



ASHE 2023-2026 Strategic Plan

Executive Summary:

As we expand throughout the nation, the American Society of Highway Engineers is eagerly growing in membership and diversity with an emphasis on innovation and education. Our members seek compelling leadership opportunities to organically transfer knowledge to the next generations of the transportation industry. We are committed to providing value to our members and respect one another while promoting inclusive industry collaboration and professional development.

The 2023-2026 Strategic Plan presents our plans for continued membership growth and fellowship, expanding our educational opportunities and community outreach, striving to advance the transportation industry through the most innovative technologies and best practices, with a commitment to ethical principles that provides open communication to the whole organization.

The ASHE National Board, Region Boards, and Section Boards are key leaders in the execution of our Strategic Plan. Annual budgets, operation plans and annual programs will be developed utilizing this Strategic Plan as a guideline. Our initiatives will embrace the Strategic Plan to channel our actions towards these strategically desired outcomes and long-term goals. With passion, innovation, and professional excellence in mind, the American Society of Highway Engineers is pleased to adopt our 2023-2026 Strategic Plan!

Mission:

The Mission of the American Society of Highway Engineers is to provide a forum for members and partners of the transportation industry to promote the advancement of a safe, efficient, and sustainable transportation systems through education, innovation, and fellowship.

Values:

1. **Innovation** – ASHE provides innovation in the transportation industry through educational opportunities and participation in technology sharing with our membership. ASHE encourages and accommodates creative processes and emerging technologies to advance the organization and the transportation industry.
2. **Inclusivity** – ASHE values, respects, and engages people from all sectors of the transportation industry including public agencies, consultants, contractors, students, and suppliers. ASHE also recognizes that the strength of the organization lies in the diversity of membership and industry expertise within the Sections.
3. **Networking** – ASHE strives to provide high value opportunities locally, regionally, and nationally for our members and partners to interact, collaborate, and share experiences to advance the transportation industry.
4. **Education excellence** – Education excellence is providing high quality programs, practices, and learning experiences that have a direct impact on the growth of our membership in the industry. ASHE fosters the transfer of knowledge, skills, and wisdom from senior members to new or less experienced members including student members to excel in personal and professional growth.
5. **Ethics** – ASHE members adhere to the ASHE Mission Statement and the organization's Code of Ethics. Our members provide services that require honesty, impartiality, fairness, and equity, and must be dedicated to the protection of public health, safety, and welfare.
6. **Transparency / Accountability / Communication** – ASHE facilitates the proper distribution and communication of information to our leaders and members through the most innovative and

current means. All organization documentation shall be properly housed and available through the organization website, cloud, or other accessible means.

Objectives - Focus Areas:

- 1. Grow membership, with increased diversity.**
 - a. Increase overall membership by 5% while maintaining existing section membership levels.
 - b. Increase sector diversity for government members, contractor members and supplier members by 5%.
 - c. Increase participation by government, contractor, and supplier members on national, region, and section boards.
- 2. Continue as a multi-faceted organization expanding our broader purpose.**
 - a. ASHE will provide more educational opportunities including technical and management skills for its members to advance professionally.
 - b. ASHE will support efforts to provide public service via community outreach efforts, which support the overall mission of the organization.
 - c. ASHE will build connections and facilitate communication across the stakeholders and partners in the Transportation Industry.
 - d. ASHE will provide an opportunity to obtain leadership experience at all career stages for members on Section, Region, and National Boards and Committees.
- 3. Produce robust annual programs in each member Section.**
 - a. Alternate meeting times and locations to attract diverse participation across the section.
 - b. Host a combination of technical sessions, networking meetings, philanthropic efforts, and young member group events.
 - c. Introduce at least one cutting-edge technical session annually to provide our members with a wider range of viewpoints and insights.
- 4. Empower the Regions**
 - a. Provide the necessary support and resources for the Region leadership to facilitate regional initiatives, such as conferences, scholarships, education, outreach and expansion into new geographies and events.
 - b. Improve the communication plan through direct contact with the Region leadership.
 - c. Enhance engagement with regional leaders by extending invitations to participate in national board meetings and events.
 - d. Facilitate a sustainable financial path for the Regions.
- 5. Emerge with innovation and technology.**
 - a. Promote the ASHE podcast.
 - b. Promote the use of TEAMS/e-meetings to gather virtually.
 - c. Facilitate a National communication plan utilizing the latest common technologies used by market practice.
 - d. Continue efforts to streamline documentation and financial practices through robust asset management programs and make available to all ASHE Sections.
 - e. Encourage increased utilization of social media for promotion and communication to members and potential members, while embracing future mobile application technologies.

Projects:

1. Promote Young Member events that will promote growth and succession planning at section and region level.

- a. Perform a survey of membership.
 - i. Establish a baseline and revisit at a defined time to review progress.
- b. Better promotion of events
 - i. Aim to promote 4 weeks in advance to accommodate busy schedules.
 - ii. Utilize social media and emails. Some Sections have success scheduling appointments, you still need a reservation system for in-person events.
- c. Keep DOT/other agency Representatives in attendance at events – engage with individuals and provide attractive programs.
 - i. Encourage and invite DOT/other agency staff to be on Section Board of Directors. Set aside a Board Position specifically for DOT/other agency staff.
 - ii. Look for meeting venues near or around DOT/other agency offices.
 - iii. Include agency project reps as part of the presentation panel at local and annual conference.
- d. Keep contractors/vendors involved.
 - i. Allow contractors to showcase their projects. This could be during meetings/technical sessions while sharing a meal or through project visits.
 - ii. Invite local college students or younger members to attend project visits. This could be a collaboration with the local Student Chapter Committee.
 - iii. Allow contractors to feature their projects, particularly Design Build projects.
 - iv. Meet the prime lunch and learn - partnering opportunities.
 - v. Encourage sections to collaborate and co-host activities.
- e. Education/PDH programs
 - i. The Education/PDH Committee at the National Level has been dissolved, with the intention of prompting the Regions to focus more on Education/PDH Programs. Regions will be responsible for developing Education committees and or PDH Program committees or facilitators. National will offer support and resources for Regions to create and execute robust educational opportunities. Successful participation in this task will serve to strengthen and empower the Region entity.
- f. Revisit the word “highway” in marketing strategies, expand to a wider “transportation” word usage and include multi-modal.
- g. The PR Committee will be responsible for rewriting or redefining the word “highway” as it pertains to the ASHE organization. It is anticipated that this task can be completed within one year of the adoption of the Strategic Plan.

Focus group to explore why involvement declines and why people stay involved.

 - i. The Membership Committee at the National level (with Region input) to research and survey the engagement or lack of engagement from members and perspective members. The Committee will identify areas of concern and define potential solutions or mitigation measures to address the areas of concern. A final report of the findings will be developed along with a guidance document for Section’s to deploy mitigation strategies.
- h. College partnerships-faculty liaison
 - i. Invite local college students or younger members to attend project visits. This could be a collaboration with the local Student Chapter Committee.
 - ii. Attend career fairs, alumni events such as tailgating events with ASHE banners and tents.

- iii. Speak at colleges and universities in conjunction with a project highlight and give an overview of ASHE and benefits of participation. Do this as a yearly event.
- iv. Invite students at a free or minimal rate to in person events/have events near college or university for convenience.

2. Continue as a multi-faceted organization expanding our broader purpose.

- a. Sections could consider the development of user groups for specific professional topics.
- b. Diverse focus group to explore benefits and hindrances of being involved, find what motivates.
- c. Each Section should participate in at least one community service project annually.
- d. Evaluate tech offerings for the value/who they value (contractors/vendors may not be PE).
- e. Recognition program
- f. DOT event to teach consultants/contractors new process/policy

3. Produce robust annual programs in each member Section.

- a. One Section mentors another Section
- b. Review reporting positive/negative trends.
- c. Award program for KPI's
- d. Website monitoring
- e. Shared calendar
- f. Monthly spotlight on a Section
- g. Newsletter
- h. Membership survey at the Section level - what do members want

4. Empower the Regions

- a. Provide budget money to regions.
- b. Region Best Practice Guidance Manual
- c. Establish tasks and goals in a Region Guidance document.
- d. Leadership Succession Track
- e. National commitment to provide continual financial support.
- f. Recruitment of committed individuals
- g. Educate the Regions on their responsibilities

5. Emerge with innovation and technology.

- a. Expand Tech committee team and funding sources to accomplish these projects.
- b. App for reporting information
- c. Sections health segment during board meetings
- d. Televised, or stream meetings.
- e. Podcast information updates
- f. User groups or channels on shared network platforms
- g. Tours of innovative projects, projects with new technologies
- h. QR code options for various uses

Key Performance Indicators:

- 1. Quantity of education opportunities**
- 2. Number of PDH's offered.**
- 3. What subjects/disciplines have we educated**
- 4. Website accuracy/updates at Section Level**
- 5. Points for submitting Section assessments/reports on time.**
- 6. Retention percentages on membership**
- 7. Website traffic, social media posts**
- 8. National responsibility to empower Regions.**
- 9. Percent increase in membership diversity**
- 10. Attendance of member events**
- 11. Section Health Reporting**
- 12. Section, Region, representation at National Conference**
- 13. Section representation on National Committees, are all Sections represented on at least one committee.**