business Registration program was moved to an online platform, and firms began populating the registry. Data as of October, 2013.
Licensing: Fee schedule

Texas Government Code 472.104(b)(5)(J). The fee charged to issue and renew each type of license, certificate, permit, or other similar authorization issued by the agency.

<table>
<thead>
<tr>
<th>Service</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active resident renewal ($)</td>
<td>305</td>
<td>305</td>
<td>305</td>
<td>305</td>
<td>305</td>
</tr>
<tr>
<td><strong>1-90 days late</strong></td>
<td>457.50</td>
<td>457.50</td>
<td>457.50</td>
<td>357.50</td>
<td>357.50</td>
</tr>
<tr>
<td><strong>91+ days late</strong></td>
<td>610</td>
<td>610</td>
<td>610</td>
<td>410</td>
<td>410</td>
</tr>
<tr>
<td>Inactive resident renewal</td>
<td>25</td>
<td>25</td>
<td>25</td>
<td>25</td>
<td>25</td>
</tr>
<tr>
<td><strong>1-90 days late</strong></td>
<td>37.50</td>
<td>37.50</td>
<td>37.50</td>
<td>37.50</td>
<td>37.50</td>
</tr>
<tr>
<td><strong>91+ days late</strong></td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Emeritus resident renewal</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>1-90 days late</strong></td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td><strong>91+ days late</strong></td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Active nonresident renewal</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td><strong>1-90 days late</strong></td>
<td>600</td>
<td>600</td>
<td>600</td>
<td>500</td>
<td>500</td>
</tr>
<tr>
<td><strong>91+ days late</strong></td>
<td>800</td>
<td>800</td>
<td>800</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td>Inactive nonresident renewal</td>
<td>125</td>
<td>125</td>
<td>125</td>
<td>125</td>
<td>125</td>
</tr>
<tr>
<td><strong>1-90 days late</strong></td>
<td>187.50</td>
<td>187.50</td>
<td>187.50</td>
<td>187.50</td>
<td>187.50</td>
</tr>
<tr>
<td><strong>91+ days late</strong></td>
<td>250</td>
<td>250</td>
<td>250</td>
<td>250</td>
<td>250</td>
</tr>
<tr>
<td>Emeritus nonresident renewal</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td><strong>1-90 days late</strong></td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td><strong>91+ days late</strong></td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Initial registration, by examination, resident, Architect</td>
<td>155</td>
<td>155</td>
<td>155</td>
<td>355</td>
<td>355</td>
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<tr>
<td>Initial registration, by examination, resident, RID or Landscape Architect</td>
<td>355</td>
<td>355</td>
<td>355</td>
<td>355</td>
<td>355</td>
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<tr>
<td>Initial registration, by examination, nonresident, Architect</td>
<td>180</td>
<td>180</td>
<td>180</td>
<td>380</td>
<td>380</td>
</tr>
<tr>
<td>Initial registration, by examination, nonresident, RID or Landscape Architect</td>
<td>380</td>
<td>380</td>
<td>380</td>
<td>380</td>
<td>380</td>
</tr>
<tr>
<td>Initial registration, by reciprocity</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td>Annual Business Registration/Renewal</td>
<td>0</td>
<td>45</td>
<td>45</td>
<td>45</td>
<td>45</td>
</tr>
<tr>
<td><strong>1-90 days late renewal</strong></td>
<td>0</td>
<td>67.50</td>
<td>67.50</td>
<td>67.50</td>
<td>67.50</td>
</tr>
<tr>
<td><strong>91+ days late renewal</strong></td>
<td>0</td>
<td>90</td>
<td>90</td>
<td>90</td>
<td>90</td>
</tr>
</tbody>
</table>
Licensing: License issuance time
Texas Government Code 472.104(b)(5)(K). The average time to issue a license.

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average time to issue a license (days)</td>
<td>2</td>
<td>3</td>
<td>6</td>
<td>1</td>
<td>4</td>
</tr>
</tbody>
</table>

Finance/Admin: Litigation expenses
Texas Government Code 472.104(b)(5)(L). Litigation costs, broken down by administrative hearings, judicial proceedings, and outside counsel costs.

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Hearings</td>
<td>$11,210</td>
<td>$15,724</td>
<td>$22,685</td>
<td>$5,293</td>
<td>$8,092</td>
</tr>
<tr>
<td>Judicial Proceedings</td>
<td>$11,218</td>
<td>$6,576</td>
<td>$7,320</td>
<td>$3,799</td>
<td>$6,555</td>
</tr>
<tr>
<td>Outside Counsel</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td>$22,428</td>
<td>$22,300</td>
<td>$30,005</td>
<td>$9,092</td>
<td>$14,647</td>
</tr>
</tbody>
</table>

Finance/Admin: Fund balance

<table>
<thead>
<tr>
<th>Year</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fund Balance</td>
<td>$2,683,770</td>
<td>$2,382,963</td>
<td>$2,326,459</td>
<td>$2,343,062</td>
<td>$2,562,810</td>
</tr>
</tbody>
</table>

Appendix: TBAE’s annual trends report
(Follows)
Welcome to the 2015 NCARB by the Numbers

This is the fourth year that the National Council of Architectural Registration Boards (NCARB) has published *NCARB by the Numbers*, and we are especially excited about this year’s edition. You’ll notice that we have divided our data into special sections—each providing you with a focused view of our findings and insights on the path to licensure.

Also new this year are some baseline comparisons from all 54 U.S. jurisdictions. Each licensing board has its own dashboard of information, providing a 2014 snapshot on the total number of architects, as well as candidate performance metrics for the Intern Development Program (IDP) and the Architect Registration Examination® (ARE®).

Several findings leap off the pages of the 2015 report:

- The number of aspiring architects on the path to licensure continues to grow.
- Candidates are completing licensure requirements earlier and at a younger age.
- Graduates from NAAB-accredited architecture programs have advantages over their peers from non-accredited programs.
- The highest number of women to date are now on the path to licensure.
- Tomorrow’s architects will have more racially and ethnically diverse backgrounds.

As you can see, the profile and performance of those entering the architecture profession is changing. Licensing boards have certainly played a significant role in these changes, adopting new rules and laws such as allowing candidates to start the ARE before completing the IDP. Policy changes at NCARB include modifications to the IDP reporting requirement; the elimination of minimum duration experience requirements; simplification of IDP eligibility to a high school diploma; and shortening the ARE retest wait time from six months to 60 days. All of these changes, along with improved communications and customer service, have had a direct impact on behaviors along the path to licensure.

There is much to explore in our latest report. We hope you agree that the 2015 *NCARB by the Numbers* provides insights on emerging issues to better help the profession guide aspiring architects and practitioners in their careers. We look forward to hearing your thoughts.

Michael J. Armstrong
Chief Executive Officer
National Council of Architectural Registration Boards

Join the Conversation on Social Media

#NBTN

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Architecture Profession Experiences a Youth Movement .............................................. 14–18
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A Thriving Talent Pool Enters the Profession

The architecture profession is healthy and growing. NCARB’s 2014 Survey of Architectural Registration Boards reported 107,581 architects in 54 U.S. jurisdictions, an increase of 3 percent since 2011. The pipeline of new talent is also thriving. Last year, more than 37,000 aspiring architects were testing and/or reporting hours. A total of 3,543 candidates completed the Intern Development Program (IDP). And 3,719 exam candidates completed the Architect Registration Examination® (ARE®) in 2014, the highest number of completions since 2008. The figures below highlight changes from 2013 to 2014.
Next-Gen Architects Reach a Record High

The 37,178 aspiring architects who were testing and/or reporting hours in 2014 was the highest to date.

NCARB saw a significant increase in the number of aspiring architects—those testing and/or reporting hours—in 2014. The previous record high was 33,030 in 2009.

Effective July 1, 2009, NCARB implemented a new reporting requirement that required candidates to submit IDP experience within eight months.
IDP Gets Back on Track

The number of aspiring architects who completed the IDP returned to the all-time average.

The 3,543 aspiring architects who completed the IDP in 2014 represented an 85 percent growth since 2013. Considering the increase in new applicants (see page 36), NCARB expects growth to continue in future years.

Effective July 1, 2009, NCARB implemented a new reporting requirement that required candidates to submit IDP experience within eight months.
ARE Completions Reach Six-Year High

The number of exam candidates who successfully completed the ARE in 2014 marks the most since 2008.

In 2014, 3,719 candidates completed the ARE, a 17 percent increase since 2013. This is the highest number of ARE completions since 2008, a year that saw a dramatic spike in candidates completing the exam in advance of the transition from ARE 3.1 to ARE 4.0.
Number of Architects on the Rise

Licensing boards reported a rise in the number of architects in 2014. A separate NCARB survey of architectural registration boards recorded 107,581 architects across 54 jurisdictions. This represents an increase of 1,734 practitioners from 2013 to 2014. It also marks the third-consecutive year of growth in the number of architects.
Getting It Done Earlier

Not only are more aspiring architects reaching the goal of licensure, they are doing it sooner. Many start the path prior to graduation. Forty-nine of the 54 U.S. licensing boards now allow exam candidates to test prior to completing IDP requirements (called early eligibility). This increase in flexibility, without reducing rigor, has enabled candidates to more easily fit licensure requirements into their busy academic, professional, and personal lives.
IDP Completed in Less Than 5 Years

On average, aspiring architects completed the IDP in fewer years.

Of the aspiring architects who completed the IDP in 2014, the average completion time was 4.9 years, down from 5.5 years in 2013. The average completion time for 2014 was just under the 15-year average of 5.1 years.
ARE Completion Times Improve

Exam candidates, on average, completed the ARE in 2.5 years.

The average number of years it took candidates to complete the ARE in 2014 was down 3 percent from 2013.
More Students Start the Path to Licensure

The proportion of student applications was at a record high in 2014.

Forty-two percent of new NCARB Record applicants were students, compared to 34 percent in 2013.
Rise in Candidates Combining ARE and IDP

More than half of all ARE divisions were taken before the completion of IDP.

Of all the divisions taken in 2014, 52 percent were taken prior to the completion of IDP (known as early eligibility). Currently, 49 of 54 jurisdictions allow this overlap.
Architecture Profession Experiences a Youth Movement

Aspiring architects are starting and finishing the path to licensure at a younger age, with many students beginning the process before graduation. As a result, the average age of a newly licensed architect—33.3 in 2014—is at its lowest since 2001. Requirement changes by licensing boards have played a major role in reducing these numbers. Exam candidates in most jurisdictions now have the option to start testing prior to completing IDP experience requirements. The combined result: new architects are entering the profession at a younger age.
New Architects Are Younger

The average age of an architect upon initial licensure was at a 13-year low.

The average age of an architect upon initial licensure, 33.3 in 2014, was at its lowest since 2001. This is 2.7 years below the 2008 peak and a full year below the 15-year average.
An Earlier Start

The average age of aspiring architects starting the path to licensure remained below the 15-year average.

The average age of an aspiring architect in 2014 was 25.7, slightly up from 2013, but down significantly from 2000.

Effective July 1, 2009, NCARB implemented a new reporting requirement that required candidates to submit IDP experience within eight months.
Age at IDP Completion Stays Consistent

The average age of an aspiring architect completing IDP increased slightly in 2014. The average age for IDP completion was 30.7 in 2014. This is slightly above the 15-year average of 30.3.
Age of New Test Takers Drops

The average age of a new exam candidate reached a historic low in 2014.

In 2014, the average age of first-time ARE test takers was 29.9, down from 31.7 in 2004. Most licensing boards now allow candidates to start the examination process prior to completing the IDP. A growing number of candidates are taking advantage of getting started earlier on the exam.
Advantage: NAAB-Accredited Programs

Education, along with experience and examination, is a vital step on the path to licensure. Today, there are more than 150 programs at 123 institutions that are accredited by the National Architectural Accrediting Board (NAAB). NCARB's 2014 data suggests that graduates from NAAB-accredited programs are better equipped to pursue their architectural aspirations.

24,989 Students Enrolled in NAAB-Accredited Programs*

69% of New Exam Candidates Have Graduated From a NAAB-Accredited Program

2.4 YEARS Time it Takes Graduates From NAAB-Accredited Programs to Complete the ARE

Almost half a year (0.46%) sooner than graduates from non-accredited programs.

69% ARE Success Rate for Graduates From NAAB-Accredited Programs

Compared to 58% of graduates from non-accredited programs.

*This data is provided to NAAB by accredited programs and was published in the 2014 NAAB Annual Report, available at www.naab.org.
Most Candidates From NAAB-Accredited Programs

Nearly 70 percent of aspiring architects held degrees from NAAB-accredited programs. The first step on the path to licensure involves creating an account with NCARB, known as an NCARB Record. In 2014, 69 percent of new Record holders graduated from NAAB-accredited programs.
Graduates From NAAB-Accredited Programs Have the Edge

Exam candidates from NAAB-accredited programs achieved higher overall ARE success rates.

Based on all ARE 4.0 divisions taken in 2014, candidates from NAAB-accredited programs had a 69 percent success rate versus a 58 percent success rate by candidates from non-accredited programs.
Higher ARE Division Pass Rates

Exam candidates from NAAB-accredited programs outperformed candidates from non-accredited programs across all ARE divisions.

The largest gap in pass rates occurred in Building Systems (BS). Candidates from NAAB-accredited programs had a pass rate of 71 percent compared to 59 percent for candidates from non-accredited programs.

* This data set compares the pass rates of all ARE 4.0 divisions taken from July 2008 through December 2014.
Faster ARE Completion

Exam candidates from NAAB-accredited programs completed the ARE in less time than candidates from non-accredited programs.

Candidates from NAAB-accredited programs have had faster average ARE completion times for 13 of the past 15 years. In 2014, candidates from NAAB-accredited programs completed the ARE in 2.4 years, versus 2.8 years for those from non-accredited programs.
Student Enrollment Drops Slightly

The number of students enrolled in NAAB-accredited programs dropped slightly over the last two years.

The National Architectural Accrediting Board (NAAB) reported that 24,989 students were enrolled in NAAB-accredited architecture programs during the 2013-2014 school year.

This data is provided to NAAB by accredited programs and was published in various NAAB Annual Reports, available at www.naab.org. NAAB is the sole agency authorized to accredit U.S. professional degree programs in architecture. (Note: This does not include students enrolled in non-accredited architect programs or students who intend to join architect programs after completing other four-year preprofessional degrees.)
Lower Number of Graduates

The number of degrees awarded from NAAB-accredited programs was slightly lower in 2014.

The National Architectural Accrediting Board (NAAB) reported that there were 5,918 degrees awarded during the 2013-2014 school year.

This data is provided to NAAB by accredited programs and was published in various NAAB Annual Reports, available at www.naab.org. NAAB is the sole agency authorized to accredit U.S. professional degree programs in architecture. (Note: This does not include students enrolled in non-accredited architect programs or students who intend to join architect programs after completing other four-year preprofessional degrees.)
More Women Enter the Profession

The pipeline of aspiring architects suggests that women continue to move forward in the profession. Women generally start earlier than men—getting a head start on the IDP and the ARE. And the proportions of IDP and ARE completions by women has steadily grown in the 21st century. Among practitioners, women are still under represented, as indicated by the percentage of women Certificate holders and IDP supervisors. However, this should improve over time given the increasing number of women on the path to licensure.

- **24.8 YEARS**  
  Age Women Start Licensure Process  
  Compared to 26.2 years for men

- **29 YEARS**  
  Age Women Start the ARE  
  Compared to 30.5 years for men

- **38%**  
  Proportion of IDP Completions by Women

- **35%**  
  Proportion of ARE Completions by Women
Gender Balance for IDP Improving

Nearly 40 percent of IDP completions were by women in 2014.

Women made up 38 percent of those who completed the IDP in 2014. This was an increase from the 35 percent of IDP completions achieved by women in 2013. The 15-year trend indicates steady, positive growth in the proportion of aspiring women architects. In 2000, less than 25 percent of IDP completions were achieved by women.
An Upward Trend in ARE Completions

Women accounted for 35 percent of ARE completions—the second highest percentage on record. The percentage of ARE completions by women in 2014 nearly doubled since 2000.
Getting a Head Start

Aspiring women architects started the licensure process earlier than men.

The average age of women starting the path to licensure in 2014 was 24.8, more than a year younger than the average age of men. This age disparity has stayed consistent over the last 15 years.
Women Testing Earlier

Women candidates started taking the ARE at a younger age than men. Women, on average, took their first division at the age of 29 in 2014. Men are slightly older when starting the ARE, beginning at the average age of 30.5.
More Women on the Path

The proportion of women practitioners is set to increase.

A 2014 comparison of the ratio of women and men at different stages of their architectural careers indicated that the proportion of women practitioners is likely to rise. Among architects, women are still underrepresented, as indicated by the percentage of women Certificate holders and IDP supervisors. However, with women representing more than a third of those on the path to licensure, this should improve over time.
Profession’s Racial and Ethnic Diversity Gains Ground

NCARB’s 2014 data finds that the number of aspiring architects from racial and ethnic minority groups is slowly growing, with the potential to represent a larger proportion of the future architect workforce.

Racial and Ethnic Diversity Grew 19 Percentage Points Since 2007

41% in 2014
22% in 2007
Racial Diversity Grows Among Record Holders

For the fourth-straight year, NCARB Record holders became more racially diverse. Applicants who identified themselves as non-white represented 33 percent of new NCARB Record holders in 2014. This compares favorably to 22 percent of the non-white U.S. population, based on 2010 Census Bureau data.
Ethnicity Adds to the Expanding Mosaic

The percentage of NCARB Record holders who are Hispanic/Latino was on the rise in 2014. When Hispanic/Latino ethnicity is factored in, minorities made up 41 percent of the talent pool in 2014. This compares to 38 percent of racial and ethnic minorities who make up the U.S. population, based on the 2010 U.S. Census Bureau data. The largest minority groups were: 15 percent Asian, 10 percent Other (Hispanic/Latino), 4 percent Other (Not Hispanic/Latino), and 4 percent Black or African-American.
Inside NCARB

The 14-member NCARB Board of Directors is made up of volunteers and includes 12 architects, one public member, and one executive from a licensing board. NCARB also relies on the work of hundreds of volunteer practitioners and aspiring architects. These volunteers make up committees on education, experience, examination, and other subject-specific issues to help guide NCARB and the 54 U.S. licensing boards.

This section provides additional data about the path to licensure, the wide range of ages of IDP supervisors, the number of NCARB volunteers that help guide the profession, and the makeup of the 54 U.S. licensing boards.
Nearly 10,000 Start the Path to Licensure

The number of aspiring architects beginning the path to licensure continued to grow. In 2014, 9,953 new aspiring architects started the path to licensure by creating an NCARB Record, up 61 percent since 2000 and up 4 percent from last year.

Effective July 1, 2009, NCARB implemented a new reporting requirement that required candidates to submit IDP experience within eight months.
Architects Continue to Value Certification

More than 39,000 architects were NCARB Certificate holders.

This represents a 20 percent increase since 2000, when NCARB reported 32,552 Certificate holders.
IDP Supervisors: A Broad Range of Ages

The average age of an IDP architect supervisor was 49.2 in 2014.

Aspiring architects reported to IDP supervisors of widely varying ages and levels of experience. The most common age of an IDP architect supervisor was between 45-54.
Exam Candidates Test More Frequently

For the second-straight year, the number of ARE divisions administered increased.

The 45,023 ARE divisions administered in 2014 represent a 23 percent increase since 2013. This is the highest number of ARE divisions administered since 2009, when many candidates rushed to complete the exam before it transitioned from ARE 3.1 to ARE 4.0.
ARE Division Pass Rates Between 62 and 77 Percent

Schematic Design had the highest pass rate at 77 percent in 2014.

The ARE 4.0 division with the lowest pass rate was Construction Documents & Services. Exam Candidates must pass all seven divisions to complete the ARE.
IDP Experience Impacts ARE Pass Rate

Exam Candidates who were close to completing IDP experience requirements had the highest ARE division pass rates.

Of candidates who took advantage of early eligibility—taking the exam before completing IDP—those who tested right before completing IDP had the highest success rate: 81 percent.
Prospective Architects
These 10 jurisdictions had the highest number of aspiring architects in 2014.

- California: 8,783
- New York: 7,630
- Texas: 4,276
- Illinois: 2,822
- Massachusetts: 2,543
- Florida: 2,494
- New Jersey: 2,029
- Pennsylvania: 1,774
- Washington: 1,654
- Virginia: 1,454
NCARB’s Global Presence

Aspiring architects and Certificate holders are based around the world.

Outside the United States, the majority of Record holders were based in Canada (664), China (195), the United Kingdom of Great Britain and Northern Ireland (99), the Republic of Korea (99), Japan (35), and Germany (21).
54 U.S. Licensing Boards

NCARB works with jurisdictions to lead the regulation of architects.

Fifty-four U.S. licensing boards regulate the architecture profession. In 2014, this included 28 multi-professional boards and 26 that solely regulate architects. The licensing boards were served by 419 volunteers, including 226 architects, 60 public members, and 133 who sat on joint boards and represented various professions.
Volunteers on the Boards

91 Women (22%)
328 Men (78%)

419 Volunteers

133 Sit on Joint Boards
226 Architects
60 Public Members

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Jurisdictions by the Numbers

The following section includes baseline comparisons for NCARB’s 54 Member Boards, which include all 50 states, the District of Columbia, Guam, Puerto Rico, and the U.S. Virgin Islands. Each page includes a 2014 snapshot of the jurisdiction’s IDP completion rate, ARE divisional success rate, number of licenses, and completion time for the ARE and IDP.

2014 National Averages

**IDP Completion Rate**
- **13%**
  - Completion Rate
  - Proportion of total IDP participants who completed in 2014

**ARE Divisional Success Rate**
- **65%**
  - Success Rate

**Completion Timeline**

<table>
<thead>
<tr>
<th>IDP</th>
<th>ARE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.9 Years</strong></td>
<td><strong>2.5 Years</strong></td>
</tr>
</tbody>
</table>

**Licensure**
- **4,204 Licenses Per Jurisdiction**

<table>
<thead>
<tr>
<th>Licenses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reciprocal</td>
<td>53%</td>
</tr>
<tr>
<td>Resident</td>
<td><strong>47%</strong></td>
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</tbody>
</table>

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## 54 Jurisdictions

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<thead>
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<th>State</th>
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<td>Wyoming</td>
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Alabama

**IDP**
- **251** Aspiring Architects Reporting Hours
- **14** Completions

**ARE**
- **113** Eligible Testers
- **236** Divisions Taken
- **19** Completions

**Completion Timeline**
- **IDP**
  - National Average: 4.9 years
  - 5.8 yrs
- **ARE**
  - National Average: 2.5 years
  - 2.6 yrs

**Licensure**
- **2,741** Total Licenses
- **67%** Reciprocal Licenses
- **33%** Resident Licenses

- National Average: 47% Resident
- 53% Reciprocal
Alaska

**IDP**

- 168 Aspiring Architects Reporting Hours
- 15 Completions
- 9% Completion Rate
- National Average: 13%

**COMPLETION TIMELINE**

- IDP: 5.8 yrs (National Average: 4.9 years)
- ARE: 2.6 yrs (National Average: 2.5 years)

**ARE**

- 31 Eligible Testers
- 97 Divisions Taken
- 10 Completions
- 71% Success Rate
- National Average: 65%

**LICENSURE**

- Total Licenses: 567
- 57% Reciprocal Licenses
- 43% Resident Licenses
- National Average: 53% Reciprocal, 47% Resident

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Arizona

**IDP**
- 360 Aspiring Architects Reporting Hours
- 19% Completion Rate
- National Average: 13%

**ARE**
- 318 Eligible Testers
- 67% Success Rate
- National Average: 65%
- 825 Divisions Taken
- 64 Completions
- National Average: 13%

**COMPLETION TIMELINE**
- IDP: 4.9 yrs (National Average: 4.9 years)
- ARE: 3.5 yrs (National Average: 2.5 years)

**LICENSURE**
- 55% Reciprocal Licenses
- 45% Resident Licenses
- 4,920 Total Licenses
- National Average: 47% Resident – 53% Reciprocal
Arkansas

**IDP**
- 113 Aspiring Architects Reporting Hours
- 13% Completion Rate
- National Average: 13%

**ARE**
- 83 Eligible Testers
- 71% Success Rate
- National Average: 65%
- 233 Divisions Taken
- 23 Completions

**COMPLETION TIMELINE**
- IDP: 4.2 yrs, National Average: 4.9 years
- ARE: 2.5 yrs, National Average: 2.5 years

**LICENSURE**
- 1,345 Total Licenses
- 63% Reciprocal Licenses
- 37% Resident Licenses
- National Average: 47% Resident, 53% Reciprocal
California

IDP
4,109
Aspiring Architects Reporting Hours
509
Completions

National Average: 13%
12% Completion Rate

National Average: 4.9 years
5 yrs

COMPLETION TIMELINE

ARE
3,057
Eligible Testers
59% Success Rate

7,108
Divisions Taken

434
Completions

LICENSURE
19%
Reciprocal Licenses
81%
Resident Licenses

20,595
Total Licenses

National Average: 2.5 years
3.5 yrs

National Average: 47% Resident
53% Reciprocal

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110
Colorado

**IDP**
- Aspiring Architects Reporting Hours: 640
- Completion Rate: 14%
- Completions: 91

**ARE**
- Eligible Testers: 530
- Divisions Taken: 1,610
- Completions: 125

**Completion Timeline**
- IDP: 5.9 yrs
- ARE: 1.7 yrs

**Licensure**
- Total Licenses: 6,704
- Reciprocal Licenses: 51%
- Resident Licenses: 49%
- Resident Completion Rate: 73%
- Success Rate: 49%
- National Average: 4.9 years
- National Average: 2.5 years
- National Average: 65%
- National Average: 47% Resident
- National Average: 53% Reciprocal
Connecticut

**IDP**
- 341 Aspiring Architects Reporting Hours
  - 10% Completion Rate
- 35 Completions

**ARE**
- 84 Eligible Testers
- 208 Divisions Taken
- 25 Completions
  - 73% Success Rate

**COMPLETION TIMELINE**
- National Average: 4.9 years
- IDP: 4.4 yrs
- ARE: 2.3 yrs

**LICENSURE**
- 4,191 Total Licenses
  - 66% Reciprocal Licenses
  - 34% Resident Licenses
  - National Average: 47% Resident
  - 53% Reciprocal
Delaware

**IDP**
- 14 Aspiring Architects Reporting Hours
- 1 Completions

**ARE**
- 8 Eligible Testers
- 12 Divisions Taken
- 1 Completions

**COMPLETION TIMELINE**
- IDP: 16.1 yrs (National Average: 4.9 years)
- ARE: NA (National Average: 2.5 years)

**LICENSURE**
- 1,590 Total Licenses
- 93% Reciprocal Licenses
- 7% Resident Licenses

National Average:
- 47% Resident
- 53% Reciprocal

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District of Columbia

IDP

570 Aspiring Architects Reporting Hours

9% Completion Rate

54 Completions

ARE

345 Eligible Testers

72% Success Rate

973 Divisions Taken

84 Completions

Completion Timeline

IDP

ARE

4.5 yrs

2 yrs

National Average: 2.5 years

National Average: 4.9 years

Licensure

81% Reciprocal Licenses

19% Resident Licenses

3,215 Total Licenses

National Average:

47% Resident

53% Reciprocal
Florida

**IDP**

1,101 Aspiring Architects Reporting Hours

148 Completions

13% Completion Rate

**ARE**

735 Eligible Testers

1,740 Divisions Taken

114 Completions

58% Success Rate

**COMPLETION TIMELINE**

IDP: 4.5 yrs

ARE: 3.8 yrs

National Average: 4.9 years

National Average: 2.5 years

**LICENSURE**

9,891 Total Licenses

48% Reciprocal Licenses

52% Resident Licenses

National Average: 47% Resident

53% Reciprocal

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Georgia

**IDP**
- 591 Aspiring Architects Reporting Hours
- 11% Completion Rate
- National Average: 13%
- 66 Completions

**ARE**
- 285 Eligible Testers
- 64% Success Rate
- National Average: 65%
- 757 Divisions Taken
- 49 Completions

**Completion Timeline**
- IDP: 4.6 yrs (National Average: 4.9 years)
- ARE: 2.4 yrs (National Average: 2.5 years)

**Licensure**
- 55% Reciprocal Licenses
- 45% Resident Licenses
- 5,356 Total Licenses
- National Average: 47% Resident
  53% Reciprocal
Guam

**IDP**
- 4 Aspiring Architects Reporting Hours
- 0 Completions
- National Average: 13%

**ARE**
- 5 Eligible Testers
- 8 Divisions Taken
- 0 Completions
- National Average: 65%

**COMPLETION TIMELINE**
- IDP
  - NA
  - National Average: 4.9 years
- ARE
  - NA
  - National Average: 2.5 years

**LICENSURE**
- 70% Reciprocal Licenses
- 30% Resident Licenses
- 112 Total Licenses
- National Average: 47% Resident, 53% Reciprocal
Hawaii

**IDP**
- 154 Aspiring Architects Reporting Hours
- 21 Completions
- Completion Rate: 14%
- National Average: 13%

**ARE**
- 100 Eligible Testers
- 242 Divisions Taken
- 22 Completions
- Success Rate: 65%
- National Average: 65%

**COMPLETION TIMELINE**
- National Average: 4.9 years
- IDP: 5.5 yrs
- ARE: 2 yrs

**LICENSURE**
- Total Licenses: 2,263
- 56% Reciprocal Licenses
- 44% Resident Licenses
- National Average: 47% Resident
- 53% Reciprocal
Idaho

Aspiring Architects Reporting Hours
- **88**

Completion Rate
- **16%**

Completions
- **14**

ARE
- **41** Eligible Testers
- **105** Divisions Taken
- **17** Completions

Licensure
- **1,666** Total Licenses
- **70%** Reciprocal Licenses
- **30%** Resident Licenses

Completion Timeline
- **IDP**
  - National Average: 4.9 years
  - 4.9 yrs

- **ARE**
  - National Average: 2.5 years
  - 1.9 yrs

National Average: 13%

National Average: 65%

National Average: 47% Resident
53% Reciprocal
Illinois

IDENTIFIED PROFESSIONAL EXPERIENCE (IDP)

- 1,437 Aspiring Architects Reporting Hours
- 202 Completions

- Completion Rate: 14%

- National Average: 13%

- National Average: 4.9 years

ACHIEVEMENTS REGISTRATION EXAM (ARE)

- 896 Eligible Testers
- 2,341 Divisions Taken

- 231 Completions

- Success Rate: 71%

- National Average: 65%

- National Average: 2.5 years

LICENSED ARCHITECTS (LC)

- 9,046 Total Licenses

- 41% Reciprocal Licenses

- 59% Resident Licenses

- National Average: 47% Resident

- National Average: 53% Reciprocal

- National Average: 65%
Indiana

**IDP**
- 209 Aspiring Architects Reporting Hours
- 29 Completions

**Completion Timeline**
- IDP: 5.9 yrs
- ARE: 2.2 yrs

**ARE**
- 108 Eligible Testers
- 272 Divisions Taken
- 28 Completions

**Licensure**
- 3,291 Total Licenses
- 69% Reciprocal Licenses
- 31% Resident Licenses

**National Average**
- IDP: 5 years
- ARE: 2.5 years
- Completion Rate: 14%
- Success Rate: 74%
- Resident Licenses: 53%
- Reciprocal Licenses: 47%

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Aspiring Architects

<table>
<thead>
<tr>
<th>IDP</th>
<th>ARE</th>
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<tbody>
<tr>
<td>202 Aspiring Architects Reporting Hours</td>
<td>119 Eligible Testers</td>
</tr>
<tr>
<td>24 Completions</td>
<td>29 Completions</td>
</tr>
</tbody>
</table>

Completion Rate

<table>
<thead>
<tr>
<th>IDP</th>
<th>ARE</th>
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</thead>
<tbody>
<tr>
<td>12% Completion Rate</td>
<td>75% Success Rate</td>
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Division Taken

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>29% Resident Licenses</td>
<td>29% Resident Licenses</td>
</tr>
<tr>
<td>71% Reciprocal Licenses</td>
<td>National Average: 65%</td>
</tr>
</tbody>
</table>

IDP LICENSURE COMPLETION TIMELINE

<table>
<thead>
<tr>
<th>IDP</th>
<th>ARE</th>
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<tbody>
<tr>
<td>National Average: 4.9 years</td>
<td>National Average: 2.5 years</td>
</tr>
<tr>
<td>5.2 yrs</td>
<td>2.4 yrs</td>
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</tbody>
</table>

LICENSURE

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>71% Reciprocal Licenses</td>
<td>29% Resident Licenses</td>
</tr>
<tr>
<td>1,974 Total Licenses</td>
<td>National Average: 47% Resident 53% Reciprocal</td>
</tr>
</tbody>
</table>
Kansas

**IDP**

- **202** Aspiring Architects Reporting Hours
- **14%** Completion Rate
- **28** Completions

**National Average: 13%**

**ARE**

- **152** Eligible Testers
- **401** Divisions Taken
- **38** Completions

**National Average: 65%**

**Completion Timeline**

- **IDP**: National Average: 4.9 years, 6 yrs
- **ARE**: National Average: 2.5 years, 3.6 yrs

**Licensure**

- **2,647** Total Licenses
- **64%** Reciprocal Licenses
- **36%** Resident Licenses

**National Average: 47% Resident, 53% Reciprocal**
Kentucky

**IDP**
- 118 Aspiring Architects Reporting Hours
- 17 Completions

**National Average: 13%**
- Completion Rate: 14%

**ARE**
- 67 Eligible Testers
- 164 Divisions Taken
- 16 Completions

**National Average: 65%**
- Success Rate: 65%

### COMPLETION TIMELINE

<table>
<thead>
<tr>
<th></th>
<th>IDP</th>
<th>ARE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completion</td>
<td>5.2 yrs</td>
<td>3 yrs</td>
</tr>
</tbody>
</table>

**National Average: 4.9 years, 2.5 years**

### LICENSURE

**Total Licenses:** 2,523

- 71% Reciprocal Licenses
- 29% Resident Licenses

**National Average:**
- 47% Resident
- 53% Reciprocal

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Louisiana

**IDP**
- 325 Aspiring Architects Reporting Hours
- 55 Completions

**ARE**
- 267 Eligible Testers
- 636 Divisions Taken
- 59 Completions

**COMPLETION TIMELINE**
- IDP: 5.3 yrs (National Average: 4.9 years)
- ARE: 2.5 yrs (National Average: 2.5 years)

**Licensure**
- 63% Reciprocal Licenses
- 37% Resident Licenses
- 3,257 Total Licenses

**Completion Rate**
- 17%

**Success Rate**
- 71%

**Licensure**
- National Average: 47% Resident
- National Average: 53% Reciprocal

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Maine

**IDP**
- 53 Aspiring Architects Reporting Hours
- 19% Completion Rate
- National Average: 13%

**Completion Timeline**
- IDP: 4.7 yrs
- ARE: 3.1 yrs
- National Average: 4.9 yrs
- National Average: 2.5 yrs

**ARE**
- 37 Eligible Testers
- 75% Success Rate
- National Average: 65%

**Divisions Taken**
- 91

**Completions**
- 12

**Licensure**
- 72% Reciprocal Licenses
- 28% Resident Licenses
- National Average: 65%
- Total Licenses: 1,503
- National Average: 47% Resident
- 53% Reciprocal

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Maryland

**IDP**
- 486 Aspiring Architects Reporting Hours
- 78 Completions
- Completion Rate: 16%
- National Average: 13%

**ARE**
- 354 Eligible Testers
- 957 Divisions Taken
- 89 Completions
- Success Rate: 69%
- National Average: 65%

**Completion Timeline**
- IDP: 5.5 yrs (National Average: 4.9 yrs)
- ARE: 2.4 yrs (National Average: 2.5 yrs)

**Licensure**
- 6,448 Total Licenses
- 41% Resident Licenses
- 59% Reciprocal Licenses
- National Average: 47% Resident, 53% Reciprocal
Massachusetts

**IDP**

- 1,369 Aspiring Architects Reporting Hours
- 12% Completion Rate
- 163 Completions

**ARE**

- 822 Eligible Testers
- 2,140 Divisions Taken
- 185 Completions

**Completion Timeline**

- IDP: 5 yrs (National Average: 4.9 years)
- ARE: 2.3 yrs (National Average: 2.5 years)

**Licensure**

- 44% Reciprocal Licenses
- 56% Resident Licenses
- 6,710 Total Licenses

**National Average**

- IDP: 2.3 yrs
- ARE: 4.9 years

- Resident Licenses: 47%
- Reciprocal Licenses: 53%

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Michigan

IDP

438 Aspiring Architects Reporting Hours

49 Completions

11% Completion Rate

National Average: 13%

ARE

209 Eligible Testers

69% Success Rate

518 Divisions Taken

43 Completions

LICENSURE

55% Reciprocal Licenses

45% Resident Licenses

5,683 Total Licenses

National Average: 4.9 years

IDP

4.8 yrs

National Average: 4.9 years

ARE

2.4 yrs

National Average: 2.5 years

Completion Timeline

Years

0 2 4 6 8
Minnesota

**IDP**
- 448 Aspiring Architects Reporting Hours
- 60 Completions
- Completion Rate: 13%
- National Average: 13%

**ARE**
- 222 Eligible Testers
- 596 Divisions Taken
- 58 Completions
- Success Rate: 78%
- National Average: 65%

**Completion Timeline**
- IDP: 5.4 yrs (National Average: 4.9 years)
- ARE: 1.8 yrs (National Average: 2.5 years)

**Licensure**
- 43% Reciprocal Licenses
- 57% Resident Licenses
- Total Licenses: 3,209
- National Average: 47% Resident, 53% Reciprocal
Aspiring Architects Reporting Hours

71
10% Completion Rate

7 Completions

National Average: 13%

Eligible Testers

60

Divisions Taken

157

Completions

12

National Average: 65%

National Average: 13%

National Average: 4.9 years

National Average: 2.5 years

National Average: 47% Resident
53% Reciprocal

Total Licenses

1,764

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Missouri

**IDP**
- 542 Aspiring Architects Reporting Hours
- 68 Completions

**ARE**
- 366 Eligible Testers
- 1,038 Divisions Taken
- 104 Completions

**Completion Timeline**
- IDP: 6.7 yrs
- ARE: 2.7 yrs

**Licensure**
- 5,125 Total Licenses
- 40% Resident Licenses
- 60% Reciprocal Licenses

**Completion Rate**
- 13%

**IDPARE Missouri**
- 6.7 yrs
- 13%

**National Average**
- 4.9 years
- 13%

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Montana

**IDP**

112 Aspiring Architects Reporting Hours

6% Completion Rate

7 Completions

**ARE**

65 Eligible Testers

72% Success Rate

177 Divisions Taken

17 Completions

**COMPLETION TIMELINE**

IDP: National Average: 4.9 years, 5.5 yrs

ARE: National Average: 2.5 years, 2.4 yrs

**LICENSURE**

69% Reciprocal Licenses

31% Resident Licenses

1,372 Total Licenses

National Average: 47% Resident, 53% Reciprocal

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Nebraska

IDP

105
Aspiring Architects Reporting Hours

17%
Completion Rate

18
Completions

National Average: 13%

ARE

80
Eligible Testers

79%
Success Rate

195
Divisions Taken

20
Completions

National Average: 65%

COMPLETION TIMELINE

1,784
Total Licenses

30%
Resident Licenses

70%
Reciprocal Licenses

National Average: 2.5 years

National Average: 4.9 years

National Average: 2.5 years

National Average: 47% Resident
53% Reciprocal

LICENSURE

National Average: 2.5 years

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Nevada

**IDP**
- 125 Aspiring Architects Reporting Hours
- 10 Completions

**Completion Timeline**
- IDP: 4.8 yrs
- ARE: 2.9 yrs

**ARE**
- 47 Eligible Testers
- 103 Divisions Taken
- 5 Completions

**Licensure**
- 76% Reciprocal Licenses
- 24% Resident Licenses
- Total Licenses: 2,921
- National Average: 47% Resident 53% Reciprocal

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New Hampshire

**IDP**

- 55 Aspiring Architects Reporting Hours
- 11 Completions

**ARE**

- 33 Eligible Testers
- 87 Divisions Taken
- 8 Completions

**Completion Timeline**

- IDP: 6.5 yrs, National Average: 4.9 years
- ARE: 1.7 yrs, National Average: 2.5 years

**Licensure**

- 1,822 Total Licenses
- 83% Reciprocal Licenses
- 17% Resident Licenses

- National Average: 65% Reciprocal
- National Average: 47% Resident
- National Average: 53% Reciprocal
- National Average: 4.9 years
- National Average: 2.5 years
- National Average: 65% Resident
- National Average: 53% Reciprocal
- National Average: 13%
- National Average: 77%

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New Jersey

**IDP**

- **637** Aspiring Architects Reporting Hours
- **129** Completions

**ARE**

- **206** Eligible Testers
- **544** Divisions Taken
- **39** Completions

**COMPLETION TIMELINE**

- **IDP**: **4.4 yrs**
  - National Average: 4.9 years
- **ARE**: **2.5 yrs**
  - National Average: 2.5 years

**LICENSURE**

- **8,064** Total Licenses
  - National Average: 47% Resident, 53% Reciprocal
- **58%** Reciprocal Licenses
- **42%** Resident Licenses

- **National Average: 65%**

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New Mexico

**IDP**
- 95 Aspiring Architects Reporting Hours
- 18% Completion Rate
- 17 Completions

**ARE**
- 80 Eligible Testers
- 69% Success Rate
- 212 Divisions Taken
- 18 Completions

**COMPLETION TIMELINE**
- National Average: 4.9 years
- IDP: 5.3 yrs
- ARE: 2.6 yrs

**LICENSURE**
- 68% Reciprocal Licenses
- 32% Resident Licenses
- 2,100 Total Licenses
- National Average: 47% Resident 53% Reciprocal
New York

**IDP**
- Aspiring Architects Reporting Hours: 4,316
- Completion Rate: 12%
- Completions: 515

**ARE**
- Eligible Testers: 2,898
- Divisions Taken: 7,662
- Completions: 588

**Completion Timeline**
- IDP: National Average: 4.9 years, 4.5 yrs
- ARE: National Average: 2.5 years, 2.4 yrs

**Licensure**
- Total Licenses: 16,809
- Reciprocal Licenses: 59%
- Resident Licenses: 41%
  - National Average: 47% Resident, 53% Reciprocal

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North Carolina

**IDP**
- 415 Aspiring Architects Reporting Hours
- 44 Completions

**ARE**
- 241 Eligible Testers
- 615 Divisions Taken
- 55 Completions

**COMPLETION TIMELINE**
- IDP: 5.7 yrs (National Average: 4.9 years)
- ARE: 1.8 yrs (National Average: 2.5 years)

**LICENSURE**
- 56% Reciprocal Licenses
- 44% Resident Licenses
- 5,225 Total Licenses

National Average: 47% Resident
53% Reciprocal
North Dakota

**IDP**
- 102 Aspiring Architects Reporting Hours
- 7 Completions
- Total Completion Rate: 7%
- National Average: 13%

**ARE**
- 42 Eligible Testers
- 116 Divisions Taken
- 6 Completions
- Success Rate: 72%
- National Average: 65%

**Completion Timeline**
- IDP: 2.9 years
- ARE: 1 year
- National Average: 4.9 years (IDP) and 2.5 years (ARE)

**Licensure**
- Total Licenses: 1,154
- Reciprocal Licenses: 86%
- Resident Licenses: 14%
- National Average: 47% Resident and 53% Reciprocal

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Ohio

**IDP**
- 641 Aspiring Architects Reporting Hours
- 12% Completion Rate
- National Average: 13%

**ARE**
- 319 Eligible Testers
- 764 Divisions Taken
- 80 Completions
- 74% Success Rate
- National Average: 65%

**Completion Timeline**
- IDP: 5.7 yrs (National Average: 4.9 years)
- ARE: 2.8 yrs (National Average: 2.5 years)

**Licensure**
- 6,314 Total Licenses
- 51% Resident Licenses
- 49% Reciprocal Licenses
- National Average: 47% Resident, 53% Reciprocal
Oklahoma

**IDP**
- 184 Aspiring Architects Reporting Hours
- Completion Rate: 17%
- 31 Completions

**ARE**
- 135 Eligible Testers
- 329 Divisions Taken
- 24 Completions

**Completion Timeline**
- IDP: 5.2 yrs
- ARE: 2.8 yrs

**Licensure**
- Total Licenses: 2,228
- Resident Licenses: 36%
- Reciprocal Licenses: 64%

**National Average**
- Resident Licenses: 47%
- Reciprocal Licenses: 53%
Oregon

**IDP**
- 427 Aspiring Architects Reporting Hours
- 53 Completions

**ARE**
- 256 Eligible Testers
- 693 Divisions Taken
- 72 Completions

**Completion Timeline**
- IDP: 5.7 yrs (National Average: 4.9 years)
- ARE: 1.8 yrs (National Average: 2.5 years)

**Licensure**
- 44% Reciprocal Licenses
- 56% Resident Licenses
- 3,021 Total Licenses

**National Average**
- IDP: 13% Completion Rate
- ARE: 80% Success Rate
- Licenses: 47% Resident, 53% Reciprocal
Pennsylvania

**IDP**
- 844 Aspiring Architects Reporting Hours
- 135 Completions
- Completion Rate: 16%

**ARE**
- 624 Eligible Testers
- 1,564 Divisions Taken
- 144 Completions
- Success Rate: 74%

**COMPLETION TIMELINE**
- IDP: 5.4 yrs
- ARE: 2.3 yrs

**LICENSURE**
- 7,865 Total Licenses
- 54% Reciprocal Licenses
- 46% Resident Licenses
- National Average: 47% Resident, 53% Reciprocal
Puerto Rico

**IDP**
- 112 Aspiring Architects Reporting Hours
- 10 Completions
- National Average: 13%
- Completion Rate: 9%

**ARE**
- 143 Eligible Testers
- 271 Divisions Taken
- 17 Completions
- National Average: 65%
- Success Rate: 53%

**COMPLETION TIMELINE**
- IDP: 4 yrs (National Average: 4.9 years)
- ARE: 5.2 yrs (National Average: 2.5 years)

**LICENSURE**
- Total Licenses: 659
- National Average: 47% Resident
- 53% Reciprocal
- 15% Reciprocal Licenses
- 85% Resident Licenses

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Rhode Island

**IDP**
- **88** Aspiring Architects Reporting Hours
- **15%** Completion Rate
- **13** Completions
- **National Average: 13%**

**ARE**
- **36** Eligible Testers
- **108** Divisions Taken
- **7** Completions
- **National Average: 65%**
- **64%** Success Rate

**COMPLETION TIMELINE**
- **IDP**
  - **National Average: 4.9 years**
  - **4.5 yrs**
- **ARE**
  - **National Average: 2.5 years**
  - **2.2 yrs**

**LICENSURE**
- **81%** Reciprocal Licenses
- **19%** Resident Licenses
- **1,420** Total Licenses
- **National Average: 47% Resident 53% Reciprocal**
South Carolina

**IDP**
- 187 Aspiring Architects Reporting Hours
- 28 Completions

**ARE**
- 124 Eligible Testers
- 331 Divisions Taken
- 26 Completions

**Completion Timeline**
- IDP: 6.1 yrs
- ARE: 2.1 yrs

**Licensure**
- 72% Reciprocal Licenses
- 28% Resident Licenses
- 3,859 Total Licenses

National Average:
- IDP: 15% Completion Rate
- ARE: 69% Success Rate
- National Average: 4.9 years
- National Average: 47% Resident
- National Average: 53% Reciprocal
- National Average: 2.5 years

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South Dakota

IDP

35
Aspiring Architects Reporting Hours

0
Completions

National Average: 13%

0%
Completion Rate

ARE

16
Eligible Testers

70%
Success Rate

44
Divisions Taken

3
Completions

National Average: 65%

COMPLETION TIMELINE

IDP

NA

National Average: 4.9 years

ARE

5.8 yrs

National Average: 2.5 years

LICENSURE

87%
Reciprocal Licenses

13%
Resident Licenses

831
Total Licenses

National Average: 47% Resident 53% Reciprocal
Tennessee

**IDP**
- **293** Aspiring Architects Reporting Hours
- **13%** Completion Rate (National Average: 13%)
- **39** Completions

**ARE**
- **139** Eligible Testers
- **73%** Success Rate (National Average: 65%)
- **391** Divisions Taken
- **33** Completions

**Completion Timeline**
- **IDP**: 4.4 yrs (National Average: 4.9 years)
- **ARE**: 1.7 yrs (National Average: 2.5 years)

**Licensure**
- **60%** Reciprocal Licenses
- **40%** Resident Licenses
- **3,790** Total Licenses (National Average: 47% Resident, 53% Reciprocal)
Texas

**IDP**
- 2,168 Aspiring Architects Reporting Hours
- 280 Completions
  - National Average: 13%
  - 13% Completion Rate

**ARE**
- 1,303 Eligible Testers
- 3,341 Divisions Taken
  - National Average: 65%
  - 63% Success Rate
- 230 Completions

**COMPLETION TIMELINE**
- IDP: 5.0 yrs
  - National Average: 2.5 years
- ARE: 2.9 yrs
  - National Average: 4.9 years

**LICENSURE**
- 34% Reciprocal Licenses
- 66% Resident Licenses
- 12,920 Total Licenses
  - National Average: 47% Resident
    - 53% Reciprocal
U.S. Virgin Islands

**IDP**

- **4** Aspiring Architects Reporting Hours
- **0** Completions

**National Average: 13%**

**ARE**

- **1** Eligible Testers
- **2** Divisions Taken
- **0** Completions

**National Average: 65%**

**Completion Timeline**

- **IDP**
  - **NA**
  - **National Average: 4.9 years**

- **ARE**
  - **NA**
  - **National Average: 2.5 years**

**Licensure**

- **85%** Reciprocal Licenses
- **15%** Resident Licenses

- **1,111** Total Licenses

- **National Average: 47% Resident**
  - **53% Reciprocal**
Utah

**IDP**
- 187 Aspiring Architects Reporting Hours
- 34 Completions

**ARE**
- 143 Eligible Testers
- 373 Divisions Taken
- 39 Completions

**Completion Timeline**
- IDP: 4.9 yrs
- ARE: 2.3 yrs

**Licensure**
- 66% Reciprocal Licenses
- 34% Resident Licenses
- 2,379 Total Licenses

National Average:
- IDP: 13% Completion Rate
- ARE: 65% Success Rate
- Resident Licenses: 47%
- Reciprocal Licenses: 53%

National Average:
- Completion Rate: 18%
- Success Rate: 72%
- Licensed: 72%
- Reciprocal: 65%

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Vermont

**IDP**

53 Aspiring Architects Reporting Hours

11% Completion Rate

6 Completions

**ARE**

29 Eligible Testers

76% Success Rate

66 Divisions Taken

6 Completions

**COMPLETION TIMELINE**

IDP

National Average: 4.9 years

4.8 yrs

ARE

National Average: 2.5 years

1.5 yrs

**LICENSURE**

72% Reciprocal Licenses

28% Resident Licenses

1,142 Total Licenses

National Average: 47% Resident 53% Reciprocal

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Virginia

**IDP**

- 585 Aspiring Architects Reporting Hours
- 19% Completion Rate
- National Average: 13%

**ARE**

- 75% Success Rate
- 327 Eligible Testers
- 851 Divisions Taken
- 76 Completions
- National Average: 65%

**COMPLETION TIMELINE**

- 6.2 yrs IDP Completion Time
- 1.8 yrs ARE Completion Time

**LICENSURE**

- 60% Reciprocal Licenses
- 40% Resident Licenses
- 7,085 Total Licenses

National Average:
- 47% Resident
- 53% Reciprocal
- 4.9 yrs IDP
- 2.5 yrs ARE
- 13% Completion Rate
- 65% Success Rate
- 47% Resident Licenses
- 53% Reciprocal Licenses
Washington

**IDP**
- **844** Aspiring Architects Reporting Hours
- **14%** Completion Rate
- **72%** Eligible Testers

**ARE**
- **528** Divisions Taken
- **1,342** Completions
- **72%** Success Rate

**COMPLETION TIMELINE**
- **IDP**
  - National Average: 4.9 years
  - **5.6 yrs**
- **ARE**
  - National Average: 2.5 years
  - **2.8 yrs**

**LICENSURE**
- **6,263** Total Licenses
- **38%** Reciprocal Licenses
- **62%** Resident Licenses
- National Average: 47% Resident, 53% Reciprocal
West Virginia

**IDP**
- 26 Aspiring Architects Reporting Hours
- 8% Completion Rate
- 2 Completions

**ARE**
- 15 Eligible Testers
- 72% Success Rate
- 29 Divisions Taken
- 2 Completions

**COMPLETION TIMELINE**
- IDP: 4 yrs (National Average: 4.9 years)
- ARE: 3.1 yrs (National Average: 2.5 years)

**LICENSURE**
- 1,093 Total Licenses
- 91% Reciprocal Licenses
- 9% Resident Licenses
- 4 yrs IDP (National Average: 2.5 years)
- 3.1 yrs ARE (National Average: 2.5 years)
- 72% Completion Rate
- 26 Aspiring Architects Reporting Hours
- 2 Completions

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Wisconsin

**IDP**
- 301 Aspiring Architects Reporting Hours
- 39 Completions
- Completion Rate: 13%
- National Average: 13%

**ARE**
- 290 Eligible Testers
- 756 Divisions Taken
- 64 Completions
- Success Rate: 70%
- National Average: 65%

**COMPLETION TIMELINE**
- IDP: 5.4 yrs (National Average: 4.9 years)
- ARE: 2.9 yrs (National Average: 2.5 years)

**LICENSEURE**
- 66% Reciprocal Licenses
- 34% Resident Licenses
- Total Licenses: 4,250
- National Average:
  - Resident: 47%
  - Reciprocal: 53%
Wyoming

**IDP**
- **30** Aspiring Architects Reporting Hours
- **1** Completions

**ARE**
- **25** Eligible Testers
- **70** Divisions Taken
- **8** Completions

**COMPLETION TIMELINE**
- **IDP**
  - National Average: 4.9 years
  - **3.8 yrs**
- **ARE**
  - National Average: 2.5 years
  - **1.5 yrs**

**LICENSURE**
- **89%** Reciprocal Licenses
- **11%** Resident Licenses
- **1,181** Total Licenses

**Success Rate**
- **77%**

**National Average**
- **65%**

**Resident Licenses**
- **47%**

**Reciprocal Licenses**
- **53%**

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About This Report

This is the fourth annual analysis of data collected by NCARB. This report is based on data collected by the National Council of Architectural Registration Boards (NCARB) during the 2014 calendar year, providing insight on the path to licensure.

NCARB maintains a database on aspiring architects and Certificate holders. This allows us to track the progression of candidates as they move through the Intern Development Program (IDP) and the Architect Registration Examination® (ARE®), and receive an initial license.

Some of the data is self-reported, such as age, race, and geographic location. Other data is triggered by candidate actions such as starting the IDP or completing the ARE. NCARB also collects data from the U.S. jurisdictions to provide a total count of architects.

Note: Data from the National Architectural Accrediting Board (NAAB) was also used in this report to provide the reader with the number of students entering into and graduating from NAAB-accredited programs.
About NCARB

The National Council of Architectural Registration Boards’ membership is made up of the architectural registration boards of all 50 states as well as those of the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands. NCARB assists its member registration boards in carrying out their duties and provides a certification program for individual architects.

NCARB protects the public health, safety, and welfare by leading the regulation of the practice of architecture through the development and application of standards for licensure and credentialing of architects. In order to achieve these goals, the Council develops and recommends standards to be required of an applicant for architectural registration; develops and recommends standards regulating the practice of architecture; provides to Member Boards a process for certifying the qualifications of an architect for registration; and represents the interests of Member Boards before public and private agencies. NCARB has established reciprocal registration for architects in the United States and Canada.

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Definitions

**Age:** Median age based on self-reported dates of birth.

**ARE:** The Architect Registration Examination® (ARE®) assesses candidates for their knowledge, skills, and ability to provide the various services required in the practice of architecture. The ARE was updated in 2008, from ARE 3.1 to ARE 4.0.

**ARE Completion:** The date on which a candidate has successfully completed all seven ARE 4.0 divisions.

**Aspiring Architect:** NCARB Record holders who are currently completing the IDP.

**Early Eligibility:** The ability to sit for the ARE before completing the IDP. Today, 49 jurisdictions allow early eligibility.

**Exam Candidate:** NCARB Record holders who are currently taking the ARE.

**IDP:** The Intern Development Program (IDP) helps guide aspiring architects as they fulfill experience requirements for initial licensure.

**IDP Completion:** When an NCARB Record is evaluated and marked as having satisfied all IDP experience requirements.

**NAAB:** The National Architectural Accrediting Board (NAAB) accredits professional programs in architecture offered by institutions accredited by a U.S. regional accrediting agency.

**New Record:** Date when a new candidate successfully applies for an NCARB Record and begins the path to licensure.

**NCARB Certification:** Licensed architects have the option to become Certificate holders to signify that they have met national standards established by U.S. licensing boards for protecting public health, safety, and welfare. Certification also facilitates reciprocal registration in all 54 jurisdictions, 11 Canadian jurisdictions, and can be used to support an application for licensure in other countries.

**New Reporting Requirement:** Effective July 1, 2009, NCARB implemented a new reporting requirement that required candidates to submit IDP experience within eight months.
Environmental Scanning

Welcome! We will begin at 3:00 p.m. ET.

Don’t forget to dial-in!
• Phone #: 1-800-501-8979
• Access Code: 9499463

To ensure the best possible experience: please mute your phone.

To ask a question during the presentation: type your question into the chat window.

Today’s presentation is being recorded.
Good afternoon. Today we’re going to review the results of an “environmental scan” that was done in support of the CLARB Board’s annual strategy review and adjustment. It’s our hope that this may give you some food for thought as your board thinks and plans for the future.

We’ll first present our scan and then offer a few ideas for how you might use the information.

So why do we “scan” in the first place?
If you’re a sailor, a pilot—or ever took a geography class—you’re familiar with the concept of longitude and latitude. Together they enable a navigator to know his or her position relative to land. Your “place in the world,” if you will.
Many, many years ago, a ship’s position was established using the stars, lots of complex calculations...and some luck.
Unfortunately, luck wasn’t always present. In this particular tragedy over 1,500 sailors lost their lives because the navigators didn’t correctly calculate their positions.

We’ve come a long way since the 1707...
And today, thanks to Steve Jobs and global positioning technology, our position anywhere in the world is only a click away.
Which makes for better navigation and much more carefree sailing!
So while we’re not naval navigators, we do share the responsibility of charting a course and progressing toward our destination, avoiding trouble along the way.

We need to understand our position in the world--what’s happening.

We need to alert ourselves to changes before they crystallize.

And we need to and give ourselves and our organizations time to act.

This is why environmental scanning is part of CLARB’s strategic system.
This year, we approached the scan like a pilot coming in for a landing. As we descend in altitude we see the world in much greater detail. So we’ll start out pretty high up there, looking at the big picture and end with what’s happening in “on the ground,” as they say.
So let’s start with the view from the top, if you will, at our cruising altitude of 35,000 feet.
We’re going to look at four areas, and the first is demographics.
As we learned at last year’s CLARB annual meeting in Reston, North America is getting bigger, older and more diverse.
As you can see, both the U.S. and Canada will be much larger in 2060. By then the U.S. will have about 420 million people and Canada will have between 53 and 54 million. That’s pushing a half a billion for both countries combined. A half a billion.
To put that in a global context, out of the 10 largest economies, the U.S., Brazil, India, China and Canada are growing in population. The others pictured here are not. By the way, note that the small growth rate in India and China is based on a population of a billion.

This is good news for CLARB and member boards because it means, at least theoretically, more public to protect and more potential licensees to serve the public and society.
We in North America are also getting older.

Right now a little more than 1 in 10 Americans are over 65. By 2050 it will be 1 in 5. And Canadians will be a little greyer at 1 in 4.

This will have profound effects on our society, and that’s bound to work its way down to regulation.
For one thing, the aging of America will have an impact on the workplace. As you can see, millennials, represented in the yellow on this slide, will be the majority of the workforce in a decade. By the way, Millennials are aged 15-34.

But also note that two other generations, generation X and baby boomers, which probably represent most of the folks on today’s call, will continue to have a strong presence for the next decade.

By 2025 we’ll have four generations in the workforce.
To make things even MORE interesting, there’s the phenomenon of the so-called, “digital teens.” These folks grew up surrounded by technology and research tells us that they learn and think differently, and have other priorities in life than teens before them.

As you can see from this bar graph, their mobile preferences are varied and almost three in four use Facebook.

Say hello to your future licensees, public, elected officials and colleagues. And get to know them.
Not only is North American becoming bigger and older, it’s fast becoming more and more diverse and its happening faster than we may realize.
There are several things going on in this chart, which you may remember from last year’s annual meeting.

Moving from left to right, we see the changing face of America over time. As you can see, the white population, which makes up about 2 in 3 today, will shrink to 2 in 5 by 2060. At the same time the Hispanic population, which is less than 1 in 5 today will increase to 1 in 3 in the future.

Now if you look at graduating landscape architecture students over the last 14 years you can see that about 4 out of 5 are white and less than 1 in 10 are Hispanic. You don’t have to be a statistician to see the potential challenge and opportunity here.
More to the point, if present trends continue we could, potentially, see a decrease in the number of licensees. Obviously this does not factor in every variable, such as overall population growth, but the question remains...
ASLA Diversity Statement

• Increase resources and actions that recruit minority students to LA programs and help mentor graduates through licensure and their careers

• Strive to achieve a profile that over the next 10 years achieves at least parity with 2012 population-share estimates while working towards the longer-term goal of parity with 2060 projections for the nation as a whole

Endorsed by the CLARB Board of Directors, February 2015

In response, ASLA and other organizations, including CLARB, have endorsed a statement that calls for a more diverse profession and steps to get us there. Note that in ASLA’s language, it specifically calls out licensure. While this is definitely a good thing it challenges us to do what we can.
Now let’s look take a look at how technology is shaping the environment at the 35,000 foot level.
The McKinsey consulting firm has listed what it believes are the top 12 developments that will disrupt business—and possibly licensure—as we know it. I’ve highlighted three:

- Growth of the mobile based economy,
- Automation of knowledge work and
- Cloud technology
The explosion of mobile apps has dramatically changed our personal and professional lives. Consider this: More than two thirds the earth’s population now have access to a mobile phone. And another two or three billion people will gain access in the next decade.

As a result internet-related expenditures are bigger than agriculture and energy—and will only continue to grow.
We’ve all been aware that automation has and will continue to replace manual labor. Now we’re hearing from many credible sources that software will replace knowledge workers.

That’s potentially you and me, folks.

McKinsey suggests that sophisticated algorithms could substitute for approximately 140 million full-time knowledge workers worldwide.
So you think that you can’t automate a board member’s job?

Think again. It’s already been done.

As it says in this article, a Hong Kong venture capital firm actually named an algorithm—software—to its board.
Nearly all of us benefit from cloud technology, whether we think about it or not. The cloud is growing like crazy, in fact there is 9 million square feet of hosting facilities in my home county alone.

As the cloud grows it exponentially increases what small businesses and startups can accomplish. This includes disrupting large, inefficient organizations that don’t create enough value.

The uncomfortable reality is that this could include CLARB or your board in the future.
We’ve covered demographics and technology, now let’s look at what’s going on around us from a cultural perspective.
Here are a few cultural trends that may relate to licensure and how we serve it.

Going clockwise…

• Uncertainty. We live in a world full of uncertainty. About the economy and about our own well being. An it’s always been true but to many of us if feels especially complicated these days.
• Visual Culture. There’s also evidence that, as a society, we’re becoming more drawn to the visual. This is particularly true of younger generations and technology is making it easier to visualize just about anything.
• Power of Play. We’ve all heard the term, “gamification.” What seems to be happening is that this is becoming mainstream, so that everything we do is play with some kind of reward for our efforts.
• Abundance. While economists would tell you that we live in a world of “scarcity,” the reality is that, at least in North America and in many developed economies, we have too many choices and are overwhelmed by them. This has created a need for “filters” that folks can self-select—from where you get your news to what associations you belong to.
• Connection. While Facebook is built on computer code, it really uses technology to connect people in a way that has never existed before. We’re becoming hyper connected and this is creating all kinds of new opportunities and challenges. Here’s a
question: Could a hyper-connected society regulate itself?

- Well Being. For several years CLARB has been talking about welfare because it relates to the current U.S. licensure paradigm. At the same time the world is talking more and more about “well-being.”
- The final two, the end of the majority, and polarity, are connected. Statistically, every group is a minority in some way today and this, combined with other factors, has lead to a great deal of antagonism in our society.
It may seem a bit of a stretch to talk about global trends but, if you visit a college classroom today, or talk to firms about where their work is coming from, you’ll see evidence of globalization of landscape architecture.
Here are four trends, highlighted in red, that seem to be most immediately relevant to regulation.

The first is the expanding Asian middle class and the feeling of hopefulness about their economic prospects for the next generation.

The second highlighted trend is health. As the economy of a country improves, so does the health of its citizens. The opposite is also true – improving health can result in economic growth. Unfortunately, wealthier countries are seeing increases in lifestyle related diseases like heart disease, diabetes and cancer.

The third trend is urbanization. Today more than half of the world’s population lives in urban areas and as Africa urbanizes this will dramatically increase.

Finally—and this hits close to home for many of us—is the growing global water crisis. The root of the problem is either financial, political or geological but the need for water is universal.

These are big global trends that will have an impact on us all, although they may be imperceptible or uneven depending on where we live and work.
With respect to the global economy, forecasts project global growth at between two and three quarters to three and a half percent over the next decade, with China and the Euro-area countries experiencing some headwinds and uncertainty.
The bottom line is that changing demographics will have a powerful effect on the future of licensure and boards. That being the case, we’d recommend starting a conversation with your board about changing demographics and their impact on the future. The link at the bottom of this page will take you to lots of useful information and we’ll also provide you with this PowerPoint after the presentation.
So now we continue our decent to 15,000 feet. If you need to use the lavatory, now would be a good time to do so😊.
Let’s look at the economy closer to home.
The way we look at growth is Real GDP, which is the value of the production of goods and services, adjusted for price changes. The light colored bars are projections.

At a glance, you’ll note that this is probably consistent with what you’ve been reading and hearing.
As you might also expect, U.S. employment has trended upward. This data from the Conference Board shows the pattern over the last 10 years and suggests that the recent, slower job growth is consistent with the growth of our economy. They go on to suggest that this is more sustainable than if the two were out of sync.
Looking at Canada, the latest available data shows that GDP shrank during the second quarter of 2015 over the previous quarter, following a contraction in the first three months of the year. This is all about the fall in energy prices and the role that it plays in the country’s economy.

Again, the light colored bars represent projections.
Licensed landscape architects build things and so the economy of the profession is connected to construction.
As you can see construction spending has been on an upward trajectory since fall of 2010 and its almost $10 billion above the same time last year.

During the first eight months of 2015 spending was $683.4 billion or $9.8 billion above the same period the previous year.

Source: U.S. Census Bureau
Looking forward, we can see the projections for residential and non-residential construction, the red and blue lines, heading upward. At the same time, the forecast for so-called, “non-building structures’ was revised downward and is expected to grow at a slower rate. This is shown on the yellow line.

The common denominator is that this slower growing category, from power plants to roads and bridges, are public or quasi-public projects. This usually means that they are debt or tax financed.
Finally, let’s look at the regulatory picture.
Probably the biggest development in U.S. regulation was the Supreme Court’s decision against the North Carolina Board of Dental Examiners. The result was more pressure on regulators to avoid anticompetitive behavior, and a further weakening of the state immunity principle. Unfortunately, as is often the case, the decision raised more questions than answers. We’re still understanding the potential impact and states are scrambling to figure out how to move forward.

We and others believe that this decision will have broad impacts. As an example...
Not that this should surprise anyone, but we just received this attorney ad soliciting business from board members or...
Those “harmed” by regulatory boards. Take a minute to read the text from the ad. Sound familiar?
A further indication of the regulatory environment is that folks from both sides of the political divide are talking about regulatory reform and, who knows, perhaps finding common ground?
Add the Supreme Court decision to the ongoing challenges to regulation across North America, politics, throw in a few sunset reviews and one rather interesting legislative proposal to privatize regulation, and you’ve got an increasingly complex and confusing picture.

As we discussed at the recent CLARB annual meeting, we may be at a regulatory crossroads and the CLARB Board of Directors is putting in considerable time and effort to be both responsive and farsighted. Ultimately the most prudent course may be to defend licensure, adapt to changes and innovate on regulation—all at the same time.
Here are a couple of questions that your board may want to consider:

The first one is how you’ll manage during this slow, steady, economic uptick as well as when we hit the inevitable potholes.

The second gets to how the recent antitrust decision, and the fallout around it, might impact the regulatory environment in your state or jurisdiction. And while we realize that this ruling doesn’t have standing in Canada, some of the underlying issues may not have geographical boundaries.
Time to buckle up for landing as we pass through 5,000 feet.
Let’s first look at the landscape architecture marketplace

- Landscape Architecture Market
- Landscape Architecture Regulation Environment
- Licensure Pipeline 5,000 Feet
Similar to your own jurisdictions, landscape architects make up a relative small slice of the regulated design profession pie. This underscores our need to be creative, resourceful and use our stature to our advantage.

By the way, you’ll note that we use a lot of pie charts in the presentation. Now we do take great pains to make sure the data is accurate, but I’ll say right up front that our pie charts don’t measure up to what is universally considered to be the gold standard...
Someone out there is asking, “Where’s the Cool Whip?”
Moving on to a different kind of chart....

This one showing that, fortunately, we’re involved in regulating a growing profession. It also suggests that we may not expand as much as architecture, engineering, or medicine but more than interior design, surveying and the legal profession.
And as you can see here, ASLA data suggests that firms are expecting and getting more work over this time last year, and at least half of them are looking to hire.

Hiring is an important driver of licensure.
The fundamentals for licensure growth look good, for now, but what about the “pipeline” itself?
While the number of architect and landscape architect licensees have grown slowly since the Great Recession the number of licensed engineers have not. As you know engineering licensure is complicated by the so-called “industrial exemption” which results in a large number of engineering graduates not pursing licensure.
It’s also helpful to note that landscape architects tend to be more “licensed” than their design profession counterparts. In fact, the data show that four out of five landscape architects in the U.S. are licensed. Of course, this could change over time, but this is the current state.
Getting back to growth, architecture and landscape architecture grew modestly over the last few years while engineering made a big swing from negative to positive territory.
In the U.S., a you know, all 50 states have a licensure law and the District of Columbia has begun the legislative process to regulate the profession.

Source: ASLA
In Canada, the provinces of Alberta, British Columbia and Ontario are strong, growing members of the CLARB community. And only four member jurisdictions have more licensees than Ontario.

We’re also seeing licensure interest in Manitoba.
So again, as we discussed in New Orleans, there are conflicting signals on the state of licensure but, overall, and compared to other professions...
Licensure is like this sturdy, mature oak:

Solidly rooted, broad in scope and largely uniform.
Now let’s look at the pipeline for licensed landscape architects.
For almost all landscape architects the journey to licensure begins with graduation from a college or university program. As you can see the latest data available shows impressive growth in the number of graduates over the last two decades. We hope to see a continued trend with newer data.

So the pipeline is being filled—at least up to now.
However, we’re finding is that almost two thirds of graduates are waiting anywhere from three to five years to start taking exams. This increases the risk that they don’t pursue licensure and makes them less likely to be successful on exams 1 and 2.

That’s why, “start early” is a message that we’re sending to students and we encourage you to do the same.
Some good news:

The presidents council, which is made up of CLARB, ASLA, CSLA, CELA, and other organizations, has agreed on the need for better data and is working collaboratively on a “data dashboard” project. We all believe that will help us better understand where we are, how things are progressing and what needs further focus.
We'd also recommend starting some conversations—if you haven’t already—on the licensure pipeline in your jurisdiction. Chances are that you’ll get to a point where you’re out of data. When you get there, consider creating a list of what data you wish you had and let us know. Maybe we can help.
The runway is in sight and you’ll be home soon—or back to work as the case may be.
The core of CLARB’s core purpose, if you will, is providing the services that support your ability to effectively and efficiently regulate the profession. The performance of our licensure support services gives another important indication of the state of the licensure pipeline.
Since you need to pass the L.A.R.E. to become licensed, the number of candidates is a good indicator of future licensees. As you can see the number of test takers has risen steadily since the new exam format was introduced in 2012.

That was the year that we changed the registration process to collect more useful information from the candidates. Not only can we serve them better but we now have access to much more information that we can both use to improve our service.
It’s also interested to see how many are starting and completing the exam each year. As you can see both numbers have risen steadily since 2013.
The Council Record is a verified, continually updated, secure digital record of a landscape architect’s education, exam and work history. All exam candidates—what we call “emerging professionals” on this chart—begin a Record when taking the exam and, to date a little more than two thirds are retaining them post licensure. As we’d expect the licensee numbers are level.
Looking at Council Records transmittals provides an indication of their use in support of initial licensure as well as for becoming licensed in another jurisdiction. What we’ll call, “mobility.” Tracking the grey bars suggests that mobility is increasing, which is why it may be wise for boards to consider their policies on licensure for non-residents.
ENVIRONMENTAL VIEW ACROSS ALTITUDES

- Business Services
- Membership
A few selected membership metrics:

First, starting in the upper right hand corner and moving clockwise, we have a great deal of overlap with NCARB. 34 of our boards are shared either by the board or by the staff. This has lots of implications on how we might work together for mutual benefit.

Second, it’s interesting to reflect on the average licensee base. As you can see the over half of the boards have between 2-800 licensees with much smaller percentages having more or less.

Third, more and more board are creating positions for public members. Lots of challenge and opportunity here—from getting them filled to thinking about them as strategic assets to your board. Today about 44 jurisdictions or 86% have public members.

Finally, in the upper left hand corner, it’s good to see that member engagement in CLARB programs, issues and conversations is increasing across the board. This means that more members are receiving and creating more value.
Speaking of member data, we wanted to give everyone a heads up that we’ll be calling every board between now and the end of March. The purpose of this is to make sure we have information on what it takes to get licensed in your jurisdiction, to enable us to track and monitor licensure trends and, most importantly, so we can just talk with you to see how we can help.

Of course you’ll be among the first to see what we learn!
Strategic Conversation Starters

• How are candidate counts trending in your jurisdiction and what is driving them?
• What is the resident/non-resident licensure trend and what are the drivers?

These questions also relate to the pipeline for future licensees. If you haven’t already, we’d suggest looking at your candidate counts and licensure trends and try to determine what’s driving those trends. What you may find is that they are connected to other trends.
Putting Data to Work

• Take one question and have a board discussion
• Use a question or two as a “warmup” to your next strategic thinking/planning session
• Form a workgroup to vet and come up with a backgrounder on one or more big questions
• Come up with your own “derivative” questions

So we’ve provided lots of information today. Here are a couple of suggestions for how to put it to use in your board work.

First, think about taking one question and having a board discussion around it. If you want to go big, take the “changing demographics” question. If you want to start smaller scale, take the licensure trends question. Regardless of the question, try to set aside lots of time—at least a morning or afternoon if not a day—to discuss it.

Or you could take a couple of questions and use them as a warmup to your next strategic session. These questions are tough and they are good for stretching your mind, which can make for a good strategic thinking session. We use this technique at CLARB a lot.

Another idea is to form a workgroup to vet a question and come up with a backgrounder for the board to use. Perhaps they can even make a presentation.

Finally, you can always take the questions that we’ve presented and make up your own because…
Asking the right question might be the most important part of the discussion.
So as we close, here are three takeaways.

First, the scanning process is like a GPS, helping you to anticipate future developments and plan to thrive.
Takeaway #2

Powerful demographic, technology, cultural and governance trends are reshaping—and roiling—the regulatory environment.
And, finally, takeaway #3.

Thinking ahead and being proactive will reduce the risk of disruption and increase the ability to thrive.

And it all begins with a strategic conversation.

Thank you.
You can find a recording of this webcast at https://youtu.be/WYF4xt1z4nk; you can find the PowerPoint slides on the CLARB website in the “Member Resources/Member Events” section. Find more strategic planning tools on the CLARB website in the “Member Resources/Research and Additional Resources” section.
Join us for the next “In the Know” event!

January 21 at 3 p.m. ET

“Growing the Pipeline of Future Licensees”
thank you!
The promise of the future knows no bounds, and the Lone Star State remains the best place to raise a family, build a business and create greater opportunity for all.

The true secret to the robust strength and resilience of the Texas economy is our greatest natural resource: the hardworking people of Texas. It is a privilege to serve the people of this great state, working by your side to ensure the future is bigger and brighter for generations to come.

Greg Abbott
“Without dreams, there is no need to work. Without work, there is no need to dream. Success requires big aspirations to dream great things and the work ethic to achieve them.”

Governor Abbott’s remarks to high school students attending the Hispanic Engineering, Science and Technology Week at The University of Texas Rio Grande Valley, October 2015

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The only thing bigger than Texas today is Texas tomorrow.

In this first Report to the People, we look back at an incredible year. We celebrated so many Texas heroes in 2015: our law enforcement officers and first responders, our men and women in uniform, our students and educators, the entrepreneurs and innovators building their businesses and growing new jobs—and everyday Texans who went to work and to school each day, all to make tomorrow brighter for their families, their community, our state and our nation.

Whether tested by fire or flood, by acts of nature or acts of madmen, Texans came together this year: Neighbors helped neighbors, and strangers helped new friends. We saw again and again the strength of character of our Texas family as we paused to remember lives lost and to celebrate lives saved.

While traveling across this state, it’s been an honor to shake your hand, look you in the eye and listen to your concerns and hopes for the future. As Texans, we know the bonds we share transcend our differences. We look to the horizon and see opportunities unbounded. We look to our families and see cultures blended and strong. And we look to the future and ask: How do we give all of our children lives worthy of their promise?

Children born last year will graduate from college in 2036, the bicentennial year of our state’s independence. What kind of Texas will they inherit? That is our shared focus: building an even stronger Texas for tomorrow.

Today, Texas remains the land of opportunity, a bright beacon for the nation. Our economy is diverse and our workforce strong. Despite the drop in oil prices, jobs are growing here and families are growing here.

The Texas model is proof that limited government encourages unlimited opportunity. Less government, low taxes, smarter regulations and right-to-work laws—these are the pro-growth economic policies that help free enterprise flourish in Texas.

Going forward, we will continue to take a strong stand against known threats—the drug cartels, transnational gangs and human smuggling and trafficking operations—and against unknown threats from those who seek to wage war against our freedoms and our liberty.

It is a privilege to serve the people of this great state, working by your side to ensure the future is bigger and brighter for generations to come. The First Lady and I thank you for your letters, your calls and your prayers.

May God bless you all in the year ahead, and may He forever bless the great State of Texas.
Unemployment in Texas:

**4.7%**

At or **BELOW** the national average for 108 consecutive months

Source: Bureau of Labor Statistics, Texas, as of December 2015

Texas population GREW by more than **6 million**

since 2000, **MORE** than any other state

Source: US Census Bureau, most current data, July 2000-July 2014

Private-sector JOBS added:

**TEXAS is #1**

with over **1.85 million jobs** added in the last 10 years

Source: BLS, seasonally adjusted CES, as of December 2015

Nation’s top CEOs name Texas **BEST** State for Business

#1 for **11 years** in a row

Source: Chief Executive magazine annual survey, 2015

Small, mid-size and large cities:

Fastest-growing economies

**ALL in Texas**: 9 of Top 10 overall


Women-owned businesses in Texas **GROWING**

2x faster than **ALL** businesses nationwide

Source: 2015 State of Women-Owned Businesses, American Express OPEN and Womenable

College degrees and certificates awarded in Texas

up **61%**

since 2000; **doubling** enrollment of African-Americans and Hispanics

Source: THECB, 2000 to 2014

Texas on-time high school graduation rate:

**88.3%**

**ALL-TIME HIGH**: again surpassing the national average of 82.3%

Source: National Center for Education Statistics, 2014 Class

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Overview: Session Successes

Building an even stronger Texas

After taking the oath of office as governor of this great state,

I promised to improve our public and higher education systems, build new roads, secure our border and chart a course that keeps Texas a beacon of individual liberty and economic opportunity.

A bold, ambitious agenda—that’s what observers called the top priorities I outlined for the 84th Legislative Session. One year later, I’m happy to report that we are following through on those promises and much more.

EARLY EDUCATION
With strong bipartisan support in both the Texas House and Senate, we passed a critical legislative package strengthening the foundation on which our children will build their future.

- School districts are awarded more resources to improve pre-kindergarten program quality while being held more accountable for student success.
- Teachers now have access to new specialized training to help more of our children master critical reading and math skills in kindergarten through fifth grade.
- Parents are being empowered with clear and concise school performance information so they can make the best educational decisions for their children.

HIGHER EDUCATION
To make college more affordable for more Texas families:

- More college credits earned early in high school are counted.
- College credits transfer more easily between institutions.
- Career and technical training pathways are cleared of obstacles to meet the growing demand in high-skilled technical fields.

“Education is the key that opens the door to economic opportunity.” Governor Abbott honoring 2015 National Teacher of the Year Shanna Peeples from Palo Duro High School in Amarillo. Celebrating the first day of school with students at Zavala Elementary in Austin.

Announcing a major grant by the United Health Foundation to The University of Texas Rio Grande Valley School of Medicine in Edinburg.
And because technologies not yet invented will drive continuing innovation in higher education and future job growth:

- **We've committed $450 million** to elevate our university research programs and to attract even more nationally recognized researchers and Nobel Laureates.

**ROADS**

To keep Texas commerce and commuters moving:

- **We’re adding nearly $4 billion** more for roads without raising tolls, fees, debt or taxes.

**TAX RELIEF**

We’re freeing Texas businesses and homeowners to invest more of their own money in new jobs, higher wages and stimulating the Texas economy.

- **We cut the business franchise tax by 25 percent.**
- **And we’re providing tax relief** to homeowners by increasing the homestead exemption to $25,000 while holding local taxing districts more accountable to voters as first steps toward lasting relief.

**BORDER SECURITY**

To address the threats posed to communities large and small across our state due to the federal government’s failure to secure our nation’s border:

- **We are nearly doubling our investment in border security,** allocating approximately $800 million for added public safety personnel, technology and local resources.

**FREEDOM**

Thanks to all of my partners in the 84th Legislature, much more was accomplished this session.

- **We’re keeping our state strong** and prosperous with a budget below the state’s spending limit.
- **We’re removing barriers to job growth to unleash the power of entrepreneurs and innovators.**
- **And we’re securing Texans’ freedom to aspire.**

I invite you to read more in this report about all we accomplished together in 2015. And I look forward to the successes to come as we build an even stronger Texas for tomorrow.

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“Texas is the land of opportunity, where the improbable becomes the possible... The future is yet to be written—all of our children should be its authors.”

Governor Abbott’s remarks to the Fort Worth Metropolitan Black Chamber of Commerce, June 2015

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“While other states are raising taxes, we just slashed the business franchise tax by 25 percent.” Governor Abbott and the First Lady welcoming guests to a Governor’s Commission for Women luncheon honoring women serving in the 84th Texas Legislature. Traveling to Mexico on his first international trip to strengthen trade relations. Touring the 1.25-million-square-foot Amazon Fulfillment Center in Schertz.
Job creation is the lifeblood of our state; our long history of job growth equates to more opportunity for all Texans.

Because of the robust strength, resilience and diversity of the Texas economy—the 12th largest in the world—jobs are growing and employment is holding steady, according to the Federal Reserve Bank of Dallas, despite losses in the energy sector driven by the drop in oil prices. In fact, manufacturing accelerated in the last quarter of 2015.

**JOB GROWTH REPORT**
- **Texas employers added** 166,900 non-farm jobs in 2015 across nine of 11 major industries.
- **Job creators include 2.4 million** small businesses and 54 Fortune 500 companies attracted by our work-ready job force of 13 million.
- **Texas still leads in energy** production and exports; we’re also among the top states for technology, manufacturing and healthcare jobs.
- **Even as our population grows,** the unemployment rate has been at or below the national average for 108 consecutive months.
- **In fact, if not for Texas’ record job growth,** the nation as a whole would have experienced a net job loss since the 2007 recession.

**BUSINESS CLIMATE REPORT**
When businesses succeed here, Texans succeed.
- **Texas ranks first for economic** climate according to Forbes.

► VIDEO LINKS:
Governor Abbott Lures Businesses To Texas From NY
Governor Abbott Goes To Mexico
Governor Abbott Goes To Cuba
Texas is again ranked the best state for business—the 11th year in a row—in Chief Executive’s survey of the nation’s top CEOs.

Texas is the No. 1 state for foreign and domestic investments as noted in IBM’s 2015 Global Location Trends Facts & Figures.

Texas is also the top performing state for qualified capital investments for the third year in a row and the sixth year since 2004. According to Site Selection magazine, each of the 689 business facility projects completed in 2014 represents a minimum investment of $1 million.

Showing the breadth of these capital investments, Odessa, Houston and Dallas were also named among the top metro areas in the nation for facility growth.

And Houston ranks third in the nation, behind only New York and Los Angeles, for minority-owned startups.

EXPANDING THE ECONOMY
To spur continuing job growth:

I restructured key divisions in my office to increase the focus on economic development.

While Texas imposes no personal or corporate income tax, we just cut taxes by nearly $4 billion to further stimulate job creation and the Texas economy.

We are also speeding up permitting processes and have eliminated occupational licensing fees for more than 600,000 Texas professionals.

2015 CORPORATE RELOCATIONS AND EXPANSIONS

Attracted by Governor Abbott’s pro-growth economic policies and our work-ready job force, even more businesses and jobs came to Texas this year, including:

- **Kubota Tractor**—from Torrance, Calif., to Grapevine, a $51 million capital investment creating 344 new jobs;
- **Farmer Brothers**—also from Torrance, Calif., to Grapevine, a $65 million investment bringing 350 new jobs;
- **LiveOps**—from Redwood City, Calif., to Cedar Park, a $5 million capital investment in Texas adding 155 new jobs;
- **GM Financial**—expanding operations here, building a servicing center in San Antonio, a $20 million investment creating 490 jobs;
- **Facebook**—building a data center in Fort Worth representing more than $500 million in capital investment and 40-plus full-time jobs;
- **GRI Renewable Industries** of Spain—building a manufacturing plant in Amarillo, a $41 million investment creating 300 new jobs;
- **Amazon**—building its fifth center in San Marcos, investing more than $400 million to date and creating over 3,500 jobs in the state;
- **CGT U.S. Limited**—constructing a new manufacturing facility in New Braunfels, an $80 million investment creating at least 275 jobs;
- **Apple, Oracle, Google and Microsoft**—expanding their corporate presence and jobs in Texas’ tech innovation corridor.

SPOTLIGHT:
WOMEN-OWNED BUSINESSES

Women business owners are a powerful economic force, and my goal is to make Texas the most welcoming home for them.

Women in business are looking for the same opportunities as all entrepreneurs—more access to capital, fewer barriers to entry and greater freedom to grow. Texas offers more of those growth opportunities.

We’re also connecting Texas businesswomen to resources through the Governor's Commission for Women.

And I proudly approved $2.2 million in funding to establish a Center for Women in Business at Texas Woman’s University in Denton to provide more of the tools needed to succeed.
“Freedom is the intangible but very real promise of Texas that encourages businesses to grow here.”

Governor Abbott celebrating with members of the National Association of Women Business Owners at the national convention and gala in San Antonio. Sharing his bold vision for continuing innovation and job growth with the Greater Houston Partnership. Breaking ground on a new Facebook data center in Fort Worth to be powered by 100 percent renewable energy.
Students learning in our classrooms today are more than the future workforce of Texas. They are also the future job creators of America.

► VIDEO LINKS:
Governor Abbott On The Importance Of Early Education

TEXAS public schools educate more than 5.2 million students in pre-kindergarten through 12th grade—that’s more than 1 in 10 of all public school students in the U.S.

In just the last decade, enrollment has grown 19 percent, and more than 17 percent of our students receive bilingual or English as a Second Language instruction.

The gains we make here matter not only for our children’s future, but also for the nation’s.

► That’s why I want our schools to be the best in America.
► I want every child reading at grade level by third grade.
► And I want every high school diploma to truly certify a student is career-ready or college-ready.

EDUCATION GAINS REPORT
Because of our dedicated teachers and involved parents, more of our students are succeeding.

► Four of the top 10 high schools and the highest-ranked high school in the nation are in Texas, according to U.S. News.
► Our 88.3 percent on-time high school graduation rate is at an all-time high, placing us in the top five nationally.
► And notably, our Hispanic and African-American students are graduating at the second-highest rate of their peers in all states.

As more of our students are college-bound:

► The number of Texas high school students taking Advanced Placement exams has doubled.
and they are more likely to qualify for college credit when compared to the national average.

- **More of our students are also** taking the SAT and ACT college entrance exams, including double-digit gains for the number of Hispanic and African-American students participating.

We’re also seeing encouraging gains by our elementary and middle school students.

- **Texas students have jumped** from 27th to 11th in the nation in fourth grade math in two years.

- **African-American students in** Texas are second in the nation in fourth grade math; our Hispanic students are fourth.

- **Our students also exceed** the national average in eighth grade math.

**UNLOCKING MORE OPPORTUNITY**

To build a stronger early education foundation in reading and math, we’re providing our educators with new resources.

- **High-quality pre-kindergarten** increases per-student funding for districts voluntarily adopting more rigorous instruction guidelines, teacher qualifications and parental engagement measures.

- **Reading Excellence Teams** offer in-classroom skills coaching for K-3 reading teachers.

- **Literacy Achievement Academies** provide intensive face-to-face training in the summer with an innovative reading, writing and technology curriculum for K-3 teachers.

- **Math and Technology Achievement Academies** offer advanced instruction for K-3 math teachers so our students can compete for the more than one million new STEM-related jobs.

- **Reading-to-Learn Academies** offer educators in grades 4 and 5 curriculum-focused teaching strategies to improve student comprehension across subjects.

- **And to increase transparency** and give parents the information they deserve, districts will provide A through F performance ratings for each campus.

With parents, educators and communities working together, we will build a foundation of excellence for all of our children.

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“We must not rest. We must not relent. We can be No. 1 in education if we apply the same tenacity and commitment to education as we do to job creation.”

Governor Abbott’s State of the State Address, February 2015

“Your lives will not be defined by how you are challenged, but by how you respond to those challenges.” Governor Abbott congratulating the class of 2015 at his alma mater, Duncanville High School. (Photo courtesy of Duncanville ISD.)
Texas colleges and universities are vital centers for developing new knowledge, where groundbreaking innovations are born that drive our state’s economy and improve quality of life for all Texans.

► VIDEO LINKS:
Governor Abbott On Making Higher Education More Affordable
Governor Abbott Elevates Higher Education in Texas

A skilled, educated workforce is a competitive advantage—as is a degree from one of the leading institutions of higher education in Texas.

HIGHER EDUCATION REPORT
More than 1.6 million students are currently enrolled in Texas public colleges and universities.

- With a sharpening focus on performance and outcomes, more than 2.6 million undergraduate credentials have been awarded since 2000.
- Our six-year college graduation rate is at 60.5 percent, up from 49.6 percent in 2000.
- Community college completion rates are up 179 percent; certificate awards have increased 107 percent.
- And we’ve doubled enrollment of Hispanic and African-American students in Texas.

LEARNING TO EARN MORE
We need more students in Texas advancing up the ladder of success—whether the next step is career and technical training, a community college, the military or an academic degree program.

That’s why we passed laws that help more students graduate on time with less debt.

- Advanced Placement scores of 3 or higher earned in high school now qualify for college credit in Texas public colleges and universities, saving students and families thousands in tuition costs.
- Core courses are now more consistently transferable between institutions so students don’t waste time and money repeating classes they’ve already passed.
- Community college class scheduling is now more predictable for students attending part-time while working to pay tuition—with morning, afternoon and evening class blocks.

And to advance higher education and fuel economic development:

- We are making a strategic investment of $450 million to elevate the national research standings of our public colleges and universities.
- This includes matching funds from the new Governor’s University Research Initiative to help our universities recruit even more Nobel Laureates and National Academy members who will partner with the private sector to develop ideas that transform the next generation.
SPOTLIGHT: 60x30TX
The Texas Higher Education Coordinating Board’s 60x30TX Plan will also help take Texas to the next level.

- **By 2030, 60 percent of Texans** ages 25-34 will have earned a certificate or degree.
- **All graduates from public higher education institutions** will have completed programs with identified marketable skills.
- **And undergraduate loan debt** will not exceed 60 percent of first-year wages for graduates of Texas public institutions.

But 60x30TX is about more than numbers. It’s about creating even more opportunity for more Texans. When we meet these goals, Texas will be the undisputed center for innovation and intellectual capital.

ACCELERATED DEGREE PROGRAM FOR VETERANS

The new Veteran Bachelor of Science in Nursing degree program at Texas Tech University Health Sciences Center is the future of higher education—offering online access, competency-based evaluation and credit for previous education and training.

Started with a seed grant from the Texas Workforce Commission’s Credit for Heroes program, the VBSN program will put medically experienced military veterans on a path to pursue a bachelor’s degree in nursing without having to start over in training.

If the rigorous training that military medics and corpsmen receive meets the standard of the U.S. military, it should be good enough for the State of Texas.

The fast-track 12-month degree program at Texas Tech addresses three critical needs:

- **Creating career paths** for returning veterans;
- **Educating more Texans** to address the nationwide nursing shortage;
- **Improving care for our veterans** by working with clinical partners in the VA health care system.

“Rivalries exist, but competition raises rankings—and our premier colleges and universities are working toward a singular goal: educating the future leaders of America.” Governor Abbott visiting with The University of Texas Longhorn Band in Austin. Signing the game-changing Governor’s University Research Initiative. Adopting Aggie spirit on the sidelines at Texas A&M University’s Kyle Field.
Honoring Our Veterans

Serving those who served

America is the greatest force for freedom the world has ever known because of those who wear the uniform of the U.S. Armed Forces. They have been there to serve us; it is our turn to serve them.

Texans have long played a powerful role in defending this nation. Many have served, and many more have trained and lived on military installations in this state.

Today, Texas is the proud home to almost 2 million veterans, active duty military, reserve and National Guard members and their families.

So important is the military’s role in Texas, one of the first pieces of legislation I signed into law as governor was the Stolen Valor Bill increasing the penalty for presenting a fraudulent military record in Texas.

No veteran should wait in line for care. I called on Congress to pass legislation adding in-patient and urgent care facilities at the VA Health Care Center in Harlingen, and I offered The University of Texas Rio Grande Valley School of Medicine and its 15,000-square-foot Smart Hospital complex as a force multiplier.

To help our military heal their deepest wounds, mental health and family support services will be offered locally in partnership with private providers.

And because Texas is home to more women veterans than any state, a Women Veterans Program has been created to improve access to benefits.

As our veterans transition to civilian life, we’ve also made it easier for them to open a business and create new jobs in Texas.

Occupational license and exam fees are now waived for veterans with the required education, training and practical experience.

New veteran-owned businesses are now exempt from franchise taxes for the first five years.

Finally, we were often reminded this year that our freedom is not free. On behalf of all Texans, I was privileged to:

Declare Feb. 2 Chris Kyle Day in honor of his service and that of his comrades in arms who have long defended our great nation;

Attend the Purple Heart ceremony at Fort Hood for victims of the 2009 terrorist attack;

Award the Lone Star Medal of Valor to retired Marine Sgt. Ronnie Reininger;


Present Texas Purple Hearts to Texas National Guard members injured while serving.

As Texans, as Americans, we must recommit to serve all of those who have served.

► RELATED NEWS:

Governor Abbott Orders National Guard To Carry Guns On Base

Office Of Governor Awards $15 Million To Texas Military Installations
“It is our duty to honor those whose **sacrifice** has preserved our freedom.”
It is imperative for the state to fulfill its most solemn responsibility: protecting the safety of our citizens and communities while respecting individual rights and civil liberties.

Keeping Texans safe from threats to our security—whether from within our communities or from across the border—is my top priority.

**BORDER SECURITY REPORT**
- I warned the U.S. Department of Homeland Security in September about the significant increase in unaccompanied minors once again pouring across our border and challenging Texas’ security and resources.
- The federal government compounded its negligence by failing to give advance notice so state and local governments could prepare for the administration’s unilateral decision to relocate thousands of foreign nationals in Texas.

**ENFORCING SECURITY**
As governor, I will not allow our porous border to go undefended. That is why we took these measures this legislative session:
- We have nearly doubled border security funding to approximately $800 million.
- We are accelerating the hiring of 250 additional DPS troopers for the border region.
- We’re providing additional training and equipment for border security and enforcement.
- And we are giving prosecutors across the state more tools to crack down on criminal enterprises involved in human trafficking and drug smuggling.
To stop the reach of gangs into our communities and schools, we're expanding the Texas Anti-Gang Program across the state.

And all state agencies are now required to use E-verify when hiring new employees.

I am also taking the following actions as governor to respond to the federal government's inaction:

- Extending National Guard troop deployments at strategic locations on the border;
- Increasing the number of boats and tactical officers at strategic locations on the Rio Grande River, coordinating Texas Department of Public Safety and Texas Parks and Wildlife Department resources;
- Instructing DPS to increase aerial observation missions to aid interdiction efforts;
- Awarding grants to the Border Prosecution Unit and to local law enforcement in the border region;
- And again urging Homeland Security to increase U.S. Border Patrol agents in Texas.

Finally, to ensure compliance with the rule of law and the safety of all Texas communities:

- Any sheriff's department that does not fully honor detention requests from Immigration and Customs Enforcement will not be eligible for grants from my office’s Criminal Justice Division.

I supported the Texas attorney general’s decision to sue the federal government to stop the resettlement of any Syrian refugees because the federal government does not have the necessary security screening precautions in place.

And I am working with Congress on the State Refugee Security Act giving governors tools to reject resettlements until security screening improves.

PREPARING COMMUNITIES

We are also helping communities prepare for threats and hazards that pose the greatest risk.

- We are awarding $57 million in homeland security preparedness grants to jurisdictions across the state for security planning, organization, equipment, training and exercises.

“All of the men and women who protect and serve, and the families who stand by their side, deserve our deepest respect. They are the best of Texas.”

Governor Abbott's remarks at the Star of Texas Awards, September 2015
INCREASING PROTECTION
To provide more protection for the most vulnerable in our society, we:

- **Awarded $165 million in** criminal justice and victim services grants to local law enforcement agencies, domestic violence shelters, child sex-trafficking victims programs and other governmental and nonprofit agencies across Texas;
- **Strengthened Texas law** against human smuggling;
- **United law enforcement,** prosecutors, medical professionals and victim advocates at the local level by creating Domestic Violence High-Risk Teams;
- **Increased funding for Sexual Assault Nurse Examiners** and for DNA testing of sexual assault kits;
- **Made the online solicitation of a minor** a punishable offense;
- **Created civil and criminal liability for “revenge porn,”** the disclosing of sexually explicit images of a former partner without consent;
- **And we are doing more to** address the tragedy of child sex trafficking by building programs to provide statewide coordination of prevention activities and wrap-around care for young survivors.

PROTECTING LAW ENFORCEMENT
To more adequately protect our law enforcement officials from acts of retaliation:

- **The dissemination of certain personal information of peace officers or their family members is now an offense for interference with public duties.**

DISASTER RESPONSE REPORT
This was a challenging year as families and businesses across the state faced devastating fires, flooding, blizzards and tornadoes.

We mourn deeply the loss of life. We look for lessons learned. And we will rebuild for the future.

- **Disaster declarations were issued for counties across the state to activate emergency management plans and to help secure federal recovery funds.**
- **And at the state level, we will continue to assist with challenges faced from the flooding in Wimberley and beyond, to the fires in Bastrop County, the severe winter weather in West and North Texas and the tornadoes that hit across the state.**

I want to thank our dedicated first responders and local officials on the ground as well as all Texans for heeding warnings about the dangers posed and for rushing in to help family, friends and neighbors in the long recovery.

SPOTLIGHT: FIRST RESPONDERS
In September, I had the privilege of honoring 28 true Texas heroes and meeting their families at the Star of Texas Awards recognizing first responders killed or injured in the line of duty.

Those who are first to respond, to provide comfort and safety, to save lives at costs unknown, that is a special calling only the best can answer.

I also called for a moment of silence on September 4 at 11 a.m. to honor the service of Harris County Deputy Darren Goforth, who was so cowardly murdered. Officers on patrol around the state also turned on their vehicles’ flashing lights.

The moment served as a reminder: For our law enforcement officers to stand in front of us and all that threatens, we must stand behind them.

“Respect and pride in our law enforcement must be restored in this state and nation.”
Governor Abbott inviting law enforcement officers and Texans around the state to pause for a moment of silence on September 4 honoring Harris County Deputy Darren Goforth.
Life, liberty and the pursuit of happiness—these are more than just words. These are the story of America, of why we believe in America.

We made significant strides this session in further protecting innocent life and the health and safety of vulnerable Texans.

- Pregnant minors are now more safeguarded from exploitation in the judicial system.
- Texans nearing the end of life have new protections for continuing care.
- Alternatives to Abortion program funding has been increased by $50 million to provide more women with access to family planning services and annual exams at no cost.
- And Texas Women’s Health Program funding has been increased by $18 million.
- And Texas Women’s Health Program funding has been increased to $1.8 billion.
- And we must criminalize any sale or transaction of fetal body parts or tissue in Texas by an abortion clinic for any purpose.
- And licensed Texans can carry concealed handguns on public higher education campuses beginning August 2016.
- And licensed Texans can openly carry a holstered handgun in public.
- And I’m proud we expanded liberty in Texas: I signed the Pastor Protection Act ensuring clergy cannot be forced to violate their sincerely held religious beliefs.
- I instructed all state agencies to never pressure individuals or organizations into violating their religious freedom.
- I supported the right of local governments to publicly display the national motto, “In God We Trust,” on their patrol cars.
- I served as a co-sponsor of the First Amendment rights Act ensuring that governments cannot legally force individuals or organizations to violate their religious freedom.
- I supported the right of local governments to display Nativity scenes and defended the right of law enforcement in Texas to display the national motto, “In God We Trust.”
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“Texas will continue to lead the nation in protecting innocent life.”
Texas is and has always been an exceptional state. Like America’s place in the world, Texas stands out among the states as a model for strength, individual liberty and economic opportunity. The power of the Texas model comes not from the strength of our government, but from the strength of our people.

Here are some of the extraordinary everyday Texans we’ve been privileged to celebrate who make our state the envy of the nation.

**At 109 years old, Richard Overton is a Texas treasure.**

In 1942, Richard enlisted in the U.S. military and served honorably in the Pacific Theater, defending our nation at the height of World War II.

Richard is a lifelong Texan and resides in the same home he purchased in Austin after returning from the battlefield.

When asked about the key to his long life, he responded in true Texas form:

“You have to ask God about that. He brought me here and He’s taking care of me, and nothing I can do about it. I can talk about what He’s doing for me.”

Today, Richard is the second-oldest living World War II veteran in the U.S.

**Archer Hadley represents the best of true Texas grit.**

Born with cerebral palsy, Archer has sought assistance opening doors his entire life. But as a senior at Austin High School, he decided to open his own doors, raising over $87,000 to install automatic door openers on campus. With a big dream and the determination to achieve it, Archer rose above the challenges he faced and proved that Texans—despite all obstacles—can do anything they set their minds to.

“It just takes an idea and the guts to strive for it,” he said at the unveiling of the new doors.

Archer is now a student at The University of Texas, and I proudly appointed him to the Governor’s Committee on People with Disabilities in September.

**Ten-year-old Savannah Solis of Tyler made it her duty to give back to those who keep her and her family safe each and every day: our law enforcement community.**

She made it her goal to speak for her generation, writing countless letters to law enforcement professionals across the country saying: We love and respect our police officers.

Savannah delivered a letter to me, and I shared her powerful message with the Texas Police Chiefs Association in March. Amid national scrutiny and criticism of law enforcement, Savannah’s message is an important reminder that we owe...
eternal thanks to the men and women who put their lives on the line protecting our communities.

- Lewisville firefighter Andy Allison ran to the rescue of a homeowner and wound up needing to be rescued himself. Battling a house fire, he was driven to his knees as water from his hose came in contact with a live wire. The electrocution trauma was brutal and will challenge Andy the rest of his life.

Through two long years of burn treatments, surgeries and physical therapy, Andy says it is his wife, Amanda, who is the real hero for him and their two young sons.

Andy was one of the 28 first responders honored at the 2015 Star of Texas Award ceremony. By their service and sacrifice, they have allowed Texas to continue to shine as the Lone Star of our great nation.

- Charmane Sellers is more than just a businesswoman, she is a Texan with a unique vision and passion for helping those in need.

As president and CEO of Aleon Properties, Inc., Charmane provides construction services for disabled Texans.

Both the Greater Austin Black Chamber of Commerce and the Governor’s Small Business Forum have honored Charmane for her innovative work in remodeling and construction projects that help businesses comply with the Americans with Disabilities Act in a cost-effective manner while also providing individualized services for residential properties.

“We want to make sure we provide a quality product that will last long after we’ve gone,” Charmane said. A 100 percent veteran- and woman-owned firm, Aleon Properties is improving the lives of everyday Texans under Charmane’s inspiring leadership.

TOURING TEXAS

Not all of the answers are found within the walls of the Texas Capitol. It is in our small towns and big cities where the secret to our state’s success lives: the hardworking people of Texas.

My visit as governor was to the Rio Grande Valley, a region poised for the greatest growth. And while I frequently attended events in our dynamic big cities, it was often in traveling to the small town downtowns, in talking to civic and business groups and in meeting with everyday Texans where I learned the most about the bright future for Texas.

Small town stops included: Bastrop, Bryan, College Station, Galveston, Grapevine, Kilgore, Killeen, Lake Jackson, Longview, Lubbock, McKinney, Mt. Pleasant, Palestine, Pflugerville, Schertz, Smithville, Weslaco, West, Wichita Falls and Wimberley.

And I was honored to speak with business chambers, students and teachers, law enforcement and military associations and many other groups across the state and throughout the year.

APPOINTMENTS

Because ours is a representative citizen government, my appointments team is constantly on the lookout for the most talented and qualified individuals to serve our state.

- Over 400 appointments were made in 2015 to state boards, commissions, councils and other roles. The majority of these are volunteer positions, and I am grateful to those outstanding Texans for their service.

CONSTITUENT CONTACTS

Finally, I enjoyed the many conversations with you in my first year as governor. These included more than 150,000 calls, emails and letters, plus social media contacts online:

- Total social media impressions
  26,247,261 Facebook
  5,845,506 Twitter
  75,122 YouTube views

- Tweet you engaged with most
  RT if you’re excited #BlueBellisBack in #Texas.

- Post you “Liked” most
  #Texas Governor’s Mansion illuminated blue for Law Enforcement Appreciation Day.

- Post you engaged with most
  Today I sent a letter to President Obama informing him Texas will not accept any Syrian refugees.

- Most viewed video
  Governor Greg Abbott Unveils Texas Plan
“True strength of character is revealed when tested by adversity.”

“We’ve seen again and again the extraordinary resilience and strength of character of our Texas family.” Governor Abbott presenting a Star of Texas Award to Lewisville firefighter Andy Allison and his newborn son. Opening the National Veterans Wheelchair Games in Dallas. Celebrating WWII veteran Richard Overton’s 109th birthday in the Governor’s Mansion.
As Texans, we are all family.
I learned that from a very early age growing up the daughter of two teachers in San Antonio.

My family was my church, my neighborhood and my entire community. We looked after one another and tried to take care of those in need.

That’s why I became a teacher and a principal.

Who could have guessed where that path would lead—by my husband’s side as he serves as the 48th governor of Texas.

It is such a joy to travel across this great state to celebrate our many blessings. I invite you to read a few favorite posts from my blog about the Texans I’ve met who are making the future even brighter.

- **Honoring Volunteers**
  Greg and I hosted an awards ceremony at the Governor’s Mansion celebrating the 2015 Governor’s Volunteer Awards.

  With the help of the OneStar Foundation, we honored nine awardees from across Texas for their significant contributions to their communities and their fellow Texans.

  I believe we are each called to service, and these philanthropic Texans have enthusiastically answered that call. We are appreciative of their service and thankful that they are sharing so much of themselves to help their fellow Texans succeed.

- **Exceeding Limits**
  In Houston I attended a Governor’s Small Business Forum titled “Women Exceeding Limits.” I was pleased to present the 2015 Governor’s Small Business Awards and honor all of the recipients.

  Texas is the best state for business, and women have been leaders of that success. Women-owned businesses are crucial to our economy and play a key role in the future of Texas.

  Congratulations to the winners, and thank you for all that you do to make Texas the model for doing business.

- **Visiting Wimberley**
  Just weeks after the deadly flood along the Blanco River, Greg and I visited Wimberley. We were there to support the local economy and spread the word that while this town and its residents sustained heavy damage from the recent flood, Wimberley has bounced back and is open for business.

  We had the opportunity to meet many locals who exhibited such strength and pride in their town. And I was so glad to have met
Texans from all across our state who were visiting Wimberley to shop and support the community as well as several Red Cross volunteers who were there to help with the ongoing recovery.

While there is still work to be done, there’s no doubt this community is #WimberleyStrong.

- **Defending Innocent Life**
  The St. John Paul II Life Center in Austin awarded Greg and me their 2015 Dignity in Life Award, and we were truly honored. I attended the 5th Annual Benefit Dinner and accepted the award on our behalf.

With the steadfast commitment of partners like the St. John Paul II Life Center, we will continue to vigorously defend and protect innocent life in Texas.

- **Celebrating Communities**
  I had the privilege of visiting Ennis and Rosenberg for the Texas Historical Commission Texas Main Street Program’s First Lady’s Tour.

  Since 1981, every Texas First Lady has participated in this special tour celebrating and welcoming the new communities designated as official Texas Main Street cities, and it was my pleasure to continue this grand tradition.

  From our busy urban centers to our treasured small towns, it is in our downtowns where the past, present and future meet and a sense of community grows.

  Thank you to Ennis and Rosenberg—and cities and towns all across the Lone Star State—for helping to make Texas such an extraordinary place to call home.
As Americans, the U.S. Constitution provides us with the ultimate defense of our liberties.

Without the protection of the rule of law, all that we treasure can be taken away by mere whim.

► VIDEO LINKS:
Governor Abbott Unveils Texas Plan

The increasingly frequent departures from constitutional principles in our nation’s capital are destroying the very foundation on which this country was built.

We are succumbing to the caprice of man that our founders fought to escape. The cure to these problems will not come from Washington, D.C. Instead, the states must lead the way.

To do that I am adding another item to the agenda for our next legislative session in Texas.

I want legislation authorizing Texas to call for a convention of states.

Dysfunction in Washington, D.C., stems largely from the federal government’s refusal to follow the U.S. Constitution.

Congress routinely violates its enumerated powers while taxing and spending its way from one financial crisis to another.

The president exceeds his executive powers with heavy-handed regulations.

And the Supreme Court imposes its policy views under the guise of judicial interpretation.

To restore the rule of law in America, I offer these nine constitutional amendments:

1. **Prohibit Congress from** regulating activity that occurs wholly within one state.

2. **Require Congress to balance** its budget.

3. **Prohibit administrative agencies**—and the unelected bureaucrats that staff them—from creating federal law.

4. **Prohibit administrative agencies**—and the unelected bureaucrats that staff them—from pre-empting state law.

5. **Allow a two-thirds majority of** the states to override a U.S. Supreme Court decision.

6. **Require a seven-justice super-majority vote** for U.S. Supreme Court decisions that invalidate a democratically enacted law.

7. **Restore the balance of power** between the federal and state governments by limiting the former to the powers expressly delegated to it in the Constitution.

8. **Give state officials the power** to sue in federal court when federal officials overstep their bounds.

9. **Allow a two-thirds majority of** the states to override a federal law or regulation.

I invite you to read my full plan and share your ideas at gov.texas.gov. And I encourage you to contact your state legislators.

“We the People” must restore the rule of law to ensure greater opportunity for all.
“For too long Washington has tried to remake America in its image.

In Texas, we offer a different approach. We don’t put our trust in government. We put our trust in the people.

And I will make sure we keep it that way.”

Governor Abbott’s Inaugural Address, January 2015
Because of you, Texas is No. 1 in the nation.

**Advanced Placement District:** Irving ISD is the National AP District of the Year for mid-sized districts, College Board

**Agricultural:** Texas is #1 in cattle, cotton, hay, sheep, goats, wool and mohair production.

**Best City for STEM Grads:** Houston is #1, Austin is No #4, Business Insider

**Best City for Young Entrepreneurs:** Austin is #1, Midland is #8, NerdWallet.com

**Best City to Start a Career:** Austin is #1, Houston is #6, Dallas is #10, Hubspot.com

**Best State for Business:** Texas is #1, Chief Executive, 11th year in a row

**Best State to Make a Living In:** Texas is #1, Forbes and MoneyRates.com

**Business Climate:** Texas is #1, Business Facilities

**Capital Investments:** Texas is #1, 6th year since 2004, Site Selection

**Economic Climate:** Texas is #1, Forbes

**Economic Clout of Women Business Owners:** San Antonio is #1, Houston is #3, Dallas is #9, American Express

**Exports:** Texas is #1, 14th year in a row

**Farming/Ranching:** Texas is #1 in the number of farms and ranches with 248,800 covering 130.2 million acres and more women- and minority-owned farm operations.

**Fastest Growing Cities:** Houston is #1, Austin is #2, Dallas is #3, Fort Worth is #8, San Antonio is #10, Forbes

**Fastest Growing Economies, Overall:** Odessa is #1, Frisco is #2, Midland is #3, Mission is #4, College Station is #5, Killeen is #6, Bryan is #8, Austin is #9, Round Rock is #10, WalletHub.com

**Fastest Growing Economies of Large Cities:** Austin is #1, Fort Worth is #3, Corpus Christi is #5, Houston is #10, WalletHub.com

**Fastest Growing Economies of Mid-Size Cities:** Odessa is #1, Frisco is #2, Midland is #3, College Station is #4, Killeen is #5, Round Rock is #7, McKinney is #8, WalletHub.com

**Fastest Growing Economies of Small Cities:** Mission is #1, Bryan is #2, Edinburg is #3, Pharr is #5, Allen is #6, WalletHub.com

**Industrial Development:** Texas is #1, NAIOP Research Foundation

**Infrastructure:** Texas is #1, Business Facilities

**Investments, Foreign and Domestic:** Texas is #1, IBM’s 2015 Global Location Trends

**Job Growth, Private-Sector:** Texas is #1 over the last 10 years, BLS

**Oil and Gas Production:** Texas is #1

**Population Growth:** Texas is #1 for population growth, 2000-2014, U.S. Census

**Small Business Friendliness:** Texas is #1, Thumbtack.com

**Tech Job Leaders:** Austin is #1, Houston is #4, Business Facilities

**Top Cities for Startups:** Austin is #1, Houston is #8, San Antonio is #10, Business Facilities

**Top High School in the U.S.:** School for the Talented and Gifted in Dallas is #1, School of Science and Engineering Magnet in Dallas is #5, Carnegie Vanguard High School in Houston is #6, Lamar Academy in McAllen is #10, U.S. News

**Wind and Natural Gas Growth:** Texas is #1, FuelFix.com
TBAE Customer Service Survey, 2016
HIGHLIGHTS

- Highest-ever overall satisfaction rate
- Highest-ever response rate
- Continuing education info remains the most-referenced Web site topic

**Overall customer satisfaction**

**Number of responses**

**Interest in Web content areas (%)**

**General notes**
- Survey released November, 2015 to more than 22,000 recipients
- 11 opportunities for free-text responses
- 4,580 free-text answers or comments

www.TBAE.state.tx.us
Kudos/praise (508 comments)
• Those surveyed singled out every functional unit within TBAE
• Most of these agency’s main processes (customer service, registration, complaint investigation) were mentioned as well

Suggestions (417 comments)
• Want agency to advocate for profession
• Angry about fingerprinting/test-passing requirement
• Aesthetic complaints about newsletter/Web site
• Continuing education-related issues

Continuing education ideas
• Provide an online CE transcript service (like AIA transcript)
• Host a large-scale CE event for registrants
• Provide CE classes online

Other items mentioned
• Stop publishing violator names
• Create a TBAE app/fully mobile site
• Greater ease/anonymity of filing a complaint
• Accept alternate payment systems (PayPal, Apple Pay, etc.)
TBAE Survey of Employee Engagement, 2015

HIGHLIGHTS

Overall score

2013 score: 424
2015 score: 420
Scores 400 and above indicate "highly engaged workforce"
Scores above 350 are "desirable"

Notes: Overall scores range from 100 to 500. In 2013, survey organizers reported overall scores "typically range[d] from 325 to 375." No such context was given for the 2015 survey.

Survey construct scores

Threshold between positive and negative: 350
See survey construct definitions on next page.

www.TBAE.state.tx.us
Areas of Strength

Workplace Score: 455
The workplace construct captures employees’ perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe and that adequate tools and resources are available.

Strategic Score: 453
The strategic construct captures employees’ perceptions of their role in the organization and the organization’s mission, vision, and strategic plan. Higher scores suggest that employees understand their role in the organization and consider the organization’s reputation to be positive.

Workgroup Score: 446
The workgroup construct captures employees’ perceptions of people they work with on a daily basis and how effective they are. Higher scores suggest that employees view their workgroup as effective, cohesive and open to the opinions of all members.

Areas of Concern

Employee Development Score: 373
The employee development construct captures employees’ perceptions about the priority given to their personal and job growth needs. Lower scores suggest that employees feel stymied in their education and growth in job competence.

Community Score: 387
The community construct captures employees’ perceptions of the relationships between employees in the workplace, including trust, respect, care, and diversity among colleagues. Lower scores suggest that employees feel a lack of trust and reciprocity from their colleagues.

Pay Score: 399
The pay construct captures employees’ perceptions about how well the compensation package offered by the organization holds up when compared to similar jobs in other organizations. Lower scores suggest that pay is a central concern or reason for discontent and is not comparable to similar organizations.

Note: Construct descriptions and score interpretations per Institute for Organizational Excellence.
Active Architects by Age Cohort, December 2014 and February 2016

2014 December
2016 February

282
Net change in Active Architects, December 2014 to February 2016 by Age Cohort
Active Architects, Percent Change in Registrants
December 2014 to February 2016 by Age Cohort
Active RIDs by Age Cohort, December 2014 and February 2016

- 2014 December
- 2016 February

Active RIDs by Age Cohort:
- 20-24: 2
- 25-29: 104
- 30-34: 332
- 35-39: 381
- 40-44: 348
- 45-49: 325
- 50-54: 348
- 55-59: 323
- 60-64: 276
- 65-69: 448
- 70-74: 679
- 75-79: 662
- 80-84: 592
- 85-89: 612
- 90-94: 612
Net change in Active RIDs, December 2014 to February 2016 by Age Cohort
Active RIDs, Percent Change in Registrants
December 2014 to February 2016 by Age Cohort

287
Active LAs by Age Cohort, December 2014 and February 2016

288
Net change in Active Landscape Architects,
December 2014 to February 2016 by Age Cohort
Active Landscape Architects, Percent Change in Registrants
December 2014 to February 2016 by Age Cohort