

# STRATEGIC AND OPERATIONAL UPDATE

October 2012



## The Mission Statement

*Through research, technology, and education promote the professional practice of arboriculture and foster a greater worldwide awareness of the benefits of trees.*

## The ISA Strategic Plan

- The 2011 ISA Strategic Plan
  - Developed over 18 months and officially launched July 2011
  - Previous strategic plan was completed in 2005
  - Features seven end statements, or 10-year goals
  - Designed to create unity in projects, processes, and priorities
  - Built on strategies that encourage growth, exploration, and reflection



## 2011-12 Progress and Accomplishments

Evaluating our commitments from last year



## Goals of 2011-12 Operations

- Develop and manage budget to a minimum of breakeven
- Focus on the needs of ISA stakeholders, including members, certificants, and consumers
  - An ISA needs analysis
  - ISA branding and value messaging
  - ISA MOU development and continued review of policies.
- Strategically use available resources to support tactics to move identified objectives forward
  - Qualifications
  - Online learning
  - Sponsorship/partnerships



## Highlights of Our 2011-12 Accomplishments

- Translation of ISA CA exam into German and Canadian French
- Z133 ANSI audit is complete; awaiting final ANSI approval
- Hosted one of the highest rated Leadership Workshops
- Membership up 2.95%; Student membership up 32.87%
- Evaluation of the core purpose and the sustainability of the ITCC
- 10 *Up by Roots* Workshops, including 3 in Europe: 489 participants, 100+ volunteers
- More than 6,900 people completed the ISA Association Needs Assessment; Response rate of 16.04%



## A Few More 2011-12 Highlights...

- Policies for Certification and Qualification in development
- Tree Risk Assessment BMP released in November 2011
- Online Learning Center launched in October; 1,022 courses completed, 3,000 unique users, 26 countries represented
- \$50,000 budgeted for TREE Fund donation in 2012-13, which is 2% of professional membership dues collected
- Created a new research policy, which will be reviewed by ISA Board in August 2012
- 32 signed MoUs; 8 MoUs still outstanding
- Creation of Operating Agreement to account for differing component needs

**ISA** International Society of Arboriculture

## 2012-13 Goals and Commitments

Priority projects and initiatives for the next 12 months



# RESEARCH

*ISA is focused on research and the dissemination of results to contribute to a world with healthier trees, sustainable communities, and a green economy.*



Collaborate with industry associations to develop joint research projects to maximize synergy and increase the impact on public awareness.

3 Year Goal	12 Month Commitment
Increase the body of literature that translates research outcomes into practical applications (R-1, R-2, A1-2, D-3)	Complete biomechanics literature review (SRC)  Complete the 'Costs of Not Maintaining Trees' lit review (SRC)
Organize and support face-to-face learning and networking opportunities for researchers and practitioners (R-1, R-3, A2-1, M-3, D-3)	Assess need for Biomechanics Week II in August 2013 (SRC)  Support Right of Way 10 Symposium (UAA)

Strengthen alliances with the TREE Fund and other research-minded organizations.

3 Year Goal	12 Month Commitment
Identify and prioritize research needs (R-2, R-3, A1-1, M-4)	Formalize plan for an international conference on urban tree diversity in collaboration with ISHS and others (SRC)  Implement operating agreements and utilize Development Committee in Safe Arborist Fund and Building Bridges (Board)

**ISA** International Society of Arboriculture

## PUBLIC AWARENESS (INDUSTRY)

*ISA is recognized by the public as the worldwide network for science-based information on the benefits and care of trees.*



Develop co-branding opportunities with component organizations and other like-minded organizations to maximize our resources, influence, and exposure.

3 Year Goal	12 Month Commitment
Develop a culture of support and sharing that fosters components' efforts and ability to promote ISA and the profession. <i>(A1-1, A2-1)</i>	Create optional marketing and PR services available to components (PRaM)
Support development of component leaders through the annual Leadership Workshop <i>(A1-1, A2-1, M-2, M-3)</i>	Increase administrative support functions available (Component Exec Advisory Committee)

**ISA** International Society of Arboriculture

## PUBLIC AWARENESS (CONSUMERS)

*The public recognizes the value of trees, the need for proper tree care, and the benefits of trees to the environment.*



Develop relationships with allied professionals, including ISA component organizations, to reach the public with proper tree information.

<b>3 Year Goal</b>	<b>12 Month Commitment</b>
<p>Perform ongoing evaluation and process improvement to optimize the ISA Trademark Infringement and Logo Misuse program. (M-1, A2-1, PP-1)</p>	<p>Improve efficiency and workflow to process cases in a more timely manner (Membership, Certification)</p> <p>Improve quality of initial contact and resolution of each case in the most cost-effective manner. (Membership, Certification)</p>

 International Society of Arboriculture

Embrace and leverage the green movement to connect in a meaningful way the benefits of trees and importance of their care to the public.

<b>3 Year Goal</b>	<b>12 Month Commitment</b>
<p>Strengthen TreesAreGood.org as a tree care resource for homeowners and as a tool for arboriculture professionals to increase public awareness. (A2-1, A2-2)</p>	<p>Overhaul the TreesAreGood.org website and explore platforms that allow for translation of the site into multiple languages (PRaM)</p> <p>Launch the TreesAreGood.org blog (PRaM)</p>

 International Society of Arboriculture

# MEMBERSHIP

*ISA is a proactive, dynamic, and inclusive organization that provides for the needs of its diverse membership, resulting in engaged members that value the mission.*



Attract and retain arborists in diverse markets by identifying and providing for their needs.

3 Year Goal	12 Month Commitment
Analyze findings of the ISA Association Needs Assessment to aid in development of products and programs to better serve our audiences. (M-1, D-1, D-2, D-3)	Share the results of the needs assessment with ISA Components to assist in their planning and decision-making (PRaM)  Define a list of market research topics that need further exploration (PRaM)

**Attract and retain arborists in diverse markets by identifying and providing for their needs.**

<b>3 Year Goal</b>	<b>12 Month Commitment</b>
Improve retention rate for first-year members; increase membership retention and recruitment in Europe, Asia and Central/South America. (M-1, D-1)	Increase membership retention and recruitment; target for 2013 is 1.5%. (Membership)
Create a sustainable student membership category that is driven by active student involvement. (M-1, D-2)	Realize a 35% increase in student membership over 2012 (Membership)  Develop a more diverse slate of student activities (Student Membership Sub-Committee)



**Work with component organizations to recruit volunteers and create pathways to increase involvement.**

<b>3 Year Goal</b>	<b>12 Month Commitment</b>
Refine membership categories and benefits to attract arborists at all levels within the industry. (M-3, D-3)	Review current membership classes and align benefits and fees equitably and consistently. (Membership)  Evaluate the need for a new membership category aimed at field workers. (Membership)



# PROFESSIONAL DEVELOPMENT

*ISA is a cohesive, inclusive network of practitioners, scientists, and students that is recognized as the global source for arboricultural information and knowledge.*



Build bridges internationally to establish ISA as the central, global source for arboricultural information.

3 Year Goal	12 Month Commitment
Work with partners to translate and publish resources in additional languages and increase accessibility by a broader range of audiences (D-1, D-3, PP-2, S-2, R-1, A1-1)	Create an event support plan focusing on international opportunities (CEC)
	Launch Certified Arborist exams in Canadian French and German (Certification)
	Translate CA Study Guide into Portuguese and audio version into Spanish (EGS)
	Translate Integrated Vegetation Management BMP into Spanish (EGS)

**Maintain, improve and promote members knowledge and skills.**

<b>3 Year Goal</b>	<b>12 Month Commitment</b>
Develop a qualifications platform that allows professional arborists to deepen their skills and advance their careers. (D-2, D-3, PP-1, PP-2, S-2, M-1)	Launch ISA Tree Risk Assessment Qualification (Certification)
	Develop a model that supports the selection and training of skilled educators to deliver qualifications programming (EGS, Certification)



International Society of Arboriculture

**Maintain, improve and promote members knowledge and skills.**

<b>3 Year Goal</b>	<b>12 Month Commitment</b>
Develop an Online Learning Center that is robust and caters to the needs and styles of the arboriculture industry and related professions. (D-2, D-3, M-1, S-1)	Develop 2 to 4 new online courses (EGS)
Advance arborist education on cutting-edge topics available through traditional learning methods (D-2, D-3, M-1, S-1)	<p>Publish <i>Practical Science of Planting Trees</i>, and <i>2013 Glossary of Arboricultural Terms</i> (EGS)</p> <p>Continue development of:</p> <ul style="list-style-type: none"> <li>• <i>Utility Specialist Certification Study Guide</i> (EGS)</li> <li>• Revisions on seven (7) BMPs (EGS)</li> <li>• <i>Guide for Plant Appraisal</i> 10<sup>th</sup> edition (CTLA, PAVC)</li> </ul>



International Society of Arboriculture

## PROMOTING THE PROFESSION

*Arborists are recognized as qualified, competent, and safe tree care professionals who are sought out by the public, government organizations, and other professions.*



Promote the value of ISA credentials to policymakers, researchers, allied professionals, and the public.

3 Year Goal	12 Month Commitment
Explore best methods for expansion into new markets and growth in existing markets (PP-1, D-1, D-2, M-1, A1-1)	Continue development work with Hong Kong Chapter steering committee, government officials, trainers, and assessors (Certification)
	Align ISA credentials with national qualifications frameworks in the UK, New Zealand, and Australia (Certification Board)

Promote the adoption of best management practices and established industry standards.

3 Year Goal	12 Month Commitment
Increase accessibility to information that highlights best management practices (PP-2, D-3, M-1)	Assess needed modifications to current Certified Tree Worker program (CTWSC)
Publicize peer-reviewed reports and information created by industry partners that supports the ISA mission (PP-2, A1-1, R-1, A2-1, A2-2)	Complete outside review of Tree Inventory BMP (EGS)

**ISA** International Society of Arboriculture

## SAFETY

*Professional tree care practitioners have the required knowledge, training, and expertise to perform proper tree care safely.*



Reduce accidents and injuries through a culture built on training, education, and peer accountability.

3 Year Goal	12 Month Commitment
Renew our commitment to advancing safe work practices through the International Safety Committee (S-1, S-2, PP-2, D-1)	Explore the feasibility and need for a series of safety-related BMPs (ISC)  Coordinate efforts with the ITCC Technical Advisory Committee to align safety standards around the world (ISC)

 International Society of Arboriculture

Educate all tree care practitioners in the utilization of safe work practices and cultures.

3 Year Goal	12 Month Commitment
Advocate for the adoption of safe work practices for the arboriculture profession. (S-1, S-2, PP-2, D-1)	Publish the Z133 Safety Standards (ANS-Z133 Committee)  Complete the Spanish translation of Z133 (EGS, Hispanic)
Refine the ISA Tree Climbing Championship Series to become the premier showcase to the public and the industry of safe, efficient tree climbing practices (S-1, S-2, PP-2, M-2, A1-1, D-3)	Develop an operational and financial plan that drives execution of safe, financially sustainable events (ITCC)  Revitalize the ITCC website (ITCC)  Launch the Endorsed Events platform (ITCC)

 International Society of Arboriculture

## WHAT NEXT?

---



## Tracking Our Progress

- Our tactical plan for the coming year features **60 commitments** made by staff and committees
- An ambitious goal, but the best way to achieve significant progress is to set specific, measurable goals and invest the resources needed to accomplish them
- Look for an update on our outcomes at this time next year, but ask questions along the way – accountability is essential to this plan