Agenda

Officers:

- Gregory Miller, FASLA ______________ President
- Shawn Kelly, FASLA ______________ President-Elect
- Vaughn Rinner, FASLA _____________ Immediate Past President
- Wendy Miller, FASLA _____________ Vice President, Professional Practice (2019 PE Candidate)
- Lake Douglas, FASLA ____________ Vice President, Education
- Eugenia Martin, FASLA ____________ Vice President, Government Affairs
- Haley Blakeman, 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, Hon. ASLA ______ Treasurer

Non-voting Member:

- Jennifer Guthrie, FASLA __________ LAF Representative

Staff:

- Susan Apollonio ________________ Director, Education Programs
- Shawn Balon, ASLA ______________ Manager, Career Discovery and Diversity
- Roxanne L. Blackwell, Hon. ASLA__ Director, Federal Government Affairs
- Kelli Bland ______________________ Manager, Meetings and Special Programs
- Susanna Butler __________________ Manager, Member and Chapter Services
- Susan Cahill-Aylward, Hon. ASLA__ Managing Director, Information and Professional Practice
- Joyce E. DePass ________________ Director, Meetings and Special Programs
- Elizabeth Hebron ________________ Director, State Government Affairs
- Bradford McKee ________________ Editor in Chief, Landscape Architecture Magazine
- Terence J. Poltrack ______________ Director, Public Relations and Communications
- Ron Sears ______________________ Director, Resource Development
- Keith Swann____________________ Special Assistant to the Executive Vice President

Guests:

- David Cutter, ASLA ______________ Candidate, 2018 President-Elect
### Friday, January 12, 2018, Civitas Main Level

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<thead>
<tr>
<th>Time</th>
<th>Agenda Item</th>
<th>Presenters</th>
<th>Action</th>
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<tbody>
<tr>
<td>8:00–8:30am</td>
<td>Breakfast at ASLA – Civitas Main Level</td>
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<tr>
<td>8:30am</td>
<td>Closed session for ExCom briefing on EVP review (Rinner, G. Miller, Kelly, Warren, W. Miller, Douglas, Blakeman, Mroz, Martin)</td>
<td>Rinner</td>
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<tr>
<td>10:45am</td>
<td>Break</td>
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<td>1. 11:00am</td>
<td>Call to Order</td>
<td>Miller</td>
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<td>2. 11:05am</td>
<td>Roll Call</td>
<td>Millay</td>
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<td>3. 11:10am</td>
<td>Minutes</td>
<td>Miller</td>
<td></td>
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<tr>
<td>4. 11:15am</td>
<td>President’s Report</td>
<td>Miller</td>
<td>Motion</td>
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<tr>
<td>5. 11:30am</td>
<td>4\textsuperscript{th} Quarter 2017 Program and Operations Report</td>
<td>Somerville et al</td>
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<tr>
<td>7. 12:15pm</td>
<td>Lunch</td>
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<tr>
<td>8. 1:30pm</td>
<td>Strategic Planning: Results and Outcomes Analysis</td>
<td>Miller/Somerville</td>
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<tr>
<td>9. 3:00pm</td>
<td>Break</td>
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<tr>
<td>10. 3:15pm</td>
<td>Strategic Planning: Results and Outcomes Analysis</td>
<td>Miller/Somerville</td>
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<td>11. 4:15pm</td>
<td>Keirsey Temperament Sorter</td>
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<td>12. 5:00pm</td>
<td>Recess for the day</td>
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<td>13. 6:00pm</td>
<td>Dinner w/senior staff</td>
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### Saturday, January 12, 2018, Civitas Main Level

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<tr>
<td>8:00–9:00am</td>
<td>Breakfast at ASLA</td>
<td>Miller/Apollonio/Balon</td>
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<tr>
<td>9. 9:00am</td>
<td>Diversity Training</td>
<td>Miller/Apollonio/Balon</td>
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<td>10. 11:00am</td>
<td>Break</td>
<td>Miller/Apollonio/Balon</td>
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<tr>
<td>11. 11:15am</td>
<td>Joint Diversity Statement</td>
<td>Miller/Apollonio/Balon</td>
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<td>12. 12:15pm</td>
<td>Lunch</td>
<td>Miller/Apollonio/Balon</td>
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<tr>
<td>13. 1:30pm</td>
<td>LAF Update</td>
<td>Guthrie</td>
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<td>14. 2:00pm</td>
<td>IFLA</td>
<td>Miller/Somerville</td>
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<td>Time</td>
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<td>Presenters</td>
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<tr>
<td>2:30pm</td>
<td>CONFIDENTIAL: Strategic Planning and Use of the Baldrige Framework</td>
<td>Somerville</td>
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<td>3:00pm</td>
<td><strong>Break</strong></td>
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<tr>
<td>3:15pm</td>
<td>CONFIDENTIAL: Strategic Planning/Baldrige (continuation)</td>
<td>Somerville</td>
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<tr>
<td>4:00pm</td>
<td>Other Business</td>
<td>Miller</td>
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<tr>
<td>4:05pm</td>
<td><strong>Time and Place of Next Meeting:</strong> April 25, 2018, Washington, DC</td>
<td>Miller</td>
<td>Motion</td>
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<tr>
<td>4:10pm</td>
<td>Adjourn</td>
<td>Miller</td>
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<tr>
<td>4:30pm</td>
<td><strong>Closed session for EVP review (Rinner, G. Miller, Mroz, Somerville)</strong></td>
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Minutes

1. Call to Order

President Miller called the meeting to order at 11:03am on Wednesday, December 20, 2017.

2. Roll Call

All officers were present except Mr. Kelly, Mr. Douglas, and Ms. Guthrie.

Officers:
- Gregory Miller, FASLA ______________ President
- Shawn Kelly, FASLA _______________ President-Elect
- Vaughn Rinner, FASLA ____________ Immediate Past President
- Wendy Miller, FASLA ______________ Vice President, Professional Practice
- Lake Douglas, FASLA ______________ Vice President, Education
- Eugenia Martin, FASLA ____________ Vice President, Government Affairs
- Haley Blakeman, 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, Hon. ASLA______ Treasurer

Non-voting Member:
- Jennifer Guthrie, FASLA ___________ LAF Representative

3. Minutes of Previous Regular Meeting

IT WAS MOVED BY MS. WARREN AND SECONDED BY MS. MILLER TO APPROVE THE MINUTES OF THE PREVIOUS MEETING. MOTION CARRIED UNANIMOUSLY.

4. Program and Operations Report

EVP Somerville and Director Poltrack discussed next steps for the rebranding implementation. Mr. Poltrack received the first draft of the detailed brand guide from the Herter Design Group. A launch to membership is scheduled for January. Somerville recapped the planning meetings held last week with President Miller and President-Elect Kelly. EVP Somerville and Secretary Millay gave a preview of the winter executive committee meeting.

5. Finance Update

VP Mroz and Treasurer O’Brien reported on financial activities through November 30, 2017, and cash and reserves as of December 13, 2017. To date, expenses are below budget by $404,239 and
revenues are below budget by $193,826. The long-term reserve has an unrealized gain of 11 percent. The annual meeting numbers are still being reconciled but are looking on track.

6. National Officer Slate

The 2018 National Officer Slate was presented to the Executive Committee.

IT WAS MOVED BY MS. MARTIN AND SECONDED BY MS. BLAKEMAN TO ACCEPT THE NATIONAL OFFICER SLATE. MOTION CARRIED UNANIMOUSLY.

7. Annual Meeting 2022

Director DePass presented Seattle as the location for the ASLA 2022 Annual Meeting and EXPO. The dates for the meeting would be November 4-7, 2022, and the traditional Friday to Monday pattern applies. No religious holidays conflict with these dates.

IT WAS MOVED BY MR. MROZ AND SECONDED BY MS. MILLER TO APPROVE SEATTLE AS THE SITE FOR THE 2022 ASLA ANNUAL MEETING AND EXPO, NOVEMBER 4-7, PENDING THE COMMENCEMENT OF CONSTRUCTION OF SEATTLE’S ADDITIONAL CONVENTION CENTER FACILITY NO LATER THAN JULY 31, 2018. MOTION CARRIED UNANIMOUSLY.

8. Other Business

LAF Executive Director Deutsch provided an update on LAF.

There being no further business, the meeting adjourned at 11:47am on Wednesday, December 20, 2017.

Prepared by: Curt Millay, ASLA
Approved:
<table>
<thead>
<tr>
<th>Agenda Item 2: Fourth Quarter/Year End 2017 Program and Operations Report</th>
<th>Information</th>
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<tbody>
<tr>
<td><strong>Purpose:</strong> To provide a summary of fourth quarter and overall 2017 accomplishments across major program areas.</td>
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<tr>
<td><strong>History and Background:</strong> The attached Program and Operations Report summarizes the third quarter and year-end results 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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<td><strong>Financial Impact:</strong> N/A</td>
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<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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</table>
Program and Operations Report

Fourth Quarter and Year End 2017

Executive Summary

Executive Offices

- Emerging professionals, career discovery and diversity, and climate change remained special focuses across all program areas throughout the year. Key related activities included the convening of an interdisciplinary Blue Ribbon Panel on Climate Change and Resilience.

- Board and Governance highlights in the fourth quarter included approval of the 2018 Annual Operating Plan and review and revision of the Strategic Objectives (SOs), including adoption of a new SO focused on membership and volunteer leadership. Other fourth quarter highlights included receipt and beginning of review of the feedback report on ASLA’s 2017 Malcolm Baldrige National Quality Award (MBNQA) application. Two early results of the feedback review were enhancement of policies on selection and management of vendors, and an enhanced approach for prioritizing and tracking staff development.

- Other governance focuses in the fourth quarter included: leadership participation in the meetings of related and allied organizations; preparation of contracts and RFQs to support the design development phase of the Chinatown Green Street Demonstration Project; and preparations for January 2018 activities.

- Overall, year one of the occupancy of the ASLA Center for Landscape Architecture was a great success. Installation of the remaining design elements and fine-tuning of the building systems continued through the year.

- Staff turnover for the year was eight percent, well below benchmarks for not-for-profit and nonprofit organizations. Other Human Resources highlights included: expanded staff wellness benefits and activities following the WELL Building Standard; payroll and reports; recruitment for vacant positions; and health insurance renewals. Survey results show very high staff agreement on the benefit of fitness and nutrition programs.

- Pledges to the ASLA Center for Landscape Architecture now total $1,291,166. Contributions to the 2017 ASLA Fund are $43,626. Donations to the LAM Lecture Series are $18,750.

Finance, Meetings, and Business Operations

- Currently, ASLA is reporting a profit of $524,303 with revenues of $12 million and expenses of $11.5 million through the 11 months ended November 30, 2017.

- Fourth quarter activities included preparing budgets (operational and capital) for the BOT presentation at the fall meeting; initiating monthly calls with the Finance and Investments Committee; organizing a joint orientation call for the newly elected members of the Audit and the Finance and Investments Committees; and preparing for the year-end financial audit.
 Attendance at the 2017 annual meeting in Los Angeles was slightly over 6,300 attendees, the second highest in ASLA history. More than 92 percent of attendees rated their overall meeting experience as good to excellent. The meeting collected just over $4.3 million in revenue exceeding the budget by 3 percent.

 Sales for 2017 EXPO and sponsorships grew by $49,724 during the fourth quarter, from $2,729,001 to $2,778,725, or 103 percent of the annual budget goal of $2.7 million. Sales for 2018 EXPO in Philadelphia increased to $1,774,714 in the fourth quarter, which represents 64 percent of the budget. LAM advertising sales reached $3 million in 2017, which is in line with 2016.

 The 2018 Annual Meeting and EXPO was official launched in Philadelphia in December with the host chapter kickoff event, AMEAC, and several facility planning meetings.

 Public interest in using the Center for Landscape Architecture as a venue for meetings and events grew through 2017. This as evidenced by the 31 meetings planned this year, compared to only 16 in 2015 in the lower level conference space.

 ASLA embraced WELL® not only at the Center, but incorporated the WELL® nourishment standards in all ASLA external meetings and events.

 Government Affairs

 In the fourth quarter, the iAdvocate Network showed strong numbers with advocates sending over 900 messages to lawmakers on an array of issues important to the profession. To end 2017, 14,838 messages were sent to federal and state policy makers, an increase of 18.34 percent from 2016.

 ASLA Federal Government Affairs had major legislative victories, including successfully working to pass green infrastructure legislation in the U.S. Senate, weighing in on a number of national parks and monuments issues, and working to ensure tax fairness for landscape architects.

 State Government Affairs continued to make licensure its number one priority and successfully worked with seventeen chapters on licensure deregulation legislation or occupational licensing reform initiatives. The Colorado and Alaska Chapters successfully completed sunset reviews.

 Public Relations and Communications

 The process of rebranding the Society was completed with the final adoption of a new mark and the production of a detailed brand guide for implementation in 2018.

 Media monitoring is now being performed by a new vendor, Agility. In the fourth quarter until Dec. 1, 136 stories referenced the Society (a decline from the 167 reported for the same quarter in 2016) and 2,390 referenced landscape architecture. The yearly total includes 1,147 stories mentioning ASLA and 13,621 mentioning landscape architecture, slightly below goals.

 In the fourth quarter, the ASLA Facebook fan count increased to 66,402, which fell short of the annual goal of growing by 10,000. The Twitter-follower count climbed to 60,000, which was also shy of the 10,000-follower goal by about 3,000.
In October 2016, after a three-year effort, ASLA.org became fully responsive, which has helped halt the downward trend in desktop pageviews over the past two years by creating new mobile growth.

Fourth-quarter 2017 distribution of LAND averaged 24,118, mirroring the full year.

Professional Award entries grew 7.1 percent to 465. The program’s online submissions were processed with very few challenges. Student Award entries grew 9.3 percent over 2016 to 295.

**Landscape Architecture Magazine**

- In print, on the web, and on social media, LAM increased in both volume of content and member/reader engagement during 2017.
- The magazine continued its commitment to covering racial, economic, and gender diversity through an expanded field of coverage of projects, firms, initiatives, and issues.
- Emphasis continued on developing content relevant to emerging professionals.
- Process improvements focused on making longer lead assignments, building backup inventory, and increasing the web content’s frequency and volume.

**Member and Chapter Services**

- At the end of 2017, ASLA had 14,912 members, a decrease of 1.4 percent since the end of 2016. While overall numbers have dropped, full membership is up by 0.5 percent during the same time period and student membership has stabilized after nearly a decade of decline.
- ASLA national leadership completed 25 professional and student chapter visits, including seven visits in the fourth quarter.
- In the second quarter, ASLA national leadership completed nine chapter visits, including six professional chapter and three student chapter visits.

**Education**

- The 2017 Annual Meeting Education program was realized at the Los Angeles meeting.
- The 2018 Call for Presentations for the Annual Meeting and EXPO in Philadelphia launched.
- In collaboration with web strategy staff, LA CES database improvements began in the third quarter and are scheduled to continue through the third quarter of 2018.
- Staff attended the ACE Mentor Program orientation training to review policies and goals for new and experienced volunteers. Staff began mentoring at a local high school in Washington, D.C., to better understand how the ACE Mentor Program works regionally and began documenting the volunteer experience in LAND.
- Collaboration and development of the Creating Communities of the World interactive online webpage is ongoing. ASLA is collaborating with over twenty built environment professionals via the Real Estate
and Built Environment CEO summit to develop an online talent development (aka career discovery) and will continue to provide resources as the webpage is developed.

- Currently, LAAB accredits programs at 69 institutions with 44 leading to undergraduate degrees and 51 MLA degrees for a total of 95 accredited programs.

- LAAB continued to draft standards for accrediting online landscape architecture programs. Preliminary standards are expected to be complete in early 2018, and will be presented on a panel at the CELA 2018 Conference, made available for a 30-day call for public comment, and adopted by the end of 2018.

**Professional Practice and Information Technology**

- Rhode Island is the first state to adopt the SITES® certification rating system for landscape projects. SITES is now referenced in public policy at the state level.

- PPN highlights in 2017 included: 12 live Online Learning webinar presentations, 99 Field posts, and 20 PPN meetings and nine PPN EXPO tours during the annual meeting. The second annual Online Learning Student & Emerging Professional SPOTLIGHT mini-series took place with four presentations highlighting student and emerging professionals’ research and creative work.

- ASLA was represented in ongoing partnership initiatives: the Resilience Building Coalition, which includes leaders of the design and construction industry aimed to promote resilience for the built environment; the Joint Call to Action to promote healthy communities; and the Smart Growth Network, a partnership of government, business, and civic organizations that support smart growth.

- ASLA maintained its active role with New Partners for Smart Growth (NPSG), including parklet planning and education session selection for the 2018 NPSG conference.
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<thead>
<tr>
<th>Strategic Objectives and Supporting Programs Matrix (P=Primary; S=Supporting)</th>
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<td>Executive Offices</td>
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Executive Offices

Governance and Administration

- Emerging professionals, career discovery and diversity, and climate change continued as special focus areas across departments throughout the year. Key related actions included: full implementation of the associate and student advisory committees (see Member and Chapter Services); a staff position focused on career discovery and diversity and the Diversity SuperSummit (see Education); and an interdisciplinary Blue Ribbon Panel on Climate Change and Resilience.

- Fourth quarter Board and governance highlights included: approval of the FY 2018 Annual Operating Plan and FY 2018-19 Operating and Capital Expense Budgets; installation of officers; a Presidents Council panel discussion on demographic trends in the profession at the fall BOT/CPC luncheon; planning meetings with the president and president-elect; and committee chair and member orientations. The Board of Trustees complete review and approval of revisions to the Strategic Objectives (SOs), including adoption of a new SO focused on membership and volunteer leadership. Also during the fourth quarter, the Nominating Committee completed its work and the Executive Committee accepted the slate of officers for the 2018 elections.

- Staff began systematically working through the feedback report on ASLA’s application for the 2017 Malcolm Baldrige National Quality Award (MBNQA). Two significant highlights were: development of additional policies and a staff review session on selection and management of vendors/consultants; and 2) development of an enhanced approach for prioritizing and tracking individual staff professional development. A timeline for development and review of the 2018 MBNQA application was completed; additional staff have been included in the work as professional development.

- Fourth quarter organizational liaison and outreach included participation in the meetings of the CEO Roundtable, Landscape Architecture Foundation, Canadian Society of Landscape Architects, International Federation of Landscape Architects, Renewable Natural Resources Foundation, and U.S. Green Building Council. ASLA continued planning work with the Presidents Council organizations on a joint, multiyear communications project to better define and communicate about the landscape architecture profession.

- The design development phase of the Chinatown Green Street Demonstration Project was kicked off with task force and stakeholder meetings. Fourth quarter follow-up included additional stakeholder meetings, completion of contracts and related District Department of Energy and the Environment reviews, as well as preparation of RFQs for key subcontractors. (See Professional Practice for additional information.)

- Year one of the Center occupancy was a great success, with numerous ASLA and external groups hosted, including events and meetings for the National Park Service, RNRF, Land8 Lounge, Pollinator Protection Congressional Caucus, and Trust for Public Land, and tours of the building and green roof were much in demand. Completion of final elements, closeout of the punch list, and fine-tuning of the building systems of the ASLA Center continued throughout the year.
Human Resources

- Turnover in 2017 remained well below industry benchmarks. There were two departures, or four percent, in the fourth quarter, bringing annual turnover to eight percent. Prior year turnover was 10 percent against an industry benchmark of 15.7. Total staff positions number 49.

- Overall the 2017 wellness program (under the WELL Building Standard®) was enthusiastically received by staff, introducing several members to fitness activities for the first time, along with others who continue to join in the weekly in-house yoga and fitness session (at a neighboring center) offered during the work week. On the annual “Are We Making Progress?” Survey, 88 percent of staff agreed or strongly agreed that they have benefited from ASLA’s nutrition and fitness programs and information. There were 12 staff, or 24 percent, who took advantage of the partial reimbursement of fitness program/gym membership fees in 2017. Fourth quarter wellness activity highlights included: the third “kick start” six-week program with five staff members; monthly fresh fruit snacks; and a nutritional cooking demonstration held on-site.

- Carefirst, ASLA’s medical and dental insurance, rates increased by 7.2 percent for the 2017/18 plan year, almost identical to the 2016/17 increase, compared to the 2015/16 plan year at 10 percent, when ASLA was transitioned to the DC insurance exchange. The Carefirst Platinum plan continued to be offered with ASLA funding 100 percent of the employee-only plan and 80 percent of dependent coverage. An optional vision plan and AFLAC insurance plans continued to be offered.

- Training highlights in 2017 included computer application classes led by certified instructors (One Note and intermediate Excel) and planning for early 2018 rollout of a comprehensive assessment of staff training priorities, professional memberships, and certifications/credentials.

- Telecommuting and compressed workweek programs continued to be 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). ASLA continued to be listed as one of the Best Workplaces for Commuters in 2017.

Council of Fellows

- The 2018 nomination cycle opened using the online submission system. New nomination templates specific to each category are now required to help improve the nomination quality and process for the nominees and the jurors.

- The Council of Fellows Executive Committee held a webinar to assist those preparing nominations. Highlights included choosing a category, writing the narrative, gathering testimonials, using the templates, and preparing image presentations.

- During the annual meeting in Los Angeles, 23 members were inducted into the Council of Fellows and the annual business meeting was held the following morning. Over $40,000 was raised at the two events for the COF Scholarship Fund. Also at the business meeting, the 2017 COF scholarship
students were recognized and new officers were sworn in to serve the next two years on the Council Executive Committee.

- The COF task force, formed to explore ways to activate Fellows on a national and chapter level, continued to focus on topics of growing the profession, public awareness, and developing the Council as a brain trust. Prior to the annual meeting, current Fellows were surveyed to gauge interest in potential Council activities; results were shared and discussed at the Council business meeting.

Resource Development

- ASLA received $31,469 in new pledges to the Campaign for the ASLA Center for Landscape Architecture in the fourth quarter, for a 2017 total of just over $92,573, which is $7,427 below projection. Total pledges overall now total $1,291,166. Activities included a letter to all ASLA members and friends in October, a printed letter with the November issue of LAM, emails to all ASLA members in October, November and December plus a Giving Tuesday email solicitation on November 22.

- The ASLA Fund participated in its first ever Giving Tuesday by sending donation requests to more than 47,000 members, subscribers, and friends of the American Society of Landscape Architects. The appeal asked for charitable contributions to the Campaign for the ASLA Center for Landscape Architecture. During the fourth quarter, The Fund received $2,800 compared to $6,261 in 2016. The total for 2017 to date is $43,626, which is $13,626 ahead of goal.

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

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

- The ASLA Fund received charitable contributions for the first three Landscape Architecture Magazine lectures totaling $18,750 from Victor Stanley.

- ASLA has taken the first step in integrating fundraising history with the iMIS membership database. The integration will support better targeted fundraising efforts by coding all members in iMIS database who have contributed to the Campaign for the ASLA Center, the ASLA Center or both.

Finance, Meetings, and Business Operations

Finance

- Currently, ASLA is reporting a profit of $524,303 with revenues of $12 million and expenses of $11.5 million through the eleven months ended November 30, 2017. To date, expenses are below budget
by $404,239 and revenues are below budget by $193,826. The year-to-date profit improves on the budget by $210,413, or 2 percent.

- Major focuses in the fourth quarter were preparation of the 2018/2019 capital and operating budgets. The 2018 operating budget includes revenue of $13.3 million, expenses of $13.3 million, and no budgeted increase in net assets in 2018. The operating budget projects a conservative increase in revenue of 3 percent ($.4 million) and a 4 percent increase in expenses ($.5 million) over 2017. The 2018/2019 capital budgets include a rollout of a software upgrade to the membership database and an upgrade to the LA CES database.

- The Audit, and Finance and Investments Committees held an orientation call for new members and discussed the Society’s financial progress. Items covered during the monthly call included cash and reserves, revenue trends, and progress in operating results.

- In December, planning for the audit began.

Meetings

- With the grand opening of the ASLA Center for Landscape Architecture (the Center) and the adoption of WELL Building Standard, ASLA changed the way it operates the building and delivers events and meetings. In 2017, meetings managed the logistics for 31 separate meeting/events in the new space, compared to only 7 meetings/events at the Homer Building during 2016 and 16 at 636 in 2015 before the renovation.

- With 6,318 total attendees (2nd highest annual meeting attendance), the ASLA 2017 Annual Meeting and EXPO collected $1.7 million in registration and ticket revenues. Including EXPO and sponsorship, the total revenue exceeded $4.3 million.

- According to the 2017 post-annual meeting attendee survey, more than 92 percent of the respondents rated their overall meeting experience as excellent or good, consistent with the 2016 rating in New Orleans. Only 84 percent of the respondents from 2015 Chicago gave the meeting an excellent or good rating.

- A new sustainable one-piece badge replaced the outdated plastic badge holders.

- Despite higher meeting attendance in 2017, hotel room nights dropped significantly to 1,642 peak room nights. This is down from 2,001 peak room nights in 2016 and 2,186 in 2015. Higher peak nights are required for ASLA to be competitive in some of the more desirable cities.

- Over 550 students registered for the annual meeting, plus an additional 202 students from California schools participated as part of the student volunteer program. Thirty-seven schools participated in the Alumni Tailgate. Sixty complimentary student registrations were awarded for next year’s meeting in Philadelphia.
The 2018 Annual Meeting and EXPO planning officially began with a host chapter kickoff event in Philadelphia on November 30, followed by the Annual Meeting Education Advisory Committee (AMEAC) meeting and several facility planning meetings.

Final agreements were signed with Nashville as the location in 2021 and the Executive Committee approved Seattle as the venue for 2022 pending on-time start of construction.

Business Operations

Fourth quarter work included preparing for the 2017 LAM audit and submitting the December 2017 publishers statement in January 2018.

The advertising contracts for 2017 issues of Landscape Architecture Magazine (LAM) total $3 million or 99 percent of the annual budget. Year-to-date advertising sales are in line with the same period last year, but fall short of the budget by one percent.

Sales for the 2017 EXPO totaled 103 percent of the annual budget of $2.7 million and represented an 11 percent increase compared to the same period last year. The EXPO included 356 booths, representing 344 companies, up from 2016.

The Landscape Architecture Magazine advertising awards reception (LAMMY’s) drew more than 200 exhibitors to a private event on the show floor Friday night. Awards are made in three categories: best graphic quality, best message, and most persuasive.

The sales team kicked off the selling season with the design and deployment of the 2018 Philadelphia EXPO floor plan. Through the fourth quarter, expo and sponsorship sales increased to $1.8 million of the $2.9 million budget.

Building construction activities focused on the remaining items on the punch list. Management continued to monitor and adjust building operations. Work neared completion on the financial closeout with the general contractor.

This quarter ASLA continued work on the Information Security Awareness Program (ISAP), intended to create a “human firewall” against malicious emails that hit in-boxes. The program pairs training units with simulated phishing exercises. The initial training campaign was completed by 85 percent of the ASLA staff and two phishing security tests were performed. Overall, the phish-prone percentage has dropped to four percent from the six percent experienced during the baseline test.

Government Affairs

Government Affairs General

This quarter, ASLA advocates continued to use the iAdvocate Network at record numbers, sending 941 messages to policy makers on issues important to the profession. The metrics for the iAdvocate Network this quarter continued to be above industry standards, with an open rate of 21 percent (benchmark is 10 percent), a click through rate of 12.8 percent (benchmark is 3.8 percent), and a
conversion rate of 63.36 percent (benchmark is 38 percent). Overall, for the year, the iAdvocate Network also performed above industry standard. The network year-end statistics include a 22.03 percent open rate, an 18.2 percent click-through rate, and a 61.9 percent conversion rate, making it the fourth consecutive year the network has performed above industry standards. This year, ASLA advocates sent 14,838 messages to policy makers, up from 12,538 in 2016 and 11,395 in 2015. ASLA closed out the year, with 1,200 Twitter followers - up from 883 in 2016, which surpassed the 2016 goal of increasing followers by 25 percent to 950 followers.

- ASLA continued to encourage chapters to use the Unveiled and disseminated in 2017, the checklist provides a systematic process for chapters to apply when determining what action to take on federal or state legislative or regulatory issues.

- A focus on emerging professionals 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.

- Other 2017 highlights included: preparation and dissemination of the “Checklist for State and Federal Issues Important to ASLA Chapters” to guide chapter-level advocacy efforts; presentation of the 2016 Advocacy Awards; and update of public policies on Coastal Zones and Agriculture.

**Federal Government Affairs**

- In the fourth quarter, Congress focused its attention on tax issues. ASLA, the American Institute of Architects, and the National Society of Professional Engineers, sent a joint letter to Congress expressing concern for the unfair treatment of professional services businesses organized as S Corporations or pass-through entities in the comprehensive tax reform proposals.

- This quarter and throughout the year, ASLA was very active addressing climate change and resilience issues. In the wake of several devastating natural disasters across the country, ASLA joined with allied organizations in sending letters to Congress and the administration: urging them to address the impacts of hurricanes and wildfires in national parks and other federal lands; and expressing support for stronger flood-ready standards for federally funded building projects. ASLA also endorsed the Safeguarding America's Future and Environment Act (S. 2176, H.R. 4490), measures that would protect the country’s wildlife and natural resources from climate change.

- This quarter, ASLA released a statement opposing EPA Administrator Scott Pruitt’s decision to repeal the Clean Power Plan, which was projected to cut U.S. carbon emissions 32 percent by 2030.

- Other federal advocacy actions included: securing signatures of nearly 2,000 landscape architects and allied stakeholders on a letter to EPA opposing the rollbacks on environmental and climate change policies; opposing H.R. 861, a bill to eliminate the EPA; work on bipartisan legislation, the Water Infrastructure Flexibility Act (S. 692), that would promote the use of green infrastructure projects in addressing stormwater, wastewater, and other water quality issues; and work to secure cosponsors for legislation (H.R. 502, S.896) that would make the Land and Water Conservation Fund (LWCF) permanent. ASLA and allies secured 200 Congressional signatories on a letter urging robust funding for LWCF.
Particularly in the fourth quarter, national parks, monuments, and other federal lands issues were of paramount concern. ASLA joined with allies to oppose the Department of Interior proposal to increase entrance fees at 17 national parks. ASLA also: supported maintaining the boundaries of several national parks and monuments; and urged the Bureau of Land Management to maintain the moratorium on offshore oil and gas drilling leases.

Active transportation continued to be a priority for ASLA throughout 2017. ASLA: supported H.R.1266, the Vision Zero Act, which would allow grants to assist local governments in developing Vision Zero action plans; met with policy staff at the U.S. Department of Transportation to urge continuation of the Transportation Infrastructure Generating Economic Recovery (TIGER) grants and making active transportation a priority; sponsored the new Dangerous by Design report promoting complete streets for pedestrian safety; and participated in Congressman Earl Blumenauer’s transportation stakeholders meeting on autonomous vehicles.

Other 2017 highlights included the successful spring Advocacy Day and release of ASLA’s infrastructure policy recommendations. This year, 99 percent of all participants had legislative meeting with all three of their federal legislators, and Advocacy Day received a satisfaction rating of 4.65/5, exceeding the goal of 4.5/5.

In 2017, ASLA hosted education sessions at three national conferences: Railvolution (complete streets); National Recreation and Parks Association (coastal restoration and resilience); and New Partners for Smart Growth (designing without displacement).

Licensure and State Advocacy

In 2017, threats to occupational licensure drastically increased as governors and state policy makers looked to reduce regulation and simplify business practices. Seventeen states faced some form of licensing threat: deregulation or sunset legislation; introduction of “Right to Earn a Living” model laws; or executive orders promoting deregulation.

This year Alaska and Colorado completed successful sunset reviews. Additionally, ASLA National and the Potomac Chapter provided input on regulations for D.C.’s new landscape architecture licensure law.

Other licensure activity included close monitoring of federal government initiatives on occupational licensing reform, including the Federal Trade Commission’s Economic Liberty Task Force. Work also continued with the Professional Licensing Coalition on revising and passing the Restoring Board Immunity Act.

Other 2017 highlights included: a successful summer Advocacy Summit, which was given a rating of 4.88/5 by attendees, a slight increase over 2016; the Advocacy WebSummit series; publication of the newly revised and updated “Landscape Architecture Licensure Handbook”; and work with CLARB on a joint initiative to strengthen chapter and licensing board relationships. The initiative was featured at the fall CPC meeting and on the fourth quarter Advocacy WebSummit. New tools and resources to support the initiative were made available on the ASLA Advocacy Tools webpage.
The 2018 Licensure and State Advocacy Grant program awarded $45,000 in financial assistance to seven chapters for advocacy activities. Since its inception in 2006, the program has distributed $578,000 to chapters in 36 states and the District of Columbia.

Public Relations and Communications

Public Relations/Awareness General

- The process of rebranding the Society was completed with the final adoption of a new mark and the production of a detailed brand guide for implementation in 2018. The new look and feel will be introduced over time, and chapter resources will be developed at national’s expense to encourage adoption.

- Media monitoring is now being performed by a new vendor, Agility, using metrics that differ from those used by PR Newswire, the previous vendor. In the fourth quarter until Dec. 1, 136 stories referenced the Society (a decline from the 167 reported for the same quarter in 2016) and 2,390 referenced landscape architecture (a slight increase from the 2,374 reported for the same quarter in 2016). The yearly total includes 1,147 stories mentioning ASLA (a very slight decline from the 1,159 reported for 2016) and 13,621 mentioning landscape architecture (a rise from the 12,156 reported for 2016). The AOP goals, updated midyear to more accurately reflect the new media world, called for increased coverage in consumer, trade, and online media to more than 1,163 stories per year referencing ASLA and 13,750 items referencing the profession in major-market media (averages of 2014 and 2015), indicating we fell slightly short of goals.


- In 2017, the ASLA Facebook follower count increased to 66,402, which fell short of the goal to gain 10,000 new followers. Twitter-follower count climbed to 60,000, but fell short of annual goal to grow by 10,000 by roughly 3,000. Instagram followers increased to 38,000 followers, far exceeding its goal of growing by 1,000, and Pinterest follower count increased to 7,815 followers in 2017, meeting goal of increasing by 1,000.

- Seven press releases were issued for the fourth quarter, including the announcements about the 2018 Call for Presentations and the swearing in of ASLA’s new officers, statements about the Senate Tax Cuts and Jobs Act and the repeal of the Clean Power Plan, the results of the third quarter 2017 Business Quarterly survey, the launch of ASLA’s second virtual reality video, and a media alert about the 2017 annual meeting. Thirty-seven releases were issued in 2017, including several foreign-language versions.
• New two-year contracts were signed with Agility PR Solutions and Business Wire. Agility provides cloud-based media monitoring, database, and measurement services. It complies with all relevant environmental legislation and strives to improve its environmental performance over time. Business Wire disseminates press releases to news media and other audiences. It is a subsidiary of Berkshire Hathaway and has implemented corporate social responsibility policies and practices, including a responsibility to respect the environment in the consumption of energy, the disposition of waste products, the disposition of electronic equipment no longer in use, and in all other respects applicable to its business.

• A contract was signed with Environics Communications on public relations support to announce and promote the public policy recommendations of the Blue Ribbon Panel on Climate Change and Resilience. Environics follows best practices in corporate social responsibility, including a commitment to the environment. It was the first public relations firm in North America to achieve carbon neutral status, which it has maintained since 2008.

Communications and ASLA Online

• A number of news reports have found that traffic to major websites is down across the board as more users move to apps or interact with web content via social media. In October 2016, after a three-year effort, ASLA.org became fully responsive, which has helped halt the downward trend in desktop pageviews over the past two years by creating new mobile growth.

• As of December 7, 2017, the two-year decline in traffic to ASLA websites and video channels finally stopped. Taking all of ASLA’s many websites, YouTube, and Vimeo video channels together, total pageviews and video plays were flat at 5,194,000 and estimated unique visitors were also flat at 1,497,000. (Unique visitors are estimated because some ASLA website data are tracked by Google Analytics and some by Wordpress. As a result, there is some overlap between the data sources).

• For ASLA.org, the primary website that accounts for three-fourths of all ASLA traffic, desktop pageviews and users continued to decline but were offset by a 28-percent increase in mobile pageviews and a 40 percent increase in mobile users.

• More details for the main ASLA.org website alone:

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
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<tbody>
<tr>
<td></td>
<td>Oct  Nov</td>
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<tr>
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</tr>
</tbody>
</table>

• ASLA’s blogs and news sites account for around a quarter of all ASLA traffic. As of December 7, there were increases and decreases in traffic among ASLA’s blogs and news sites – LAM, LAND, The Dirt, and The Field. LAM has reached near-record traffic, but LAND declined by eight percent; The Dirt declined 10 percent; and The Field by 11 percent.

• Much of the web team’s efforts this year focused on the development of a new, responsive member website, which will feature a new store, Firm Finder, and JobLink, along with a total upgrade and
responsive redesign of the LA CES continuing education system. Both the member website and LA CES v3 are expected to launch in 2018.

- Pageviews to the awards websites, which were remodeled to have a more readable and accessible format, are up 13 percent over last year, with 196,000 pageviews. (All results were compiled as of December 7, 2017)

- The 2017 Annual Meeting site received 141,000 page views, up 10 percent from last year.

- Sustainable design guides on water, plants, materials, and energy efficiency were completely overhauled this summer to also incorporate Sustainable SITES Initiative® (SITES®) related information. Pageviews to the guides increased 40 percent to 23,500.

- A new section of the website for the Blue Ribbon Panel on Climate Change and Resilience has received 1,800 views; a revamped LAAB section saw a 24 percent increase to 12,400 views; and a redesigned Advocacy pages saw a 76 percent increase to 32,000 views.

- A new virtual reality film of Klyde Warren Park, the 2017 ASLA Professional Award of Excellence winner in the General Design category, received over 1,200 plays in three months on YouTube 360; plays in Samsung Gear VR are unknown.

- A new online learning website launched by the Professional Practice team in November 2016 saw 93,000 views in 2017, a huge increase over last year. Total views for the online learning platform are now 124,000.

- All time video plays: 698,000; 390,000 on Vimeo and 308,000 on YouTube. The 2017 plays are down 20 percent from last year.

- The grant from Google for free Adwords continues to expose ASLA.org to a wide audience and sent 198,000 pageviews to ASLA.org over 2017, up 63 percent from last year. Those clicks would have cost $111,000. To date, ASLA has received 91.5 million impressions and some 839,000 free clicks from Google, which would have cost $713,000.

**LAND and The Dirt**

- Fourth quarter 2017 distribution of LAND averaged 24,118, mirroring the full year. Approximately 16,250 of recipients were members and subscribers. Total distribution, including lapsed members and ad prospects, is slightly down from 2016. This is 12.8 percent below stated benchmark, but the decline is deliberate as lists continued to be cleaned up and, thus, reduced. These numbers will become the new benchmark. Open rate average for members was 30.4 percent, on par with 30 percent goal, though that goal was reduced in 2016 as overall open rates for emails trended down.

- Total Dirt pageviews for 2017 are now 563,000, a decrease of 10 percent from 2016. The Dirt e-mail and Wordpress subscribers grew 6 percent in 2017 to 8,026.
Marketing

- A department-by-department plan was established at the beginning of the year and formed the basis for campaigns. Several planned efforts were delayed, and a new, more systematic approach is being designed for 2018.

- Marketing efforts on behalf of the Annual Meeting and EXPO were a success, with Los Angeles earning the second highest attendance in history. Booth sales also exceeded goal, though Marketing played a secondary role to a sales consultant.

- Nineteen reciprocal marketing agreements and partnerships were fulfilled in 2017, short of the goal of 25.

- While growing corporate memberships was a goal, it was not a priority of the sales team and thus lagged. Current count is 104.

- An RFP will go out in 2018 to identify a secondary email provider. This was put on hold as RISE was developed.

Honors & Awards

- Professional Award entries grew 7.1 percent from 2016 to 465. The program’s online submissions were processed with very few challenges. Student Award entries grew 9.3 percent over 2016 to 295. While improved, numbers are still short of past years.

Landscape Architecture Magazine

- The magazine produced a supplement for young readers, YOUR LAND. About 13,000 copies shipped to all regular print subscribers with the April 2017 issue. Another 7,000 were given to members via the Education department for use in Career Discovery and Diversity efforts. The first printing ran out, and another printing was scheduled for January 2018.

- In March, the magazine began a new quarterly LAM lecture series to open the Center for Landscape Architecture to the community. Lectures in 2017 took place in March, September, and December. The first two were live-streamed on Facebook. The third was recorded by a professional videographer for release in the first week of 2018.

- Translation of select features (one per month) into Spanish began in the fourth quarter. Fully translated layouts, text, and details were made available on the LAM website.

- LAM reached an agreement in the fourth quarter with JSTOR, the online library service, to have the magazine’s entire archive to 1910 scanned and made available digitally. The service is expected to be live in 2019. ASLA members will receive free, full access as a member benefit.

- LAM’s summer intern compiled material from recent years’ archives to begin creating the LAM Climate Reader, which will be on online platform to aggregate the magazine’s coverage of climate change topics since 2013 and onward.
LAM’s February 2017 special issue, “Found Ground,” on deck and underpass park projects led by landscape architects, formed the basis for a three-part public program of the same name at the National Building Museum in November and December.

The magazine aggressively covered climate change in numerous stories, including an April cover on the North Sea wind power plan devised to meet the 2050 Paris Agreement goals and a major December piece on rising sea levels around the Virginia Tidewater region. Another long-form essay considered the prospects of zero-carbon practice among future landscape architects.

Department stories on construction and materials continued as an emphasis in the front section of the magazine.

Ongoing efforts were made to identify issues of importance to practitioners of color and emerging professionals. A March cover package on starting up a new firm was especially popular.

A feature in LAM on Native American Trail Trees won the 2017 John M. Collier Award for Forest History Journalism, presented by the Forest History Society. The story “Searching for a Sign,” appeared in the November 2016 issue of the magazine.

The magazine had 163 posts (stories, previews) to the website in 2017, up from 141 posts in 2016, a 16 percent increase. Reader views were up by 13 percent over 2016, to 511,222. Unique visitors rose by 17 percent, to 238,734. Average views per day rose to 1,451 (goal: 1,600). In the fourth quarter, average daily views were 1,686, a rise of 22 percent over 4Q 2016. Total viewership is 2.43 million since the site launched in 2012, up by 26 percent in 2017.

The Landscape Report finished the year strong, with a 29-percent open rate (up from 26.4 percent EOY 2016) and a 23-percent unique click-through rate (up slightly from 22.6).

The magazine’s Twitter following rose by 37 percent in 2017, to more than 12,429 followers. LAM’s Twitter “impressions” rose by 16 percent over EOY 2016.

The magazine began its Instagram feed in earnest in 2017. At year’s end it had 1,546 followers.

The LAM website placed at No. 8 in the Top 20 Landscape Architecture Websites, compiled by The Global Grid, up from the No. 12 spot in 2016. Rankings are measured by website visitorship.

The magazine’s estimated cost per editorial page was $232, up from $209 in 2016. This is the second year to measure the cost per page based on direct editorial expenses (not including payroll). A baseline is being sought for industry comparison.

Efforts were ongoing through the year to complete process documentation, emergency planning, and business continuity strategies. The staff began a finely detailed tracking system in the fourth quarter with a goal to adopt formal project management software in 2018 to aid in workflow.
Member and Chapter Services

Membership Recruitment and Retention

- The 2017 Member Satisfaction Survey closed in January with 1,174 respondents, exceeding the 2015 and 2016 responses by 52 percent. Member commitment to ASLA continues to be strong, with 96.3 percent indicating that they are likely to renew.

- The Member Services Committee focused on two major initiatives in 2017: support of chapter membership chair and engagement of student members. In the fourth quarter, the committee finalized a series of “How-to Guides” related to supporting student chapters. The committee also produced Membership Minute communications throughout the year to assist chapters in their membership recruitment and retention strategies.

- Membership continued to show a slight decline overall, primarily due to the drop in Associate members. Associate membership may be affected 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 show a modest increase, up 0.5 percent since 2016. Further, the student membership has stabilized, with only a slight decline in 2017.

- At the close of 2017, 98.9 percent of Full and Associate member records with company information are linked to company identification numbers in the ASLA member database, strongly exceeding the

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<th>12/31/16</th>
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<th>Growth Goal (%)</th>
<th>Retention Rate (%)</th>
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</tr>
</tbody>
</table>

Membership Trends (December 31)
goal of 90 percent. A focus by the ASLA customer service team on this data in 2017 helped improve this linkage from only 88 percent at the end of 2016.

Students and Emerging Professionals

- The newly formed Associate Advisory Committee and Student Advisory Committee worked on two key initiatives in 2017: communicating the value of membership and creating/developing web/social media content for emerging professionals and students. In addition, the Student Advisory Committee directly supported student chapters by direct contact and a new monthly newsletter for student chapter presidents. In April, the committees participated in the first Emerging Professionals Leadership Retreat, exploring the paths to ASLA leadership, firm leadership, and community leadership. In the fourth-quarter, the committees supported the beta-test of a social media campaign to share the value of membership.

- ASLA is an annual sponsor and exhibitor at the 2017 LABash conference, hosted by University of Maryland, College Park in March 2017. ASLA also hosted a dinner for the student chapter presidents who attend, which featured a tour of the ASLA Center.

- In 2017, the Emerging Professionals Committee concentrated on student engagement, including the Student Chapter Visit program and regular Facebook Live “Ask Me Anything” sessions. Throughout 2017, leaders visited 10 schools, including the University of Georgia in the fourth quarter.

- The LARE Prep Committee provided additional resources for members seeking licensure, including a webinar on test-taking tips and two workshops at the annual meeting. One workshop presented a deep-dive into Section 4 of the exam, while the other offered an overview of study strategies with a panel of recent test-takers. Both sessions received high marks from the participants, with nearly 90 percent indicating that they would strongly recommend the Section 4 session.

- In late June, the JobLink platform failed due to a hacking incident and a streamlined version was launched. Since the site was restored in early July, it has maintained a rate of 67 per month. A new-and-improved JobLink is in development. In the fourth quarter, ASLA hosted the Emerging Professionals Portfolio Review at the Annual Meeting, providing mentoring to more than 80 emerging professionals.

Chapter Services

- Ongoing engagement by the Chapter Presidents Council was a priority in 2017. Two new webinars were added to provide the opportunity for quarterly direct communication and sharing of best practices. In the fourth quarter, the fall meeting was held in Los Angeles, with representatives from 47 chapters in attendance. Key topics discussed included membership recruitment, good governance, chapter best practices tools, and chapter tools for recruitment and outreach. The schedule included time for a variety of facilitated workshop topics including hiring and managing consultants, unique sponsorship and fundraising ideas, as well as a charrette for career discovery.

- In addition to the student chapter leadership visits described above, ASLA leaders participated in 15 professional chapter visits this year, including two visits this quarter: Idaho/Montana and Arkansas.
The Leadership Development Committee produced the bimonthly *Leadership Links*. The fourth quarter installments covered leading by example and lessons learned as a chapter president. The committee is also leading the effort to produce an online resource for chapter best practices.

### Education

#### Education General

- The 2017 annual meeting education program was realized at the Los Angeles meeting. The education program featured 120 education sessions, 16 field sessions, five workshops, and two general sessions, which featured over 400 speakers. Education session evaluations scoring 4.0 or higher on a 1-5 scale, were 88 percent, down from 90 percent in 2016. Additionally, session evaluations were reviewed and sent out to all annual meeting speakers.

- Annual meeting attendance reporting to LA CES, GBCI, AICP, AIA, and ISA, the Florida and New York State licensing boards concluded.

- The 2018 Annual Meeting and EXPO, host chapter kick-off meeting was held in Philadelphia. The event highlighted opportunities for members to get involved with the meeting.

- The Call for Presentations for the 2018 Annual Meeting and EXPO in Philadelphia launched and will remain open in to the first quarter of 2018.

- The 2018 Annual Meeting Education Advisory Committee met in Philadelphia. During this two-day meeting, committee members discussed emerging trends in professional development and possible session topics to champion through the Call for Presentations.

- The annual summary of the graduating student survey results were posted to the Career Discovery site. A total of 217 graduate and undergraduate students, from 46 accredited landscape architecture programs completed the survey, down from 329 in 2016.

- LA CES approved four new provider applications in the fourth quarter for a total of 46 new LA CES providers for the year, up from 35 in 2016. There are 248 active providers, up from 222 at the same time last year.

- The fourth quarter LA CES Quarterly Provider update was deployed to LA CES providers.

- In collaboration with web strategy staff, LA CES database improvements began in the third quarter and are scheduled to continue through the third quarter of 2018.

- Requests forms for *YOUR LAND* continue to be collected on each order to better understand how the publication will be used. ASLA has shipped over 6,500 copies to members, teachers, and other public members.
The ASLA career discovery webpage had 8,480 page views in the fourth quarter, slightly down from the third quarter. The Diversity Summit webpage had 530 pageviews in the fourth quarter, slightly down from the launch of the webpage in the third quarter.

Staff met with a representative from the Boys and Girls Clubs of Greater Washington (BGCGW) to discuss a 2018 Grant Proposal to assist the BGCGW in building curriculum pertaining to sustainable education, the built environment, and landscape architecture.

ASLA participated in the National Building Museum’s Big Build to advance the quality of the built environment by education attendees about its impact on individual lives. ASLA created a hands-on activity, Create a Landform: Discover How Water Moves on Land, that taught kids, teens, and adults about watersheds, landforms, and the importance of understanding stormwater management.

Staff attended the ACE Mentor Program orientation training to review policies and goals for new and experience volunteers. Staff began mentoring at a local high school in Washington, D.C., to better understand how the ACE Mentor Program works regionally and began documenting the volunteer experience in LAND.

ASLA committed to Titanium Sponsorship and will be constructing a hands-on booth for the 2018 Science and Engineering Festival that will be held from April 6-8, in Washington, D.C. Planning will continue into the first quarter of 2018 to confirm participation and concepts for the hands-on booth.

Additional highlights included coordination of Sketch Corner in ASLA Central at the Annual Meeting and EXPO. Members were asked to provide a sketch to be considered for the ASLA activity books and over 60 sketches were complete. A charrette exercise was also organized at the ASLA fall CPC meeting in Los Angeles for additional ideas for the activity books. During the charrette, members were asked to create problems and solutions focusing on analysis drawings, plan drawings, sectional drawings, and technical drawings. Development and review of the ASLA activity books is ongoing and will continue into 2018.

Collaboration and development of the Creating Communities of the World interactive online webpage is ongoing. ASLA is collaborating with over twenty built environment professionals via the Real Estate and Built Environment CEO summit to develop an online talent development (aka career discovery) and will continue to provide resources as the webpage is developed.

ASLA sent the accredited LA program topic area and curriculum survey to programs chairs to start the conversation about how programs could be represented on ASLA’s Study Landscape Architecture webpage. The information collected will help build more robust profiles for universities and create a database of existing efforts and resources to enable conversation and collaborations on initiatives specific to diversity, equity, and inclusion. ASLA staff will host a session on the survey results at the 2018 CELA conference.

The Committee on Education (COE) held its COE and academic administrators meeting during the annual meeting in Los Angeles. More than 60 attendees were provided updates regarding: accrediting online landscape architecture programs, the accredited LA program topic area survey, COE activities, the updated LA education annual report data, and career discovery and diversity.
Landscape Architectural Accreditation Board (LAAB)

- Currently, LAAB accredits programs at 69 institutions with 44 leading to undergraduate degrees and 51 MLA degrees for a total of 95 accredited programs.

- LAAB conducted nine accreditation visits to four undergraduate and five graduate landscape architecture programs during the fall semester of 2017. Additionally, LAAB conducted two candidacy visits both for undergraduate programs.

- LAAB held its second Accreditation Workshop during the annual meeting in Los Angeles. There were 22 attendees. An accreditation overview and updates regarding process and timeline, self-evaluation reports, preparing for and hosting a team visit, and accreditation decisions were provided by former LAAB Board members.

- LAAB intern presented annual report summary data at the COE and Academic Administrators Meeting during the meeting in Los Angeles. Additionally, the LAAB intern managed the student volunteer program during the annual meeting.

- LAAB presented data from the LAAB Annual Report, along with ASLA and CLARB, about the health of the profession and diversity at the joint BOT + CPC Luncheon during the Annual Meeting.

- LAAB continued to draft standards for accrediting online landscape architecture programs. Preliminary standards are expected to be complete in early 2018, and will be presented on a panel at the CELA 2018 Conference, made available for a 30-day call for public comment, and adopted by the end of 2018.

Professional Practice and Information Technology

Professional Practice Library

- Highlights for 2017 included the transition of the Books by ASLA Members web interface to the ASLA website. Year-to-date number of book sales 495; fourth quarter through December 12, totaled 131. Reference requests total 149; 24 reference requests from members, staff and non-members compared with 35 the previous quarter. The library and archives collections continued to be housed in conservation storage until the high-density shelving can be restored upon completion of the work to the ASLA Center. Fifty-two linear feet of materials archived and 28 books added to the collection. ASLA maintained the ongoing Virginia Tech WAAC the Inter-Library Program; ASLA donated 81 titles to VA Tech library.

Professional Practice General

- The Chinatown Green Street Demonstration Project (CGSDP) design contract and scope was finalized and executed. The quarterly report was submitted in October for the Clean Water State revolving Fund. There was a meeting with DC Water staff in December to discuss maintenance and operations as well as best practices for projects in the district as they can relate to the CGSDP. A
topographic 3-D survey of I Street was conducted. A draft memorandum of understanding and maintenance agreement are in development for the CGSDP. RFQ’s for a construction manager, permit runner and geotechnical survey sub-contractor are all in development for CGSDP.

- The Public Practice Advisory Committee published a Policy Shaper interview in *LAND* and expanded the concept of developing Online Learning short webinars focusing on a series of public realm topics. Informational materials on landscape architecture career opportunities in the public sector to distribute to emerging professionals continued to be a focus.

- ASLA sold 125 ASLA Standard Form Contracts Packages in 2017, 14 in the fourth quarter (as of December 14). ASLA sold 107 custom salary survey profile reports; 21 in the fourth quarter (as of December 14).

- The Professional Practice Committee worked 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 site sustainability code under the International Code Council and presented to ASHRAE in December. ASLA is considering pursuing consultant status with ASHRAE. The PPC Autonomous Vehicles and Planning Subcommittee continued to develop possible goals and ideas on the role landscape architects may play and advanced the collaboration with the Policy Committee for adding to the Urban Growth and Development Policy to include autonomous vehicles and alternative transportation.

- For the sixth year, ASLA is leading the planning for the Parklets Project at the New Partners for Smart Growth (NPSG) Conference to be held February 1-3. Planning included monthly conference calls, recruiting sponsors, and managing logistics. This year there will be seven parklets sponsored by the US Forest Service, PlaceMatters, GreaterPlaces, the Walkable and Livable Communities Institute, Knox College, Montgomery County Department of Environmental Protection, Riverside University Health System, Forest ReLeaf of Missouri, Nature Explore Program, PGAV Planners, SWT Design, and MLA students from Washington University in St. Louis.

**SITES® Education and Support**

- As the chapter with the highest percentage of members who registered for the SITES AP exam during the ASLA chapter contest, the Nevada Chapter received a half-day SITES workshop for both sections of the chapter.

- Both ASLA annual meeting SITES sessions, “SITES: Water Cycle Management and Resiliency in the Face of Climate Change,” and “SITES: Devise a Truly Sustainable Maintenance Plan that works for the Long Term,” were well attended and provided participants with specific SITES credit towards their GBCI SITES AP maintenance requirements. The sessions provided a closer look at particular topics within the rating system.

- An ASLA/GBCI SITES Celebration Reception was held during the ASLA annual meeting to honor the first ASLA member SITES APs and to review the progress and future development of SITES.
ASLA presented two education sessions at the annual Greenbuild conference, “Green, Complete and Smart: Build Green vs. Grey,” and “SITES v2 Materials Credits: From Specification to reuse.”

Collaboration advanced with the Sustainable Design and Development PPN to develop additional ASLA Online Learning webinars.

Professional Practice Networks

The annual meeting’s PPN meetings, held in the EXPO’s PPN Live space, had the highest attendance across all meetings (459 attendees), beating the previous record of 417 attendees in 2015. The PPN Live stage also hosted the largest PPN meeting to date: the joint meeting of the Children’s Outdoor Environments and Healthcare & Therapeutic Design PPNs had 73 attendees. For the annual meeting’s second year of PPN EXPO Tours, 34 exhibitors gave short educational presentations on nine 60-minute tours of the EXPO floor focusing on PPN topic areas. The tours offered the opportunity to learn about new and improved techniques, and how these improvements and services can assist in creating a successful design project. Attendees earned 1.0 PDH (LA CES / HSW) for participating.

The PPNs now have 13,232 members, a decrease of 114 members since the start of the year. The Sustainable Design & Development PPN continues to have the most members, with 1,969. The Urban Design, Parks & Recreation, and Residential Landscape Architecture PPNs also continue 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 remain the same as in previous quarters this year: Ecology & Restoration (45.1%), Environmental Justice (43.6%), and Women in Landscape Architecture (39.8%).

The Field, the blog for ASLA’s PPNs, had 23 posts—bringing the total to 99 posts in 2017—with 247 daily views as the average, compared to an average of 264 daily views last quarter. Overall, The Field had more than 22,700 views this quarter, compared to 24,290 views last quarter. For the year, The Field had a total of 93,086 page views and 55,772 visitors; views are slightly down compared to 2016 (104,971 views last year), but the number of visitors increased slightly (54,955 visitors last year).

The PPN Online Learning series had a total of 12 live presentation hosted or co-hosted by nine of the PPNs in 2017, on par with the 12 live presentations last year. The catalog of recordings continued to grow; 155 presentations are available. Nearly all recorded and live sessions offer professional development hours (PDH) through LA CES. This quarter, 234 exams were submitted, bringing the total for the year to 656, a significant increase over the 399 exams submitted in 2016 and 451 exams submitted in 2014. Also, 21 LATIS exams were submitted this quarter, bringing the total to 97 exams for 2017, down from 214 exams submitted in 2016.

The results of the 8th annual Historic American Landscapes Survey (HALS) Challenge, Documenting City or Town Parks, were announced at the HALS meeting during the annual meeting. Increased marketing of the competition by the HALS Subcommittee of the Historic Preservation PPN, including
two full-page ads in LAM provided by ASLA, resulted in the submission of 27 HALS short format historical reports from 15 states to the Library of Congress’ HALS collection.

Information Technology

- 2017 highlights: deployment of Surface Pro 4 notebooks to senior staff; configuring and installing select VPN access; additional wireless access for senior staff; and enhancing the use of the new audio-video system. The fourth quarter work included sustaining the IT infrastructure; optimizing email to newer platform; optimized virtual environment to phase out older equipment and maximize more of existing resource. 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, leveraged VPN capability for Surface and Laptop users during the Annual Conference.
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**

**Purpose:** To report on the Society’s financial activities through November 30, 2017, and its cash and reserves as of December 31, 2017.

**Operations:** Updated operational information for December will be presented next week at the meeting. As discussed last month, ASLA is reporting a profit of $524,303 with revenues of $12 million and expenses of $11.5 million through the eleven months ended November 30, 2017. To date, expenses are below budget by $404,239 and revenues are below budget by $193,826. The year-to-date profit improves on the budget by $210,413, or two percent. Please note that the financials include large accruals (estimates) for the annual meeting but do not include investment results, or the financial trigger.

**Cash and Reserves:**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash (operating fund)</td>
<td>$153,522</td>
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<tr>
<td>Short-term reserve (operating fund)</td>
<td>$550,994</td>
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<tr>
<td>Long-term reserve: Cash</td>
<td>$134,474</td>
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<tr>
<td>Equities (stocks)</td>
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<td>Fixed income (bonds)</td>
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<tr>
<td>Other assets</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$4,835,639</strong></td>
</tr>
<tr>
<td>Money market at bank (operating fund)</td>
<td><strong>$3,216,588</strong></td>
</tr>
</tbody>
</table>

ASLA completes 2017 with a gain of $578,124, or 12 percent in the portfolio.

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

**Strategic Objectives:** Exercise responsible financial management and administrative oversight to ensure effective use of the Society’s resources.

**Financial Impact:**

**Action Requested:** n/a

**Staff Contact:** Michael O’Brien
### Agenda Item #7: Strategic Planning -- Results and Outcomes Analysis

<table>
<thead>
<tr>
<th><strong>Purpose:</strong></th>
<th>To review key aspects of 2017 results/outcomes.</th>
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</table>

**History and Background:** ASLA strategic planning is an ongoing process that emphasizes: clear identification of goals and objectives; program and budget planning on a one- to two-year horizon to maintain flexibility and the ability to respond to opportunities and changing conditions; regular performance monitoring and evaluation of results; and changes and adjustments to program plans and budgets based on results. An important part of this cycle is analysis of year-end results, both to identify any needed changes/adjustments to the year’s program and budget and to inform strategic planning for the following year.

At the meeting, significant 2017 results/outcomes will be reviewed across program areas, with a particular emphasis on: 1) emerging professionals, 2) ASLA visibility on key/emerging practice areas and issues (including climate change), and 3) career discovery and diversity.

**Governing Rules/Procedures:** The Executive Committee serves as the strategic planning committee of the Board.

**Strategic Objectives:** All

**Financial Impact:** No immediate fiscal impact. This analysis will feed into 2019 program and budget planning.

**Action Requested:** N/A

**Staff Contact:** Nancy Somerville
## Agenda Item #9: ASLA Executive Committee and Senior Staff Diversity Training

### Purpose
As part of ASLA’s career discovery and diversity goals, executive committee members and senior staff will take part in diversity training. This exercise is the first training for ASLA leadership with future trainings planned for the Board of Trustees, the Chapter Presidents Council, and staff at the spring meeting.

### History and Background
In 2017, ASLA launched its Career Discovery and Diversity program to support efforts towards equity, diversity, and inclusion amongst stakeholder groups: chapters, members, landscape architecture program faculty, and allied professionals.

The training will include:

- The dangers on implicit bias and group think, and how that prohibits change/inclusivity.
- The fact that different groups of people have very different realities (i.e. the world is not the same for everyone).
- How ASLA leadership can create a more inclusive community (nationally and locally at the chapter level), and how they may inadvertently be excluding various groups.

At the program’s conclusion, participants should be able to:

- Explain the business case for inclusion and diversity.
- Describe how diversity goes beyond race, gender, age, and other observable differences.
- Identify unconscious bias.

### Facilitated by Myla DeLoatch, Business Training Works

Myla DeLoatch is recognized for her dynamic, clear presentation style and unique ability to engage professionals at all levels. For nearly two decades, she has guided behavioral change in thousands of individuals throughout the United States and across four continents. Myla works to ensure that her sessions are fun and produce lasting results. The cornerstone of her success is based on 15 years of progressive sales, marketing, customer service, and training leadership at Xerox.

### Governing Rules/Procedures
N/A

### Strategic Objectives
Promote landscape architecture as a career option and foster diversity in the profession.

### Financial Impact
No fiscal impact.

### Action Requested
Discussion

### Staff Contact
Susan Apollonio, Shawn Balon
Agenda Item #10: Joint Diversity Statement

Purpose: Review and revise the current joint commitment to diversity, *Mirroring the Nation: Landscape Architecture and the Future of the Profession*.

History and Background: In 2015, the Presidents’ Council, comprised of allied landscape architecture organizations, signed an jASLA-drafted joint commitment to diversity and has stepped up efforts on several fronts. Since its publication, ASLA has created a dedicated career discovery and diversity program and continues to host Diversity Summits. There is now an active network of summit participants who have helped inform action items to meet career discovery and diversity goals.

After the 2017 SuperSummit, participants were surveyed to prioritize agenda items to give ASLA direction on which diversity-focused initiatives and activities will be considered and developed over the next year. Revising the Presidents Council joint commitment to diversity was among the top priorities. To start the revision process, Diversity SuperSummit participants were asked to review the current joint commitment to diversity and provide comments to be used in this exercise. See below for the current joint commitment and comments.

*Mirroring the Nation: Landscape Architecture and the Future of the Profession*  
(January 2015)

The face of the nation is changing, and changing fast. The growth of the minority populations in America’s profile has outpaced that of white Americans for the past two decades, and by 2043 the U.S. is expected to become a majority-minority nation. * However, this diversity is not mirrored in the landscape architecture profession. The continued underrepresentation of minorities among students in landscape architecture programs** is of particular concern, since these individuals are the future of the profession.

For landscape architecture to remain a relevant and responsive profession, it must reflect the communities it serves. Greater diversity in the profession will bring new perspectives to its education and practice that increase social equity, creative potential, and profession/community connections.

The undersigned organizations hereby make a commitment to increase resources and actions that recruit minority students to landscape architecture programs and help mentor graduates through licensure and their careers. Further, we agree to strive to achieve a profile for the profession that over the next 10 years achieves at least parity with 2012 population-share estimates while working towards the longer-term goal of parity with 2060 projections for the nation as a whole.

American Society of Landscape Architects  
Council of Landscape Architectural Registration Boards  
Landscape Architecture Foundation  
Landscape Architectural Accreditation Board  
Council of Educators in Landscape Architecture

*Source: U.S. Census Bureau projections for the 2012-2060 period, based on the 2010 Census.  
http://www.census.gov/newsroom/*
**After years of stagnation, there was a significant shift in the profile of the 2014 graduating class. While 70 percent indicated they are Caucasian, this number is a considerable drop from 84 percent in 2013 and 82 percent in 2012. The percentage of Asian/Pacific Islander students increased to 15 percent, up from 12 percent in 2013 and 8 percent in 2012. Also, the number of Hispanic students increased to 14 percent, up from 6 percent in 2013 and just 4 percent in 2014. The percent of African American graduating students remained consistent with previous years at 1-2 percent. What is not known at this point is the number of graduating students who are from other countries and thus may be skewing the data. Anecdotally, schools report growing numbers of overseas students who return to their home countries at graduation.**

**Comments from 2017 Diversity SuperSummit participants**
(December 2017)

- Reflecting on our summer conversation regarding this statement, the summit crew felt that minority was not a great term to use to describe people of color.

- I would replace a few instances of “minority” with students of color instead. It was challenging to omit all instances.

- If we truly want change and to be part of a bigger movement, we need to broaden our search to find the next generation of design professionals.

- I can tell you per my experience preparing for the diversity panel at ASLA National this year that I believe the “diversity” statement should be broader.

- There are pretty deep systemic issues surrounding students of color even getting their foot in the door to attain a degree in higher education. I struggle a lot with the mission to ‘diversify’ the profession. There are so many people in this country that miss out on opportunities, simply because they lack access to resources that will help attain them.

- I stand by my comments from earlier in the year about the loaded terminology of majority-minority etc. and I offer some PC language that I’m sure we can all agree with (i.e. culturally
heterogeneous, colorful, fascinatingly diverse, students of color, underrepresented students, underrepresentation of students of color).

- I feel like such an outsider in this field at times. I often wonder if it’s because, from my perspective, landscape architecture has been packaged in a way that makes it feel elite.

- I come from a background, where nothing in life was handed to me, so I truly wonder what people mean when they say we want/need more minorities. Advantaged minorities that can assimilate to the culture that has been created in design professions?

- The language should not sound so formulaic.

- I wish we could also include support for community colleges as an educational stepping stone to higher education professional degrees. My thought is this would show we are in tune with the reality of the cost of universities (student access) and that a non-traditional path is also an opportunity to get into the profession.

At the meeting, staff will present suggestions for revisions to the statement for discussion and action. The revised statement will be presented to the Presidents Council at its meeting later this month.

<table>
<thead>
<tr>
<th>Governing Rules/Procedures</th>
<th>N/A</th>
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<tbody>
<tr>
<td><strong>Strategic Objectives:</strong></td>
<td>Promote landscape architecture as a career option and foster diversity in the profession.</td>
</tr>
<tr>
<td><strong>Financial Impact:</strong></td>
<td>No immediate fiscal impact. Board-adopted diversity goals will be incorporated in 2019 program and budget planning.</td>
</tr>
<tr>
<td><strong>Action Requested:</strong></td>
<td>Discussion and approval of a revision to “Mirroring the Nation.”</td>
</tr>
<tr>
<td><strong>Staff Contact:</strong></td>
<td>Susan Apollonio, Shawn Balon</td>
</tr>
</tbody>
</table>