



THE MISSISSIPPI STATE BOARD OF ARCHITECTURE  
LANDSCAPE ARCHITECTURE + INTERIOR DESIGN ADVISORY COMMITTEES

(848-00)  
MISSISSIPPI STATE BOARD OF ARCHITECTURE

2025-2029  
STRATEGIC PLAN

John Cothron, Executive Director

Phone: 601-856-4652  
Website: [www.msboa.ms.gov](http://www.msboa.ms.gov)  
Email: [jcothron@msboa.ms.gov](mailto:jcothron@msboa.ms.gov)

(848-00)

MISSISSIPPI STATE BOARD OF ARCHITECTURE  
LANDSCAPE ARCHITECTURE ADVISORY COMMITTEE  
INTERIOR DESIGN ADVISORY COMMITTEE

2025-2029  
STRATEGIC PLAN

1

---

**Comprehensive Mission Statement**

The mission of the Mississippi State Board of Architecture (MSBOA) is to serve the State of Mississippi by protecting and preserving the life, health and property of the Mississippians and others who live, work, and play in the built environment through the regulation of the professions of architecture, landscape architecture and certified interior design.

2

---

**Statement of Agency Philosophy**

The Mississippi State Board of Architecture and its committees will strive for efficiency and quality public service throughout the organization in fulfilling its mission to safeguard life, health and property.

**Agency Values and Principles**

Service Oriented	MSBOA will remain focused on and committed to serving the public as a regulatory and consumer protection agency.
Professional	MSBOA will provide quality and efficient service in a courteous and professional manner, treating all clients with dignity and respect.
Innovative	MSBOA will make full use of current technology and best practices.
Principled	MSBOA will serve the public earnestly and ethically.
Responsible	MSBOA will be a good steward of the resources entrusted to it.
Collaborative	MSBOA will cultivate a mutually beneficial relationship with allied state, regional and national organizations and agencies.

---

## Relevant Statewide Goals and Benchmarks

The following are the statewide missions, goals and benchmarks most directly intertwined with MSBOA's mission.

### Statewide Primary Mission and Philosophy

- ★ Protect the safety and well-being of its citizenry.
- ★ Practicing accountability and transparency at every level of government.
- ★ Placing ultimate value on efficiency and effectiveness of government service to taxpayers and citizens.

### Statewide Goals and Benchmarks

- ★ Infrastructure: To ensure the construction and maintenance of infrastructure (including roadways, waterways, railways, airports, water and sewer systems, pipelines, electricity lines, broadband connections, public buildings) adequate to meet the needs of citizens and the business community and to foster economic growth.
- ★ Health: To protect Mississippians from risks to public health and to provide them with the health-related information and access to quality healthcare necessary to increase the length and quality of their lives.
- ★ Natural Resources: To ensure that current and future generations have access to the state's abundant natural resources through restoration, protection, conservation, and wise development of those resources.
- ★ Government and Citizens: To create an efficient government and an informed and engaged citizenry that helps to address social problems through the payment of taxes, the election of capable leaders at all levels of government, and participation in charitable organizations through contributions and volunteerism.

---

## Overview of Agency's 5-Year Strategic Plan

MSBOA has considered funding and activity levels and has conducted a review of its efficiencies, strengths and weaknesses in order to establish the following work plan for 2025-2029.

### **Agency Direction in 2025**

#### Rules and Regulations Review

As required by SB 2526 (2018 Regular Session), MSBOA will conduct a comprehensive review of all rules and regulations to ensure relevancy and eliminate any redundancies and impediments. MSBOA will also work to reorganize the rules into a more user-friendly format.

#### Outreach to Building Officials

MSBOA, in conjunction with the Board of Licensure for Professional Engineers and Surveyors, will

work to finalize and maintain a revised handbook on building and site design and construction to provide guidance to building officials. There will also be continued focus on engagement with building officials around the state.

### Maintain/Continue Full Slate of Services

- Hold regular board and committee meetings in order to conduct MSBOA's business
- Issue licenses, certifications and renewals to those meeting the qualifications
- Investigate all complaints
- Adjudicate disciplinary cases
- Provide information to students, interns, registrants, allied professionals, consumers and the public
- Participate in the activities of the national examination and record-keeping organizations as contributors, students and leaders
- Assist interns and support Architect Licensing Advisors in the state
- Provide outreach programs to students and allied organizations
- Evaluate best practices, efficiencies, income and expenditures
- Celebrate and recognize the achievement of licensure and certification during an annual event recognizing new licensees
- Review practice laws, rules and policies, and seek revisions as needed

### **Agency Direction in Years 2026 to 2029**

### Maintain/Continue Full Slate of Services

- Hold regular board and committee meetings in order to conduct MSBOA's business
- Issue licenses, certifications and renewals to those meeting the qualifications
- Investigate all complaints
- Adjudicate disciplinary cases
- Provide information to students, interns, registrants, allied professionals, consumers and the public
- Participate in the activities of the national examination and record keeping organizations as contributors, students and leaders
- Assist interns and support Architect Licensing Advisors in the state
- Provide outreach programs to students and allied organizations
- Evaluate best practices, efficiencies, income and expenditures
- Celebrate and recognize the achievement of licensure and certification during an annual event recognizing new licensees
- Review practice laws, rules and policies, and seek revisions as needed

---

## **Agency's External/Internal Assessment and Internal Management Systems**

### **5.1 External/Internal Assessment**

The Agency's mandate is narrowly focused and is largely affected by factors outside of MSBOA's control. As a self-funded agency, MSBOA must operate within the fees and fines it collects. MSBOA's finances are most directly affected by the number of applications and renewal applications received.

Internally, MSBOA's ability to react to fluctuations in licensure activity and funding levels is through the

licensure fee structure and through cost trimming measures. MSBOA is committed to limiting fee increases in terms of frequency and amount.

Externally, MSBOA has no ability to influence the primary drivers of the need for individuals to become licensed or certified. Those factors are primarily economically driven and are directly related to the level of public and private property development and construction activity throughout the state. Higher levels of construction bring increased applications, and usually increased complaint activity.

MSBOA will continue to monitor the level of agency activity, and consider how the level, whether rising or falling, will affect MSBOA's budget and planned activities over the next five years and beyond.

In addition to the primary drivers discussed above, the following external factors could affect MSBOA's operations and goals:

- Natural disasters
- Construction forecasts
- Changes in how buildings and spaces are designed and constructed
- Technology changes
- Increasing levels of international and interstate practice
- Changes in firm culture and structure
- Generational changes and their impact on the professions
- Inflation and increases in the cost of doing business
- Changes to laws, including building code requirements and local ordinances, affecting the requirement for licensed design professionals

## 5.2 Internal Management Systems

MSBOA and its committees usually meet at least quarterly to review and evaluate the agency's performance measures. This includes a quarterly review of the agency's budget, allowing the Board to closely monitor revenue and expenditures.

### 6

---

## Agency Goals, Objectives, Strategies and Measures

MSBOA has only one program: Licensure and Regulation.

Goal A: Professional Licensing/Certification: Efficiently issue licenses and certificates to qualified individuals (*Miss. Code Ann. §§ 73-1-1 et seq., 73-2-1 et seq., and 73-73-1 et seq.*).

Objective A.1. Endeavor, through a thorough and efficient process and involvement in national regulatory and testing organizations, to verify that any individual obtaining licensure, certification or renewal has the necessary skills and knowledge to practice.

Outcome: Number of active registrants at fiscal year-end.

A.1.1. Strategy: Establish and enforce appropriate requirements for education, experience and examination and administer a licensing system that ensures complete and accurate application review and licensure tracking.

Output: Number of new licenses/certificates granted.  
Output: Number of licenses/certificates renewed.  
Output: Number of licenses/certificates reinstated.  
Efficiency: Percentage of renewals processed online.  
Efficiency: Percentage of new applications processed online.  
Efficiency: Percentage of completed initial or reciprocal applications free of eligibility issues processed within 3 weeks (adapted from Statewide Strategic Plan).  
Explanatory: Number of applications received.

Goal B: Regulation and Enforcement: Strive to ensure through regulation and enforcement that registered design professionals protect the public's life, health and property (*Miss. Code Ann. §§ 73-1-1 et seq., 73-2-1 et seq., and 73-73-1 et seq.*).

Objective B.1. Establish and enforce regulatory standards of practice for registered architects, landscape architects, and certified interior designers, regulating in the least restrictive manner possible.

Outcome: Number of complaints resolved.

B.1.1. Strategy: Protect consumers and users of the state's built environment by adopting relevant and current practice standards, disciplining violators through an open and fair complaint adjudication process, and promoting continued competency on the part of registrants through mandated continuing education.

Output: Amount of fines assessed.  
Output: Number of continuing education audits conducted.  
Efficiency: Average length of time to resolution of documented complaints (Statewide Strategic Plan).  
Efficiency: Amount of fines collected.  
Efficiency: Percentage of accepted continuing education audits.  
Explanatory: Number of complaints received.

Goal C: Communications, Outreach and Organizational Effectiveness: Proactively educate interns, applicants, licensees, certificate holders, and other parties regarding registration and practice requirements and standards and provide exceptional customer service (*Miss. Code Ann. §§ 73-1-1 et seq., 73-2-1 et seq., and 73-73-1 et seq.*).

Objective C.1. Increase public and professional awareness of the Board's mission, activities, and services and enhance organizational effectiveness.

Outcome: Number of outreach/educational events.

C.1.1. Strategy: Demonstrate a commitment to being fiscally responsible and responsive.

Output: Number of inquiries answered.  
Efficiency: Percentage of customers satisfied with the level of service provided (from customer service survey).  
Efficiency: Percentage of revenue budget collected.  
Efficiency: Percentage of expenditure budget spent.  
Efficiency: Percentage of Board/Committee members and staff actively engaged in

national regulatory organizations as committee members or in leadership roles.

### Other Considerations to Support the Statewide Strategic Plan

- With relevance to structures and infrastructure, MSBOA maintains and monitors licensure standards to verify that its registrants have the knowledge and skills required to design public buildings and public spaces that are safe, and that meet the needs of Mississippi's citizens and business community.
- With relevance to public health facilities, MSBOA maintains and monitors licensure standards to confirm that its registrants have the knowledge and skills required to design quality healthcare structures and spaces that are protective of the public's life, health, safety and welfare.
- With relevance to public health, MSBOA recognizes and supports licensure and practice standards intended to confirm that buildings and spaces support good health, safety and public welfare.
- With relevance to the state's natural resources and future generations, MSBOA recognizes and supports licensure standards, practice standards, and continuing education activities intended to provide registrants with the skills and knowledge necessary to design buildings and spaces that are sensitive to energy and environmental concerns.

# MISSISSIPPI STATE BOARD OF ARCHITECTURE 5-YEAR STRATEGIC PLAN SNAPSHOT

## FOUNDATION

### MISSION STATEMENT

The mission of the Mississippi State Board of Architecture (MSBOA) is to serve the State of Mississippi by protecting and preserving the life, health and property of the Mississippians who live, work, and play in the built environment through the regulation of the professions of architecture, landscape architecture and certified interior design.

### CORE VALUES

Service Oriented	Principled
Professional	Responsible
Innovative	Collaborative

## STRATEGIC DIRECTION

### PHILOSOPHY

The Mississippi State Board of Architecture and its committees will strive for efficiency and quality public service throughout the organization.

### VALUE STATEMENTS

- Remain focused on and committed to serving the public as a regulatory and consumer protection agency.
- Provide quality and efficient service in a courteous and professional manner, treating all clients with dignity and respect.
- Make full use of current technology and best practices.
- Serve the public earnestly and ethically.
- Be a good steward of the resources entrusted to the agency.
- Cultivate a mutually beneficial relationship with allied state, regional and national organizations and agencies.

## STRATEGIC PLAN SUMMARY

Goals	Strategies	Benchmarks
<b>PROFESSIONAL LICENSING/CERTIFICATION</b> Efficiently issue licenses and certificates to qualified individuals.	<ul style="list-style-type: none"> <li>• Establish and enforce appropriate requirements for education, experience and examination and administer a licensing system that ensures complete and accurate application review and licensure tracking.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of active registrants</li> <li>• Number of new licenses/certificates granted</li> <li>• Number of licenses/certificates renewed</li> <li>• Number of licenses/certificates reinstated</li> <li>• Percentage of renewals processed online</li> <li>• Percentage of new applications processed online</li> <li>• Percentage of completed applications processed within 3 weeks</li> <li>• Number of applications received</li> </ul>
<b>REGULATION AND ENFORCEMENT</b> Strive to ensure through regulation and enforcement that registered design professionals protect the public's life, health and property.	<ul style="list-style-type: none"> <li>• Protect consumers and users of the state's built environment by adopting relevant and current practice standards, disciplining violators through an open and fair complaint adjudication process, and promoting continued competency on the part of registrants through mandated continuing education.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of complaints resolved</li> <li>• Amount of fines assessed</li> <li>• Number of continuing education audits conducted</li> <li>• Average length of time to resolution of documented complaints</li> <li>• Amount of fines collected</li> <li>• Percentage of accepted continuing education audits</li> <li>• Number of complaints received</li> </ul>
<b>COMMUNICATIONS, OUTREACH AND ORGANIZATIONAL EFFECTIVENESS</b> Proactively educate interns, applicants, licensees, certificate holders, and other parties regarding registration and practice requirements and standards and provide exceptional customer service.	<ul style="list-style-type: none"> <li>• Demonstrate a commitment to being fiscally responsible and responsive.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of outreach/educational events</li> <li>• Number of inquiries answered</li> <li>• Percentage of customers satisfied with the level of service provided</li> <li>• Percentage of revenue budget collected</li> <li>• Percentage of expenditure budget spent</li> <li>• Percentage of members and staff actively engaged in national regulatory organizations</li> </ul>