

INASLA Trustee Report – 03.11.2020

- **Winter BOT update February 18 and new trustee orientation webinar 03**
- **Spring governance meetings**
 - **Asked to hold all reservations for Spring meetings in DC due to COVID-19 outbreak**
 - **Spring meeting webinar on April 07 to coordinate agenda**
- **CEO/EVP Prospectus released (refer to attached)**

Details:

- **President-Elect Candidates**
 - The 2021 president-elect candidates, Eugenia Martin, FASLA, and Emily O'Mahoney, FASLA, were announced in LAND on Feb. 12. Voting opens April 28 and closes May 28.
 - The candidates will be asked three questions during the election cycle, which will also be reported in LAND.
 - You can find out more about [the candidates here](#).
 - BOT will vote on 3 VP candidates at Spring meeting.
- **Government Affairs**
 - ASLA's Executive Committee has approved the new non-standing **Climate Action Committee** (as an evolution of the Professional Practice Committee's Climate Change Subcommittee). The elevation from subcommittee to committee emphasizes ASLA's commitment to climate change as a key focus area. The Climate Action Committee will be included in the open call for committee members held in the summer of 2020.
 - Tracking nearly 170 [occupational licensing bills](#) in 33 states (**up 60 bills from last month**)
 - ASLA, along with our Alliance for Responsible Professional Licensing (ARPL) partners, is working on messaging that informs policymakers that the creation of a "universal" policy should not come at the cost of weakening or destroying models that currently work. ARPL is also focused on "Consumer Beware" (formally known as Consumer Choice Acts) legislation.
 - Last week a new title act bill, HB 4765, was introduced in Illinois. The language of this "marker" bill will soon be replaced with language currently being negotiated between the Illinois Chapter, with support from ASLA National, and the Illinois Department of Financial and Professional Regulation a study addressing the continued need for regulating landscape architects.
 - This is important since the Landscape Architecture Title Act sunsetted at the end of last year during ILASLA's push for a Practice Act.
- **Finance:**
 - ASLA is in the black for 2019! The audit field work started **yesterday** and will continue for the next two weeks onsite.
 - Results will be reported to the Audit Committee with final approval by the BOT at the spring meeting.
 - ASLA is looking to diversify its revenue sources and reduce spending on the biggest portions of budget, notably 11% of total budget is spent on governance.
 - **ASLA is developing a chapter treasurer webinar to showcase best chapter financial practices from the Michigan and Texas Chapters. It is tentatively set for March 26, at 3:00 p.m. EDT.**
 -
- **Education/Membership**
 - Continue to push 18K by 2020
 - Advocating for everyone to personally get involved ("All In")
- **LAM**
 - JSTOR Archive is now live
 - Free for anyone except for last 6 years, which is behind the membership paywall
 - Web views for LAM were down, though Spanish translated article views were way up
- **PR/Communications/Marketing**

- All Social Media channels were increasing
 - Push to increase and enhance media (producing 1min videos for awards)
 - Conference sales exceeded goals
 - Focus to suppress “registration emails” to existing registrants and steer them toward other important information
 - “Students Grow Here” campaign for Conference on LA and an effort to get students to the conference for free
- **Pro-Practice**
 - Expo offered more PDH, in partnership with PPNs
 - The **Annual Conference Education Advisory Committee (ACEAC)** finished reviewing proposals for the 2020 Conference on Landscape Architecture education program. Session notifications will be shared in March.
 - ASLA members now have access to a new member-only free [PDH of the Month](#) benefit via ASLA Online Learning. Each month, ASLA will feature one on-demand webinar at no cost to all current members. Members must register for the PDH of the Month and pass the exam during the month it is featured in order to earn professional development hours.

Respectfully Submitted,
Jonathon Geels, PLA, ASLA
Indiana Chapter Trustee

Board of Trustees Annual Calendar

Items in BLUE occur at Board of Trustees meetings.

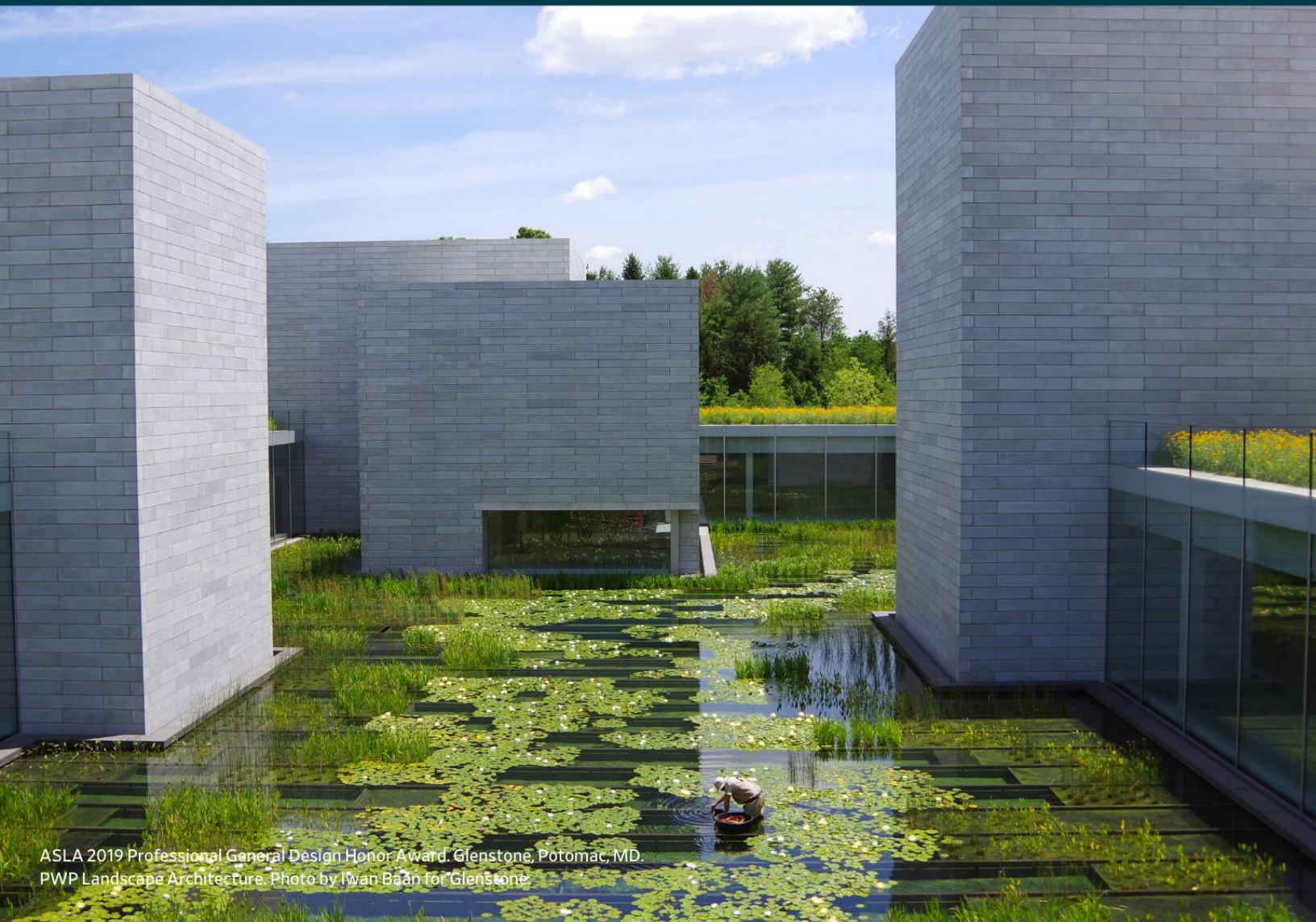
	First Quarter	Second Quarter	Third Quarter	Fourth Quarter
Governance	Year-End/4th Qtr Program & Ops Report Officer candidates info posted BOT meeting prep begins Committee conference calls	Pre-BOT meeting prep: agenda posting, webinars, LinkedIn discussions; Conflict of Interest form signed BOT Meeting 1st Quarter Program & Ops Report Election of vice presidents Selection of BOT representative to Nominating Committee New trustee and second term trustee orientation Introduction of new trustees Post-BOT meeting survey Voting for president-elect opens Call for committee volunteers Committee conference calls of MVVC every five years (2018, 2023) review Constitution and Bylaws (2016, 2021) review	Results of election of president-elect 2nd Quarter Program & Ops Report BOT meeting prep begins Call for national officer candidates Committee conference calls Chapter election of trustees	Pre-BOT meeting prep: agenda posting, webinars, LinkedIn discussions BOT Meeting 3rd Quarter Program & Ops Report Convene as ASLA Fund: Ratify election of Fund Board EVP Alert Reader awards Remarks of departing trustees and officers Trustee-elects attend BOT Annual Meeting EXPO visit assignments Committee meetings at Annual Meeting Post-BOT meeting survey Committee orientation Committee conference calls EVP performance evaluation survey
Strategic Planning	Strategic objectives and program review survey completed by BOT, CPC, staff	Review/discussion of strategic objectives survey results EVERY 3rd YEAR: SWOT analysis (2014, 2017, 2020) EVERY 3rd YEAR: Review of strategic objectives (2014, 2017, 2020)		Approval of Annual Operating Plan
Finance	Preliminary year-end financial report	Year-end and first quarter financial reports Acceptance of annual financial audit EVERY 2nd YEAR: Action on dues recommendation (even-numbered years) Post-BOT meeting: reimbursement requests filed	Second quarter financial report	Third quarter financial report Approval of final next-year budget and draft two-years-out budget Approval of next-year capital budget Post-BOT meeting: reimbursement requests filed
Advocacy	Advocacy Day prep begins Advocacy alerts	Advocacy Day prep: RSVPs, webinars Advocacy Day Visits Post Advocacy Day: visit reports, follow-up Advocacy alerts	Advocacy alerts	Advocacy alerts EVERY 2nd YEAR: Review/discussion of legislative priorities (even-numbered years)
Public Awareness		National Landscape Architecture Month	Coordinated public awareness events	
Membership		Prior year retention data report		
Honors and Awards	Honors and medals nominations due	Selection of honors and medals		Presentation of awards and honors (Annual Meeting) Call for honors and medals nominations
Leadership Updates, Reports, and Resources	Biweekly Leaders E-Express Monthly ExCom agendas Leadership calendar	Biweekly Leaders E-Express Monthly ExCom agendas Leadership calendar	Biweekly Leaders E-Express Monthly ExCom agendas Leadership calendar	Biweekly Leaders E-Express Monthly ExCom agendas Leadership calendar

CHIEF EXECUTIVE OFFICER

POSITION PROSPECTUS



American Society of
Landscape Architects



ASLA 2019 Professional General Design Honor Award, Glenstone, Potomac, MD.
PWP Landscape Architecture. Photo by Iwan Baan for Glenstone



FEBRUARY 2020

INTRODUCTION

The American Society of Landscape Architects has partnered with Higher Talent Executive Search to identify their next Chief Executive Officer (CEO).

This document provides an overview of the American Society of Landscape Architects, information and details about the CEO opportunity, and desired qualifications and characteristics of candidates.

Throughout the document, [underlined green text passages](#) provide hyperlinks to document pages and online resources with more detailed information.

We invite you to consider this compelling opportunity to lead the American Society of Landscape Architects, advancing the field of landscape architecture and its mission to provide healthy, beautiful, and resilient places for all.

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American Society of Landscape Architects

ABOUT THE AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS

Overview

Founded in 1899, the American Society of Landscape Architects (ASLA or “the Society”) is the professional association for landscape architects in the United States, representing nearly 15,000 members.

ASLA has 49 chapters, representing all 50 states, and U.S. territories, plus 81 student chapters and seven student affiliate chapters. ASLA members live in 57 countries around the world.

▶ [Read more about ASLA’s history.](#)

What is Landscape Architecture?

Landscape architects lead the planning, design, and stewardship of the built and natural environments. Landscape architects plan livable communities that foster active lifestyles, design green streets that manage stormwater runoff, plan cutting-edge transportation corridors that are safe for all users, and help communities prepare for and recover from the impacts of climate change. Landscape architecture includes both iconic and neighborhood places, including commercial developments, streetscapes, green roofs, parks, civic spaces, memorials, and residential communities.

▶ [Read more about landscape architecture.](#)

Mission

Landscape architects lead the planning, design, and stewardship of healthy, equitable, safe, and resilient environments. The Society’s mission is to advance landscape architecture through advocacy, communication, education, and fellowship.

Vision

Healthy, beautiful, and resilient places for all.

Values

- Excellence
- Integrity
- Diversity
- Leadership
- Stewardship

Culture

- Collaborative
- Inclusive
- Member-focused
- Accountable
- Volunteer-supported



ASLA Center for Landscape Architecture. Photo by Halkin Mason Photography for Gensler.

What Does the American Society of Landscape Architects Do?

The Society's mission is to advance landscape architecture through programs and operations in the following core areas:

Advocacy

ASLA uses multiple channels, including media, grassroots, and legislative and regulatory outreach to advocate for the work of landscape architects to provide solutions for the challenges faced by communities. We support the efforts of chapters and members to promote and defend licensure of the practice of landscape architecture. We fight for landscape architecture firms and help them compete more effectively in the marketplace. We partner with leading design and conservation organizations to promote green infrastructure, sustainable design and development, safe and walkable communities, and remedies to the climate crisis.

Communication

ASLA raises the visibility of the landscape architecture profession and highlights its contributions to addressing climate change and resilience, sustainability, green infrastructure, and public health. We tell the story of landscape architecture through a variety of multi-media platforms: *Landscape Architecture Magazine*, *LAND*, *The Dirt*, and *The Field*. We serve as an authoritative resource for information and best practices in sustainable landscape design.

Education

ASLA supports the development of research and continuing education initiatives that enable practitioners to address the evolving challenges of landscape architectural practice. We provide career discovery programs to K-12 teachers, students and their families. We sponsor hundreds of hours of professional development and continuing education programs for landscape architects to maintain their licenses. We strive to develop active and effective relationships with university landscape architecture programs and foster student involvement in ASLA.

Fellowship

ASLA hosts the annual Conference on Landscape Architecture, the world's largest gathering of landscape architecture professionals and students. Approximately 6,000 attendees get access to more than 130 continuing education sessions and events and more than 450 exhibitors' products

and services in one place. ASLA also connects members through an online forum of Professional Practice Networks and a member directory to facilitate networking and the sharing of professional opportunities, best practices and new research. ASLA chapters provide a wide variety of activities and programs that promote local and regional involvement.

▶ [Learn more about the scope of ASLA's programs and operations.](#)



ASLA Conference on Landscape Architecture attendees. Photo by EPNAC.

ASLA LEADERSHIP AND GOVERNANCE



Fellows Dinner at the ASLA 2019 Conference on Landscape Architecture. Photo by EPNAC.

ASLA is a 501(c)(6) not-for-profit professional association. A Board of Trustees sets policies and priorities and provides financial oversight, and is composed of one trustee from each chapter, a student representative, and the Executive Committee. The Executive Committee serves as the administrative and strategic planning committee of the Board, and comprises nationally elected officers of the Society, including the President, who serves a one-year term.

Select ASLA education and information programs are housed in the [ASLA Fund](#), a separately incorporated 501(c)(3) nonprofit foundation, established in 2001. Priorities of the Fund reflect the overall ASLA priorities set by the Board of Trustees.

▶ [Read more about ASLA's governance and leadership.](#)

THE OPPORTUNITY

The CEO will provide compelling, strategic leadership at a pivotal time for ASLA and the landscape architecture profession. ASLA and landscape architecture have a long history, established reputation, and unique expertise that position them to address some of society's most urgent issues.

Chief among these are climate change and resiliency. Since its founding in 1899, ASLA has promoted sustainability as a core value that informs all of its programs. ASLA is the go-to source for information and an acknowledged leader on the critical public issues on which the landscape architecture profession has recognized expertise: green infrastructure, stormwater management, active transportation, sustainable land use planning and design, the conservation of critical land and water resources, and the protection of biodiversity.

In the past few decades, ASLA and its members have become more active proponents of planning and designing nature-based solutions to both mitigate greenhouse gas emissions and help communities adapt to a changing climate. A Kresge Foundation analysis of more than 30 professional societies found ASLA to be one of just nine organizations that have “adopted a holistic approach” to educating their members and the public about climate change “that includes adaptation, mitigation, and the explicit consideration of social justice.”

► [Read more about ASLA's commitment to Sustainability and its commitment to Climate Action.](#)



ASLA is deeply committed to social equity as a goal and outcome of sustainable landscape planning and design – and as a guiding principle for the Society and the profession. ASLA recognizes that for the profession of landscape architecture to continue to thrive, it must better represent the communities and people it serves. ASLA has made a commitment to promoting diversity, equity and inclusion within its profession, membership, staff and leadership. Key

initiatives include networking and leadership opportunities such as the ASLA Diversity Summit, career discovery programs, and recognition of best practices within landscape architecture firms. The CEO will provide vision and momentum to these efforts, in order to strengthen the profession and the Society.

► [Read more about ASLA's commitment to diversity.](#)



ASLA 2019 Professional General Design Honor Award. Hunter's Point South Waterfront Park Phase II. SWA Balsley and WEISS MANDREDI. copyright Singleton SWA

The CEO will equip and inspire the Society, its members, and the landscape architecture profession to lead on these defining issues of our time. With an appreciation for the diversity of perspectives within the membership, the CEO will expand the voice and impact of landscape architects. As a key part of this effort, the CEO will fortify the Society's partnerships with a broad array of [allied professions and organizations](#) with whom it collaborates to achieve its vision and mission.

While the strategic opportunities for ASLA are compelling, the CEO must also be an innovative and highly accomplished executive who addresses ASLA's primary strategic and operational challenges. During the last few years, ASLA has seen its membership numbers decline, due in part to fewer students entering landscape architecture programs and fewer graduates joining ASLA. Other strategic challenges include lack of awareness within the public and among policy makers about the scope and impact of the landscape architecture profession, and members' and prospective members' lack of awareness of the breadth of ASLA programs and successes.

The initial focus for the incoming CEO, after a period of listening and learning from members, staff, partner organizations, and other stakeholders, is to work in concert with the Executive Committee to create a clear and actionable strategic plan.

Key strategic priorities for ASLA are:

- Expanding and diversifying membership
- Increasing and diversifying the pipeline of students and emerging professionals
- Growing and diversifying revenues from membership and other sources
- Creating a cohesive communications strategy for internal and external audiences
- Streamlining ASLA's governance structure

The new CEO will address these opportunities and challenges with the support of an accomplished staff and passionate members and volunteer leaders.

KEY RESPONSIBILITIES

The Chief Executive Officer reports to the Executive Committee of the Board of Trustees and collaborates with the Board and the Executive Committee to set the vision and strategic objectives for ASLA.

The CEO is responsible for management of the organization, including oversight of staff and volunteers, programming, operations and finance. The CEO will oversee a team of approximately 50 full-time staff and manage 12 direct reports. ASLA's annual revenues in fiscal year 2019 were \$12.7 million, coming from 3 key revenue streams: membership dues, the annual conference, and from *Landscape Architecture Magazine*.

While the president is the primary voice of the Society, the CEO is a key public spokesperson and external relationship-builder for ASLA. An inspirational and collaborative leader internally and externally, the CEO will offer a clear vision for the future, set ambitious goals, and implement them in collaboration with the Board, staff and other partners.

The CEO's responsibilities include, but are not limited to, the following:

Strategic Leadership

- Provide vision and direction for ASLA's growth and impact; work with the Board of Trustees, Executive Committee and staff to establish a strategic plan with measurable milestones and outcomes
- Manage development of the annual operating plan and budget
- Provide "breakthrough thinking" about and execution of ASLA's programs, initiatives and services

Governance

- Partner closely with the Board of Trustees and Executive Committee to establish and implement ASLA's vision, mission, and policies
- Serve as the Executive Vice President to the ASLA Board of Trustees and Executive Committee, providing communication, support and training to ensure their effectiveness
- Serve as president of the ASLA Fund

Organizational Leadership

- Develop and implement strategies to increase ASLA membership and the pipeline of potential members
- Develop and implement strategies to expand and diversify earned and contributed revenue
- Oversee the planning and delivery of ASLA's programs, services and initiatives; ensure that each is maximizing impact toward ASLA's mission and strategic priorities
- Ensure that ASLA members are effectively connected to the mission and organization through direct and regular interaction and communication

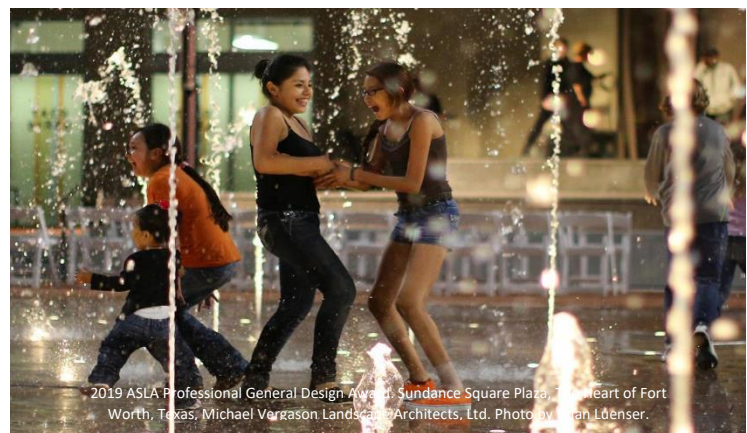
- Provide inspirational leadership that embodies ASLA’s core values, and maintain a participatory and collaborative culture that attracts, retains, and motivates a diverse and talented staff; deepen and strengthen a culture of inclusion and equity across the entire organization
- Directly supervise ASLA’s senior leadership team ([find ASLA’s organizational chart here](#)); ensure effective personnel policies throughout the organization
- Effectively manage ASLA’s budget and all internal operations
- Oversee risk mitigation in the areas of finance, legal, governance, human resources and facilities

Communications and External Affairs

- Develop and implement a cohesive and multi-pronged communications strategy to raise awareness of ASLA, its mission, and the impact of the Society and of landscape architecture
- Along with the President, serve as ASLA spokesperson with external stakeholders and audiences
- Actively cultivate existing relationships and foster new relationships with allied organizations, industry partners, government, public service organizations, and others to advance the goals and interests of ASLA and the profession
- Develop and maintain external relationships that promote advocacy efforts related to promoting ASLA’s priority issue areas

CORE COMPETENCIES

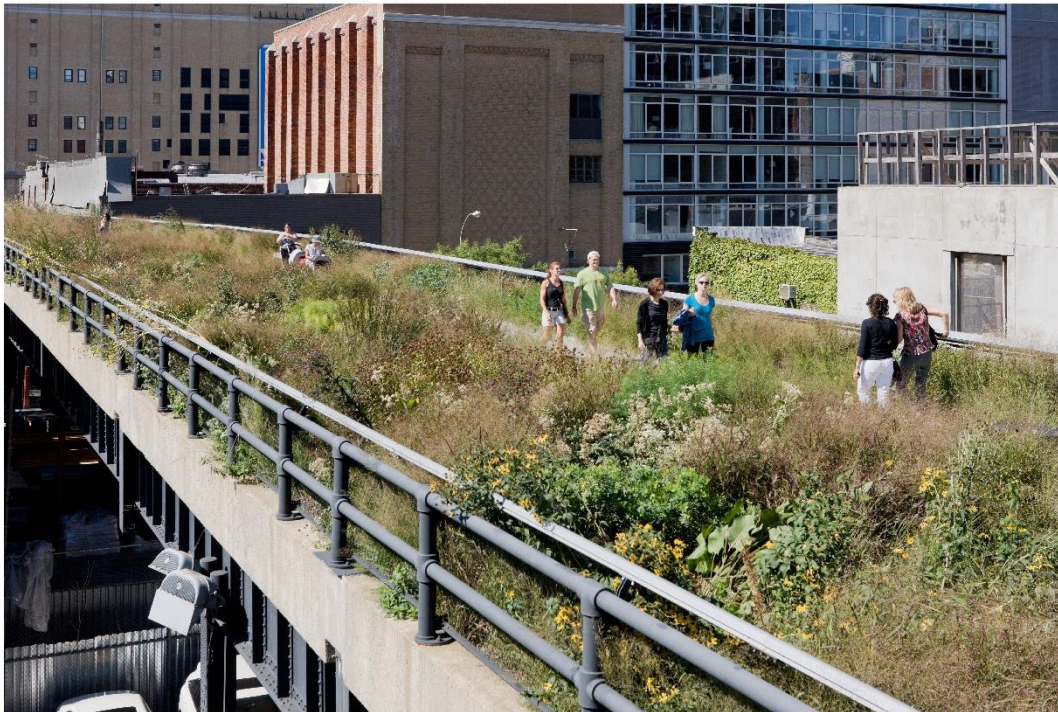
The CEO will be an energetic, accomplished leader with a demonstrated ability to provide strategic direction and management expertise to a dynamic and evolving organization. This individual will be passionate about ASLA’s mission and will have the skills required to expand the organization’s vision and impact through collaborative strategic planning, exceptional communications, and entrepreneurial leadership.



The ideal candidate will offer the following skills, experiences, and characteristics:

- A deep appreciation for the breadth and impact of landscape architecture, and a vision for advancing the profession

- An understanding of the value of diverse and inclusive organizations, and a demonstrated capacity to embed equity and inclusion in organizational culture and programs
- A seasoned executive with 10+ years of senior management experience
- A highly strategic and entrepreneurial approach to growth and impact; a demonstrated ability to build support for ambitious goals and lead a complex, high-performing initiative or organization toward successful strategic outcomes
- Exceptional financial and business acumen, able to effectively lead an organization of ASLA's size and complexity and ensure sustainability by growing and diversifying revenues
- Ability to lead – and to reimagine – a geographically diverse, chapter- and member-driven organization; a proven record of innovation and excellence in providing services and programs to constituents, communicating value, and inspiring engagement
- Demonstrated ability to implement comprehensive, innovative, and high-return-on-investment communications strategies for internal and external audiences
- Experience working effectively in partnership with an active Board of Trustees, Executive Committee and other volunteer leaders
- Strong people management skills; proven expertise in staff mentorship and development, and a proven record of high-integrity, inclusive, collaborative and inspirational leadership
- Exceptional skills in building strong relationships and collaborations with a broad group of stakeholders
- Energy, enthusiasm, presence, and exceptional communications skills



ASLA 2013 Professional General Design Honor Award. The High Line, James Corner Field Operations. Image by Iwan Baan.

BENEFITS

The American Society of Landscape Architects has been recognized as a leader in supporting the health and wellness of its employees, providing benefits and incentives that promote a work-life balance and encourage fitness and active lifestyles.

- Major medical, dental and prescription insurance coverage, as well as vision services
- Employee Assistance Programs and Work/Life Services
- Group Life Insurance, for which ASLA pays total cost
- Long-Term Disability, for which ASLA pays total cost
- Short-Term Disability
- Flexible Spending Accounts (FSA's)
- 401(k) Employer Match beginning the first full quarter following six months' employment. ASLA matches 3% of the participating employee's salary.
- A 457 deferred compensation retirement plan

Additional Benefits

- 10 Paid Holidays
- 2 days Paid Philanthropic Leave
- Flexible or modified work schedules
- Telecommuting 1 day per week
- Transit subsidy of \$75 per month
- On-site fitness and wellness programs
- On-site fresh organic fruit
- Treadmill or standing desks
- Fitness and lifestyle wellness classes

As a recognized leader in supporting employee health and wellness, ASLA pursued both WELL and LEED certifications for the redesign of the ASLA headquarters (Center for Landscape Architecture). From the beginning, goals for the Center have included maximizing occupant health, wellness, and productivity; serving as a role model for other organizations; and conducting education and outreach related to the building's sustainability and wellness features, including the Center's renowned green roof.

 [Read more about ASLA's WELL standards.](#)

WASHINGTON D.C.



The Washington, D.C., area is a great place to live with a variety of choices for work and lifestyle. It boasts a wide variety of neighborhoods, diversity of people, extensive cultural and recreational options, proximity to many weekend destinations – and a relatively mild four-season climate so anyone can enjoy all it has to offer all year round.

The Washington, D.C., metro area has the perks of a large urban area. It's serviced by an extensive public transit system and is home to plenty of restaurants, entertainment venues, a variety of museums, public parks and other cultural sites. Meanwhile, each neighborhood in the District and its surrounding towns has its own atmosphere. Residents gather for block parties, mingle at dog parks and converse at coffee shops, creating an ambiance similar to that of a much smaller community.

Washington D.C. schools are also top-notch. The Maryland and Virginia public school systems earn top grades in Education Week's Quality Counts. For five years running, Maryland has a received a B+, the highest grade awarded to any public school system. Virginia ranked fourth with a B.

▶ ["What's it like to live in Washington, D.C.?", by Miriam Weiner.](#)

HOW TO APPLY

The American Society of Landscape Architects has retained [Higher Talent Executive Search](#) to manage the recruitment process. Candidates will complete comprehensive reference and background checks. Interested candidates should direct inquiries, resumes, and cover letters to:



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EEO Statement

American Society of Landscape Architects provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state or local laws.

This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training.