

2022-2024 Strategic Plan





Front Cover:
 ASLA 2021 Professional
 General Design Honor Award
 Ferrous Foundry Park
 Lawrence, MA
 Stimson / Ngoc Doan

Back Cover:
 ASLA 2021 Professional
 Residential Design Honor Award
 Charlie Mountain Ranch:
 The Renewal of
 a Rural Landscape
 Pitkin County, Colorado
 Design Workshop, Inc. /
 D.A. Horchner,
 Design Workshop, Inc.

Table of Contents

5 Letter of Introduction

7 Process Overview

11 Foundations

12 Mission

12 Focus Areas

13 Community

14 Connection

15 Innovation

16 Scale

17 Voice



*ASLA 2021 Professional
Urban Design Award of Excellence*

Repairing the Rift:
Ricardo Lara Linear Park
Lynwood, California

SWA Group /
SWA Group, Jonnu Singleton

Introduction

There is an evolving relationship between our communities, the profession we work in, and the planet we live on; that relationship has formed a cornerstone of our design philosophies. As the understanding of landscape architecture's impact on our society grows larger, reaching ASLA's full potential for positive change must be our collective focus.

Our members play a leading role in developing sustainable design and development trends and providing the world with innovative nature-based and adaptive solutions. ASLA will continue to support members with excellent service, professional development, advocacy opportunities, licensure defense, and raise the bar for the profession while also investing in new ways to meet their expanding and changing professional needs. For example, we are reimagining the ASLA Fund, and through it, are broadening the type of support we offer our members and educating the world about the contributions of landscape architects.

ASLA will continue to anchor climate, environmental justice, and equity goals through the lens of our Racial Equity Plan and a forthcoming Climate Action Plan in a way that transcends theory or politics and focuses on their impact on people - taking aggressive action to achieve our goals. It is with this in mind that we have developed our 2022-2024 strategic plan. This document will guide and shape our activities and allow us to better serve our members, the landscape architecture profession, our communities, and our planet.

In the pages ahead, we have laid out the ways that we will advance the beliefs and practices of our profession, strengthen our internal and external partnerships, and raise the visibility of landscape architecture. The five focus areas we identified (Community, Connection, Innovation, Scale, and Voice) direct the goals of our strategy to further support our profession, a strategy that inspires and encourages the betterment of our world.

As we rise to meet the world's challenges, we do so with the intention of building a stronger, more resilient community; one that will lean into the challenges of the future. We approach this work knowing our success depends on the dedication and leadership of our colleagues, our volunteer leaders, our members, and our partner organizations.

This plan presents the foundation for our vision for the next decade; we are proud and honored to share it with you.



Tom Mroz, FASLA
ASLA President



Torey Carter-Conneen
ASLA CEO



*ASLA 2021 Student
Communications
Award of Excellence*

*Mud Gallery
Olympia, Washington*

*Students
Alanna Matteson, Student ASLA;
Zoe Kasperzyk; Danielle Dolbow*

*Faculty Advisors
Ken Yocom, ASLA; Jeff Hou, ASLA,
University of Washington*

Process Overview

Over the course of a year, ASLA leadership has collaborated to develop this strategic plan. It articulates a vision of the organization's future, updates our mission statement, redefines the role of the ASLA Fund, and identifies five focus areas that will direct our strategy to ensure we achieve the future we imagine. This plan is both flexible enough to accommodate unforeseen events and specific enough to provide direction and inform our decisions about current and future resource allocation.

We began this process by undertaking a rigorous discovery process including informal listening sessions, a series of professionally facilitated focus groups, one-on-one qualitative interviews, and a comprehensive member survey. We heard directly from current and former members, volunteer leaders, and others what they want and need from ASLA. Their feedback informed and drove the development and focus of this plan at every stage.

Working with the professional ASLA team, the Executive Committee and the Board of Trustees, we described outcomes for each focus area and developed milestones that are specific, measurable, attainable, relevant, and time-bound. We thought holistically about what needs to shift to achieve our vision of the future. We identified five focus areas, and for each area defined a transformational goal; a simple and direct statement of what will be different at ASLA with the successful implementation of this plan.

We understand the important role metrics play in transforming aspirational goals into real accomplishments. That is why we identified an outcome or description of the impact achieving our goal will have on our members, the profession and on ASLA as an organization for each goal statement. The outcomes that we envision describe what success will look like in each of our areas of focus.

While it's difficult to predict the future, we know we can expect to experience unanticipated opportunities as well as challenges that we haven't foreseen. We will rely on what we've learned from our outcomes to help us evaluate which way to turn when we encounter forks in the road; we'll weigh the pros and cons of opportunities that arise, and use that to inform our decision-making. To support the outcomes, we identified milestones or metrics that describe tangible, concrete achievements that will result by implementing this plan.

We have included our ASLA community at every stage of developing this plan and hope that our members and supporters see themselves, and their needs, reflected here.

What ASLA Members Told Us Through This Process

“[ASLA can] wipe the slate clean and start recognizing what are the most important contributions that we can make as landscape architects. Put those opportunities, issues, and provocations up first and foremost and start helping us to be leaders in some of these larger global issues.”

— PAMELA CONRAD, ASLA, FOUNDER, CLIMATE POSITIVE DESIGN,
AND PRINCIPAL, CMG LANDSCAPE ARCHITECTURE

“I hope that the organization reflects more the reality of the profession and how it is practiced on the ground and all its myriads of new forms from non-profits, small and large. I want [ASLA] to embrace more the reality and forward movement and the changes that are happening [in the profession].”

— DIANE JONES ALLEN, FASLA, CO-FOUNDER, DESIGN JONES, LLC AND DIRECTOR AND
PROFESSOR OF LANDSCAPE ARCHITECTURE, UNIVERSITY OF TEXAS AT ARLINGTON
COLLEGE OF ARCHITECTURE, PLANNING AND PUBLIC AFFAIRS

“I personally think that the need in rural areas is much greater than in urban areas because they don’t have the resources that urban areas do.”

— KADE JONES, ASSOCIATE ASLA, REGIONAL PLANNER,
ACADIANA PLANNING COMMISSION

“The more that we see [ASLA] celebrating these younger practitioners with new ideas, the more interesting it becomes. A lot of the change that we want to see as far as equity and inclusion goes, like diversifying the practice, needs to be done on a local scale; empowering those chapters more would be a way to do that.”

— SARAH FITZGERALD, ASSOCIATE ASLA, LANDSCAPE DESIGNER, SWA GROUP

“ASLA is a sisterhood and brotherhood for individuals with a common interest related to the environment and social health of our world. That’s essentially why we all got into this practice. One thing we could do better is to broaden our tent. We should be a household profession that everyone is aware of.”

— KONA GRAY, FASLA, PRINCIPAL, EDSA

“I applied [for the ASLA diversity summit] and got accepted to go to that and I was like ‘wow,’ there’s so much that I’ve been missing, but there’s so much that I’m being exposed to right now. It was really eye-opening, so I got involved at a local level as well. I continued to stay involved and connected.”

— MONIQUE BASSEY, ASLA, LANDSCAPE DESIGNER, MIG

“[Would like to see ASLA] recognizing the excellence that others are doing and give the platform to individuals or organizations to celebrate the work that is being done. Being a convener does not mean having to do it all. It means having less control and allowing some organic stuff to take place.”

— LUCINDA SANDERS, FASLA, CEO AND PARTNER, OLIN

“To me, ASLA is the culmination of a very broad spectrum of professionals, practitioners, educators, and students; ASLA has been striving for decades to be the face of a profession that we are all very proud of. ASLA is the opportunity to bring everyone together to elevate and springboard the profession to help with public awareness and promote everything we find dear as landscape architects.”

— GREG MILLER, FASLA, PRINCIPAL, MRWM



*ASLA 2021 Professional
General Design Honor Award*

Duke University
Water Reclamation Pond
Durham, North Carolina

Nelson Byrd Woltz Landscape
Architects / Mark Hough, FASLA

Foundations

Founded in 1899, ASLA is the professional association for landscape architects, representing more than 15,000 members around the world. Landscape architects lead the planning, design, and stewardship of healthy, equitable, safe, and resilient environments.

The profession was built on our community's dedication to two core principles: public health, safety, and welfare and the recognition and protection of the land and its resources. Our members make every effort to enhance, respect, and restore the life-sustaining integrity of the landscape for all living things and develop, educate about, and encourage the adoption of environmentally positive and sustainable solutions.

Our members are helping to solve the defining issues of our time by shifting us to a carbon neutral future; planning and designing walkable communities that reduce emissions from transportation and sprawl; and making the built environment more energy and carbon efficient. These efforts enable communities to better adapt to climate change and improve their resilience. We support our members in these efforts through our advocacy, education, civic engagement, and leadership.

Driving this kind of transformation will take time and it will require paradigm shifts, a diversity of backgrounds and thinking, and a passionate will to change to be successful. Our members have spoken and we are committed to integrating this work into the fabric of our organization and our profession. We believe this plan brings us a step closer to delivering on our promise to lead change in our profession, the design community, and in the world.

Mission

ASLA

Empowering our members to design a sustainable and equitable world through landscape architecture.

ASLA FUND

Investing in global, social, and environmental change through the art and science of landscape architecture.

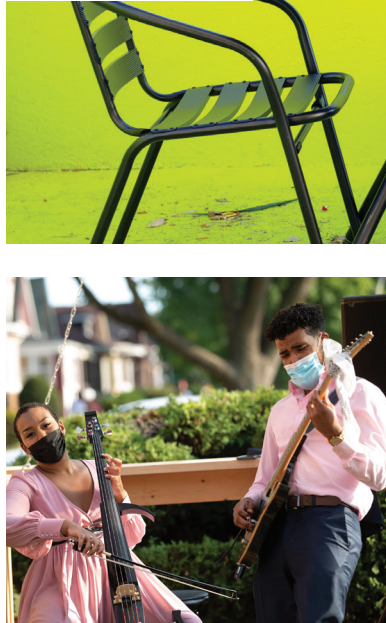
Focus Areas

With the 2022–2024 Strategic Plan, ASLA is charting a bold new course for the future that centers the needs of our members while advancing the profession. We are committed to becoming the community our members value, look to for professional development, and turn to for leadership.

To create the future we are committed to, we need to focus on the areas that will have the greatest impact. This starts with committing ourselves to serving the needs of our *Community* of current and future landscape architects and those in related disciplines and professions, and building collaborations and partnerships through deeper *Connections* with people and organizations that share our values and serve our profession. ASLA must lead the exchange of ideas and best and emerging practices through leadership and *Innovation*. Implementing this plan requires us to focus on how best to *Scale* the organization, both for our future health and to bring to bear the full impact of our membership. Our ability to achieve this future is dependent on creating value and providing a *Voice* for our members, one that allows us to promote awareness of our field and educate audiences about the importance of our profession.

Community

Build a welcoming and inclusive community that provides a place for members, partners, and supporters to connect, learn, and grow.



ASLA is more than an organization; it is a community dedicated to improving the world through design. Whether you are a landscape architect, a student, or someone interested in learning how landscape architecture shapes the natural and built environment, our doors are always open to you.

OUTCOMES

Everything we do is focused on supporting members and championing and raising the visibility of the profession of landscape architecture. Our chapters are cornerstones of ASLA, offering members the opportunity to connect and learn from each other. In order to best serve the ASLA community, we bring members and supporters into the conversations that impact them and their work.

MILESTONES

by the end of 2024, we will have:

- ▶ Improved our member experience by updating our technology platform, making joining, renewing, and accessing tailored content easier for members, as measured by an increase of 20% in ASLA effectiveness in the 2023 Member Survey.
- ▶ Expanded the demographics of ASLA by attracting 20% more members from underrepresented communities (as compared to 2021) and increased professional memberships by an average of 3% annually.
- ▶ Achieved a 20% improvement in overall engagement metrics as measured by our 2023 Member Survey and participation metrics (e.g. webinars, annual conference, chapter involvement, etc.).
- ▶ Developed a plan to expand the conference/community experience to include satellite locations in the delivery of events/education by the end of 2023.
- ▶ Developed new programming for international members resulting in an increase of 40% of international professional members over 2021 levels.

This Page:

ASLA 2021 Professional
Urban Design Honor Award

75th Street Boardwalk
Chicago, Illinois

site design group, ltd. /
Scott Shigley

Next Page:

ASLA 2021 Professional
General Design Honor Award

Atlanta Dairies
Atlanta, Georgia

Perkins&Will /
Sahar Coston-Hardy

Connection

Enable change through collaboration and effective partnerships.



We succeed together. Whether it's through peer-to-peer learning or our partnerships with allied organizations, we seek out opportunities to learn from each other and mentor the next generation of leaders. Together we are creating a stronger, more resilient, and more influential community by collaborating with others in the field to promote a better understanding of landscape architecture and the impact of our work.

OUTCOMES

ASLA creates value for members through the connections and community we foster. In an effort to expand our reach to a broader audience, we are building new relationships with organizations that support our field and strengthening our partnerships with current collaborators. Through the ASLA Fund, we connect in new and meaningful ways with audiences committed to addressing climate change, environmental justice, and building community. This collaborative approach to working with partner organizations has furthered the organization's influence and impact, creating new opportunities to work together and support one another.

We are also investing in bringing our network closer together. ASLA chapters are an important way members connect with one another and a vital conduit into the communities they serve. We will continue to assist chapters and support their work and volunteer leaders.

MILESTONES

by the end of 2024, we will have:

- ▶ Increased member participation in chapter activities as measured by an increase in chapter participation in the 2023 member survey.
- ▶ Strengthened support for chapters and improved understanding and value of the role of ASLA chapters as part of the member experience and created an improved training/orientation program for chapter and volunteer leaders that helps them increase their effectiveness and impact resulting in new and thriving memberships and overall chapter engagement.
- ▶ Leveled the member experience across chapters and reviewed our chapter structure in an effort to improve support for volunteer leaders and reduce barriers to participation as measured by an increase in engagement in the 2023 Member survey.
- ▶ Introduced a mobile-friendly online community with active participation by over 1/3 of the ASLA overall membership and 1/2 of student members.
- ▶ Streamlined the Professional Practice Network (PPN) structure resulting in increased satisfaction with PPNs as measured by the 2023 member survey.
- ▶ Improved the linkage and transition for student members as they move into their post academic relationship with ASLA as measured by the decrease in post graduation attrition by 10%.
- ▶ Expanded the mentor/mentee network to include more than 2,500 members participating as mentors/mentees.

Innovation

Leverage the best practices developed by and for our members to keep us and the profession at the forefront of innovation.



Grounded in our creative system-based approach to problem-solving, ASLA and our members pioneer new ideas and ways of thinking. As a result, our members are more in-demand than ever. Through the ASLA Fund, we will incubate ideas that capture the entrepreneurial and critical thinking spirit of our members.

OUTCOMES

Innovation is about finding new and better ways to provide value to members and deliver on the promise of our mission. We are committed to helping them succeed in the profession and connecting them to opportunities to develop solutions and serve people through their work.

The ASLA Fund allows ASLA to develop, pilot, and incubate new approaches to meeting our members' needs and increasing the visibility of the landscape architecture profession. By creating new pathways into our profession and growing the pool of members, supporters, and other funding resources—including access to capital—we connect members to the business resources necessary to run a successful practice.

MILESTONES

by the end of 2024, we will have:

- ▶ Updated the technology and systems we use, completing a digital transformation and adoption of an interconnected platform that results in a better member experience, increased engagement and an improvement in overall satisfaction and effectiveness scores in the 2023 Member Survey.
- ▶ Created a personalized online and mobile member experience by using data segmentation by practice area, size of firm, region, etc. to identify specific member interests and needs to target communications - increasing the effectiveness of our member engagement as measured by increased satisfaction results in the 2023 member survey.
- ▶ Designed the curriculum and determined the scale of our K-12 National Education and Outreach Program including the creation of materials that meet the needs of educators/families/students as informed by a K-12 Education Survey.
- ▶ Evaluated and streamlined existing education programs offered by ASLA into the SKILL | ED Practice Management Institute and created a framework for increasing member participation by 30% (2021 vs. 2024).
- ▶ Conducted a sustainability audit for the 2022 ASLA Conference on Landscape Architecture to establish a baseline for meeting our long-term goal of achieving net-zero by 2040, realizing reductions in our carbon footprint of 20% by 2024.
- ▶ Enhanced ASLA's overall digital competencies and offerings that include strategic collaborations with Landscape Architecture Magazine's (LAM) print, digital and mobile platforms as measured by an increase in traffic and time on page to LAM by 30% and delivery of a mobile-friendly LAM by end of 2022.

ASLA 2021 Landmark Award

Portland Open Space Sequence
Portland, Oregon

PLACE

Scale

Make the investments necessary to bring to bear the power of our membership and our profession.



One reason it is important that people join ASLA is to harness the strength of our field in numbers. As part of a 15,000+ member organization with chapters across the country, ASLA is able to generate economies of scale for individual members and accomplish things that cannot be achieved by any single individual.

OUTCOMES

Through our global network, ASLA helps members scale their influence and impact, from the local community to Capitol Hill, to advance transformative design, standards, and policies.

Launching new programs while maintaining current services requires scalability, or the ability to expand (or contract) services without affecting other functions, slowing progress, or impacting performance. Many of the outcomes and milestones identified in this document are new; others build on existing programs that are being scaled in ways previously unimagined. Effectively implementing this plan will require investments in our human and financial capital and more efficient use of the resources we have. This will require working with chapters to evaluate and streamline our structure to better support volunteer leaders.

ASLA 2021 Professional
Urban Design Honor Award

Xuhui Runway Park
Shanghai, China

Sasaki / Insaw Photography

MILESTONES

by the end of 2024, we will have:

- ▶ Deepened member engagement at every level, as measured by participation in local events, conferences, advocacy days, and other programming.
- ▶ Reviewed and revised our membership categories and introduced a new updated membership dues structure to increase overall member value as measured by the 2023 Member Survey.
- ▶ Raised the profile of the organization by participating in global policy discussions on climate, equity and the future of the profession and attracted multi-year investments/grants from major foundations/companies who support our mission.
- ▶ Integrated communications research findings to elevate the public awareness of the profession, resulting in additional followers, donors and sponsors above our 2021 baseline levels.
- ▶ Established and implemented a professional development plan for the ASLA team with specific training on member-centric service that results in a 25% increase in member satisfaction as measured by the 2023 Member Survey.
- ▶ Elevated our organizational expertise by hiring climate policy experts to publish white papers, op-ed pieces, and briefings for policy makers and offering training and practice tools to members.
- ▶ Become a valued full-service source of information for members as measured by increases 15% in online learning participation, website access, document downloads, and inquiries to the ASLA library above 2021 levels.

Voice

Provide a platform to elevate expertise and the collective impact of our members.



ASLA provides a voice for our members and opportunities for them to educate the public, policy makers, and other key audiences about landscape architecture.

OUTCOMES

ASLA believes in the positive impact that landscape architects have on the world. We are determined to amplify their voice to better communicate the value and importance of the profession and the relevance of this work to everyday life. We are a vehicle to educate the public about the landscape architecture profession and its contributions to mitigate the impacts of climate change, improve health and public safety, and advance environmental justice. We have strengthened advocacy efforts locally, nationally, and globally; developed valued relationships with legislators, influencers, and decision-makers at all levels; and increased the stature and influence of the profession.

MILESTONES

by the end of 2024, we will have:

- ▶ Increased awareness and understanding of landscape architecture as measured by a joint Attitude, Awareness and Usage (AAU) study that results in a 10-point awareness gain by 2024 over our 2022 Benchmark study.
- ▶ Established strong, personal relationships with key members of Congress of both political parties and increased the number of members who engage in the civic and political processes through ASLA National and chapters above 2021 levels.
- ▶ Launched Candidate and Campaign Training Program in 2023 and trained or assisted more than 100 landscape architects to run for public office and influence policy related to the landscape architecture profession.
- ▶ Increased visibility and expanded our influence at the national, state and local levels as measured by an increase in the amount of coverage, number of media requests for our experts' opinions and insights, invitations to participate in panels, and requests to testify at local, state, or federal policy hearings to 30% above the 2021 baseline level.
- ▶ Collaborated with chapters to better align the voice of ASLA across all geographies and practice areas as measured by an increase of 20% of the number of members actively amplifying our messaging, locally.
- ▶ Identified ASLA spokespeople in all states where licensure is an issue and created a public information campaign to raise awareness of issues related to public health, safety, and welfare as they pertain to our field and to defeat anti-licensure bills.
- ▶ Expanded our outreach to K-12 teachers and student participation of 100% in Dream Big (as compared to our 2021 levels) and increased adoption of landscape architecture lesson plans/modules by K-12 schools nationwide with over 1,000 teachers/schools requesting materials in 2024.

ASLA 2021 Professional
Analysis and Planning
Honor Award

Mosswood Park Master Plan
and Community Engagement
Oakland, California

Einwiller Kuehl Inc.
LMS Architecture
Art is Luv / Project team



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