



2015-2018 STRATEGIC PLAN

Since 1958, ASHE has established itself as the only organization that represents all interests, public and private, within the transportation industry. Evidence of our success is apparent in the activities and industry interaction seen throughout the Regions and Sections that comprise the organization. As we look to the future, we must continue to focus on those activities that have contributed to the continued success of the organization as we plan the future stability and growth of ASHE. These activities include:

- Expansion and growth in new geographical areas and within our current areas of strength.
- Maintaining representation from all sectors of the highway industry.
- Elevating the influence and image of ASHE.
- Promoting careers related to the highway industry.
- Becoming the forum of choice for discussion of highway industry related issues.
- Promote fellowship and information exchange between in all sectors of the highway industry.
- Form strategic alliances with other organizations.
- Assure the governing documents are current and relevant to the vision, mission, and values of ASHE.

The foregoing actions have served to maintain and continually reaffirm the Vision, Mission and Values as follows:

MISSION

Provide a forum for members and partners of the highway industry to promote a safe, efficient and sustainable transportation system through education, innovation and fellowship.

VISION

The American Society of Highway Engineers will become a nationally recognized forum for the highway industry by:

- Increasing ASHE visibility;
- Promoting careers in the highway industry;
- Increasing and expanding membership;
- Balancing membership diversity;
- Providing value to its members; and
- Maintaining the values of ASHE

VALUES

- Diversity - We value, respect and include people from all sectors of the highway industry.
- Innovation - We encourage innovation in the highway industry by providing educational opportunities and participating in technology transfer.
- Integrity - We conduct ourselves responsibly, ethically and honestly.
- Fellowship - We value the opportunity to interact with our members and all partners in the highway industry.
- Quality - We strive for the highest quality in our membership services and partner relationships.



STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

As a result of an internal SWOT analysis completed on January 11, 2014, seven initiatives were identified and incorporated into this Strategic Plan. They are as follows:

1. Produce a fully interactive electronic version of the scanner - Improve External Communications
2. Develop an Internal Communication Plan - Improve Internal Communications
3. Develop Leadership Training Program - Improve Internal Communications
4. Finish Development of Chair Responsibilities - Improve Internal Communications
5. Review Governance Model at the National Level - Improve Internal Communications
6. Perform a Complete Update of the Operations Manual - Improve Internal Communications
7. Review and Evaluate National's Commitment to professional development - Promote Education and Technology Transfer

PRIMARY GOALS

This Strategic Plan focuses on five primary goals that will serve to continue the preservation of the Vision, Mission and Values of ASHE.

1. Improve Internal Communications

Improving and maintaining communications within ASHE, from the National Board to our members within the Regions and Sections, is essential to retain consistency in the operations, visibility and recognition of the organization as the highway forum of choice. As we expand the Regions and charter Sections in new geographical areas, there must be a focus on whom ASHE represents as a national organization while maintaining the strength and flexibility of the Sections. It is the responsibility of the National Board to provide the tools, guidance and assistance needed to support the new members and Sections.

a. Strategies:

- i. Develop and maintain a resource center to assist Regions and Sections with operations.
- ii. Utilize social media (Website, *scanner*, LinkedIn, Facebook, Twitter, etc.) at the Section, Region and National levels to communicate current events, recognition of members, and other important announcements.
- iii. Ensure that Regions and Sections are functioning in a manner that is consistent with the ASHE Operation Manual as established by the National Board.
- iv. Provide financial support to the Regions and Sections for activities that support the ASHE Vision, Mission Statement and Strategic Plan through exposure funds and the ASHE National Grant Program.

b. Actions:



- i. Develop and make available on the National website a resource center for use in the operation of Regions and Sections.
- ii. Develop an Internal Communications Plan including but not limited to a written plan for communication of material and directives between National, Regions, and Sections and a summary of annual deadline. Identify communication tools available and use of new technologies to better improve internal communications.
- iii. Finish development of Chair Responsibilities for inclusion in the Operations Manual.
- iv. Review governance model at the National level. This includes size of Board, member representation, necessary staff, distribution of duties, meeting agendas, etc.
- v. Perform a complete update of the Operations Manual
- vi. Develop Leadership Training Program at the National level. Provide a model/guidance for Regions to develop a Leadership Training Program at the Region and Section level.
- vii. Develop communication tools to provide announcements to the membership that provides updates, information, and communicates opportunities for recognition. Provide consistent communication from the National President to the membership on such topics as a welcome to new officers w/ links to key information, regular president updates to the membership, and an open discussion forums. Provide national calendar that includes National, Regional or Section technical or social events and dates of deliverables for operational activities (National / Regions / Sections)
- viii. Improve the interaction of the National Board with the Regions and Sections.
- ix. Have the Regions develop an operation guideline on how they will function to ensure total representation with two way communication to the Sections.
- x. Solicit feedback from Regions and Sections to help determine the best way to provide a network of support.

2. Improve External Communications

For ASHE to maintain and improve its position in the highway industry, the organization must promote its value, as well as the value of the highway system, to entities both within and outside of the organization. We must support and promote discussion and decisions that sustain quality in our transportation system through meaningful dialogue with Federal, State, and Local legislators, transportation agency leadership, and key industry representatives. Enhance and exploit the respect ASHE has earned since its inception with a focused/proactive communication program that benefits the highway industry, transportation decision makers, and the growth and recognition of ASHE.

a. Strategies:



- i. Maximize the efficient use of communication tools already available to the National Board, such as the SCANNER, exhibit booth, National website, Inside Lane, email blasts, position papers, strategic alliances, and the National Directors, aligning the proper tools with the target audience.
- ii. Maintain and/or develop communication tools such as social media, outdoor advertising, print and other media, aligning the proper tool with the target audience.
- iii. Support and promote critical transportation policies and funding issues through legislative networks and by educating the general public on the value of these policies and issues.
- iv. Recognize special achievements within the highway industry.
- v. Actively pursue ASHE sponsorship or co-sponsorship of transportation related conferences.
- vi. Promote the value of highways to the general public and other organizations dependent on the highway system such as auto dealer associations, trucking associations, chambers of commerce, etc.
- vii. Promote the value of ASHE, including networking opportunities, potential for career development, leadership experience, and technical training, to employees of member organizations, other professional organizations, contractors, and transportation officials.

b. Actions:

- i. Produce a fully interactive, electronic version of the scanner
- ii. Establish and promote external communication tools for use by Sections and Regions.
- iii. Develop a National Achievement Award to recognize projects for special achievements in the highway industry.
- iv. Implement and maintain a Marketing Plan
- v. Update position statement on a regular basis

3. Establish Strategic Alliances

The visibility, credibility and expansion of ASHE will also be realized through collaboration with other established industry associations. Strategic alliances with organizations that share similar positions on transportation policy and funding issues will serve to elevate the awareness of ASHE, provide a stronger voice and expand the opportunity for sharing resources and services.

a. Strategies:

- i. Establish and maintain relationships with those organizations that best compliment the Vision, Mission and Values of ASHE.
- ii. Establish and maintain relationships with the Local, State and Federal Transportation Agencies within the Regions and Sections of ASHE.
- iii. Establish and maintain relationships with contractors, utility owners and material suppliers.



b. Actions:

- i. Prepare strategy for establishing collaborative alliances with local Transportation agencies. Determine how National can support Sections in this goal.
- ii. National Board to develop strategy to establish collaborative alliances with contractors, utility owners and material suppliers.
- iii. Encourage Regions and Sections to establish collaborative alliances with contractors, utility owners and material suppliers.

4. Expand and Retain Membership Strength and Viability

In order to fulfill the Vision of ASHE, as stated in this Strategic Plan, the organization must expand into new geographical areas. However, as ASHE expands into other locations there must also be a focus on maintaining the strength, viability and growth of existing Sections. The health of existing Sections must be nurtured by the National Board and Regional Boards. Retaining all members is critical to supporting growth within existing Sections, as well as expansion of ASHE.

a. Strategies:

- i. Develop and promote to the Sections and Regions a value oriented membership strategy which clearly defines the tangible and intangible benefits of membership and focuses on building those benefits on an ongoing basis.
- ii. Define the sub-segments of the highway industry and develop specific outreach programs.
- iii. Provide support and guidance to the Sections to assist with the retention of existing members.
- iv. Investigate a company/organization funded membership sponsorship program.
- v. Expand ASHE geographically based upon a metropolitan/member at large focused strategy.
- vi. Promote member recognition.

b. Actions:

- i. Monitor renewal rates of first year memberships.
- ii. National Committees to develop a survey for membership to determine what benefits, services, and programs they value. (For incorporation by the Section, Region or National)
- iii. Develop a retention and section recovery plan.
- iv. Include member recognitions in President's email messages, social media and website.
- v. Maximize use of the *scanner* to focus on membership issues and the success of members.
- vi. Develop specific outreach programs for membership growth and retention of educators, students, government employees, contractors, suppliers, consultants, and retirees.



- vii. Develop a New Section's Mentoring program with National Board representation.
- viii. Develop strategy to increase membership and participation from with contractors, utility owners and material suppliers at the national level.

5. Promote Education and Technology Transfer

Education, innovation and fellowship are the key elements of the ASHE Mission Statement. The core principle upon which this organization was founded relies upon continuing education and information transfer amongst the diversified partners within the highway industry. The continued growth and expansion of ASHE relies on the promotion of education and technology transfer.

a. Strategies:

- i. Use multimedia opportunities to distribute project experiences of interest to existing and prospective members, and to industry leaders.
- ii. Promote the use of the multimedia to disseminate externally and internally information of interest that supports quality and innovation in the design, construction, maintenance and operation of highways.
- iii. Encourage sections to provide technical seminars to the membership.
- iv. Encourage the development of young engineers through special young engineers' events, mentoring and leadership training opportunities.
- v. Encourage the sponsorship of scholarships.
- vi. Engage students early to promote highway industry careers.

b. Actions:

- i. Develop a shared calendar and guidelines to publicize a list of technology and educational events.
- ii. Review and evaluate National's commitment to professional development education and determine what National can do to support the Sections and Regions
- iii. Provide round table discussions at the National Conference as an educational opportunity to discuss what successful sections are accomplishing.
- iv. Investigate the use of webinars to disseminate technical information and as a way to increase membership.
- v. Develop a Tool Box of scholarship best practices for sections use.
- vi. Improve the network of information sharing for developing student sections.
- vii. Develop a Tool Box to assist sections in promoting the highway industry to student groups beginning at the earliest possible level to advance engineering and the highway industry.



6. Metrics

This Strategic Plan has been developed to include performance metrics for each specific Action Item. Performance Metrics may include incorporation dates, performance over time, or progress toward a general goal. Progress is to be tracked by the Strategic Plan Committee on a quarterly basis and reported to the Board of Directors.