

Agenda

Officers: Vaughn B. Rinner, FASLA _____ President
Gregory Miller, FASLA _____ President-Elect
Chad D. Danos, FASLA _____ Immediate Past President
Wendy Miller, FASLA _____ Vice President, Professional Practice
David M. Cutter, ASLA _____ Vice President, Education
Robin L. Gyorgyfalvy, FASLA _____ Vice President, Government Affairs
Michael S. Stanley, ASLA _____ Vice President, Communications
Tom Mroz, ASLA _____ Vice President, Finance
Vanessa Warren, ASLA _____ Vice President, Membership

Nancy C. Somerville, Hon. ASLA _____ Executive Vice President
Curtis A. Millay, ASLA _____ Secretary
Michael D. O'Brien, CPA _____ Treasurer

Non-voting Member:

Kona Gray, ASLA _____ LAF Representative

Guests:

Shawn Kelly, FASLA _____ President-Elect Designate
Haley Blakeman, ASLA _____ Vice President-Elect, Communications
Lake Douglas, FASLA _____ Vice President-Elect, Education
Eugenia Martin, FASLA _____ Vice President-Elect, Government Affairs

Agenda	
1. Approval of Minutes (Rinner/Millay)	Action
2. Program and Operations Report (Somerville et al)	Information
3. Finance and Investments Report (Mroz/O'Brien)	Information
4. FY 2018 Annual Operating Plan (AOP) (Miller/Somerville)	Action
5. 2018-2019 Operating Budgets (Mroz/O'Brien)	Action
6. 2018-2019 Capital Expense Budgets (Mroz/O'Brien)	Action
7. Strategic Objectives (Rinner/Somerville)	Action

8. Rebranding Update (Stanley/Poltrack)	Information
9. Other Business	Information

Minutes

1. Call to Order

President Rinner called the meeting to order at 11:02am on Wednesday, August 16, 2017.

2. Roll Call

All officers were present.

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3. Minutes of Previous Regular Meeting

IT WAS MOVED BY MR. MROZ AND SECONDED BY MS. MILLER TO APPROVE THE MINUTES OF THE JULY 20-21, 2017, EXECUTIVE COMMITTEE MEETING. MOTION CARRIED UNANIMOUSLY.

4. Program and Operations Report

EVP Somerville provided a summary of highlights including the production of the ASLA introduction video for the CLARB meeting in September; the Chinatown Green Street Demonstration Project design development kickoff meetings; and the rebranding effort. Manager Pritchard provided an update on the LAAB meeting held in July. Director DePass provided an update on annual meeting registration and EXPO.

5. Finance Update

VP Mroz and Treasurer O'Brien reported on financial activities through July 31, 2017, and cash and reserves as of August 11, 2017. To date, expenses are below budget and revenues are below budget. Mroz reminded the committee that it is usual for ASLA to report a loss for up to three quarters of each year depending on the closing date of the annual meeting. The long-term reserve has an unrealized gain of seven percent. Annual meeting numbers are looking on track.

6. Other Business

Secretary Millay discussed the committee appointment selection process, the upcoming Board webinar, and expenses reimbursements for Seattle.

There being no further business, the meeting adjourned at 11:28pm on Wednesday, August 16, 2017.

Prepared by: Curt Millay, ASLA

Approved:

Agenda Item #2: Program and Operations Report	Information/Discussion
Purpose: To update the Executive Committee on key program activities.	
History and Background: <u>Security design panel.</u> EVP Somerville hosted the ASLA Virtual Panel on Security Design with Past President Len Hopper, FASLA, OLIN's Richard Roark, ASLA, and GGN's Bernie Alonzo, ASLA. ASLA has also proposed the panel as an education session for the 2018 APA National Planning Conference. <u>Blue ribbon panel update.</u> Final preparations are in place for the Sept. 21-22 interdisciplinary Blue Ribbon Panel on Climate Change and Resilience. Last week a kickoff meeting took place with staff and the team from Environics, the PR firm that will help promote the panel. The meeting led to an agreement on PR strategy, benchmarks, next steps, and website content. Following the meeting, the firm drafted an op-ed regarding the value of green infrastructure by EVP Nancy Somerville to submit for consideration at major news outlets. <u>CLARB meeting.</u> President Rinner, EVP Somerville, and Director Hebron are attending the CLARB annual meeting in Boise, Idaho, this week. Rinner and Somerville are participating in a presentation and panel discussion on the health of the profession, using data from ASLA, LAAB, and CLARB on growth and diversity in the profession. Hebron is providing a legislative update and outlook. <u>Annual meeting update.</u> With 5 weeks to go before the ASLA 2017 Annual Meeting and EXPO in Los Angeles, registration and ticket revenues are pacing neck and neck with previous meetings, and are now at more than 80 percent of the revenue goal. The ASLA EXPO has exceeded budget and is at 101 percent of goal. Eight of the 10 official meeting hotels have sold out and the ASLA housing bureau is securing additional discounted hotels to meet demand. The ASLA annual meeting mobile app is expected to release the week of September 18, including SCAN™ Trivia, a new EXPO gaming app designed to promote attendee and exhibitor interaction. Plans are well underway for what is expected to be one of the best attended annual meetings in ASLA history.	
Governing Rules/Procedures: N/A	
Action Requested: N/A	
Staff Contact: Nancy Somerville et al	

Agenda Item #3: Finance and Investments Report	Information
<p>Purpose: To report on the Society's financial activities through August 31, 2017, and its cash and reserves as of September 13, 2017.</p>	
<p>Operations: As of the end of August, expenses are below budget by \$344,023 and revenues are below budget by \$111,107. Currently, ASLA is reporting a loss of \$1,129,526 with revenues of \$5.6 million and expenses of \$6.7 million through the eight months ended August 31, 2017. The year-to-date loss improves on the budget by \$232,916, or 2 percent. Please note (only one month to go before this note goes away) that it is usual for ASLA to report a loss for up to three quarters of each year depending on the closing date of the annual meeting.</p>	
<p>Cash and Reserves:</p>	
Cash (operating fund)	\$342,441
Short-term reserve (operating fund)	\$550,000
Long-term reserve: Cash	\$23,677
Equities (stocks)	\$2,337,576
Fixed income (bonds)	\$1,520,129
Other assets	\$751,539
Total	\$4,312,873
Money market at bank (operating fund)	\$3,409,360
<p>ASLA has an unrealized gain of \$375,406 or 8 percent in the long-term reserve through September 13, 2017.</p>	
<p>Governing Rules/Procedures: The Board of Trustees is charged with adopting the annual program and budget of the Society and with monitoring performance.</p>	
<p>Action Requested: n/a</p>	
<p>Staff Contact: Michael O'Brien</p>	

Agenda Item #4: 2018 Annual Operating Plan	Action
<p>Purpose: To review and approve the FY 2018 Annual Operating Plan.</p> <p>History and Background: The Annual Operating Plan (AOP) outlines ASLA programs, their objectives, and specific goals for the coming year. The AOP: responds to the board's evaluation and ranking of strategic objectives and programs; responds to key issues identified through the SWOT and strategic planning discussions of the Executive Committee and senior staff; and incorporates program and operations improvements identified through ongoing PDCA (Plan-Do-Check-Act). The AOP takes a conservative approach to revenue projections and budgeting, with resources added strategically to support top priorities.</p> <p>As a reminder, top priorities identified by the Board are: promoting and defending licensure; public awareness; advocacy; staying in the lead on critical and emerging issues; and career discovery and diversity. Cross-cutting issues of special focus are: recruiting, engaging, and serving emerging professionals; positioning the profession to respond to climate change; career discovery and diversity; and rebranding.</p> <p>The most significant programmatic changes and additions for 2018 are:</p> <ul style="list-style-type: none"> ▪ Executive Offices et al: Continued special focus on positioning ASLA and the profession in the lead on climate change and resilience. Integration of diversity goals across programs and diversity training at the spring Board meeting. ▪ Executive Offices: Participation in the JUST program. Restoration of the remaining half of the staff 401(k) trigger (two percent of salaries). ▪ Finance, Meetings, and Business Operations: Implementation of enhanced business continuity and cybersecurity plans. ▪ Government Affairs: The addition of a state government affairs manager position. Holding the 2018 Advocacy Summit in conjunction with CLARB to strengthen chapter-licensing board relationships and licensure defense. Working with Congress and the administration to promote the policy recommendations of the ASLA Blue Ribbon Panel on Climate Change and Resilience. ▪ PR and Communications et al: Publication and promotion of the report and recommendations of the Blue Ribbon Panel on Climate Change and Resilience. Implementation of the rebranding and messaging recommendations across all programs. Advancing brand recognition of ASLA as a critical, credible resource for sustainable design and active living information. ▪ <i>Landscape Architecture Magazine</i> Editorial: Expanding the global reach of <i>Landscape Architecture Magazine</i> to include the translation of select content into Spanish. 	

- Education: Implementation of an expanded career discovery and diversity program, including development of additional career discovery resources. Implementation of a LA CES database upgrade.
- Professional Practice: Completion of design development for the Chinatown Green Street Demonstration Project.
- Member and Chapter Services: Completion of database upgrade implementation, including enhanced FirmFinder and new member communication and analysis/segmentation capabilities.

Attachments:

- ASLA Strategic Objectives with 2017 Board rankings
- Strategic Objectives and Supporting Programs Matrix

Governing Rules/Procedures: ASLA Bylaws Section 801: ...The Board of Trustees shall...adopt the annual operating plan and budget of the Society...

Action Requested: Review and approve the FY 2018 Annual Operating Plan for Board action in Los Angeles.

Staff Contact: Nancy Somerville

2018 Annual Operating Plan

Executive Offices

Program: Governance and Oversight General

Ongoing Program Goals: Provide leadership to ASLA volunteers and staff in defining and pursuing ASLA priorities and program goals. 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 and advocacy, including globally. Oversee the committee appointment process. Convene and support the nominating committee. Conduct the annual officer elections and any special elections or votes. Maintain and enforce the ASLA Constitution and Bylaws and Codes of Professional and Environmental Ethics. Maximize the use of the ASLA Center for education, advocacy, and public awareness. Advance the Chinatown Green Street Demonstration Project.

2018 Goals:

- Facilitate ASLA-wide strategic planning and development and monitoring of the annual program and budget.
- Continue to use the Baldrige Excellence Framework and feedback report from ASLA's 2017 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.
- If qualified by 2017 score, apply for 2018 Malcolm Baldrige National Quality Award.
- Conduct the "Are We Making Progress?" and Gallup Q12 surveys in the second quarter and use results to identify opportunities for improvement.
- 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.
- 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 in green infrastructure, resilience, 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.
- Support and promote use of the SITES® Rating System, SITES project certification, and sustainability principles with other organizations and potential users.
- Continue work with PR and staff directors on rebranding and messaging initiatives.
- Conduct the annual introduction/orientation sessions for committee and PPN chairs and committee members.
- Coordinate the work of the Nominating Committee; maintain member participation in the annual election for president-elect at or above the 2017 level (26.63 percent of eligible voters).
- Review Constitution and Bylaws provisions regarding use of the ASLA name and logo by members and firms. Convene Constitution and Bylaws Committee as needed.
- Review 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%).
- 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, publicize and promote the recommendations of the Blue Ribbon Panel on Climate Change and Resilience.

- Continue to provide direction for ASLA Center programming. Work with resource development on related fundraising.
- Promote ASLA's green roof and the Center's overall green features. Conduct performance monitoring of the green roof and Center, including stormwater capture and reuse. 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

Ongoing Program 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 training opportunities for members of the Board.

2018 Goals:

- Provide thorough and complete financial and programmatic information for each Board meeting, and 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 attendance 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 and the Board self-assessment process; complete development and implementation of the trustee mentor system.
- Use post-Board meeting surveys to assess/improve Board meetings and Board performance; improve Board preparedness self-assessment score to or above 90 percent.
- Continue to review/enhance trustee orientation materials and process; adapt the ExCom's pre-orientation self-assessment "quiz" for use with the BOT; 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

Ongoing Program 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 training opportunities, linked to ASLA priorities, for members of the Executive Committee.

2018 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 2019 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. •Pilot the Board diversity 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)

Ongoing Program 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.

2018 Goals: •Continue to work to improve the quality and quantity of nominations above the 2017 level by providing more examples of exemplary nominations and category-specific nomination templates. 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. •Work to increase pledges and donations to the COF scholarship fund and by promoting the Fellows Endowment Fund. •Continue to produce and improve the quarterly newsletter.

Program: Human Resources

Ongoing Program Goals: Recruit and retain a high performing staff by positioning ASLA as an attractive employer; promote a positive, well-staffed, efficient and healthy working environment; and stay competitive in the District of Columbia market. Promote staff health and wellness activities. Stay current

on and ensure compliance with employment law and best practices. Reinforce ASLA mission, vision, culture, and values.

2018 Goals: ●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). ●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. ●Facilitate semiannual departmental and individual progress discussions and annual salary reviews; benchmark ASLA salaries against industry/regional salaries. ●Review and update position descriptions as needed to coordinate with department and overall ASLA program goals. ●Assess health insurance options for 2019. ●Complete Employee Handbook revisions with legal counsel. ●Use staff suggestions to implement benefits, programs, or activities, using surveys, email and web programs. ●Continue assessment of individual staff certifications and overall training needs, provide in-house training on software applications, and roll out productivity training to additional departments. ●Look for and assess ASLA performance against relevant benchmarks for benefits programs, staff turnover, and other human resource functions. ●Maintain staff turnover below Society for Human Resource Management benchmark based on five-year average.

Program: Resource Development

Ongoing Program Goals: Solicit charitable contributions to the ASLA Fund to advance the programs and special projects it supports, including construction and ongoing programming for the ASLA Center for Landscape Architecture and the Chinatown Green Street Demonstration Project. Promote bequest contributions to the ASLA Fund via the ASLA Heritage Circle.

2018 Goals: ●Continue solicitation for the ASLA Center for Landscape Architecture to meet the \$1.5 million goal. ●Increase contributions to the ASLA Annual Fund by 50 percent over the 2017 level. ●Expand promotion of the Fund Heritage Circle. ●Solicit grants and contributions to support the Chinatown Green Street Demonstration Project.

Finance, Meetings, and Business Operations

Finance and Administration General

Ongoing Program 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.

2018 Goals: ●Continue the process to eliminate the audit concern reported in the 2016 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. ●In the first quarter, update the 2018 Audit Process and Guidelines. ●Support the committee with timely progress updates and in the second quarter facilitate a close-out meeting between the committee and the audit firm. ●Assist the Audit

Committee chair in presentation of the audit report at the spring BOT meeting. ●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 annual meetings. ●Perform a survey during the second quarter increase the clarity and usefulness of the financial reporting process for all stakeholders. ●Achieve a break-even increase in net assets for 2018. ●During the third quarter update the desk procedures contained in the Finance and Building Operations Manual. ●Collaborate with Membership in the first quarter to facilitate Finance and Investments Committee and Member and Chapter Services Committee dues increase recommendation for Board action at spring meeting. ●With membership, complete and assess test of firm invoicing by end of the second quarter. ●With the Executive Office, fine tune operations of the new 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 second quarter. ●In the third 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: Publishing and Business Operations

Ongoing Program 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.

2018 Goals: ●Increase advertising sales by three percent to \$3.2 million 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 the Marketing 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 to \$2.7 million 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 2017 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.

Program: Annual Meeting and EXPO

Ongoing Program 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 five years out.

2018 Goals: ●Maintain the level of attendance at or above the five-year average of 5,700 to meet or exceed the registration/ticket revenue goal. ●Ensure that a minimum of 80 percent of all attendees rate their overall annual meeting and EXPO experience as good to excellent (based on the annual attendee survey). ●Maintain the level of satisfaction exhibitors have with the four primary service providers, (Freeman, Experient Registration, Experient Lead Retrieval, and PSAV), at 3.0 or higher. ●Assess the effectiveness of the 2017 meeting room specification management tool. ●Evaluate the 2017 registration dashboard system. ●Assess the capability to download survey preferences to the mobile app. ●Assess the implementation of the one-piece badging system for future use. ●Continue to make process improvements with Engage, the annual meeting mobile app. ●Continue utilizing scan-and-go, assess the new onsite self-registration kiosks, and continue to monitor the effectiveness of the tap-and-go session tracking technology. ●Continue to offer and assess FXP Touch technology and alternative room setup options in education sessions to engage speakers and attendees. ●Continue use of open seating ticket process for both the Fellows and Presidents Dinners. ●Support EXPO goals, including through management of successful Alumni Tailgate; assess effectiveness of exhibitor and exhibitor-attendee engagement elements. ●Explore strategies for streamlining the student volunteer program recruitment process. ●Manage vendor partners; ●Engage key vendors in supporting ASLA values, including sustainability principles; develop and implement vendor scorecard and reporting system on key performance factors. ●Develop plan, including identification of timeline and priorities, for documenting annual meeting operations and processes by end of Q1.

Program: Meetings and Events

Ongoing Program 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.

2018 Goals: ●By the end of February 2018, conduct an internal assessment of the Center's year-one main level space usage and processes. With the operations team, develop and document refined processes, based on the assessment, that will be used to plan both internal and external meetings and events. Processes provide clarity on the role of each department in managing events and result in the development of a Meeting and Event Planning Guide by the end of Q1, pending competing

priorities added to calendar in Q1. Guide includes departmental staff responsibilities, planning guidelines, budget template, e-touches registration and housing template, sustainability checklist, housing form, and more. • Support 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 the services of a third caterer capable of delivering WELL™ qualifying menus. • Continue to use Experient to source ASLA's primary meetings (Summits, LAAB, Summer and Fall Meetings, Jury Meetings, etc). After RFP review, work with Experient in negotiating ASLA's desired rates, concessions, and terms, into vendor's standard contract. • Continue the use and assessment of e-touches software for the internal management of registration and housing for smaller meetings. • Continue to provide in-house room block management for all smaller meetings to avoid attrition penalties. • Continue to accurately and efficiently manage and code meeting invoices to ensure the proper accounting and budgeting. • Ensure that all vendors meet vendor sustainability requirements and achieve performance measurements.

Government Affairs

Program: Government Affairs General

Ongoing Program Goals: Identify and pursue advocacy issues that respond to member priorities. Provide chapters with advocacy tools, support, and informational materials, with assistance from Public Relations. Maintain helpful and timely reference material for priority issues. Build ASLA's grassroots network. Partner with governmental, legislative, and advocacy organizations to increase ASLA's visibility, credibility, and effectiveness.

2018 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 seven percent (benchmark is 3.8 percent); achieve conversion rate of 56 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. • In addition to the iAdvocate network, communicate with members on advocacy issues through all ASLA communication methods, including social media. • Migrate the ASLA Advocacy Twitter account into the main ASLA Twitter account to provide maximum participation. • Conduct 2018 State and Federal Priorities Survey. • By end of Q1, with Policy Committee, develop five-year schedule and timeline for review of all ASLA public policies; begin work on policies slated for review in 2018 by Q2. Develop new ASLA public policies and policy guidance to respond to emerging issues related to the profession as needed. • 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 Department and Professional Practice Network to attract federal and state agency landscape architects to ASLA.

Program: Federal Advocacy

Ongoing Program 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 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.

2018 Goals: •Continue to implement federal advocacy efforts on 2017-2018 legislative priorities •Work with the Public Relations department 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 2018 ASLA Advocacy Day to promote ASLA's federal priority issues on Capitol Hill. •Work to secure congressional meetings for at least 93 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 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 conference priorities issues. •Work with Congress and administration to: 1) maintain adequate funding for active transportation programs, including the Transportation Alternatives Program, Safe Routes to School, Recreational Trails Program and others; and 2) establish an Office of Active Transportation within the US Department of Transportation. •Advocate for protection of ASLA federal priority programs in the congressional appropriations process, including the Land and Water Conservation Fund, Transportation Investments Generating Economic Recovery grants, Community Development Block Grants, and others. •Work with the Government Affairs Advisory Committee (GAAC) to analyze results from the Federal Priorities Survey. •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 2018. •Continue ASLA's visibility and productivity with 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. •Work with the GAAC to promote and analyze results from the Federal Priorities Survey.

Program: Licensure and State Advocacy

Ongoing Program 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 information on mandatory continuing education requirements. Develop new advocacy tools to meet chapter needs. Partner with CLARB, CELA, and other interested parties to protect and promote licensure.

2018 Goals: •Hold 2018 ASLA Advocacy Summit, in conjunction with CLARB, with a focus on developing stronger chapter-board relationships to better respond to threats to licensure; target 40

states to participate. ●Achieve at least a 4.2/5 rating on summit evaluation. ●Hold three state advocacy training webinars to build upon annual in-person summit discussion and training, made available to all chapters. ●Work with the Public Relations Department 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 2017 program. ●Update state profile information and state-by-state charts on state licensure laws and regulations. ● With Professional Practice and Executive Offices, work with ASLA members and District of Columbia government and non-government stakeholders on the creation of an innovative green street in front of ASLA headquarters. ●Continue developing and strengthening relationships with other design professions and like-minded organizations supportive of occupational licensing. ●Monitor federal licensure legislation and work with Federal Affairs to respond. ●●Analyze and distribute to chapters the state results of the 2018 priorities survey. ●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 state and local governments to promote the policy recommendations of the ASLA Blue Ribbon Panel on Climate Change and Resilience. ●Continue to serve as a back-up to chapter services for chapter strategic planning. ●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.

Landscape Architecture Magazine

Program: *Landscape Architecture Magazine* Editorial

Ongoing Program Goals: 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.

2018 Goals: ●To expand global reach, translate select content into Spanish and evaluate opportunities for distribution of selected *LAM* content internationally.. ●Expand continuing education content. ●Introduce *LAM* Climate Reader (1Q) ● Introduce *LAM* archive by JSTOR as a member benefit. ●Continue to develop *LAM* lecture series. ●Provide coverage relating to emerging professionals. ●Provide coverage of issues relating to diversity in the profession. ●Continue aggressive coverage of climate change topics. ●Continue development of Office, Tech, Materials, and Construction departments. ●Achieve editorial content of approximately 105 pages per issue and maintain 55 percent or greater editorial content for the year. ●Generate 1,800 page views a day at *LAM* online, up from 1,500 in 2017. ●Increase Twitter audience by 20 percent over 2017. ●Maintain or exceed a 26 percent open rate and a 22 percent click-through rate for The Landscape Report. ●Maintain above 80 percent satisfaction on reader surveys for appropriateness of coverage. ●Maintain superior reader satisfaction over competing and allied publications. ●Continue actively drawing ideas from members of the *LAM* Editorial Advisory Committee on monthly member-driven conference calls and render ideas into articles, in keeping with committee charge to provide active member expertise and input on the scope and direction of *LAM* editorial content and design. ● Administer committee-led nominations and awarding of two Bradford Williams Medals for excellence in journalism pertaining to landscape concerns (*LAM* and non-*LAM*).

Public Relations and Communications

Program: Media Relations and Public Awareness

Ongoing Program 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.

2018 Goals: •Continue building key media relationships; increase coverage of press releases and the awards program through both traditional and alternative channels as print's reach continues to decline; increase coverage in consumer, trade, and online media referencing ASLA and the profession in major-market media by 10 percent (benchmarks equal totals at year-end 2017). •Expand World Landscape Architecture Month promotion, including "This is Landscape Architecture" social media campaign; reach 100 percent chapter participation and exceed 2017 postings of 6,800; enlist the participation of other countries' ASLA counterparts in the WLAM campaigns. •Coordinate national and chapter PARK(ing) Day promotion, installations, and subsequent publicity •Continue to assess and improve the media section of the ASLA website to more effectively serve the needs of journalists, including the ongoing creation of an experts' database—with assistance from the COF. •Implement rebranding and messaging recommendations; advance brand recognition of ASLA as a critical, credible resource for sustainable design and active living information. •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 and Twitter followers by 10,000 each (base= 65,680 Facebook, 59,800 Twitter; add 2,000 followers to Instagram and 1,000 to Pinterest (base = 34,000 Instagram followers, 7,651 Pinterest followers); grow other, newer, and emerging social media options. •Continue to promote D.C. educational activities through membership in Cultural Tourism DC and the DC Environmental Education Consortium. •Host 2018 Public Awareness Summit in January with 100 percent chapter representation. •Work with chapter public awareness representatives (CPARs) on quarterly outreach events as part of the ongoing public awareness campaign; convene CPARs quarterly for ongoing evaluation and to coordinate and launch next-phase public-awareness events. •Continue updates of all chapter training and public relations resources to serve this goal, including strategies for harnessing social media, updated media lists, templates, and branding collateral. •Within resource limitations, assist chapters directly with public relations planning and coordination. •Leverage sponsorships 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 release of *LAM* content in Spanish. •Support and implement strategies identified by the ASLA Diversity Summit.

Program: ASLA Online

Ongoing Program 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; promote open and member-only tools. Maintain ASLA online 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.

2018 Goals: ●Per ASLA policy, issue RFP for hosting and maintenance of ASLA.org. ●Upgrade the Ektron content management system to the newest version. ●Redesign What Is Landscape Architecture? website. ●With relevant staff, redesign Career Discovery website. ●Complete LA CES v3 development work. ●Integrate LA CES and RISE. ●Revamp transportation and other resource guides. ●Produce third VR video. ●Continue to improve speed and performance of ASLA.org. ●Increase numbers of pageviews and unique visitors to the ASLA site by five percent (2016 benchmark averages = 450,000 pageviews and 125,000 visitors not necessarily unique; aggregate from several sites per month). ●Plan and design responsive Green Street website with interactive learning tool. ●Expand the new SITES® hub with educational videos for members. ●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. ●Relaunch and maintain JobLink as the premier online job listing and résumé service for positions in the field of landscape architecture. ●Increase monthly average participation in JobLink to average 80 (base = 73).

Program: Member Communications

Ongoing Program 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.

2018 Goals: ●Implement brand and messaging guidelines. Work with Member and Chapter Services and other departments to develop targeted/segmented member communications/messaging. ●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. ●Evaluate non-member subscribers of *LAND* and how to use *LAND* to promote membership. ●Actively promote *LAND* as a resource to follow on both PCs and mobile devices. ●Maintain average open rate of *LAND* to average 30 percent of members / subscribers. ●Maintain *The Dirt* traffic at 2016 levels (2016 estimated benchmark = 50,000 pageviews 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* aimed at emerging professionals

Program: Marketing General

Ongoing Program Goals: Continue to support the growth of ASLA revenue sources, including: annual meeting attendance, EXPO booth and sponsorship sales, *LAM* advertising sales, corporate membership sales, awards entries, JobLink postings, and JobLink LIVE participation. Provide marketing materials, social media, and other marketing support for ASLA products and programs, such as LA CES, salary

survey, webinars, among others, along with support for SITES®. Coordinate ASLA-wide marketing and promotion at industry conventions and exhibitions, including follow up after events.

2018 Goals: •Develop a centralized marketing plan and calendar for all products and services •Work with meetings staff to promote annual meeting attendance to meet budget goal. •Work closely with the sales staff to maintain LAM, EXPO, and sponsorship sales. •Leverage strength of residential and hospitality markets to attract new advertisers/exhibitors. •Increase marketing to relaunch JobLink and Firm Finder. •Develop marketing campaigns to increase sales of salary survey and contract documents. •Develop and maintain reciprocal marketing agreements and partnerships with other organizations. •Increase ASLA/LAM visibility at residential/hospitality industry events; specifically street furnishings, lighting, and parks and recreation; to increase market penetration •Conduct RFP for marketing email distributor in first quarter 2018.

Member and Chapter Services

Program: Member and Subscriber Services

Ongoing Program Goals: Provide high-quality customer service to members, prospective members, and magazine subscribers. 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; enhance ongoing leadership development programs. Maintain and enhance database and related systems to provide accurate, reliable data.

2018 Goals: •Continue ongoing 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. •Respond to member requests by the close of the next business day. •With Communications, use information gained from messaging research to inform member communications, and incorporate rebranding guidelines into all communications. •Launch annual communications plan for regular communications of benefits/value, including targeted communications by member segment. •Improve promotion/communication of member benefits and services, through the ASLA website, ASLA Central at the annual meeting, and mailings. •Administer annual member satisfaction survey and increase participation by five percent. •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 to ensure email communications of 95 percent of professional and student membership; clean records marked for deletion; maintain a minimum of 90 percent of Full and Associate membership records linked to company identification numbers for Firm Finder. •Perform clean-up of all Firm Finder records and launch promotion related to new version of Firm Finder. •Research and clean up firm key contacts. •Conduct an annual cleaning of student, honorary, and emeritus membership records in database. •Evaluate and expand affinity partner programs to provide additional member value, meeting the needs of key segments. •Continue upgrade of iMIS, including staff training to maximize staff access to iMIS data and email metrics via RiSE. •With Finance, facilitate Member and Chapter Services and Finance and Investments Committees' development of dues increase recommendation for Board action at spring meeting.

Program: Recruitment and Retention

Ongoing Program Goals: Work with the marketing and communications departments 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.

2018 Goals: • Analyze membership trends and effectiveness of existing recruitment and retention programs. • Achieve two percent growth and a retention rate at or above 91 percent for full members, and meet budget targets. (2016 growth rate: 0.8 percent, trending with similar growth in 2017; 2016 retention rate: 92 percent.) Achieve 82 percent retention for all members, above industry benchmark of 80 percent and meet the retention benchmark for new members at 64 percent (2017 trending at 59 percent). • With marketing and PR/communications, and using information gathered from messaging research, launch segmented e-communications for membership renewals and membership value (i.e., monthly affinity partner spotlight *LAND* articles). • Implement digital welcome and onboarding process, with special communication to those who receive membership through awards, Joblink, and annual meeting registration. • With the Emerging Professionals Committee, issue regular targeted emerging professional communications, including a monthly newsletter to student chapters (with the Student Advisory Committee) and associate members (with the Associate Advisory Committee).

Program: Chapter Services

Ongoing Program 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. 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 communications with chapter leaders and provide an efficient vehicle for distributing and soliciting information. Provide support for chapter membership marketing efforts.

2018 Goals: • With PR and Communications, create online library of best practices based upon chapter case studies. • With the MSC, continue to involve chapters in the member recruitment and retention process by hosting chapter membership chair webinar/conference calls and bimonthly Membership Minute emails. • Host the chapter treasurer webinar with ASLA's CFO. Host conference call for executive directors and managers to discuss issues related to chapter management. • Host chapter president-elect orientation webinar. • Coordinate the two in-person meetings and two webinars of the Chapter Presidents Council (CPC); encourage participation of two leaders from each chapter in the CPC. • 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. Attempt to cluster visits and combine with student chapter visits and firm visits to enhance outreach to membership.

Program: Emerging Professionals Services

Ongoing Program 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 MSC 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.

2018 Goals: • Grow student membership level by two percent (2016: 4.2 percent drop; trending positive in 2017) and increase retention rates for students to 75 percent (2016 student retention rate: 44.5 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), 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 75 percent (2016 associate retention rate: 71 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 at the annual meeting & EXPO. •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. •Create online library of practice questions for LARE prep.

Education

Program: Education Programs General

Ongoing Program 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.

2018 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. •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 2016 number of 94 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. ●Continue annual meeting speaker communications to help prepare speaker volunteers for their participation in the annual meeting education program. ●Investigate speaker presentation collection and management software. ●Continue to include an option on the annual meeting call for presentations website for content to be considered for development into LATIS reports. ●Implement the LA CES database upgrades and enhancements. ●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 5 percent from 224, 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. ●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 COE'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 15 percent over the 2017 number of 184.

Program: Career Discovery and Diversity

Ongoing Program 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.

2018 Goals: Collaborate with PR and Communications and *Landscape Architecture Magazine* to support career discovery and diversity. ●Host career discovery and diversity related events at the Center for Landscape Architecture. ●Review and revise the career discovery webpage on ASLA.org. ●Create new collateral and resources for professionals, students, teachers, and parents on ASLA.org. ●Identify and make information available on alternative education pathways, including community college/landscape architecture program partnerships. ●Collaborate with allied organizations to advocate for built environment careers with a focus on landscape architecture; participate in Real Estate and Built Environment "Creating Communities of the World" project. ●Plan and host the 2018 Diversity Summit. ●Engage diversity summit participants to create annual meeting education sessions. ●Create diversity training opportunities for staff, Executive Committee, and BOT.

Program: Landscape Architectural Accreditation Board (LAAB)

Ongoing Program 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.

2018 Goals: ●Draft and adopt standards for accrediting online programs. Provide a call for comment for a 30-day period prior to adoption. ●Issue an RFP and select an accreditation online management system. ●Develop and provide training for ROVE members and programs about usage of the management system. ●Employ an intern to evaluate program curriculum as well as research feeder schools and non-accredited LA programs for the purpose of building the pipeline of potential students and to support accreditation of future programs. ●Prepare and present an accreditation workshop at the 2018 CELA and ASLA annual meetings. ●Complete and submit the CHEA interim report. ●Identify and utilize a copy editor to review all LAAB Visiting Team Reports. ●Provide information to landscape architecture programs that can assist programs in making strategic planning decisions. ●Review and make improvements/adjustments in the online annual report system. ●Prepare and distribute an updated report based on summary information collected in annual reports in the form of an accreditation report for Board of Trustees by the Philadelphia meeting. The report will be a snapshot of demographic information on accredited landscape architecture programs. ●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 20 on-site accreditation reviews. ●Continue to update and improve administrative policies and finalize Landscape Architectural Accreditation Board Guidelines. ●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.

Professional Practice

Program: Professional Practice General

Ongoing Program Goals: Provide landscape architects with professional and business tools and resources to support their practices, including 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.

2018 Goals: ●Review and update key process documentation. ●Release and make available via online subscription: the 2018 ASLA standard form contract and companion short form between landscape architect and client; the 2018 standard form agreement for professional services between landscape architect and consultant; and the 2018 standard form construction agreement between owner and contractor. ●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. ●Maintain or exceed 85 percent user satisfaction rating with professional practice resources. ●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. ●Continue to participate at the International Builders' Show and work with ASLA staff, members, and local ASLA chapters to engage active member participation at the ASLA booth and conference events. ●Working with the Executive Office, manage the Chinatown Green Street Demonstration Project (CGSDP) through design development; continue stakeholder engagement for the project; and work toward project construction. Prepare plan for and document pre-construction conditions. Prepare communications for/about the CGSDP and support project fundraising. ●In collaboration with education department, continue adding to the Online Learning catalog through PPN webinars, LARE webinars and annual meeting archived sessions. ●Continue collaboration with marketing department to develop and implement the annual marketing plan for increasing the purchase of Online Learning recordings. ●Support DC sustainability initiatives, including Biophilic DC, partnering with the Executive Office, Government Affairs, and others as appropriate. ●Collaborate with PR on parklet for PARKing 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. Compile process documentation plan and timeline by end of Q1 2018.

Program: Professional Practice Library

Ongoing Program Goals: Provide technical and professional resource materials, including the Landscape Architecture Technical Information Series (LATIS) and salary survey custom profile reports, to support members' practice needs. 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.

2018 Goals: ●Work with Corporate Secretary to assess and optimize ongoing archives. ●Publish two to four new or updated LATIS reports. ●Maintain or increase LATIS user satisfaction from previous year's survey responses. Expand usefulness of LATIS as measured by downloads, purchases, and PDH use. ●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. ●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. 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 an online 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. ●Continue the ASLA/Virginia Tech Inter-Library Program through a donation of weeded journals and books in exchange for staff and member access to the VA Tech WAAC Library.

Program: SITES® Education and Support

Ongoing Program 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.

2018 Goals: ●Develop training and generate professional development opportunities for practitioners seeking SITES project certification and professional credentialing through the Green Business Certification Inc. (GBCI) by presenting at national meetings, such as Greenbuild, ULI, and APA, presenting to a minimum of six ASLA chapters, producing at least three introductory online videos for the ASLA webpage, and hosting one technical webinar a quarter. ●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

Ongoing Program 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 the Professional Practice Networks' (PPN) 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.

2018 Goals: ● Increase member participation in the PPNs. ●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. ●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. ●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 10-12 new PPN online learning presentations. ●Revise the PPN Online Learning survey to obtain quantifiable metrics for determining topic selection and user satisfaction. 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. ●Revamp *LAM* advertising campaigns for Online Learning and PPNs with marketing manager. ●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. ●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 (posters in schools, Twitter, Instagram). Evaluate SPOTLIGHT mini-series schedule as it relates to the school year. ●Improve promotions of *The Field* posts amongst PPNs (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 member of allied organizations. ●Review and develop marketing campaign for 2013 annual meeting education recorded sessions that can be offered for free to members. ●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 Networking Reception and EXPO Tours at the annual meeting.

Information Technology

Ongoing Program 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.

2018 Goals: ●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 four-years old or older. ●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 the fourth quarter of 2017. ●Identify on-call tech support/consultants to manage livestreaming and other complex AV needs.

Agenda Item #5: 2018-2019 Operating Budgets

Information/Discussion

Purpose: To present for discussion the proposed changes to the 2018 budget.

History and Background: The annual budget is developed as a draft 18 months out and is revised and given final approval by the BOT at the fall meeting preceding the start of the year. The Annual Operating Plan (AOP) is approved by the Board at the same time. The budget and the AOP respond to ExCom and BOT priorities and program review, ongoing management/staff review of program and budget performance, and other strategic planning discussions. The revisions to the budgets described below are the results of the Society's program planning and budget review process.

Overview	2017 Approved	2018 Final	2019 Planning
Total Income	12,907,000	13,287,000	13,287,000
Expense - Salary Benefits	5,711,000	6,069,000	6,069,000
Expense - Program	7,093,000	7,218,000	7,218,000
Total Expense	12,804,000	13,287,000	13,287,000
Increase in net assets (net income)	103,000	-	-

2017 Operational Update: Through August 31, 2017, the loss of \$1,129,526 compares favorably to the budgeted loss of \$1,362,442. A significant portion of the Society's change in net assets each year (net income or loss) is derived from the annual meeting. ASLA follows the completed-show method of accounting, which requires it to defer both income- and expense-related items directly attributable to the annual meeting until its completion. The majority of expenses, such as salaries, are recorded equally each month, so it is usual for the change in net assets to be negative (net loss) until the meeting concludes in October.

Budget Revisions: The 2018 final budget reflects changes made to the 2017 approved budget presented to the Board during last year's annual meeting in New Orleans. Management's changes are discussed below:

- Membership revenue increase of \$120,000, or approximately three percent.
- Additional revenue increases of approximately \$275,000 in select areas such as *LAM*, annual meeting EXPO and registration, LA CES, and ASLA Fund.
- Creation of a three percent salary pool of \$140,000 for merit increases.

- Restore the final two percent, or \$100,000, of 401k trigger.
- Create a manager position focused on state government affairs increasing salaries by \$80,000.
- Set-aside \$38,000 to cover a seven percent increase in health insurance premiums and other fringe benefit costs.
- A \$60,000 increase to the career discovery and diversity program area and a reclassification of \$28,000 from the Executive Office for the Diversity Summit.
- An increase of \$30,000 for the government affairs budget for use in growing participation in the advocacy summit and other critical matters.
- An increase of \$23,000 to cover a shortfall in the Honors and Awards Program over the past few years.
- The creation of a new program title (Priority Issue Development) which would consolidate SITES and Green Street project with an increase of \$12,000.

In 2010, the Executive Committee introduced the use of financial triggers. A financial trigger could only be executed to the extent net income for that year exceeds the approved amount. A financial trigger remains for the employee bonus pool estimated to be approximately \$120,000.

Financial Impact: Establishes an operating budget of \$13,287,000 for 2018.

Governing Rules/Procedures: ASLA Bylaws, Section 801: ...The Board of Trustees shall...adopt the annual operating plan and budget...

Action Requested: Review the 2018 final budget and 2019 planning budget.

Staff Contact: Michael O'Brien

Agenda Item #7: Strategic Objectives Revision	Action
<p>Purpose: To review revisions to the Society's strategic objectives.</p> <p>History and Background: Every three years, as part of the priority-setting and program review process, the board is asked to review the strategic objectives to determine: 1) if they are still valid; 2) if they need to be amended or expanded; or 3) if there are any omissions. The 2017 review cycle began with a Board discussion at the spring meeting. At its summer meeting, the Executive Committee reviewed input from the Board and senior staff and provided additional direction to staff for final revisions. Revisions are attached for Executive Committee review and action. After Executive Committee action, the revisions will be presented to the Board for approval at the fall meeting.</p> <p>Revisions made during previous review cycles are as follows:</p> <p>2014: The strategic objective "Provide career development tools and resources" was sunset since it was duplicative of "Provide educational opportunities and information resources..." Also, a number of wording changes were made to strengthen SOs, including those on licensure and career discovery and diversity.</p> <p>2011: An additional SO addressing SITES was added.</p> <p>2008: No changes made.</p> <p>2005: Two SOs were added: one to address emerging/critical issues and one to address growth of the profession internationally.</p>	
<p>Governing Rules/Procedures: Bylaws, Sect. 801. The power to govern the Society and establish policy consistent with the Constitution is vested in the Board of Trustees. The Board of Trustees shall: ... establish and prioritize strategic goals and objectives... .</p>	
<p>Action Requested: Approve revisions to the strategic objectives for action by the Board in October.</p>	
<p>Staff Contact: Nancy Somerville</p>	

ASLA Strategic Objectives: Proposed Revisions

	Notes/Intent
<p>Preface</p> <p>The following strategic objectives, revised in November 2014, should be viewed in the context of ASLA's overarching commitment to stewardship and sustainability.</p> <p><u>ASLA programs and operations are grounded in the core values of sustainability and stewardship and a commitment to promoting equity and diversity. The following strategic objectives should be viewed in that context.</u></p>	<p><i>Focus on diversity added.</i></p>
<p>Advocacy and Awareness</p>	
<p>Advance the image, visibility, and understanding of the profession with client groups, public policy makers, allied professions, media, and the general public.</p>	
<p>Promote adoption of <u>and defend</u> laws and regulations that: advance the design, planning, and stewardship of the natural and built environment; and foster a business and regulatory climate that supports the practice <u>profession</u> of landscape architecture.</p>	<p><i>Added focus on defense of existing laws and regulations reflects current priority/reality. "Practice" replaced by "profession" to encompass issues relevant to work settings beyond private practice.</i></p>
<p>Promote and defend licensure of the profession to protect the public health, safety, and welfare, and protect landscape architects' right to practice.</p>	
<p><u>Promote broad use of the Sustainable SITES Initiative® (SITES®) and its sustainability principles through communications, advocacy, and education programs.</u> Support the continued development of the Sustainable SITES Initiative, including its related project certification and professional credentialing programs, and advocate and promote broad use of SITES and its sustainability principles, including through education programs.</p>	<p><i>Wording improved and updated to reflect current status.</i></p>

Keep the profession and the Society in the lead on critical and emerging practice areas and issues.	<i>"Practice areas" deleted to encompass issues relevant to work settings beyond private practice.</i>
Member Services and Support	
Provide educational opportunities, information , and technical and information resources to support the diverse professional needs of ASLA members and enable members to expand their knowledge and skills.	<i>Wording improved.</i>
Provide s Support and train ASLA professional and student chapters and chapter leaders to enable the chapters to better support, serve, and advocate for the members.	<i>Expanded to encompass student chapters and student chapter leaders.</i>
Provide networking and fellowship opportunities to foster information exchange in support of members and their practices.	
Produce a high quality magazine that contributes to the profession's core body of knowledge and enhances the image of the profession.	
Recognize, celebrate, and promote the work and contributions of members through professional awards and honors programs.	
Supporting Shaping the Future of the Profession	<i>"Supporting" changed to "shaping" to strengthen.</i>
Raise awareness of Promote landscape architecture as a career option and promote foster diversity in the profession.	<i>"Raise awareness" changed to "promote" to strengthen.</i>
Support landscape architectural programs; encourage growth of existing programs and establishment of new undergraduate and graduate programs. and promote accessible educational pathways into the profession.	<i>Language added to recognize the potential of new ways of delivering education and need for accessible pathways into the profession.</i>
Grow the ASLA membership and foster volunteer leadership to increase organizational capacity and amplify the voice and influence of the profession.	<i>NEW: Addresses the importance of membership growth and volunteer leaders.</i>
Support the growth and recognition of the profession around the world.	

Governance and Management	
Maintain effective lines of communication and promote collaboration information exchange with and among ASLA members, chapters, committees, the Board of Trustees and its Executive Committee, allied organizations, and others.	<i>“Collaboration” added to strengthen.</i>
Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources.	
Identify priorities and objectives that respond to member needs and advance the Society, and ensure that ASLA programs are managed and implemented in accordance with member- and board-identified goals and values .	“ASLA” added as clarification. “Values” added to focus in this area, including BOT adoption of values.

Agenda Item #8: Rebranding Update	Information/Discussion
<p>Purpose: to update the Executive Committee on the rebranding effort</p> <p>History and Background: On February 9, 2017, Richard Poulin and Erik Herter of what was then Poulin+Morris met with the task force via webinar and presented the first creative concepts for a new mark for ASLA. Post-meeting, the options were shared with staff and the Executive Committee as a PDF. Comments were received and sent to P+M, which worked on concept refinements, presented March 29 to the task force and Executive Committee via a second webinar. Poulin + Morris presented them to the BOT and CPC in person at the 2017 Midyear meeting.</p> <p>P+M dissolved in spring 2017, and ASLA committed to continuing with the remaining staff, now the Herter Design Group. The task force again met virtually with Herter and team July 7 for the firm to walk them through three scenarios for the mark based on feedback to date: one using a text-only mark; one relying on only one of the proposed marks/gestures in all instances; and one applying all four proposed marks/gestures, each assigned to specific program uses (corporate, membership, advocacy, marketing, etc.). Palette and fonts have been settled.</p> <p>The latest mark concepts, including a new direction, were presented in context to the ExCom with some refinements, based on task-force feedback, and next-steps recommendations. They were also shared with the BOT via BoardEffect along with a survey to get more feedback.</p> <p>EVP Somerville and PR and Communications Director Poltrack then met via conference call with Erik Herter of Herter Design Group to discuss the BOT branding survey results, attached, which varied widely. The firm will continue to address logo issues as directed by the Executive Committee and expressed in the survey while also developing an alternative based on the current mark.</p> <p>Governing Rules/Procedures: N/A</p> <p>Action Requested: Discussion</p> <p>Staff Contact: Terry Poltrack</p>	