

Executive Summary

Executive Offices

- Provide leadership to ASLA volunteers and staff in defining and pursuing ASLA priorities and program goals; maintain strong communications with key constituencies and stakeholders; continue focus on key SWOT- and Board-identified issues, including emerging professionals, climate change, and career discovery and diversity.
- Coordinate/administer the Presidents Council FrameWorks communications project. Organize and host the 2019 meeting of the Presidents Council.
- Use Baldrige performance framework to continue to enhance performance across programs.
- Oversee and support special projects including Chinatown Green Street Demonstration Project, continued dissemination/publication of the recommendations of the ASLA Blue Ribbon Panel on Climate Change and Resilience, and a security design symposium.
- Work to recruit and retain a high performing staff; continue and enhance staff development and wellness programs; and complete JUST review and Employee Handbook revisions.

Finance, Meetings, Publishing, and Business Operations

- Continue to improve the financial reporting process to eliminate audit concerns; complete the audit of the Society's financial statements in accordance with generally accepted auditing standards.
- Maintain the level of attendance at or above the five-year average of 5,900 total registrants and 2,800 total paid registrants in order to meet or exceed the registration/ticket revenue goal.
- With Education and Marketing, work to ensure that the overall meeting experience continues to receive an overall rating of "good to excellent" by at least 80 percent.
- Maintain the level of satisfaction exhibitors have with the three primary service providers (Freeman, Experient Registration, Experient Lead Retrieval) at 3.0 or higher.
- Increase advertising sales by three percent and renew 95 percent of the 12-month advertising contracts.
- Collaborate with Marketing to implement new marketing plan to support *LAM* advertising sales.

Government Affairs

- Continue to increase member participation in ASLA's iAdvocate Network to support state and federal advocacy.
- Support and grow federal advocacy by increasing visibility on Capitol Hill and with administration, federal agencies, building grassroots, and holding the annual ASLA 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, advocacy grant program, and new advocacy tools.
- With Public Relations and the Executive Offices, promote the policy recommendations of the ASLA-led, interdisciplinary blue ribbon panel on climate change and resilience.

Landscape Architecture Magazine

- Build audience for print and online.
- Provide coverage related to strategic priorities of emerging professionals, diversity, and climate change.
- Lift all metrics for editorial content and reader engagement.
- Plan for a redesign of *LAM* website for 2020.

Member and Chapter Services

- Achieve two percent growth overall and for all key segments and a retention rate exceeding 82 percent (overall), 90 percent (Full members), 65 percent (Students), 70 percent (Associates), and 62 percent (new members).
- Maintain a minimum of 90 percent accuracy in membership-wide emails; review duplicate records; maintain a minimum of 95 percent of Full and Associate membership records linked to company identification numbers.
- Support the chapters, Chapter Presidents Council (CPC), membership chairs, treasurers, and executive directors; facilitate communications between and among the national ASLA, chapter leaders, and student chapters.
- Facilitate the Leadership Development, Member Services, and Emerging Professionals committee programs and projects to enhance membership value and support the chapters. With the LARE Prep Committee, partner with CLARB to enhance preparatory materials and videos for the licensing exam.
- Raise ASLA member engagement among emerging professionals and student chapters. Support the work of the Student and Associate Advisory Committees.

Public Relations and Communications

- With Executive Offices, shepherd the Presidents Council's (PC) joint communications project with the FrameWorks Institute and PC Steering Committee.
- Implement series of initiatives to strengthen the underlying infrastructure of the website, including: issuing RFP for hosting and maintenance of asla.org and new content management system; implementation of site migration to new host; accelerate process of archiving unused or outdated web assets (the site currently has over 50,000 active assets).

- Following implementation of new content management system, design new home page and site navigation.
- Examine with ASLA staff fresh approaches to the presentation of the awards at the annual meeting to enhance visibility and award-winner satisfaction. Revise award selection criteria to ensure consideration for ASLA priorities related to inclusion, sustainability, and environmental justice.
- Solicit grants and contributions to support the Chinatown Green Street demonstration project from individuals, corporations, foundations, and government entities; 2019 goal is \$1.5 million in new funds.
- In second quarter, conduct focus groups and employ other research methodologies to assess ASLA member needs and communications priorities, in conjunction with membership department.

Education and Marketing

- Continue to engage the Annual Meeting Education Advisory Committee to direct the education programming to ensure that there is a quality selection of education programs from the call for presentations. Ensure that the key program areas of climate change, diversity and inclusion, and emerging professionals are incorporated into content.
- Pilot a one-day firm principals leadership forum.
- Ensure that policies, procedures, and communication about LA CES continue to grow the program's value as a service to the profession and licensing boards.
- Work with Government Affairs to update the continuing education requirements website.
- Collaborate with all ASLA departments (in particular PR and Communications and *Landscape Architecture Magazine*) to support career discovery and diversity initiatives.
- Develop communications and assessment strategies to introduce and engage the K-12/STEM educator community on the profession.
- Onboard and implement an accreditation online management system to include hiring support staff to complete this process.
- Conduct a strategic planning meeting with the LAAB Board.
- Coordinate with Marketing consultant to implement programs, changes, and new processes resulting from overall assessment of ASLA marketing practices, products, and services.
- Work with staff to adhere to centralized marketing plan and calendar for all products and services, including presence on myASLA.
- Key performance measured in financial quarterly and year-end reports on individual products, events, and services.

Information and Professional Practice

- Offer professional development opportunities through online learning and live presentations to meet member needs and stay ahead of emerging issues and industry trends.
- Support the information development and communications of the Professional Practice Networks; expand networking opportunities among and between the PPNs.
- Support and promote SITES® and the SITES AP accreditation, and expand SITES education.
- Restore physical library and archives collections to the Center for Landscape Architecture. Support ongoing access to the online electronic catalog of the landscape architecture reference collection, the Books by ASLA Members webpage, and the ASLA Fellows Database.
- Continue to provide effective and efficient computer technical tools and resources.

2019 Annual Operating Plan

Executive Offices

Program: Governance and Oversight General

Long-Term Goals: Provide leadership to ASLA members, volunteers, and staff in defining and pursuing ASLA priorities and program goals in accordance with the MVVC and strategic objectives, including through effective communications. Keep all key constituencies informed of ASLA activities and Executive Committee and Board of Trustees discussions and actions. Advance the visibility and understanding of ASLA and the profession and advance the MVVC and strategic priorities through organizational liaison, advocacy, and collaboration, including globally. Position ASLA as a resource, leader, and role model organization on environmental stewardship and other key issues. Ensure effective governance and management, meeting or exceeding legal, ethical, and regulatory requirements.

2019 Action Plans/Goals:

- Facilitate ASLA-wide strategic planning, development, and monitoring of the annual program and budget.
- Use the Baldrige Excellence Framework and feedback report from ASLA's 2018 Malcolm Baldrige National Quality Award (MBNQA) application to assess and enhance overall organizational performance. Review/revise process documentation as needed; maintain/expand collection and analysis of benchmark data.
- Conduct the "Are We Making Progress?" and Gallup Q12 surveys in the second quarter and use results to identify opportunities for improvement. Achieve 10 percent or less disagreement on key AWMP indicators. Reach or exceed 75th percentile on Gallup Q12 overall ranking.
- Keep volunteer leadership informed through biweekly Express emails and additional updates and reports.
- Provide the membership with an annual report and quarterly updates using video and written reports.
- Foster communication and collaboration with the Presidents' Council (PC) organizations; manage the joint FrameWorks Initiative communications project.
- Maintain and enhance communications and identify/develop partnership opportunities with related organizations, allied professional groups, design- and construction-related organizations, greater D.C. area government and business entities, relevant federal government agencies, IFLA and IFLA member associations, and conservation- and sustainability-related organizations to position ASLA and the profession as leaders on green infrastructure, resilience, climate change, and sustainability. Participate in the Science to Action collaboration, Real Estate and Built Environment CEO Summit, and other forums to advance ASLA issues and visibility and gain benchmarking/management information.
- Continue work with PR and staff directors on rebranding and messaging initiatives.
- Coordinate the work of the Nominating Committee; maintain member participation in the annual election for president-elect at or above the 2018 level (24.8 percent of eligible voters).
- Continue review of Constitution and Bylaws provisions regarding use of the ASLA name and logo by members and firms. Convene Constitution and Bylaws Committee as needed.
- Complete review of trademark status of all ASLA and ASLA Fund marks with legal counsel.
- Facilitate an efficient committee volunteer and appointment process and maintain the number (300) and increase the diversity (17%) of volunteers, including strong representation of emerging professionals (20%). Conduct the annual introduction/orientation sessions for committee and PPN chairs and committee members.
- Coordinate the work of the Ethics Committee, including assisting with communications pieces on ethical issues for publication in *LAND*.
- Maintain a focus on key issues identified through strategic planning, including recruitment/engagement of emerging professionals, career discovery and diversity, and climate change. With Government Affairs and PR, continue to publicize and promote the recommendations of the Blue Ribbon Panel on Climate

Change and Resilience. ●Maximize the use of the ASLA Center to increase visibility and public awareness. Continue to provide direction for ASLA Center programming. ●Promote ASLA's green roof and the Center's overall green features. Begin capturing and promoting stormwater capture/reuse performance data. Update green roof and develop ASLA Center educational and outreach materials and presentation PPTs. ●Work with Site Sustainability Task Force and cross-department staff group to advance the Chinatown Green Street Demonstration Project, including pursuing funding opportunities and developing stakeholder/community support.

Program: Board of Trustees

Long-Term Goals: Facilitate BOT consideration of key policy- and priority-related issues and Board monitoring of ASLA operations. Provide appropriate background information on all items/issues considered by the Board, as well as quarterly program and operations reports and financial status reports. Provide governance and leadership training for members of the Board.

2019 Action Plans/Goals: ●Provide thorough and complete quarterly financial and programmatic information for each Board meeting, more frequently if needed, to support Board discussions and related decision-making; maintain Board satisfaction rate above 90 percent for key governance and BOT engagement factors (Board satisfaction with materials; preparedness for items requiring a vote; adequate opportunity for discussion; and overall satisfaction as a trustee). ●Achieve 100 percent chapter representation at Board meetings and over 90 percent attendance or review of webinars. ●Conduct annual program evaluation and review and prioritization of strategic objectives prior to and for discussion at the spring meeting. ●Include opportunities in the BOT agendas for targeted input from partner organizations and other outside groups; strategic planning and related discussions; and broader discussion of critical and emerging issues and programs. ●Continue to facilitate the work of the Board Performance Task Force (BPTF), including ongoing review/refinement of trustee resources; develop and pilot new trustee mentorship system. ●Improve Board preparedness self-assessment score to or above 90 percent. ●Continue to review/enhance trustee orientation materials and process; continue to develop/enhance Board resource materials and use of BoardEffect. ●Include training on diversity and standards of conduct as part of spring governance meetings.

Program: Executive Committee

Long-Term Goals: Facilitate the ExCom in its role as the administrative and strategic planning committee of the Board of Trustees. Keep the ASLA officers informed of all ASLA business, progress toward achieving program objectives, and developing issues. Support the ASLA president as chief spokesperson for the profession and chair of the BOT, the president-elect in preparing for the upcoming year, and the immediate past president as chair of the ASLA Fund. Provide governance and leadership training, linked to ASLA priorities, for members of the Executive Committee.

2019 Action Plans/Goals: ●Conduct an orientation for new and continuing officers at the summer meeting with a focus on governance best practices. ●Use summer meeting to support strategic planning and organizational/performance assessment, to include SWOT update and preliminary discussion of 2020 AOP. ●Maintain a strong focus on financial planning and monitoring. ●Continue to inform ExCom meetings and deliberations by bringing in individuals representing other organizations and with other expertise/perspectives. ●Provide governance and leadership training at the winter ExCom meeting. ●Review and update the officer position descriptions and related

resources as needed, and review/refine the Executive Committee self-assessment process. ●Prepare PPTs and talking points for targeted officer outreach visits and presentations, with an emphasis on top priorities and strategic focuses, including the results of the Blue Ribbon Panel on Climate Change and Resilience. Continue development of slide and fact sheet library to support officer and staff presentations.

Program: Council of Fellows (COF)

Long-Term Goals: Facilitate the work of the Council of Fellows to identify members to be recognized through the annual nomination process. Work with the COF Executive Committee to effectively administer the general business of the Council. Utilize members of the Council as mentors and experts to raise awareness of landscape architecture as a career option, engage emerging professionals, and promote diversity in the profession.

2019 Action Plans/Goals: ●Continue to work to improve the quality of nominations by providing more examples of exemplary nominations and category-specific nomination templates. Work with chapters to increase the quantity of nominations to at least 80 per year. Encourage current Fellows to become more involved in chapter-level nomination preparation and identification of potential nominees, including international members. ●Continue to provide webinars and presentations on nomination preparation for chapter committees and those preparing nominations. Ensure that qualified and deserving members are brought to the attention of chapter leaders, the Council Executive Committee, or the ASLA Executive Committee. ●Continue to update and organize the website to improve clarity of process and preparation. ●Continue to improve automation methods for the preparation and submission process to include electronic submission via an online submission system. ●Regularly evaluate the criteria given to jurors to ensure they are provided with sufficient guidelines for reviewing nomination packages and providing meaningful feedback to candidates. ●Continue to improve automation of the juror review process through the online system. ●Place more emphasis on the resources of the body of the Council—expertise, experience, mentoring. Work with COF task forces to build up the “what next” factor by identifying ways to engage members and further ASLA’s mission. ●Encourage Fellows’ engagement with and mentoring of students and young professionals. ●Increase pledges and donations to the COF scholarship fund and sustain to accommodate a fourth scholarship and promote the Fellows Endowment Fund. ●Continue to produce and improve the quarterly newsletter.

Program: Human Resources

Long-Term Goals: Attract, retain, and motivate a high performing adequately staffed workplace by positioning ASLA as an employer of choice. Remain current on and ensure compliance with applicable employment laws and stay abreast of industry best practices through engagement with human resources professional associations. Offer a comprehensive total rewards program that is competitive with the District of Columbia labor market. Promote a cohesive, harmonious, efficient, and healthy working environment that offers a rewardable employment experience and substantial work-life balance. Promote staff health and wellness activities as well as staff safety/security. Reinforce ASLA mission, vision, values, and culture.

2019 Action Plans/Goals: ●Maintain current membership and network with human resources professional associates (i.e. Society for Human Resources Management, Association of Talent

Development, World at Work Total Rewards Association, Washington Area Compensation & Benefits Association, National Capital Area – Human Resources Association, etc.) to determine relevant industry metrics and best practices; Look for and assess ASLA performance against relevant benchmarks for compensation & benefits, staffing, and other key human resource functions to remain a best place to work. ●Continue assessment of ASLA policies and processes against the JUST program standards and benchmarks; pursue recognition under the JUST program. ●Maintain personnel file folders in compliance with applicable employment law and regulations through routine human resources audits. ●Complete policy/procedural review to revise and update Employee Handbook with EVP, CFO, and legal counsel and develop standard operating procedures. ●Maintain adequate staffing levels and develop a pipeline of talent through passive recruitment streams (i.e. LinkedIn) to ensure staff turnover remains below association benchmarks based on five-year average. ●Develop equitable career development program, including: identify priorities through formal skills gap assessment; complete identification and implementation of individual and departmental professional development and training needs; continue assessment of individual staff certifications and professional licensure; roll out productivity training to additional departments and document other internal training program for future development. ●Review classification and update position descriptions as needed to coordinate with department and overall ASLA program goals. ●Facilitate semi-annual departmental and individual progress discussions and annual salary reviews. ●Benchmark ASLA salaries against industry/regional salaries as needed (i.e. Payscale, American Society of Association Executives) and perform equity analysis to develop appropriate salary budget. ●Perform benefits utilization assessment and use data and staff input to inform program development and enhancement. ●Review health insurance options for 2020. ●Continue to expand and encourage participation in staff wellness programs and benefits including those required for WELL certification; position wellness program to be competitive in regional wellness award programs. ●Improve staff engagement as measured by overall Gallup Q12 survey and Are We Making Progress? Survey (maintain work/life balance and “ASLA is a good place to work” scores over 90 percent agreement). ●Maintain a safe and secure workplace compliant with standards and guidelines.

Finance, Meetings, and Business Operations

Finance and Administration General

Long-Term Goals: Oversee the Society’s finances and assets; provide timely reports and other necessary information to staff, committees, and the Board of Trustees. Support the work of the Finance and Investments Committee and Audit Committee. Operate the building in a sustainable manner that promotes a productive work environment for the staff and visitors and protects the value of the asset.

2019 Action Plans/Goals: ●Continue to improve the financial reporting process to eliminate the audit concern reported in the 2017 management letter—the auditors noted instances where the supporting documentation or evidence of review and approval were not always present. ●Complete the audit of the Society’s financial statements in accordance with generally accepted auditing standards. ●During the first quarter, update the Audit Process and Guidelines documentation. ●Support the committee with timely progress updates and in the second quarter facilitate a closeout meeting between the committee and the audit firm. ●Assist the Audit Committee chair in presentation of the audit report at the spring BOT meeting. ●Achieve a break-even increase in net assets for 2019. ●Perform the monthly close in 10 business days or less from month-end; process all collections by the close of

business each day; pay all vendors in accordance with contractual terms (generally within 30 days); process workforce time charges twice a month in conjunction with payroll; process business credit cards by the end of each month. ●Present monthly financial reports containing key statistics and comparing actual results to the budget for discussions with senior management (15 days from month-end) and volunteer leadership (20 days from month-end). ●Facilitate the Finance and Investments Committee's monthly review of the Society's financial progress including a review of cash and reserves, revenue trends, and an operational review of actual to budgets. ●Provide financial reports to the Board of Trustees at the spring and fall meetings. ●Perform a survey during the second quarter increase the clarity and usefulness of the financial reporting process for all stakeholders; use the survey results to provide targeted financial training to stakeholder groups. ●During the third quarter update the desk procedures contained in the Finance and Building Operations Manual. ●With membership, complete and assess test of firm invoicing by end of the second quarter. ●With the Executive Offices, review building operations and the management company responsibilities and performance of the Center for Landscape Architecture. Oversee building operations and maintenance in support of LEED and WELL building certifications. ●Educate staff on Center features and operations of building systems, including LEED and WELL features and performance requirements. ●With IT and Executive Offices develop and implement enhanced business continuity and cybersecurity plans by the end of the third quarter. ●In the fourth quarter, hire a cybersecurity firm to review the security posture of the Society's network, devices, and applications accessible from the Internet. ●Provide backup on payroll and other HR functions as needed.

Program: Annual Meeting and EXPO

Long-Term Goals: Plan and produce an annual meeting and EXPO that provides a positive environment for learning, offers high-quality networking opportunities, and meets revenue goals. Control costs and increase return on investment, efficiency, and sustainable practices. Manage site selection and contracting of future meetings a minimum of five years out.

2019 Action Plans/Goals: ●Maintain the level of attendance at or above the five-year average of 5,900 total registrants and 2,800 total paid registrants in order to meet or exceed the registration/ticket revenue goal. ●With the Education and Marketing departments, work to ensure that the overall meeting experience continues to receive an overall rating of "good to excellent" by at least 80 percent (based on the annual attendee survey). ● Maintain the level of satisfaction exhibitors have with the three primary service providers (Freeman, Experient Registration, Experient Lead Retrieval) at 3.0 or higher. ●Assess improvements to Speaker Ready Room operations and the new Presentation Management System. ●Demonstrate improved level of speaker satisfaction with speaker ready and overall AV scores of 3.0 or higher for the new audiovisual provider. ●Continue monitoring and assessing improvements to the pre- and onsite-registration process including the online system, customer service, badging system, and reporting, based on customer service tracking and reporting, onsite traffic and lines, and security reports post show. ● Monitor and assess the use and effectiveness of Sync (formerly FXP Touch) for all session rooms based on Sync reports and attendance tracking. ●Assess new attendee assignment process for Fellows Dinner and continue use of open seating ticket process for both the Fellows and Presidents Dinners. ●Evaluate the effectiveness of year two of SCAN™Trivia in both its ability to drive traffic to the show floor and its ability to engage that traffic with exhibitors through SCAN™Trivia reports, attendee and exhibitor surveys, and lead retrieval reports. ●Engage the primary annual meeting vendors (Freeman, Experient, and O'Keefe) in supporting ASLA values, including sustainability principles; working with

each vendor, develop clear and measurable goals, objectives, and timelines from which to work and assess performance. ●Continue to update and document annual meeting processes with staff and vendors.

Program: Meetings and Events

Long-Term Goals: Manage internal and external meetings and events for the Society as needed. Ensure that all accommodations and logistical requirements are achieved in a cost-effective, efficient, and sustainable manner and meet or exceed requirements. Ensure that all meetings and events have a built-in process for assessment and performance improvement and that these processes are reviewed on an annual basis.

2019 Action Plans/Goals: ●Continue to develop, refine, document, and assess processes for planning both internal and external meetings and events. ●Documented processes will provide clarity on the role of each department in managing events and include departmental staff responsibilities, planning guidelines, budget template, Aventri (e-touches) registration and housing template, sustainability checklist, housing form, and more. ●Process documentation for internal and external meetings and events will take the form of a Meeting and Event Planning Guide to be used by all staff with the components of the guide for external groups using Center space. ●Continue to support the WELL™ guidelines and certification requirements by managing and/or approving the food and beverage for all ASLA meetings and events. Maintain a diary of all menus required for WELL™ certification and secure and maintain the services of caterers capable of delivering WELL™ qualifying menus. ●Continue to work with Experient in sourcing smaller meetings. Lead and determine the direction taken in negotiating ASLA's desired rates, concessions, and contract terms. ●Upgrade Aventri (e-touches) software for RISE integration. ●Continue to accurately and efficiently review meeting invoices to ensure the proper accounting and budgeting. ●Ensure that all vendors meet vendor sustainability requirements and achieve performance standards.

Program: Publishing and Business Operations

Long-Term Goals: Maximize *LAM* revenue by renewing existing contracts and identifying new prospects for advertising sales. Continue to review production and distribution methods to decrease costs and impact on the environment. Leverage the magazine to promote awareness of the profession within the design and construction industry, and to public officials, the media, and the general public. Create a successful products and services EXPO to inform attendees about available products and support annual budget goals; control costs and increase return on investment, efficiency, and sustainable practices. Manage and grow the corporate membership program, including supporting existing corporate members and recruiting new corporate members.

2019 Action Plans/Goals: ●Increase advertising sales by three percent and renew 95 percent of the 12-month advertising contracts. ●Identify and solicit new prospects. Define the prospect life cycle and begin to measure the source of the lead and its conversation rate. ●Collaborate with Marketing implementing the new marketing plan to support *LAM* advertising sales. ●Collaborate with Marketing to increase *LAM* audited circulation and review results every six months. ●Increase EXPO and sponsorship sales by three percent by renewing 90 percent of the long-term exhibitors and renewing 50 percent of new exhibitors from the prior year meeting. ●For 90 percent of the exhibitors, earn a satisfaction rating of average or above for the 2018 EXPO. Support the EXPO increase by identifying

new prospects and monitor the prospect in accordance with the prospect life cycle. ●Collaborate with Marketing to exceed EXPO and sponsorship sales. ●Increase visibility at playground equipment/outdoor furniture/outdoor lighting industry events to increase market penetration and measure the success of the event in terms of new prospects and revenue conversion rates. ●Continue the monthly renewal program and quarterly benefits reminders to increase awareness of corporate membership benefits among prospective advertisers and exhibitors. ●Grow corporate membership from 125 to 150 to meet revenue goal. ●Collaborate with Marketing, Resource Development, and Membership to assess corporate member program and develop long-term plan in the fourth quarter.

Government Affairs

Program: Government Affairs General

Long-Term Goals: Identify and advance federal and state advocacy priorities and bring member expertise to bear on critical public policy issues. Advance ASLA's public policy priorities through effective grassroots member advocacy. Keep leadership, membership, and other stakeholders apprised of advocacy priorities and important government actions affecting the profession. Enhance chapter governmental advocacy effectiveness through trainings, activities, and resources. Partner with governmental, legislative, and other advocacy organizations to increase ASLA's visibility, credibility, and effectiveness.

2019 Action Plans/Goals: ●Employ the ASLA iAdvocate Network for state and federal grassroots advocacy. ●Work with ASLA chapters to increase participation in advocacy efforts, including grassroots. ●Continue to improve iAdvocate Network key indicators: achieve open rate of 20 percent (industry benchmark is 10 percent); achieve click-through rate of eight percent (benchmark is 3.8 percent); achieve conversion rate of 57 percent (benchmark is 38 percent). ●Send advocacy messages or information alerts at least twice a month for federal issues. ●On the state level, identify legislation for licensure and additional issues as warranted, making the information available to members online and contacting chapters directly for high-priority issues. ●Work with the Public Relations to communicate with members on advocacy issues through all ASLA communication methods, including social media. ●Work with Public Relations to include government affairs-related information on ASLA Twitter at least twice per week. ●Develop new public policies as needed to respond to emerging issues related to the profession and review and update at least five public policies. ●Feature stories in *LAND* that highlight practical application of ASLA public policies. ●With Public Relations and the Executive Offices, continue to promote the policy recommendations of the ASLA-led, interdisciplinary Blue Ribbon Panel on Climate Change and Resilience. ●Work with Membership and Professional Practice to attract public landscape architects to ASLA. ●Work with the Associates Committee to increase emerging professionals' participation in Government Affairs activities.

Program: Federal Advocacy

Long-Term Goals: Advocate the interests of the landscape architecture profession with Congress. Hold annual Advocacy Day to raise ASLA visibility and promote timely issues on Capitol Hill. Communicate the value and advocate for the interests of the landscape architecture profession to the executive branch.

Monitor and weigh in on federal legislation and regulations affecting landscape architects. Maintain strong working relationships with key federal agencies, in part by working with landscape architects working in those agencies. Provide ASLA members with information on relevant agency programs and public policy issues.

2019 Action Plans/Goals: ●Begin implementation of the ASLA 2019-2020 federal legislative priorities. ●Work with Public Relations to continue to revamp the advocacy section of the website to reflect current federal priorities. ●Monitor federal legislation and regulations on legislative priorities and create and maintain issue briefs for critical items. ●Hold 2019 ASLA Advocacy Day to promote ASLA's federal priority issues on Capitol Hill. ●Work to secure congressional meetings for at least 94 percent of Advocacy Day participants. ●Host two training webinars and an in-person training session to prepare advocacy day attendees. ●Achieve a 45 percent participation rate in the post-Advocacy Day evaluation and a satisfaction rate at or above 4.2/5. ●Participate in at least two outside national conferences to highlight ASLA federal priorities issues. ●Work with Congress and administration to: 1) maintain adequate funding for active transportation programs, including the Surface Transportation Block Grants Program, Safe Routes to School, Recreational Trails Program and others; and 2) Work with Congress and the administration to continue active transportation programs in the reauthorization of the FAST Act. ●Advocate for protection of ASLA federal priority programs in the congressional appropriations process, including the Land and Water Conservation Fund, Better Utilizing Investments to Leverage Development (BUILD) Transportation Discretionary Grants program (formerly TIGER grants), Community Development Block Grants, and others. ●Work with Congress to have the Living Shoreline Act reintroduced in both chambers and work toward its passage. ● Work with Congress to have the Environmental Justice Act reintroduced in both chambers, work toward its passage, and raise the visibility of landscape architects in working on this issue. ●Work with Congress and the administration to promote the policy recommendations of the ASLA Blue Ribbon Panel on Climate Change and Resilience. ●Work with the Congressional Pollinators Protection Caucus to participate in National Pollinators Week 2019. ●Continue ASLA's visibility and productivity with priority-relevant coalitions, including those that focus on transportation planning, green infrastructure, water and stormwater management, parks, and sustainable design and resilience. ●Work with the Government Affairs Advisory Committee (GAAC) to provide comments and feedback on critical administration rulemakings and to provide examples of landscape architecture projects and metrics that support key federal priorities.

Program: Licensure and State Advocacy

Long-Term Goals: Work toward and protect practice act licensure in all 50 states and the District of Columbia. Provide training, information, and counsel to support chapter advocacy efforts and foster exchange of best practices. Act as a clearinghouse of licensure advocacy tools and regulatory information, including working with the Education department on information on mandatory continuing education requirements. Develop and distribute new advocacy tools to meet chapter needs. Partner with CLARB, CELA, and other priority-relevant organizations to protect and promote licensure.

2019 Action Plans/Goals: ●Hold 2019 ASLA Advocacy Summit with a focus on licensure education and defense. ●Achieve at least a 4.2/5 rating on summit evaluation. ●Hold three advocacy training webinars to build upon annual in-person summit discussion and training, made available to all chapters and with a goal of a 65 percent chapter participation rate. ●Work with Public Relations to revamp licensure section of the website ●Conduct advocacy grant program to provide matching

grants to chapters for advocacy, with focus on licensure and deregulation, and audit 2018 program.

- Update state profile information and state-by-state charts on state licensure laws and regulations.
- With the Education department and specific chapters, create a pilot program to recognize landscape architecture as STEM in 2-3 states.
- Continue developing and strengthening relationships with other design professions and like-minded organizations supportive of occupational licensing with a special focus on National Conference of State Legislators.
- Monitor federal licensure legislation and work with Federal Affairs to respond.
- Participate in a national conference or event that provides the opportunity to educate state legislators about landscape architecture and its impact on public health, safety, and welfare.
- Visit/participate in selected chapter legislative days or related events/forums.
- Work with chapters and state and local governments to promote the policy recommendations of the ASLA Blue Ribbon Panel on Climate Change and Resilience.
- Work with the Licensure and State Advocacy Committee to develop licensure resources and tools, to respond to federal licensure threats, and to provide counsel and advocacy guidance to Chapters facing licensure threats and/or sunset reviews.
- Continue to serve as a back up to chapter services for chapter strategic planning.

Landscape Architecture Magazine

Program: *Landscape Architecture Magazine* Editorial

Long-Term Goals: Make *LAM* the most influential magazine in the design market. Position *LAM* in print and on the web as the premier source of information about landscape architecture. Serve as a forum for the discussion of key issues affecting the practice of landscape architects through a consistent range of diverse works and levels of inquiry. Provide in-depth discussions of built works and unbuilt ideas in landscape architecture, including both reportage and critique.

2019 Action Plans/Goals:

- Expand global reach, including translation of at least one article per month into Spanish (also translate YOUR LAND).
- Develop strong, consistent marketing and public relations for *LAM* as an authority on landscape architecture.
- Redesign *LAM* website.
- Develop and implement a strong, consistent approach to including continuing education content in the magazine (with Education department).
- Introduce *LAM* Climate Reader (1Q)
- Introduce *LAM* archive by JSTOR as a member benefit (3Q, contingent on archiving/scanning process).
- Continue to develop *LAM* Lecture series.
- Provide coverage relating to emerging professionals.
- Provide coverage of issues relating to diversity in the profession.
- Improve coverage for sole proprietors.
- Continue aggressive coverage of climate change topics.
- Continue development of Lighting, Office, Tech, Materials, and Construction departments.
- Achieve average annual editorial page count of 105 pages per issue.
- Maintain 55 percent or greater editorial content for the year.
- Generate 1,800 page views a day at *LAM* online.
- Increase Twitter audience by 20 percent over 2018.
- Maintain or exceed a 28 percent open rate and a 20 percent click-through rate for The Landscape Report.
- Continue actively drawing ideas from members of the *LAM* Editorial Advisory Committee.

Member and Chapter Services

Program: Member Services General

Long-Term Goals: Provide high-quality customer service to members, prospective members, and magazine subscribers. Maintain and enhance database and related systems to provide accurate, reliable

data. Provide staff training to maintain and increase knowledge of the database, all ASLA benefits, services, and programs to ensure accurate and timely responses to member concerns.

2019 Action Plans/Goals:

- Respond to member requests by the close of the next business day.
- With Finance, evaluate opportunities to improve the membership billing and processing procedures.
- Administer ongoing survey to new and renewing members and an annual survey to lapsed members.
- Work to maintain/enhance overall accuracy of the database; gather and correct emails as needed to maintain a minimum of 90 percent accuracy in membership-wide emails; clean records marked for deletion; maintain a minimum of 95 percent of Full and Associate membership records linked to company identification numbers for Firm Finder.
- Promote JobLink and Firm Finder to members, increasing the number of enhanced FirmFinder profiles by 10 percent.
- Implement and promote firm billing capability to allow firms to process membership renewals for its employees efficiently.
- Conduct an annual cleaning of student, honorary, and emeritus membership records in database.
- Monitor affinity partner programs to provide additional member value, meeting the needs of key segments.
- Use Advanced Email to evaluate effectiveness of membership communications and establish benchmarks for ongoing evaluation.

Program: Recruitment and Retention

Long-Term Goals: Conduct research to determine member satisfaction with ASLA programs, products, services, and key drivers of member acquisition and retention; utilize research for program development and enhancement, including upgrading and expanding recruitment and retention efforts. Work with Marketing and Public Relations to plan and implement membership marketing and communication programs that will communicate the value of membership to members and prospective members, increase membership numbers, and retain a high percentage of existing members. Provide support for chapter membership marketing efforts.

2019 Action Plans/Goals:

- Administer annual member satisfaction survey and increase participation by five percent.
- Analyze membership trends and effectiveness of existing recruitment and retention programs.
- Achieve one percent growth and a retention rate at or above 90 percent for full members (2017 growth rate: 0.9 percent/2018 trending -0.6 percent; 2017 retention rate: 89.1 percent/2018 trending at same level). Achieve 82 percent retention for all members, above industry benchmark of 80 percent (2017: 81 percent/2018 trending at same level) and meet the industry retention benchmark for new members at 62 percent (2017: 59 percent).
- Improve promotion/communication of member benefits and services through the ASLA website, ASLA Central at the annual meeting, and targeted email outreach.
- Launch annual communications plan for new member onboarding, including regular communications of benefits/value and special communication to those who receive membership through awards and annual meeting registration.
- With Marketing and PR, launch segmented e-communications for membership renewals and membership value (e.g., monthly affinity partner spotlight *LAND* articles).

Program: Chapter Services

Long-Term Goals: Facilitate the exchange of information and ideas between ASLA national and chapters, as well as among the chapters themselves, to improve the products and services delivered to ASLA members at the local level. Provide networking opportunities and training for chapter leaders to better enable them to identify and meet their members' needs and manage chapter operations.

Coordinate two in-person meetings and two webinars of the Chapter Presidents Council (CPC). Encourage and facilitate leadership development and strategic planning within the chapters. Administer Chapter Leadership Visit program to provide national leaders to participate in chapter events and programs. Maintain efficient and effective two-way communications with chapter leaders.

2019 Action Plans/Goals: ●Hold Small Chapter Excellence Summit to promote engagement, innovation and sustainability for ASLA's smallest chapters. With PR and Communications, create online library of best practices based upon chapter case studies. ●With the Member Services Committee (MSC), continue to involve chapters in the member recruitment and retention process by hosting chapter membership chair webinar/conference calls and bimonthly *Membership Minute*. ●Host periodic chapter treasurer webinars with ASLA's CFO. Host conference call for executive directors and association managers to discuss issues related to chapter management. ●Host chapter president-elect orientation webinar. ●Encourage two leaders from each chapter to participate at the in-person CPC meetings. ●With the Leadership Development Committee, continue to identify and create online leadership development resources for the chapters, produce the bi-monthly *Leadership Link*, and host one leadership-themed session for the CPC. ●Facilitate at least 20 chapter leadership visits, giving priority to chapters that have not had visits in the last two years and establishing additional guidance for host chapters. When feasible, cluster visits and combine with student chapter visits and firm visits to enhance outreach to membership.

Program: Emerging Professionals Services

Long-Term Goals: Leverage the Student Advisory Committee (SAC) and Associate Advisory Committee (AAC) to understand the needs of students and emerging professionals and improve communication and engagement. Support student chapters and the transition of students into associate membership. With the Member Services Committee and Emerging Professionals Committee (EPC), assist chapters in forging a closer working relationship with their local university landscape architecture programs and student chapters. Provide access to tools and resources that will assist emerging professionals who are launching their careers, including resources for members seeking to pass the Landscape Architects Registration Examination. With Executive Offices, support the student and associate representatives to the Board of Trustees.

2019 Action Plans/Goals: ●Grow student membership level by two percent (2017: 0.4 percent drop/2018 trending at 3 percent drop) and increase retention rates for students to 65 percent (2017: 50 percent/2018 trending at 54 percent). ●Continue ASLA's commitment to LABash as a sponsor, holding the student chapter presidents' dinner and contributing to education presentations. With the SAC and the EPC, produce monthly communication to student chapters to provide information on emerging issues and build community among the chapters. ●With SAC, maintain regular contact with student chapter presidents and student advisors. ●Maintain the number of ASLA leadership visits to student chapters (10 in 2015; 11 in 2016; 10 in 2017), with special attention to schools that have not yet received a visit and those with diverse student populations. ●Maintain associate membership and increase retention rate to 70 percent (2017: 68.5 percent; 2018 trending at 67 percent). ●Facilitate the work of the EPC, including Ask Me Anything virtual chats, identifying meaningful content for the asla.org student and emerging professional webpages, analyzing needs of associate members. Host the portfolio review and JobLink Live at the annual meeting & EXPO. ●With the EPC, issue regular targeted emerging professional communications, including a monthly newsletter to student chapters (with the Student Advisory Committee) and bimonthly newsletter to associate members (with the

Associate Advisory Committee). ●Host half-day emerging professional leadership development workshop at Spring Meeting. ●Research online community options for mentoring and portfolio reviews. ●Facilitate the LARE Prep Committee efforts to support emerging professionals seeking licensure, including production of LARE preparatory materials and videos, providing information on LARE prep classes, and related materials pertaining to the exam and licensure requirements.

Public Relations and Communications

Program: Media Relations and Public Awareness

Long-Term Goals: Increase awareness of and appreciation for landscape architects and landscape architecture among client groups, public policy makers, allied professions, media, and the general public. Actively promote ASLA's positions on issues affecting the profession, the public, and the environment.

2019 Action Plans/Goals: ●Continue building key media relationships; increase coverage of ASLA itself, with special emphasis on the role of landscape architects in climate change, sustainability, and resilience, and increase promotion of ASLA award winners through both traditional and alternative channels; increase mentions in consumer, trade, and online media referencing ASLA and the profession in major-market media by 10 percent over 2018 benchmarks. ●Develop new tactics and themes to expand World Landscape Architecture Month promotion; develop fresh approach in social and traditional media that meets or exceeds previous social media goals of inspiring 5,000 posts with a reach of 2 million views; reach 100 percent chapter participation; enlist the participation of other countries' landscape architects and ASLA counterparts in the WLAM campaigns. ●Encourage participation of ASLA members' firms and ASLA chapters in PARK(ing) Day; maintain ASLA's participatory role via promotion, installations, unofficial tracking of sites, and subsequent publicity. ●Continue to assess and improve the media section of the ASLA website to more effectively serve the needs of journalists; freshen up "A Guide to Landscape Architecture" fact sheet. ●Update and develop facts, hooks, and narratives to create media interest and social media buzz; integrate talking points into shorter, more targeted communications. ●Develop and implement social media strategies to engage key audiences and entice them to learn more about ASLA and landscape architecture. Grow Facebook, Twitter, and Instagram followers by 2,000 each, and add 1,000 to Pinterest. ●Continue to promote D.C.-based educational activities through membership in Cultural Tourism DC. ●Host 2019 Public Awareness Summit in January in New Orleans with 100 percent chapter representation. ●Work with chapter public awareness representatives via quarterly webinars following the summit. ●Continue updates of all chapter training and public relations resources, including offering strategies for harnessing social media, updated media lists, templates, and branded collateral. ●Revise PR Handbook for chapters. ●Within resource limitations assist chapters directly with public relations planning and coordination; provide promotional collateral, when feasible. ●Leverage event sponsorships and institutional relationships to put the profession in front of key audiences. ●Promote advocacy activities and priorities and support Government Affairs as needed through press releases and other targeted communications; support other departments' programs/activities as needed, including the Chinatown Green Street demonstration project. ●Support and implement strategies identified by the ASLA Diversity Summit, with particular emphasis on ensuring diverse viewpoints and images on the ASLA website and in social media posts. ●With Executive Offices, shepherd the Presidents Council's (PC) joint communications project with the FrameWorks Institute and PC Steering Committee.

Program: ASLA Online

Long-Term Goals: Maintain asla.org's position as the most up-to-date and comprehensive landscape architecture resource portal; enhance its position as an authoritative, sustainable design resource. Maintain asla.org as a key information source for ASLA members, targeted policy communities, the greater design community, and the general public by providing up-to-date news and resources. Ensure the site meets the highest standards of web design, visitor experience, diversity, and accessibility.

2019 Action Plans/Goals:

- Per ASLA policy, issue RFP for hosting and maintenance of asla.org and new content management system.
- Begin implementation of site migration.
- Create new landing page for public non-member audiences to improve user experience, assist in site navigation, and highlight highest priority public-facing content.
- As part of improvements to public-facing content, redesign "What Is Landscape Architecture?" portal.
- Continue to improve speed and performance of asla.org.
- Maintain 2018 levels of page views and unique visitors to the ASLA site (2018 benchmark averages = 450,000 page views and 125,000 visitors not necessarily unique; aggregate from several sites per month).
- Continue to expand asla.org original content, including resource guides and interview series.
- Track audience interest in ASLA online content and use to develop in-demand content.
- Strengthen position of asla.org news, including *The Dirt*, *LAM*, and *LAND*, as top landscape architecture news sources.
- Develop easy to understand, interactive infographics for key pages of the ASLA website.
- Produce a new, online Design for Aging guide.
- Ensure that images, features, and assets of the website adequately reflect ASLA's commitment to diversity.
- Continue and accelerate process of archiving unused or outdated web assets (the site currently has over 50,000 active assets); make substantial progress prior to website migration to new host.
- Expand use of next-gen content, including infographics, VR, and interactive multimedia.
- Begin process of exploring potential of creating an ASLA smartphone app.
- Develop long-term plan for LA CES in light of transition to new content management system.
- Create new web accessibility (ADA) standard and plan for implementation across asla.org.
- As part of new content management system development, design new home page and navigation.

Program: Member Communications

Long-Term Goals: Keep members informed and promote the value of ASLA programs and activities. Be a leading source of information on noteworthy events and news related to landscape architecture and landscape architects. Maintain current information on ASLA, ASLA members, and the larger profession.

2019 Action Plans/Goals:

- Monitor implementation of brand and messaging guidelines.
- Work with Member and Chapter Services and other departments to develop targeted/segmented member communications/messaging across all media.
- Maintain up-to-date information on the profession and the Society and publish Notes and Numbers quarterly.
- Conduct Business Quarterly survey and distribute/promote results on trends.
- Actively promote *LAND* as a resource to follow on both PCs and mobile devices and develop content strategy to increase page views.
- Maintain average open rate of *LAND* at or above 24 percent of members.
- Maintain *The Dirt* traffic at 2018 levels (2018 estimated benchmark = 40,000 page views per month).
- Expand content partnerships with key design and policy websites and blogs.
- Expand relationships with universities and identify network of guest bloggers at top landscape architecture programs to cover lectures on their campuses.
- Increase number of ASLA member contributors.
- Include at least six stories in *LAND* highlighting

award winners to exemplify diversity. ●Assess Google Analytics data to improve *LAND* marketing and content that better meets viewer needs. ●In second quarter, conduct focus groups and employ other research methodologies to assess ASLA member needs and communications priorities, in conjunction with membership department.

Program: Honors and Awards

Long-Term Goals: Honor members of the profession and others for a body of work, for long-term or lifetime achievements in the field of landscape architecture, for support of landscape architecture and/or the ASLA and its mission, and/or for promotion and protection of the environment through the ASLA medals, Landscape Architecture Firm Award, and Community Service Award. Conduct the professional and student awards programs to honor project-specific achievements in the field of landscape architecture. Provide examples to educate and inspire the profession, the design and construction industry, and the public at large about the value of landscape architecture.

2019 Action Plans/Goals: ●Continue to refine the professional and student awards entry, submission, and judging system online. ●Work with the Honors and Awards Advisory Committee to recruit distinguished juries for the 2020 professional and student awards programs. ●Grow the number of professional awards entries by 10 percent (2018 base = 410). ●Grow the number of student entries by at least 10 percent (2018 base = 365). ●With help of the committee, maintain progress made in the number and quality of nominations for ASLA Honors and increase the quantity of nominations to at least two per honor. ●Present the honors nomination process to the CPC and encourage submissions. ●Promote the importance of the student awards to school program chairs and faculty; increase contacts with university officials. ●Implement changes to the student awards eligibility criteria; create separate website and submission call for entries for student and professional awards. ●Explore updates to the awards criteria with honors and awards committee. ●Examine with ASLA staff fresh approaches to the presentation of the awards at the annual meeting to enhance visibility and award-winner satisfaction. ●Establish new approaches to jury comments for award winners to generate more structured statements that are clearer expressions of principles and award-winning characteristics, with a particular emphasis on ensuring that public audiences can gain greater understanding of the value of landscape architecture and the role of landscape architects. ●Work with the annual meeting production company to create short video segments containing the pre-recorded formal jury comment and project photography for each winner, and using those as social media and online assets. ●Issue RFP for new vendor for the online submission portal for submissions and implement for 2020 cycle. ●Survey key stakeholders, including past jurors and winners, to guide refinements to online systems.

Program: Resource Development

Long-Term Goals: Solicit charitable contributions to the ASLA Fund to advance the programs and special projects it supports, with special emphasis on the Chinatown Green Street demonstration project. Promote bequest contributions to the ASLA Fund via the ASLA Heritage Circle.

2019 Action Plans/Goals: ●Establish and enforce guidelines for branding all ASLA programs and initiatives that operate under the auspices of the ASLA Fund. ●Increase contributions to the ASLA Fund by ASLA members by 25 percent over 2018 levels. ●Expand promotion of the Fund Heritage Circle. ●Solicit grants and contributions to support the Chinatown Green Street Demonstration Project

from individuals, corporations, foundations, and government entities; 2019 goal is \$1.5 million in new funds. •Significantly expand and nurture partnerships and relationships with individual and institutional donors and supporters.

Education and Marketing

Program: Education Programs General

Long-Term Goals: Plan and produce an annual meeting that offers high-quality educational programming. Provide high-quality continuing education programs and materials to members and allied professions through partnerships with provider organizations. Administer and promote the Landscape Architecture Continuing Education System (LA CES) in partnership with the other Presidents' Council member organizations. Maintain a close relationship with and support landscape architecture programs. Promote career opportunities in landscape architecture.

2019 Action Plans/Goals: •Continue to engage the Annual Meeting Education Advisory Committee to direct the education programming to ensure that there is a quality selection of education programs from the call for presentations. • Ensure that the key program areas of climate change, diversity and inclusion, and emerging professionals are incorporated into content. • Incorporate member feedback from the 2018 Professional Development Needs Survey and introduce a new session schedule for the Landscape Architecture Conference to include 60- and 90-minute session blocks. •Maintain an average of 415 to 430 education session submissions to ensure the availability of quality sessions at the meeting and meet or exceed the 2017 number of 88 percent of session and speaker evaluation rankings at 4.0 or higher on a scale of 1-5. •Maintain status as a provider in the AIA Continuing Education System, AICP and USGBC systems. •Ensure that at least 80 to 85 percent of annual meeting education sessions offer health safety and welfare PDH. •Complete compliance with allied continuing education programs in time to include information in the registration materials. •Continue to record sessions to increase the online education offerings available to members. •Prepare annual meeting speaker communications to help speaker volunteers maximize their participation in the annual meeting education program. •Continue the use of a speaker presentation collection and management software. • Include an option on the annual meeting call for presentations website for content to be considered for development into LATIS reports. •Continue to develop new tools and resources to train providers on the new LA CES system. •Support/manage the LA CES committees. •Guide the LA CES Monitoring Committee in its audit of 10 percent (or 20-25 providers) of all active providers. •Send new LA CES provider applications to the Application Review Committee weekly or as they are received. •Work to grow the number of approved providers by five percent from 242, and increase the professional development opportunities for landscape architects. •Ensure that policies, procedures, and communication about LA CES continue to grow the program's value as a service to the profession and licensing boards. •Provide assistance to ASLA chapters and others who may be interested in being recognized as professional development providers. •Continue current partnerships, investigate new partnerships that may allow ASLA to offer additional education programs to members as well as inform other organizations about landscape architecture. •Work with Government Affairs to update the continuing education requirements website. •Pilot a one-day firm principles leadership forum. •Continue to develop the case and serve as an advocate for the growth of existing and establishment of new landscape architecture programs. •Continue to manage the Council on Education's efforts to encourage collaboration with CELA, CLARB, LAAB, and others to

address education issues. ●Conduct the annual graduating student survey and distribute results and work to increase the number of responses by five percent over the 2018 number of 173. ●With Government Affairs and specific chapters, create a pilot program to recognize landscape architecture as STEM in 2-3 states. ●Continue researching landscape architecture as STEM; including continued follow-up with the Department of Homeland Security.

Program: Career Discovery and Diversity

Long-Term Goals: Develop career discovery resources to grow the number of applicants in landscape architecture programs. Support the career discovery efforts of the society's stakeholder groups: chapters, members, landscape architecture program faculty. Provide resources for parents, teachers and students to learn about a career in landscape architecture and pathways into the profession. Support efforts towards equity, diversity, and inclusion through career discovery programs and stakeholder groups: chapters, members, landscape architecture program faculty, and allied professionals.

2019 Action Plans/Goals: ● Collaborate with all ASLA departments (in particular PR and Communications and *Landscape Architecture Magazine*) to support career discovery and diversity initiatives. ●Engage ASLA staff, Executive Committee, and Board of Trustees in the identification of diversity training opportunities. ●Develop and integrate career discovery and diversity events into the 2019 Landscape Architecture Conference. ● With Public Relations, develop communications that promote a deeper understanding of the vast career opportunities that landscape architecture offers. ●Develop communications and assessment strategies to introduce and engage the K-12/STEM educator community on the profession. ●Conduct an environmental scan of leading K-12/STEM stakeholders to establish relationships and identify joint funding opportunities to further ASLA career discovery and diversity initiatives. ●Guide the development of K-12 curricula highlighting how landscape architecture meets local requirements for STEM learning.● Collaborate with ASLA web strategy team to enhance ASLA's Career Discovery webpage and increase webpage traffic by 15 percent over 2018 numbers. ●Identify and make information available on alternative education pathways, including community college/landscape architecture program partnerships. ●Collaborate with allied organizations to advocate for a focus on landscape architecture within the built environment careers. ●Plan and host the 2019 Diversity Summit and develop opportunities for sustained engagement in ASLA via multiple platforms such as annual meeting education sessions.

Program: Landscape Architectural Accreditation Board (LAAB)

Long-Term Goals: Ongoing Program Goals: Evaluate, advocate for, and advance the quality of education in landscape architectural programs. Work to make the accreditation process more useful to educational programs as well as more transparent to the community of interest and the public at large.

2019 Action Plans/Goals: ●Publish recently approved standards for accrediting online programs. ●Select and implement an accreditation online management system and contract temporary support staff to manage the transition process. ●Develop and provide training for ROVE members and programs about usage of the management system. ●Conduct a strategic planning meeting with the LAAB Board. ●Employ an intern to continue research of related HBCU undergraduate programs for the purpose of building the pipeline of potential diverse students to MLA programs. ●Prepare and present an accreditation workshop at the 2019 CELA and ASLA annual meetings. ●Utilize a copy editor to review all LAAB Visiting Team Reports. ●Provide accreditation information to landscape

architecture programs to support their strategic planning decisions. ●Review and make improvements/adjustments in the online annual report system. ●Prepare and distribute an updated state of accredited programs annual report summary in the form of an accreditation report for Board of Trustees by the San Diego meeting. ●Keep up to date with best practices in accreditation by participating with the Association of Specialized and Professional Accreditors and by comparing LAAB policies and procedures with the Council for Higher Education Accreditation (CHEA) recognition requirements and other accrediting agencies. ●Conduct 12 on-site accreditation reviews. ●Evaluate ROVE member evaluation process to improve tracking and future benchmarking capabilities. ●Evaluate the mechanism for programs to evaluate the accreditation process upon completion of a site visit. ●Add five to eight volunteer potential ROVE members per category type and conduct training webinars to support their role in the accreditation process. ●Ensure newly trained ROVE members are represented on accreditation teams during each semester. ●Conduct landscape architecture program administrators meeting to include CELA and LAAB.

Program: Marketing

Long-Term Goals: Continue to support the growth of ASLA revenue sources, including: annual meeting attendance, EXPO booth and sponsorship sales, *Landscape Architecture Magazine* advertising sales, Corporate Membership sales, awards entries, JobLink postings. ● Provide marketing support for ASLA products and programs, such as LA CES, salary survey, standard contracts, along with support for SITES®. Coordinate ASLA-wide marketing and promotion at industry conventions and exhibitions, including lead generation and ROI assessment for future participation.

2019 Action Plans/Goals: ●Work with staff to adhere to centralized marketing plan and calendar for all products and services, including presence on myASLA. ● Key performance measured in financial quarterly and year-end reports on individual products, events, and services. ●Weekly and monthly reports based on tracking and metrics associated with email, web activity, and circulation of partner trade publication for printed items. ● Coordinate with marketing consultant to implement new and enhanced marketing plans and new processes resulting from overall assessment of ASLA marketing practices, products, and services conducted in Q4 2018. ●Work with Meetings staff to promote annual meeting attendance to meet budget goal. ●Work closely with the sales staff to maintain *Landscape Architecture Magazine*, ASLA EXPO, and sponsorship sales. ●Leverage strength of residential and hospitality markets focusing on urban planning and design-build professionals to attract new advertisers/exhibitors. ●Develop and maintain reciprocal marketing agreements and partnerships with other organizations. ●Increase ASLA *Landscape Architecture Magazine* visibility at residential/hospitality industry events, specifically street furnishings, lighting, and parks and recreation to increase market penetration. ●Work with Public Relations to promote Honors and Awards programs. ● Ensure that all ASLA departments receive appropriate marketing metrics to measure program results.

Information and Professional Practice

Program: Professional Practice General

Long-Term Goals: Provide landscape architects with professional and business tools and resources to support their practices, including the Landscape Architecture Technical Information Series (LATIS) and

the ASLA Standard Form Contracts. Support and promote landscape architects' leadership in new and high-profile practice areas including sustainability, smart growth and healthy community design, and green infrastructure.

2019 Action Plans/Goals:

- Continue to feature climate change adaptation strategies and member work in Online Learning, *LAND*, *The Field*, and PPN newsletters.
- Release and make available via online subscription: the 2019 ASLA standard form contract and companion short form between landscape architect and client; the 2019 standard form agreement for professional services between landscape architect and consultant.
- Provide additional guidance documents for professional services between landscape architect and landscape architect and between landscape architect and architect or engineer.
- Provide guidelines for each document and include all in the electronic distribution system.
- Offer user satisfaction survey to document purchases and maintain benchmarks and annual goals for ASLA contracts and salary survey.
- Continue to provide members with individual custom salary survey position profiles.
- Work with the salary survey host to expand the report offerings and services to include firm packages for multiple position profiles.
- Continue to engage the PPC in specifications review.
- Continue to partner with Nemetschek NA, Land F/X and Keysoft to provide specified products at a discount to ASLA members through asla.org.
- In coordination with Government Affairs and Public Relations, continue to identify forums and mechanisms through which ASLA can advance the profession's leadership in key practice areas.
- Leverage member expertise to support Professional Practice programs and priorities, including through PPC and PPNs.
- Work with the Public Practice Advisory Committee to engage and serve public practice members and produce Policy Shaper interviews in *LAND* three to four times a year.
- Continue to work with the ASLA representatives to US/ICOMOS (National Committee of the International Council on Monuments) and CTLA (Council of Tree and Landscape Appraisers) and keep the membership informed of the milestones accomplished.
- Continue ASLA sponsorship of New Partners for Smart Growth (NPSG), participate in the jury review process for the NPSG annual conference, lead the parklets project, and work with ASLA staff, members and local ASLA chapter to engage active member participation.
- Continue to serve on the steering committee of the Smart Growth Network.
- In collaboration with Education department, continue adding to the Online Learning catalog through PPN webinars, LARE webinars, and annual meeting archived sessions.
- Review and develop marketing campaign for 2019 annual meeting education recorded sessions that can be offered free to members.
- Maintain or exceed 85 percent Online Learning user satisfaction rating.
- Continue collaboration with Marketing to develop and implement the annual marketing plan for increasing the purchase of Online Learning recordings.
- Investigate new professional development and education partners or platforms to provide content that meets member needs.
- Support D.C. sustainability initiatives, partnering with the Executive Offices, Government Affairs, and others as appropriate.
- Support educational programming for a one-day regional event for firm principles.
- Support educational programming for security design symposium.
- Collaborate with PR on parklet for PARK(ing) Day.
- In collaboration with all departments, continue to identify forums—conferences and online webinars with allied organizations—through which ASLA can advance the profession's leadership in key practice areas.
- Publish two to four new or updated LATIS reports, with at least one related to a special focus area of climate change.
- Publish one to two LATIS shorts.
- Maintain or increase LATIS user satisfaction from previous year's survey responses.
- Expand usefulness of LATIS as measured by downloads, purchases, and PDH use.
- Update process documentation by end of Q1 2019.

Program: Professional Practice Library

Long-Term Goals: Maintain an accessible core reference collection of materials to support the information needs of members, staff, researchers, and others interested in the field of landscape architecture. Conserve a limited-access collection of the Society's historic records, documents, and publications. Add to and maintain the ASLA archives.

2019 Action Plans/Goals:

- Work with corporate secretary and staff to assess and optimize ongoing archives.
- Maintain or increase library user satisfaction from previous year.
- Use reference statistics as benchmarks to determine the need for increased engagement with library resources. Evaluate and identify goals and satisfaction levels.
- Utilize ASLA blogging platforms to periodically inform users about ASLA library and archival resources
- Maintain and update easily accessible online electronic catalog of the landscape architecture reference collection for members, staff, and other researchers via the ASLA website.
- Continue to enhance the Professional Practice web pages to meet the expanding business reference needs of members and the profession.
- Add the 2018 Class of Fellows data to the ASLA Fellows Database by the end of Q1 2019. Continue updating all profiles and ensure style guide and naming protocols are consistently implemented for all records in the ASLA Fellows Database.
- Keep the title list in the Books by ASLA Members web pages updated.
- Develop a database of all ASLA award winners.
- Update and maintain the online reference list of landscape architecture document collections.
- Fulfill reference and research requests from members and staff, as well as from non-members on a fee-per-service basis.
- Continue to review and select from donated materials to add to the collection. Prepare for the possible cessation of the ASLA Inter-Library Program with Virginia Tech's Washington-Alexandria Center Library and establish a similar program with an agreement with the University of Maryland Landscape Architecture Program's library.

Program: SITES® Education and Support

Long-Term Goals: Support and promote the continued use of the SITES Rating System, SITES project certification, SITES AP, and sustainability principles with other organizations and potential users. Leverage the expertise of members to support SITES.

2019 Action Plans/Goals:

- Generate professional development opportunities for practitioners seeking SITES project certification and professional credentialing through the Green Business Certification Inc. (GBCI) in coordination with ASLA chapters and local USGBC communities.
- Generate professional development opportunities through additional GBCI-approved online learning courses.
- Coordinate/manage education session proposals on SITES at national conferences, using member experts.
- Continue to partner with GBCI to support SITES.
- Encourage cooperative and collaborative efforts to provide education opportunities.

Program: Professional Practice Networks

Long-Term Goals: Maintain networks of landscape architecture professionals who share similar specialty areas of practice to facilitate exchange of information, encourage cooperative efforts to expand opportunities for practice, and provide education and professional development opportunities. Leverage the expertise of Professional Practice Network (PPNs) members to support ASLA programs, including

LATIS, the annual meeting, and advocacy programs, and to promote the leadership and visibility of the profession in critical practice areas.

2019 Action Plans/Goals:

- Increase member participation in the PPNs by piloting new member engagement campaign targeted to an average 250-300 annual meeting registrants.
- Engage PPN chairs and members to submit content to PPN blog *The Field* to maintain at least one post per quarter from each PPN. Reinforce its status as the reliable and useful source of information exchange for all the PPN specialty practice areas by providing a regular recap to share with members and allied organizations.
- Work with PPN chairs and members to regularly add content and useful resources to make the PPN websites more consistent and up-to-date.
- Continue to promote the use of the PPN LinkedIn as a means of communication among members.
- Provide new members with initial orientation and opportunities to engage within the groups.
- Work with communications staff to publish network activity monthly in *LAND*.
- Conduct periodic surveys of PPN members to gather information on current works and practices.
- Present midyear and year-end summary of highlights of key activities including online learning webinars and *Field* posts to all PPN members.
- Continue to encourage PPN members to present at and attend conferences where they will bring visibility to the profession and to volunteer as education session hosts at ASLA's annual meeting.
- Continue to provide PPN led EXPO tours during the annual meeting that offer PDH to attendees.
- Continue to offer at least four PPN Live sessions at the annual meeting that provide PDH to attendees.
- Help the PPN Council become more engaged with guiding development of the PPNs.
- Support the Historic American Landscape Survey (HALS) Subcommittee working with the HALS ASLA Chapter Liaisons and the National Park Service toward achieving and implementing the goals of the Historic American Landscape Survey.
- Continue to offer new and innovative subject matter to PPN and all ASLA members as professional development by hosting 12-15 new PPN online learning presentations.
- Continue working with students, emerging professionals, and PPN mentor volunteers to improve the annual SPOTLIGHT mini-series and produce two to four Online Learning webinars. Create SPOTLIGHT campaign for student/emerging professional recruitment (targeted recruitment of awards recipients).
- Leverage PPN members to support government affairs with ASLA advocacy programs; media relations, including WLAM campaigns; and member presentations with allied organizations.
- Identify organizations that would re-post *Field* content for increased exposure and knowledge sharing.
- Continue to provide quarterly updated *LAM* advertising campaigns for Online Learning, PPNs, *The Field*, and HALS.
- Determine key allied organizations for PPN member involvement to promote the leadership and visibility of the profession in critical practice areas through programs and continuing education initiatives.
- Improve promotions of *The Field* posts among PPNs (monthly email notification to PPNs related to post, link to social media).
- Develop a plan to promote the PPN's online learning webinars and LATIS reports to members and to members of allied organizations.
- Facilitate cross-pollination between PPNs through co-hosted PPN webinars, co-written *Field* posts, and joint meetings at the annual meeting.
- Outreach to local PPN members to attend events at ASLA Center and post event summary in the *The Field*.
- Utilize member feedback to improve PPN meetings and EXPO Tours at the annual meeting.

Information Technology

Long-Term Goals: Provide effective technical resources and tools that enhance the operational effectiveness of ASLA staff through leveraged use of information technology; ensure that all computer and information management systems fulfill functional requirements; troubleshoot all hardware and

software problems; design and implement industry best practice solutions where deemed beneficial. Review and update documentation for key programs and processes.

2019 Action Plans/Goals:

- Release RFP for IT consulting services.
- Implementation of recommendations from IT architecture analysis for business continuity/security.
- Support the advanced level of IT and AV performance and capacity for staff and ASLA Center for Landscape Architecture users.
- Continue to upgrade and maintain current software licensing and secure new licensing and software assurance, as needed.
- Replace workstations that are five years old.
- Continue to strategically evaluate replacement/upgrade schedule for the network systems and servers and implement judiciously to make the best use of ASLA resources while maintaining optimal performance.
- Continue to use and expand virtualization technology.
- Continue to leverage secure cloud technologies to provide off-site redundancy to the on-site backup strategy.
- With Executive Offices, Finance, and PR, implement an expanded business continuity strategy and plan.
- Develop and implement a cybersecurity plan following the cybersecurity audit undertaken in Q4 2018.
- Identify on-call tech support/consultants to manage advanced AV needs.