



ASLA

IOWA

ASLA IOWA
2018-19 Executive Committee
Updated 2018-02-24

Strategic Plan

IA ASLA MISSION STATEMENT:

The purpose of the Chapter shall be the advancement of knowledge, education and skill in the art and science of landscape architecture as an instrument of service in public welfare. To this end, the Chapter shall promote the profession of landscape architecture and advance the practice through advocacy, education, communication and fellowship.

Advocacy and Awareness

- ✓ Promote the value of *Iowa* landscape architecture.
- ✓ Promote value of landscape architecture to Iowans
- ✓ Effectively advocate for the profession at the local, state, and federal level

Member Services & Support

- ✓ Provide diverse networking opportunities.
- ✓ Meet the educational needs of our members.
- ✓ Recognize the work of our members.
- ✓ Grow and engage membership by demonstrating the value

Shaping the Future of the Profession

- ✓ Grow the profession
- ✓ Provide an active support network for students at ISU
- ✓ Support emerging professionals

Governance & Management

- ✓ Provide volunteers with a clear understanding of their roles, responsibilities, and opportunities
- ✓ Effectively utilize association manager
- ✓ Effectively manage financial resources to support key programs
- ✓ Create year-round relationship among Central States Chapter's leadership
- ✓ Expand volunteer opportunities



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- 1 | Advocacy and Awareness
- 2 | Membership Services & Support
- 3 | Shaping the Future of the Profession
- 4 | Governance & Management

1 | Advocacy and Awareness

- ✓ Promote the value of *Iowa* landscape architecture.

Owners: [Pres Elect/Immediate Past President](#)

1. Hire PR firm to review programs and make recommendations on best strategy
2. Redesign website to serve as a platform to promote Iowa LA (includes rebranding)
3. Establish blog schedule and blog posting guide

- ✓ Promote value of landscape architecture to Iowans

Owners: [Public Awareness Committee](#)

1. Create public awareness plan to identify and develop:
 - key opportunities to raise visibility of LA (banners, bike rides, etc.)
 - strategy for media outreach
 - strategy for social media outreach
 - strategy for K-7 outreach
2. Use social media to expand visibility of landscape architecture to Iowa residents
3. Participate in quarterly public awareness event
4. [Create Public Awareness Committee](#)

- ✓ Effectively advocate for the profession at the local, state, and federal level

Owners: [Trustee/Advocacy Chair/Advocacy Committee](#)

1. Develop advocacy agenda focusing on state and local issues that impact the profession and can benefit from the expertise of LA (e.g., water bill, infrastructure)
2. Promote and defend licensure of the profession to protect the public's health, safety, and welfare and landscape architects' rights to practice.
 - Create Talking Points for the state of the profession/scope of the profession in Iowa



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- Create Talking Points for local restraints to practice (e.g., requiring engineer stamp) and value/scope of LA
- 3. **Create Advocacy Committee**
- 4. Adapt Federal Infrastructure recommendations to state advocacy



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2 | Member Services & Support

- ✓ Provide diverse networking opportunities.

Owners: [Emerging Professionals Committee](#), [Executive Committee \(ExComm\)](#) per role descriptions

1. [Create Emerging Professionals Committee](#)
2. Identify community service opportunities (e.g., Project A.W.A.R.E., Habitat for Humanity, etc.) (EPC - Engineering Procurement and Construction)
3. Maintain effective and engaging programs: Golf Outing, Winter Social, Conferences, Informal Socials ([ExComm](#))
4. Create framework for better local access to ASLA networking throughout state; including local chairs

- ✓ Meet the educational needs of our members.

Owners: [Member Services Committee/Member at Large](#)

1. [Create Member Services Committee](#)
2. Maintain quality educational events with diverse subjects for chapter members
3. Provide members with compliance guidelines for CEU HSW requirements preparation for audits, including promotion of alternate CEU opportunities such as national ASLA webinar and LATIS, etc...
4. Expand LA CES provider status for local conferences/providers and initiate outreach plan to ensure documentation of content

- ✓ Recognize the work of our members.

Owners: [Immediate Past President/National Recognition Committee](#)

1. [Create National Recognition Committee](#) (awards, Fellows, honors)
2. Develop plan to prepare for 2019 cycle for Fellows, honors, and support members who have won chapter awards for application of National awards.
3. Create chapter awards category for residential projects (2019) - reflecting National ASLA
4. Recognize volunteers - add Chapter Service Award/Volunteer of the Year
5. Refine criteria for President's Award ([Matt Carlile](#))

- ✓ Grow and engage membership by demonstrating value ([Member at Large](#))

(Includes recruitment and retention of student club vs National student membership, retaining



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student members in the transition to Associate membership, and recruiting non-member Iowa licensees.)

1. Refine resources to articulate the value of membership to lapsing/lapsed members
2. Create onboarding plan for new members that includes swag + information
3. Establish recruitment communications plan, including outreach to firms



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3 | Shaping the Future of the Profession

✓ Grow the profession

Owners: [Future of the Profession Committee with SSLA](#)

1. Promote landscape architecture as a career option to 8-12 students
 - Develop WLAM outreach program - every member seeks connection with middle school/high school (2019)
 - Create partnership between SSLA and IA ASLA to promote landscape architecture to 8-12 grade students
 - All ISU landscape architecture students talk about the profession to high school students
 - Support ACE - [Keith/Past President](#)
2. Establish endowment to support scholarships (future)

✓ Provide an active support network for students at ISU

Owners: [President/Trustee/Future of Profession Committee](#)

1. Finalize formation of ISU student chapter by Fall 2018
2. Provide partial funding for club and chapter membership
3. Further develop plan for special support of students engaged in IA ASLA activities (e.g., free membership)
4. [Chapter President](#) presents (visual) to SSLA at Departmental Welcome (August), second years (January), and SSLA chapter meeting as introduction to IA ASLA (Fall)
5. Create communications strategy to tailor messaging to students by year - start by connecting to students and SSLA and move toward connecting to profession and ASLA. Include value of National ASLA membership (vs. club)
6. [Connect professionals with students](#) to highlight the value of practicing landscape architecture in Iowa
7. Formalize process to support students attending LA Bash, ASLA Annual Meeting ([ExComm discussion - VP as lead](#))
8. Active engagement in the ISU LA Dept. Student Advisory Committee ([Trustee](#))

✓ Support emerging professionals

Owners: [Associate-at-Large/Future of the Profession Committee/Secretary-Treasurer](#)

1. Create networking opportunities that are geared toward Emerging Professionals



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- Additional informal socials (e.g., bike ride, drinks & drawing, Sleepy Hollow get-together)
- Community service events
- 2. **Create Future of the Profession Committee**, with **Associate Member-at-Large as ExComm Liaison**, to lead emerging professional's programs
- 3. Establish support for the path to licensure (LARE study session, mentoring) (**Sec/Treasurer**)
 - What to Expect event (how to study, how to take the test, bringing study groups together)



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4 | Governance & Management

- ✓ Provide volunteers with a clear understanding of their roles, responsibilities, and opportunities
Owner: Executive Committee
 1. Create On-boarding/Off-boarding process, including ExComm position descriptions that clearly and fully describe expectations and defines support by Association Manager
 2. Establish clear committee charges for all committees
 3. Document processes, using calendars, frameworks and checklists for key programs
- ✓ Effectively utilize Association Manager
Owner: President
 - Create complete description of scope of duties
- ✓ Effectively manage financial resources to support key programs
Owner: Executive Committee
 - Maintain reserve fund in case of licensure deregulation threat
 - Maintain Partnership Program and grow sponsorship opportunities
- ✓ Create year-round relationship among Central States Chapter's leadership
Owner: President
 - Work with National ASLA staff to convene quarterly conference call with chapter leaders from Central States chapters
- ✓ Expand volunteer opportunities
Owner: Executive Committee
 1. Create Nominating Committee (President, Past-President, and Associate-at-Large) to identify future chapter officers and identify ways to keep past leaders engaged
 2. Develop recruitment strategy for chapter volunteers, including a new committee structure to expand programmatic capability:
 - Emerging Professionals Committee
 - National Recognition Committee
 - Member Services Committee
 - Advocacy Committee (future)
 - Public Awareness Committee



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- Future of the Profession Committee
3. Create **local chairs** with key function to host events beyond DSM and serve as liaisons to ExComm



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- 1 | Strategic Planning Session Attendees
- 2 | SWOT Analysis
- 3 | Summary: Chapter Membership Survey
- 4 | Summary: Chapter Strategic Planning Panel Questionnaire

1 | Attendees

Bruce Niedermyer, President
Josh Shields, Past-President
Keith Billick, President-Elect
Pat Dunn, Trustee
Lara Guldenpfennig, Secretary
Eric Doll, Treasurer
Hans Klein-Hewett, Member-at-Large
Sara Davids, Associate Member-at-Large
Brenda Nelson, Vice President/Licensing Board
Kristina Sickles, Association Manager

Charlie Rueb, SSLA Representative
Matt Carlile, Confluence (former Trustee)
Gary Scott, Gary Scott Landscape Architecture
Heidi Hohmann, ISU Associate Professor L.A.
Stacy Ernst, Landscape Forms (Platinum Partner)
Julia Lent, ASLA Facilitator

2 | SWOT Discussion

Strengths

- Budget/Sponsorship
 - Activities/Events
-

- Leadership/Organizational Strength

Weaknesses

- Public perception of landscape architecture
- Perceived lack of value of membership
- Lack of clarity in board roles
- Failure to maintain continuity of volunteerism
- Member engagement across the state

Opportunities

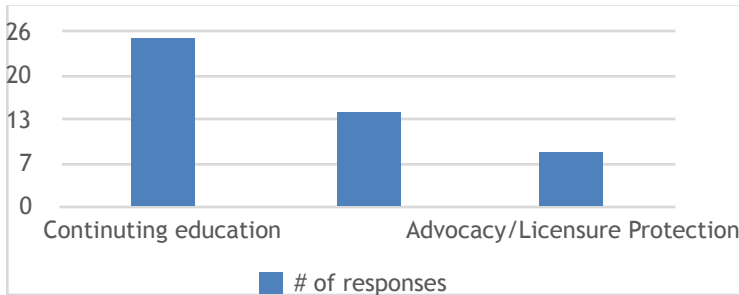
- Technology & Communication
- Student task force
- Geography/location
- Career discovery

Threats

- Irrelevancy
 - Ignorance
 - Imbalance between national/state
 - Inactivity
-

3 | SUMMARY: CHAPTER MEMBERSHIP SURVEY

Most important benefits



Ideas for aligning with allied organizations

- Continuing education/conferences/tours (highest # of responses)
- Advocacy
- Social/networking events

Availability and pricing of events deemed acceptable to survey participants

Additional events/changes for consideration:

- Distance learning
- Shared events with other orgs
- Career discovery events, materials (2)
- Park(ing) Day/WLAM events
- SSLA collaboration
- Firm crawl
- Additional interaction with students in studios
- Community outreach events and projects
- Informal social interactions
- Recognize chapter members for volunteer/leadership
- Support Fellows nominations
- Use of student project posters
- Advocate protection and enhancement of public lands and waters
- More advance planning of conference (for more notice)
- Greater engagement with ISU faculty and staff
- Meetings/socials in eastern IA

Communication from IA-ASLA - 90% felt it is effective

Use of social media - 55% felt it is effective

Changes to consider:

- Greater social media presence (2)
- Engage and active around issues
- More voices on the website
- More visually interesting

4 | SUMMARY: CHAPTER STRATEGIC PLANNING PANEL QUESTIONNAIRE

What is the one thing the Iowa Chapter was worst at in 2017 (and how to fix it)?

- Student involvement (budget for recruitment; establish subcommittee; hire consultant)
- Community outreach (budget for community outreach; establish subcommittee)
- Statewide inclusion/engagement (2) (recruitment from all areas of state for board; reach out to find volunteers from other locations and find a way to get them involved; have committees work in more remote locations to assist with certain goals)
- Website could be more informative and current (updating more frequently; adding info that encourages people to check back more often)
- Always do better at engaging members and students (plan events farther in advance; be more proactive)
- Recruitment (more focus; put one person in charge of this)
- How to grow sponsor income without alienating long-time sponsors (entice other top-level sponsors)
- Educational opportunities beyond conferences (better communication with ISU lecture series)
- Leveraging volunteer assistance to help with organizing events (mentor future chapter leaders and volunteer to more easily plan events)
- Evolving our initiatives to meet world issues (strategic planning and resulting actions)

What was the one thing the Iowa Chapter was best at in 2017 (and how to repeat)?

- Coordinating/planning Central States Conference (2) (ensure all board members are clear on the role they serve and that they are dedicated to them; better job at getting word out regarding awards and CEUs)
- Providing value for the membership dollar (ensure we listen to the needs of the members)
- Spring and Fall conferences (2) well-planned and educational while providing social opportunities (continue to find venues that work for the majority while providing relevant education topics; debrief for lessons learned between various event planners to ensure best decisions are repeated)
- Adapting (great people on ExComm and solid Association Manager)
- Communication (2) (keep in touch - dialogue with stakeholders before finalizing changes that affect them; keep website up to date; create Facebook page; verify member info is current)
- Social media
- Following through with actions (apply that commitment to meaningful endeavors)
- Highlighting excellent work (focus on social media)
- Reaching out to ISU students

What is your vision for the chapter (and how do we get there)?

- To be a more recognized organization in the state of Iowa....closer to the extent of the AIA or APA. I would like to see our organization actually make a difference in the state of Iowa, whether its a physical impact or a piece of legislative, or something we sponsor to help a cause. I feel that we just kind of hold conferences and set up social forums - but do not have a profound impact on our state. (Get more involved in the communities that our membership resides in. Get more help from non-board members. Invest \$ in outreach and volunteering efforts)
- A proactive organization that represents, educates and advocates for the practice of landscape architecture and landscape architects within the State of Iowa. (strategic planning and an active executive committee)
- I would like to see more partnership with Landscape Architecture students as well as younger students with professionals in the area. (More focus on outreach and education about the profession)
- I think the Iowa Chapter should be the go-to place for landscape architecture networking. It should be our collective voice, which shouts louder than we can shout alone. (More organization and dialogue between current and future position roles. Connect our members to the lobbyist and legislators more).
- I'd like to see our chapter make a National impact. I believe we've made some great advancements recently and have precedents from other states to follow. I also want to help make ISU's LA Department even better than it is today! Continual coordination with ISU is required for this. (thoughtful risks - e.g., Park in a Pod; bolster relationship with ISU)
- Growth and outreach to include more and more LAs. Also reach out to high-school and college students about the profession and mentor kids through the process - help them find funding and match programs to their resources. (more people engaged at every level, especially leadership. Spread out the tasks to more volunteers)
- Improving the chapter so that all LAs in Iowa want to be a part of it, increasing the number of licensed LAs in the state, growing our connection with students. (Allocate studio days for professionals to visit ISU; get involved in local school districts during community helper theme weeks at schools; provide opportunities for LARE study sessions.
- To develop the tools for current leaders which catalogues multiple years of leadership into one place to support transition to future leaders while allowing the flexibility for them to make events their own. (Pool collective knowledge to catalogue and evaluate where we are currently and help creatively approach endeavors through identification resources)
- Focus on the next generation of LA change agents (prioritize funds)
- Be more visible to other related professionals, and the public, by showcasing real projects, networking and interacting with others. (be more collaborative; team with other orgs to host events and CEUs)

What was most responsible for standing in the way of the Iowa Chapter's success last year (and what can we do about it)?

- Lack of initiative and volunteers on extra efforts (try and plan more in advance. Make sure roles and responsibilities are clear for all board positions/improve position descriptions.
- Time and dedication, energy, thought/ finding motivated volunteers (4) (communicate the vision, mission, goals and value of chapter so members are willing to dedicate time and energy to it. Recruit; make committees; publicize the need for help)

- Central States Conference facility construction - drained volunteer time responding to issue (recruit more people or realign)
- Need for better communication (better communication; accountability)
- Lack of strategic purpose

What was most responsible for our success this year (and what do we need to do to continue this success)?

- Great board leadership and foresight (5). (Acknowledge what is working and what isn't; get valuable ExComm folks committed to ASLA; work together; be open to everyone's ideas; think outside the box; expand volunteer base to allow ExComm members to stay active, but not have to everything; delegation is key)
- Partnership Program
- Continual progress (Strategic plan)
- Conferences

What was the single metric or measurement you least liked hearing about this year (and what must happen to prevent the same thing happening next year)?

- Auditing of state licensure (create more awareness on website and inform members on process)
- Millennial engagement
- Lack of membership growth (recruitment strategy)
- Lack of support of landscape architecture from ISU administration (increased awareness)
- All the money we have sitting in a bank - not doing anything productive for us (Be bold and not fear spending money on meaningful initiatives)

What is the single metric you will measure chapter success by (and what can we do about it)?

- K-12/community impact - what have we done to help/inform others as a chapter (Budget for recruitment, outreach, community involvement; create subcommittee; hire outside consultant)
- Member engagement/attendance at conferences (networking; creating fun, affordable events that add value to the daily lives and work of membership and partners) (4)
- Additional student members and professional membership (encourage more participation, continue to host events that make membership worth it)
- Membership growth (2) (recruitment)
- Conference attendance (planning & innovative topics)
- Volunteer growth
- Increased licensed LAs (offer study opportunities)
- Engagement in the next generation
- Growth of profession in Iowa, including quantity and quality of work

What additional resources knowledge or skills will we require to achieve your vision of the Iowa Chapter?

- More volunteers (2)
- Sub-consultant
- An understanding of what other chapters/orgs are doing (2)

- Better understanding of our own goals and metrics
- Solid understanding of which orgs we invest time and money in that will have the biggest impact
- Open door policy with other Midwest chapters for CEUs and LARE prep.
- Better understanding of chapter member's perception of the benefits of the Iowa Chapter from all geographies of the state, organizational materials to aid leadership, collected knowledge of our past and where we want to go, creativity, openness to possibilities with partners and affiliates.
- Skill with connecting and engaging with the next generation