**ASCE STRATEGIC PLAN**

**VISION**

Civil engineers are global leaders, building a better quality of life.

**MISSION**

Deliver value to our members, advance civil engineering, and protect the public health, safety, and welfare.

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**GOAL 1**

An ever-growing number of people in the civil engineering realm are members of, and engage in, ASCE.

**FOCUS STRATEGY**

Improve member satisfaction among key member segments.

**Key Performance Indicator**

- Number of dues paying members.

**ONGOING STRATEGIES**

Improve student to member transition and younger member retention.

**Key Performance Indicators**

- Number of Younger Members retaining membership five years after joining ASCE.
- Number of Student Members transitioning to professional membership.

Encourage and provide greater opportunities for younger member engagement and leadership in ASCE.

**Key Performance Indicator**

- Number of Younger Members in leadership/officer roles at the Board, Institutes, Region, Section and Branch levels.

Optimize local units (sections, branches, chapters, groups, forums, Institutes) to help deliver the value of ASCE locally and enhance opportunities for professional networking.

**Key Performance Indicator**

- Member satisfaction with value provided.

Deliver, improve and communicate member value included in membership dues, and benchmark against competitive associations.

**Key Performance Indicator**

- Number and awareness of existing and new benefits/programs offered for no additional fee, and utilization rate/satisfaction.

Enhance leadership skills development opportunities, identify and operationalize mentoring opportunities, and optimize employment and career-related services.
Key Performance Indicator

- Member satisfaction with leadership development score on Member Needs Survey.

Improve the information, guidance, activities, and opportunities for student chapter involvement.

Key Performance Indicator

- Student Satisfaction and Net Promoter Score (NPS) on Student Member survey.

Continue to build international membership and benefits.

Key Performance Indicator

- Number of dues paying International Members.

Develop new products and services for domestic and global members that specifically appeal to younger members, delivered through the Society level, Institute level and local regions, sections, and branches.

Key Performance Indicator

- Number and awareness of existing and new benefits/programs appealing to Younger Members, and utilization rate/satisfaction.

Explore different membership models to broaden outreach to non-members and to capture additional members of the project team.

Key Performance Indicator

- Complete analysis of at least one potential membership sector.

GOAL 2

Civil Engineers develop and apply innovative, state-of-the-art practices and technologies.

ONGOING STRATEGIES

Promote the benefits of transformational innovation and state-of-the-art practices for the design, construction and maintenance of civil infrastructure.

Key Performance Indicator 1

- Number of sessions at conferences dedicated to transformational innovation and state of the art practices.

Key Performance Indicator 2

- Number of articles in Civil Engineering magazine and other similar publications on transformational innovation and state of the art practices.

Improve the practice of civil engineering, advance best practices, and share technical knowledge through collaborative committee activities, events, forums, publications, standards, and educational offerings.

Key Performance Indicator 1

- Number of people participating in committees.

Key Performance Indicator 2

- Number of technical events, conferences and forums.

Key Performance Indicator 3

- Number of publications produced and copies distributed or sold.

Key Performance Indicator 4

- Number of papers submitted to the Journals and number of papers published in the Journals.

Facilitate the global exchange of civil engineering knowledge and educate members on professional practice in the global environment.
**Key Performance Indicator**
▶ Number of international attendees at ASCE conferences.

Expand the opportunities for volunteers to engage in the technical activities of the ASCE Institutes and Divisions.

**Key Performance Indicator**
▶ Number of efforts to attract participation by non-traditional volunteers.

Improve the profession’s access to a wide array of civil engineering technical and professional literature.

**Key Performance Indicator 1**
▶ Number of articles, papers, and books available on the ASCE Library site.

**Key Performance Indicator 2**
▶ Add ASCE legacy content (1867–1982) to the online Library site.

Recognize the achievements of civil engineers and challenge the biases against the implementation of innovation and advancing the state-of-the-art.

**Key Performance Indicator 1**
▶ Number of submissions for all ASCE awards.

**Key Performance Indicator 2**
▶ Number of attendees at OPAL.

**Key Performance Indicator 3**
▶ Number of entries and submissions to OPAL.

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**GOAL 3**
All infrastructure is safe, resilient, and sustainable.

**FOCUS STRATEGIES**
Implement & promote the ASCE Grand Challenge within the civil engineering profession, encouraging the use of life-cycle cost analysis, innovation, performance-based design, best practices for sustainable engineering, and resiliency standards in planning and design of all infrastructure projects.

**Key Performance Indicator**
▶ Include Grand Challenge topics in ASCE conference programs or activities.

Effectively execute the agreed upon Sustainability Road Map so that all civil engineering is “sustainable.”

**Key Performance Indicator**
▶ Establish a new “Standard Requirements for Sustainable Infrastructure.”

**ONGOING STRATEGIES**
Advocate so that public and private-sector decision-makers and the public at large take action to improve and modernize the nation’s infrastructure through national and state public policy efforts and increased member engagement in programs such as the Fly-Ins and Drive-Ins.

**Key Performance Indicator**
▶ Number of Report Card Solutions that become enacted or achieved.
Raise awareness among decision-makers and the public on the need for infrastructure investment at the state and local levels by providing information and resources such as the national and state Infrastructure Report Cards.

**Key Performance Indicator**

- Level of infrastructure funding (as a percentage of gross domestic product).

Promote successes in innovative project delivery and funding solutions as models of effective infrastructure development.

**Key Performance Indicator**

- Number of articles in CE magazine addressing this topic.

Develop and advocate for sound positions on civil engineering-related public policy issues (such as policies related to infrastructure, sustainability, risk, professional licensure, STEM education, procurement, etc.).

**Key Performance Indicator**

- Fly-In/Drive-In numbers.

Promote best practices and model policies to ensure that infrastructure is more resilient to extreme events.

**Key Performance Indicator**

- Updates to Infrastructure Gamechangers series/success stories in Report Card.

**Key Performance Indicator**

- Number of states and localities that have resiliency officers.

Develop a new project/program development process that ensures engineers are directly involved at the earliest stage of project/program planning.

**Key Performance Indicator**

- Develop a new process to guide engineers as master planner/builders.

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**GOAL 4**

ASCE advances the educational and professional standards for civil engineers.

**ONGOING STRATEGIES**

Plan and execute the “Raise the Bar” initiative for civil engineering, or its successor, to protect the public health, safety, and welfare.

**Key Performance Indicator 1**

- Number of sessions presented by “Raise the Bar” champions to target audiences.

**Key Performance Indicator 2**

- Establish a credential for recognizing fulfillment of the CE-BOK.

Lead and engage CE academic programs, CE department chairs and heads, CE faculty, CE practitioners, and ABET Inc. to continuously improve the formal education of civil engineers.

**Key Performance Indicator**

- Number of CE department chairs, heads and faculty members who are ASCE members.
Educate, train, and equip civil engineers to increase their technical competency and develop their interpersonal and organizational leader skills with online, in-person, and webinar continuing professional development.

**Key Performance Indicator 1**
- Number of ASCE Continuing Education CEUs or PDHs earned per customer per year.

Maintain and enforce ASCE’s Code of Ethics and educate members and the public on professionalism and the ethical practice of civil engineering.

**Key Performance Indicator 1**
- Number of ASCE members/customers served by an ASCE ethics training session (online or in-person).

**Key Performance Indicator 2**
- Number of new/updated ethics educational resources made available to ASCE members.

 Equip civil engineers to practice sustainable civil engineering by offering an ASCE Sustainability Certificate program and promoting sustainability standards and tools.

**Key Performance Indicator 1**
- Establish new “Standard Requirements for Sustainable Infrastructure.”

**Key Performance Indicator 2**
- Number of ASCE members that have secured the ASCE Credential.

Lead and participate with others in the professional engineer licensure processes, procurement, and business practices in all U.S. jurisdictions to protect the public health, safety, and welfare.

**Key Performance Indicator 1**
- Number of ASCE members on licensing boards who are engaged with ASCE’s licensing activities.

**Key Performance Indicator 2**
- Number of licensing jurisdictions meeting our standards for education, experience, examination, continuing professional development, and professional conduct to protect and enhance the health, safety, and welfare of the public.

Integrate civil engineering technologists into the family of civil engineering.

**Key Performance Indicator 1**
- Define the knowledge, skills, and attitudes for the civil engineering technologist.

**Key Performance Indicator 2**
- Number of CETs who are ASCE members.

Promote diversity, equity, and inclusion as essential to the advancement of the civil engineering profession.

**Key Performance Indicator 1**
- Establish a best practices diversity & inclusion guide that serves as a resource for ASCE Sections, Branches, and Institutes to develop and implement programs/activities focused on actively promoting diversity, equity, and inclusion.
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GOAL 5
The public values civil engineers’ essential role in society.

FOCUS STRATEGY
Promote greater public awareness and recognition of the positive achievements of civil engineers to society throughout history through a campaign or program reaching audiences in the popular and social media.

Key Performance Indicator 1
- Member perception (based on member surveys) of how well the public understands and values CEs’ contribution to society.

Key Performance Indicator 2
- Number of media, entertainment and educational organizations that produce programs highlighting civil engineering (as tracked by staff or periodic audits).

Key Performance Indicator 3
- Number of Historic Civil Engineering Landmarks dedicated annually.

ONGOING STRATEGIES
Develop a messaging platform that positions civil engineers as valued leaders, emphasizing the attributes needed to achieve Vision 2025, in language that resonates with the public.

Key Performance Indicator
- Number of leaders trained or educated with key messaging.

Leverage the Dream Big movie and outreach materials to promote civil engineering careers to youth and raise the stature of civil engineers among families and community leaders.

Key Performance Indicator
- Downloads and requests from members, educators, and partners for Dream Big resources.

Encourage civil engineers to engage in public policy activities and leadership at the local, state, and national level. Train and equip civil engineers with the skills and messages necessary to interact with the public and decision-makers on important community and national issues.

Key Performance Indicator
- Number of civil engineers quoted in media outlets or posting in social media channels, and consistency of message, as measured by media monitoring or periodic audits.

Offer pre-college outreach programs and participate in partnerships to help foster a sufficient and diverse supply of quality civil engineers to meet the future needs of society.

Key Performance Indicator
- Number of ASCE Sections, Branches, and Student Chapters that have a member in place as a K-12 outreach liaison.
FOCUS STRATEGY

Ensure the Society’s business model(s) respond to changes in the nonprofit professional society environment, characteristics of current and potential members, and outlook for available resources. Evaluate all aspects of the Society’s operations and structure.

Key Performance Indicator

- Annual revenues equal or exceed expenses.

ONGOING STRATEGIES

Continue to develop an ASCE staff culture based on core values to provide a rewarding environment for staff to work in that will lead to increased member value.

Key Performance Indicator 1

- Rating of staff organizational culture through staff surveys and other assessments.

Key Performance Indicator 2

- Rating of staff professional development experience through staff surveys and other assessments.

Evaluate the level of effort and spending for major program areas, e.g., geographic entities, government affairs, educational activities. Looking to the future, determine where to best allocate available resources (volunteer, staff, and other expenses) to accomplish ASCE’s goals and build membership and revenue streams.

Key Performance Indicator

- Number of spending allocation change proposals that are determined to be appropriate.

Enhance the member experience with ASCE through a more robust e-commerce platform, better database integrity, and improved interfaces for interactions and communications with members.

Key Performance Indicator

- Number of completed member profiles, particularly for students and younger members to track student-to-member transition.
Use available technology to enhance the learning experience and adapt education delivery methods to correspond to the changing educational needs and environment.

**Key Performance Indicator 1**
- Number of on-line courses taken by members and customers, including Guided On-Line courses.

**Key Performance Indicator 2**
- Number of Guided On-Line Course completion certificates awarded.

**Key Performance Indicator 3**
- Number of Certificate Program certificates awarded.

Strengthen ASCE’s global culture by maintaining existing foreign relationships and building new ones, collaborating to foster sustainable practices, sharing technical knowledge, and working to improve global engineering practices.

**Key Performance Indicator**
- Number of engaged Members from Region 10.

Provide members attractive opportunities to support ASCE programs beyond volunteer hours and membership dues through gifts to the ASCE Foundation. Seek a substantial increase in donations to the ASCE Foundation so that the Foundation’s annual monetary contribution to ASCE programs can be increased.

**Key Performance Indicator**
- Growth of ASCE Foundation donor base and contributions.