2022–2024

Strategic Plan
# Table of Contents

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Letter of Introduction</td>
</tr>
<tr>
<td>12</td>
<td>Process Overview</td>
</tr>
<tr>
<td>16</td>
<td>Foundations</td>
</tr>
<tr>
<td>18</td>
<td>Mission</td>
</tr>
<tr>
<td>19</td>
<td>Focus Areas</td>
</tr>
<tr>
<td>20</td>
<td>Community</td>
</tr>
<tr>
<td>22</td>
<td>Connection</td>
</tr>
<tr>
<td>24</td>
<td>Innovation</td>
</tr>
<tr>
<td>26</td>
<td>Scale</td>
</tr>
<tr>
<td>28</td>
<td>Voice</td>
</tr>
</tbody>
</table>
Introduction

There is an evolving relationship between our communities, the profession we work in, and the planet we live on; that relationship has formed a cornerstone of our design philosophies. As the understanding of landscape architecture’s impact on our society grows larger, reaching ASLA’s full potential for positive change must be our collective focus.

Our members play a leading role in developing sustainable design and development trends and providing the world with innovative nature-based and adaptive solutions. ASLA will continue to support members with excellent service, professional development, advocacy opportunities, licensure defense, and raise the bar for the profession while also investing in new ways to meet their expanding and changing professional needs. For example, we are reimagining the ASLA Fund, and through it, are broadening the type of support we offer our members and educating the world about the contributions of landscape architects.

ASLA will continue to anchor climate, environmental justice, and equity goals through the lens of our Racial Equity Plan and a forthcoming Climate Action Plan in a way that transcends theory or politics and focuses on their impact on people - taking aggressive action to achieve our goals. It is with this in mind that we have developed our 2022–2024 strategic plan. This document will guide and shape our activities and allow us to better serve our members, the landscape architecture profession, our communities, and our planet.

In the pages ahead, we have laid out the ways that we will advance the beliefs and practices of our profession, strengthen our internal and external partnerships, and raise the visibility of landscape architecture. The five focus areas we identified (Community, Connection, Innovation, Scale, and Voice) direct the goals of our strategy to further support our profession, a strategy that inspires and encourages the betterment of our world.

As we rise to meet the world’s challenges, we do so with the intention of building a stronger, more resilient community; one that will lean into the challenges of the future. We approach this work knowing our success depends on the dedication and leadership of our colleagues, our volunteer leaders, our members, and our partner organizations.

This plan presents the foundation for our vision for the next decade; we are proud and honored to share it with you.

Tom Mroz, FASLA
ASLA President

Torey Carter-Conneen
ASLA CEO
Process Overview

Over the course of a year, ASLA leadership has collaborated to develop this strategic plan. It articulates a vision of the organization’s future, updates our mission statement, redefines the role of the ASLA Fund, and identifies five focus areas that will direct our strategy to ensure we achieve the future we imagine. This plan is both flexible enough to accommodate unforeseen events and specific enough to provide direction and inform our decisions about current and future resource allocation.

We began this process by undertaking a rigorous discovery process including informal listening sessions, a series of professionally facilitated focus groups, one-on-one qualitative interviews, and a comprehensive member survey. We heard directly from current and former members, volunteer leaders, and others what they want and need from ASLA. Their feedback informed and drove the development and focus of this plan at every stage.

Working with the professional ASLA team, the Executive Committee and the Board of Trustees, we described outcomes for each focus area and developed milestones that are specific, measurable, attainable, relevant, and time-bound. We thought holistically about what needs to shift to achieve our vision of the future. We identified five focus areas, and for each area defined a transformational goal; a simple and direct statement of what will be different at ASLA with the successful implementation of this plan.

We understand the important role metrics play in transforming aspirational goals into real accomplishments. That is why we identified an outcome or description of the impact achieving our goal will have on our members, the profession and on ASLA as an organization for each goal statement. The outcomes that we envision describe what success will look like in each of our areas of focus.

While it’s difficult to predict the future, we know we can expect to experience unanticipated opportunities as well as challenges that we haven’t foreseen. We will rely on what we’ve learned from our outcomes to help us evaluate which way to turn when we encounter forks in the road; we’ll weigh the pros and cons of opportunities that arise, and use that to inform our decision-making. To support the outcomes, we identified milestones or metrics that describe tangible, concrete achievements that will result by implementing this plan.

We have included our ASLA community at every stage of developing this plan and hope that our members and supporters see themselves, and their needs, reflected here.
Foundations

Founded in 1899, ASLA is the professional association for landscape architects, representing more than 15,000 members around the world. Landscape architects lead the planning, design, and stewardship of healthy, equitable, safe, and resilient environments.

The profession was built on our community’s dedication to two core principles: public health, safety, and welfare and the recognition and protection of the land and its resources. Our members make every effort to enhance, respect, and restore the life-sustaining integrity of the landscape for all living things and develop, educate about, and encourage the adoption of environmentally positive and sustainable solutions.

Our members are helping to solve the defining issues of our time by shifting us to a carbon neutral future; planning and designing walkable communities that reduce emissions from transportation and sprawl; and making the built environment more energy and carbon efficient. These efforts enable communities to better adapt to climate change and improve their resilience. We support our members in these efforts through our advocacy, education, civic engagement, and leadership.

Driving this kind of transformation will take time and it will require paradigm shifts, a diversity of backgrounds and thinking, and a passionate will to change to be successful. Our members have spoken and we are committed to integrating this work into the fabric of our organization and our profession. We believe this plan brings us a step closer to delivering on our promise to lead change in our profession, the design community, and in the world.
Mission

**ASLA**

Empowering our members to design a sustainable and equitable world through landscape architecture.

**ASLA FUND**

Investing in global, social, and environmental change through the art and science of landscape architecture.

---

**Focus Areas**

With the 2022–2024 Strategic Plan, ASLA is charting a bold new course for the future that centers the needs of our members while advancing the profession. We are committed to becoming the community our members value, look to for professional development, and turn to for leadership.

To create the future we are committed to, we need to focus on the areas that will have the greatest impact. This starts with committing ourselves to serving the needs of our **Community** of current and future landscape architects and those in related disciplines and professions, and building collaborations and partnerships through deeper **Connections** with people and organizations that share our values and serve our profession. ASLA must lead the exchange of ideas and best and emerging practices through leadership and **Innovation**. Implementing this plan requires us to focus on how best to **Scale** the organization, both for our future health and to bring to bear the full impact of our membership. Our ability to achieve this future is dependent on creating value and providing a **Voice** for our members, one that allows us to promote awareness of our field and educate audiences about the importance of our profession.
Community

Build a welcoming and inclusive community that provides a place for members, partners, and supporters to connect, learn, and grow.

ASLA is more than an organization; it is a community dedicated to improving the world through design. Whether you are a landscape architect, a student, or someone interested in learning how landscape architecture shapes the natural and built environment, our doors are always open to you.

OUTCOMES

Everything we do is focused on supporting members and championing and raising the visibility of the profession of landscape architecture. Our chapters are cornerstones of ASLA, offering members the opportunity to connect and learn from each other. In order to best serve the ASLA community, we bring members and supporters into the conversations that impact them and their work.

ASLA 2021 Professional Urban Design Honor Award
75th Street Boardwalk
Chicago, Illinois

site design group, ltd. / Scott Shigley
Connection

Enable change through collaboration and effective partnerships.

We succeed together. Whether it’s through peer-to-peer learning or our partnerships with allied organizations, we seek out opportunities to learn from each other and mentor the next generation of leaders. Together we are creating a stronger, more resilient, and more influential community by collaborating with others in the field to promote a better understanding of landscape architecture and the impact of our work.

OUTCOMES

ASLA creates value for members through the connections and community we foster. In an effort to expand our reach to a broader audience, we are building new relationships with organizations that support our field and strengthening our partnerships with current collaborators. Through the ASLA Fund, we connect in new and meaningful ways with audiences committed to addressing climate change, environmental justice, and building community. This collaborative approach to working with partner organizations has furthered the organization’s influence and impact, creating new opportunities to work together and support one another.

We are also investing in bringing our network closer together. ASLA chapters are an important way members connect with one another and a vital conduit into the communities they serve. We will continue to assist chapters and support their work and volunteer leaders.
Innovation

Leverage the best practices developed by and for our members to keep us and the profession at the forefront of innovation.

Grounded in our creative system-based approach to problem-solving, ASLA and our members pioneer new ideas and ways of thinking. As a result, our members are more in-demand than ever. Through the ASLA Fund, we will incubate ideas that capture the entrepreneurial and critical thinking spirit of our members.

OUTCOMES

Innovation is about finding new and better ways to provide value to members and deliver on the promise of our mission. We are committed to helping them succeed in the profession and connecting them to opportunities to develop solutions and serve people through their work.

The ASLA Fund allows ASLA to develop, pilot, and incubate new approaches to meeting our members’ needs and increasing the visibility of the landscape architecture profession. By creating new pathways into our profession and growing the pool of members, supporters, and other funding resources—including access to capital—we connect members to the business resources necessary to run a successful practice.

ASLA 2021 Landmark Award
Portland Open Space Sequence
Portland, Oregon
PLACE
Make the investments necessary to bring to bear the power of our membership and our profession.

One reason it is important that people join ASLA is to harness the strength of our field in numbers. As part of a 15,000+ member organization with chapters across the country, ASLA is able to generate economies of scale for individual members and accomplish things that cannot be achieved by any single individual.

OUTCOMES

Through our global network, ASLA helps members scale their influence and impact, from the local community to Capitol Hill, to advance transformative design, standards, and policies.

Launching new programs while maintaining current services requires scalability, or the ability to expand (or contract) services without affecting other functions, slowing progress, or impacting performance. Many of the outcomes and milestones identified in this document are new; others build on existing programs that are being scaled in ways previously unimagined. Effectively implementing this plan will require investments in our human and financial capital and more efficient use of the resources we have. This will require working with chapters to evaluate and streamline our structure to better support volunteer leaders.
Voice

Provide a platform to elevate expertise and the collective impact of our members.

ASLA provides a voice for our members and opportunities for them to educate the public, policy makers, and other key audiences about landscape architecture.

OUTCOMES

ASLA believes in the positive impact that landscape architects have on the world. We are determined to amplify their voice to better communicate the value and importance of the profession and the relevance of this work to everyday life. We are a vehicle to educate the public about the landscape architecture profession and its contributions to mitigate the impacts of climate change, improve health and public safety, and advance environmental justice. We have strengthened advocacy efforts locally, nationally, and globally; developed valued relationships with legislators, influencers, and decision-makers at all levels; and increased the stature and influence of the profession.
front cover

ASLA 2021 Professional
General Design Honor Award

Ferrous Foundry Park
Lawrence, MA

Stimson / Ngoc Doan

page 6/7

ASLA 2021 Professional
Urban Design Award of Excellence

Repairing the Rift:
Ricardo Lara Linear Park
Lynwood, California

SWA Group /
SWA Group, Jonnu Singleton

page 10/11

ASLA 2021 Student
Communications
Award of Excellence

Mud Gallery
Olympia, Washington

Students
Alanna Matteson, Student ASLA;
Zoe Kasperzyk; Danielle Dolbow

Faculty Advisors
Ken Yocom, ASLA; Jeff Hou,
ASLA, University of Washington

back cover

ASLA 2021 Professional
Residential Design Honor Award

Charlie Mountain Ranch:
The Renewal of
a Rural Landscape
Pitkin County, Colorado

Design Workshop, Inc. /
D.A. Horchner,
Design Workshop, Inc.