

Texas Board of Architectural Examiners
Board Strategic Planning Workshop
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TEXAS BOARD OF ARCHITECTURAL EXAMINERS
Board Strategic Planning Workshop
Hobby Building, Tower II Room 305L
February 24, 2016
10:00 am to conclusion

Time	Activity
10:00 a.m.	Call to Order Introductions Opening Comments Agenda Review
10:15 a.m.	Overview and Framing Strategic Planning Process and Framework Tutorial Strategic Plan Requirements and Deliverables Statewide Elements Timeline
10:45 a.m.	Mission and Philosophy Review Existing Mission and Philosophy Statements Board Brainstorming on Possible Revisions
11:15 a.m.	Break
11:30 a.m.	Internal/External Assessment High-level Overview of Previous Year Environmental Scan Summary of Stakeholder and Staff Comments
12:00 p.m.	Lunch
12:30 p.m.	Issue Development Board Brainstorming of Relevant Issues Prioritization of Issues
2:00 p.m.	Break
2:15 p.m.	Goals and Objectives Review Existing Goals and Objectives Board Brainstorming on Possible Revisions and Additions
3:00 p.m.	Performance Measures Review Existing Performance Measures Board Brainstorming on Possible Revisions and Additions
3:45 p.m.	Action Plan Board Guidance on Action Plan Elements and Plan Execution Completion
4:00 p.m.	Conclusion and Close Summary of Decisions Outstanding Issues Next Steps



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,

A handwritten signature in black ink, appearing to read 'Cathy L. Hendricks', with a long horizontal flourish extending to the right.

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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Dates of Term

8/25/04-1/31/15
5/10/11-1/31/17
5/10/11-1/31/17
4/1/08-1/31/19
5/1/09-1/31/15
5/1/09-1/31/15
5/10/11-1/31/17
4/11/13-1/31/19
4/11/13-1/31/19

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August 27, 2014

SIGNED:

Board Chair

APPROVED:

Executive Director

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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

1. Initiative Name:	
Server Virtualization	
2. Initiative Description:	
Consolidate agency servers into clustered redundant virtual machine servers.	
3. Associated Project(s):	
Name	Status
Server Virtualization	Current

Server Redundancy in the Cloud	Planned
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
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):

Name	Status
Migrate Exchange Server to the Cloud	Current
Migrate Desktops to use Office 365	Current
4. Agency Objective(s):	
<p>Improve delivery of daily tasks utilizing emerging technologies for registration, accounting and enforcement functions of agency, which affect internal as well as external operations.</p> <p>Improve internal communication among divisions, among co-workers, and between staff and supervisors.</p>	
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
<p>Cloud Services, Business Continuity, Security and Privacy, Mobility, Network</p>	
Anticipated Benefit(s):	
<p>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)</p>	
<p>The migration to Office 365 creates a foundation for future operational efficiencies and improvements.</p>	
7. Capabilities or Barriers:	
<p>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.</p>	

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):	
Name	Status
Modernize Individual Registrant Website	Current
Integrate Responsive Design into Business Registration Website	Current
Create Web application to replace internal database interface	Planned
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	
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):

Name	Status
Data Quality Management Project	Current

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

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)

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):	
Name	Status
Digital Imaging Process and System Integration	Planned
4. Agency Objective(s):	
<p>Improve delivery of daily tasks utilizing emerging technologies for registration, accounting and enforcement functions of agency, which affect internal as well as external operations.</p> <p>Improve internal communication among divisions, among co-workers and between staff and supervisors.</p>	
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
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

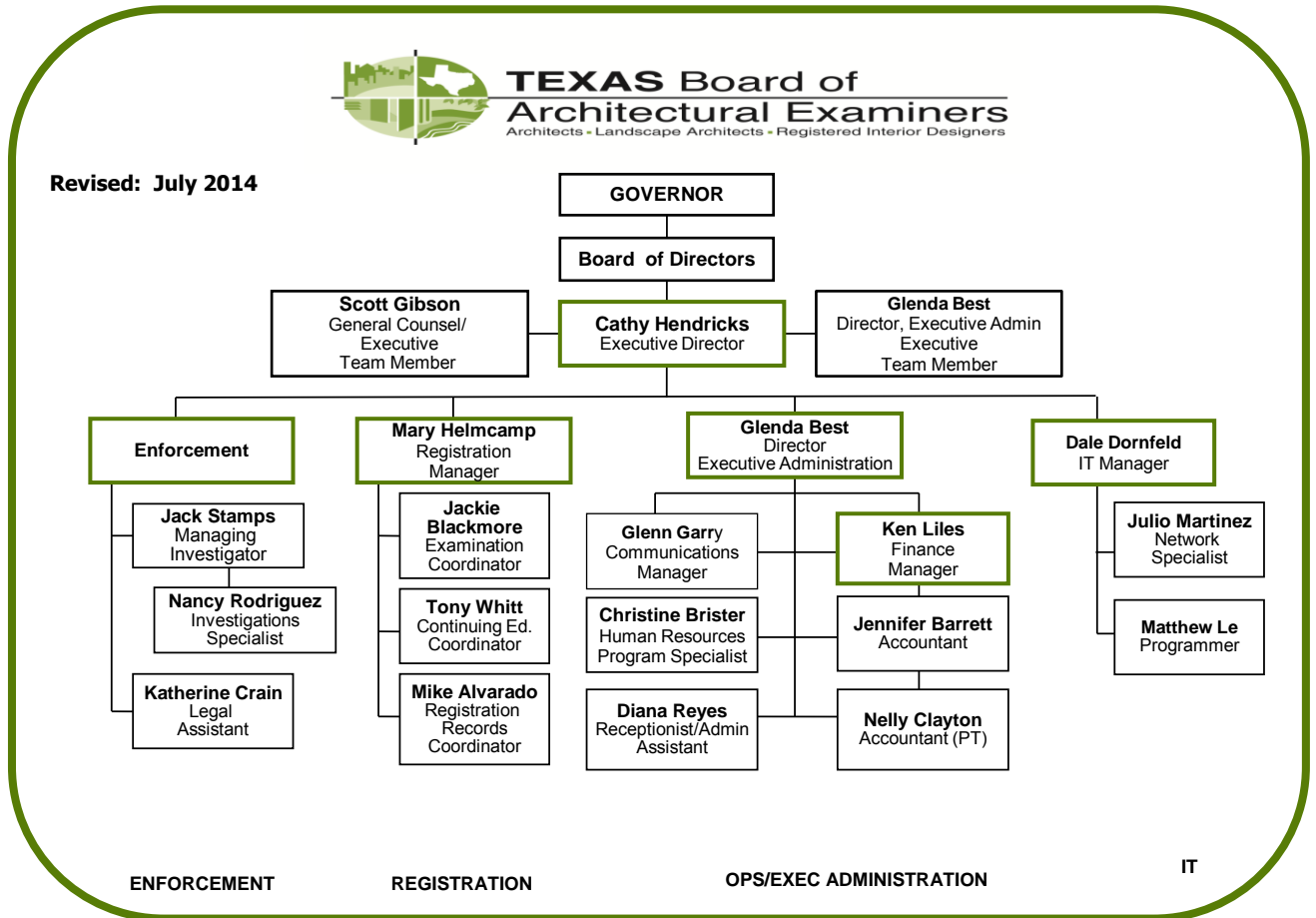
July 2014

- 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



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.

Calculation Type: Cumulative.
New Measure: No.

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

New Measure: Yes

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.

Methodology: From TBAsE, the universe will consist of all closed enforcement matters having a Final Disposition of "Agreed Order", "Cease and Desist", "Consent Order", "Formal Reprimand", "Notice of Violation", "Order of the Board", "Penalty Notice", "Revocation", "Suspension/Probation", or "Dismissed (C.O.)". Of the universe, those items with a Final Disposition of "Agreed Order", "Cease and Desist", "Consent Order", "Notice of Violation", "Order of the Board", "Penalty

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 threat 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

22. 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.

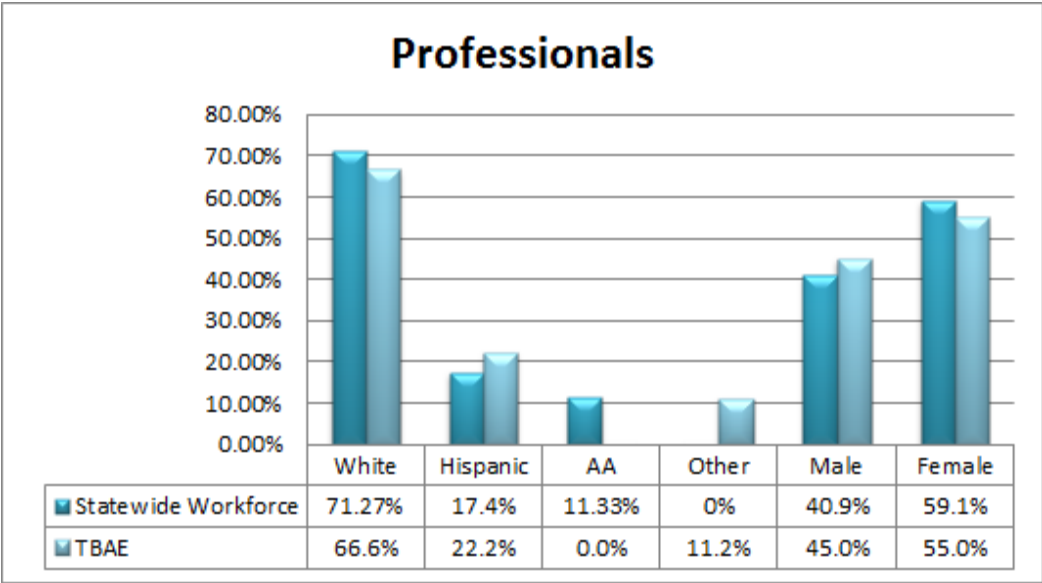
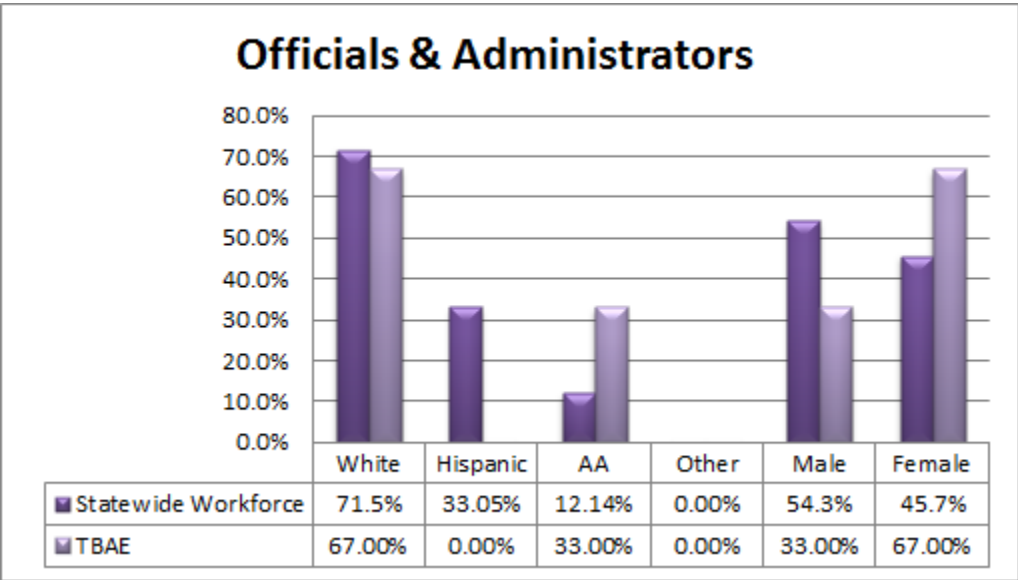
The agency employs individuals to carry out duties in Registration, Enforcement, Finance, Information Technology, and Executive Administration. As of the end of June 2014, TBAE employs 19 staff members. TBAE's commitment to high standards for excellence requires the agency to recruit and retain a high-performance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

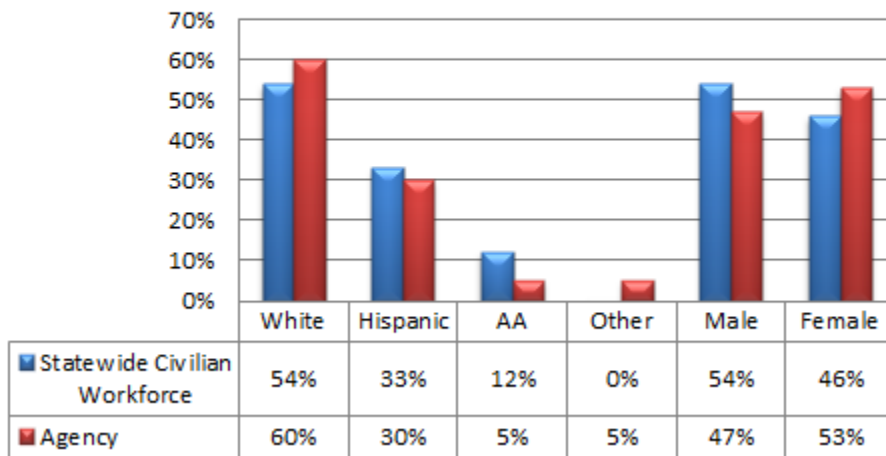
¹ The Statewide Workforce Comparison data obtained from the Texas Workforce Commission does not include the "Other" category, and categories may not add to 100.



C. Race and Sex

The following graphics compares the demographic profile of TBAE’s workforce to that of the statewide civilian workforce.

Comparison of Statewide Workforce to TBAE



D. Age

Due TBAE's small workforce and limited number of separations and retirements, the workforce is older.

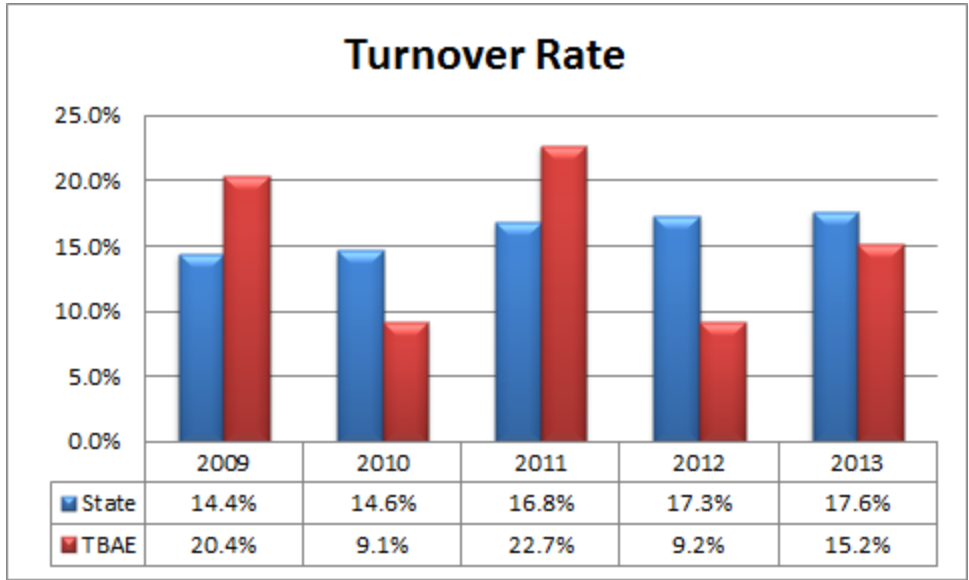
Age of TBAE Staff

■ Over 30 to 39
 ■ Over 40 to 59
 ■ Over 60



E. Employee Turnover Rates

The Board’s employee turnover rate in FY 2013 was 15.2%, compared to the ²statewide turnover rate of 17.6%. There were two retirements and one voluntary separation during FY 2013.



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.



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,

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

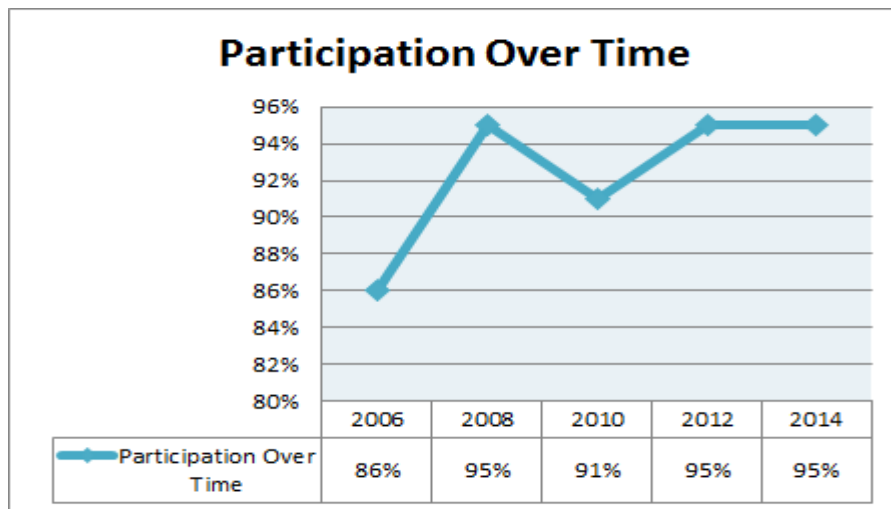
- i. Implement recruitment strategies
- ii. Implement retention strategies
- iii. Implement development/learning strategies (e.g., planned job assignments, formal development)
- iv. Communication planning
- v. Determining and applying measures of success
- vi. Link succession planning to HR processes
 - 1) *Performance management*
 - 2) *Compensation*
 - 3) *Recognition*
 - 4) *Recruitment and retention*
 - 5) *Workforce planning*
- i. Implement strategies for maintaining senior-level commitment.

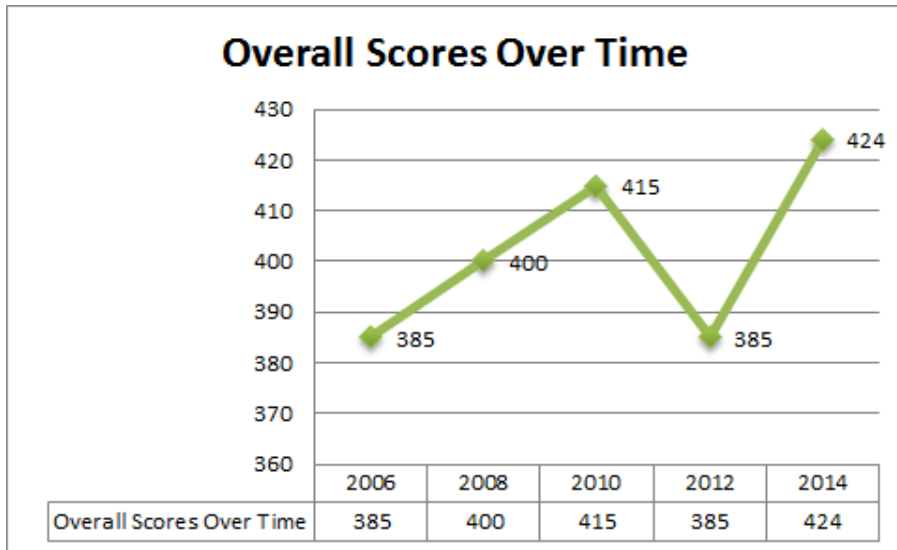
6. Monitor and Evaluate

- 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.

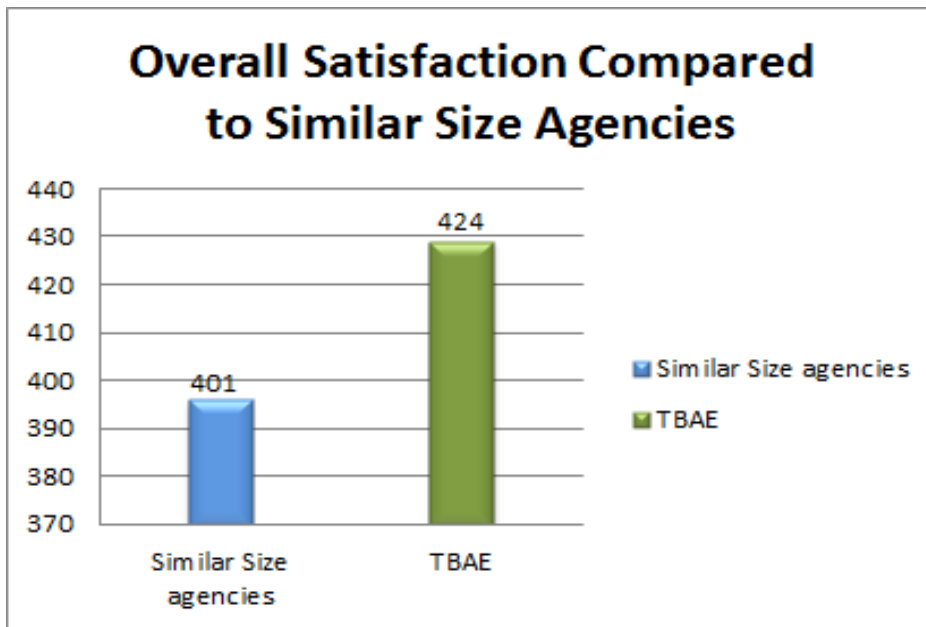
H. Survey of Employee Engagement

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:

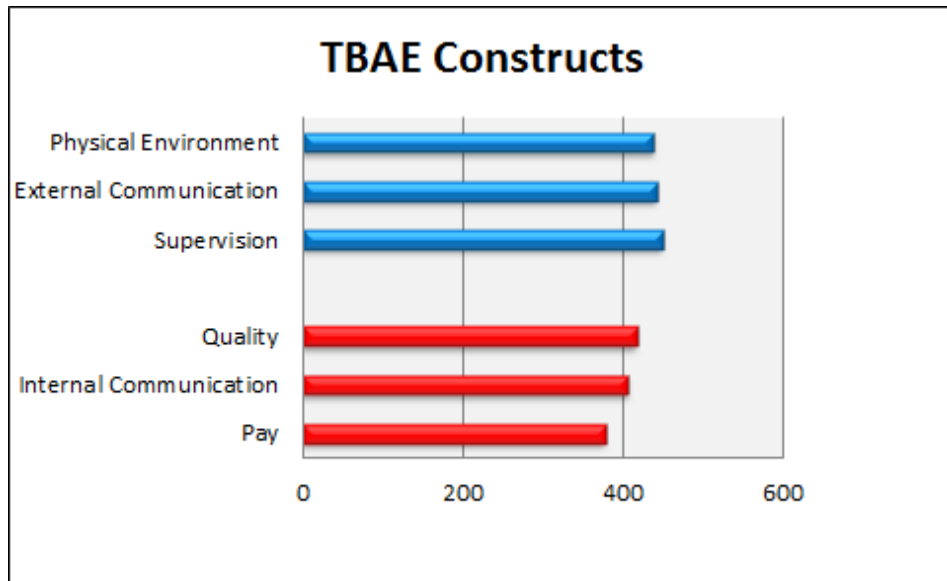
Areas of Strength

- 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

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Cathy L. Hendricks, RID/ASID/IIDA – Executive Director
Scott Gibson – General Counsel
Glenda A. Best – Director, Executive Administration

ANNUAL REPORT ON TRENDS:

Where have we come from, and where are we going?



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.

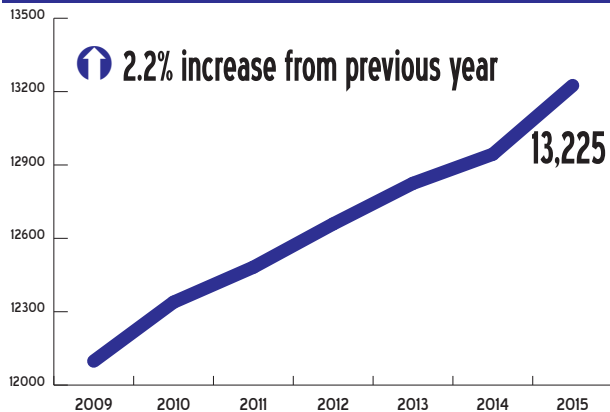
The graphical representations in this report are crafted to illuminate agency trends concisely and simply. The full data-set used to create these charts is available upon request.

We hope you find this report enlightening and useful, and as always, we're available to answer questions.

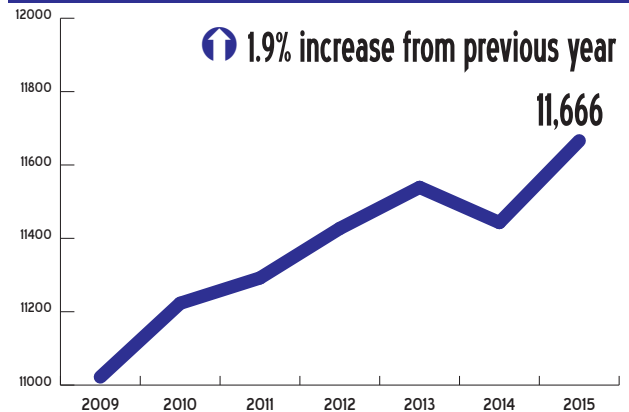
ARCHITECT REGISTRANTS

- 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

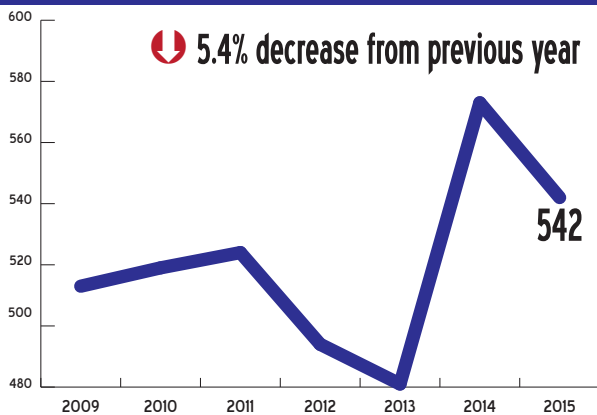
All Architects by Fiscal Year



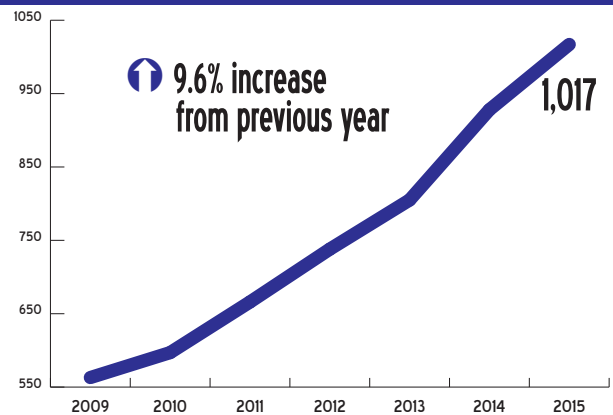
Active Architects by Fiscal Year



Inactive Architects by Fiscal Year



Emeritus Architects by Fiscal Year



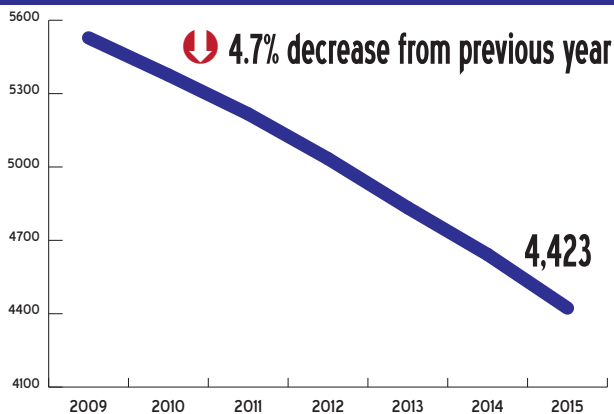
Data for the graphs above come from the agency's in-house database. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.

TBAE Trends, 2015

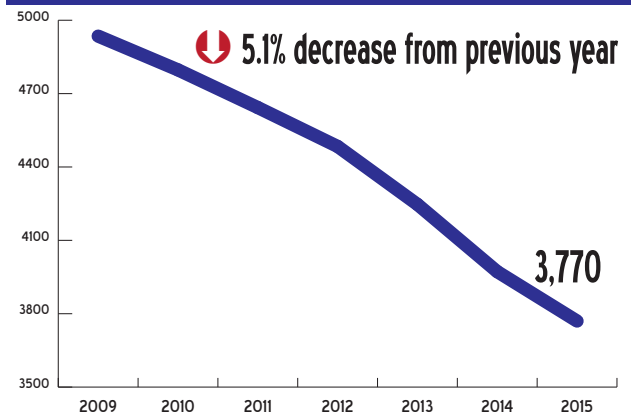
RID REGISTRANTS

- We're seeing a continued decline in all statuses but Emeritus
- Emeritus eligibility became possible in 2012 (after 20 years of enabling legislation)

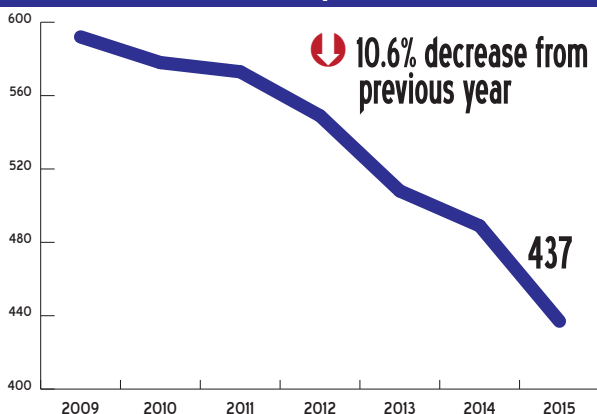
All RIDs by Fiscal Year



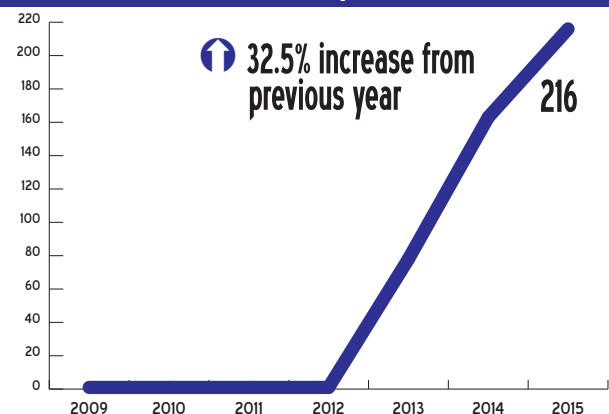
Active RIDs by Fiscal Year



Inactive RIDs by Fiscal Year



Emeritus RIDs by Fiscal Year



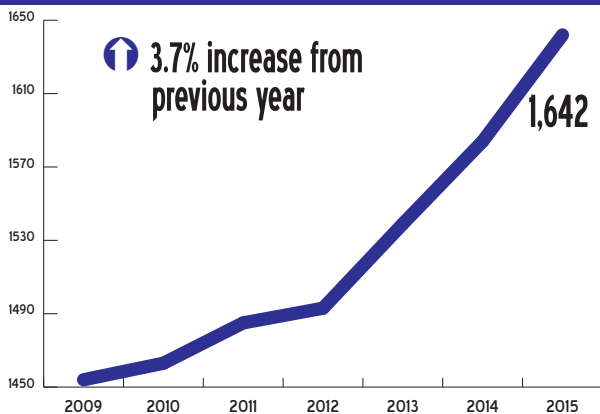
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TBAE Trends, 2015

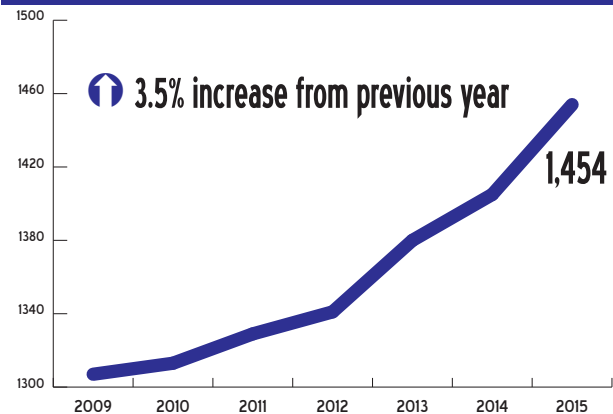
LANDSCAPE ARCHITECT REGISTRANTS

- 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

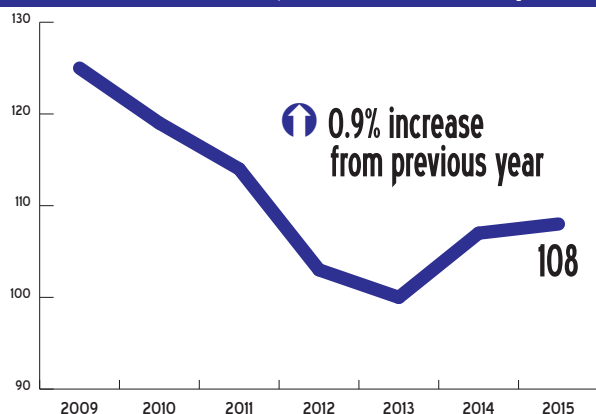
All Landscape Architects by FY



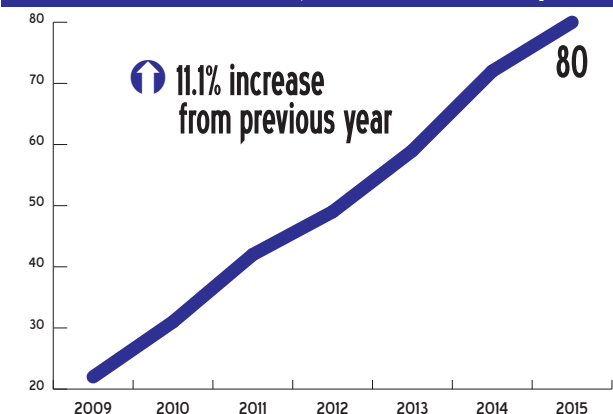
Active Landscape Architects by FY



Inactive Landscape Architects by FY



Emeritus Landscape Architects by FY



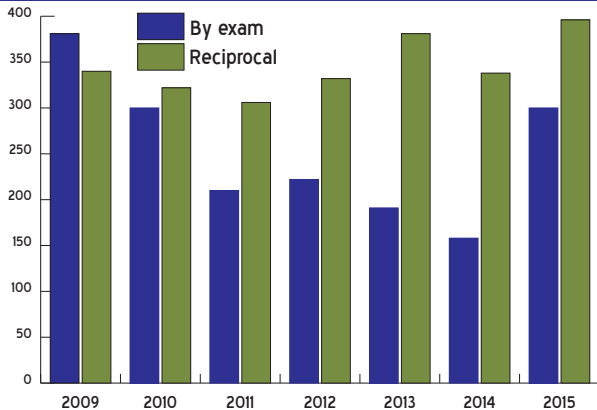
Data for the graphs above come from the agency's in-house database. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.

TBAE Trends, 2015

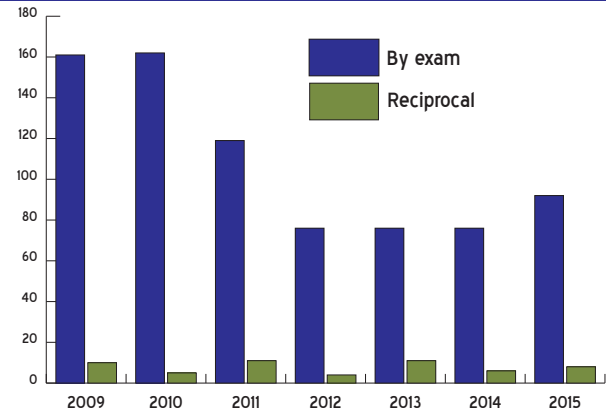
NEW REGISTRANTS

- 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

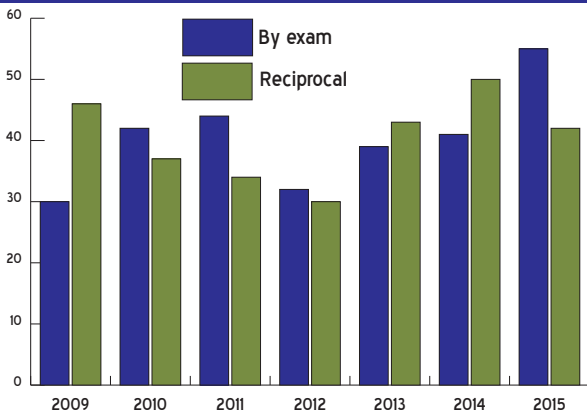
New Architects by Fiscal Year



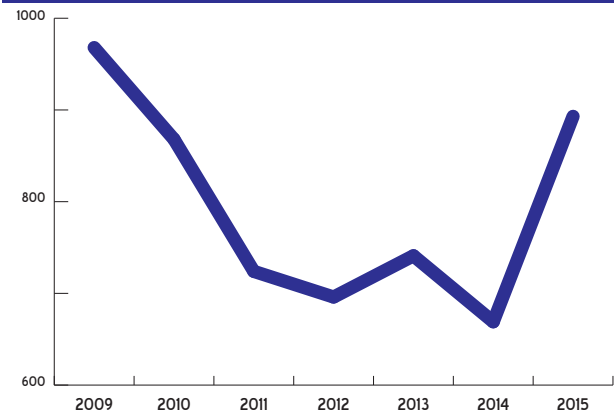
New RIDs by Fiscal Year



New Landscape Architects by FY



All new registrants by Fiscal Year



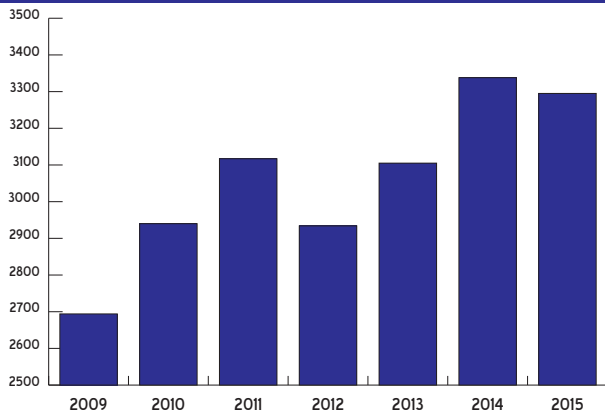
Data for the graphs above come from the agency's in-house database. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.

TBAE Trends, 2015

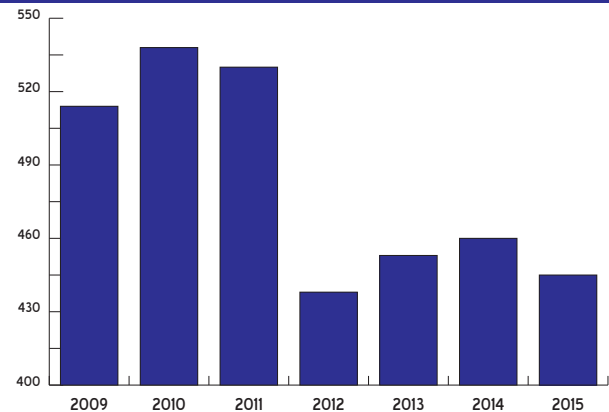
EXAM CANDIDATES

- 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

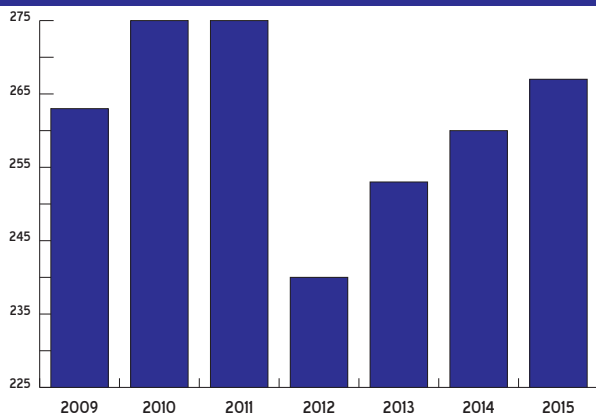
Architect exam candidates by FY



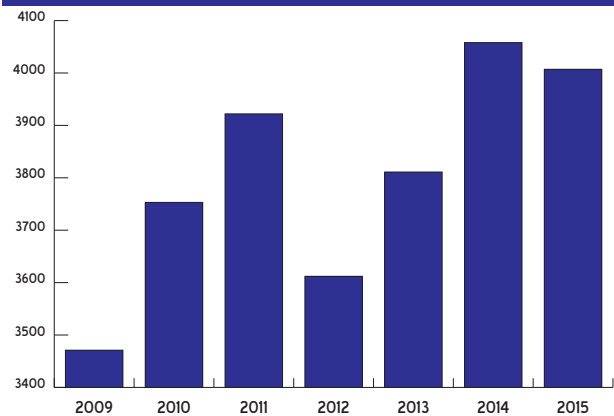
RID exam candidates by FY



Landscape Architect exam cand. by FY



All exam candidates by FY

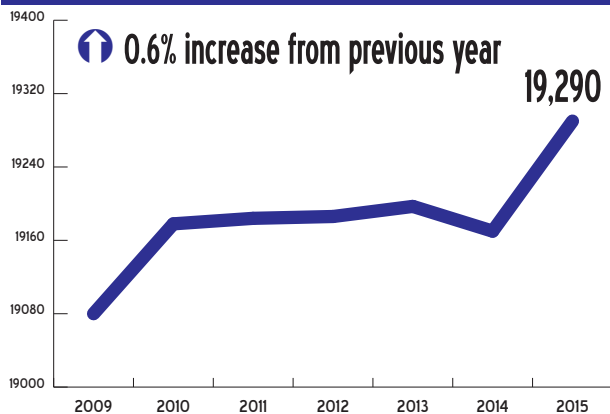


Data for the graphs above come from the agency's in-house database. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.

LICENSING ODDS & ENDS

- 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

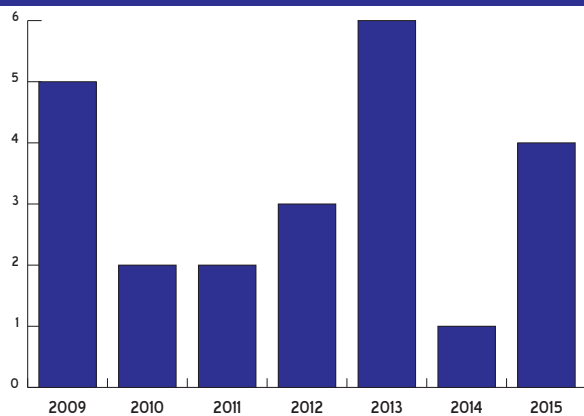
Total Registrants by Fiscal Year



Firm registrations by Fiscal Year



Avg. days to issue a license by FY



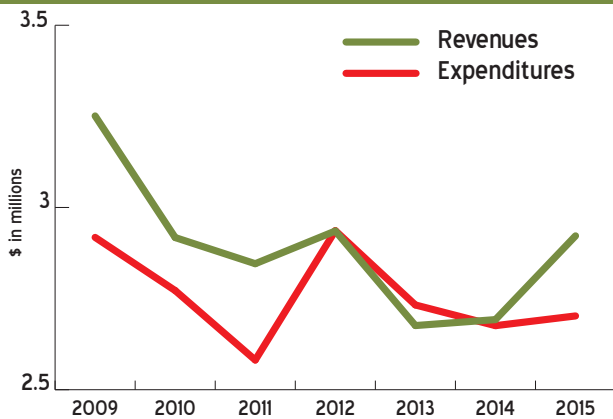
Data for the graphs on this page come from various agency sources. These visuals are intended to provide an idea of recent trends at a glance, rather than in great detail.

TBAE Trends, 2015

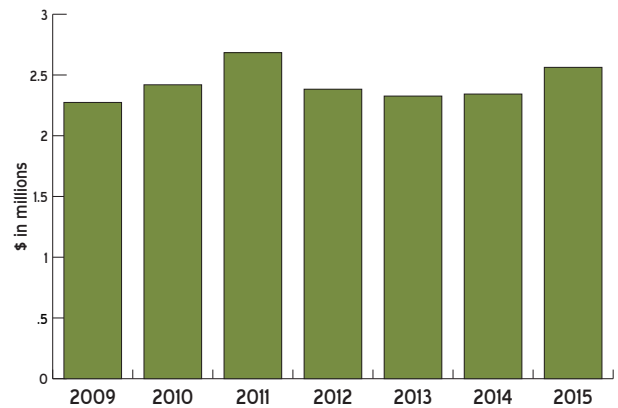
STAFFING, FINANCE, ADMINISTRATION

- 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

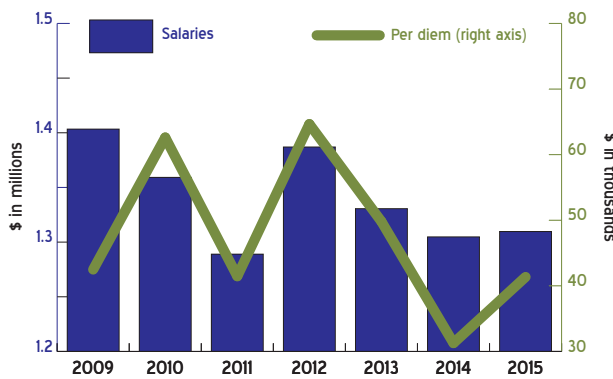
Revenues and expenditures by FY



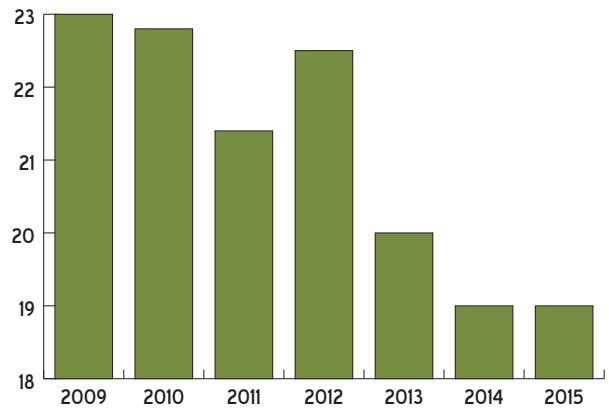
Fund balance by Fiscal Year



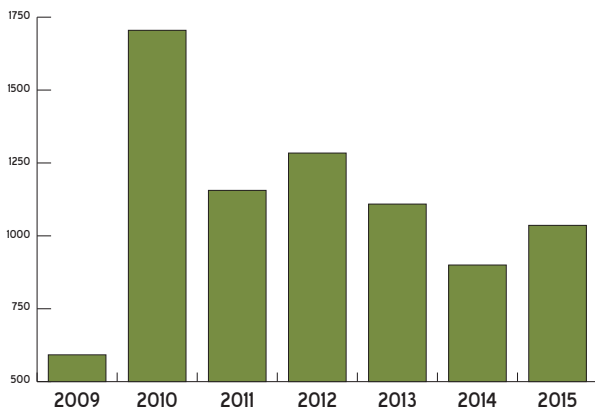
Salaries and per diem by FY



Full-time employees by FY



Communications impressions by FY



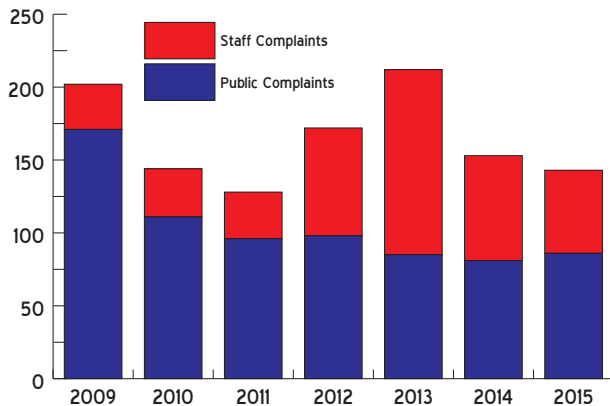
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TBAE Trends, 2015

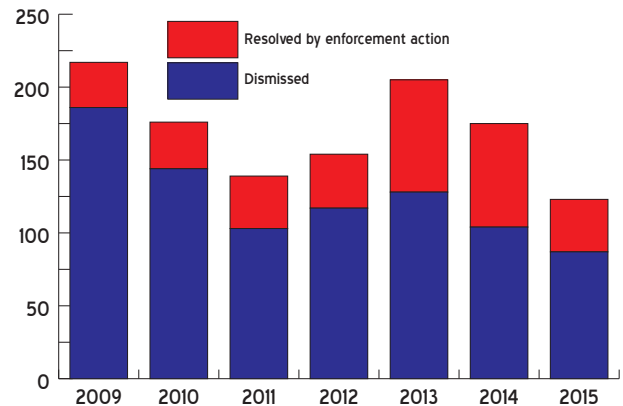
INVESTIGATIONS AND ENFORCEMENT

- 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

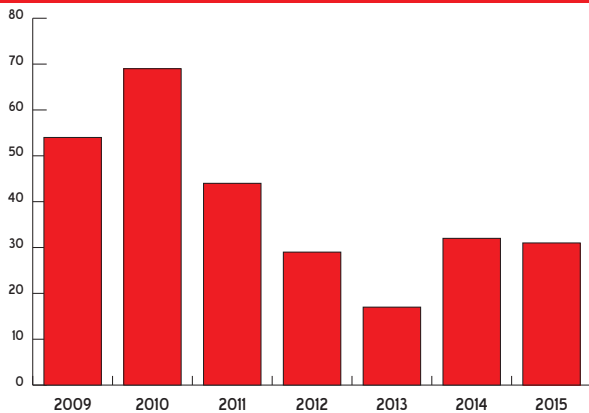
Complaints from the public/staff



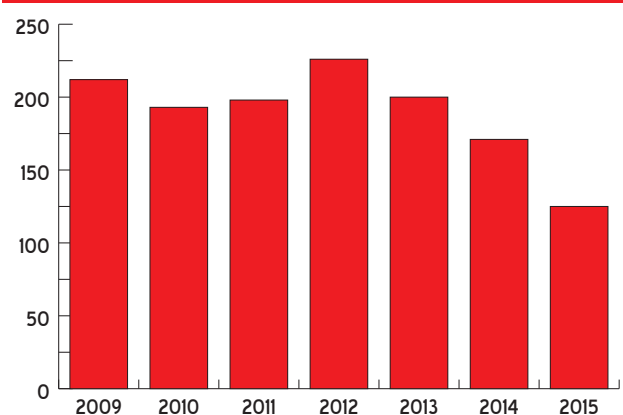
Cases Dismissed/Acted Upon



Voluntary compliance cases by FY



Days to case resolution by FY



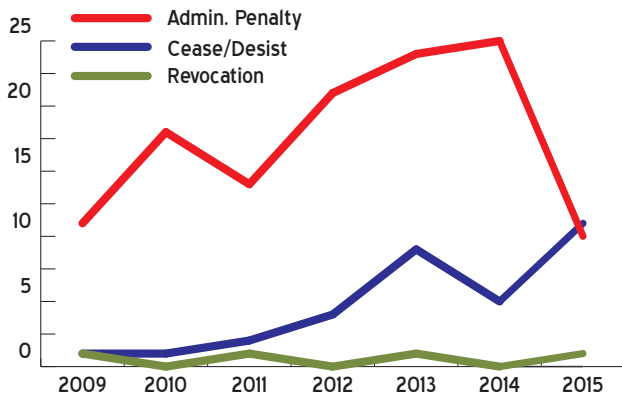
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TBAE Trends, 2015

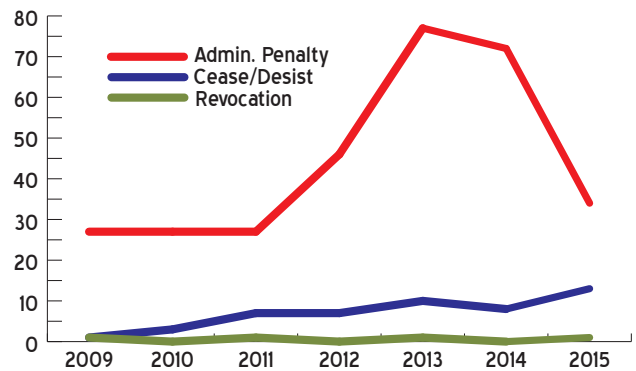
INVESTIGATIONS AND ENFORCEMENT

- Administrative penalty assessments above \$100,000 for the fifth time in seven years
- Beginning in FY 2014, all administrative penalties go to the State's general revenue fund

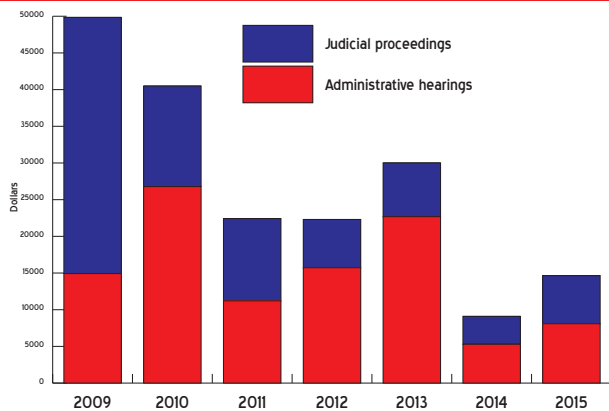
HSW case sanction types by FY



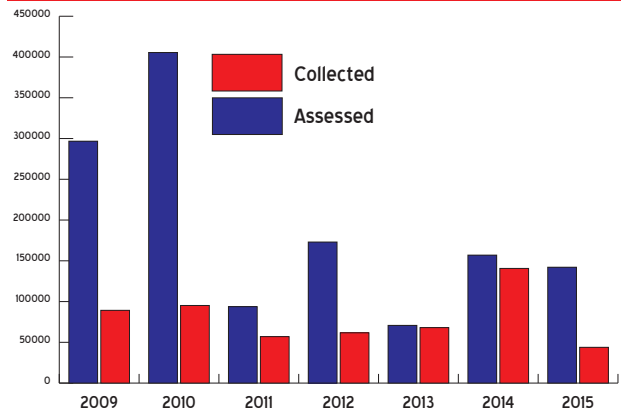
All sanctions by Fiscal Year



Litigation costs by Fiscal Year



Administrative penalties by FY 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.



TEXAS Board of
Architectural Examiners
Architects • Landscape Architects • Registered Interior Designers

333 Guadalupe Street, Suite 2-350
Austin, Texas 78701
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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,

A handwritten signature in blue ink, appearing to read "Julie Hildebrand".

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.



TEXAS Board of
Architectural Examiners
Architects • Landscape Architects • Registered Interior Designers

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Introduction to this report

This report is produced for the Governor, the legislature, the Legislative Budget Board, our registrants and stakeholders, and the people of Texas.

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

	2011	2012	2013	2014	2015
Salary	\$1,288,972	\$1,386,977	\$1,330,597	\$1,304,771	\$1,309,679
Per Diem and Travel	\$41,470	\$64,651	\$49,800	\$31,275	\$41,352

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.

	2011		2012		2013		2014		2015	
	Per Diem (\$)	Travel (\$)	Per Diem	Travel	Per Diem	Travel	Per Diem	Travel	Per Diem	Travel
Chuck Anastos Corpus Christi	210	4,107	270	3,204	150	2,056	90	979	150	4,268
Chase Bearden Austin	180	16	30	16	120	16	0	0	60	0
Chad Davis Lubbock					60	2,007	240	4,515	90	5,653
Debra Dockery San Antonio	60	673	270	4,757	270	3,877	180	1,314	150	2,275
Davey Edwards Decatur					60	1,006	180	2,487	150	2,998
Rosemary Gammon	90	1,587								
Bert Mijares El Paso	330	7,603	360	6,996	240	6,230	150	2,337	120	3,858
Paula Ann Miller The Woodlands	60	1,423	120	1,352	120	2,214	120	776	60	1,004
Sonya Odell Dallas	120	800	210	3,248	330	6,531	270	3,554	120	4,934
Brandon Pinson	180	1,916	90	2,416	90	1,160				
Diane Steinbrueck	150	829	270	4,090	240	2,710				
Peggy Vassberg	150	2,538								
Alfred Vidaurri, Jr Aledo	420	7,465	330	6,022	210	3,416	180	1,760	120	5,177
James S Walker, II	90	1,591								

Finance/Admin: Agency operating plan

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

2014 TBAE Strategic Plan, located at: <http://www.tbae.state.tx.us/Content/documents/TBAE/TBAEStrategicPlan2015FullFinal.pdf>

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.

					2011	2012	2013	2014	2015	2016	2017
					ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	PROJECTED BUDGET
Revenues:											
	Licenses and Fees				\$ 2,836,591	\$ 2,918,364	\$ 2,670,733	\$ 2,688,472	\$ 2,916,660	\$ 2,796,504	\$ 2,818,104
	Interest				\$ 8,444	\$ 4,791	\$ 2,385	\$ 887	\$ 1,538	\$ 1,000	\$ 500
	Sale of Goods & Services/Miscellaneous				\$ 695	\$ 12,262	\$ 2,885	\$ 2,986	\$ 3,945	\$ 2,500	\$ 1,000
			Total Revenues		\$ 2,845,731	\$ 2,935,416	\$ 2,676,002	\$ 2,692,345	\$ 2,922,142	\$ 2,800,004	\$ 2,819,604
Expenditures:											
	Salaries and Wages				\$ 1,288,972	\$ 1,386,977	\$ 1,330,597	\$ 1,304,771	\$ 1,309,679	\$ 1,456,300	\$ 1,509,719
	Payroll Related Costs				\$ 358,367	\$ 365,274	\$ 369,023	\$ 399,648	\$ 414,834	\$ 445,904	\$ 462,260
	Professional Fees and Services				\$ 33,568	\$ 114,438	\$ 65,836	\$ 17,648	\$ 28,894	\$ 36,000	\$ 37,321
	Travel				\$ 41,470	\$ 64,651	\$ 49,800	\$ 31,275	\$ 41,352	\$ 48,000	\$ 49,761
	Materials and Supplies				\$ 43,706	\$ 71,127	\$ 59,560	\$ 44,687	\$ 59,203	\$ 27,000	\$ 27,990
	Communication and Utilities				\$ 16,974	\$ 15,650	\$ 8,106	\$ 14,101	\$ 13,021	\$ 18,800	\$ 19,490
	Repairs and Maintenance				\$ 374	\$ 1,578	\$ 991	\$ 678	\$ 1,148	\$ 1,000	\$ 1,037
	Rentals and Leases				\$ 29,099	\$ 75,930	\$ 68,648	\$ 64,166	\$ 58,209	\$ 88,000	\$ 91,228
	Printing and Reproduction				\$ 7,243	\$ 6,844	\$ 10,977	\$ 12,377	\$ 19,867	\$ 20,000	\$ 20,734
	Other Operating Expenditures				\$ 251,628	\$ 323,955	\$ 258,970	\$ 257,940	\$ 236,218	\$ 149,000	\$ 154,465
	Capital Outlay				\$ -	\$ -	\$ -	\$ 18,451	\$ 9,971	\$ -	\$ -
	Excludes GR Transfer of \$510,000		Total Expenditures		\$ 2,071,399	\$ 2,426,423	\$ 2,222,507	\$ 2,165,741	\$ 2,192,395	\$ 2,290,004	\$ 2,374,004
Program Areas:											
	Registration				\$933,623	\$992,372	\$964,836	\$963,872	\$975,734	\$1,019,175	\$1,056,560
	Enforcement				\$490,206	\$481,242	\$368,910	\$367,945	\$372,474	\$389,057	\$403,328
	Administrative Services				\$647,570	\$952,809	\$888,762	\$833,924	\$844,187	\$881,772	\$914,116

Finance/Admin: Employee counts

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

	2011	2012	2013	2014	2015
FTEs	21.4	22.5	20	19	19*

*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.

	2011	2012	2013	2014	2015
Complaints from public	96	98	85	81	86
Staff complaints	32	74	127	72	57

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.

	2011	2012	2013	2014	2015
Complaints dismissed	103	117	128	104	87
Complaints resolved by enforcement	36	37	77	71	36

Enforcement: Actions by sanction type

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

	2011	2012	2013	2014	2015
Revocation	1	0	1	0	1
Suspension	0	0	0	0	0
Admin. penalty	27	46	77	72	34
Cease/desist order	7	7	10	8	13
Formal reprimand	0	0	0	0	0

Enforcement: Voluntary compliance

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

	2011	2012	2013	2014	2015
Cases closed through voluntary compliance	44	29	17	32	31

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.

	2011	2012	2013	2014	2015
Assessed (\$)	93,764	173,000	70,750	156,950	142,100
Collected (\$)	56,992	61,675	68,050	140,650	43,864

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.

	2011	2012	2013	2014	2015
Revocation	1	0	1	0	1
Suspension	0	0	0	0	0
Admin. penalty	14	21	24	25	10
Cease/desist order	2	4	9	5	11
Formal reprimand	0	0	0	0	0

Enforcement: Complaint resolution time

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

	2011	2012	2013	2014	2015
Days to case resolution	199	226	200	171	125

Licensing: Registrant counts

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

	2011	2012	2013	2014	2015
Architects					
Active	11292	11427	11539	11443	11666
Inactive	524	494	481	573	542
Emeritus	666	738	805	928	1017
TOTAL	12482	12659	12825	12944	13225
	2011	2012	2013	2014	2015
RIDs					
Active	4643	4484	4247	3972	3770
Inactive	573	549	508	489	437
Emeritus	1	1	78	163	216
TOTAL	5217	5034	4833	4642	4423
	2011	2012	2013	2014	2015
Lndscpe. Arch.					
Active	1329	1341	1380	1405	1454
Inactive	114	103	100	107	108
Emeritus	42	49	59	72	80
TOTAL	1485	1493	1539	1584	1642
	2011	2012	2013	2014	2015
Firms	2525	2664	1557*	1710	1852

*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.

	2011	2012	2013	2014	2015
Active resident renewal (\$)	305	305	305	305	305
" 1-90 days late	457.50	457.50	457.50	357.50	357.50
" 91+ days late	610	610	610	410	410
Inactive resident renewal	25	25	25	25	25
" 1-90 days late	37.50	37.50	37.50	37.50	37.50
" 91+ days late	50	50	50	50	50
Emeritus resident renewal	10	10	10	10	10
" 1-90 days late	15	15	15	15	15
" 91+ days late	20	20	20	20	20
Active nonresident renewal	400	400	400	400	400
" 1-90 days late	600	600	600	500	500
" 91+ days late	800	800	800	600	600
Inactive nonresident renewal	125	125	125	125	125
" 1-90 days late	187.50	187.50	187.50	187.50	187.50
" 91+ days late	250	250	250	250	250
Emeritus nonresident renewal	10	10	10	10	10
" 1-90 days late	15	15	15	15	15
" 91+ days late	20	20	20	20	20
Initial registration, by examination, resident, Architect	155	155	155	355	355
Initial registration, by examination, resident, RID or Landscape Architect	355	355	355	355	355
Initial registration, by examination, nonresident, Architect	180	180	180	380	380
Initial registration, by examination, nonresident, RID or Landscape Architect	380	380	380	380	380
Initial registration, by reciprocity	400	400	400	400	400
Annual Business Registration/Renewal	0	45	45	45	45
" 1-90 days late renewal	0	67.50	67.50	67.50	67.50
" 91+ days late renewal	0	90	90	90	90

Licensing: License issuance time

Texas Government Code 472.104(b)(5)(K). The average time to issue a license.

	2011	2012	2013	2014	2015
Average time to issue a license (days)	2	3	6	1	4

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.

	2011	2012	2013	2014	2015
Administrative Hearings	\$11,210	\$15,724	\$22,685	\$5,293	\$8,092
Judicial Proceedings	\$11,218	\$6,576	\$7,320	\$3,799	\$6,555
Outside Counsel	\$0	\$0	\$0	\$0	\$0
Total	\$22,428	\$22,300	\$30,005	\$9,092	\$14,647

Finance/Admin: Fund balance

Texas Government Code 472.104(b)(5)(M). Reserve fund balances.

	2011	2012	2013	2014	2015
Fund Balance	\$2,683,770	\$2,382,963	\$2,326,459	\$2,343,062	\$2,562,810

Appendix: TBAE's annual trends report

(Follows)

NCARB BY THE NUMBERS

Insights on NCARB Data and the Path to Licensure

JUNE 2015

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



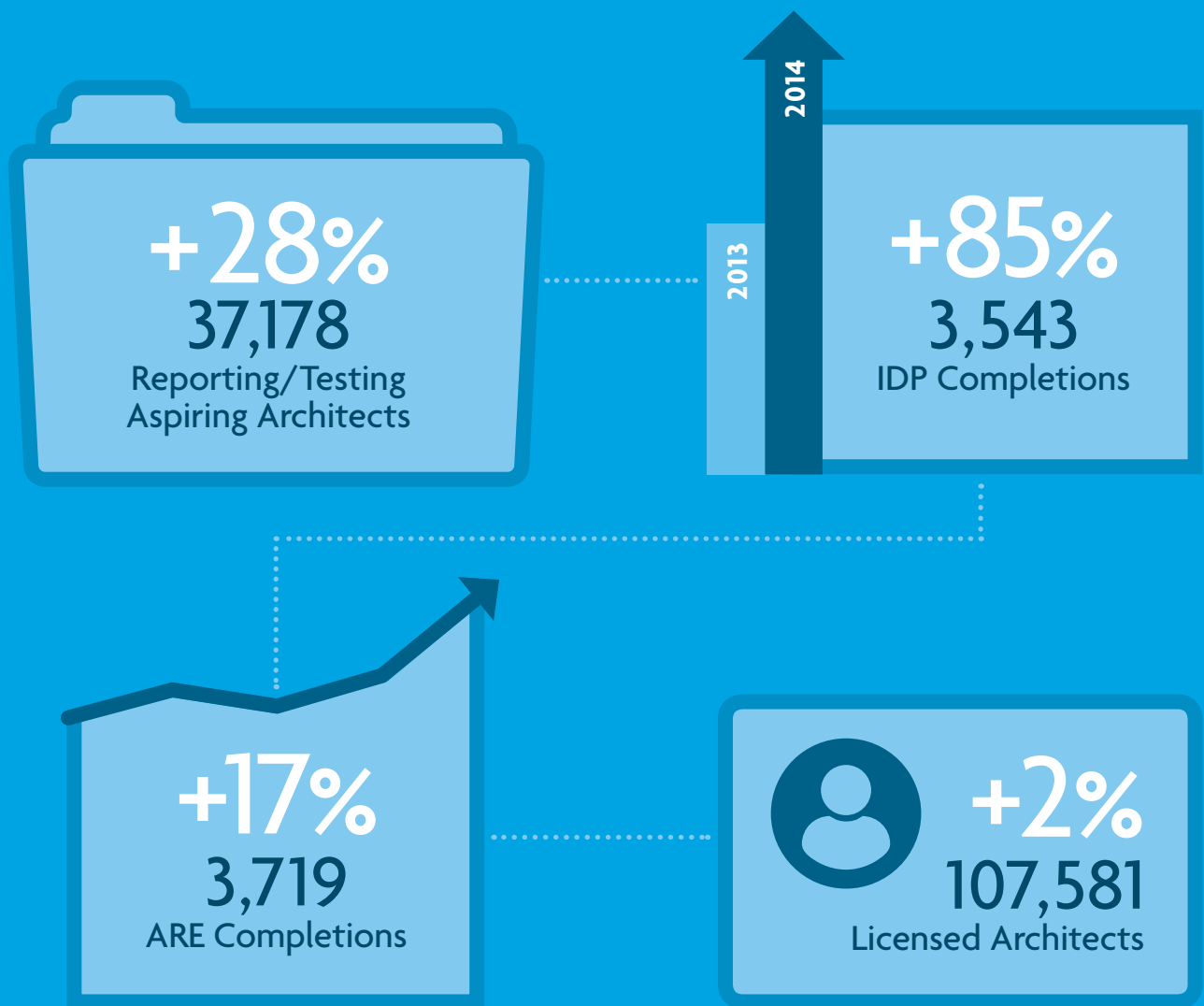
#NBTN

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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.



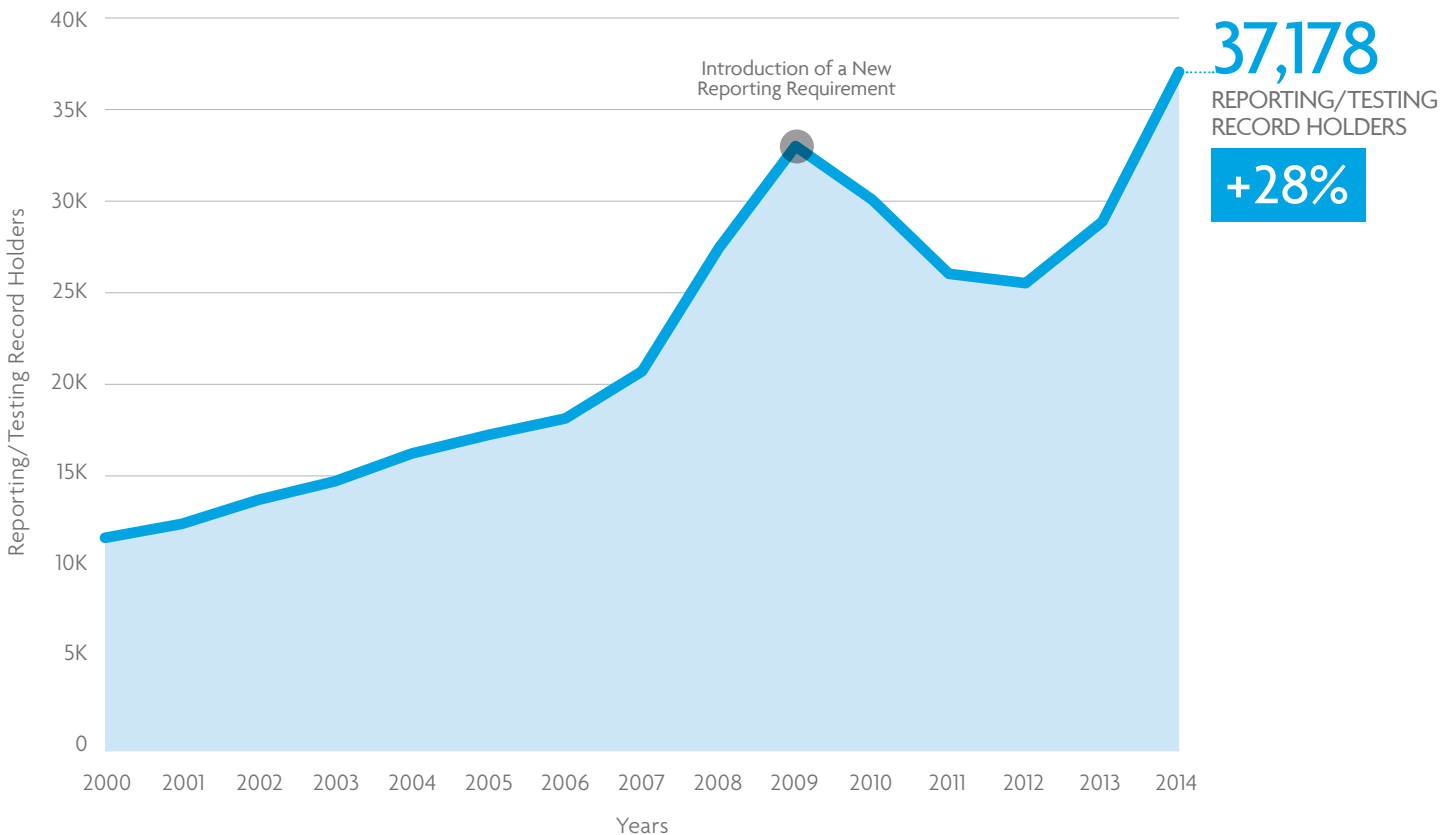


Next-Gen Architects Reach a Record High

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.



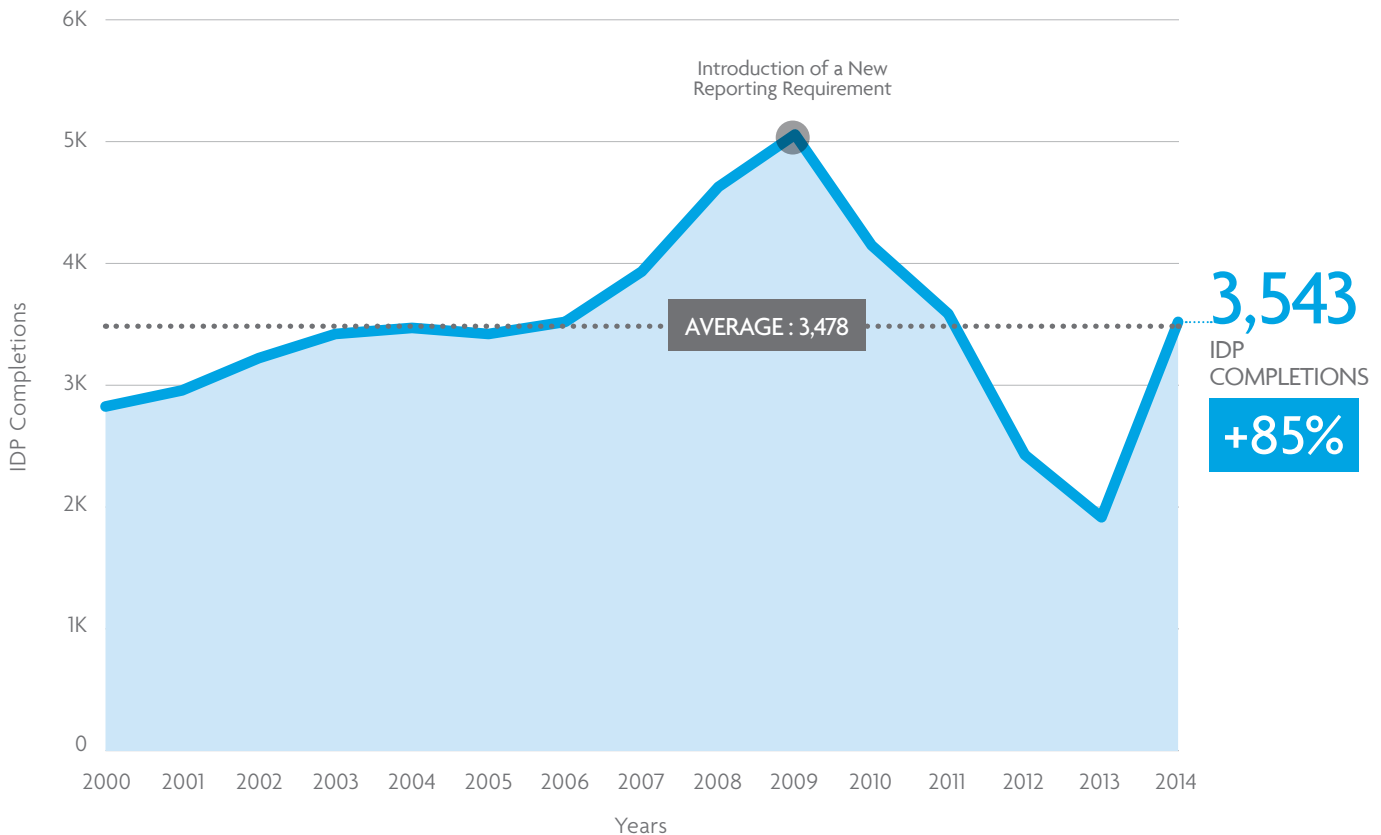


IDP Gets Back on Track

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.

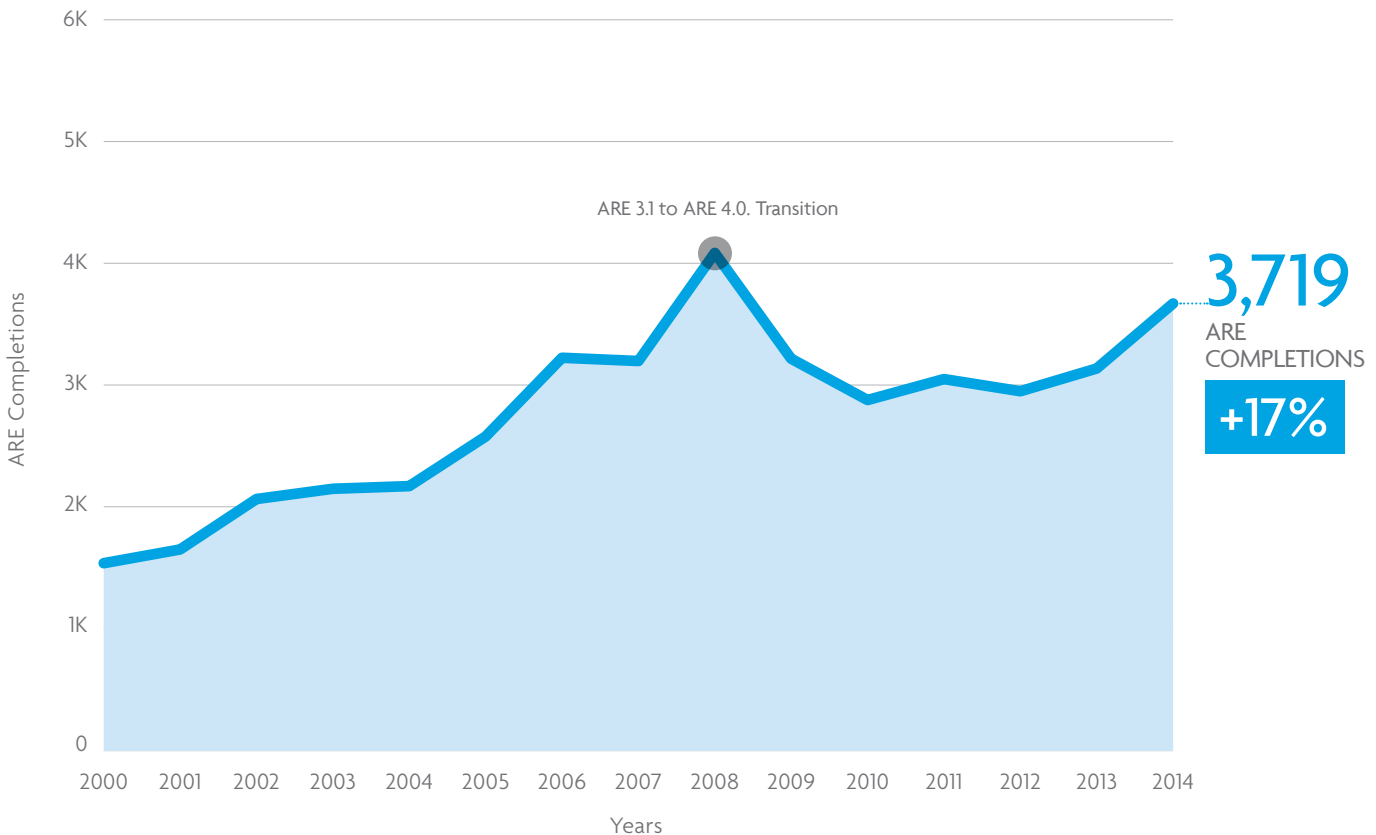




ARE Completions Reach Six-Year High

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.

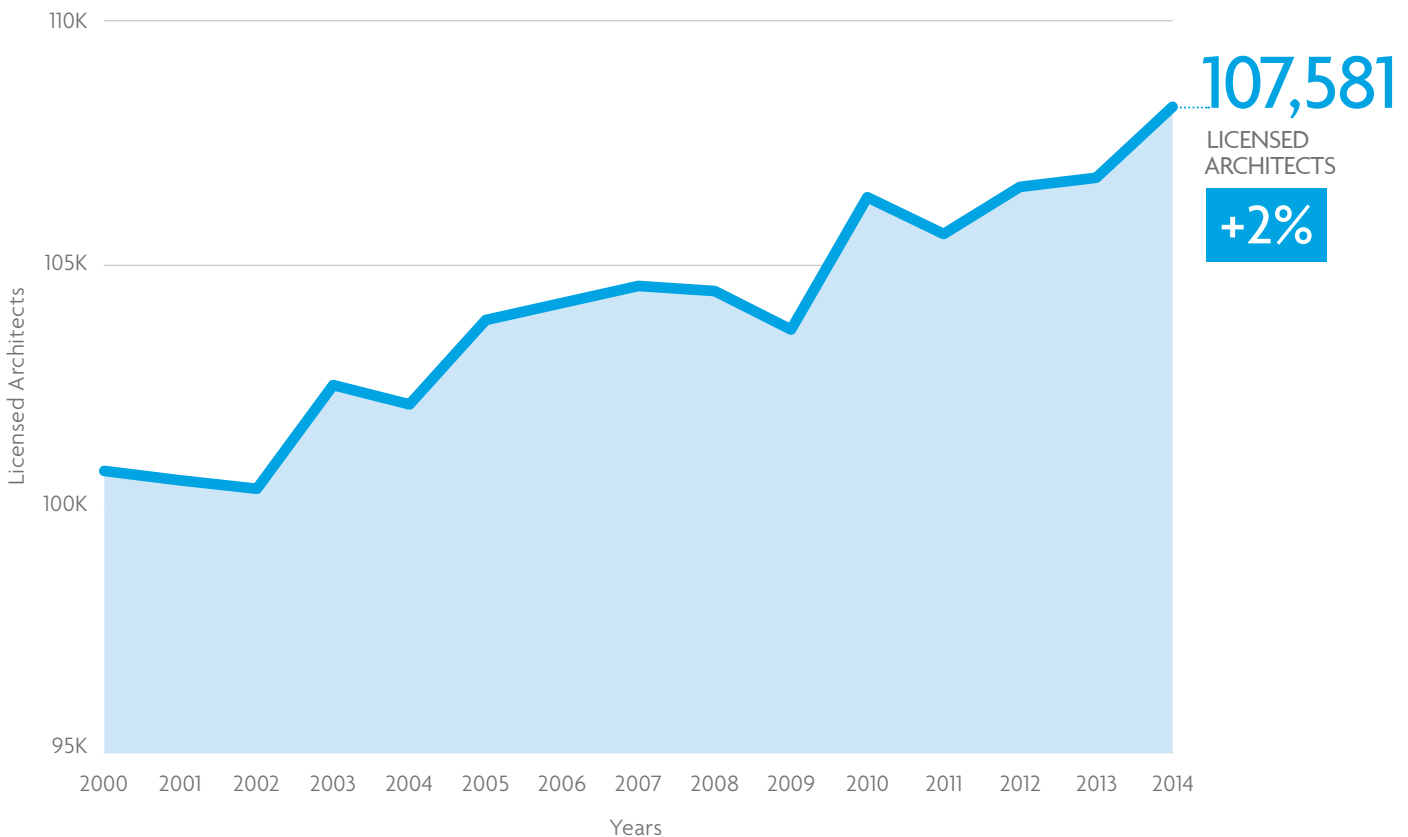




Number of Architects on the Rise

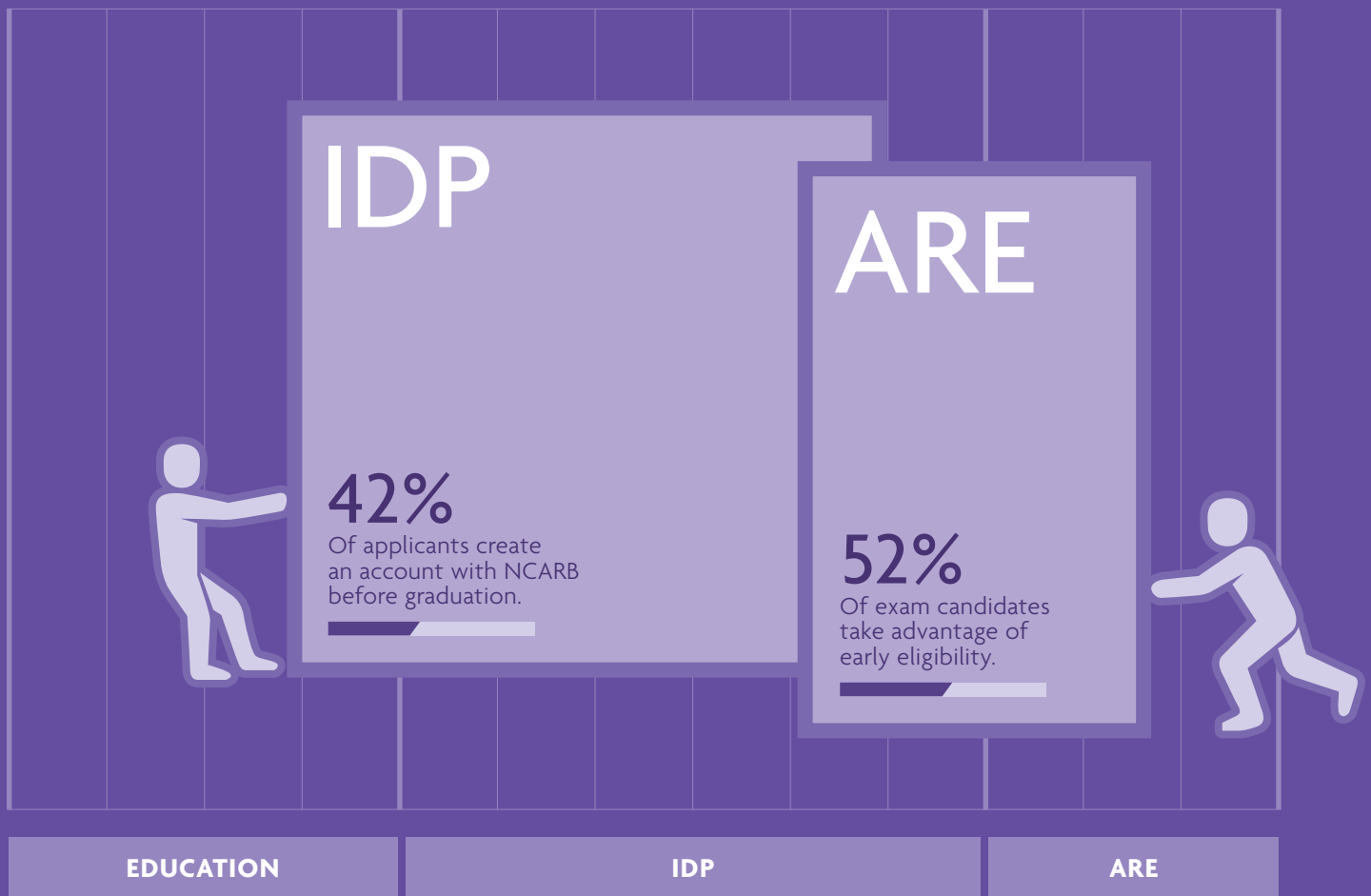
Licensing boards reported a rise in the number of architects in 2014.

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.

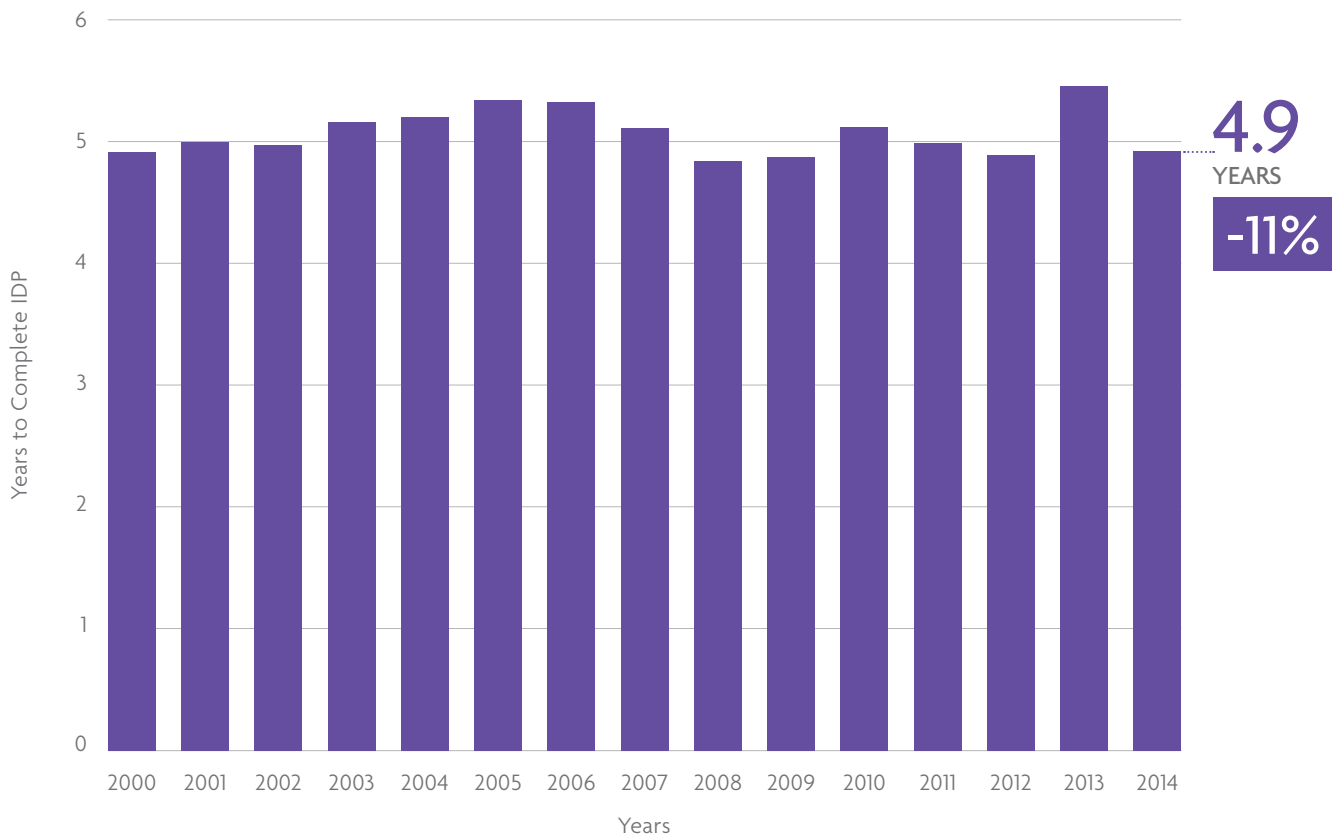




IDP Completed in Less Than 5 Years

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.

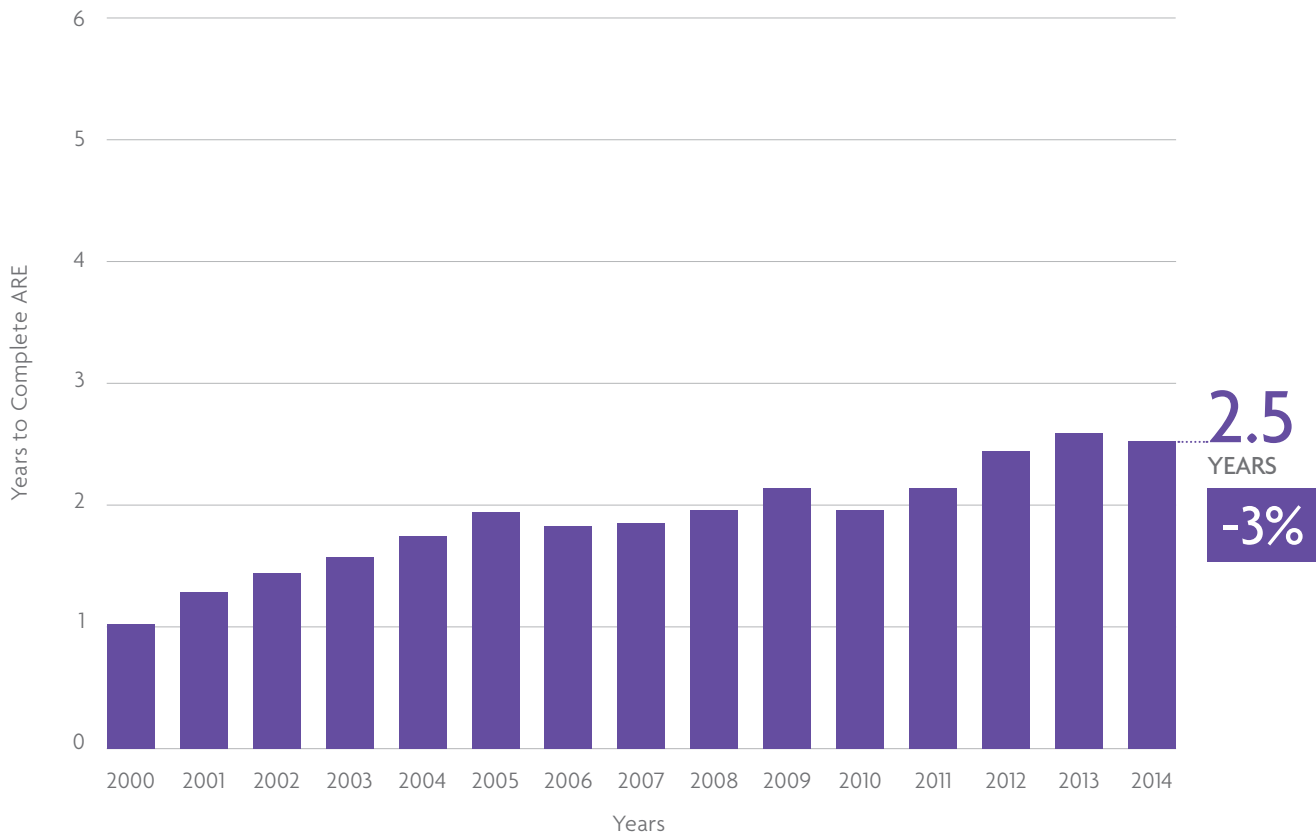




ARE Completion Times Improve

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.

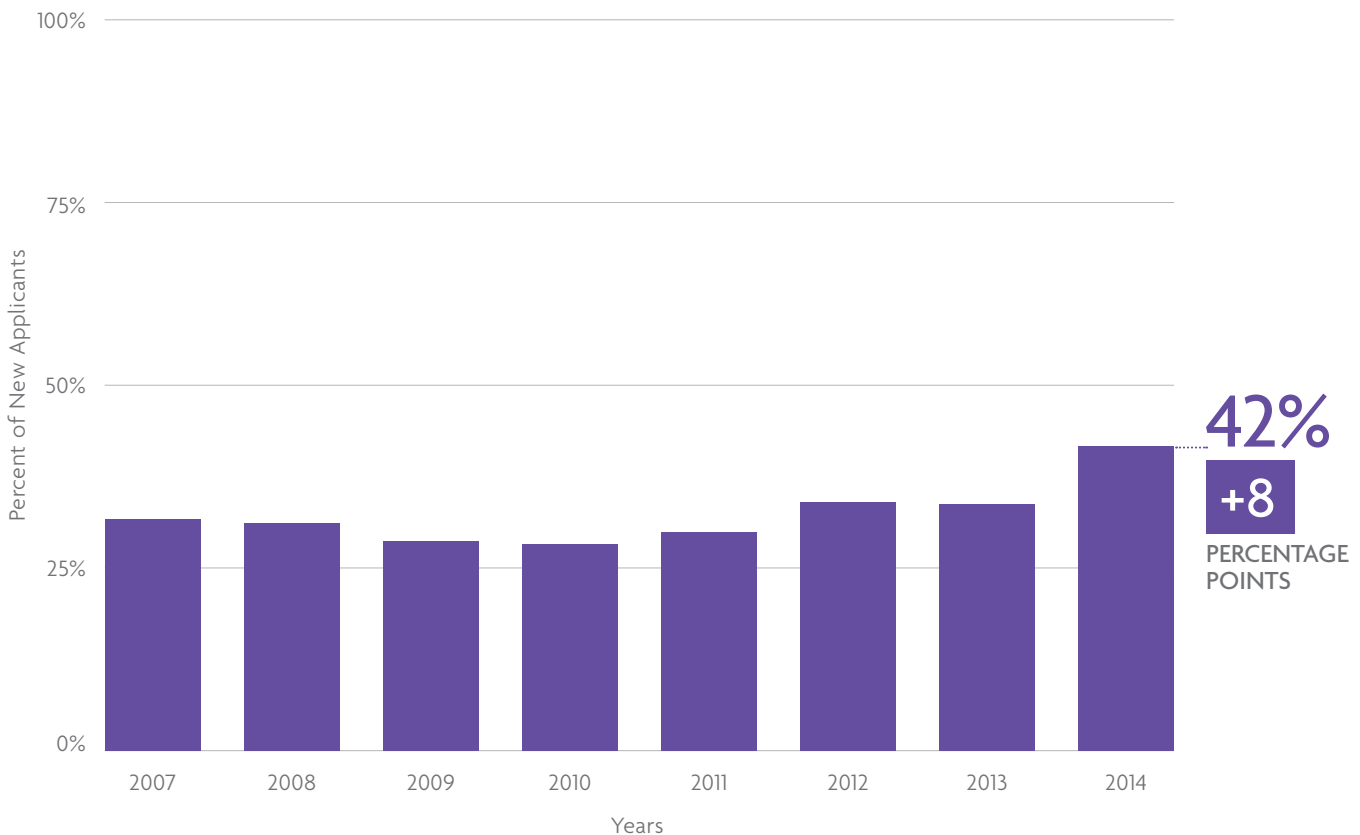




More Students Start the Path to Licensure

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.

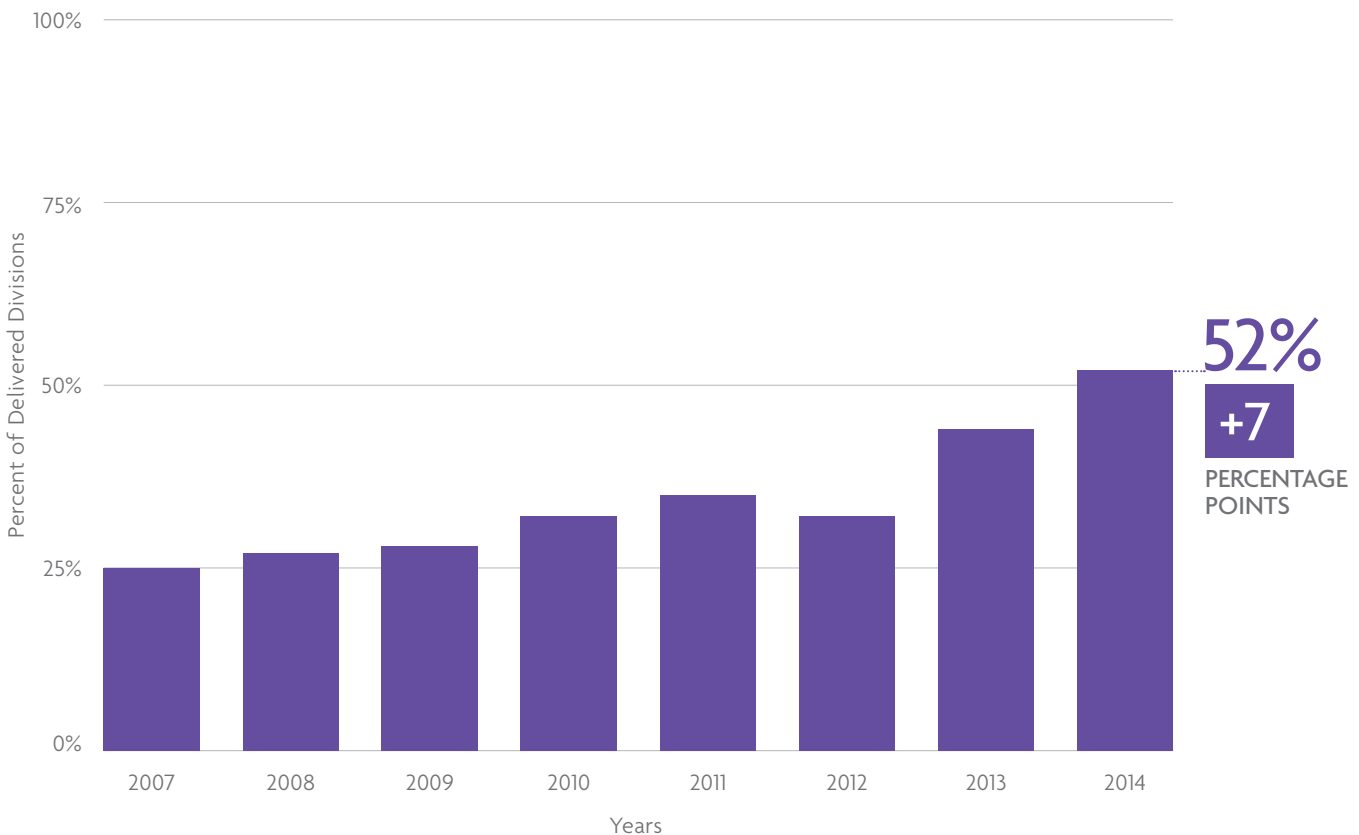




Rise in Candidates Combining ARE and IDP

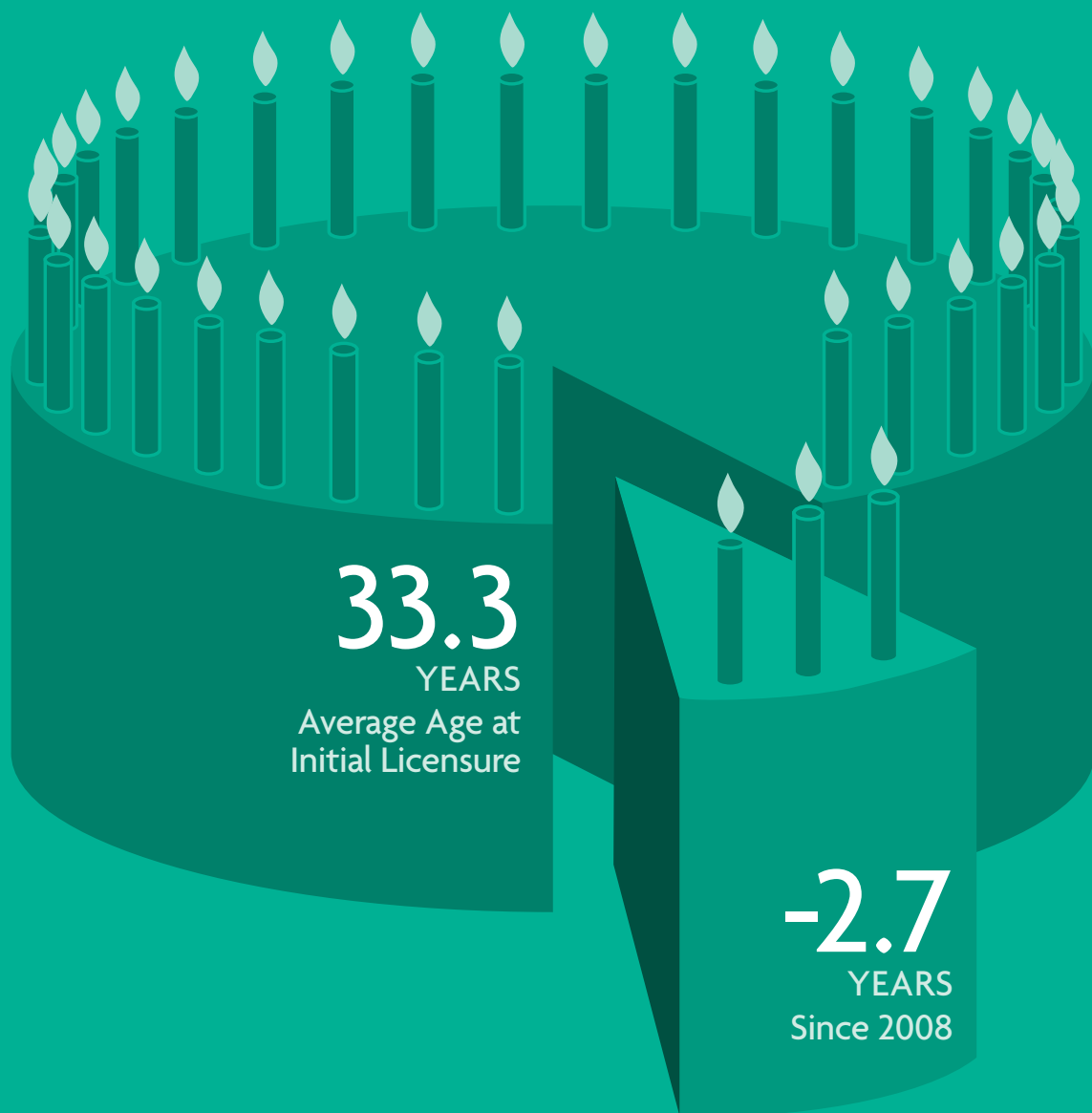
More than half of all ARE divisions were taken before the completion of IDP.

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.

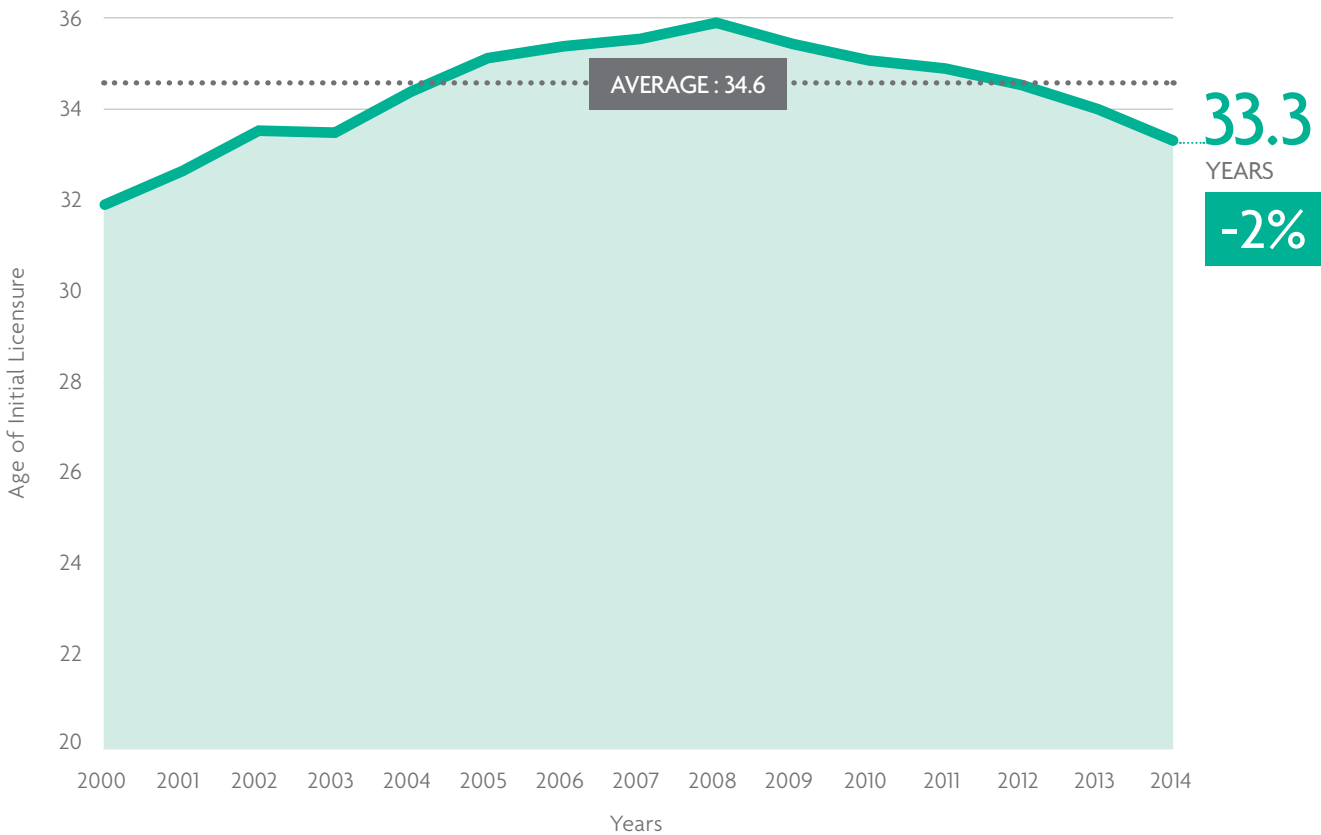




New Architects Are Younger

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.



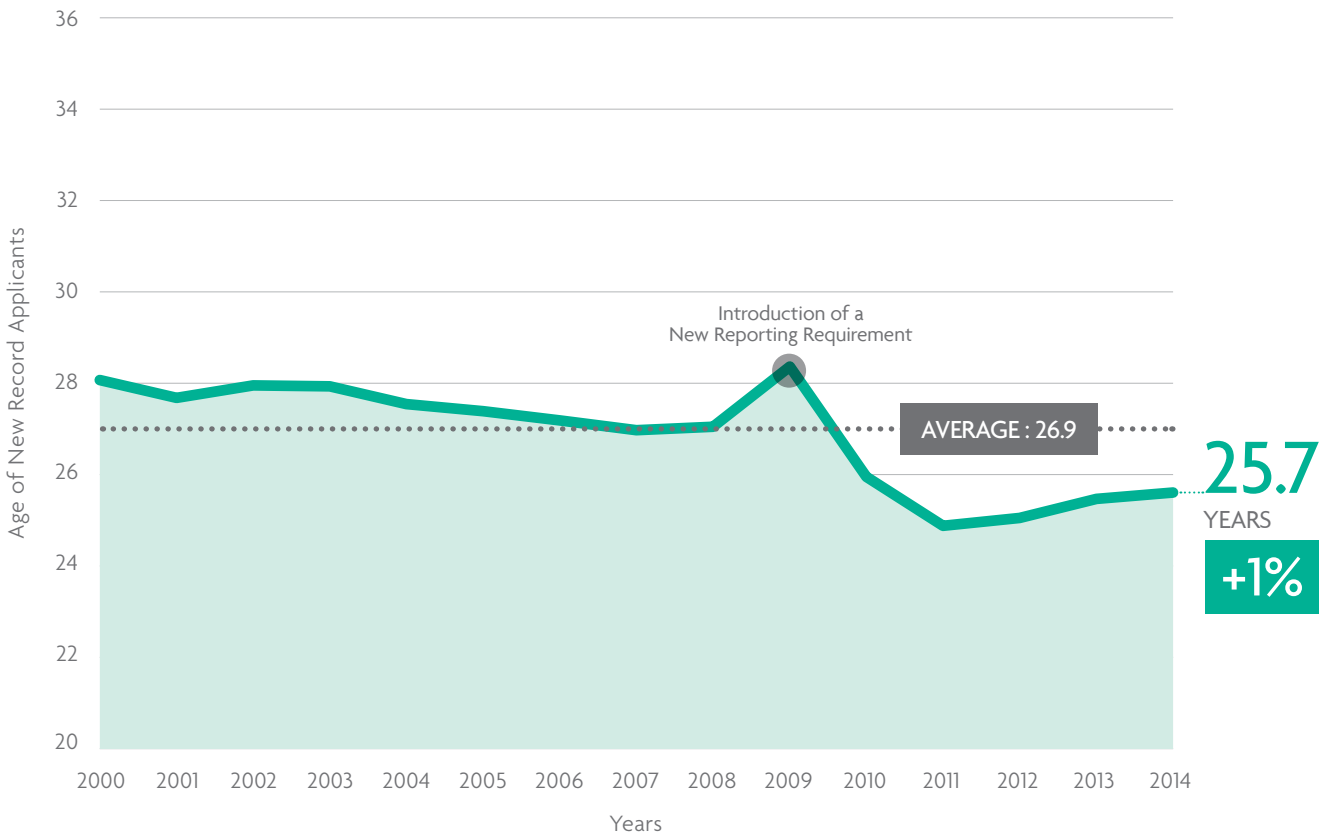


An Earlier Start

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.

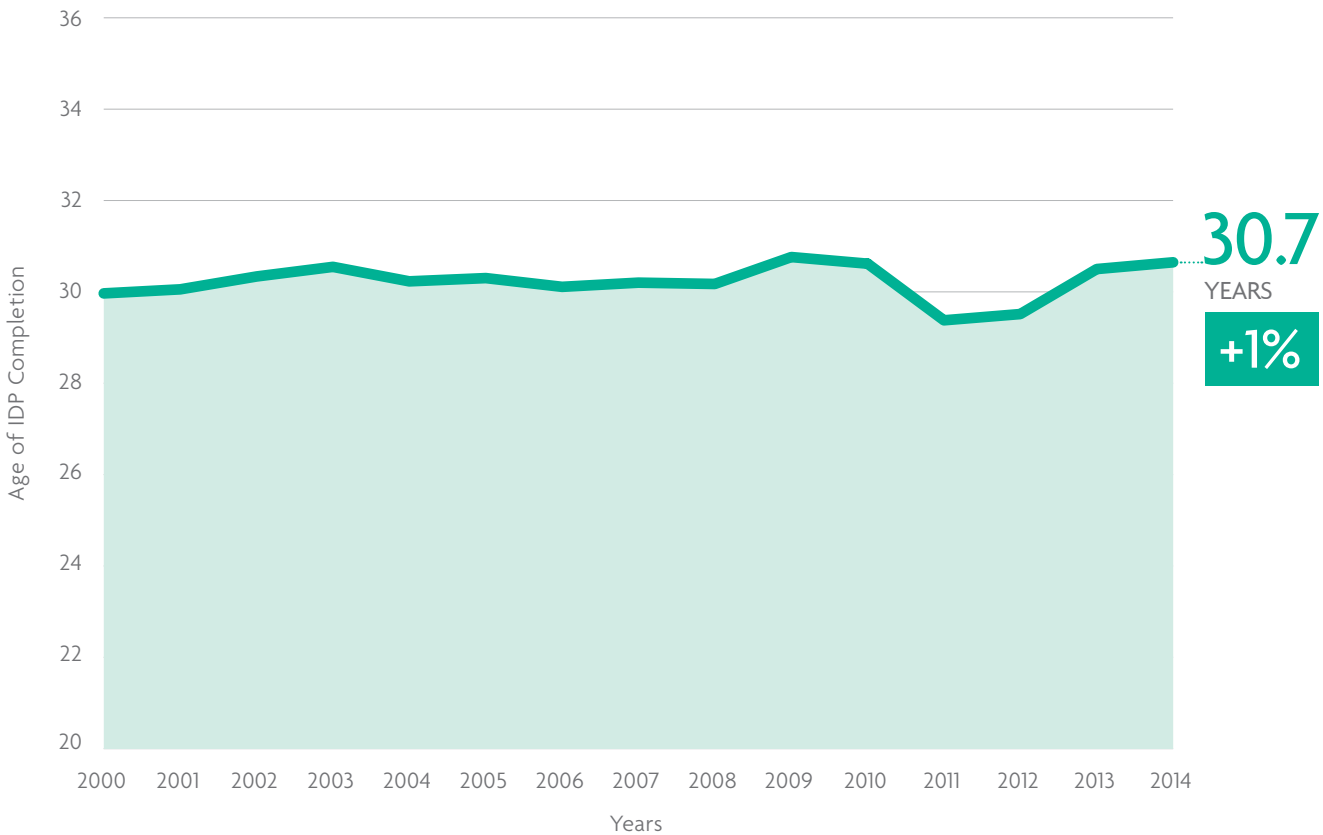




Age at IDP Completion Stays Consistent

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.

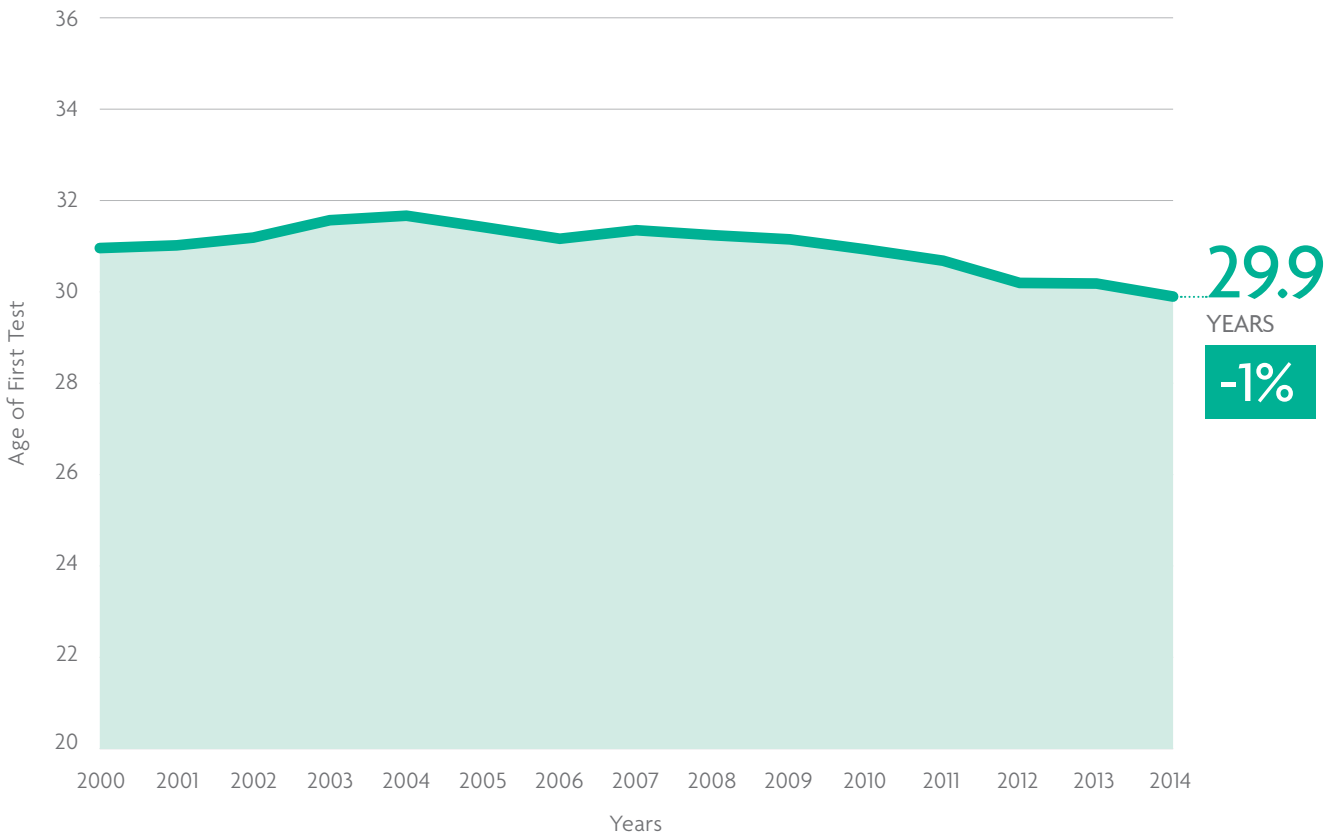




Age of New Test Takers Drops

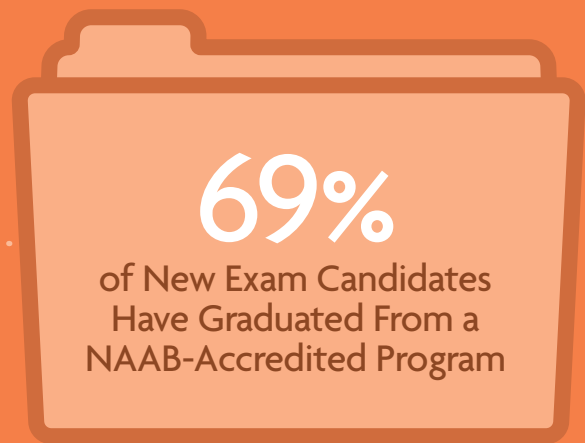
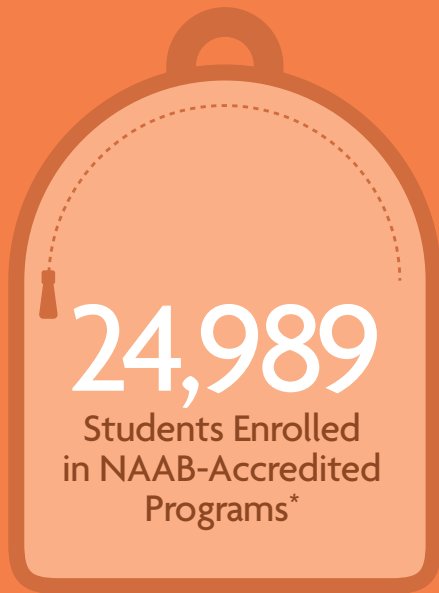
The average age of a new exam candidate reached a historic low in 2014.

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.

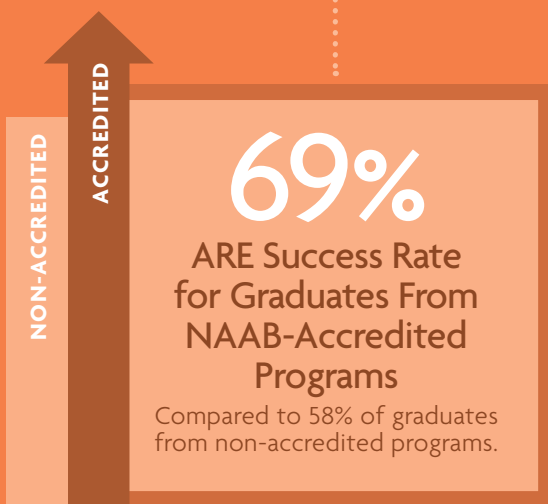


Advantage: NAAB-Accredited Programs

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.



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

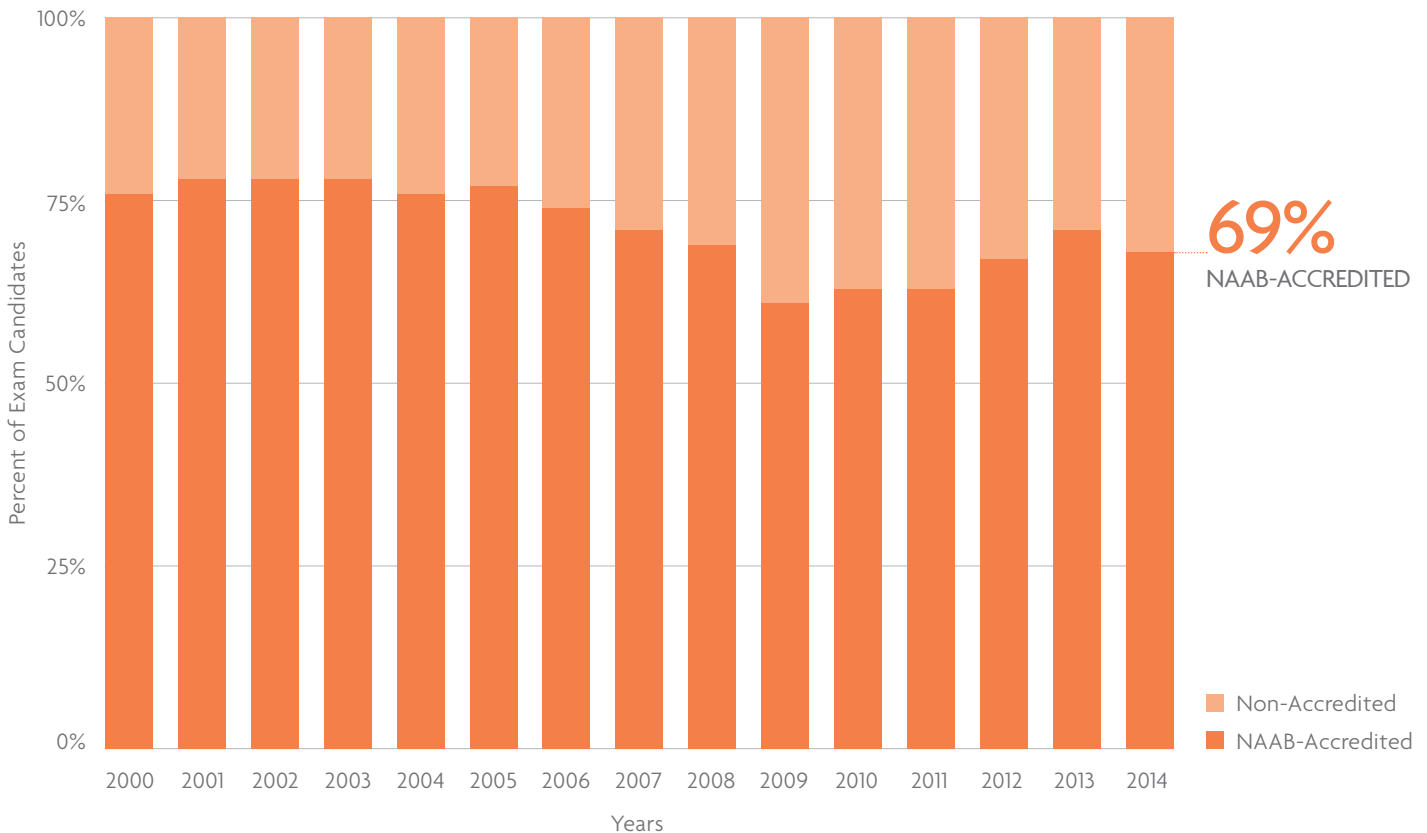




Most Candidates From NAAB-Accredited Programs

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.

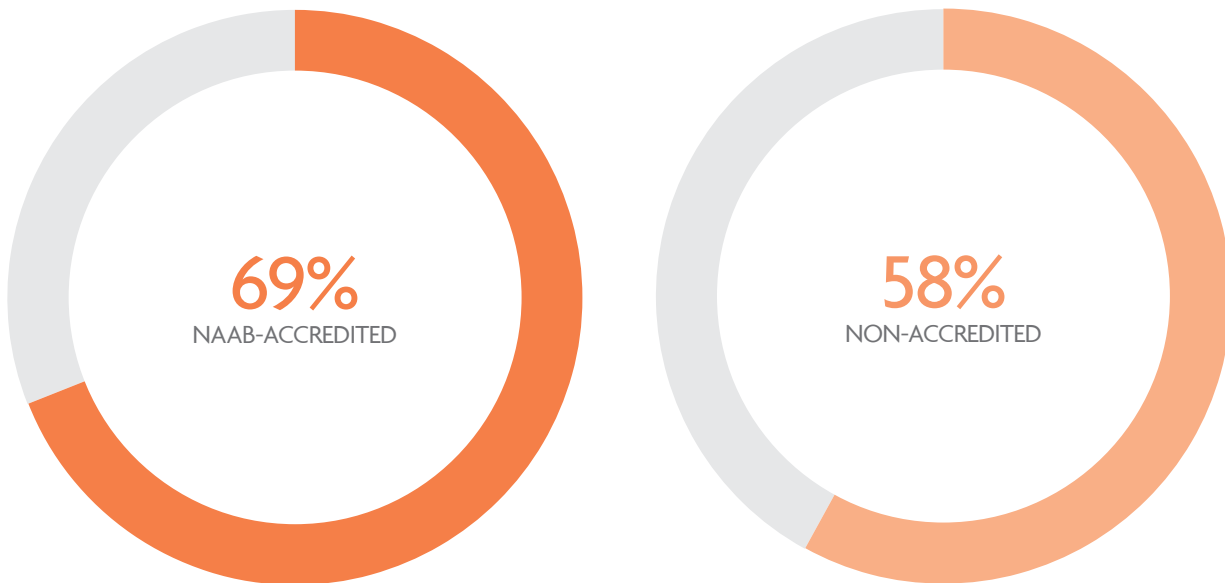




Graduates From NAAB-Accredited Programs Have the Edge

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.



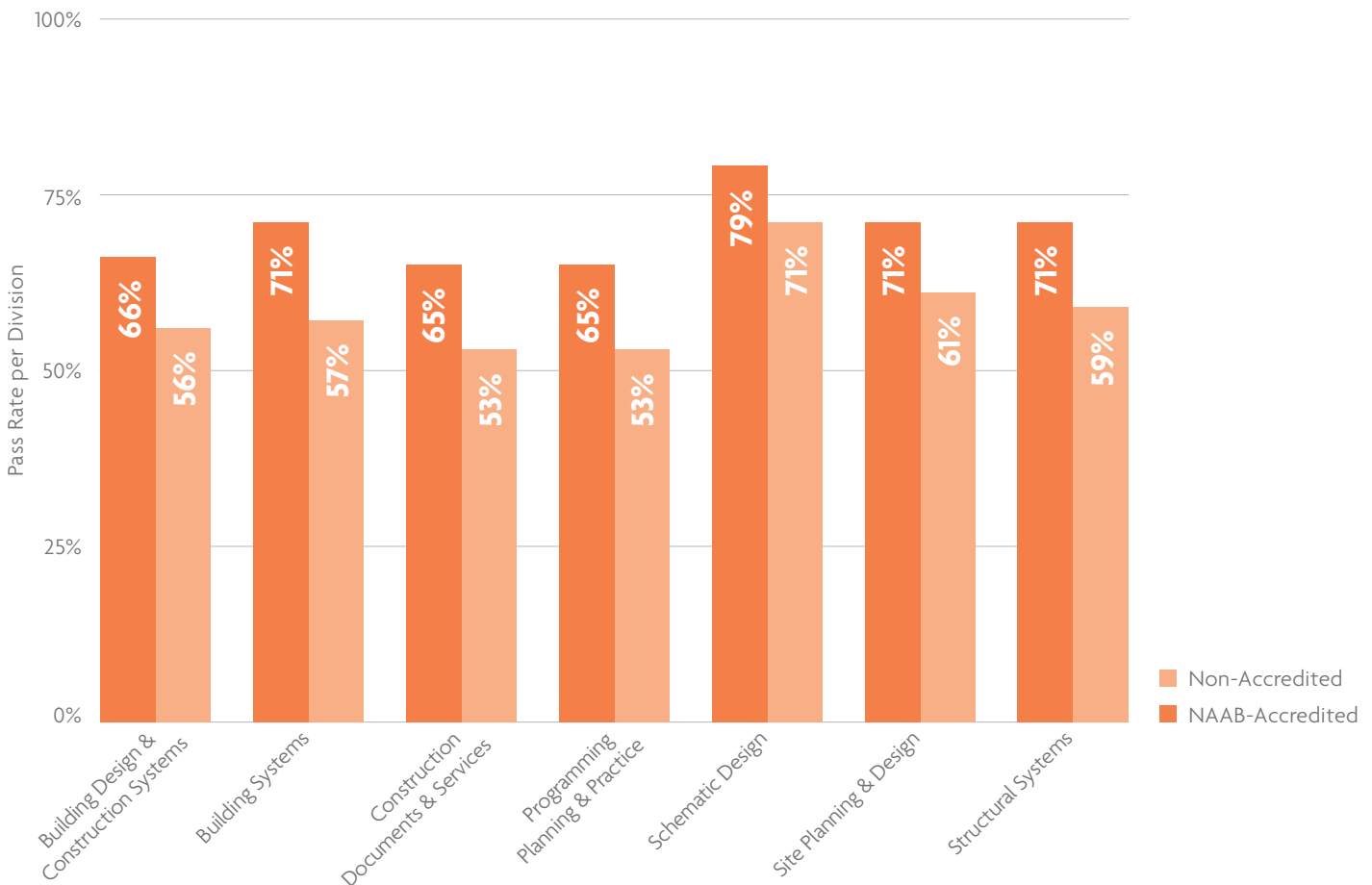


Higher ARE Division Pass Rates

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.*

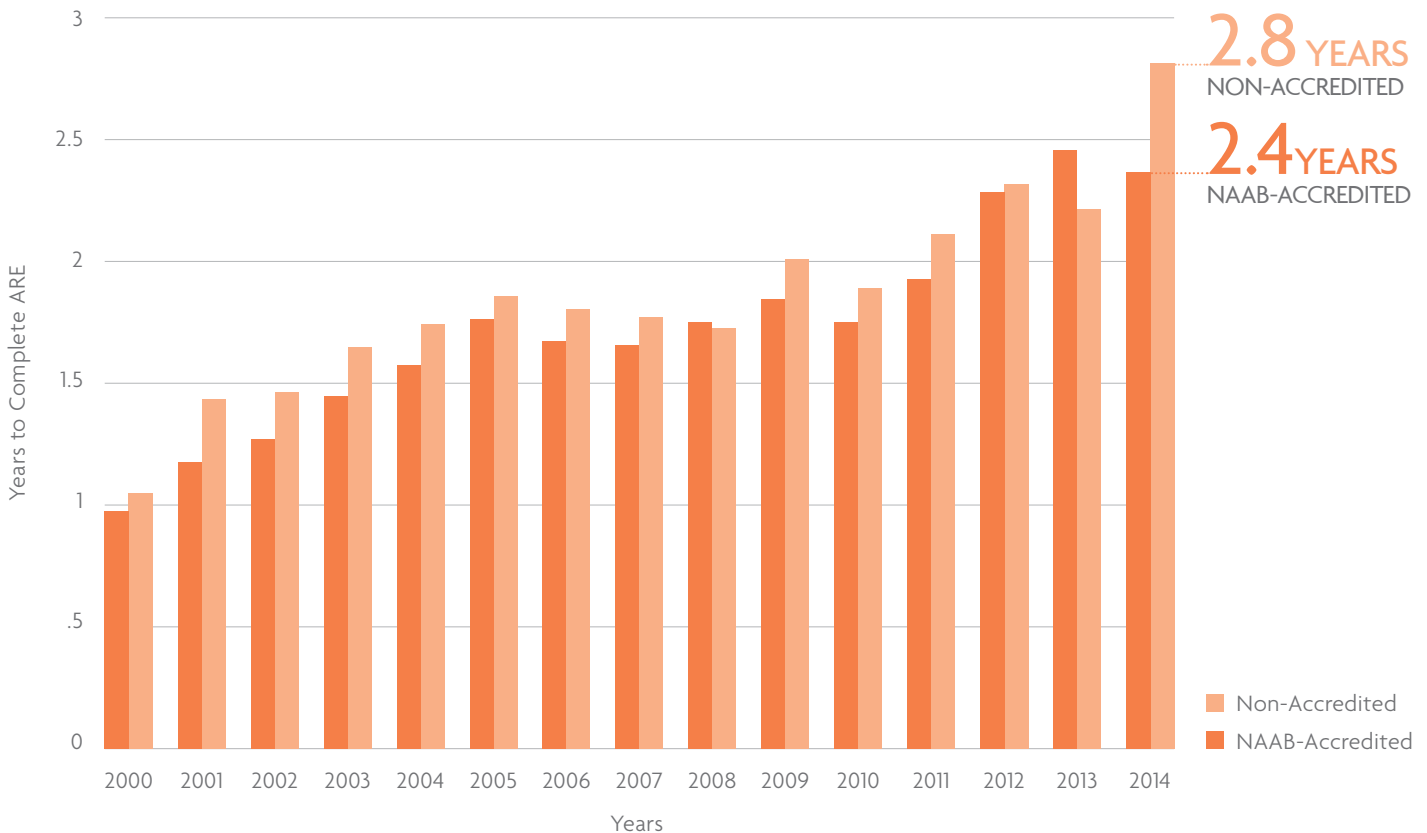




Faster ARE Completion

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.



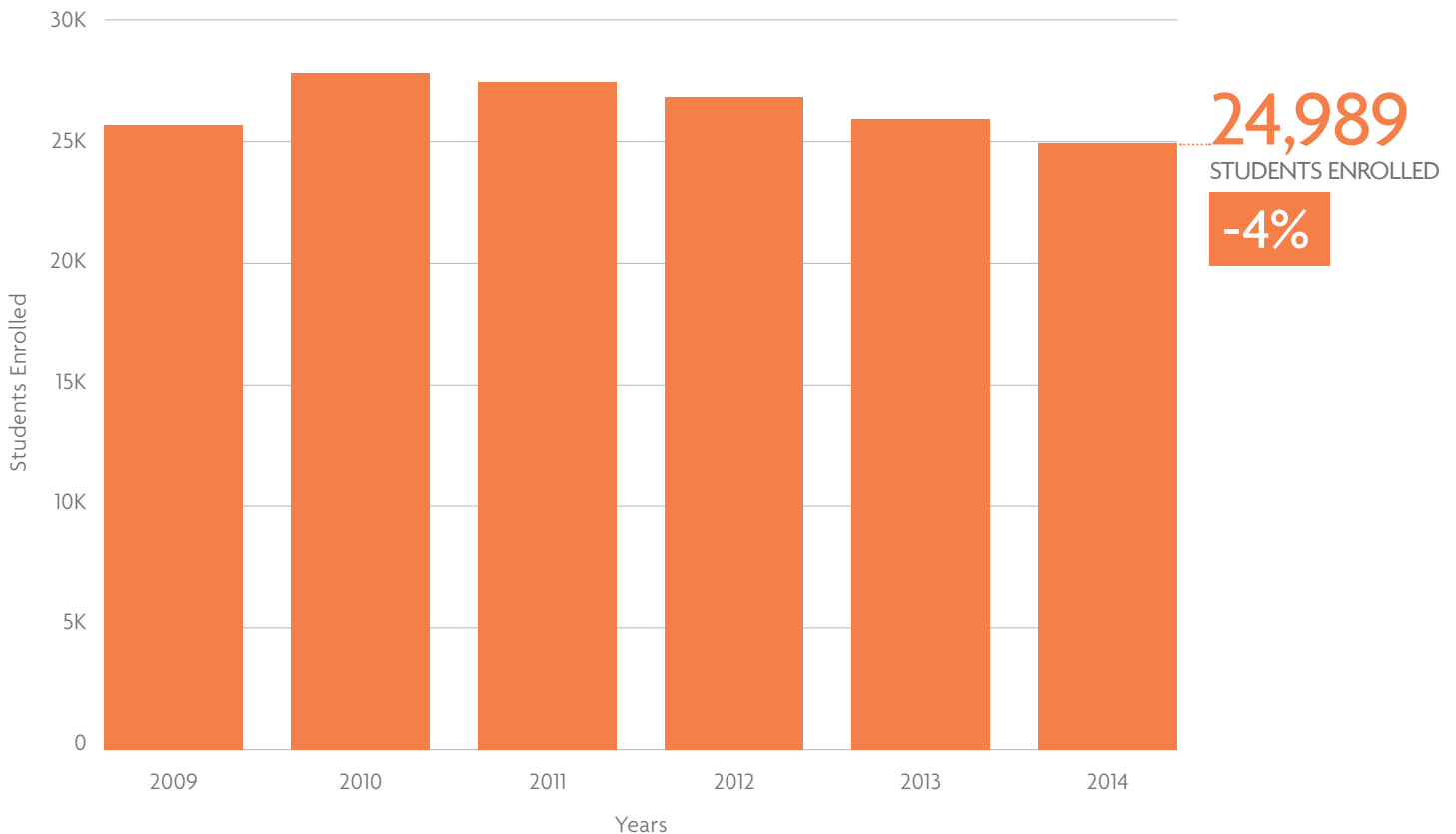


Student Enrollment Drops Slightly

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.)



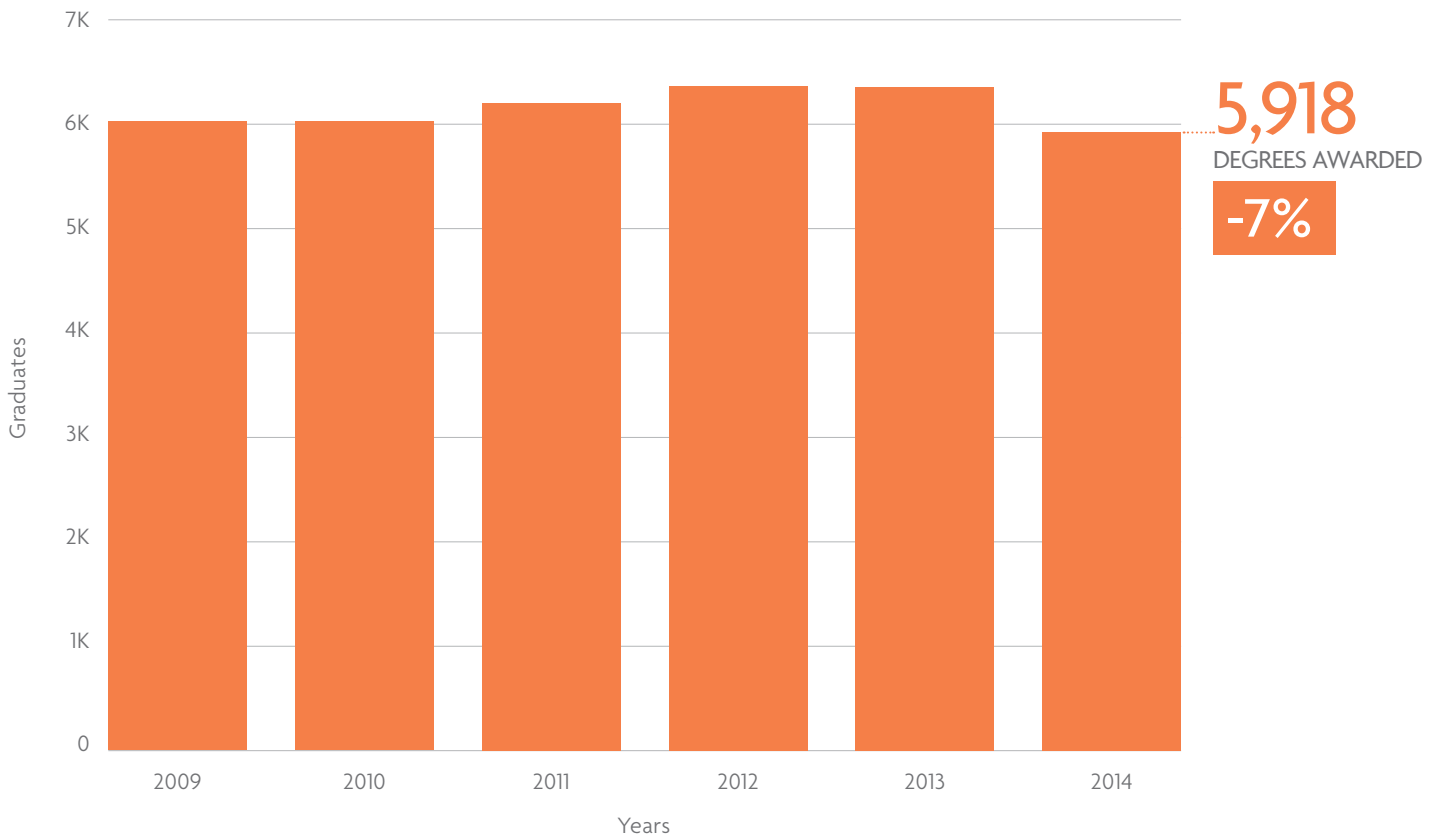


Lower Number of Graduates

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

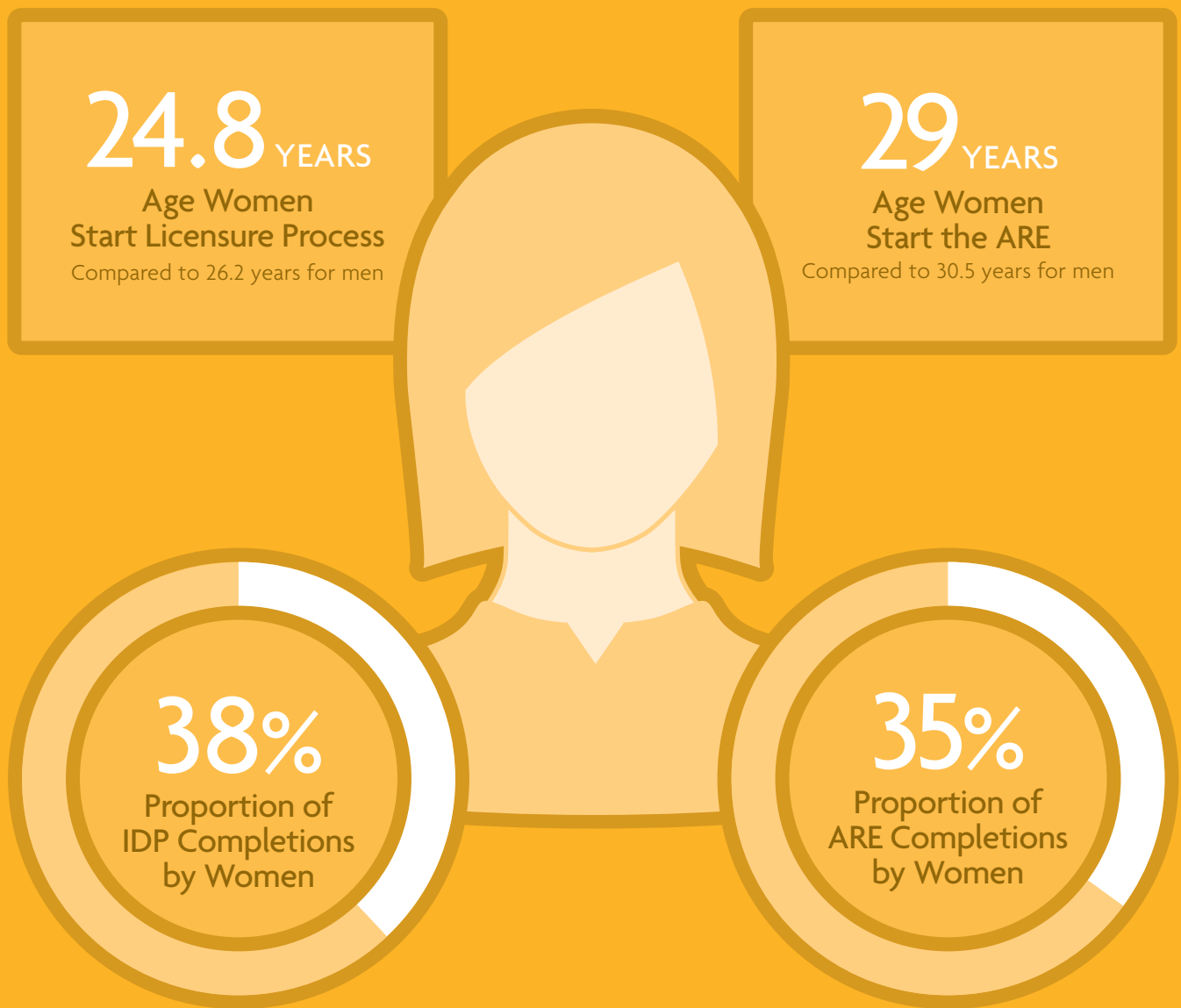
The National Architectural Accrediting Board (NAAB) reported that there were 5,918 degrees awarded during the 2013-2014 school year.

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.

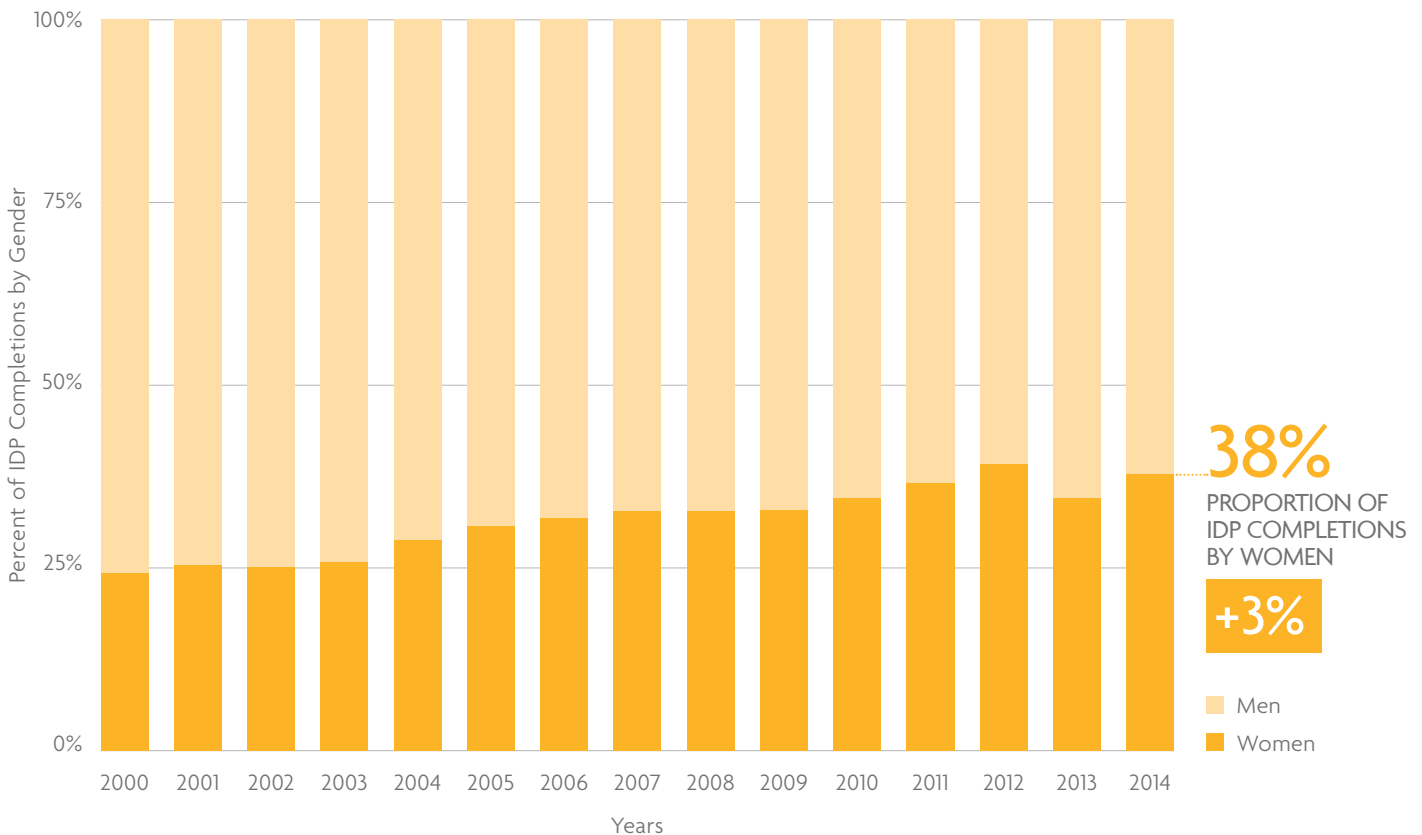




Gender Balance for IDP Improving

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.

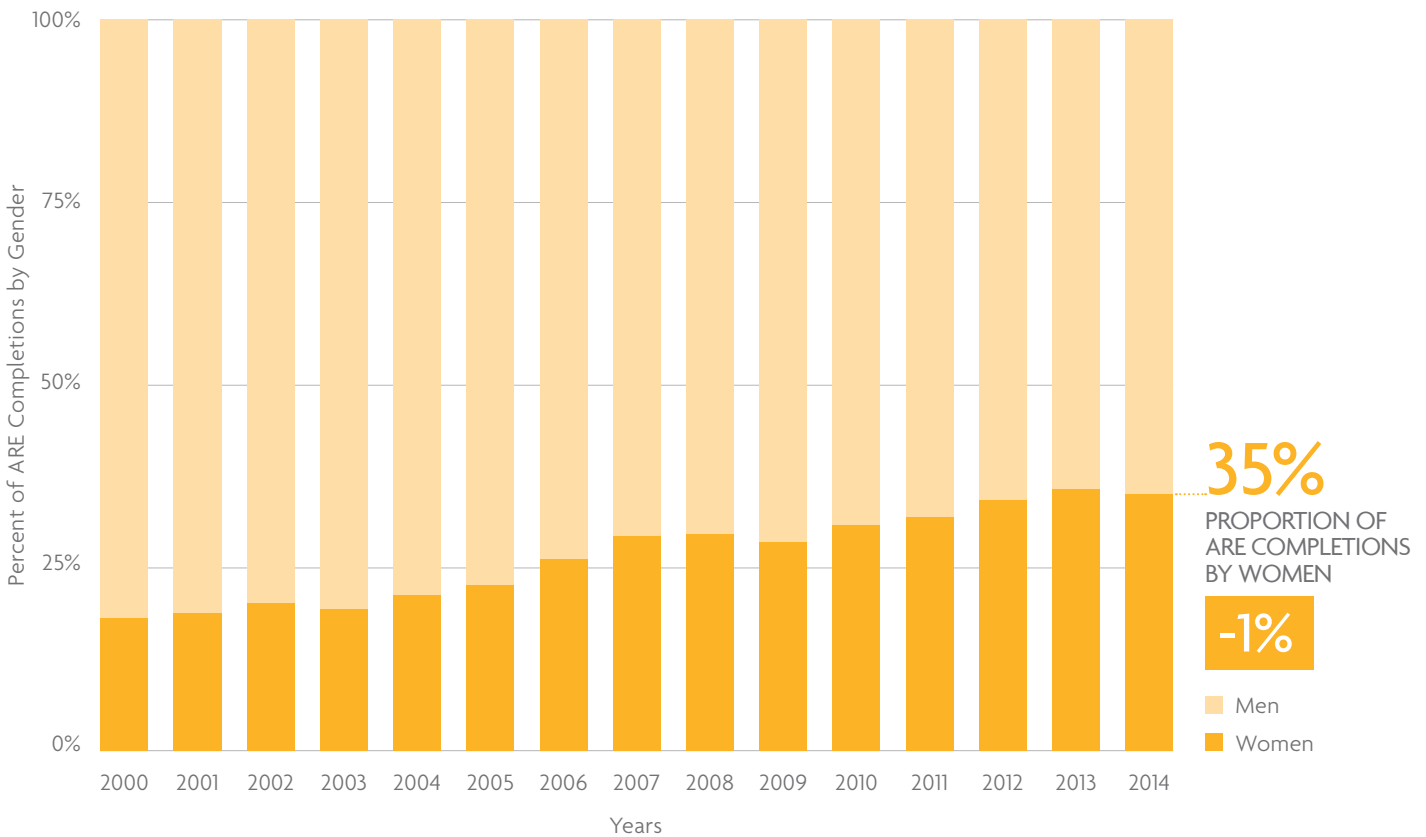




An Upward Trend in ARE Completions

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.

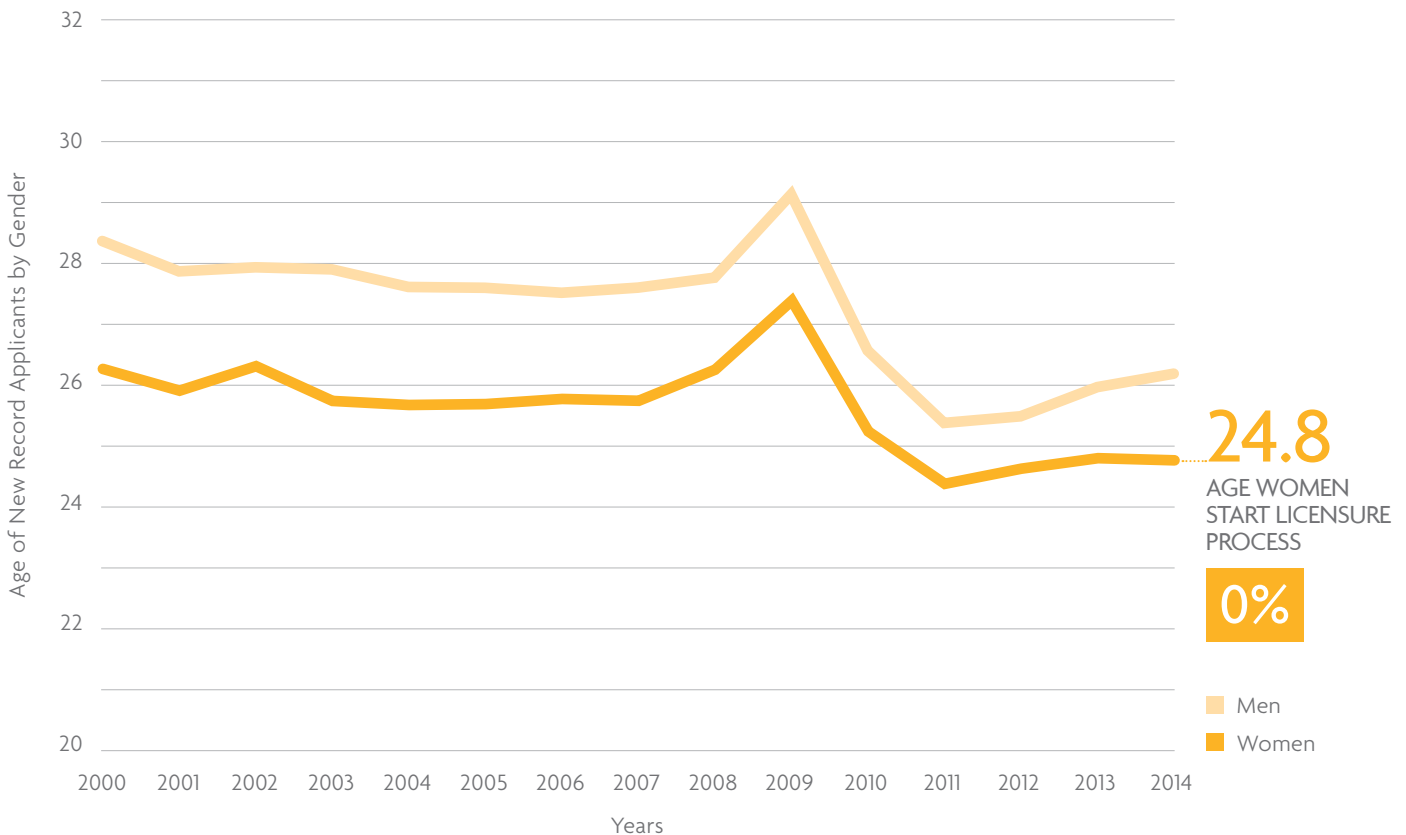




Getting a Head Start

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.

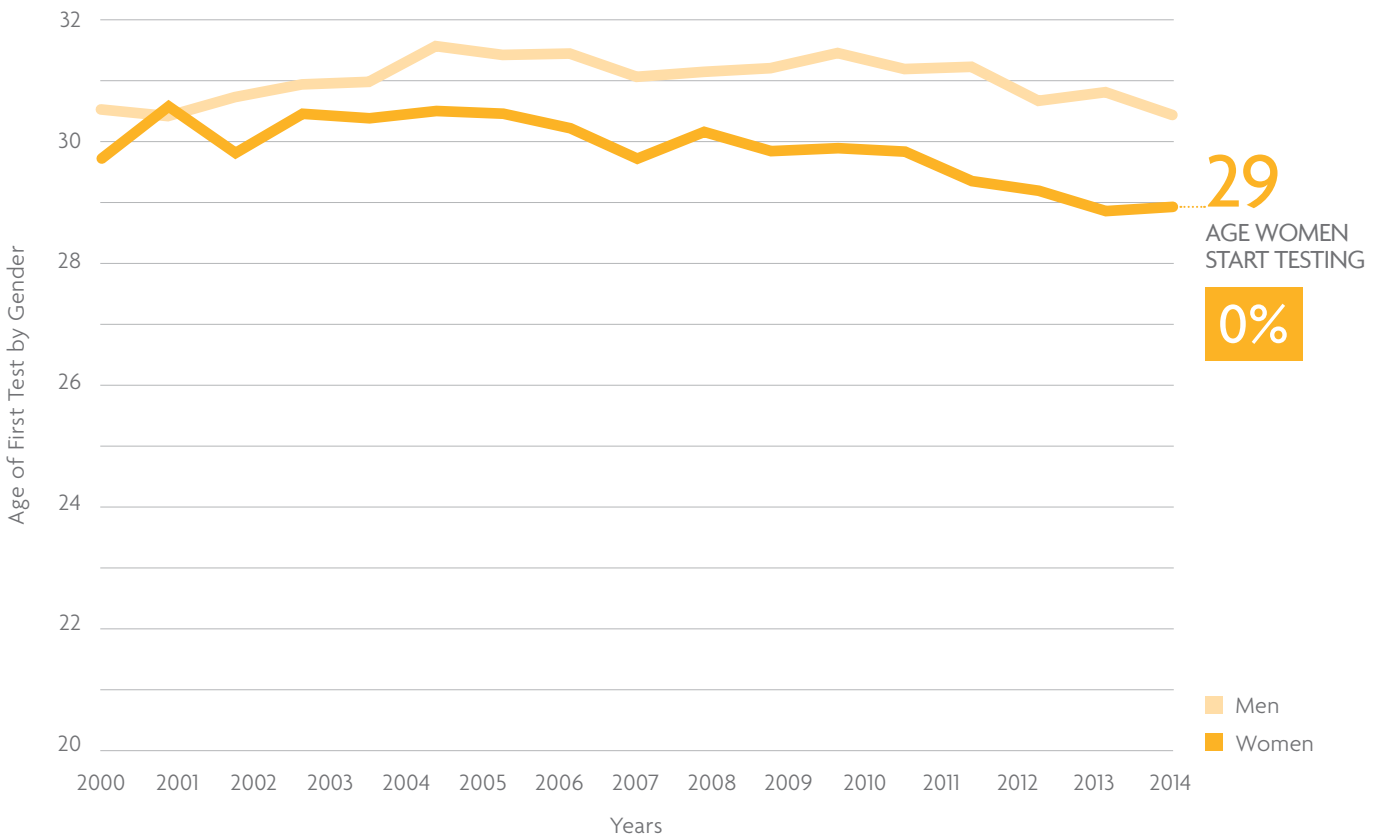




Women Testing Earlier

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.

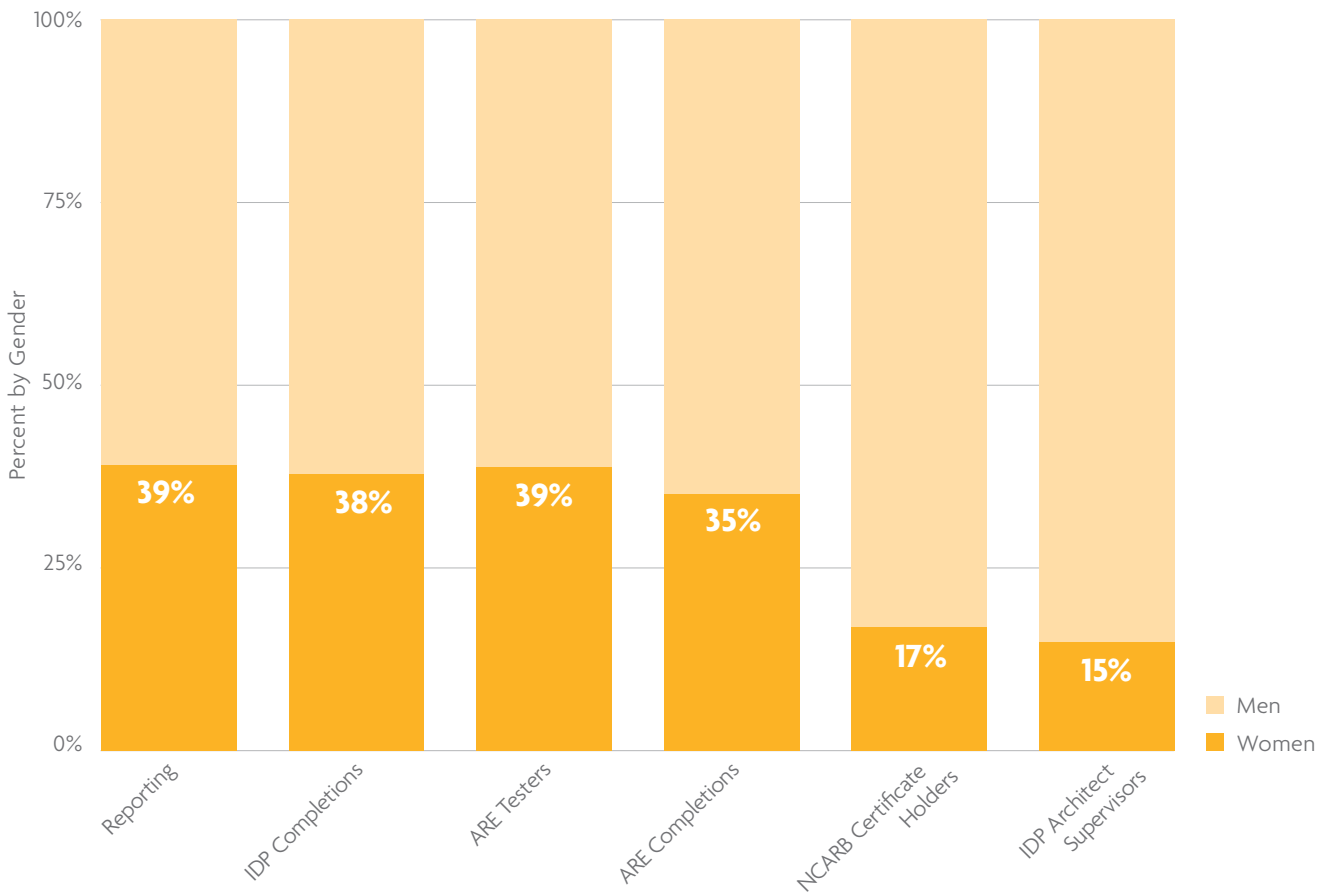




More Women on the Path

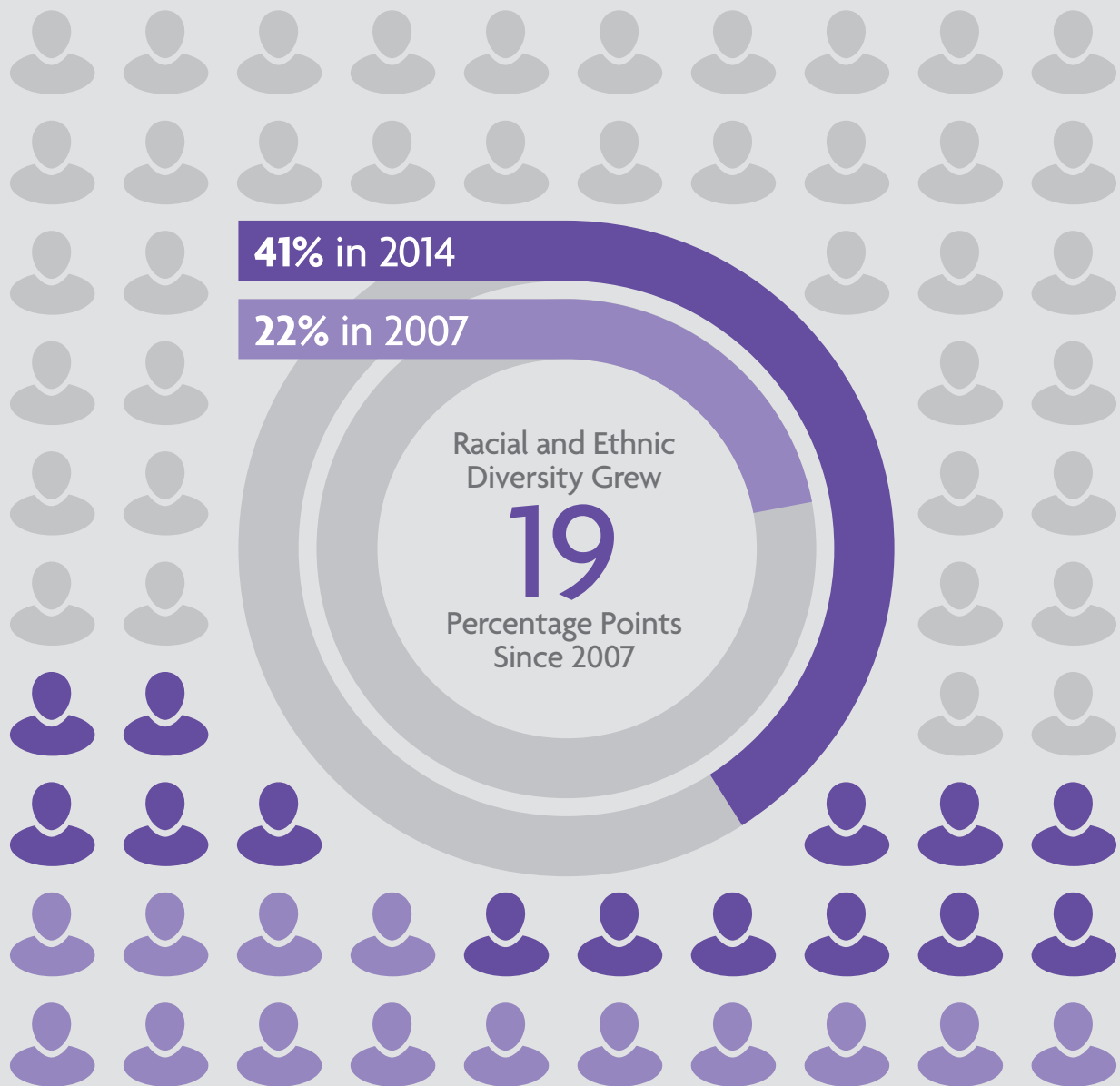
The proportion of women practitioners is set to increase.

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 under represented, 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.

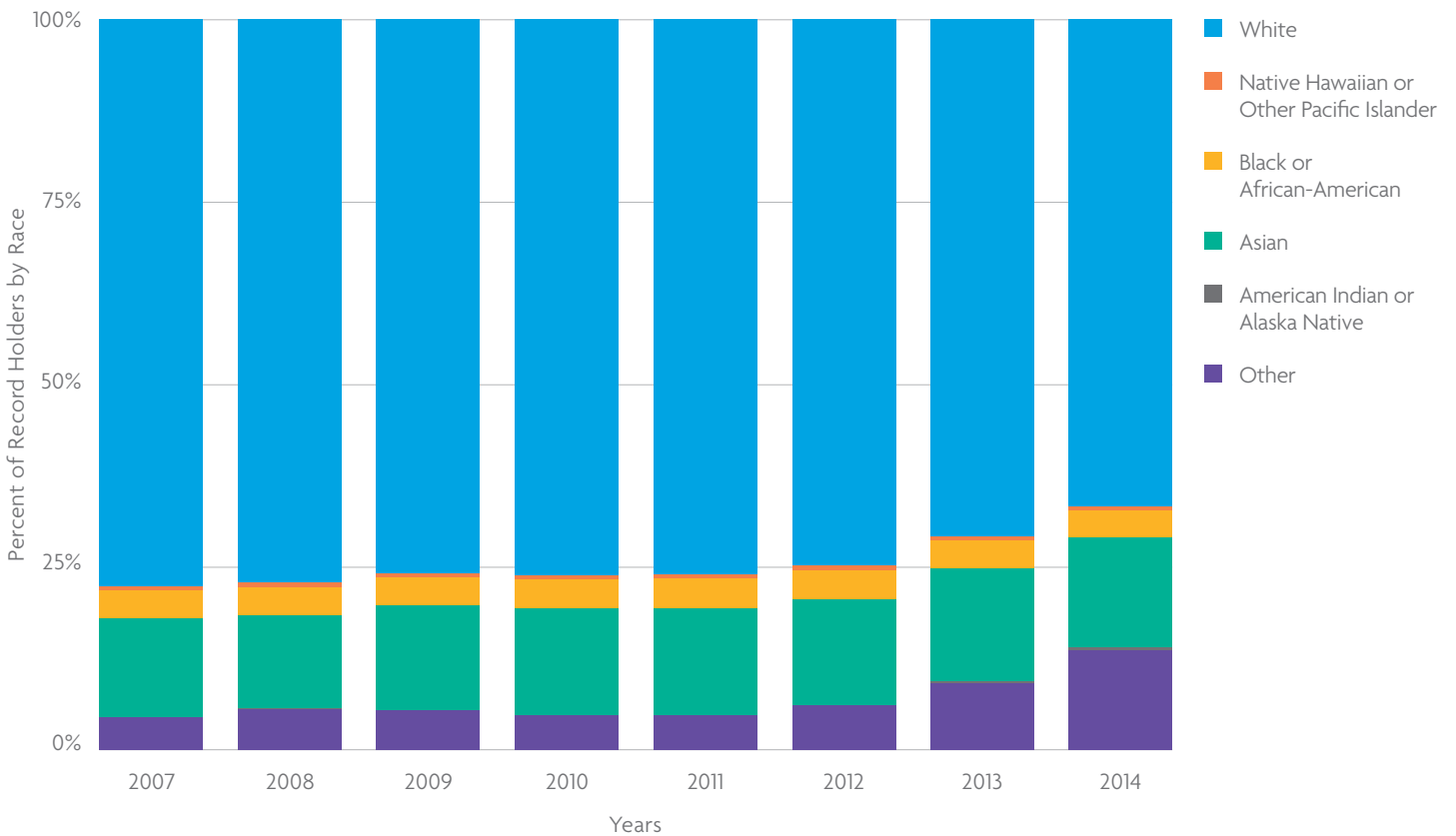




Racial Diversity Grows Among Record Holders

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.

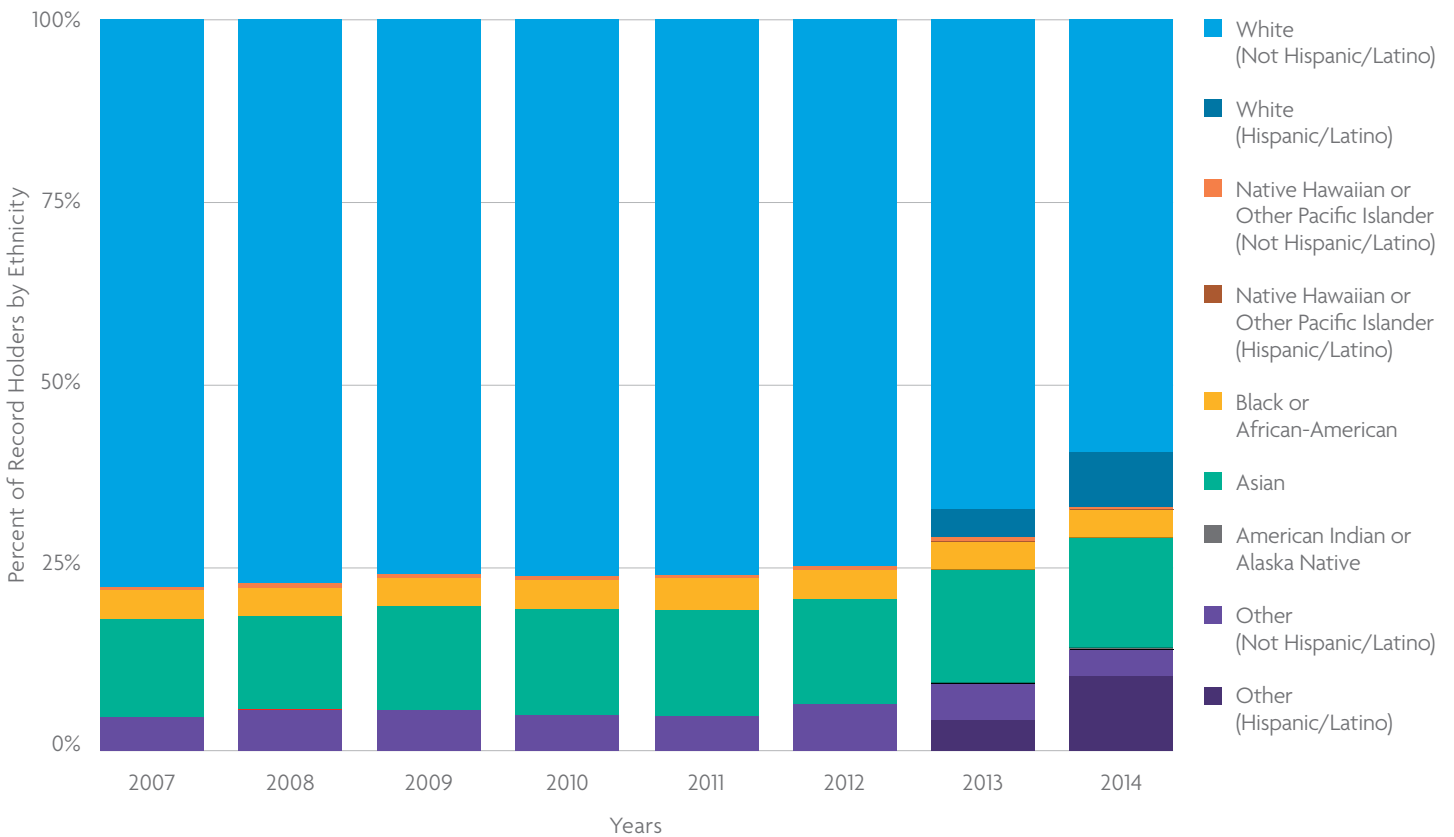




Ethnicity Adds to the Expanding Mosaic

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.



72
Charges



35,000
Volunteer Hours

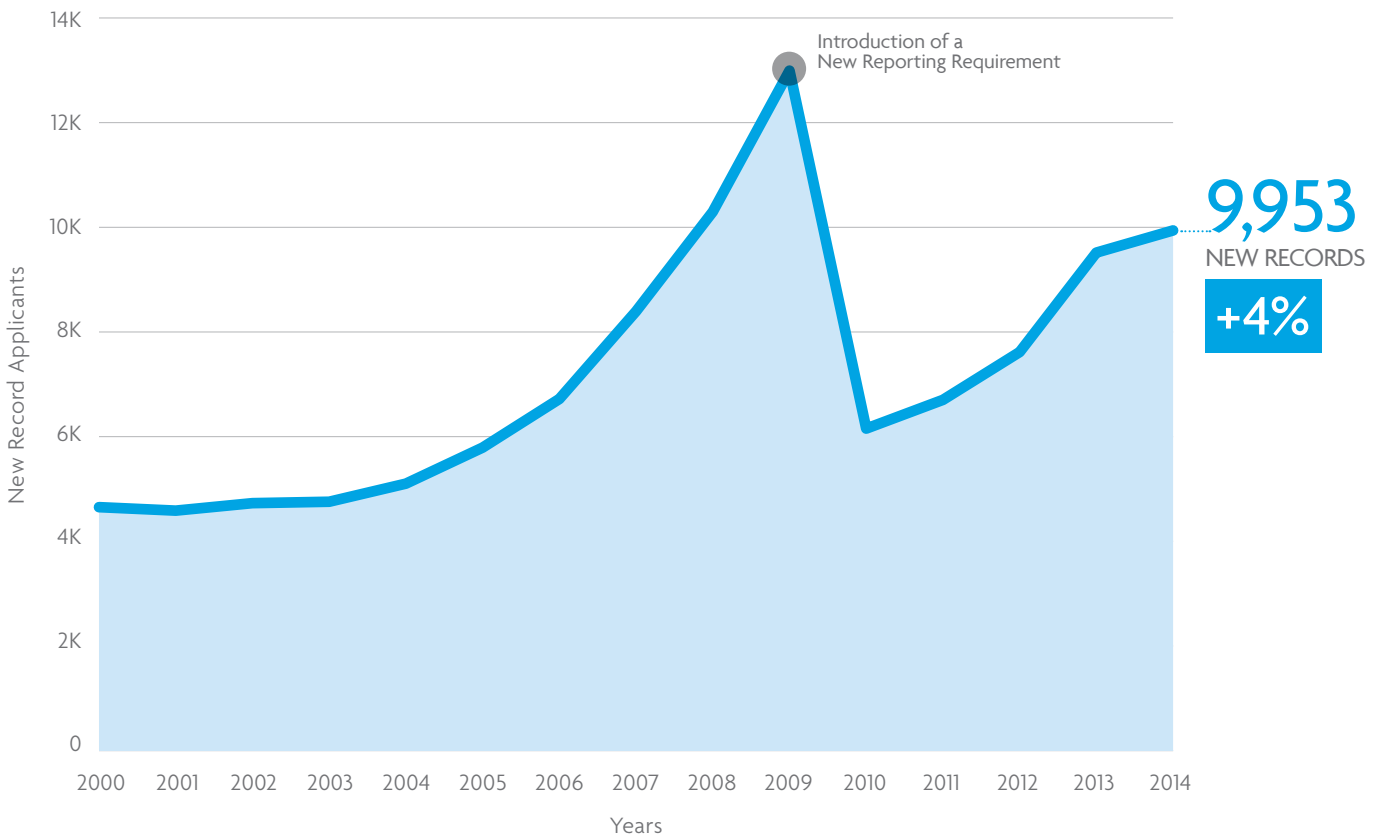


Nearly 10,000 Start the Path to Licensure

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.

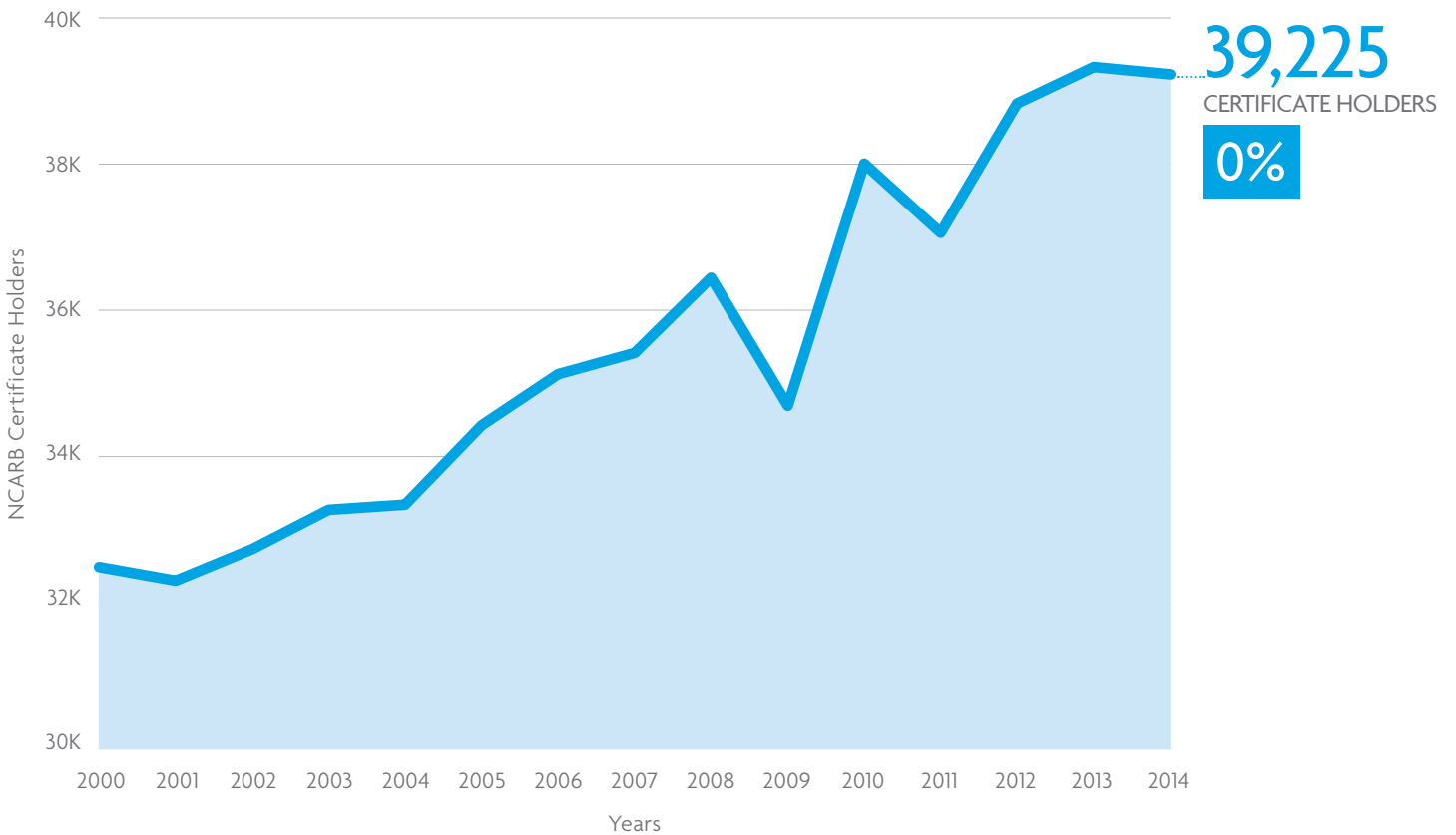




Architects Continue to Value Certification

More than 39,000 architects were NCARB Certificate holders.

This represents a 20 percent increase since 2000, when NCARB reported 32,552 Certificate holders.

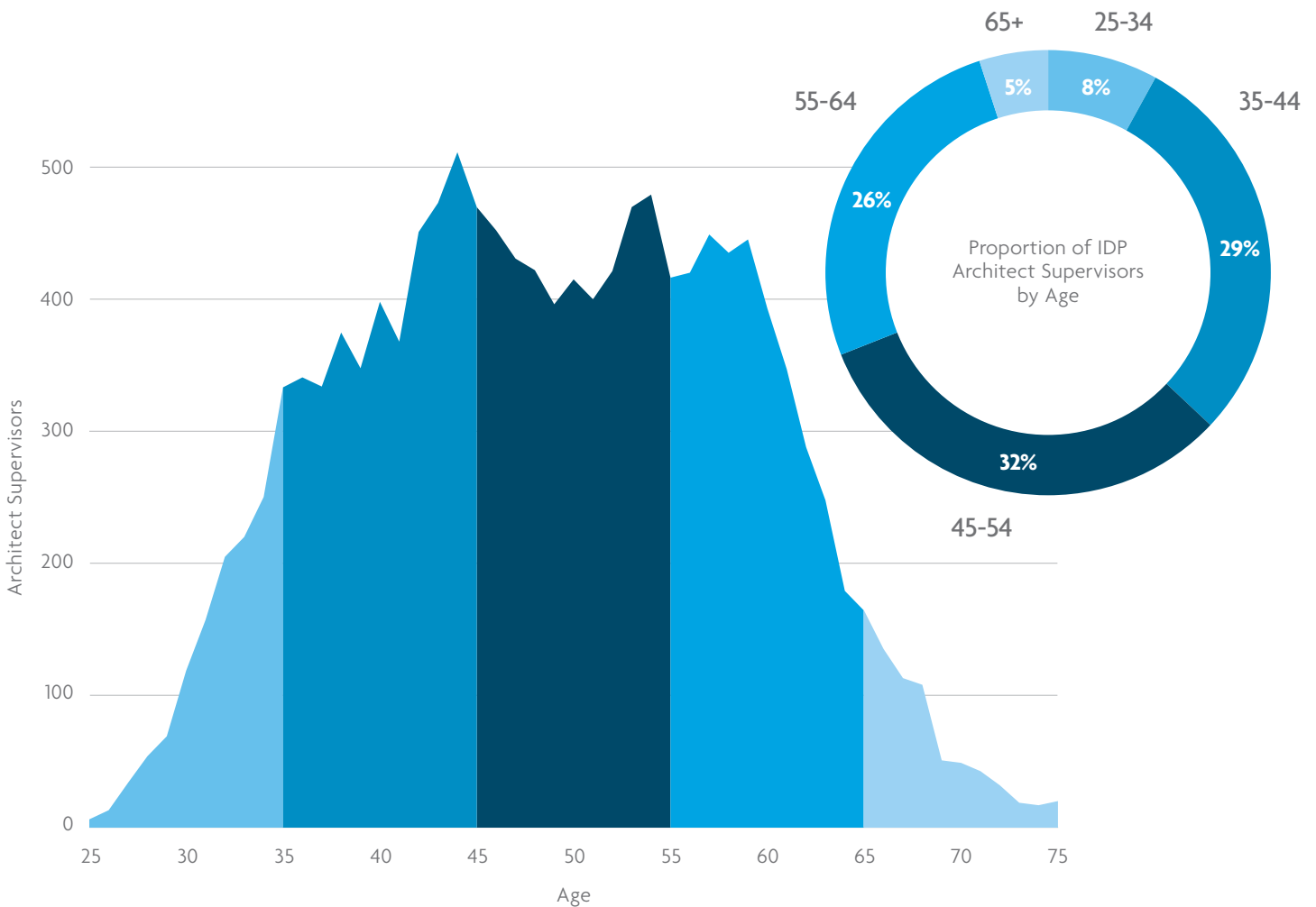




IDP Supervisors: A Broad Range of Ages

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.

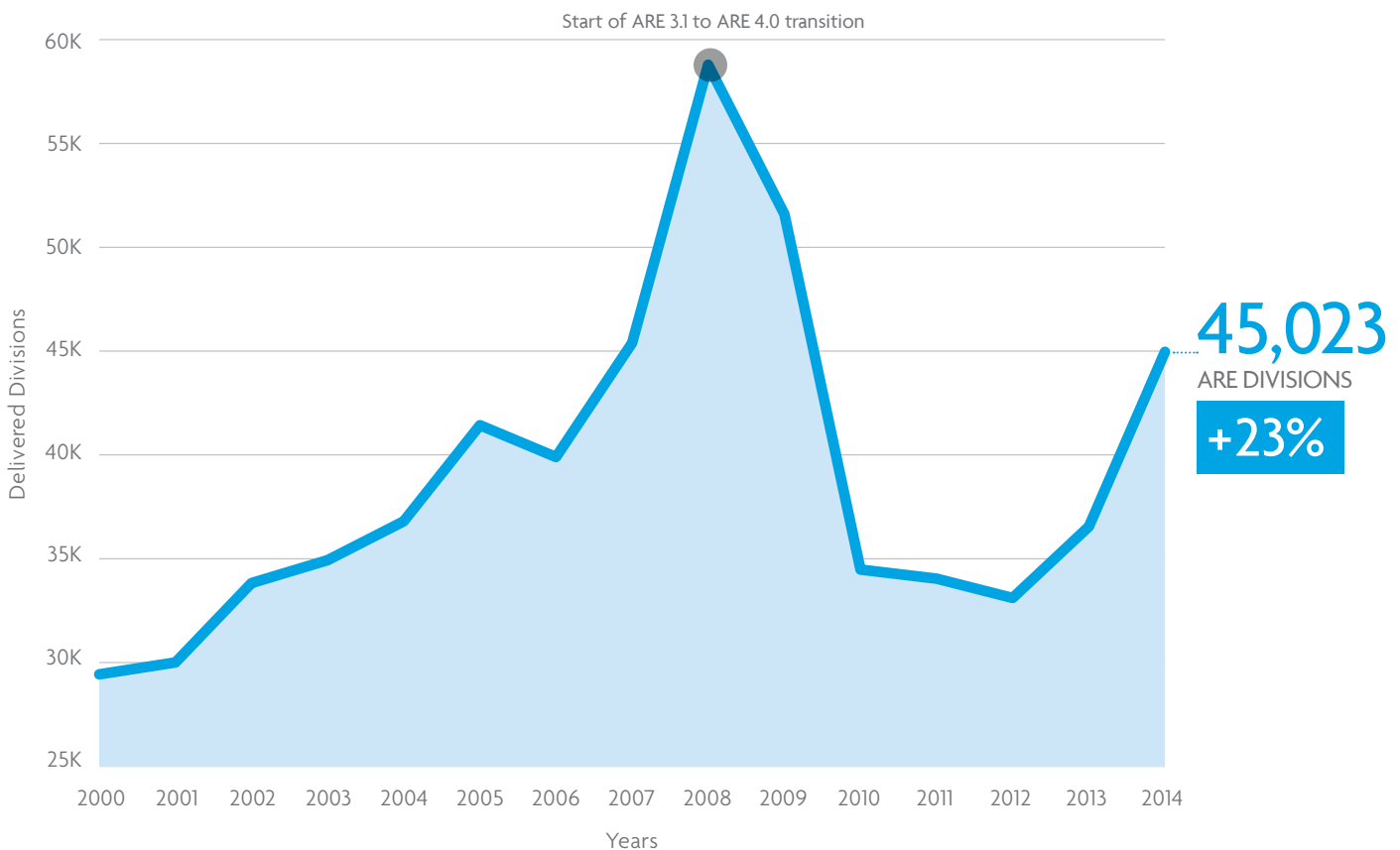




Exam Candidates Test More Frequently

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.

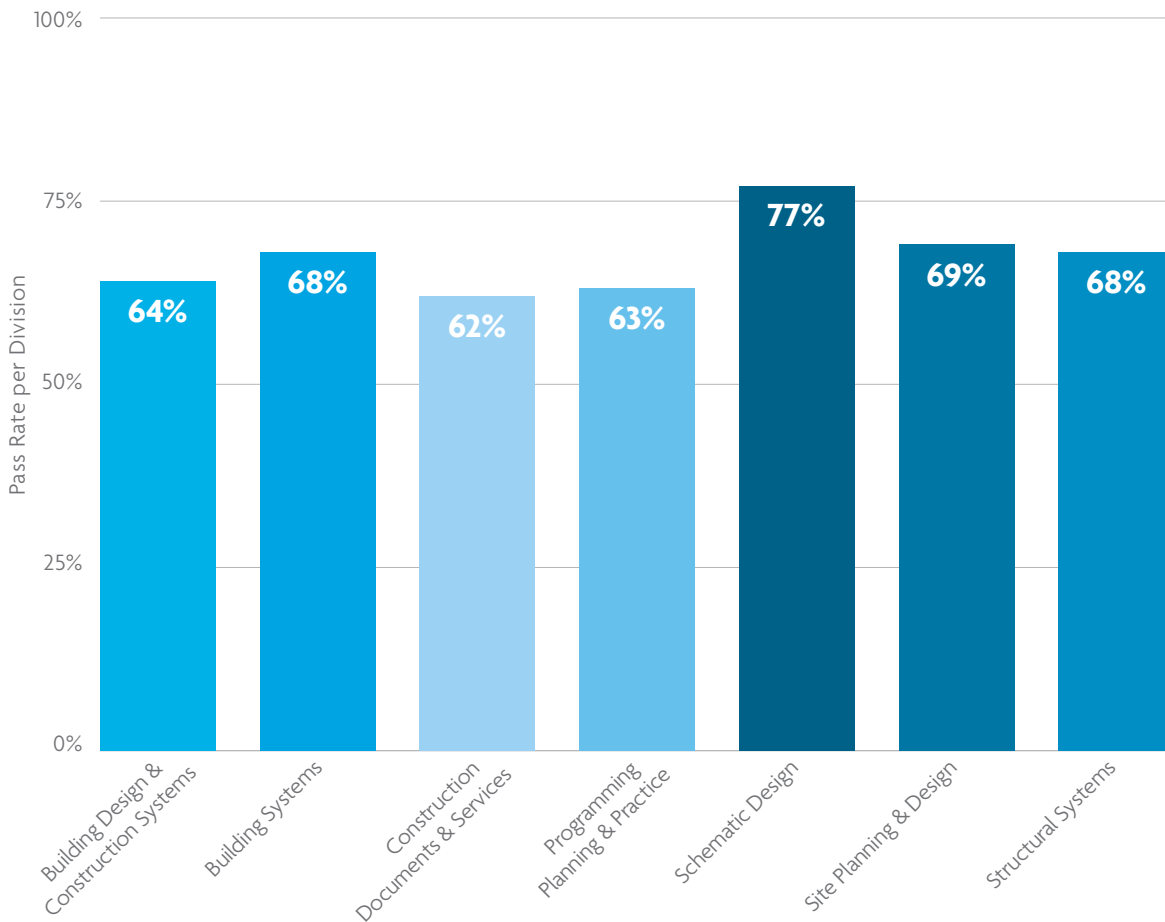




ARE Division Pass Rates Between 62 and 77 Percent

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.

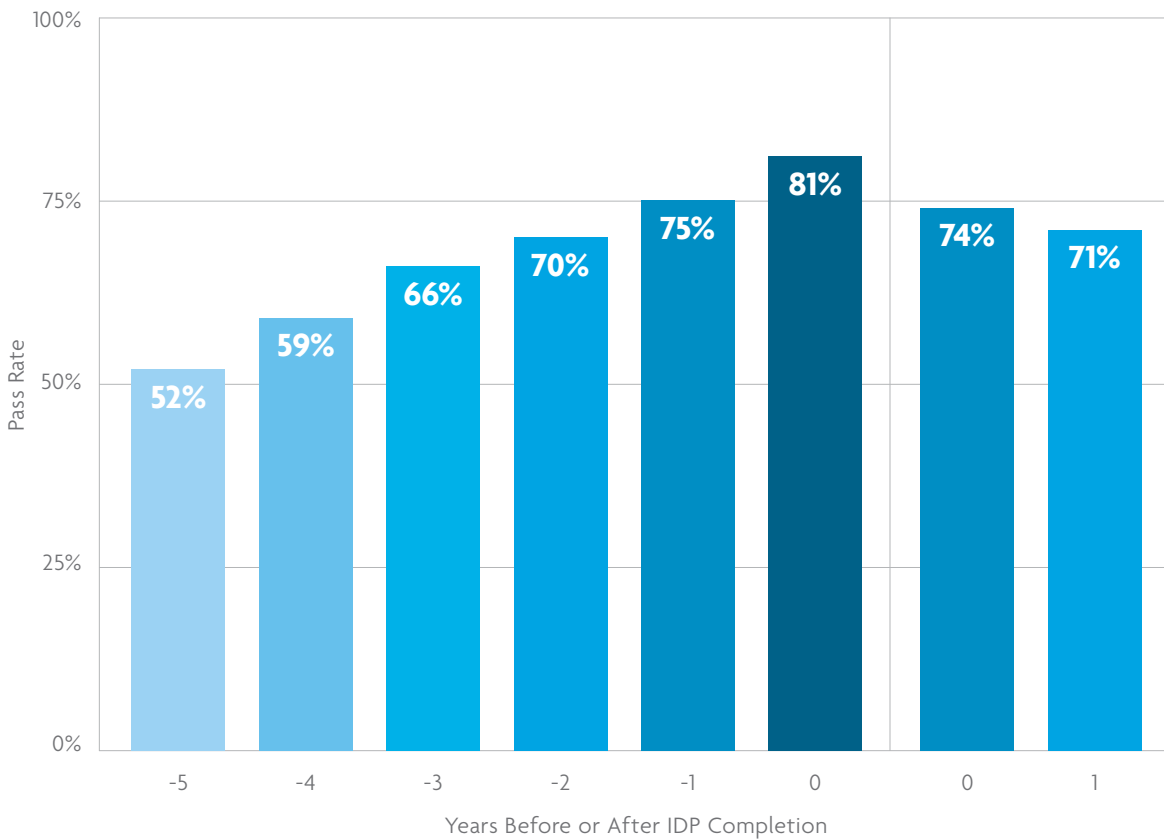




IDP Experience Impacts ARE Pass Rate

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	Illinois: 2,822	New Jersey: 2,029	Virginia: 1,454
New York: 7,630	Massachusetts: 2,543	Pennsylvania: 1,774	
Texas: 4,276	Florida: 2,494	Washington: 1,654	

