**ASLA Board of Trustees**

**November 20-21, 2014, Annual Meeting**

Centennial D, Hyatt Regency

Denver, CO

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| **Agenda Item #5: Third Quarter 2014 Program and Operations Report** | **Information** |
| **Purpose**: To provide a summary of the third quarter 2014 accomplishments across major program areas. |
| **History and Background**: The attached Program and Operations Report summarizes the third quarter progress toward the program and budget goals outlined in the 2014 Annual Operating Plan (AOP). The executive summary of the AOP is attached as a reference for comparing/analyzing program results. The full text of the 2014 AOP can be accessed on the web. Additional information and highlights will be provided at the meeting. |
| **Governing Rules/Procedures**: The Board is charged with approving the annual program and budget of the Society and with monitoring progress toward achieving goals and objectives. |
| **Action Requested**: The committee is requested to review the report. |
| **Staff Contact**: Nancy Somerville |

**Program and Operations Report**

**Third Quarter 2014**

**Executive Summary**

**Executive Offices**

* At its summer meeting, the Executive Committee reviewed recommendations for revisions to ASLA’s strategic objectives, finalized the annual SWOT analysis to inform ASLA strategic planning, and focused on development of an officer commitment form and ExCom assessment process.
* Third quarter focuses included: completion of the 2015 committee appointment process; continuation of the work of the Board Performance Task Force; organizational liaison, including leadership presentations at Rail~volution and National Society of Professional Engineers; and ASLA’s receipt of its award for commitment to performance excellence at the U.S. Senate Productivity and Quality Award (SPQA) conference in September.
* Architecture and interior design firm Gensler completed conceptual designs for renovation of the ASLA Headquarters building, and worked with staff and additional consultants to refine the design and cost estimates. The design concepts and budget will be presented to the Board for approval in Denver.
* Human resource highlights included recruitment for vacant positions, inclusion of ASLA among the Washington metropolitan area’s 50 Healthiest Employers, and ongoing wellness programs. Turnover in the third quarter was four positions or nine percent.
* Council of Fellows highlights included announcement of the 2015 call for Fellows nominations and preparations for the 2014 Fellows investiture in Denver.
* Work on the Chinatown Green Streets Demonstration Project included a kick-off meeting with Design Workshop, site investigations, and outreach meetings with stakeholder groups, including key developers, District agencies, and the DowntownDC BID. Green roof tours continued to be strong; a new report on green roof plant performance was completed in the third quarter.

**Finance, Meetings, and Building Operations**

* Registration and tickets sales for the annual meeting have reached 86 percent of the revenue goal by the end of the third quarter. A significant overhaul of the registration process for both attendee and exhibitor registration was made this year based on survey, customer service line, and supplier feedback.
* Now in its second year, strategic efforts to educate attendees on the importance of booking inside the ASLA room block resulted in a 45 percent increase in last year’s room block, which has already been exceeded.
* Bi-weekly cross departmental “Meeting on the Meetings” have significantly opened the lines of communications between departments and have encouraged a better sense of partnership around the annual meeting.
* Overflow hotel contracts for the San Diego annual meeting are underway. Miami will be host to the 2020 annual meeting contingent on ASLA’s room block pick-up in Denver this year.
* In keeping with the commitment to the environment, disposable plates, utensils, and cups have been replaced with china, flatware, glasses, and new mugs at ASLA headquarters.

**Government Affairs**

* In the third quarter, 385 advocates sent 651 messages to federal and state legislators on an array of federal and state issues important to the profession using the ASLA iAdvocate Network.
* ASLA and advocates defeated an attempt to eliminate federal funding for the Transportation Alternatives Program (TAP), and continued efforts to advance complete streets, community parks and recreation, and green infrastructure legislation.
* In August, the annual Advocacy Summit brought together 39 attendees from 32 chapters to St. Louis to discuss transportation policy and ways to incorporate a virtual advocacy day into chapter advocacy efforts. Another focus of the Summit was a site tour of Citygarden, hosted by the St. Louis Chapter for local, state, and federal policy makers to showcase the urban space from a landscape architecture perspective.

**Public Relations and Communications**

* In the third quarter, 270 stories referenced the Society and 3,599 referenced landscape architecture. AOP goal calls for at least 100 stories in major print, broadcast, and online media referencing ASLA and the profession, which ASLA has already exceeded. National media coverage included the *Houston Chronicle*, *Architect Magazine*, *St. Louis Post-Dispatch*, *Philadelphia Inquirer*, *San Francisco Chronicle*, *San Antonio Express-News*, *Huffington Post*, *Associated Press*, *Globe and Mail*, *Miami Herald*, *Chicago Tribune*, *Washington Post*, *Houzz*, *Los Angeles Times*, and the *New York Times*.
* Pageviews to www.asla.org are essentially flat while unique visits to the site increased 3 percent during the first nine months of 2014, in comparison with the same period in 2013. The good news: Unique visitors to the site jumped 17 percent, and the share of new visits as a percentage of total visits also leapt 14 percent.
* Since the beginning of 2009, when *The Dirt* was relaunched, traffic has hit nearly 2.87 million page views. There are now 1,650 blog posts. The blog has received 2,000 comments.
* Total third-quarter distribution of *LAND* averaged 27,581, a 7 percent gain over the first three quarters of 2013. Erosion of open rates, which have continued for the past years, has reversed this year.

***Landscape Architecture Magazine***

* In the third quarter of 2014, *LAM* tackled several major practice- and resource-focused stories aimed at bringing the forefront of ecological thinking to the readers. The magazine also benefited from an added staff member in solidifying a social media schedule and greater security in the art department.

**Publishing and Resource Development**

* Audited circulation for *Landscape Architecture Magazine* (*LAM*) for the first six months of 2014 increased to 21,576, which is 17 percent over 2013 for the same period.
* Advertising sales contracts for FY2014 issues of *LAM* increased to 95 percent of the annual budget goal of $2.8 million. This is six percent ahead of sales for Q3 of 2013.
* Sales for 2014 EXPO space and sponsorships also increased to 95 percent of the annual budget goal of $2.475 million, ending the quarter virtually even with Q3 of 2013, which turned out to be the highest grossing show in the Society’s history.

**Membership and Chapter Services**

* The third quarter closed with 15,194 members; a decrease of -0.06 percent from year-end 2013.
* In September, the ASLA member census was delivered to 14,308 current members with valid email addresses; also, the ASLA 2014 membership recruitment campaign launched with a mailing of the new brochure delivered to 10,824 prospective and lapsed members.
* A new membership brochure and full-page advertisement were released, both utilizing the Layar augmented reality app.

**Professional Practice and Information Technology**

* ASLA delivered five new live Professional Practice Network-hosted Online Learning webinar presentations.
* Design Workshop participated in both a kickoff meeting and discovery trip this quarter. This initial phase of the Chinatown Green Street Project set the stage for community meetings and design.

**Education Programs and LAAB**

* The 2014 Annual Meeting education program professional development approvals were finalized in the third quarter.
* The Committee on Education (COE) continued its work on three areas: Recruitment, STEM, and crossroads between practitioners and educators
* The 2014 LA CES monitoring process of 10 percent of approved providers continued.
* Upgrades continued on the Landscape Architecture Continuing Education System (LA CES) provider and administrator database, and the LA CES 2014 monitoring process progressed.
* LAAB begins standards review and update process.
* LAAB submitted updated information to the Council for Higher Education Accreditation for its application for renewal of recognition.

**Executive Offices**

**Governance and Administration**

* At its summer meeting in Philadelphia, the Executive Committee: reviewed and approved a national officer commitment form; reviewed and discussed the results of the 2014 “Are We Making Progress?” survey; recommended proposed revisions to the strategic objectives for Board action in Denver; finalized a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, including review of inputs from the midyear Board meeting; discussed the proposed 2015-2016 federal legislative priorities agenda; and accepted adding a component to the Outstanding Service Award program to honor the late Mary Hanson, Hon. ASLA. A subcommittee began work on an Executive Committee assessment process.
* The Board Performance Task Force (BPTF) completed revisions to a trustee commitment form that will be presented for approval in Denver. A subcommittee of the BPTF began work on a trustee job description and job qualifications for chapters to consider when electing trustees; draft documents will be reviewed and discussed at the annual meeting.
* Organizational liaison in the third quarter included: leadership presentations at Rail~volution and the Board meeting of the National Society of Professional Engineers; meetings with leadership of the American Planning Association and Urban Land Institute; participation in the U.S. General Services Administration Industry Association Roundtable; and participation in the board meeting and policy roundtables of the Renewable Natural Resources Foundation.
* The 2015 call for volunteers and 2015 committee appointment process was completed. Over 150 members volunteered for new or continued service. President-Elect Richard Zweifel, FASLA, met with senior staff in September to review and finalize appointments. Approximately 230 members serve on ASLA national committees. Also in the third quarter, executive offices coordinated the call for national officer candidates.
* Following conceptual design for renovation of the ASLA Headquarters building, Gensler prepared preliminary cost estimates and identified areas that required clarification and further research. To achieve a transformative effect at the most affordable price, the design team conducted mechanical/electrical/plumbing and elevator assessments, code review of egress issues/options, and review of existing site easements and covenants. A refined cost estimate, reflecting a reduction of almost $2 million, will be presented to the Board for approval in Denver.
* The Tellers Committee convened to review and verify this year's election results and reported that Chad Danos, FASLA, had been elected as 2014-2015 ASLA president-elect. Danos will assume office at the swearing-in ceremony during the President’s Dinner on Monday, November 24.
* The call for nominations for the ASLA Outstanding Service Award was completed and a jury selected four award recipients for recognition at the annual meeting in Denver. The program recognizes ASLA member volunteers who are making notable contributions to or on behalf of the Society at the national level.
* ASLA received its award for commitment to performance excellence at the U.S. Senate Productivity and Quality Award (SPQA) conference in September. ASLA was one of only five organizations to be recognized this year. Government Affairs Managing Director Lent also received individual recognition for her work as an SPQA examiner.

**Human Resources**

* During the third quarter, the turnover rate was nine percent. There were four staff departures, the part-time education programs administrator, accounting manager, public relations coordinator, and member and chapter services marketing manager. The half-time position of LAAB administrator was expanded to full-time with added responsibility for career discovery and outreach/communications with landscape architecture programs. New staff to fill the positions of professional practice manager (managing PPN networks) and member and chapter services marketing manager will begin in October. Recruitment is underway for the positions of public relations coordinator and meetings and special programs associate manager. The YTD turnover rate is 13 percent, or 6 positions.
* ASLA was named one of the top 50 Healthiest Employers in the Greater Washington area by The Washington Business Journal, and awarded sixth place in the expanded 1-99 employee category. ASLA made the list in 2013 in the less competitive 1-49 employee category.
* The Wellness Program continues with fresh fruit snacks as well as two in-house classes, yoga one day per week, and overall fitness another. Rounding out our commitment to fitness is a treadmill desk, and sharing of healthy living ideas and information.
* The in-house staff training program continues with staff members able to attend seminars, workshops and on-line webinars. Overall 62 percent of staff has participated in at least one of the sessions.
* Telecommuting and compressed work week programs have continued successfully.  Approximately 40 percent of the staff participate in one or the other of the two programs, which were put in place both as a staff benefit and to help reduce the staff’s vehicle miles traveled (VMT).
* Excellence in service awards were given to three staff: Professional Practice Manager Debbie Steinberg, ASLA; Member Services Representative Monica Barkley; and Resource Development Coordinator Carolyn Mitchell. The recipients were nominated by their peers and selected by a jury of their peers.

**Council of Fellows**

* The 2015 call for Fellows nominations opened September 30. Corporate Secretary Curt Millay, ASLA, sent all 49 chapters lists of their respective members who are eligible for the 2015 nominations. In addition he sent messages to over 4700 full and international members who have 10 or more years of continuous membership informing them of their eligibility to pursue nomination. The deadline for chapter submissions is February 27, 2015. For the 2014 Class of Fellows, preparations are underway for the investiture dinner in Denver, including the production of a new pin.

**Green Infrastructure Education and Advocacy**

* In July, ASLA hosted the Kick-off meeting for the Chinatown Green Street Demonstration Project. Representatives from Design Workshop, Oehme van Sweden, Blakey & Agnew, Walter P Moore, and Vika Capitol were in attendance, in addition to ASLA staff. The meeting served as a brainstorming session to establish a project thesis and dilemma and to establish what would be considered “critical success factors” for the project. The team also reviewed a list of goals proposed for the project to measure. The entire group then did a walking tour of the site.
* ASLA staff hosted discovery meetings with Uwe Brandes, Monument Realty, and the DowntownDC BID and the Golden Triangle BID.  A meeting was also held with representatives from District agencies. This meeting served to update those who attended the original charrette and to introduce others to the project. Design Workshop participated in the District agency meeting.
* In September, members of Design Workshop visited DC to conduct weekend site observations. As part of the discovery phase of the project, DW staff observed vegetation and tree conditions, pavement conditions, drainage patterns, sidewalk use and pedestrian circulation, bicycle and vehicular circulation, parking and loading use, social nodes, light meter foot-candle readings, and places of art and cultural expression.
* Green roof tours continue to be strong. During the third quarter, high season for wildlife and blooms, ASLA hosted landscape professionals from China twice who were interested in the benefits of membership as well as information on the green roof. Ten international memberships were captured. Emory Knolls Farms, who has worked on the ASLA green roof and doing extensive work in China, co-presented to one group; other tours have included students from Alabama, California, and NY; Eco Spaces, Washington, D.C.; local walk-ins; others from Wisconsin and Ohio; and the National Building Museum’s Teen Council, which was coordinated by PR and Communications.
* Another third-quarter focus was completion of a detailed report on plant performance, including photos and captions of the green roof plants first planted in 2006 to today. The report will detail the best practices for green roof plants – what works, what didn't – to determine best outcomes for the ASLA green roof and others when presenting the benefits of the demonstration project to visitors. The new report will be made available on the web in the fourth quarter.

**Finance, Meetings, and Building Operations**

**Finance**

* The mortgage payoff plan started in 2013, just after approval from the BOT at its annual meeting in Boston. Management liquidated $2 million from the long-term reserve and deposited the funds in a money market account. Through July, the money market account had earned an additional $5,000 and was combined with $150,000 of operating cash to pay off the loan balance of $2,155,000.

* During the third quarter, Angela Salazar joined the Finance Department, replacing staff member Zandra Miller, Hon. ASLA, who retired after serving ASLA for over thirty years.
* In concert with other program areas, Finance is utilizing the “Baldrige Criteria for Performance Excellence.” In the third quarter, the Finance effort was on the plan-do-check-act cycle (PDCA). PDCA is a well-known model for continuous process improvement. It teaches organizations to plan an action, do it, check to see how it conforms to the plan and act on what has been learned. The following financial cycles are being reviewed through the PDCA process: monthly close, cash receipts, and cash disbursements.

**Meetings**

* Registration and tickets sales for the ASLA 2014 Annual Meeting and EXPO reached 86 percent of its revenue goal by the end of the third quarter. Ticketed field sessions and events continue to outpace previous year’s ticket sales.
* Efforts continue to systematically evaluate and improve registration processes for annual meeting from year to year.  A significant overhaul of the registration process for both attendee and exhibitor registration was made this year based on survey, customer service line, and supplier feedback.  Similar feedback will be obtained this year to continue to improve customer satisfaction and ease of navigation.  A similar evaluation and improvement process will be deployed with attendees, exhibitors, staff, and the registration vendor.
* Annual meeting housing increased by 45 percent in 2013 due to strategic efforts to educate attendees on the importance of booking inside the ASLA room block and providing an incentive. The incentive structure was based on survey data of attendees, non-attendees, and exhibitors. Now in its second year, 2013 housing numbers have already been exceeded and an additional five hotels have been added to the discounted room block for 2014. The housing room block is critical for making ASLA’s meeting eligible for desirable cities such as San Francisco.
* Bi-weekly “Meetings on the (Annual) Meeting” including representatives from each department were instituted this year. These meetings have significantly opened the lines of communications between departments and have encouraged a better sense of partnership around the annual meeting.
* Negotiations continued with the city of San Diego for the 2019 annual meeting as overflow hotel contracts are underway. Miami was confirmed as the site of the 2020 annual meeting contingent on the final guest room pick-up in Denver this year. The ASLA Annual Meeting and EXPO has not been in Miami since 1962 and, according to annual meeting survey data, ranks as one of the top attractive meeting destinations by annual meeting attendees, non-attendees, and exhibitors.
* In keeping with ASLA’s commitment to stewardship of the environment, disposable plates, utensils, and cups have been replaced with china, flatware, glasses, and new mugs at ASLA headquarters. These items are used for all internal meetings and events and by staff on a daily basis.
* A meetings consultant was hired to fill the void left by the departure of the associate meetings manager; recruitment for a permanent replacement is underway.

**Building Operations**

* Emergency preparedness procedures were reviewed with staff during all staff meetings. Drills are planned to begin during the fourth quarter.

* Finance worked closely with Executive Offices to support development of a conceptual plan, cost estimates, and financing recommendations for the Headquarters interior renovation.

**Government Affairs**

**Government Affairs – General**

* In the third quarter, 385 advocates used the iAdvocate Network to send 651 messages to their state and federal legislators on issues important to the profession. Year-to-date, 1,148 advocates have sent 4,280 messages. Currently, the network has seen an 83 percent increase from last year in the messages sent to policy makers. Additionally, advocates using the new iAdvocate network have resulted in a 24.7 percent open rate, 4.9 percent click through rate, and a 52.9 percent conversion rate – which are all above industry standards.
* The Policy Committee completed work this quarter on a proposed Environmental Justice policy, which will be presented to the Board of Trustees for consideration in November. The committee has begun to explore options for policy guidance that would delineate the existing ASLA policies that are related to climate change.

**Federal Advocacy**

* After many years of promoting the work of landscape architects to policymakers, recently President Barack Obama highlighted the role of landscape architects in creating critical transportation infrastructure projects across the nation. President Obama’s comments about landscape architects were a part of his remarks on the growth of the U.S. economy and were featured on the NBC Nightly News program.
* The year-long process to establish the 2015-16 Federal Advocacy Priorities continues. In the third quarter, the Executive Committee discussed the initial recommendations of the Government Affairs Advisory Committee. The feedback has been integrated into the proposal for discussion at the November Board of Trustees meeting.
* This quarter, ASLA and advocates swung into action to help defeat an amendment authored by Senator Patrick Toomey (PA) to eliminate funding for the Transportation Alternatives Program (TAP). ASLA continues to work to pass the *Safe Streets Act* (H.R. 2468, S. 2004) to establish a national Complete Streets policy. This quarter, ASLA worked with the National Complete Streets Coalition to secure 13 additional cosponsors of H.R. 2468 and 10 additional cosponsors of S. 2004. Currently, H.R. 2468 has a total of 47 cosponsors, and S. 2004 has 17 cosponsors. Additionally, ASLA coordinated with Alaska Trustee Tamás Deák, ASLA, on an editorial showcasing the ASLA- sponsored Dangerous by Design 2014 report and Complete Streets policies in Alaska.
* ASLA coordinated with the Office of Representative Albio Sires (NJ) on a statement for the Congressional Record recognizing Park and Recreation Month. The statement highlighted landscape architects as critical in designing and implementing parks and recreational spaces. Representative Sires also presented the statement on the floor of the House of Representatives to promote Parks Month and gain support for H.R. 2424, the *Community Parks Revitalization Act*. Currently, the bill has gained 38 cosponsors.
* Through partnerships with allied organizations and coalitions, ASLA continues advocacy efforts urging Congress to fully fund the Land and Water Conservation Fund (LWCF). This quarter, the House Appropriations Committee approved a spending bill for the Department of Interior and Environmental Protection Agency (EPA), which proposed to cut funding below the current $300 million funding level, while Senate appropriators released a draft that includes modest ($20 million) increases for the program. Additionally, the *Land and Water Conservation Authorization and Funding Act of 2013* has gained 42 cosponsors to date.
* ASLA continued its efforts to advance H.R. 3449, *the Innovative Stormwater Infrastructure Act*. Government affairs staff coordinated with the office of Representative Donna Edwards (MD), the lead sponsor of the legislation, to incorporate the bill’s principals into her priorities for the MAP-21 reauthorization bill. Currently, the bill has gained 27 cosponsors.
* ASLA has joined the new EPA Green Infrastructure Collaborative – a network of federal agencies, including the White House Council on Environmental Quality, non-governmental organizations, and other private sector entities – to form a broad-based network of organizations interested in promoting and implementing green infrastructure approaches.
* This quarter, ASLA assembled the Pollinator Working Group to develop recommendations on a federal strategy to promote the health of honey bees and other pollinators. As part of the White House efforts to foster a vibrant, sustainable pollinator population, the working group is crafting recommendations from a landscape architecture perspective, which will be presented to the administration’s Pollinator Health Task Force this fall.
* ASLA continues to work with many coalitions and advocacy partners to achieve policy goals. Recently, ASLA, in conjunction with the Rails-to-Trails Conservancy, sent a letter to the U.S. Department of Transportation urging the agency to include public health considerations in the transportation planning rule. ASLA also joined with other members of the Congressional High Performance Building Caucus Coalition to send a letter to congressional leaderships urging support for the *H.R. 5363, S. 2771 Water in the 21st Century Act,* legislation to address conservation of water across the country. Additionally, in partnership with the Outdoors Alliance for Kids (OAK), ASLA signed on to a letter urging members of Congress to support the *Healthy Kids Outdoors Act* (H.R. 4706/S. 2367).

* ASLA attended the annual meeting of the Outdoors Alliance for Kids (OAK) – a national strategic partnership of organizations from diverse sectors with a common interest in connecting children, youth, and families with the outdoors. ASLA also participated in OAK’s advocacy day to foster legislative priorities such as the *No Child Left Inside Act, Health Kids Outdoors Act, Public Lands Service Corps Act*, and funding for active transportation in the next iteration of MAP-21.

**Licensure and State Advocacy**

* On August 9-10, ASLA conducted the 13th Annual Advocacy Summit in St. Louis, MO. This year’s summit, hosted by the ASLA St. Louis Chapter, brought together 39 attendees from 32 chapters across the country. The summit featured the new tool, *Guide to Hosting Tours with Elected Officials,* which was used to conduct a site tour for Missouri policymakers in conjunction with the summit. Additional sessions focused on transportation issues and planning a virtual advocacy day.
* This quarter, staff worked with several chapters to promote licensure legislation and protect professional regulation. Tthe Michigan Chapter continued efforts to develop legislation that would privatize the administrative functions of licensing as an alternative to outright deregulation. The Indiana Chapter is preparing for a wholesale review of the need to license landscape architects in that state. The District of Columbia is the only major U.S. jurisdiction without regulation of landscape architecture. The D.C. Board of Architecture and Interior Design approved its draft language in July, which presented the opportunity for the Potomac Chapter to weigh in on the proposal. The legislation is expected to move to the D.C. Council in 2015.
* The ASLA LARE Prep Subcommittee hosted the *How to Host a LARE Preparation Workshop* webinar in July. The one-hour webinar provided chapter leaders an overview of the logistical details, and step-by-step instructions on hosting a work.

**Public Relations and Communications**

**Public Relations**

* Media monitoring is now being performed by a new vendor, PR Newswire, using metrics that differ from those used by Meltwater, the previous vendor. In the third quarter, 270 stories referenced the Society and 3,599 referenced landscape architecture. AOP goal calls for at least 100 stories in print, broadcast, and online media referencing ASLA and the profession, which ASLA has already exceeded. National media coverage included the *Houston Chronicle*, *Architect Magazine*, *St. Louis Post-Dispatch*, *Philadelphia Inquirer*, *San Francisco Chronicle*, *San Antonio Express-News*, *Huffington Post*, *Associated Press*, *Globe and Mail*, *Miami Herald*, *Engineering News-Record (ENR)*, *The Record* (Hackensack, New Jersey), *Chicago Tribune*, *Arizona Republic*, *Washington Post*, *Houzz*, *Los Angeles Times*, and *The* *New York Times*.
* Seven press releases were issued for the third quarter, including announcements about the 2014 Professional and Student Awards (in English, Spanish, Chinese, Arabic, and Portugee), National Hispanic Heritage Month (in English and Spanish), New SITES certifications, the second quarter 2014 *Business Quarterly* survey, the September issue of *Landscape Architecture Magazine*, and the new online guide to green infrastructure.
* In the third quarter, the ASLA Facebook fan count increased from 38,093 to 45,693. Similarly, ASLA’s Twitter follower count climbed from 35,000 to 36,700.
* ASLA is holding steady with auxiliary social media accounts. Instagram now has 4,084 followers; Pinterest had 2,325 followers in Q3; and Vine’s follower count is now 589.
* ASLA Vimeo videos were played more than 19,000 in Q3, up from 11,000 plays in Q2. Vimeo videos have been played 220,000 times since the ASLA channel’s launch in December 2008. ASLA YouTube videos were played 3,900 times in Q3, dropping slightly from the 4,500 plays in Q2. YouTube views since January 2008 equal 190,000.

**Communications and ASLA Online**

* Pageviews to www.asla.org are essentially flat while unique visits to the site increased 3 percent during the first nine months of 2014, in comparison with the same period in 2013. The good news: Unique visitors to the site jumped 17 percent, and the share of new visits as a percentage of total visits also leapt 14 percent. Further gains are expected in the final quarter 2014.

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| **2014** | **July** | **August** | **September** | **Nine Months** | **YTD** |
| Pageviews | 342,953 | 421,099 | 480,578 | 3,913,257 | +0.6% |
| Visits | 123,998 | 186,922 | 173,786 | 1,402,053 | +3% |
| Unique Visitors | 79,367 | 139,713 | 116,731 | 801,432 | +17% |

 *Includes data from the ASLA 2014 Annual Meeting site, which is tracked separately, so 1.5 percent of unique visitors could be
 duplicated.*

* In September, ASLA launched its completely revamped guide to green infrastructure. Since its relaunch, it has received 10,000 pageviews, a 350-percent increase over last year. The new guide was featured in *ArchNewsNow*, *Planetizen*, and other design / engineering media
* The 2014 Annual Meeting website, which launched in May, has received 82,500 pageviews, 31,000 visits, and 17,000 users. In comparison with last year, page views have decreased 9 percent.
* In the final days of the 3rd quarter, ASLA launched the 2014 Professional and Student Awards, which got 25,000 page views in their first 24 hours.
* The new Career Discovery web site, which was launched in the second quarter, has received 24,000 page views to date.
* Google continues to provide ASLA with free adwords, as part of the grant program ASLA is a part of. In the first three quarters of 2014, ASLA ads have gotten 18 million impressions and received 82,000 clicks. Those clicks would have cost $88,000. Since the start of the grant, ASLA ads have gotten 46 million impressions on Google.com and 387,000 click-throughs to ASLA.org. If ASLA had paid for these campaigns, the cost would have been $335,000.

***LAND* and *The Dirt***

* Total third-quarter distribution of *LAND* averaged 27,581, a 7 percent gain over the first three quarters of 2013. Growth was spurred by sign-up options that were included in the pop-up web-usage surveys. Erosion of open rates, which have continued for the past years, has reversed this year, with a member average of 31.2 percent compared to just over 29 percent in the first three quarter of 2013. The goal for 2014 is 33 percent.

**Q3 2014 *LAND* Averages**

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| --- | --- | --- | --- | --- | --- |
| **Members** | Open Rate | **Nonmembers** | Open Rate | **Ad Prospects** | Open Rate |
| **16,950** | 31.21 | **6,030** | 19.8 | **4,601** | 18.19 |

* In the three quarters of 2014, traffic to *The Dirt* has fallen 10 percent in comparison with the first three quarters of 2013, but there have also been approximately 5-10 percent fewer posts as well. *The Dirt* e-mail and RSS subscribers have increased to 6,300, a boost of 650 subscribers over second quarter 2014.

**The Dirt Q3 Averages**

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| --- | --- | --- | --- | --- | --- |
| **2014** | **July** | **August** | **September** | **Q3 2014** | **YTD** |
| Pageviews | 43,196 | 37,481 | 53,038 | 133,715 | 434,383 |

* In the first three quarters*, The Dirt* has covered the Environmental Design Research Association (EDRA) conference; the U.N. World Habitat global conference; a conference on climate change; a conference on scent and memory at Dumbarton Oaks Park; and the EcoDistricts Summit.
* In the third quarter, *ArchNewsNow*, *Planetizen,* and other major sites featured *The Dirt* posts. *The* *Dirt* was invited to contribute to the new cities section of *The Huffington Post*. *ArchDaily*, the leading architecture news site, reposted a piece on cycletracks.

***Landscape Architecture Magazine***

* Several long-term projects came to fruition in the summer that cover the various ways landscape architects work. In July, a feature on the landscape architect Cliff Garten, ASLA, showed in vivid detail how he has made a design practice centered around public art. A feature in August profiled Joe Brown, FASLA, on the occasion of his retirement, revisited his decision nine years ago to lead the sale of the firm EDAW to AECOM, and explored its effects on practice. And the August issue’s cover story looked at the work of the Dredge Collaborative, a loosely connected group of young practitioners around the country who are researching and questioning the routine dredging and manipulation of waterways for commercial purposes. A department piece in August looked at social-impact and pro-bono design as a genre of practice, and described strategies various offices employ to keep this sector of work viable for offices that, obviously, need to make money to sustain themselves.
* The magazine reported extensively on climate- and resource-related issues in the third quarter. The September cover story detailed the effects the drought in California is having on daily life, now that most of the state is enduring a drought of “exceptional” levels. Also in September, an article detailed the assisted migration of plant species believed to be threatened by climate extremes, such as *Torreya taxifolia* and *Franklinia alatamaha*. A July story covered efforts to build a futures market around ecosystem services and resource conservation.
* *LAM* published ASLA award-winning designs, such as the Sagaponack House landscape by Laguardia Design, which resituates a house threatened by rising seas. Also, the Lurie Garden, in Chicago, was the subject of a widely read retrospective in September on the occasion of its first decade anniversary.
* The August issue contained a photo essay preview of sites in Denver, the host city of the 2014 Annual Meeting & EXPO.
* The magazine staff was thrilled to welcome a new staff writer/editor, who in July began to institute a regular schedule of blog posts, tweets, and Facebook posts for *LAM’s* social media sites. *LAM* blog views, after having dropped somewhat in the first part of 2014 over the same period in 2013, seem to have stabilized and some weeks even risen slightly since the regular schedule took effect.
* The magazine’s goal is to have 55 percent editorial content to 45 percent ad content over the course of the calendar year. At the end of September, editorial content stood at exactly 55 percent for 2014.

**Publishing and Resource Development**

**Publishing**

* The Alliance for Audited Media issued the publisher’s statement for *Landscape Architecture Magazine* for the first six months of 2014, noting the total average circulation at 21,576. This represents an increase of 17 percent, or 3,242, over the 2013 publisher’s statement for the same period. This also surpasses the AOP goal of increasing audited circulation by 1,000 in 2014.
* Advertising sales contracts for FY2014 issues of *LAM* grew by $249,054 during the third quarter, from $2,403,693 to $2,652,747or 95 percent of the annual budget goal of $2.8 million. This is six percent ahead of sales for Q3 of 2013.
* *LAM* was distributed to attendees and exhibitors at the International Casual Furniture Market (Chicago) and the LANDSCAPE Show (London). *LAM* sales and editorial staff participated in the Casual Market. ASLA members living in England staffed a booth at the LANDSCAPE show and made a presentation on ASLA and the U.S. market, encouraging attendees to join.
* The *LAM* Facebook Fan Page following increased by 3,427 fans, reaching 292,045 fans by the end of the third quarter. This is four times as many fans as a year ago. Meanwhile, *LAM*’sTwitter followers increased by 10 percent, from 5,164 at the end of Q2 to 5691 at the end of Q3. This is a 58 percent increase over Q3 of 2013.
* The 2015 Sales Kit was mailed to nearly 10,000current and prospective advertisers, exhibitors, and Corporate Members in early September.

**Annual Meeting and EXPO**

* Sales for 2014 EXPO space and sponsorships grew by $390,300 during the third quarter, from $1,951,980 to $2,342,280or 95 percent of the annual budget goal of $2.475 million, ending the quarter virtually even with Q3 of 2013. The 2013 EXPO turned out to be the highest grossing show in the Society’s history.
* Sales for 2015 EXPO exhibit space launched in early September and were off to a roaring start, reaching $435,200, or 18 percent of the annual budget goal of $2.475 million, by the end of Q3. By contrast, sales for the same quarter of 2013 only reached seven percent of the 2013 goal.
* ASLA Meeting Twitter followers grew to 3,542, up from 3,337 in Q2 and a 34 percent increase from just 2,652 at the end of Q3 in 2013.
* Three additional media partners were confirmed for the annual meeting during Q3: *Traditional Building* magazine; *Sunset* magazine; and *Landscape Journal*. *Architectural Record* magazine sent a message to its more than 90,000 subscribers and Houzz.com sent a message to more than 12,000 landscape design professionals encouraging them to register for the annual meeting.
* The 2014 annual meeting and EXPO mobile app launched in September. More than 52 percent of 2013 attendees downloaded the mobile app last year and many commented that it was very user friendly, particularly for quick schedule and EXPO exhibitor location access.

**Honors and Awards**

* The 2014 professional and student awards were announced at the end of the quarter,with a press release, an email blast to all contacts, and a social media campaign, all coordinated with the October issue of *LAM*, which features the awards. The release was translated into Spanish, Portuguese, Chinese, and Arabic. The web pages received 25,000 page views within the first 24 hours.
* Work got underway to automate the professional and student awards programs for the 2015 Call for Entries. Entrants will enter and submit their projects online. The juries will still meet in D.C., but will view and judge the submissions online. Scores will be tabulated automatically. Automation will significantly reduce staff time as well as shipping and materials costs.

**Resource Development**

* Forty companies joined or renewed their Corporate Memberships during Q3, bringing the total number of 2014 corporate memberships sold to 122, or 61 percent of the annual budget goal of 200. This is 22 percent higher than the number of Corporate Members as of the end of Q3 2013.
* Job postings on JobLink were strong during Q3, increasing to an average of over 60 per month. The quarterly average was 25 percent higher than the same quarter of 2013. Postings for the year to date continue to be the highest levels since 2008.

**ASLA Fund**

* Thirty-nine contributors donated to the ASLA Fund during Q3 for a total of $2,034. This is a 30 percent increase in both donors and donations over the previous quarter and more than double the donors and donations for the same quarter in 2013.

**Membership and Chapter Services**

**Membership**

* As of September 30, membership decreased slightly by 0.06 percent from year-end 2013.

|  |  |  |  |
| --- | --- | --- | --- |
| **Member Type** | **12/31/2013** | **9/30/2014** | **Year End 2013 – 9/30/2014** |
| Affiliate | 592 | 661 | 11.66% |
| Associate | 1,704 | 1,751 | 2.76% |
| Corporate | 125 | 134 | 7.20% |
| Full Member | 9,354 | 9,422 | 0.73% |
| Full-Fellow | 735 | 727 | -1.09% |
| Honorary | 144 | 149 | 3.47% |
| International | 183 | 196 | 7.10% |
| Student | 2,006 | 1,860 | -7.28% |
| Student Affiliate | 360 | 294 | -18.33% |
| **Total**  | **15,203** | **15,194** | **-0.06%** |

* On September 11, the ASLA member census was delivered to 14,308 current members with valid email addresses. The email provided a link to the My ASLA page with instructions on how to access and edit member profiles.

**Member Recruitment and Retention**

* A new membership brochure and full-page advertisement were released. Both have been uploaded into Layar (an augmented reality app); using the Layar app to scan the back of the brochure, users will be provided the option to go to www.asla.org/join or the ASLA Facebook page. The brochure has been posted to www.asla.org/join.
* In September the ASLA 2014 membership recruitment campaign launched with a mailing of the new brochure delivered to 10,824 prospective and lapsed members. The campaigns includes follow-up calls.
* In August, a PPN outreach mailing was completed with 4,378 active members with valid mailing addresses being sent a postcard promoting the member benefit.
* Over 340 web site survey respondents who expressed interest in membership received a *Join Today* response email.
* In July the 2014 Second Quarter New Member Survey was emailed to all new members processed from April 1-June 30 (excluded rejoins). Almost 600 new members received the survey and 77 participated.
* Membership correspondence included (records with valid emails): Welcome to ASLA email sent to 595 new members and the Thank You for Renewing email to the 2,341 renewing members processed from July 1 – September 30. Membership renewal reminder emails were sent to the 1,154 members with an open billing during the quarter and the Staying Connected email was sent to the 751 members that lapsed in April, May, and June. Second quarter invoices included: 7,764 membership, 1,074 subscription, and 6 Firm Finder.
* The 364 Full, Fellow, Associate, and Affiliate March, April, and May non-renewals were contacted via phone regarding their membership lapse.
* Between July 1 – September 30,a total of 684 new (and rejoin) member applications and 2,807 renewing member applications were processed. Of the new and rejoining members, 32.45 percent joined through the awards programs and other marketing initiatives.

|  |  |
| --- | --- |
| **Month** | **Total** |
| July 2014 | 144 |
| August 2014 | 277 |
| September 2014 | 263 |

* The 2014 retention rate is currently comparable to years past at 59.44% (compared to 9/30/2013 at 61%). The 2013 retention rate was 81.84 percent. This compares to 80.92 percent in 2012, 80.30 percent in 2011, 79.01 percent in 2010, 77.28 percent in 2009, 78.31 percent in 2008 and 76.08 percent in 2007.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **RENEWAL DATE** | **DUE TO RENEW** | **RENEWED** | **NON-RENEWED** | **% RETENTION** |
| 1/31/2014 | 1,225 | 988 | 237 | 80.65% |
| 2/28/2014 | 1,156 | 977 | 179 | 84.52% |
| 3/31/2014 | 1,061 | 852 | 209 | 80.30% |
| 4/30/2014 | 1,175 | 911 | 264 | 77.53% |
| 5/31/2014 | 1,261 | 889 | 372 | 70.50% |
| 6/30/2014 | 1,099 | 814 | 285 | 74.07% |
| 7/31/2014 | 1,017 | 799 | 218 | 78.56% |
| 8/31/2014 | 1,147 | 818 | 329 | 71.32% |
| 9/30/2014 | 1,402 | 781 | 621 | 55.71% |
| 10/31/2014 | 1,223 | 367 | 856 | 30.01% |
| 11/30/2014 | 987 | 116 | 871 | 11.75% |
| 12/31/2014 | 1,281 | 30 | 1,251 | 2.34% |

**Students and Emerging Professionals**

* In September the Emerging Professionals Committee (EPC) distributed on online survey to the chapter presidents. The questionnaire sought feedback on chapter mentor programs and landscape architecture program involvement.
* The eighth Student Affiliate chapter was approved by the ASLA Executive Committee; University of Colorado at Boulder offers Bachelor’s in Environmental Design (BENVD), with a Landscape Architecture Studies emphasis.
* The EPC completed a review of the student and emerging professional webpages; updates were completed including the addition of a new webpage listing links to the ASLA Student Chapter Facebook pages.

**Chapter Services**

* ASLA national leadership attended the Florida chapter annual meeting and visited the ASLA Student Chapter at the University of Tennessee during the third quarter; in addition, staff facilitated the New Hampshire chapter strategic planning session. There are six remaining visits scheduled for 2014.
* The Leadership Development Committee provided revisions to the chapter leadership positions posted on the Chapter Operations Workbook.
* The Member Services Committee distributed three issues of the *Membership Minute* to Trustees, chapter presidents, president-elects, and staff. Topics included member surveys, membership value, and building a prospective member roster.

**Professional Practice and Information Technology**

**Professional Practice Library**

* The reviews of two LATIS papers, *Suburban Stormwater Retrofitting* and the update of *Integrating BIM Technology into Landscape Architecture* were completed and both are currently being formatted for publication. There were 36 LATIS exams taken in the third quarter compared with 71 in the second and 40 in the first.
* There were 54 Professional Practice Library (PPL) catalog searches performed in the third quarter, as compared to 46 in the second, and 108 information queries were received, with 127 in the previous quarter. The catalogued reference/archives collection includes 2,444 titles and 139 periodicals. The Books by ASLA Members Amazon store has 205 books available for sale as of the end of the third quarter and earned $264.07 for the library.

**Professional Practice General**

* ASLA participated in the National Planning Committee for the 2015 New Partners for Smart Growth (NPSG) conference, to be held January 29-31, 2015 in Baltimore. Professional practice and education department staff shared the session review responsibility and participated in the weekly calls to choose sessions for the 2015 program. In addition, planning calls for the NPSG Parklets project began. ASLA is again taking the lead on this project that brings parklets indoors and highlights the importance of urban open space.
* The final revision and updating of the existing standard contract form, the new contract form between landscape architect and consultant, and the construction administration guidelines was completed and each is being formatted for publication. ASLA sold 27 Standard Contracts Packages in the third quarter, compared with 28 in the second quarter. The Professional Practice Committee participated in the review process and submitted comments on the second draft of the updated and revised *Grade Easy, 2nd edition,* a course text and business reference tool to be published by ASLA.
* ASLA sold 205 custom salary survey reports available exclusively to ASLA members in the first year since the launch of the newly hosted salary survey data. 37 were sold in the third quarter. The marketing plan continued with promotions in *LAM, LAND,* and on the ASLA website.
* Chinatown Green Street Project – The kickoff meeting took place July 14 and brought together Design Workshop project leads, representatives from Oehme van Sweden, Blakey & Agnew, VIKA Capitol, Walter P Moore, Tom Tavella, FASLA, and ASLA staff members. In addition to developing an outline of project goals and critical success factors, the team did a site tour to identify and highlight areas within the project site.
* The project website was updated to include a blog section. This will allow project updates to be added in order to keep the public up-to-date on progress.
* ASLA project staff met with various developers and stakeholders to introduce the project and request feedback and input. These meetings were held with: Gould Property Company, Monument Realty, the DowntownDC BID, and Uwe Brandes. In addition, representatives of the District of Columbia agencies were invited to ASLA headquarters for a project update meeting and were invited to share the thoughts on the project.
* Design Workshop project members visited Washington, D.C., to continue the discovery phase of the project. They also participated in the D.C. agency meeting. A summary of their site analysis will be shared with ASLA next quarter.

**Professional Practice Networks**

* The Professional Practice Networks (PPNs) have 12,513 members, an increase of 314 since the beginning of 2014. The Sustainable Design and Development PPN continued to have the most members, with 2,143. The Urban Design, Residential Landscape Architecture, and Parks and Recreation PPNs continue to have more than 1,000 members each.
* The PPN LinkedIn groups have more than 14,900 individuals registered in at least one of the groups; an increase of more than 830 since the end of second quarter. *The Field,* the blog for the ASLA Professional Practice Networks, had 20 posts with 186 daily views as the average, compared to an average of 170 daily views last quarter. Overall, *The Field* had more than 17,000 views, compared to 14,000 views last quarter.
* The full list of documented sites on ASLA’s Historic American Landscapes Survey (HALS) webpage, which is provided by the National Park Service and includes links to the documentation on the Library of Congress’ website, has 575 HALS sites, compared with 495 last quarter.
* The Online Learning series continued with five presentations in the second quarter: two were hosted by the Sustainable Design and Development PPN, one by the Healthcare and Therapeutic Design PPN, one by the Reclamation and Restoration PPN, and one by the Children’s Outdoor Environments PPN. Attendance for these presentation ranged from 22 to 60. The catalog of recordings continues to grow – there are currently 33 presentations available. Forty-five exams for recordings were submitted compared with 18 in the first quarter and 37 in the second.

**Computer and IT Support**

* ASLA staff and contracted consultants maintained all ASLA files, backups, and critical updates on all ASLA server infrastructure to maintain a safe and secure computing environment; pushed updates to the MS Windows operating systems workstations; deployed latest virus definitions to all ASLA workstations; maintained a robust firewall to keep out hackers, viruses and malware.
* ASLA IT deployed new desktops and laptops to users on the planned replacement schedule; finished upgrading all PC workstations to Microsoft Office Professional 2013; acquired upgraded licensing for all Adobe Acrobat Professional users; and Adobe Creative Suite for Teams as a Cloud application to be deployed early in the third quarter. Other work in the second quarter: initiated implementation of a secure new remote desktop user access for selected staff as required for telecommuting and other special needs.

**Education Programs**

**Education**

* The 2014 Annual Meeting education program professional development approvals were finalized in the third quarter. The program will offer 136 sessions approved by LA CES, 80 percent of those will meet the Health Safety and Welfare PDH requirements established by LA C ES. Additionally, 136 sessions have been approved by GBCI, 134 by AICP, 68 sessions by the AIA and 131 were approved by the Florida State licensing Board and 105 sessions by New York.
* The Landscape Architecture Continuing Education System (LA CES) approved 15 new provider applications in the third quarter, compared to 11 in the third quarter of 2013. There are 200 active providers, including 25 ASLA chapters. Advertisements for LA CES began running in *LAM* in the third quarter.
* The LA CES Monitoring Committee continued the monitoring process for 2014 – 10 percent of the active providers were selected to submit documentation that they are in compliance with LA CES guidelines. The process will continue into the fourth quarter.
* Improvements to the LA CES administrative website continued. A LA CES technical and user documentation for laces.asla.org is under development by 1/0, the database management company. The document will include: a technical manual for LA CES administrators which will map the database structure; a user manual for providers; and a user manual for the administrators.
* The Committee on Education (COE) continued its work in three areas: Recruitment, STEM, and Crossroads between Practitioners and Educators. COE members and Education Programs staff worked with Government Affairs and Membership’s Emerging Professionals Committee to continue to develop these projects.

**Landscape Architectural Accreditation Board (LAAB)**

* Currently, LAAB accredits programs at 69 institutions with 44 leading to undergraduate degrees and 52 MLA degrees for a total of 96 accredited programs.
* LAAB met in July and reviewed seven applications for accreditation. Initial accreditation was granted to the MLA program at Iowa State University. Renewal of accreditation was granted to the BLA programs at California Polytechnic State University – San Luis Obispo, Iowa State University, the University of Illinois, and University of Washington. Renewal of accreditation for six years was granted to the MLA programs at Mississippi State University and the University of Illinois. LAAB announced in the September 9 edition of *LAND* that it was seeking comments on the current accreditation standards and procedures. The standards review process will be a major task in 2015.
* Eight programs are scheduled for accreditation reviews during the Fall 2014 semester with the visits taking place in the fourth quarter. LAAB has worked with CELA and CiviCore (annual report system consultant) to transfer the CELA academic information system to the web platform used for LAAB annual reports. This will allow programs to enter information once and have it accessible on both the LAAB and CELA platforms.
* LAAB submitted updated information to the Council for Higher Education Accreditation (CHEA) as part of its application for renewal of recognition. The CHEA Committee on Recognition meets in Washington on November 24-25.

**2014 Annual Operating Plan**

**Executive Summary**

*This summary highlights new initiatives and initiatives on which there will be an especially strong focus during 2014. All of the program areas and their 2014 goals are described in detail in the body of the plan, with programs listed under the strategic objectives they support.*

**Executive Offices**

* Maintain strong communications with all constituencies, allied professional groups, and organizations with shared interests. Facilitate ExCom and BOT deliberations to include identification of priorities, program and budget planning, policy development, and discussion of key programs and issues.
* Continue to use the Baldrige criteria for performance excellence, including feedback gained from the U.S Senate Productivity and Quality Award for Virginia application process, to assess overall organizational performance and to identify opportunities to enhance effectiveness of programs and operations.
* Participate in and support the Sustainable Sites Initiative™ (SITES™), and support and promote SITES project certification and professional credentialing provided by the Green Building Certification Institute. Pursue funding and development of the Chinatown Green Streets Demonstration Project; continue exploration of other headquarters site sustainability opportunities with the Site Sustainability Task Force; promote and position ASLA as a leader in green infrastructure and sustainability.
* Encourage the development and maintenance of a high quality staff that works effectively as a team; look for best options for medical insurance as ASLA moves to insurance exchanges in December 2014; use staff input to improve benefits and develop other programs to support and engage staff.
* Support the Council of Fellows (COF) Executive Committee and jury; continue work to improve the quality and quantity of nominations above the 2013 level; work to increase pledges and donations to the COF scholarship fund.

**Finance and Building Operations**

* In conjunction with the Audit Committee, conduct the annual financial audit of the Society’s financial position and results of operations.
* Each month, present timely and accurate financial reports of the Society’s operational, investment, and cash performance. Provide the information in an understandable and useful format to staff, committees, and the Board of Trustees. Introduce the Baldrige criteria for performance excellence in the department and continue to document and optimize the procedures that make up the Finance and Building Operations Manual.
* Operate the building in a cost-effective and sustainable manner. Re-engage employees during the preparation for the certification of the headquarters under LEED for Existing Buildings. Maintain the building’s Energy Star rating.

**Government Affairs**

* Continue to develop and increase member participation in ASLA’s Advocacy Network to support state and federal advocacy.
* Support and grow federal advocacy by increasing visibility on Capitol Hill, working with federal agencies and departments, building grassroots, and holding advocacy day.
* Support chapters’ licensure advocacy efforts, including protecting landscape architecture practice and licensing boards from attack, through regular advocacy training webinars, chapter visits, the advocacy summit, the advocacy grant program, and new advocacy tools. Partner with CLARB to enhance preparatory materials and videos for the licensing exam.

***Landscape Architecture Magazine***

* Strengthen/increase coverage of: issues related to climate change and resilient design; digital technology and computing; construction; materials and plants; and emerging professionals. Add monthly continuing education. Expand *LAM’s* online content. Develop a new biweekly news e-news vehicle for ASLA members.

**Publishing and Resource Development**

* Renew 75 percent of existing EXPO and *LAM* advertising contracts. Identify 300 new prospects for advertising and exhibit sales. Double the amount of residential and hospitality product manufacturer sales in both EXPO and *LAM* advertising.
* Maintain the level of attendance for the annual meeting and EXPO at or above the five-year average of 5,200 in order to meet the registration and ticket revenue budget goal.
* Increase audited circulation levels for non-member magazine subscriptions by 10 percent and newsstand sales by five percent to make up for membership drops since 2008.
* Reorganize and revitalize the Corporate Membership program to grow the number of corporate members from 161 to 200.

**Public Relations and Communications**

* Increase coverage in print, broadcast, and online media to more than 100 articles per year referencing ASLA and the profession.
* Create an improved experts database that can be developed as a web application and used as a central source for all chapters.
* Select and work with a public relations agency to promote the landscape architecture profession on national television as part of overall Public Awareness campaign.
* Promote the 2013 Year of Public Service projects to national and state media.
* Continue working with chapters on coordinated, quarterly, themed outreach events as part of the ongoing Public Awareness campaign; convene chapter representatives for quarterly conference calls to coordinate 2014 joint activities and themes; sign an agency to support these efforts on a national scale with a focus on broadcast.
* Using The Landscape Architect’s Guides to Washington, D.C., and Boston as a template, develop a website for Denver that members there can use directly, with review by National.
* Redevelop Career Discovery page as an awareness building tool for the profession, with an emphasis on attracting minority candidates.

**Member and Chapter Services**

* Achieve 2 percent growth and a retention rate at or above 86 percent for full and associate members. Grow student membership by 3 percent and increase retention rates for students to 60 percent.
* Maintain a minimum of 85 percent accuracy in membership-wide email; review duplicate records; maintain a minimum of 90 percent of Full and Associate membership records linked to company identification numbers for Firm Finder.
* Support the chapters and the Chapter Presidents Council (CPC); facilitate communications between and among the national ASLA, chapter leaders, and student chapters.
* Facilitate the Leadership Development, Member Services and Emerging Professional committee programs and projects to enhance membership value and support the chapters.
* Raise ASLA visibility among student chapters and support the Student Representative’s initiatives to engage student membership.

**Professional Practice and Information Technology**

* Provide technical and professional resource materials, including the new ASLA Standard Form Contract Between Landscape Architect and Consultant, the revised ASLA Standard Form Contract Between Landscape Architect and Client, the new ASLA Construction Administration Guidelines and the Landscape Architecture Technical Information Series (LATIS), to support members’ practice needs.
* Support the information development and communications of the Professional Practice Networks, including engaging the Networks in developing online learning presentations and in ongoing active participation and use of *The Field—*the PPN blog and the LinkedIn groups.
* Maintain the online electronic catalogues of the landscape architecture reference collection, the Books By ASLA Members webpage, the ASLA Fellows Database and the ASLA publications archives collection accessible to members, staff, and other researchers via the ASLA website.

**Education Programs**

* Maintain current LA CES partnerships and investigate new partnerships that may allow ASLA to offer additional education programs to members as well as inform other organizations about landscape architecture. Continue to make upgrades to the LA CES database for both providers and professionals.
* Develop a high quality education program for the 2014 annual meeting. Execute the full compliance process with allied continuing education programs for annual meeting educations sessions for publication in the registration materials.
* Expand the online educational opportunities with a selection of annual meeting recordings.
* Complete implementation of the online annual report system for all landscape architecture accredited programs.
* Improve information available to the public by phasing in posting of accreditation letters on the Landscape Architectural Accreditation Board (LAAB) website. Submit renewal of LAAB recognition application to CHEA and use results of preparing the report to make improvements.