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 ___________ Treasurer

Non-voting Member:
Kona Gray, ASLA ___________ LAF Representative

Staff:
Susan Apollonio ___________ Director, Education Programs
Elizabeth Hebron ___________ Director, State Government Affairs
Julia M. Lent, Hon. ASLA ___________ Managing Director, Member Services
Terence J. Poltrack ___________ Director, Public Relations and Communications

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

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<tr>
<th>Time</th>
<th>Agenda Item</th>
<th>Presenters</th>
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<tr>
<td>Thursday, July 20, 2017</td>
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<tr>
<td>6:00 pm</td>
<td>Reception – Ellis Plaza Washington Convention Center 705 Pike Street Seattle, WA 98101</td>
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<td>Friday, July 21, 2017</td>
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<td>6:30 am</td>
<td>Run/Walk</td>
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<tr>
<td>8:00 am</td>
<td>Breakfast – Bombay Room</td>
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<td>9:00 am</td>
<td>New and Returning Officer and Staff Orientation Part I</td>
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<td>10:30 am</td>
<td>BREAK</td>
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<tr>
<td>10:45 am</td>
<td>New and Returning Officer and Staff Orientation Part II</td>
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<td>12 noon</td>
<td>Lunch – Bombay Room</td>
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1. 1:00 pm Call to Order
2. 1:05 pm Roll Call
3. 1:10 pm Minutes
4. 1:15 pm President’s Report
5. 1:30 pm Program and Operations Report
6. 2:00 pm Finance Update
7. 2:15 pm Diversity
8. 3:00 pm BREAK
9. 3:15 pm Rebranding ASLA
10. 4:15 pm CONFIDENTIAL: Are We Making Progress? Survey Results
11. 5:30 pm Recess

Saturday, July 22, 2017

6:30am Run/Walk
8:00 am Breakfast – Bombay Room
11. 9:00am International Student Membership Warren/Lent Motion 7
12. 9:15 am CONFIDENTIAL: SWOT Assessment Miller/Somerville 8
13. 10:45 am CONFIDENTIAL: SWOT Assessment (continued) Miller/Somerville
14. 11:15 am 2018 Annual Operating Plan Miller/Somerville 9
15. 11:45am LAF Update Gray
   - Scholarship Update
16. 1:15 pm Financial Training Mroz/O’Brien 10
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<tr>
<td>17. 2:45pm</td>
<td>Board and ExCom Performance</td>
<td>Rinner/Danos/Somerville</td>
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<td>11</td>
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<td>3:15 pm</td>
<td>BREAK</td>
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<td>18. 3:30 pm</td>
<td>Strategic Objectives Review</td>
<td>Rinner/Somerville</td>
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<td>19. 4:30 pm</td>
<td>Other Business –</td>
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<td></td>
<td>• BOT Summer Webinar</td>
<td>Rinner</td>
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<tr>
<td>20. 4:40 pm</td>
<td>Time and Place of Next Meeting – Los Angeles, CA – October 18, 2017</td>
<td>Rinner</td>
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<td>21. 4:45 pm</td>
<td>Adjournment</td>
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<td>5:30 pm</td>
<td>Departure for Dinner from Lobby</td>
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<td>Location – Ivar’s Salmon House</td>
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<td>401 NE North Lake Way</td>
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Minutes

1. Call to Order

President Rinner called the meeting to order at 11:02am on Wednesday, June 21, 2017.

2. Roll Call

All officers were present except Mr. Danos.

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:
Robert Golde, FASLA ____________ President-Elect Candidate
Shawn Kelly, FASLA ____________ President-Elect Candidate
Haley Blakeman, ASLA __________ Vice President-Elect, Communications
Lake Douglas, FASLA ____________ Vice President-Elect, Education
Eugenia Martin, FASLA __________ Vice President-Elect, Government Affairs

3. Minutes of Previous Regular Meeting

IT WAS MOVED BY MR. MROZ AND SECONDED BY MS. GYORGYFALVY TO APPROVE THE MINUTES OF THE MAY 15, 2017, EXECUTIVE COMMITTEE CONFERENCE CALL. MOTION CARRIED UNANIMOUSLY.
4. Program and Operations Report

EVP Somerville provided a summary on the donor and opening events at the Center in late May. The construction team is still working on outstanding items including irrigation design and ornamental metal. COF O’Brien is bringing the construction loan to closing. Leading up to the summer meeting, staff are working on strategic planning and the SWOT. AWMP and Gallup surveys are in the field.

5. Finance Update

VP Mroz and Treasurer O’Brien reported on financial activities through May 31, 2017, and cash and reserves as of June 15, 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 six percent. O’Brien is working with the construction manager and the general contractor to finalize the term loan in the next few weeks.

6. Rebranding Update

VP Stanley and Director Poltrack provided an update on the rebranding effort. Richard Poulin has left Poulin + Morris. ASLA will continue to work with Eric Herter, who has formed the Herter Design Group. July 7 is the next meeting of the rebranding task force with Herter. Poltrack is researching firms to start developing a messaging campaign.

7. Summer Meeting Preview

EVP Somerville and Secretary Millay previewed events and key focuses for the upcoming summer ExCom meeting in Seattle to include officer orientation, SWOT analysis, rebranding, AWMP/Gallup and BOT midyear survey results.

8. Other Business

Mr. Gray provided an update on the LAF midyear meeting.

There being no further business at 12:00pm on Wednesday, June 21, 2017, the meeting adjourned.

Prepared by: Curt Millay, ASLA
Approved:
## Agenda Item 2: Second Quarter 2017 Program and Operations Report

<table>
<thead>
<tr>
<th>Information</th>
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<tbody>
<tr>
<td><strong>Purpose:</strong> To provide a summary of second quarter 2017 accomplishments across major program areas.</td>
</tr>
<tr>
<td><strong>History and Background:</strong> The attached Program and Operations Report summarizes the second quarter 2017 against the program and budget goals outlined in the 2017 Annual Operating Plan (AOP). The executive summary of the AOP is attached as a reference for comparing/analyzing program results. The full text of the <a href="#">2017 AOP</a> can be accessed on the web.</td>
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<tr>
<td><strong>Governing Rules/Procedures:</strong> The Board is charged with approving the annual program and budget of the Society and with monitoring progress toward achieving goals and objectives.</td>
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<tr>
<td><strong>Action Requested:</strong> The Executive Committee is requested to review the report.</td>
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<tr>
<td><strong>Staff Contact:</strong> Nancy Somerville</td>
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Program and Operations Report

Second Quarter 2017

Executive Summary

Executive Offices

- Primary focuses in the second quarter included the spring meeting of the Board of Trustees and the official opening of the ASLA Center in mid-May. BOT actions included approval of revisions to the Code of Environmental Ethics, acceptance of the annual audit, election of three vice presidents, strategic objectives and program review, and input for the annual SWOT (Strengths, Weaknesses, Opportunities, Threats) assessment. The Center opening included donor events and a live-streamed public lecture.

- Other second quarter highlights included: completion and submission of an application for the Malcolm Baldrige National Quality Award; election of the 2018 president-elect and approval of changes to the ASLA Constitution; leadership outreach and participation in the meetings of related and allied organizations; preparation of policies and documentation required for certification of the Center under the WELL Building Standard; issuance of the call for National committee service; issuance of the annual staff and leadership Are We Making Progress? and Gallup Q12 surveys; and individual and departmental midyear progress reviews.

- Human Resource highlights included additional wellness activities and staff training. There was no staff turnover in the second quarter.

- Pledges to the ASLA Center for Landscape Architecture now total $1,255,897. Contributions to the 2017 ASLA Fund are just over $26,700 (a 162 percent increase over 2016).

Finance, Meetings, and Business Operations

- Second quarter finance highlights included: completion of the 2016 financial audit; improvements to the monthly close and internal audit processes; closing on the $4 million term loan for the Center for Landscape Architecture; an open forum conference call for chapter executive directors; and a survey to solicit topics for future quarterly chapter treasurer calls.

- Preparations for the 2017 Annual Meeting and EXPO were a major focus. Registration launched in early May; at the early-bird deadline, attendance was pacing well ahead of the past two years. For smaller meetings, e-touches registration platform upgrades were made to simplify processes for both the end user and staff. The meetings team also planned and orchestrated the logistics for 13 meetings and events, including the Center opening events, during the second quarter.

- Publishing results in the second quarter included: advertising sales contracts for LAM reached 88 percent of the annual budget goal of approximately $3.1 million; and sales for 2016 EXPO reached 85 percent of the annual budget goal of approximately $2.7 million.
Government Affairs

- Strong advocacy continued in the 2nd quarter to respond to administration proposals to weaken or eliminate federal programs and policies important to landscape architects, including environmental and climate change programs, active transportation, and public lands programs.

- A successful Advocacy Day was hosted with 178 advocates meeting with legislators on Capitol Hill to discuss ASLA’s infrastructure recommendations, Landscape Architects Leading Community Infrastructure Design and Development.

- ASLA successfully assisted chapters to overcome legislative attempts to deregulate the profession and pass sunset reviews. Assistance was also provided to several chapters with non-licensure legislative issues.

- In the second quarter, the iAdvocate Network showed exceptionally strong numbers with advocates sending nearly 5,112 messages to federal and state lawmakers on an array of issues important to the profession. This second quarter amount is just shy of the 2016 total of 5,845.

Public Relations and Communications

- Poulin+Morris presented next iterations of the rebrand, first to the task force, then the ExCom and eventually the full Board of Trustees and the Chapter Presidents Council. Work continues with the Erik Herter Design Group following Richard Poulin’s departure from the firm.

- In the second quarter, 291 stories referenced the Society and 1,816 referenced landscape architecture.

- After a three-year effort to make ASLA.org fully responsive, ASLA.org is slowly returning to growth. In the first half of 2017, mobile pageviews increased by 50 percent, offsetting the continuing decline in desktop traffic.

- A coordinated World Landscape Architecture Month (WLAM) campaign in April contributed 6,798 posts to social media with the hashtag #WLAM2017, which reached more than 2.9 million people, compared to 5,665 posts reaching 4.2 million in 2016.

- In the second quarter, ASLA Facebook Followers increased from 64,539 to 65,200. Similarly, ASLA’s Twitter follower count climbed to 58,000. Instagram followers increased by approximately 10,000 to reach 32,800 and Pinterest followers jumped to 7,502.

- A total of 465 entries were received for the professional awards program, a little more than in previous years, with 38 projects selected to receive awards. The student awards received 295 entries, and the jury selected 26 projects to receive awards.

Landscape Architecture Magazine

- The magazine’s supplement to young readers, YOUR LAND, launched successfully and turned over to the Education Department for distribution and follow-up.
Major stories on climate change and the concerns of emerging professionals appeared in the magazine in the second quarter.

The magazine had significant year-over-year growth in web traffic and social media activity.

**Member and Chapter Services**

- At the close of the second quarter, ASLA had 15,261 members, a drop of 0.8 percent since the same day in 2016. While overall numbers have dropped slightly, full membership is up by 1.2 percent during the same time period and student membership is increasing for the first time since 2007.

- The inaugural Emerging Professionals Leadership Retreat was held in April, hosting the members of the Student Advisory Committee and Associate Advisory Committee. The retreat explored the paths to ASLA leadership, firm leadership, and community leadership.

- In the second quarter, ASLA national leadership completed nine chapter visits, including six professional chapter and three student chapter visits.

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

- The 2017 annual meeting education program was finalized and submitted to AIA, LA CES, and the Florida and New York state licensing boards for pre-approval of individual sessions for professional development hours. Submissions to other credentialing agencies will continue into the third quarter.

- The Landscape Architecture Continuing Education System (LA CES) approved eight new provider applications in the second quarter compared to six new provider applications in the second quarter of 2016.

- The Diversity SuperSummit took place in the second quarter. The SuperSummit invited back 23 participants from 2013-2016 along with six new attendees. Discussions focused on creating action items for ASLA’s work plan, including K-12 chapter toolkits, summer camp and after school programs, university recruitment, diversity initiatives on asla.org, and the future of the diversity summit. Participants created an action plan including specific milestones for the next 6, 9, and 12 months including a 5-year outlook.

- LAAB conducted a visit to Academy of Art University in San Francisco to better understand the institution’s online landscape architecture programs.

**Professional Practice and Information Technology**

- SITES highlights included completion of the ASLA chapter SITES AP Exam contest; SITES Lunch and Learn education sessions for mid- to large-sized firms in Austin, Los Angeles, and New York City; and planning with Green Building Certification Inc. for a SITES workshop and other events at the annual meeting.

- PPN highlights included: Online Learning presentations by the Children’s Outdoor Environments, Environmental Justice, Healthcare and Therapeutic Design, Transportation, and Sustainable Design and Development PPNs; and solicitation and selection of proposals for the Online Learning Student & Emerging Professional SPOTLIGHT mini-series, now in its second year.
Executive Offices

Governance and Administration

- The official opening of the ASLA Center for Landscape Architecture was celebrated in mid-May. Events included a donor dinner, VIP reception, public open house, a live-streamed lecture, and a tour/presentation for a local middle school class. Other Center focuses included work on completion of the policies and other documentation for the WELL Building Standard submittal and tours of the Center for individuals and groups. Regular meetings with the design and construction team for the Center continued as punch list items were resolved and building commissioning was completed.

- At its spring meeting, the Board of Trustees (BOT) approved revisions to the Code of Environmental Ethics to bring the code into alignment with current public policies; approved revisions to the student chapter model constitution and bylaws; accepted the annual audit; and elected three vice presidents. Education VP-Elect Lake Douglas, FASLA; Government Affairs VP-Elect Eugenia Martin, FASLA; and Communications VP-Elect Haley Blakeman, ASLA, will take their positions after the annual meeting in Los Angeles. The Board also participated in a SWOT (strengths, weaknesses, opportunities, and threats) analysis and discussed possible revisions to ASLA strategic objectives. The SWOT and strategic objectives discussions will continue during the second quarter at the summer Executive Committee meeting. The BOT and Chapter Presidents Council also received an update on the rebranding initiative and heard from a panel of industry representatives on federal infrastructure priorities.

- Shawn Kelly, FASLA, was elected 2018 president-elect by membership ballot. The membership also approved changes to the Constitution, completing the full review and update of the Society’s Constitution and Bylaws begun in 2016.

- In the second quarter, ASLA leadership: participated in meetings of the Council of Landscape Architecture Educators (CELA), American Planning Association, Landscape Architecture Foundation, Science to Action Convening, and Real Estate and Built Environment CEO Summit; served on juries for the Singapore Institute of Landscape Architects’ professional awards and the Construction Industry Roundtable/ACE Mentor Program National Design and Construction Student Competition; attended events of the DowntownDC BID and the American Architectural Foundation; met with representatives of TREE, the Tree Research and Education Endowment Fund; and delivered a letter to the Environmental Protection Agency (EPA) (see Government Affairs).

- During the second quarter, senior staff continued to work on the application for the Malcolm Baldrige National Quality Award, which was submitted in April. Other second quarter highlights included: preparations for the fall Blue Ribbon Panel on Climate Change and Resilience, including issuing invitations and confirming participants (see also Government Affairs and PR and Communications); issuing the call for National ASLA committee service and the call for nominations for the Student and Associate Advisory Committees; midyear individual and departmental progress reviews; and the annual “Are We Making Progress?” and Gallup surveys completed by staff and the Executive Committee. Staff surveys this year included additional questions to add segmentation and benchmarking.
Human Resources

- There were no departures in the second quarter. A new hire, Professional Practice Manager, was filled in June to round out a full, diverse staff of 49. There are four landscape architects on staff. Turnover to date in 2017 is two percent.

- An employee benefit was added for employees to take eight weeks of maternity or paternity leave, with pay, for the birth or adoption of a child.

- Among the ongoing wellness activities, in the second quarter ASLA sponsored 12 staff members as the ASLA team in a 20-mile bicycle ride through the D.C. area; three staff members new to fitness activities began a program with a six-week "kick start" offer from a local fitness facility, sponsored by ASLA’s Wellness Program.

- Three interns joined ASLA for the summer to work on projects with Public Relations and Communications, Landscape Architecture Magazine, and the Landscape Architectural Accreditation Board departments.

- Staff training sessions held were led by certified instructors brought in-house to teach two full-day computer application classes (One Note and intermediate Excel).

- Telecommuting and compressed workweek programs are successful. Approximately 65 percent of the staff participate in one or the other of the two programs, which were put in place both as a staff benefit and to help reduce the staff’s vehicle miles traveled (VMT).

Council of Fellows

- Work began on creating nomination templates specific to each of the four submission categories' criteria to help improve the nomination process for the nominees and the jurors. The new templates will be used for the 2018 nomination cycle.

- The Council of Fellows (COF) Executive Committee selected three COF scholarship recipients from over 15 applications from 13 different institutions. The students were notified and will be attending the annual meeting in Los Angeles to receive their certificates.

- The COF task force, formed at the last business meeting in New Orleans to explore ways to activate Fellows on a national and chapter level, met and developed three subcommittees on growing the profession, public awareness, and developing the Council as a brain trust. The subcommittees will explore where Fellows can enhance ASLA’s current efforts in these areas.

- A nominating committee was formed to develop a slate of officers for election to the Council of Fellows Executive Committee for the next two years. Following the election later this summer, a new chair-elect and secretary will take office at the business meeting in Los Angeles.
Resource Development

- ASLA received $19,672 in new pledges to the Campaign for the ASLA Center for Landscape Architecture in the second quarter, which brings the 2017 total to just over $55,000. Total pledges overall now total almost $1,256,000. Activities included letters to all ASLA Fellows, an email to all ASLA members, a printed solicitation enclosed with Landscape Architecture Magazine and targeted mailings to large landscape architecture firms that have yet to pledge.

- The ASLA Fund received just over $8,700 in the second quarter of 2017 compared to $6,261 in 2016. The total for 2017 to date is just under $26,000, an in, plus a mailing to all previous ASLA Fund donors.

- ASLA promoted participation in the ASLA Fund Heritage Circle (ASLA’s bequest giving program) in the January and March issues of Landscape Architecture Magazine, in a postcard mailing to all Emeritus Members, and in an email to the same group of prospects.

- ASLA continues to focus on raising charitable contributions needed to match the $1.1 million grant it has received from the District Department of the Environment for the design and construction of the Chinatown Green Street Demonstration Project. Discussions continue with the Nature Conservancy while at the same time researching and soliciting “green leaning” companies, foundations and individuals.

- ASLA has taken the first step in integrating fundraising history with the ASLA’s iMIS membership database to help in better targeting its fundraising efforts by coding all members in iMIS database who have contributed to the Campaign for the ASLA Center, the ASLA Center or both. The next step will be to incorporate this information into the iMIS fundraising module and devise the procedures for incorporating and maintaining this information.

Finance, Meetings, and Business Operations

Finance

- The Audit Committee report, (which includes the auditor’s report on the financial statements, the consolidated financial statements, and the management letter) was accepted by the BOT at the midyear meeting. The auditor’s report is a clean opinion and represents the ideal outcome in an audit of the financial statements. Additionally, per ASLA policy, the Audit Committee held a formal meeting with the audit firm without senior management. No additional issues were raised during the closed session.

- The business office is focused on eliminating the management letter concern identified during the audit. A quarterly internal audit process continues and will be enhanced during the remainder of the year. A monthly close checklist has been developed documenting that certain steps are being performed as a part of the close. Additionally, evidence will be available which documents that key reconciliations are being prepared and reviewed.
ASLA is reporting a loss of $889,135 with revenues of $3.4 million and expenses of $4.3 million through the five months, ending May 31. To date, expenses are below budget by $262,942 and revenues are below budget by $111,794. The year-to-date loss improves on the budget by $151,148.

Business Operations

- Advertising sales contracts for 2017 grew by $185,797 during the second quarter, from $2,542,251 to $2,728,048, or 88 percent of the annual budget goal of $3.1 million. This is $120,407 ahead of sales for the second quarter of 2016.

- LAM sales and editorial staff participated in LIGHTFAIR and the AIA Convention during the second quarter, with LAM being distributed to attendees and exhibitors at each event.

- Progress meetings for the Center for Landscape Architecture continued during the second quarter as the general contractor worked through the punch list.

- The $4 million construction loan was converted to a seven-year term loan in the second quarter. ASLA continues to have access to a $1.5 million revolving line of credit to complete the project. As of June 30, 2017, none of the line of credit was used.

Meetings and Events

- Sales for the 2017 EXPO (space and sponsorships) grew by $297,240 during the second quarter to $2,484,460 or 92 percent of the annual budget. Los Angeles is pacing slightly ahead of New Orleans.

- The meetings team planned and orchestrated the logistics for 13 meetings and events during the second quarter. Highlights included: BOT/CPC open house and reception at the ASLA Center; a D.C. convention center exhibit hall turned softball field for the third annual BOT/CPC softball game; a half-day open house, sit-down dinner for major donors, live-streamed public lecture, and a building-wide VIP reception to officially open the Center in May; and June hosting of the Diversity SuperSummit.

- Preparations for the 2017 Annual Meeting and EXPO were a major focus in the second quarter. Registration and housing launched in early May and, as of the early-bird deadline, have outpaced the past two years with more than 2,500 registered and over $950,000 in registration and ticket revenues. Significant upgrades were made to the registration and housing platform to improve navigation, data collection, benchmarking, and reporting. Also in progress are mobile app navigation and content improvements and a new mobile gaming app that will be piloted in the EXPO to improve attendee and exhibitor engagement.

- The e-touches software now has auto-synch capabilities that will pre-populate data fields from the ASLA membership database. This second quarter addition has simplified the process for both the end user and staff. The e-touches platform is used for registration for all meetings and events except the annual meeting.
Sustainability remains a high priority of the meetings department. Documentation of sustainable policies and practices is required of all ASLA vendors. The WELL® standards are applied to all meetings and events both at the ASLA Center and at external venues.

Meetings staff made time for training and development in the second quarter, to stay abreast of the latest innovations, pressing issues, and strategies for process improvement. Courses attended included the Baldrige Quest for Excellence Conference, ASAE Xperience Design Project, and OneNote.

Government Affairs

Government Affairs General

ASLA advocates continued to use the iAdvocate Network at record numbers, sending 5,112 messages to their policy makers on the Land and Water Conservation Fund (LWCF), transportation grants programs, proposed cuts to the Environmental Protection Agency (EPA), climate change, licensure, and other state issues. The metrics for the iAdvocate Network continued to be above industry standards, with an open rate of 24 percent (benchmark is 10 percent), a click through rate of 12 percent (benchmark is 3.8 percent), and a conversion rate of 64 percent (benchmark is 38 percent).

Government Affairs unveiled and disseminated to chapters the “Checklist for State and Federal Issues Important to ASLA Chapters.” The checklist provides a step-by-step process for chapters to apply when determining what action to take on federal or state legislative or regulatory issues.

A focus on emerging professional continued with government affairs staff participation in LABash 2017 at the University of Maryland. During the event, government affairs staff promoted ASLA’s federal priorities, licensure advocacy efforts, and the iAdvocate Network.

Winners of the 2016 Advocacy Awards were announced in conjunction with Advocacy Day. A tie for the 2016 Advocate of the Year resulted in awards being presented to both Marsha Lea, FASLA, of the Potomac Chapter for advocacy efforts in achieving licensure for landscape architects in the District of Columbia and David Sprunt, ASLA, of the Colorado Chapter for efforts supporting licensure sunset legislation. The Chapter of the Year went to the Arizona Chapter for its advocacy efforts in beating back legislation to de-license the profession in that state. Finally, ASLA awarded the Rising Star Award to Leslie Johnson, a student member of the Minnesota Chapter, for organizing and executing a site tour with Congressman Keith Ellison (MN).

Federal Government Affairs

On Advocacy Day, April 27, 178 participants, including 18 students, met with their federal legislators to discuss how “Landscape Architects are Leading Community Infrastructure Design and Development.” This year, 99 percent of all participants had legislative meeting with all three of their federal legislators. Participants gave Advocacy Day 2017 a satisfaction rating of 4.65/5, which exceeded ASLA’s goal of 4.5/5.
Almost 2,000 landscape architects and allied stakeholders signed on to an ASLA letter to EPA Administrator Scott Pruitt urging him to reconsider recent rollbacks on environmental and climate change policies, surpassing the goal of 1,000 signatures. The letter was hand delivered to EPA on May 15.

ASLA continued to weigh in on federal budget issues impacting the profession. ASLA issued statements expressing concern for the administration’s proposed fiscal year 2018 budget proposals, which recommend severe cuts to federal programs and policies important to landscape architects.

Working with members of the LWCF Coalition, ASLA continued to work to protect and preserve LWCF, by successfully urging 200 members of Congress to sign onto a letter urging robust funding for the program, and urging legislators to sponsor legislation to permanently reauthorize the program.

ASLA endorsed the Water Infrastructure Flexibility Act (S.692, H.R.2355), legislation to promote the use of green infrastructure to address local stormwater and wastewater management issues, and worked with Senate and House staff to move the bill through the legislative process. Specifically, the legislation would allow local communities and municipalities to incorporate green infrastructure projects into integrated planning permits to meet Clean Water Act compliance.

ASLA joined in supporting H.R.1266, the Vision Zero Act, which would allow the Secretary of Transportation to create grants to assist local governments in developing Vision Zero action plans.

Other second quarter highlights included: cosponsoring the Congressional Pollinator Protection Caucus on Capitol Hill and hosting a well-attended congressional reception at the ASLA Center for Landscape Architecture; and hosting a brown bag lunch meeting for federal landscape architects to review ASLA advocacy efforts, discuss hiring and budget changes at the agencies, and gather input on Executive Order 13792 on the designation of national monuments.

ASLA continued to be an active participant in a number of coalitions, including the National Complete Streets Coalition, LWCF Coalition, Partnership for Active Transportation, Transportation 4 America, National Parks Second Century Action Coalition, Urban Parks Coalition, the Sustainable Urban Forest Coalition (SUFC), and others. This quarter, ASLA participated in the 12th Annual SUFC Annual Meeting and Advocacy Day, hosted the National Parks Second Century Coalition meeting, and joined with active transportation partners to send letters to Capitol Hill and the agencies supporting active transportation programs.

Licensure and State Advocacy

Occupational licensing reform continued to be a priority for numerous state legislatures. ASLA worked with the Idaho/Montana Chapter to defeat legislation that would deregulate landscape architects. Additionally, ASLA continued to work with the Michigan Chapter to oppose deregulation legislation and with the Wisconsin and Ohio Chapters to oppose various bills the goal of which is occupational licensing deregulation and/or reform.

ASLA worked to support the Colorado and Alaska Chapters to pass sunset review legislation. Both the Alaska and Colorado sunset bills were recently signed into law. The Alaska legislation added a
permanent seat for a landscape architect to the State Board of Registration for Architects, Engineers, and Land Surveyors and extended the board through June 30, 2025. The Colorado legislation extended landscape architecture licensing and the state licensing board through September 1, 2028.

- ASLA continued to work with the Potomac Chapter to develop draft regulations for the implementation of landscape architecture licensure in the District of Columbia.

- ASLA worked with the Rhode Island Chapter to develop an advocacy strategy to support legislation that would require the use of SITES® and LEED for Neighborhood Development as the guiding framework for sustainable landscapes on “public real property” in the state.

- ASLA hosted the second quarter 2017 Websummit. The Websummit included a discussion hosting tours for elected and public officials, the Oregon Chapter’s use of the new ASLA Chapter Checklist, and the Florida Chapter’s relationship building with the Florida Department of Transportation.

**Public Relations and Communications**

**Public Relations/Awareness General**

- Poulin+Morris was retained in late 2016 to guide rebranding efforts. Several rounds of design were presented in the first two quarters, first to the task force, then the ExCom and eventually the full Board of Trustees and the Chapter Presidents’ Council. Work continued with the Erik Herter Design Group following Richard Poulin’s departure. The next round, offering three scenarios based on work to date, is scheduled for early July.


- Nine press releases were issued for the second quarter, including: statements in response to the White House FY18 proposal and the passage of licensure for landscape architects in the District of Columbia; and announcements about the launch of a Joint Call to Action, the 2017 Council of Fellows and newest Honors recipients, open registration for the 2017 Annual Meeting and EXPO, the official opening of the ASLA Center for Landscape Architecture, and the first quarterly Business Quarterly survey results. Year to date pick-ups: 41.
In the second quarter, the ASLA Facebook Followers increased from 64,539 to 65,200. Similarly, ASLA’s Twitter follower count climbed to 58,000. ASLA also continued to see consistent growth with auxiliary social media accounts: Instagram followers increased by approximately 10,000 to reach 32,800, and Pinterest followers jumped to 7,502.

ASLA Vimeo videos were played more than 8,600 times in Q2. ASLA YouTube videos were played 4,250 times in Q2 2017. Vimeo videos have been played 330,000 times since our launch in December 2008.

In April 2017, ASLA continued its World Landscape Architecture Month campaign from 2015 and 2016. Supported by a coordinated campaign championed by chapter Public Awareness representatives, over 6,798 posts with the hashtag #WLAM2017 which reached more than 2.9 million people, compared to 5,665 posts reaching 4.2 million in 2016. Additionally, posts came from 57 different countries.

Communications and ASLA Online

After a three-year effort to make asla.org fully responsive, asla.org is slowly returning to growth. In the first half of 2017, mobile pageviews increased by 50 percent, offsetting the continual decline in desktop traffic. Combined together, pageviews still decreased 6.7 percent, but that is far less than 17 percent in the first half of 2016. Users increased by 0.6 percent, a significant improvement after the 12 percent decline in users in the first half of 2016.

<table>
<thead>
<tr>
<th></th>
<th>Q1</th>
<th>Q2 (up to 6/7)</th>
<th>1st Half (up to 6/7)</th>
<th>+/-% YTD First half 2017 v. 2016</th>
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<tr>
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<tr>
<td>Percent New Visitors</td>
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<td>56%</td>
<td>55%</td>
<td>+3%</td>
</tr>
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After redesign in the first quarter of this year, the Center for Landscape Architecture section of the website received 3,900 page views.

Traffic to the Green Roof Education website is up 50 percent over last year and 100 percent over 2015. The site was redesigned as a responsive website in the second quarter 2016.

Designing Our Future: Sustainable Landscapes, revamped as fully responsive at the end of 2015, saw a 2-percent increase in traffic over the first half of 2016, to 94,500 pageviews. Total views to date: 1.4 million.

The 2017 annual meeting website, which launched in May, received 17,400 pageviews, up 11 percent over the 2016 site during the same timeframe.
Referral traffic from key social media platforms continued to increase. Traffic from Facebook mobile was up 50 percent, Instagram was up 30 percent, and Twitter up 39 percent. However, total referrals from all other platforms / websites were down 6.8 percent.

In the first half of the 2017, ASLA earned 101,000 clicks Google Adwords, which would have cost $51,000. To date, ASLA has earned 742,000 free clicks and nearly 94 million impressions. This would have cost $653,000, but ASLA receives this benefit for free as a nonprofit grant.

Other second quarter focuses included development of the new membership section of the website, My.asla.org, in preparation for a late 2017 launch.

**LAND and The Dirt**

Total average distribution of **LAND** for Q2 2017 was 24,457, a dip from 24,953 in Q2 2016.

Average open rates for **LAND** were 31.7 percent for members, a slight drop from Q2 2016’s 31.02 (benchmark is 33 percent); 22.4 percent versus Q2 2016’s 23.35 percent for lapsed members; and 19.1 percent versus Q2 2016’s 17.69 percent for ad prospects.

**The Dirt** email subscribers increased to 6,313 and Wordpress subscribers increased to 1,505, making an increase of 5 percent over first half 2016. In the first half of 2017, traffic is down 7 percent over last year.

In the first half of 2017, **The Dirt** covered: the Environments for Aging conference in Las Vegas, former Vice President Al Gore’s Climate and Health Summit in Atlanta, the Biophilic Leadership Summit at Serenbe in Georgia, the American Planning Association in New York City, the Earth Optimism Summit in Washington, D.C., and Landscapes of Pre-Industrial Cities symposium at Dumbarton Oaks in Washington, D.C.

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
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<th>June (6th)</th>
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<td>113,500</td>
<td>279,500</td>
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**Honors and Awards**

A grand total of 465 entries were received for the professional awards program, a little more than 2016, with 38 projects selected to receive awards. The student awards received 295 entries and selected 28 projects to receive awards. 28 professional new members joined through the awards program this year. Marketing strategies are being examined to try and boost numbers in 2017.

The Board of Trustees selected 16 individuals and organizations to receive the highest honors the Society bestows each year: the medals; Landscape Architecture Firm Award; Community Service Award, and Honorary Membership. The announcement was released in June.
Marketing General

- Activities concentrated on annual meeting and EXPO promotion via email, LAND, print publications, and social media, and a digital campaign to encourage prospects to “Book the Block” when registering. Other efforts included targeted email campaigns for LAM ad sales and EXPO booth space.

- Goal of 25 trade agreements with partner organizations, trade shows, and publications, currently at 13.

- Development of the 2018 media kit promoting corporate membership, LAM, EXPO, and annual meeting sponsorships began, with Erik Herter Design Group as designer. Also in progress is an advertising website update to include new ASLA branding elements.

- Job postings on JobLink continued strongly through the first half of Q2 and began to decrease as the summer approached, from a weekly average in the 80’s in April down to the high 30’s in June.

- Members were offered one free internship posting on JobLink in the months of February, March, and April. Thirty-eight firms and agencies took advantage of this, and 41 internship postings were promoted to students during that period, higher than in previous years.

Landscape Architecture Magazine

- The magazine’s supplement for young readers, YOUR LAND, successfully launched and went out to all regular print subscribers (about 13,000). The project was handed off to the Education Department’s Career Discovery and Diversity Manager. A major push to members that offered the supplement free in bulk was quite successful, and to date has resulted in distribution of more than 4,000 copies.

- The magazine directed stories at emerging professionals concerning basic practices and techniques in office management, materials and specifications, and new technologies such as artificial intelligence, advanced ecosystem mapping, logistics, and drone use.

- Climate change figured prominently on the April cover on North Sea wind energy, and in articles on solar reflectance in paving and zero-carbon design practice, among others. LAM also brought on a summer intern to begin researching and producing the LAM Climate Reader, an online compendium of the magazine’s climate coverage, scheduled for debut in the latter half of 2017.

- Social media showed steady performance. The magazine’s website brought an average 1,482 views per day (goal: 1,600), a 25-percent increase year over year from 2Q 2016. Its Twitter following rose by 17 percent year over year. The Landscape Report registered a 30-percent open rate and 24 percent click-through rate.
The magazine’s editorial ratio stood at 54 percent for the quarter and 57 percent for the year. The goal for the year is 55 percent. The average issue size was 106 editorial pages (goal: 110 pages).

Outreach to students continued with visits to the University of Washington and the University of California, Davis, which included studio visits, desk crits, and presentations on LAM and ASLA.

Editorial staff collaborated with the National Capital Planning Commission to present a talk on preserving modern landscapes at the National Building Museum in mid-May.

Editorial staff began working with the Marketing Department on revamping the approach to the editorial calendar for 2018.

**Member and Chapter Services**

**Membership Recruitment and Retention**

Membership continued to show a slight decline overall, primarily due to the drop in Associate members. Associate membership may be impacted by the lower enrollments and drop in student membership over the past decade. However, full membership, which accounts for two-thirds of all members, continues to grow, up nearly two percent since 2016. Further, the student membership is showing a reversal, with an increase of 2.6 percent over 2016 and 7.3 percent over 2015.

At the end of the second quarter, 87.8 percent of Full and Associate membership records with company information are linked to company identification numbers in the ASLA member database, just short of the goal of 90 percent. Ninety-six percent of members have valid email addresses (goal: 85 percent).

<table>
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<th>Retention Rate (%)</th>
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<td>-0.8</td>
<td>82.3</td>
<td>82</td>
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</tbody>
</table>

The Member Services Committee hosted a webinar for chapter membership chairs, focusing on the roles of a membership chair and explaining the value of membership. The committee will continue to produce chapter "How-to Guides" that it began in 2016. In the second quarter, the committee also
produced one *Membership Minute* communication that focused on using the Chapter Operations Workbook to assist with chapter operations.

- This year, ASLA launched a new method of surveying new and returning members. The ASLA Member Mini-Survey is emailed along with the confirmation email sent upon joining or renewal. Thus far in 2017, the most popular motivations for joining ASLA, as reported by the new and rejoining members, are: contact with other professionals/networking (62 percent); improve my knowledge and abilities (51 percent); and career enhancement (46 percent). No other motivation received more than 25 percent.

**Students and Emerging Professionals**

- The inaugural Emerging Professionals Leadership Retreat was held on April 26, hosting the members of the Student Advisory Committee and Associate Advisory Committee. The retreat explored the paths to ASLA leadership, firm leadership, and community leadership.

- In the second quarter, both the Associate Advisory Committee and the Student Advisory Committee developed testimonials to contribute to the case for membership among their peers.

- The Emerging Professionals Committee is focusing on student engagement this quarter, including the Student Chapter Visit program and regular Facebook Live “Ask Me Anything” sessions. This quarter featured leadership visits to the Boston Architectural College and University of Washington, plus the annual commencement address at the University of Illinois. Two additional visits are scheduled for the fall semester with others in the planning stage.

**Chapter Services**

- The Chapter Presidents Council (CPC) Midyear Meeting was held in conjunction with the Board of Trustees meeting. Nearly 90 chapter leaders from 47 chapters attended. The meeting focused on effective chapter internal and external communications.

- In addition to the student chapter leadership visits, ASLA leaders also participated in six professional chapter visits this quarter: Twin States Conference (Alabama/Mississippi); Nevada; Utah; Prairie Gateway; Southeast Regional Conference (North Carolina/South Carolina/Georgia); and Maryland.

- The Leadership Development Committee produced the bimonthly *Leadership Links*, including issues in the second quarter that covered inclusive leadership and delegating like a champion. The committee is also leading the effort to produce an online resource for chapter best practices.

**Education Programs**

**Education General**

- The 2017 annual meeting education program has been finalized and submitted to AIA, LA CES, and the Florida and New York state licensing boards for pre-approval of individual sessions for
professional development hours. Submissions to other credentialing agencies will continue into the third quarter.

- The 2017 Graduating Student Survey was deployed to all students with a 2017 graduation date. Due to a lower than usual response rate, the survey remained open into the third quarter.

- The Landscape Architecture Continuing Education System approved eight new provider applications in the second quarter, compared to six in the second quarter of 2016.

- LAM’s YOUR LAND was made available in bulk for classroom or group uses. As of June 21, ASLA shipped over 4,000 copies to members, teachers, and other public members. Request forms were collected on each order to better understand how the publication will be used.

- A presentation on career discovery and diversity initiatives was given to the CPC at midyear. Discussion items included research on ASLA’s existing inventory of print and online resources, conferences and career fairs of interest, allied organization collaboration, summer program and curriculum development, and development of the Diversity SuperSummit.

- Staff participated in diversity training, *Building the Foundation; Exploring Diversity, Equity, and Inclusion*, at the Center for Diversity and the Environment in Portland, OR, and attended the XSTEM symposium in Washington, D.C., and STEM 101: Major Policy Issues for 115th Congress. Additional meetings were organized to discuss landscape architecture as a STEM career, Career and Technical Education (CTE), and to review how an environmental curriculum can be developed for after-school programs with a focus on landscape architecture.

- ASLA staff attended the Hart Middle School Career Fair in Washington, D.C., to discuss landscape architecture and distribute *YOUR LAND* to sixth, seventh, and eighth graders.

- A second quarter highlight was the Diversity SuperSummit, which brought back 23 participants from the 2013-2016 summits along with six new attendees. Discussions focused on creating action items for ASLA’s work plan including K-12 chapter toolkits, summer camp and after school programs, university recruitment, diversity initiatives on asla.org, and the future of the diversity summit. Participants created an action plan including specific milestones for the next 6, 9, and 12 months including a 5-year outlook.

- Conceptual development of new ASLA Activity Books was completed; review of both books is ongoing. Two activity books will be created for target age groups (kids, and teens and adults) with a focus on a variety of sketch exercises that will be created by members at the annual meeting in Los Angeles.

- The Committee on Education subcommittees began focusing on two career discovery and diversity initiatives; development of a presentation on landscape architecture aimed at high school students for professionals and landscape architecture students to present and recruitment with an emphasis on attracting a diverse student group.
Landscape Architectural Accreditation Board (LAAB)

- Currently, LAAB accredits programs at 68 institutions with 43 leading to undergraduate degrees and 51 MLA degrees for a total of 94 accredited programs.

- LAAB was represented at the Association of Specialized and Professional Accreditors (ASPA) Spring Conference in Chicago in April.

- LAAB representatives visited the Academy of Art University in San Francisco to review and better understand the institution’s online landscape architecture undergraduate and graduate programs. This was an exploratory visit to determine a path for the potential accreditation of online programs.

- LAAB conducted three onsite renewal of accreditation evaluations: California State Polytechnic University Pomona (BSLA), California State Polytechnic University Pomona (MLA), and University of Oregon (BLA and MLA). Additionally, LAAB conducted one initial accreditation evaluation at Delaware Valley University (BSLA). These programs will be considered by LAAB at the summer meeting in the third quarter.

- Also in the second quarter, LAAB was represented at the 2017 CELA Conference in Beijing, China providing an update report to the CELA Board and at the Program Chairs meeting.

Professional Practice and Information Technology

Professional Practice Library

- Highlights in the quarter included work to bring the ASLA Fellows online database into compliance with the style guide. There were 34 reference requests from members, staff and non-members compared with 32 the previous quarter. The library and archives collections continued to be housed in conservation storage until the shelving can be restored upon completion of the work to the ASLA Center.

Professional Practice General

- A preliminary meeting was held with the integrated design team for the Chinatown Green Street Demonstration Project to discuss potential strategies and the status of the funding release dates for the Clean Water State Revolving Fund grant. Preparations were made for a design development kick-off meeting in August with the integrated design team, the task force, stakeholders, related municipal agencies, and other potential partners. A quarterly report is in development for the Clean Water State Revolving Fund.

- ASLA sold 40 ASLA Standard Form Contracts Packages the second quarter compared with 45 the previous quarter. ASLA sold 26 custom salary survey profile reports the second quarter compared with 34 the previous quarter.

- The Public Practice Advisory Committee expanded the concept of developing Online Learning short webinars focusing on a series of public realm topics. Three Policy Shaper interviews are scheduled for
publication during the third quarter. Informational materials on landscape architecture career opportunities in the public sector to distribute to emerging professionals continued to be a focus. Discussion began on participating in the monthly Facebook Live and contributing to the *Field* as ways to reach emerging professionals and a broader group of members about the work of the public realm.

- The Professional Practice Committee continued work on the development process for a reference list toolkit for starting a new business; renewing the specifications review; determining the next standard form contract for ASLA to develop working with counsel; conducting a survey of technology tools used by practitioners; and expanding the contents and entries of the Tree and Soil Research blog. The ASLA work group continued to participate in the ASHRAE 189.1 review of the municipal model code under the International Code Council. The PPC Autonomous Vehicles and Planning Subcommittee began to develop possible goals and ideas on the role landscape architects may play.

**SITES® Education**

- The ASLA Chapter SITES AP Exam Contest concluded on March 31st with approximately 128 ASLA members who registered and sat for the exam. The chapter with the highest number of participants, was the Washington Chapter with nine and the chapter with the largest percentage of member participants, was the Nevada Chapter with eight.

- The SITES Lunch and Learn Series for firms launched at the end of the first quarter and continued through the second quarter. Cities visited included Austin, Los Angeles, and New York City. GBCI will measure and track the enrollment of ASLA members from these firms for the SITES AP exam and for project certification to gauge the impact of these types of programs.

- Session content development began for two SITES education sessions and a collaborative workshop with GBCI for the annual meeting in October, as well as for two SITES education sessions for Greenbuild in November 2017. Planning also progressed for a SITES reception, jointly hosted by GBCI, at the annual meeting to celebrate the first class of SITES APs and review the progress and future development of SITES.

**Professional Practice Networks**

- A call for presentation proposals from Student and Associate ASLA members was held for the Online Learning *Student & Emerging Professional SPOTLIGHT mini-series*, now in its second year. Four proposals were selected to be presented in August.

- The Professional Practice Networks (PPNs) have 13,667 members, an increase of 321 since the beginning of 2016. The Sustainable Design and Development PPN continued to have the most members, with 2,086. The Urban Design, Parks and Recreation, and Residential Landscape Architecture PPNs continued to have more than 1,000 members each. Looking at emerging professionals (Student, Student Affiliate, and Associate ASLA members) as a percentage of PPN members, the top three PPNs are: Ecology & Restoration (47.6%), Environmental Justice (44.4%), and Women in Landscape Architecture (42%).
The Field, the blog for ASLA’s PPNs, had 26 posts with 256 daily views as the average, compared to an average of 253 daily views last quarter. Overall, The Field had more than 15,190 views, compared to 22,750 last quarter.

The PPN Online Learning series hosted five live presentations this quarter, and the catalog of recordings continued to grow—148 are available. All recorded and live sessions offer professional development hours (PDH) through LA CES. This quarter, 189 exams were submitted, compared to 61 in the second quarter of 2016. Also, 14 LATIS exams were submitted this quarter, a decrease from the 72 exams submitted in the second quarter of 2016.

Computer and IT Support

- The second quarter work included: sustaining the IT infrastructure; configuring and installing additional wireless access for staff and visitors; installing a new replacement UPS and external battery to ensure continued power in case of emergency and enhancing the use of the new audio-video system. Other focuses included: ongoing replacement, maintenance and management of IT equipment; antivirus software updates; remote monitoring of the server infrastructure; and reviewing software licensing and the hardware inventory. Also, completed deployment of Surface Pro 4 notebooks to senior staff.
2017 Annual Operating Plan

Executive Summary

This summary highlights new initiatives and those on which there will be an especially strong focus during 2017. All of the program areas and their 2017 goals are described in detail in the body of the plan, with programs listed under the strategic objectives they support.

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. Collaborate 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.
### Agenda Item #6: Finance and Investments Report

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<td>Money market at bank (operating fund)</td>
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</tr>
</tbody>
</table>

ASLA has an unrealized gain of $286,914, or seven percent in the long-term reserve through July 13, 2017.

**Governing Rules/Procedures:** The Board of Trustees is charged with adopting the annual program and budget of the Society, in addition to monitoring performance.

**Action Requested:** n/a

**Staff Contact:** Michael O’Brien
### Agenda Item #7: Career Discovery and Diversity

**Purpose:** Report on the results of the Diversity SuperSummit; provide an update on the Career Discovery and Diversity program work plan.

**History and Background:**

In 2016, the decision was made to create a new role within the education department that would focus on career discovery and diversity efforts and in February 2017, Shawn Balon, ASLA, began as the Career Discovery and Diversity Manager. This discussion will review the development of the action plan for this program.

Additionally, in 2013, ASLA convened its first Diversity Summit with the goal of developing a deeper understanding of why landscape architecture is failing to attract a more diverse profession. Each summit has brought together a group of emerging landscape architects who identify as African American or Latinx to develop strategies that address diversity issues in the field.

The 2017 Diversity SuperSummit convened the largest group of attendees to date, with 23 returning and 6 new participants, at the ASLA Center for Landscape Architecture in Washington, D.C. Participants evaluated goals from previous summits, developed focus areas for four key diversity initiatives to guide ASLA’s work plan in the coming year, and discussed the future of the Diversity Summit.

The SuperSummit gave ASLA and past participants an opportunity to reflect on efforts to date and progress needed to achieve greater diversity in the profession. The takeaways in the following report will serve as accountability for ASLA and as an actionable guide for the newly created Career Discovery and Diversity position for the upcoming year.

**Governing Rules/Procedures:** N/A

**Action Requested:** Discussion

**Staff Contact:** Susan Apollonio
Introduction

Population growth of people of color in the United States has outpaced that of white Americans for the past two decades, and by 2043 the U.S. Census Bureau projects the nation to become a majority-minority nation. The shifting demographics of our nation are not reflected in the field of landscape architecture. Under-representation of people of color in firms and among students of landscape architecture means we are failing to capture the potential of the future of our profession. New perspective is needed to ensure that landscape architecture reflects the communities it serves.

In 2013, ASLA convened its first Diversity Summit with the goal of developing a deeper understanding of why landscape architecture is failing to attract a more diverse profile. Each summit has brought together a group of emerging landscape architects who identify as African American or Latinx to develop strategies that address diversity issues in the field.

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and as an actionable guide for the newly created Career Discovery and Diversity position for the upcoming year. It can also serve as a guide for other organizations pursuing the same goal.

**Returning participants:**
-Aaron Ruffin, ASLA
-Ailyn Mendoza, ASLA
-Angelica Rockquemore, Associate ASLA
-Bianca Paz, Associate ASLA
-Carolina Carvajal, ASLA
-Chris Sanders, ASLA
-Courtney Hinson Cason, ASLA
-Diana Fernandez, ASLA
-Dominic Cunningham, ASLA
-Janelle Johnson, ASLA
-Jose Alvarez, Associate ASLA
-Kelly Fleming, ASLA
-Kene Okigbo, Associate ASLA
-Lindsey D. Smith, ASLA
-Luis Gonzalez, ASLA
-Luis Hidalgo, ASLA
-Melissa Henao-Robledo, ASLA
-Mercedes Ward, ASLA
-Monique Bassey, Associate ASLA
-Paul McGehee, Associate ASLA
-Paula Barreto, Associate ASLA
-Roberto Rovira, ASLA
-Wesley Brown, ASLA

**New participants:**
-Camille Applewhite, Associate ASLA
-Darneka Waters, Associate ASLA
-Erica Mackenzie, ASLA
-Maggie Aravena, Associate ASLA
-Meredith Leigh, Associate ASLA
-Ujjiji Davis, Associate ASLA

**Observers:**
-Kona Gray, ASLA, EDSA, Inc., LAF Immediate Past President
-Richard Alomar, ASLA, Rutgers University
-David Cutter, ASLA, Cornell University

**Facilitator:**
-Juanita Shearer-Swink, FASLA, Go Triangle

**ASLA support staff:**
-Susan Apollonio, Education Programs Director
-Shawn Balon, ASLA, Career Discovery & Diversity Manager
-Terry Poltrack, Director of Public Relations and Communications
-Kristopher Pritchard, Accreditation & Education Programs Manager
-Carolyn Mitchell, Honors & Awards Specialist
-Kelli Bland, Meetings & Special Programs Manager
-Curt Millay, ASLA, Corporate Secretary
-Dana Davidsen, Student ASLA, PR & Communications Intern
-Nathania Martinez, Student ASLA, LAAB intern

**Summary of Proceedings**
**Day One - Friday, June 9, 2017**

Susan Apollonio, Education Programs director, kicked off the weekend by welcoming the attendees, new and old, to ASLA’s first Diversity SuperSummit. She introduced ASLA staff and volunteers supporting the summit and diversity efforts, including facilitator Juanita Shearer-Swink, FASLA, and observers Kona Gray, ASLA; Richard Alomar, ASLA; and ASLA Vice President of Education David Cutter, ASLA.

This is the first Diversity Summit to be held in the newly renovated Center for Landscape Architecture in Washington D.C. ASLA Corporate Secretary Curt Millay, ASLA, gave a presentation about the updated design and how it contributes to ASLA’s commitment to green design and construction and the “Well Building Standards.”

**Who’s Who Exercise**

As an introductory exercise, participants took part in a “who’s who” group charrette, creating sketches and diagrams to share their paths into landscape architecture. For new participants, it was an opportunity to introduce themselves while returning participants were able to give updates on their career paths.

Groups translated their career paths onto canvases through a variety of drawings, including “transit-map” diagrams, vignette sketches, and collage. This creative exercise revealed unique stories from participants’ backgrounds as well as common themes in how they arrived to the profession.
Many participants entered the field through architecture before switching to landscape architecture as a student or later in their careers. Some participants began their interest in the field as early as high school while some reflected on early childhood memories as the beginning of their passion for design. Other participants arrived to the profession after pursuing careers not directly related to the field but that ultimately brought them into landscape architecture.

Day Two – Saturday, June 10, 2017

Review of Decisions and Steps to Date

Day two kicked off with a look back at progress to date. Terry Poltrack, director of Public Relations and Communications, gave an overview of the changing demographics of the United States and the field of landscape architecture, the topics focused on during past summits, and ASLA’s subsequent responses to the strategies and recommendations that emerged from previous years.

Overarching themes from past summits include experience-based analysis and commonality in paths into the field, as well as obstacles, guiding priorities, and opportunities in the profession. General public awareness and understanding of landscape architecture, particularly with parents, was also a recurrent topic addressed in past summits, as was early exposure in the profession and importance of mentorship throughout education and career.

Each year, beginning with the first summit in 2013, ASLA has developed a summary report of findings and action items from the discussions. Recommendations from these reports were shared broadly with:

- ASLA Trustees
- Chapter Presidents and President-Elects
- Landscape Architecture Program Chairs
- Committee on Education
• Allied organizations
And regular briefings to the following groups:
  • Presidents’ Council
  • COE
  • ASLA Executive Committee
  • Council of Fellows

In 2015, the Presidents’ Council, comprised of allied landscape architecture organizations, drafted and signed a joint commitment to diversity and has stepped up efforts on several fronts. Diversity was incorporated as a priority into all 2014, 2015, 2016, and 2017 president-elect platforms.

Multimedia Outreach
In addition to the annual report, ASLA has documented the Diversity Summits online and for digital distribution. Marking the first Diversity Summit in 2013, ASLA filmed and edited videos of the original participants in two films titled, “Why Become a Landscape Architect” and “Personal Paths”. Links of these videos were shared with all Landscape Architecture program chairs and ASLA Chapter leadership to adopt for their own use, and posted to the ASLA career discovery webpage. To date, they have received several thousand views.

When it was announced in 2014, the Career Discovery website press release was translated into Spanish and grabbed substantial media attention. It was picked up by over 150 Spanish-language sites and sent to African-American media outlets and picked up by Black Enterprise, among other media organizations. Ongoing promotion of key issues presented on the site focuses on the need to expose the profession to diverse audiences. In line with that commitment, a brochure was created in 2013 to introduce the profession to junior high and high school guidance counselors, with an ask that ASLA members personally deliver them to under-represented schools. Since then, ASLA has received some 250 commitments from chapters, members, and students to do so, and we still are distributing it.

In recognition of African-American History Month, “listicle” media advisories were distributed in February 2014 featuring Perry Howard, FASLA; Stephen Carter, FASLA; and David Williston.

Similar releases were issued in 2015, 2016, and 2017, including a release focused on Summit attendees. Releases are also sent out recognizing National Hispanic Heritage Month each year.

K-12 Engagement
Responding to outcomes from past summits, ASLA hosted a tour in August 2015 of its Green Roof and introduced our new Green Street demonstration project for the National Building Museum’s Teen Council, primarily made up of junior high and high school students of color. This was followed by a charrette to help the students design their own green street. Such hands-on outreach has continued with school group tours of the green roof. Since the opening of the ASLA Center for Landscape Architecture in January 2017, ASLA has hosted diverse students from Johnson Middle School and college students from a historical black college, Morgan State.

As a test based on 2015 summit outcomes, ASLA formally adopted a school in Washington, D.C.’s under-represented Southeast. With the local Potomac ASLA Chapter, staff conducted three activities with the students, including a field trip to sites designed by landscape architects. ASLA re-upped the Adopt-a-
School effort with a new school but still found difficulty in getting school’s full commitment despite the fact that it is a formal D.C. program.

**Highlighting Diversity at the Annual Meeting**

As the recommendation of 2014 summit attendees, a continuing education session for the 2015 Annual Meeting and EXPO in Chicago was submitted and accepted. The topic was a cross-generational conversation about diversity, with an emphasis on helping attendees recruit and retain minority talent. Two past Summit attendees, Janelle Johnson, ASLA, and Luis Gonzalez, ASLA, shared the stage with Stephen Carter, FASLA, and Sandy Gonzalez, FASLA, facilitated by summit facilitator Juanita Shearer-Swink, FASLA.

Diversity was the topic of one of two General Sessions at the 2016 Annual Meeting and EXPO in New Orleans, reaching thousands of attendees. The conversation continued on the EXPO floor with both panelists and attendees. Stories of panelists’ experiences were edited to share on social media, and the [General Session recording](https://asla.org) remains available on ASLA.org.

Since the first summit, ASLA has increased its commitment and awareness to opportunities for all ASLA members (with a strong focus on African-American and Latinx professionals), to volunteer for visible roles of authority.

- Several Diversity Summit veterans now serve on ASLA committees and in chapter leadership
- Summit attendees have been named to prestigious ASLA awards juries
- ASLA has increased resources directed to this initiative and named Shawn Balon, ASLA, as Career Discovery & Diversity manager to turn efforts from this summit into an actionable work plan

**ASLA’s Current Action Items & Work Plan**

The 2017 SuperSummit marks the first year of ASLA’s dedicated Career Discovery & Diversity role. Shawn Balon, ASLA, was appointed to the position in early 2017. ASLA established this position within the education department based on feedback of the organization’s strategic priorities from members and staff on the importance of growing and adding more diversity to the profession.

Career Discovery & Diversity efforts focus on initiatives and projects under three key entities: ASLA National, local ASLA Chapters, and at universities and schools. In addition to convening the annual diversity summit, ASLA continues to research and evaluate existing career discovery and diversity initiatives, programs, and outreach, and look into other allied organizations and programs around the nation that have built successful programs. The evaluation of other websites and interactive applications is also underway for future improvements on asla.org.

Additional items in ASLA’s research include resources for website design, videos, etc.; local ASLA chapter initiatives; list of existing design summer programs and workshops; summer programs for collaboration; and grants and scholarships. Further collaboration with ASLA chapters and universities and schools is planned as the work plan is finalized

A closer look at resources currently available on ASLA’s career discovery webpage was discussed. At the SuperSummit, new resources were proposed by attendees in the morning breakout sessions. The
proposals included a revised career discovery webpage that simplifies ASLA’s resources into links directed at kids, teens and undergrads, parents, teachers and schools, and professionals. The resources listed under each category would fit within the individual’s skills and abilities.

**Big picture group discussion**

Participants broke into working groups for an initial brainstorming discussion on topics that would inform ASLA’s action items moving forward. Participants reviewed a list of goals and initiatives that ASLA plans to focus on in the next year, paying particular attention to what was missing, which items need additional focus, and future goals. Groups presented takeaways from their discussions in presentations to the larger group. These report-outs and subsequent feedback spurred a number of organic conversations that addressed the specific initiatives but also touched on a variety of topics related to diversity. Overarching themes, issues, and proposed solutions included the following:

- A clear return on investment is missing. Why become a landscape architect? Rethink how to market the profession.
- There is a lack of diversity in professional and academic leadership.
- A more sensitive, proactive approach is necessary in the language regarding diversity initiatives.
- Publications, website, etc. should show diversity in context, not just as an isolated issue.
- Increase accountability through data collection on diversity initiatives.
- There is a need for an immediate, readily available set of resources from ASLA on diversity.

**Focusing on ASLA Initiatives, Identifying Consensus, & Creating a Vision**

In the initiative-specific discussions, participants worked to identify areas of consensus in an effort to streamline action items for ASLA to include in the work plan. The groups presented their prioritized items and took comments from the larger group. Then the groups picked their top priority to create a vision and process for implementation.
**Group 1 - K-12 Chapter Presentations and Toolkits:** This group highlighted a critical need for ASLA to occupy digital space by identifying platforms and digital ecosystems that are already being used by kids. The group then suggested leveraging that content to reach a broader audience. A digital K-12 toolkit should be easy to disseminate and implement as a roadmap for continued engagement. Content for chapter presentations and toolkits should seek to inform students about landscape architecture; connect the profession to real world examples with a diverse group of people; be fun and engaging to make kids excited about the future; and finally, actionable by encouraging participation through summer programs and activities, like visiting a list of top local parks, or using popular social media apps like collecting snapchat filters.

**Identifying Consensus:**

- **Piggyback onto existing digital platforms**
  - Invest in platforms that already have momentum, like games and social media.
  - Remain adaptable to new and emerging information platforms by keeping pace with current trends.
- **Content should be digital, shareable, and easy to disseminate and implement as a roadmap for continued engagement.**
- **Content should be fun and engaging, and exist on digital platforms so learning can extend beyond the classroom.**
  - Use hands-on tools for exploration; show don’t tell.
  - Tie to social, environmental issues.

**Vision and Program:**

**GOAL:** Speak their language – kids speak in social media, YouTube channels, Instagram, snapchat, etc. This group’s vision and program takes forward the concept of piggybacking onto existing platforms to appeal to target K-12 audience. To do this, ASLA needs to identify who can reach them and who are the influencers.

- **K-5 grades - target parents**
  - Piggyback on existing content, like homeschooling materials, science channels, podcasts sponsored by ASLA, and collaborate with zoos or national parks, etc.
- **6-12 grades - target kids**
  - Identify organizations who have similar values to ASLA.
  - Capitalize on popular social media, video games, famous social media figures.
  - Tie social media and outreach to national campaigns.
- **Invite participation and interaction with landscape architects.**
- **Measuring effectiveness/touch points**
  - Web analytics to track online engagement
  - Google form to track participation events, practitioner outreach
  - Streamline web content for consistency between national ASLA social networks, chapters’ social network.
Group 2 - After school Alliance and Summer-camp Curriculum: To reach a diverse student group, ASLA should work with organizations, like Boys and Girls Clubs, that have established after-school programs to expand how they operate and bring more design activities to their program. ASLA can also create incentives for engagement in the field by increasing entrepreneurial opportunities for teenagers, such as selling vegetables from a community garden or connecting teens with firms that can sponsor them for the summer. The following items were agreed upon as initiative priorities and a vision and program was proposed:

**Identifying Consensus:**

- Create opportunities for youth employment and entrepreneurship through design.
- Introduce design process and thinking at after-school programs while integrating students for guidance.
- Chapter/national/firms can partner and sponsor Boys and Girls Clubs or individual students as a source of support and inspiration.

**Vision and Program:**

**GOAL:** Introduce landscape architecture to under-represented schools through youth employment and entrepreneurship as an economically viable career path. This initiative would take on a City Year-type model – nationally structured but chapter specific, including local firms and allied organizations.

- Grades 9-12
  - Sponsor students for after-school or summer program. This would be targeted toward students but also aim to reach untapped communities.
  - Offer opportunities to shadow firm leaders.
  - Host design competition to help with higher education costs.
Explore volunteer opportunities for school credit.

- Grades K-8
  - Design exercises through events like PARK(ing) Day.
- Measuring effectiveness/touch points
  - Success measured by how many chapters, firms, organizations buy into this and how many students go on to pursue a degree or career in landscape architecture.

Group 3 - ASLA Diversity Webpage: The group focused on diversity on ASLA.org, including what should be included, how it is represented, and whether it should have a separate webpage within the ASLA site. It was universally agreed that diversity should be better integrated into ASLA.org. A separate diversity webpage or tab within the site should not be created, but rather ensure that all content on ASLA.org reflects a diverse representation of the society. Diversity should be included in mission statement and the statement should be in an easily-accessible location on the website.

Identifying Consensus:

- Diversity should be integrated into web page and all publications.
- PPN – mentorship network opportunity
  - Voluntary practitioner profile tags, headshots
- Web content.

Vision + Program:

**GOAL:** This group focused specifically on the content, organization, and integration of diversity on ASLA.org. Their concept was that the website should be looked at as a reference and explanation of what landscape architects do in general ("Architects design the buildings,

Small group discussions / EPNAC.com
landscape architects design the rest of the world”), not only specifically related to diversity, but rather with diversity engrained within the content.

- Diversity integrated throughout website
- Diversity statement under the “About” tab
- Include more visuals, including infographics, and images.

- Measuring effectiveness/touch points
  - Develop a plan to measure effectiveness of integration of items.

Group 4 - University Recruitment and Curriculum Development: The group focused on how landscape architecture curricula can attract diverse student groups. They agreed that there should be increased recruitment of professors, guest speakers, and lecturers who are people of color. Additional proposals were to educate prospective and existing students on the diversity of the profession and importance of community engagement.

Identifying Consensus:

- Testimonials so current students and potential students can relate to a career trajectory
- Highlight varied academic paths to becoming a landscape architect (for example, a 4-5 year program versus community college).
- Incorporate more diversity into design projects to underscore the importance of culture and place.

Vision + Program:

**GOAL:** To inspire through showcasing diverse paths to success in landscape architecture and broaden the definition of design excellence.
• Testimonials  
  o Video content of personal stories at the annual meeting and featured at events throughout the year.
• Diversify design aesthetics  
  o Identify academic avenues.
  o Model after LAF case studies series – success of spaces, how different cultures are experiencing spaces.
• Measuring effectiveness/touch points  
  o Metrics measured by consistent, curated social media outreach.
### Building the Foundation from the Center for Diversity and the Environment

Balon presented on a recent equity, diversity, and inclusion workshop he participated in at the Center for Diversity and the Environment (CDE) in Portland, Oregon. Balon reviewed the workshop agenda including items focused on building the common language, understanding self-awareness, vulnerability, empathy, privilege, and micro-aggressions, and creating a personal action plan.

A detailed look at CDE’s “Theory of Change” included a discussion on melding the person/individual with the interpersonal and organizational makeup of that individual and the organization. All elements of the CDE workshop lead to a final exercise of action planning where workshop attendees were asked to describe their current reality and project their future reality with “check-ins” or “touchstones.” With a focus on equity, diversity, and inclusion, Balon encouraged participants to seek local schools and organizations that provide workshops or short courses on these issues. He also encouraged participants to think about these concepts when discussing the future of the Diversity Summit.

### What’s the Future of ASLA’s Diversity Summit?

Summit participants broke into working groups to evaluate the past four years of summit experience and propose new ideas. Participants were asked to address the following:

- What is the current reality of the Diversity Summit?
- How do you see the Diversity Summit in a year from now?
- What are the six, nine, and 12-month benchmarks for diversity initiatives and planning for the Diversity Summit?
What are the overarching goals for the future (five-year plan)?

The groups came back together and answered the above questions. Shearer-Swink facilitated a final discussion to create a consensus to inform ASLA’s career discovery and diversity work plan. Participants created action items including specific benchmarks for the next six, nine, and 12 months including a five-year outlook. After the summit, participants were surveyed to prioritize consensus items to give ASLA direction on which items will be developed and considered over the next 12 months, including the development and planning of next year’s Diversity Summit. Below are the results of action items and initiatives for ASLA to consider in the proposed work plan.

2017-2018 Action Items

Six-month benchmark:
- Review, assess, and implement diverse content on ASLA.org (ongoing).
  - Highlight the Diversity Summit (and other ASLA summits) on ASLA.org and create an online form for future participants to apply.
- Create a short report/infographic summarizing the last five years of Diversity Summits.
- ASLA staff give an update on what has been accomplished thus far and what assistance is needed from summit attendees.
- Define a common language for ASLA (inclusion, engagement, minority, etc.).

Nine-month benchmark:
- Review, assess, and implement diverse content on ASLA.org (ongoing).
- Review diversity statement with all organizations and discuss revisions if necessary.
- ASLA staff give an update on what has been accomplished thus far and what assistance is needed from summit attendees.
- Critical self-assessment and execution of best practices at ASLA (ongoing).

12-month benchmark:
- Review, assess, and implement diverse content on ASLA.org (ongoing).
- Review diversity statement with all organizations and discuss revisions if necessary.
- ASLA staff give an update on what has been accomplished thus far and what assistance is needed from summit attendees.
- Critical self-assessment and execution of best practices at ASLA (ongoing).

Additional Survey Results:

As part of the future of the Diversity Summit, participants were asked to rate agenda items for future summits. The following items were ranked by summit participants from highest importance (1) to lowest importance (6):

1. Clarifying the mission and message of the Diversity Summit and diversity initiatives at ASLA.
2. Identify opportunities to research and workshop for all attendees (action oriented).
4. Present case studies and tasks/projects that each attendee undertook in the year prior.
5. Introduce one to two new groups to join the African-American and Latinx participants.
6. Engage with local community to take part in workshops.

In creating a five-year plan, participants were asked to rate action items that are most important for ASLA to accomplish in five years. The following items were ranked by summit participants from highest importance (1) to lowest importance (8):

1. Diverse imagery and resources integrated into entire ASLA.org website.
2. All ASLA materials made in digital format and easily accessible to everyone.
3. ASLA becomes leader and best practice model for other professional organizations.
4. The Diversity Summit and diversity efforts are aligned with the President’s Council Organizations (ASLA, CSLA, LAF, CELA, LAAB, and CLARB).
5. STEM/STEAM is built into the pipeline as an integral part of landscape architecture.
6. A process and program is in place for ASLA National and past summit attendees to assist local chapters to empower their communities.
7. A Senior Advisory Network and process is in place (made up of all past summit attendees).
8. Various sessions and/or forums are in place at the ASLA annual meeting.

As one of the top rated benchmark action items, ASLA asked participants to rate the most appropriate common language to use when discussing race and ethnicity. The following terms were ranked from most appropriate (1) to least appropriate (5):

1. Person/people of color
2. Referred by ethnicity (African American, Latinx, etc.)
3. Professionals of color
4. Diverse
5. Minority.

Closing Remarks

Swink closed out the weekend by thanking summit attendees and ASLA staff for their participation. She has been the facilitator since the summit began in 2013. The 2017 SuperSummit marked her last year in this role. She will be passing the torch to Richard Alomar, ASLA, who will facilitate the 2018 Diversity Summit.

Mentorship Commitment

To wrap up the summit, participants wrote down ways they could commit to becoming a mentor or activist in their communities, and ways ASLA can support their efforts. ASLA will be following up with participants to report back and will be creating a platform where attendees can discuss their actions and initiatives.
On a scale of one to thirteen, please rate the individuals who would be a good addition to the Diversity Summit over the next 5 years (Ethnicity based on ASLA's Membership Application)

- African American Professionals
- Hispanic/Latinx Professionals
- Native American/Alaskan Native Professionals
- Non-POC practitioners (hiring principals)
- One (1) ASLA Executive Committee Representative
- Asian/Pacific Islander Professionals
- Middle Eastern Professionals
- Two (2) ASLA Board of Trustee Representatives
- Landscape architecture Academics
- South Asian Professionals
- Disabled Professionals
- Landscape architecture Students
- LGBTQ Professionals
On a scale of one to thirteen, please rate the individuals who would be a good addition to the 2018 Diversity Summit (with the thought that a common language and clear objectives are developed in the next 12 months)

- African American Professionals: [Rating Bar]
- Hispanic/Latinx Professionals: [Rating Bar]
- Non-POC practitioners (hiring principals): [Rating Bar]
- Native American/Alaskan Native Professionals: [Rating Bar]
- One (1) ASLA Executive Committee Representative: [Rating Bar]
- Asian/Pacific Islander Professionals: [Rating Bar]
- Middle Eastern Professionals: [Rating Bar]
- Two (2) ASLA Board of Trustee Representatives: [Rating Bar]
- Landscape architecture Academics: [Rating Bar]
- South Asian Professionals: [Rating Bar]
- Landscape architecture Students: [Rating Bar]
- LGBTQ Professionals: [Rating Bar]
- Disabled Professionals: [Rating Bar]
On a scale of one to six, please rate items to be included in the 2018 Diversity Summit agenda

- Clarifying the mission and message of the Diversity Summit and diversity initiatives at ASLA: 5.00
- Opportunities to research and workshop for all attendees: 4.00
- Review of 2017-2018 benchmarks prioritized by 2013-2016 Diversity Summit attendees: 3.50
- Presentation of case studies and tasks/projects that each attendee took place in the year prior: 3.00
- Introduction of one to two new groups (per the prioritized invitees above): 3.00
- Engage with local community to take part in a workshop: 2.00
On a scale of one to twelve, please rate the following benchmark: In 6 months, what is most important for ASLA to have accomplished?

- Review, assess, and implement diverse content on ASLA.org
- Review diversity statement with all organizations and discuss potential revisions
- Create a short report/infographic summarizing the last five years of Diversity Summits
- ASLA staff give an update on what has been accomplished thus far and what assistance is needed from summit attendees
- Define a common language for ASLA (inclusion, engagement, minority, etc.)
- Critical self-assessment and execution of best practices at ASLA
- Intern for ASLA Career Discovery + Diversity initiatives
- Advertise the Diversity Summit (and other summits) on ASLA.org
- Create a social network to allow for all past summit attendees to post and share information
- Target LAM/ASLA.org for cultural events (Black History Month, National Hispanic Heritage Month, etc.)
- Increased education session submissions to ASLA’s and CELA’s Annual Meetings
- Create a Diversity forum/event at the ASLA Annual Meeting

ASLA DIVERSITY SUPERSUMMIT PRIORITY SURVEY RESULTS | June 30, 2017
On a scale of one to twelve, please rate the following benchmark: In 9 months, what is most important for ASLA to have accomplished?

1. Review, assess, and implement diverse content on ASLA.org
2. Create a short report/infographic summarizing the last five years of Diversity Summits
3. ASLA staff give an update on what has been accomplished thus far and what assistance is needed from summit attendees
4. Review diversity statement with all organizations and discuss potential revisions
5. Critical self-assessment and execution of best practices at ASLA
6. Advertise the Diversity Summit (and other summits) on ASLA.org
7. Define a common language for ASLA (inclusion, engagement, minority, etc.)
8. Intern for ASLA Career Discovery + Diversity initiatives
9. Create a social network to allow for all past summit attendees to post and share information
10. Target LAM/ASLA.org for cultural events (Black History Month, National Hispanic Heritage Month, etc.)
11. Increased education session submissions to ASLA’s and CELA’s Annual Meetings
12. Create a Diversity forum/event at the ASLA Annual Meeting
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<th>Task</th>
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<td>Review diversity statement with all organizations and discuss potential revisions</td>
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<tr>
<td>Review, assess, and implement diverse content on ASLA.org</td>
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<td>ASLA staff give an update on what has been accomplished thus far and what assistance is needed from summit attendees</td>
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<td>Critical self-assessment and execution of best practices at ASLA</td>
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<td>Create a short report/infographic summarizing the last five years of Diversity Summits</td>
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<td>Intern for ASLA Career Discovery + Diversity initiatives</td>
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<td>Advertise the Diversity Summit (and other summits) on ASLA.org</td>
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<td>Create a Diversity forum/event at the ASLA Annual Meeting</td>
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<td>Define a common language for ASLA (inclusion, engagement, minority, etc.)</td>
<td>5.75</td>
</tr>
<tr>
<td>Increased education session submissions to ASLA’s and CELA’s Annual Meetings</td>
<td>5.00</td>
</tr>
<tr>
<td>Create a social network to allow for all past summit attendees to post and share information</td>
<td>4.75</td>
</tr>
<tr>
<td>Target LAM/ASLA.org for cultural events (Black History Month, National Hispanic Heritage Month, etc.)</td>
<td>4.00</td>
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</tbody>
</table>
On a scale of one to eight, please rate the following benchmark: In 5 years, what is most important for ASLA to have accomplished?

ASLA is looking for the most appropriate common language to use when discussing race and ethnicity. On a scale of one to five, please rate the following terms that you connect with most and include any additional comments to assist ASLA in moving forward.
### Agenda Item 9: Rebranding ASLA

**Purpose:** Update the Executive Committee on Rebranding Progress

**History and Background:** Following a BOT survey at 2016’s midyear meeting regarding the scope and goals of a rebranding initiative, staff issued an RFP to 16 graphic/brand identity firms; 10 responded. After a full vetting by the task force, four firms were identified to give detailed presentations: three did so virtually, one visited in person. Based on these presentations and reference checks, the task force chose New York City firm Poulin+Morris. Principal Richard Poulin attended the 2016 Annual Meeting in New Orleans to present to the BOT, sit in on sessions, and explore the EXPO. Staff sent the firm extensive documentation about the Society as further background.

An in-person meeting in Washington, D.C., occurred December 7, 2016, with Poulin, P+M Creative Director Erik Herter, and task force members. Task force members participating in person were: President Rinner, EVP/CEO Somerville, Corporate Secretary Millay, Landscape Architecture Magazine Editor McKee, and Director of Public Relations and Communications Poltrack. Joining the meeting via teleconference were Immediate Past President Danos, VP Communications Stanley, and Student Representative Joni Emmons.

President-Elect Miller joined the task force. On February 9, Poulin and Herter met with them via webinar and presented the first creative concepts. Post-meeting, these 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+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, though font research is still underway to provide the most usable options. The latest mark concepts will be presented in context to the ExCom with some refinements, based on task-force feedback, and next-steps recommendations.

**Governing Rules/Procedures:** N/A

**Action Requested:** Discussion

**Staff Contact:** Terry Poltrack
Agenda Item #10:  AWMP/Gallup Results

| Purpose: To review and discuss the “Are We Making Progress?” survey and the Gallup Q12 survey results |
| History and Background: In 2012, ASLA embarked on the process of using the Baldrige criteria as a framework for evaluating ASLA’s overall effectiveness, going beyond the program and priorities review completed annually at midyear. One of the tools being used in this ongoing process is the “Are We Making Progress?” (AWMP) survey, a Baldrige-based assessment tool. Members of the Executive Committee, staff, and senior staff took separate surveys to enable comparison. Full survey results will be provided to the Executive Committee in Board Effect. At the meeting, staff will present a summary of results, including comparisons with results from the previous years’ surveys. This year, several new questions were added in order to take advantage of benchmarking information from SurveyMonkey. |
| Governing Rules/Procedures: N/A |
| Action Requested: The Executive Committee is requested to review and discuss the results of the survey. |
| Staff Contact: Somerville/Lent/Apollonio/Hebron/Millay |
### Agenda Item #11: International Student Membership

| Purpose: | To recommend establishment of an International Student membership category. |

**History and Background:** In April, the ExCom discussed the potential of adding an International Student category, with general consensus that it is a worthwhile idea. The issue emerged at LABash in March, when ASLA was approached by a student member from the Middle East (and attending University of Illinois) about forming an ASLA student chapter in the Middle East. Since this extends beyond the boundaries of the Society, chapter formation is not appropriate, but it prompted the question of how a student outside the United States might qualify for membership. Currently, they could qualify as student affiliate members (see below for bylaws sections related to student and student affiliate membership); however, membership for those studying landscape architecture outside the U.S. may be more attractive if it did not hold the “affiliate” label. Creation of an International Student category could provide an outlet for landscape architecture students around the world to access ASLA resources and networks and potentially establish a relationship that would extend to International membership. Students studying in the United States who meet the requirements for student membership under Article 2 of the bylaws would still be designated a Student Member regardless of their country of origin. International Student membership would be available only to those studying outside the United States.

**Governing Rules/Procedures:** ASLA Bylaws, Article 1202. The Executive Committee or two or more members of the Board of Trustees may sponsor proposed amendments. Amendments proposed by the members of the Board of Trustees shall have an affirmative vote of the majority of the Board of Trustees or the Executive Committee prior to review by the Constitution and Bylaws Committee. Proposed amendments shall be forwarded to the Constitution and Bylaws Committee for review at least sixty (60) days prior to a scheduled midyear or annual meeting.

**Action Requested:** Direct the Constitution and Bylaws Committee to develop language to add an International Student member category for students studying landscape architecture outside the United States, with language to be available in time for action by the Board at the fall meeting.

**Staff Contact:** Lent
### Agenda Item #14: 2018 Annual Operating Plan

**Purpose:** To review and discuss proposed program changes for inclusion in the FY 2017 Annual Operating Plan (AOP)

**History and Background:** The Annual Operating Plan (AOP) outlines ASLA programs, their objectives, and specific goals for the coming year. The AOP: incorporates program and operations improvements identified through ongoing PDCA (Plan-Do-Check-Act); and 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. The AOP takes a conservative approach to revenue projections and budgeting. As funding becomes available, resources are added strategically to top priority programs.

The 2017 plan incorporated opportunities related to the Center for Landscape Architecture and responded to key issues identified through the strategic planning process: recruiting and engaging emerging professionals; positioning the profession to respond to climate change; career discovery and diversity; and rebranding. Significant program and budget changes in 2017 included:

- Addition of a program manager position focused on career discovery and diversity, and production of *Your Land, LAM* supplement for kids.
- Rebranding study.
- Pilot leadership development program held in conjunction with Advocacy Day.
- Five-year anniversary Diversity SuperSummit
- Update of ASLA statement on climate change and Blue Ribbon Panel on Climate Change and Resilience
- ASLA Center programming, including public/opening events, inaugural exhibition on ASLA and the profession; and *LAM* quarterly lecture series.
- Restoration of half of the staff 401(k) trigger.
- Membership database upgrade.

The following is the preliminary list of priority program changes/enhancements for 2018 based on review of 2017 progress and PDCA, strategic objectives/priorities, and SWOT- and strategic planning-identified issues. N.B.: Financial projections/planning and analysis of costs of potential 2018 enhancements are still in process; a final list will be prepared for Executive Committee review and approval prior to the fall BOT meeting.
- Addition of a staff position to support federal and state government affairs.
- Increase in state advocacy grant pool.
- Publication and promotion of the report and recommendations of the Blue Ribbon Panel on Climate Change and Resilience.
- Development of career discovery resources.
- Participation in the JUST program (a voluntary social justice disclosure tool for organizations developed/administered by the International Living Future Institute—a “nutrition label for socially just and equitable organizations).
- Implementation of business continuity and cyber security improvements.
- Restoration of remaining half of the staff 401(k) trigger.
- LA CES database upgrade.

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

**Action Requested:** The Executive Committee is requested to review and provide input on proposed program and budget enhancements for inclusion in the FY 2018 AOP.

**Staff Contact:** Nancy Somerville/Michael O’Brien
<table>
<thead>
<tr>
<th>Agenda Item #16: Financial Training</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Purpose:</strong> Provide a baseline of financial literacy of the ASLA financial reporting process and its financial statements.</td>
</tr>
<tr>
<td><strong>History and Background:</strong> This training module was first developed for the Spring Meeting in 2014, with the assistance of Association Financial Expert Andrew Lang, CPA. The training was presented during the Executive Committee Session and included members from the Audit and Finance and Investments Committees. All of this information has been provided in the past during Board or Committee Orientation training – the difference in this training is a focus on the financials.</td>
</tr>
<tr>
<td>One of your most important tasks in exercising your duty of care is to read, review, and ask questions about ASLA’s financial statements and its performance. The focus of this training is to eliminate the anxiety and mystery associated with ASLA’s financial reporting and provide guidance in your governance role.</td>
</tr>
<tr>
<td><strong>Governing Rules/Procedures:</strong> The Board of Trustees is charged with adopting the annual program and budget of the Society, in addition to monitoring performance.</td>
</tr>
<tr>
<td><strong>Action Requested:</strong> A sudden, intuitive perception or insight into the reality or essential meaning of the financial statements (financial epiphany).</td>
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<tr>
<td><strong>Staff Contact:</strong> Michael O’Brien</td>
</tr>
</tbody>
</table>
### Agenda Item #17: Board and Executive Committee Performance

**Purpose:** To review Board and Executive Committee performance initiatives to date and next steps.

**History and Background:** In 2013, as part of strategic planning and Baldrige-based program reviews, the support and functioning of the Board was identified as an area needing further definition and enhancement. The Board Performance Task Force was then convened. Specifically, the task force was charged with:

- Enhancing the effectiveness of the Board, individually and collectively, through the trustee life cycle;
- Defining Board performance expectations; and
- Developing a process for assessing Board performance.

A number of task force recommendations have been implemented to date.

- Half day added to the midyear Board meeting.
- Physical set-up for BOT meetings reconfigured.
- Breakout group assignments varied at each meeting.
- Panel format used at the joint BOT/CPC lunch for gathering input from outside groups, rather than giving them each time on the Board agenda.
- Criteria and a job description for trustee service developed, as well as a trustee commitment form.
- Trustees that are starting a second term now participate in the new trustee orientation as mentors and to get a refresher.
- Break-out sessions are focused on more high-level, long-range issues.
- Midyear “swearing in” ceremony for all new trustees instituted.
- Annual flow chart for Board actions and responsibilities developed.
- New Board assessment questions added to the post-meeting survey.

In tandem with this effort, similar focus has been on improving and enhancing Executive Committee performance individually and collectively. To date we have:

- Developed position descriptions, including time and travel commitments, for all officer positions.
- Developed ExCom annual flow chart.
- Identified ExCom assessment questions for the post-meeting survey.

The Board Performance Task Force identified the knowledge, skills, and abilities (KSAs) trustees need to perform their roles effectively. The Board was surveyed to assess their collective ability in these areas to inform development of Board training programs. The list of trustee KSAs identified by the BPTF is as follows:

- Written communications
- Public speaking
Social media use  
Financial knowledge  
Parliamentary procedure knowledge  
Advocacy  
Mentoring  
Knowledge of ASLA programs and priorities

In addition to the trustee list of KSAs, the Executive Committee identified the KSAs officers need to perform their roles effectively, using the trustee list as a starting point. The Executive Committee developed the following list:

- Knowledge of all committees and program areas in which they fall
- Facilitation skills
- Crowd control/cat herding
- Collaboration/playing well with others
- Political correctness/diplomacy
- Team building

The ExCom will also be surveyed to assess the officers’ collective knowledge/skill level, with the results used to establish training priorities.

Finally, the committee is asked to assess what has been developed to date as part of the BPTF and ExCom initiatives and to identify any gaps or additional resource needs.

Attachment:
BOT Midyear Meeting and Performance Assessment Survey
ExCom Midyear Meeting and Performance Assessment Survey
Senior Staff Performance Assessment Survey

**Governing Rules/Procedures:** N/A

**Action Requested:** The committee is asked to provide input for the ongoing work of Board and ExCom performance review and enhancement.

**Staff Contact:** Nancy Somerville/Curt Millay
Agenda Item #18: Strategic Objectives Review

**Purpose:** To review and provide direction on revisions to the Society’s strategic objectives.

**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. Input from the Board’s discussion at the spring meeting is included in the attached document, along with input from the senior staff.

At the Seattle meeting, the Executive Committee will review and discuss the strategic objectives and suggested/needed revisions. Following the meeting, staff will prepare revisions as directed, and the Committee will review and take action on the revisions later in the summer. Final recommended revisions will be presented to the Board for approval at the fall meeting.

Revisions made during previous review cycles are as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Revisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>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.</td>
</tr>
<tr>
<td>2011</td>
<td>An additional SO addressing SITES was added.</td>
</tr>
<tr>
<td>2008</td>
<td>No changes made.</td>
</tr>
<tr>
<td>2005</td>
<td>Two SOs were added: one to address emerging/critical issues and one to address growth of the profession internationally.</td>
</tr>
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</table>

**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… .

**Action Requested:** Review the strategic objectives and provide direction regarding revisions.

**Staff Contact:** Nancy Somerville
## ASLA Strategic Objectives

### Advocacy and Awareness

<table>
<thead>
<tr>
<th>Board comments. [Staff comments.]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance the image, visibility, and understanding of the profession with client groups, public policy makers, allied professions, media, and the general public.</td>
</tr>
<tr>
<td>Promote adoption of 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 of landscape architecture.</td>
</tr>
<tr>
<td>Promote and defend licensure of the profession to protect the public health, safety, and welfare, and protect landscape architects’ right to practice.</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>Keep the profession and the Society in the lead on critical and emerging practice areas and issues.</td>
</tr>
</tbody>
</table>

### Member Services and Support

| Align with research others are doing; align practice with academia and research; align with CELA and LAF. Use quantifiable metrics to demonstrate evidence-based design. [SS: not appropriate in SPs] SS: wording tweak—“educational opportunities, information, and technical resources…” |
| Align with research others are doing; align practice with academia and research; align with CELA and LAF. Use quantifiable metrics to demonstrate evidence-based design. [SS: not appropriate in SPs] SS: wording tweak—“educational opportunities, information, and technical resources…” |
| 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. |

<p>| Include student chapter leaders. SS: agree |
| Provide support and training to ASLA chapters and chapter leaders to enable the chapters to better support, serve, and advocate for the members. |</p>
<table>
<thead>
<tr>
<th><strong>Provide networking and fellowship opportunities to foster information exchange in support of members and their practices.</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Produce a high quality magazine that contributes to the profession’s core body of knowledge and enhances the image of the profession.</strong></td>
<td>Possibly expand to include other media and emerging media trends. BAM: “Magazine” viewed holistically—includes online, other media.</td>
</tr>
<tr>
<td><strong>Recognize, celebrate, and promote the work and contributions of members through professional awards and honors programs.</strong></td>
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<tr>
<td><strong>Supporting the Future of the Profession</strong></td>
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</tr>
<tr>
<td><strong>Raise awareness of landscape architecture as a career option and promote diversity in the profession.</strong></td>
<td>Split into two. SS: Linkage makes it stronger—acknowledges that the road to diversity is through students/pipeline. Add focus on younger students (K-5). SS: Programmatic goal, not SO</td>
</tr>
<tr>
<td><strong>Support landscape architectural programs; encourage growth of existing programs and establishment of new undergraduate and graduate programs.</strong></td>
<td>Add new ways of delivering education or entering the profession. SS: Add in this point. Support programs to advocate for curricula that adequately prepare students.</td>
</tr>
<tr>
<td><strong>Support the growth and recognition of the profession around the world.</strong></td>
<td>SS: Start with “Grow the membership and support...”</td>
</tr>
<tr>
<td><strong>Governance and Management</strong></td>
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<tr>
<td><strong>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.</strong></td>
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<tr>
<td><strong>Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources.</strong></td>
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<tr>
<td><strong>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.</strong></td>
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