**Agenda Item #6: 2017 Annual Operating Plan (AOP)**

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**History and Background:** The Annual Operating Plan (AOP) outlines ASLA programs and specific goals for the coming year, in the context of the strategic objectives they support. The AOP responds to the board’s evaluation and ranking of strategic objectives and programs as well as the SWOT and related strategic planning discussions of the Executive Committee and senior staff.

ASLA annual planning and budgeting takes a conservative approach. As funding becomes available, resources are added strategically to top priority programs. Planning for 2017 continues this conservative approach. The 2017 plan incorporates opportunities related to the Center for Landscape Architecture. In addition, the AOP responds to key issues: recruiting, engaging, and serving emerging professionals; positioning the profession to respond to climate change; career discovery and diversity; and rebranding.

The most significant programmatic changes and additions for 2017 are:

- **Member and Chapter Services/Executive Offices:** Full implementation of Student and Associate Advisory Committees.
- **PR and Communications/Governance and Oversight:** Completion of ASLA rebranding study and implementation of rebranding recommendations/plan.
- **Executive Offices et al:** Full year of programming for Center for Landscape Architecture. Application for Malcolm Baldrige National Quality Award. Use of feedback report to enhance programs and operations.
- **Education:** New program and staff position focused on career discover and diversity; five-year anniversary Diversity Super Summit.
- **Member and Chapter Services:** Pilot leadership development program to be held in conjunction with Advocacy Day/midyear. Implementation of the change to a five-year graduated dues program for emerging professionals. Upgrade of iMIS member database, conversion from ISGweb to RiSE, and implementation of new JobLink platform.
- **Government Affairs:** Update of ASLA statement on climate change and, with PR and Executive Offices, interdisciplinary blue ribbon task force to develop climate change- and resilience-related public policy recommendations.
  - *Landscape Architecture Magazine: LAM quarterly lecture series; LAM for kids.*

Finance, Meetings, and Business Operations: Completion of LEED and WELL building certifications and implementation of related facility management policies/procedures. Implementation of procedures to address auditor concerns about the internal control structure. Continued improvements to annual meeting technology.

Human Resources: Restoration of half of the staff 401(k) trigger—two percent of staff salaries, or $90,000. (The other two percent remains in the budget as a trigger.) Prior to the recession, ASLA contributed seven percent of salary to an employee’s retirement fund. The contribution was cut back to the statutory minimum of three percent of salary at the start of the recession. Beginning in 2010, the additional four percent of the 401(k) funding has been included in the budget as a trigger, i.e., if budget goals are met at year end, the trigger can be executed.

Finance and Information Technology: Development and implementation of business continuity and cybersecurity plans.

Professional Practice and IT: 2017 ASLA standard form contract and companion short form between landscape architect and client and the 2017 standard form agreement for professional services between landscape architect and consultant. Continuation of the Chinatown Green Street Demonstration Project and continued expansion of SITES® education programming.

Education and LAAB: LA CES database upgrade; annual meeting education session enhancements and additional recorded sessions; participation in CHEA national meetings.

Attachments:
- ASLA Strategic Objectives with 2016 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…

Financial Impact: See Tabs E and F.

Action Requested: Review and approval of the FY 2017 Annual Operating Plan.

Staff Contact: Nancy Somerville
2017 Annual Operating Plan

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.

- Oversee and support special projects including Chinatown Green Street Demonstration Project, climate change blue ribbon task force, rebranding initiative, and development of ASLA Center programming.

- Use Baldrige performance framework to continue to enhance performance across programs; apply for Malcolm Baldrige National Quality Award and use feedback to improve operations.

- Continue and enhance staff training programs and wellness benefits; review and evaluate results of change in medical insurance to insurance exchange and review options for 2018; use staff input to improve benefits and develop other programs to support and engage staff.

- Continue solicitation for the ASLA Center for Landscape Architecture to meet the $1.5 million goal; double contributions to the ASLA Annual Fund over 2016 level; expand promotion of the Fund Heritage Circle; and solicit grants and contributions to support the Chinatown Green Street Demonstration Project.

- Continue work to improve the quality and quantity of Fellows nominations.

Finance, Meetings, and Business Operations
- Eliminate auditor concerns about the 2015 internal control structure and complete the audit of the Society’s financial statements in accordance with generally accepted auditing standards.

- Plan an effective and successful Annual Meeting and EXPO that meets budget goals. Provide cost-effective and sustainability-focused management of logistics for other internal and external meetings and events; ensure that all meetings and events have a built-in process for assessment. Refine and implement plans for managing meetings and events for the new Center for Landscape Architecture to ensure the efficient and sustainable use of the new meeting facility.

- Support LEED and WELL building certifications, including ongoing assessment and enhancement of building operations. With IT, develop and implement enhanced business continuity and cybersecurity plans.

- Maximize EXPO sales, annual meeting sponsorships, and LAM advertising revenue to achieve or exceed budget targets.
Government Affairs
- Continue to increase member participation in ASLA’s iAdvocate Network and social media to support state and federal advocacy.

- Support and grow federal advocacy by increasing visibility on Capitol Hill and with the new members of Congress, working with the new administration, federal agencies, and departments, 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.

- Complete revision of the ASLA statement on climate change. With PR and Executive Offices, convene an interdisciplinary blue ribbon task force to develop public policy recommendations to promote community resilience.

Landscape Architecture Magazine
- Develop LAM quarterly speaker series.

- Produce LAM edition for kids in the first quarter.

- Assemble issue on public practitioners; assemble issue on LA collaborator specialists; assemble issue on forestry and climate.

- Generate coverage relevant to emerging professionals; generate regular materials/methods column; build focus on technology in design.

- Maintain above 80 percent satisfaction on reader surveys for appropriateness of coverage.

Public Relations and Communications
- Continue building key media relationships; increase coverage of press releases and the awards program through both traditional and alternative channels; increase coverage in consumer, trade, and online media to more than 1,163 stories per year.

- Implement rebranding recommendations; advance brand recognition of ASLA as a critical, credible resource for sustainable design, resilience, and active living information.

- Host 2017 Public Awareness Summit in January with 100 percent chapter representation; work with chapters on quarterly outreach events as part of the ongoing Public Awareness campaign; convene chapter representatives quarterly for ongoing evaluation and to coordinate and launch next-phase public-awareness events.

- Include at least four stories in LAND aimed at emerging professionals

- Issue an RFP for a new web host and development firm with goal of migrating to a new content management system (CMS).
- Develop easy to understand interactive infographics for key pages of the ASLA website.

- Develop a comprehensive marketing plan and timeline for all ASLA products and services.

- Increase monthly average participation in JobLink to average 80 (base = 73).

- Based on 2015 and 2016 experiences, continue to refine professional and student awards entry, submission, and judging process online. Grow the number of student entries by at least 10 percent (2016 base = 270).

**Member and Chapter Services**

- Achieve two percent growth and a retention rate at or above 90 percent for full members. Grow student and associate membership categories by two percent and increase retention rates for students to 50 percent and associates to 75 percent.

- Maintain a minimum of 85 percent accuracy in membership-wide emails; review duplicate records; maintain a minimum of 90 percent of Full and Associate membership records linked to company identification numbers for Firm Finder.

- Support the chapters and the Chapter Presidents Council (CPC), including implementation of new interim conference calls for the CPC; facilitate communications between and among the national ASLA, chapter leaders, and student chapters.

- Facilitate the Leadership Development, Member Services and Emerging Professional Committee programs and projects to enhance membership value and support the chapters. Partner with CLARB to enhance preparatory materials and videos for the licensing exam.

- Raise ASLA member engagement among student chapters. Support the work of the Student and Associate Advisory Committees.

**Education Programs and Landscape Architectural Accreditation Board (LAAB)**

- Develop a career discovery program that includes an emphasis on growing diversity within the profession. Convene Diversity Super Summit involving all participants to date plus six new members, with an emphasis on emerging professionals.

- Maintain current LA CES providers and investigate new providers that may allow ASLA to offer additional education programs to members as well as inform other organizations about landscape architecture. Transition the LA CES database to a new web platform.

- Produce high-quality education programs for the annual meeting, maintaining or exceeding attendee satisfaction rates. Execute the full compliance process with allied continuing education programs for annual meeting education sessions for publication in the registration materials.

- Implement the updated LAAB Standards and Procedures during the fall 2017 program review cycle.
Professional Practice and Information Technology

- Publish two to four LATIS reports. Release the 2017 ASLA standard form contract and companion short form between landscape architect and client and the 2017 standard form agreement for professional services between landscape architect and consultant.

- Support the information development and communications of the Professional Practice Networks; expand networking opportunities among and between the PPNs.

- Advance the Chinatown Green Street Demonstration project and position ASLA as a leader in green infrastructure and sustainability through presentations, partnerships, and participation in workgroups and steering committees. Support and promote use of SITES® and the SITES AP accreditation and expand SITES education.

- 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.
2017 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. Maintain and enhance liaison and communications and identify/develop partnership opportunities with related organizations, allied professional groups, design- and construction-related organizations, and conservation- and sustainability-related organizations to position ASLA and the profession as leaders in green infrastructure, resilience, and sustainability. 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. Support the continued development and use of SITES®.

**2017 Goals:**
- Facilitate ASLA-wide strategic planning and development and monitoring of the annual program and budget.
- Continue to use the Baldrige criteria for performance excellence to assess and enhance overall organizational performance. Review/revise process documentation as needed; maintain/expand collection and analysis of benchmark data.
- Apply for Malcolm Baldrige National Quality Award and use feedback to enhance operations.
- 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.
- Maintain good working relationships and strong communications with the Presidents’ Council (PC) organizations.
- Foster relationships and communication exchanges with other organizations with shared issues and interests, including APA, AIA, IFLA, ULI, greater D.C. area government and business entities, relevant D.C. and federal government agencies, and other design, construction, and green industry groups. Also, participate in CGI America, Real Estate and Building Industry CEO Summit, and other forums to advance ASLA issues and visibility and gain benchmarking/management information.
- Work with PR and staff directors on rebranding initiative.
- Conduct the annual introduction/orientation sessions for committee and PPN chairs and committee members.
- Coordinate the work of the Nominating Committee; explore additional promotion mechanisms to increase member participation in the annual election for president-elect over the 2016 level (20.8 percent of eligible voters.)
- Continue to improve the efficiency of the committee volunteer and appointment process and maintain the number (300) and diversity (9%) of volunteers, including strong representation of emerging professionals (13%).
- 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, diversity, and climate change.
- Continue to provide direction to the development of 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 Streets Demonstration Project, including pursuing funding opportunities and developing stakeholder/community support. ●With Professional Practice, continue to secure partnerships and lead development of green infrastructure resources, including an interactive online green/complete street education tool. ●Continue to partner with the Green Building Certification Institute to support the Sustainable Sites Initiative™ (SITES®); support and promote use of the SITES Rating System, SITES project certification, and sustainability principles with other organizations and potential users.

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. Use email, e-votes, and conference calls as needed to conduct Board business between meetings.

2017 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 pre-meeting webinars (appropriate subjects addressed; adequate opportunity for comments); key engagement factors (Board satisfaction with agenda 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 midyear meeting. Use BOT breakout groups at midyear to gather input for annual SWOT analysis. ●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. ●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; pilot a pre-orientation self-assessment “quiz,” develop a Board resource workbook in the Leadership Handbook.

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.

2017 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 2018 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. ●Include a training component as part of 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. 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.

2017 Goals: ●Continue to work to improve the quality and quantity of nominations above the 2016 level by providing more examples of exemplary nominations and 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. Investigate free-fill forms to replace the five-page template for future. ●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. Build up the “what next” factor by identifying ways to engage members and further ASLA’s mission. ●Encourage Fellows’ engagement with students and young professionals by promoting “give the gift of student membership.” ●Work to increase pledges and donations to the COF scholarship fund, including through a new Fellows pin 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. 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 culture and values.

2017 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 program
by adding financial, social, interactive, career and community elements in addition to the physical wellbeing aspects; prepare for WELL certification; position wellness program to be competitive in regional wellness award programs. ● Review and update position descriptions as needed to coordinate with department and overall ASLA program goals. ● Evaluate first year of participation in the DC health insurance exchange and review options available for 2018. ● Review and revise Employee Handbook. ● Use staff suggestions to implement benefits, programs, or activities, using surveys, email and web programs. ● Continue assessment of overall training needs, provide in-house training on software applications, and provide additional targeted staff training program as finances allow. ● 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.

2017 Goals: ● Achieve the Board-established contribution goal of $1.5 million to support the ASLA Center for Landscape Architecture through: continued mail/email solicitation of 3000 landscape architect firms in priority order; mail/email and personal solicitation of target groups, including former ASLA Presidents, 700+ ASLA Fellows, 500+ emeritus members, 100+ Expo sponsors and advertisers, and the general membership. ● For the Chinatown Green Street Demonstration Project: research and solicit charitable contributions from “green leaning” companies and foundations outside the landscape architecture community by phone and email. ● Double income donated to the new ASLA Annual Fund over 2015 total to $25,000. Continue annual campaign including soliciting all current members via LAM, email, and direct mail. ● Promote the ASLA Fund Heritage Circle for planned giving. Cultivate 500+ emeritus members and members who joined ASLA prior to 1975 with direct mail promotions and Heritage Circle promotional inserts in LAM. ● With Membership Department, flag all ASLA Fund donors from 2015 forward on the iMIS database to facilitate reporting and acknowledgement of contributions. Assess the benefits of purchasing the iMIS donor module to better target charitable solicitations and better acknowledgment and cultivation of contributions.

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.

2017 Goals: ● Eliminate auditor concerns about the 2015 internal control structure. ● Complete the audit of the Society’s financial statements in accordance with generally accepted auditing standards. In the second quarter, earn an “unqualified opinion” with no material weaknesses or any management
letter comments. ●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 30 days); process workforce time charges twice a month in conjunction with payroll; process business credit cards by the end of each month. Update the desk procedures contained in the Finance and Building Operations Manual. ●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). Provide similar reports to the Board of Trustees at the midyear and annual meetings. Continue to increase the clarity and usefulness of the financial statement reporting process for all stakeholders. ●In the first quarter, work with Human Resources to assess training needs and develop and implement targeted training beginning in the second quarter. ●Achieve a year-end net of $100,000. ●With the Executive Office, fine-tune operations of the new Center for Landscape Architecture. Support LEED and WELL building certifications, including ongoing assessment and enhancement of building operations. Educate staff on Center features and operations of building systems, including LEED and WELL features and performance requirements. ●Continue to strive for top three status in the Smarter DC Challenge. ●With IT, develop and implement enhanced business continuity and cybersecurity plans.

Program: Meetings and Events

Ongoing Program Goals: Manage internal and external meetings and events for the Society each year. Ensure that all accommodation and logistical requirements are met 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.

2017 Goals: ●Refine and implement plans for managing meetings and events for the new Center for Landscape Architecture to ensure the efficient and sustainable use of the new meeting facility. Update catering requirements to reflect WELL Building nutrition standards. ●Continue to use and assess the e-touches system for registration and housing for all smaller meetings to improve efficiency, collect/track event data, and create consistency between meetings. ●Continue work with all departments to plan, support, and advise on meetings and events including: implementing RFP process for hotels, venues, and vendors; contract review and oversight, room block management, budget management, venue selection, sustainable practices, food and beverage selections/monitoring, and expense reconciliation. ●Continue to implement sustainability initiatives for all ASLA meetings and events, including in selection of venues and vendors; implement vendor reporting process, including on sustainability initiatives for key vendors.

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 the site selection and contracting of future meetings five years out. Continue to decrease the carbon footprint of the ASLA annual meeting.

2017 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. ●Continue to manage vendor partners through bimonthly/weekly calls, year-end assessment meetings, and performance planning where required.
● Identify and procure an event management system to manage annual meeting logistics online to move away from Word and Excel documents and paper. ● Evaluate the improvements made to registration and housing process through the post meeting survey and continue the improvement process through 2018. ● Explore new one-piece badging options for registration. ● Assess the first year of the 2016 Engage mobile app and make adjustments as necessary for year two. ● Assess year two of the scan-and-go session tracking technology and either move forward or investigate alternatives. ● Continue to offer and assess FXP Touch technology in education sessions and in the Saturday general session to better engage speakers and attendees. ● Continue to explore and implement alternative stage and room set-ups options in education sessions to improve speaker-attendee engagement. ● Assess the results of the 2016 test of beacon technology on the show floor. ● Assess the return to an open seating ticket process for both the Fellows and Presidents Dinners in 2016 and proceed accordingly with plans for 2017 and beyond. ● Continue to assess the Alumni Tailgate on the show floor and make adjustments as needed. ● Explore strategies for streamlining the Student Volunteer Program recruitment process. ● Evaluate attendee response to the elimination of Edible Landscapes in 2016 and plan for 2017 accordingly. ● Re-evaluate and adjust as needed all show management areas on and off the show floor based on 2016 meeting. ● Engage key vendors in supporting ASLA values, including sustainability principles; develop and implement vendor scorecard and reporting system on key performance factors.

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, 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.

**2017 Goals:** ● Increase advertising sales by 3 percent to $3.1 million. ● Identify 300 qualified new prospects for advertising sales. Define the prospect life cycle and begin to measure the source of the lead and its conversation rate. ● Work closely with the marketing staff to increase *LAM* advertising sales. ● Continue newsstand visibility program to increase brand recognition and promotion to the public. ● Work closely with marketing to grow *LAM* audited circulation and begin to compare *LAM* circulation to comparative publications over the prior five years. ● Increase EXPO and sponsorship sales by three percent to $2.7 million. Identify 300 new prospects for EXPO sales and monitor the prospect in accordance with the prospect life cycle. ● Work closely with the marketing staff to exceed annual meeting attendance, EXPO, and sponsorship sales. ● Leverage strength in the residential and hospitality markets to attract new advertisers/exhibitors. ● Increase ASLA/LAM visibility at residential/hospitality 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. ● Work with Marketing, Resource Development, and Membership to assess corporate member program and develop long-term plan.
**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.

**2017 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 26 percent (industry benchmark is 10 percent); achieve click-through rate of 6 percent (industry benchmark is 3.8 percent); achieve conversion rate of 55 percent (industry benchmark is 38 percent). (these key indicator goals reflect anticipated minimal activity on legislative priorities due to the convening of a new Congress and administration. ●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. ●Grow ASLA Advocacy Twitter followers by 30 percent to 950 followers from 2016 goal of 625 followers. ●Work with the Policy Committee to review policies more than seven years old and develop new ASLA public policies and policy guidance to respond to emerging issues related to the profession. ●Feature stories in LAND that highlight practical application of ASLA public policies. ●Complete revision of the ASLA statement on climate change. With Public Relations and the Executive Offices, convene an ASLA-led, interdisciplinary blue ribbon task force to develop public policy recommendations to promote community health and resilience in light of climate change.

**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.

**2017 Goals:** ●Implement federal advocacy efforts for issues identified through the 2017-2018 ASLA federal priorities agenda process. Work with the Public Relations department 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 2017 ASLA Advocacy Day to promote ASLA’s federal priority issues on Capitol Hill. ●Work to secure congressional meetings for at least 92 percent of Advocacy Day participants. ●Host two training webinars and in-person training session to prepare advocacy day attendees. ●Increase participation...
in the post-Advocacy Day evaluation by 30 percent over 2016 rate of 54 participants and secure at least or above the 2015 satisfaction rate of 4.5/5. ●Participate in at least two outside national conferences to highlight ASLA federal policy priorities. ●Work with the new Congress and administration to: 1) enhance and increase 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, and Community Development Block Grants. Work with Congress and allied organizations to include green infrastructure in Army Corps of Engineers projects. ●Work with the Government Affairs Advisory Committee (GAAC) to develop original ASLA legislation. ●Educate the new Congress, administration, and other policy makers about ASLA’s green infrastructure, stormwater management, and community resilience priorities and policy goals. ●Work with the Congressional Pollinators Protection Caucus to participate in National Pollinators Week 2017. ●Work with federal landscape architects to produce follow-up programming on federal employment opportunities for emerging professionals. ●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.

Program: Licensure and State Advocacy

**Ongoing Program Goals:** Work toward and protect the goal of practice act licensure in all 50 states and the District of Columbia. 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. Provide advisory support to ASLA chapter advocacy efforts. Hold an in-person advocacy summit annually and online forums quarterly to provide training and information on state and local advocacy issues, as well as the opportunity for chapter representatives to share experiences and strategies.

**2017 Goals:** ●Hold 2017 ASLA Advocacy Summit, targeting at least 30 states with specific needs for chapters to build advocacy programs and respond to deregulation challenges. ●Achieve at least a 4.5/5 rating on summit evaluation (matches average for previous summits). ●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 2016 program. ●Update state profile information and state-by-state charts on state licensure laws and regulations. ●Advocate for recognition of LA CES by state licensing boards. ●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. ●Develop relationships with other design professions and like-minded organizations supportive of occupational licensing. ●Monitor federal licensure legislation and work with Federal Affairs to respond appropriately. ●Participate in the National Conference of State Legislatures annual expo to educate state legislators about landscape architecture and its impact on public health, safety, and welfare. ●Work with Professional Practice on development of support materials for advocating use of SITES by public owners. ●Visit/participate in
selected chapter legislative days or related events/forums. ● Get cross-training in chapter strategic planning to back up chapter services.

**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.

**2017 Goals:** ● Produce LAM edition for kids (1st quarter). ● Develop LAM quarterly speaker series. ● Assemble issue on public practitioners. ● Assemble issue on LA collaborator specialists. ● Assemble issue on forestry and climate. ● Generate coverage relevant to emerging professionals. ● Generate regular materials/methods column. ● Build focus on technology in design. ● Maintain above 80 percent satisfaction on reader surveys for appropriateness of coverage. ● Maintain 55 percent or greater editorial content for the year. ● Maintain superior reader satisfaction over competing and allied publications. ● Upgrade the LAM website on Wordpress to incorporate new functionality and enhanced presentation, particularly for mobile users. ● Generate at least 1,800 page views per day, up from 1,100 average views per day in 2016. ● Use new analytics capabilities to monitor web reader behavior and preferences. ● Increase Twitter following by 20 percent in 2016. ● Maintain or exceed 28 percent open rate for The Landscape Report. ● Maintain or exceed 20 percent click-through rate for The Landscape Report. ● Resume archive digitization process. ● Create more robust coverage of construction and its execution. ● Find and publish at least 15 firms or designers who have not appeared in LAM in the past five years. ● Continue to publish excellent design, including ASLA award-winning projects. ● Increase editorial page count by 5 percent, to approximately 100 pages per issue. ● Develop new sources of continuing education content and increase frequency to six issues per year.

**Public Relations and Communications**

**Program: Public Relations and Public Awareness General**

**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.

**2017 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 to more than 1,163 stories per year referencing ASLA and 13,750 items referencing the profession in major-market media (averages of 2014 and 2015) ● Expand World Landscape Architecture Month and reach 100 percent chapter participation. Coordinate and promote World Landscape Architecture Month. ● 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. ● Implement rebranding 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 = 62,700 Facebook, 48,800 Twitter; add 2,000 followers to Instagram and 1,000 to Pinterest (base = 19,000 Instagram followers, 5,700 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 and participation in the DCPS Adopt-a-School Program. ● Host 2017 Public Awareness Summit in January with 100 percent chapter representation; begin transition of advisory structure from a committee to a formal coalition involving one representative from each chapter; work with chapters on quarterly outreach events as part of the ongoing Public Awareness campaign; convene chapter representatives quarterly for ongoing evaluation and to coordinate and launch next-phase public-awareness events. ● Update 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. ● Transition management of ACE Mentor partnership and Diversity Summit to Education once a diversity and career discovery program manager is on board. Support Diversity Super Summit including all participants to date plus six new additions, with an emphasis on emerging professionals. ● Provide PR and communications support for the blue ribbon task force on climate change (see Government Affairs).

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.

**2017 Goals:** ● Issue an RFP for a new web host and development firm. ● Select web firm and initiate migration to a new content management system (CMS); complete migration by 2018. ● Continue to improve speed and performance of the website. ● Increase numbers of visits and unique visitors to the ASLA site by 5 percent (2016 estimated benchmark averages = 125,000 visits and 70,000 unique visitors 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.
Program: LAND and The Dirt

Ongoing Program Goals: Actively promote LAND as a resource to follow on both PCs and mobile devices. ● Maintain The Dirt traffic levels and expand content partnerships with key design and policy websites and blogs.

2017 Goals: ● Increase outreach to non-members by increasing subscriber bases for LAND.
● Maintain average open rate of LAND to average 33 percent of members/subscribers. ● Maintain The Dirt traffic at 2016 levels (2016 estimated benchmark = 50,000 pageviews per month). ● 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 four stories in LAND aimed at emerging professionals.

Program: Marketing General

Ongoing Program Goals: Continue to support the growth of ASLA revenue sources, including: membership, 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. Coordinate ASLA-wide marketing and promotion at industry conventions and exhibitions, including follow up after events. Maintain JobLink as the premier online job listing and résumé service for positions in the field of landscape architecture.

2017 Goals: ● Develop a centralized marketing plan and calendar for all products and services. ● Work with membership to design, implement, and track new-member and renewal marketing strategies and tactics to grow membership ● 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. ● Increase marketing to promote use of JobLink. ● Increase marketing to grow LAM audited circulation by 5 percent and newsstand sales by 5 percent. ● 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 to increase LAM market penetration and attract new advertisers/exhibitors. ● Conduct RFP to profile market for email services. ● Increase monthly average participation in JobLink to average 80 (base = 73). ● Continue strategic marketing plan to increase JobLink monthly postings. ● Continue to reach out to students early in the year to provide assistance in finding post-graduate positions and summer internships. ● Maintain or increase firm participation in JobLink LIVE (2015 base = 17). ● With Member and Chapter Services, investigate and assess the potential use, benefits, and cost of an ASLA app.

Program: Honors and Awards

Ongoing Program 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.

2017 Goals: ●Continue to refine professional and student awards entry, submission, and judging online processes. ●Work with the Honors and Awards Advisory Committee to recruit distinguished juries for the professional and student awards programs. ●Grow the number of professional awards entries by 10 percent (2016 base = 434). ●Grow the number of student entries by at least 10 percent (2016 base = 270). ●Track and evaluate awards submission and selection trends, including numbers of new and repeat submitters and winners, and types and locations of projects. ●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.

Member and Chapter Services

Program: Member Services General

Ongoing Program Goals: Provide high-quality customer service to members and nonmember magazine subscribers. Conduct research to determine member satisfaction with ASLA programs/products/services; utilize research for program development and enhancement, including upgrading and expanding recruitment and retention efforts; enhance ongoing leadership development programs.

2017 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. ●Improve promotion/communication of member benefits and services, including affinity programs, through the ASLA website, ASLA Central at the annual meeting, member emails, and mailings when possible. ●With PR and Communications, investigate and assess the potential use, benefits, and cost of an ASLA app. ●Work to maintain/enhance overall accuracy of the database; gather and correct emails as needed to maintain a minimum of 85 percent accuracy in membership-wide emails; 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 a clean-up of all Firm Finder records ●Launch targeted e-communications for membership renewals and membership value (i.e., monthly affinity partner spotlight LAND articles). ●Evaluate and expand affinity partner programs to provide additional member value. ●With the Leadership Development Committee, pilot and assess a new leadership development program for emerging professionals in conjunction with the midyear meeting and Advocacy Day; 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. ●With the Member Services Committee, continue to create chapter marketing tools that communicate the value of ASLA. ●Continue upgrade of iMIS, including staff training to maximize staff access to iMIS data via RiSE. ●Working with PR and Communications, implement new platform for JobLink. ●Continue the online module conversion from ISGweb to RiSE.

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 increase membership numbers and retain a high percentage of existing members.
2017 Goals:  ●Analyze membership trends and effectiveness of existing recruitment and retention programs.  ●Achieve 2 percent growth and a retention rate at or above 91 percent for full members. (2015 growth rate: 0.7 percent; 2015 retention rate: 90.1 percent.)  ●Continue monitoring efficiency of renewal processes; enhance renewal messaging (email and paper renewals).  ●Administer annual member satisfaction survey and increase participation by 5 percent.  ●2017 membership marketing projects include: craft targeted firm principal and student membership recruitment campaigns; membership profile update after completion of new member portal.  ●Redesign the new member welcome packet and create online welcome packet.  ●Issue targeted emerging professional communications at least six times per year.  ●With the MSC, administer ongoing surveys to new members and an annual survey to lapsed members (annually) to collect membership value, services, and motivations data.  ●Create targeted benefits communications, including on-boarding webinar for new professional members gained through the awards and annual meeting.

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 management training for chapter leaders to better enable them to identify and meet their members’ needs. Coordinate the two meetings of the Chapter Presidents Council (CPC). Encourage and facilitate leadership development within the chapters. Administer Chapter Leadership Visit program to provide national representatives to participate in chapter events and programs.

2017 Goals:  ●Establish interim conference calls between the two CPC meetings to be held in January and July.  ●With PR and Communications, create online library of best practices based upon chapter case studies.  ●Continue to involve chapters in the member recruitment and retention process by hosting chapter membership chair webinar/conference calls and monthly 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.  ●Maintain communications with chapter leaders and provide an efficient vehicle for distributing and soliciting information.  ●Encourage chapter leadership development through the CPC leadership presentation led by the Leadership Development Committee.  ●Host a chapter president-elect orientation webinar.  ●Assist chapters in their membership marketing efforts.  ●Encourage participation of two leaders from each chapter in the CPC.  ●Assist chapters in forging a closer working relationship with their local university architecture programs and student chapters.  ●Assist chapters in reaching young professionals by providing guidelines to form chapter emerging professional committees and mentor programs crafted by the Emerging Professional Committee (EPC).  ●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, when possible, to increase budget and time efficiencies.  ●Provide strategic planning facilitation support to chapters. Cross-train state government affairs director to support/provide backup for strategic planning facilitation.

Program: Emerging Professionals Services

Ongoing Program Goals: Support emerging professionals. Support student chapters and the transition of students into associate membership. Promote interaction between student chapters and ASLA
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.

2017 Goals:  ● Grow student membership level by 2 percent (2015: 7 percent drop; trending positive in 2016) and increase retention rates for students to 50 percent (2015 student retention rate: 44.5 percent). ● Continue ASLA’s commitment to LABash by sponsoring the student chapter presidents’ luncheon and education presentations. ● Grow associate membership by 2 percent and increase retention rate to 75 percent (2015 associate retention rate: 69.5 percent.). ● With Executive Offices, implement new student and associate member advisory councils and new position of associate member representative to the Board. ● Maintain regular contact with student chapter presidents and student advisors. ● Facilitate the work of the EPC, including Ask Me Anything web chats, identifying meaningful content for the asla.org student and emerging professional webpages, analyzing needs of associate members, and hosting the portfolio review at the annual meeting & EXPO. ● Implement and promote graduated dues program for emerging professionals. ● Create and host onboarding membership orientation webinar for student and student affiliate members gained through the student awards and annual meeting ● Maintain the number of ASLA leadership visits to student chapters (10 in 2015). ● Conduct an annual cleaning of student membership records in database. ● Host half-day emerging professional leadership development workshop at 2016 midyear 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 Programs and Landscape Architectural Accreditation Board

Program: Education Programs General

Ongoing Program Goals: Provide high-quality continuing education programs and materials to members through partnerships with provider organizations. Plan and produce an annual meeting that offers high-quality educational programming. 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.

2017 Goals: ● Continue to engage the Annual Meeting Education Advisory Committee to ensure high quality education program submissions through the call for presentation and maintain an average of 415 to 430 education session submissions. Meet or exceed the 2015 number of 92 percent of session and speaker evaluation rankings at 4.0 or higher on a scale of 1-5. ● Complete compliance with allied continuing education programs in time to include information in the registration materials. ● Continue to provide innovative room set ups with the end goal of enhancing content delivery to meeting attendees. ● Expand the number of recorded sessions to increase the online education offering available to members. ● Continue annual meeting speaker communications to help prepare speaker volunteers for their participation in the annual meeting education program. ● Seek out additional tools and technology to enhance the attendee experience. ● Continue to include an option on the annual meeting call for presentations website for content to be considered for development into LATIS reports. ● Use the LA CES provider survey data to develop marketing tools so providers
and corporate members can better understand the needs of landscape architects. ● Transition the LA CES database to a new platform with overall ASLA web RFP and begin upgrades, informed by the provider feedback. ● Support/manage the LA CES committees; work to grow the number of approved providers to by 10 percent from 224 and increase the professional development opportunities for landscape architects; make sure that policies, procedures, and communication about LA CES continue to grow the program’s value as a bigger 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. ● Maintain status as a provider in the AIA Continuing Education System, AICP and USGBC systems. ● 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 Committee on Education’s efforts to encourage collaboration with CELA, CLARB, LAAB, and others to address education issues. ● Continue to make the case for acknowledgement of landscape architecture as a STEM discipline. ● Conduct the annual graduating student survey and distribute results and work to increase the number of responses by 10 percent over the 2016 number of 329.

Program: Career Discovery and Diversity

Ongoing Program Goals: Raise awareness of and promote career opportunities in landscape architecture. Improve awareness of the profession among and recruit from underrepresented groups to enhance diversity in the profession.

2017 Goals: ● Develop a career discovery and diversity program. ● With support from PR and Communications, take on management of the ACE Mentor partnership and Diversity Summit once a diversity and career discovery program manager is on board. Convene a Diversity Super Summit including all participants to date plus six new additions, with an emphasis on emerging professionals. ● Collaborate with Landscape Architecture Magazine and ASLA departments and programs to support career discovery. ● Assess and provide information resources on alternative paths into the profession, including through community college programs that partner with LAAB-accredited programs.

Program: Landscape Architectural Accreditation Board (LAAB)

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.

2017 Goals: ● 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 on accredited landscape architecture programs based on summary information collected in annual reports in the form of an accreditation report for Board of Trustees by the Los Angeles meeting. The report will be a snapshot of demographic information on. ● Implement the updated LAAB Standards and Procedures during fall 2017 program review cycle, thus ensuring programs have at least a year to come into compliance before the fall 2017 accreditation review cycle. Conduct briefings for program administrators and ROVE members on the updated standards and procedures. ● Keep up to date with good 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. Use feedback from the renewal of recognition process with CHEA to make improvements. ● Conduct 20 on-site accreditation reviews. ● Develop and implement 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 potential ROVE members per category type and conduct training webinars to support their role in the accreditation process. ● Deploy four to six new ROVE members, which represents a 100% increase from 2016 ● Employ an intern to analyze data collected in the Annual Report, compile and document accreditation trends from previous accreditation reports, and research non-accredited LA programs for the purpose of future accreditation. ● Conduct Landscape Architecture Program Administrators Meeting to include: CELA and LAAB.

Professional Practice and Information Technology

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.

2017 Goals: ● Publish two to four new or updated LATIS reports to provide ongoing professional development resources. ● Analyze and report on LATIS user satisfaction from survey responses. Report year-end to year-end numbers of LATIS downloads, purchases and exams. Report year-end to year-end number of PDH awarded. Set goals to meet or exceed annually. ● Maintain ongoing monthly library user satisfaction survey. Develop benchmarks. 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 2017 class of fellows’ data to the ASLA Fellows Database for easy access online by fellows, members, researchers and others interested in the profession. Fully update 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 Amazon bookstore updated. ● Complete a database of all ASLA award winners. ● Solicit input and additions to the online reference database list of landscape architecture document collections from universities and colleges with accredited landscape architecture programs, ASLA chapters, and Education and Practice PPN members. ● Fulfill reference and research requests from members and staff, as well as to 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: 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, green roofs, and context sensitive design.

2017 Goals: ●Release and make available via online subscription the 2017 ASLA standard form contract and companion short form between landscape architect and client. ●Release and make available via online subscription the 2017 standard form agreement for professional services between landscape architect and consultant. ●Release and make available via online subscription the 2017 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. 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 easy online access via the ASLA website. ●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. Engage industry leaders and leverage the expertise of the Professional Practice Networks. ●Work with the Public Practice Advisory Committee to increase the number of members who work in the public realm and their level of participation in ASLA from all areas of practice. Continue to produce Policy Shaper interviews to be published 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 ASHA booth and conference events. ●Within ASLA, develop training and generate professional development opportunities for practitioners seeking SITES project certification through 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. ●Working with Executive Offices, manage the Chinatown Green Street Demonstration Project through design development; continue stakeholder engagement for the project; and work toward project construction. ●Support ASLA’s commitment with the Clinton Global Initiative, including the development of an interactive online tool to simulate the design and benefits of green and complete streets. ●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 and Canopy 1000, partnering with Executive Offices, Government Affairs, and others as appropriate. ●Collaborate on parklet for Parking Day.
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.

**2017 Goals:**
- Maintain three percent annual growth in member participation in the PPNs.
- Maintain or exceed a 59 percent member satisfaction rate with PPN programs
- Engage PPN chairs and members to submit content to PPN blog *The Field* to maintain at least four posts per quarter.
- 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 current content and useful resources to the PPN websites.
- 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 of current works and practices.
- Present midyear and end of the year 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 up to 15 new PPN online learning presentations.
- Analyze and report on PPN Online Learning user satisfaction from survey responses. Report year-end to year-end numbers of attendees at live presentations and downloads of recorded sessions. Report year-end to year-end number of PDH awarded. Set goals to meet or exceed annually.

Program: Computer and IT Support

**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.

**2017 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.
- In collaboration with the staff disaster recovery task force, develop and implement an
expanded disaster recovery strategy and plan. ● Develop and implement a cybersecurity plan following the cybersecurity audit planned for the first quarter of 2017.
The following strategic objectives, revised in November 2014, should be viewed in the context of ASLA’s overarching commitment to stewardship and sustainability. Priority ranking of the objectives as determined by the Board in May 2016 are noted for each objective; governance and management objectives are not ranked.

### Advocacy and Awareness
- Advance the image, visibility, and understanding of the profession with client groups, public policy makers, allied professions, media, and the general public. (2)
- Promote adoption of laws and regulations that: enhance the design, planning, and stewardship of the natural and built environment; and foster a business and regulatory climate that supports the practice of landscape architecture. (5)
- Promote and defend licensure of the profession to protect the public health, safety, and welfare and to protect landscape architects’ right to practice. (1)
- Support the continued development of the Sustainable Sites Initiative™ (SITES®,) 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. (10)
- Keep the profession and the Society in the lead on critical and emerging practice areas and issues. (3)

### Member Services and Support
- Provide educational opportunities and technical and information resources to support the diverse professional needs of ASLA members and enable members to expand their knowledge and skills. (6)
- Provide support and training to ASLA chapters and chapter leaders to enable the chapters to better support, serve, and advocate for the members. (7)
- Provide networking and fellowship opportunities to foster information exchange in support of members and their practices. (12)
- Produce a high quality magazine that contributes to the profession’s core body of knowledge and enhances the image of the profession. (9)
- Recognize, celebrate, and promote the work and contributions of members through professional awards and honors programs. (11)

### Supporting the Future of the Profession
- Raise awareness of landscape architecture as a career option and promote diversity in the profession. (4)
- Support landscape architectural programs; encourage growth of existing programs and establishment of new undergraduate and graduate programs. (8)
- Support the growth and recognition of the profession around the world. (13)

### Governance and Management
- Maintain effective lines of communication and information exchange with and among ASLA members, chapters, committees, the Board of Trustees and its Executive Committee, allied organizations, and others.
- 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 programs are managed and implemented in accordance with member- and Board-identified goals.
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