



STRATEGIC PLAN FOR THE PERIOD
2023-2027

2021 STRATEGIC PLAN UPDATE – FIRST DRAFT – May 14, 2021

This document presents the FIRST DRAFT of a Strategic Plan designed to guide the activities of Lambda Alpha International (LAI) for the years 2023-2027. Please read this document for content. Our first course of action is to decide on our overall direction. We will address any formatting and other issues in future drafts.

We are using the current plan ([2018-2022](#)) as a foundation upon which to build future actions, activities and services for members during the 2023-2027 time period. During the first half of 2021, recommendations from Ad Hoc Strategic Planning Teams have come together and examined the current plan. The Teams are: Vision, Mission, Principles and Goals; Chapter Support/New Chapters; Communication; Global Chapter/Ad Hoc Program Committee; and Finance. The first four Teams have completed their initial review of the current plan, and now will work on recommendations regarding monetary resources needed to implement the plan. Therefore, there is not a Finance section in this first draft of the plan. This current document represents the work of the initial teams. Our first course of action is to agree on our course of action, and then we will discuss funds needed to implement our plan which will be included in the next draft of the plan.

We have identified two areas that were not emphasized in our current strategic plan: Membership and the Bi-Annual Land Economic Weekends (LEWs.) Future drafts to the 2023-2027 plan will include these two topics. Meetings are currently underway to these to examine these topics. The Membership Team is currently reviewing Section 6, so it is not included in this draft but will be included in the next draft.

Please read this document and provide your feedback to lai@lai.org by June 7, 2021. Also, if you would like to be more involved in the strategic planning process, please let us know that as well.

I look forward to discussing this exciting effort with you. Our goal is to present a draft of the plan and associated costs to implement at the Board of Governors meeting on October 7, 2021. Next year we will finalize the plan and budget that will be adopted at the Fall 2022 meeting of the Board of Governors for the time period of 2023-2027.

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1. BACKGROUND AND PERSPECTIVE ON LAI AS A CORPORATION AND FEDERATION OF CHAPTERS

LAI exists as a vehicle to aid in the development and sharing of the principles and practice of land economics among its members. It provides a forum for the transfer and debate of land economic principles, concepts, and projects among the variety of professions that constitute the practice of land economics including architects, city planners, developers, appraisers, attorneys/lawyers, engineers, other real estate professionals, community development organizations and government officials. Its meetings, events and publications provide a platform to facilitate such discussions, encourage learning and personal contact, and honor the significant contributions of relevant professionals. The interaction between members facilitates cross-pollination of ideas enabling real learning related to developing land use practices that encourage the long-term viability, sustainability, and productivity of land resources.

LAI does not advocate for one land use and related policy over another; rather, it is a forum for discussing land use, and expanding the knowledge of land use and related policies, all in the best service of member contacts and of the environment.

Drawing on its academic roots, LAI seeks to expand knowledge of wise land use practices in schools and universities, as well as to the public. Key to the strength of LAI is the high quality and diverse perspectives of its members, their achievements and visibility in their respective communities. LAI members have recognized expertise in land use and related policy matters and accept a civic obligation to share that knowledge.

LAI provides opportunities for members to propose and test ideas in an atmosphere of support and honest dialogue. Hewing to the principles taught by LAI's academic founder, Richard T. Ely, it is a place for the "winnowing and sifting of ideas" where diversity of opinion is welcomed. LAI provides a forum with access to key decision makers, as well as a chance to share ideas among the constituent professions of its members. LAI takes a wide view of its relationship to land—a wider view than any one of LAI's constituent professions.

As LAI moves forward and evaluates possible programs and opportunities, it is to include implementation cost considerations associated with suggested courses of action. Estimates may include additional programming, staff responsibilities, software, equipment and travel costs. Activities and their associated expenses are to be considered simultaneously as strategies are developed to grow the Society, expand the reach of membership, and increase

the services offered to members. As stewards of this voluntary membership entity, careful consideration and evaluations should be given to activities that provide the best return on the organization's investment of its resources.

2. THE VISION, MISSION, PRINCIPLES AND

GOALS OF LAI Vision - Honorary, Multidisciplinary,

Global and Diverse

LAI is an honorary organization established to recognize and facilitate interaction among the leaders in all professions contributing to land economics. LAI is a selective, networked land oriented international association. It seeks to be recognized as the international forum for land economics where members develop valuable connections, expose challenges and responses, share best practices and multi-disciplinary learning experiences all to make a difference in our communities worldwide.

Mission – Connecting Professionals and Sharing Knowledge to Advance the Field of Land Economics

LAI strives to encourage shared knowledge among its members; it encourages them to create, support, and participate in educational and training activities aimed at promulgating sound land economic policies and practices. LAI encourages members to share the knowledge generated by this internal dialogue to inform policies and practices across sectors and industries that work in land economics.[2]

LAI fosters high ethical standards that encourage learning and exchange among its members through meetings, discussions, social interaction, and community activities organized both at a local Chapter level and through international meetings and events.

LAI's mission is to provide, support and enhance the connectivity of a network of Chapters that offer land economics programs and meetings to facilitate the interaction of members who have distinguished themselves in their professions, their communities, and through academic achievement.

LAI's outlook is oriented to look decades into the future. Our membership and leadership reflect the evolving composition of land economics professionals and elevate the most current insights and innovations in the field. LAI Chapters strive to include a membership that represents all professional fields involved in achieving high quality built and natural environments through the practice of land development and land economics. LAI Chapter membership welcomes representation of the demographics and geographies of the communities they are located in, including factors such as race, ethnicity, gender identity,

sexual orientation, religion, culture, and a balance of focus areas [5] in urban, suburban, and rural communities.

PRINCIPLES

LAI as an honorary society promotes values to serve as a compass for our action and behavior both in the organization and in practices throughout the world. These principle values are:

1. Focus: LAI is a thought leader forum for discussing land use policies and practices. Knowledge exchanges among members via both in-person and virtual formats, provide best practices, idea exchanges, and social interaction. LAI is a non-political, non-partisan and non-attribution organization.
2. Embracing: LAI embraces the comprehensive spectrum of professional and academic activity relating to Land Economics.
3. Global: LAI fosters Land Economics related expertise from all members, at local, regional, national and international levels.
4. Dialogue: LAI fosters education, exchange, promotion and social interaction for discourse, advancement and comment on relevant issues of Land Economics among members and guests in free-speech and open meetings.
5. Knowledge: LAI seeks to expand knowledge in Land Economics from research, studies professional practice, and intellectual idea exchanges.
6. Conduct: LAI adheres to a culture of respect courtesy, civility, decency, diversity and inclusion regarding interaction between members, guests, staff and vendors.

GOALS

To align with its *Principles*, LAI has the following goals:

Goal 1: To expand member knowledge and understanding of the principles of land economics and encourage its application in our communities, through vibrant educational programs, advocacy efforts and open dialogue.

Goal 2: To enhance and contribute to our built environment and the quality of life in our communities by actively supporting initiatives and best practices from the field of land economics.

Goal 3: To foster diversity, equity and inclusion in our members and Chapters, and encourage meaningful connections through interactive programs and forums related to land economics.

Goal 4: To recognize leaders whose achievements have contributed to the advancement of the field of land economics, or to the practical application of its principles to the stewardship of the world's resources and creation of stronger communities.

Goal 5: To encourage and advance the field of land economics while upholding the highest ideals of scholarship and integrity.

Goal 6: Address diversity, equity and inclusion in terms of race, ethnicity, orientation, age and abilities, and the growth and development of future generations within the fields of land economics.

3. GUIDE FOR EXISTING CHAPTERS

3.1. Existing Chapter Standards and Expectations. LAI, or International, is the incorporated representative body of a federation of local Chapters that are chartered by LAI. Local Chapters are responsible for articulating and advancing the priorities of their Chapter consistent with the Vision, Mission, Principles and Goals of LAI.

Local Chapters form as independent corporate entities, as required by International By-laws. They maintain a strong inter-dependent bond of governance with International and with other local Chapters through Chapter representation on the LAI Board of Governors, the Chapter Services Committee and through the efforts of the Regional Vice Presidents and Regional Assistant Vice Presidents. Local Chapter leadership is expected to communicate to its members the value of international association and fellowship, and by extension the importance of paying International dues.

The health of local Chapters--including such matters as membership growth and retention; active, diverse, and inclusive membership; interesting and innovative programs; community service and outreach; participation in and access to "global" inter-Chapter communications--is a core element of the Vision, Mission, Principles and Goals of International. To realize these aspirations, during the current strategic plan period International must prioritize its support for local Chapters by providing services, mentorship, oversight, and value in an equitable manner that achieves success across the entire organization.

A Healthy Chapter will include:

- A set of Chapter By-Laws that is up to date and filed with LAI.
- Members who have signed a Code of Conduct pledge.

- No fewer than 25 members such that they can regularly host well-attended programs. New Chapters, as discussed in Section 4, should target no fewer than 25 members within three years of formation.
- Annual initiation of new members which more than replaces retiring members.
- Ensure that retiring local members are aware of the Retiree Member Category and remain an active member of the organization.
- Ability to accomplish succession planning for local Chapter governance and to ensure refreshed leadership for the International Board of Governors.
- A diverse and inclusive make-up of members and leadership reflecting the race, ethnicity, identity, and gender base of the local jurisdiction.
- Representation of the breadth of land economic professions including academics; design; development; land management; non-profit; planning; private and public sectors and real estate plus allied professions such as environmental, preservation, and transportation.
- Track Chapter member status to ensure the timely payment of dues, and when necessary, follow up with members to avoid late payment.

Current Status: As of May 5, 2021, thirteen local Chapters have fewer than 25 members:

Atlanta, AUM, Austin, Barcelona, London, Madrid, New York, Ottawa, Philadelphia, San Juan, Sonoran Desert, Tokyo, UAE. These include long-established Chapters, like New York, Madrid and London, as well as new Chapters which were chartered in the past 10 years.

Consistent with sustainable levels of membership, Healthy Chapters will also:

- Achieve sufficient financial resources/reserves to support Chapter programs and events.
- Maintain sufficient financial resources to fund administrative support (typically contracted on a part-time basis) to undertake most of its administrative functions thereby ensuring that administrative functions do not unduly burden the Chapter executive committee.
- Maintain robust internal and external communication including an up-to-date website.
- Regularly share news about International activities and initiatives including opportunities to attend Land Economics Weekends, Regional Conferences, sister chapter events and upcoming global programs. Publicize Land Economic Foundation research initiatives, International KeyNotes publications and encourage participation in LAI Awards, etc.
- It is recognized that social media is increasingly becoming a means of communication and International and local Chapters should access effective tools and methods to reach a wider and more inclusive audience via these channels.

Current Status: the following existing local Chapters do not have a website:

Aloha, Austin, Barcelona, Boston, London, Madrid, New York, Ottawa, San Diego, San Juan, Sonoran Desert, Tokyo, and UAE.

The “Keys to Success” provides guidance on essential best practices for local Chapter leadership and is available for reference on the International website (lai.org).

3.2. Delivery of Support to LAI Chapters

International maintains a framework to deliver services to and support for a strong network of chapters that make up the global organization. LAI members and local Chapter officers and representatives are encouraged to participate in the work of LAI through the following specific vehicles:

- a. The Chapter Services Committee is a standing committee that is charged with stimulating and maintaining two-way communications with local Chapters to identify and elevate local Chapter issues, convene and conduct Presidents' Roundtables, and provide Chapter support and grants on a regular and pro-active basis.
- b. The LAI Regional Vice Presidents (RVP) and Assistant Regional Vice Presidents (ARVP) are the backbone of the Chapter Services Committee and oversee Chapters in their respective Regions. There are currently RVPs and ARVPs for the following regions: Europe (4 chapters), North America East (7 chapters), North America West (10 chapters), and North America Central (6 chapters) and Asia/Pacific (2 chapters). The Asia/Pacific roles are currently unfilled; the two chapters—Tokyo and AUM—are currently overseen by the International Board of Governors.

The RVP and ARVP have a principal role as a conduit between International and local Chapter leadership and are responsible for consistently monitoring the status of the local Chapters in their respective territorial areas.

The RVP/ARVP shall organize regional meetings (in-person or virtual) among the local chapter Presidents within the respective territorial areas. They will identify the opportunity and need for mutual support or “mentorship” to ensure the success of chapters. Ultimately, one of the most important responsibilities of the RVPs and ARVPs is to identify when a local Chapter is in need of revitalization, and to develop a support methodology for carrying this out.

International sets standards for the activities of RVP and ARVP, including funding in the Annual Budget, for regular communication and contact experiences related to all local Chapters in their respective regions. The RVP and ARVP are required to take the initiative in connecting with local Chapter leaders periodically to demonstrate support by the International organization and determine whether additional actions would lead to improvements in Chapter effectiveness, overall health, and growth.

- c. The International Programs and Initiatives Committee provides a web-based global forum for LAI members and Members-at-Large to experience and share webinars, research, industry best practices, communications, education and connections across the membership.
- d. The Communication Committee is a standing committee that publishes news about members, their work and accomplishments and chapter highlights. The KeyNote publications are broadcast emailed to the membership globally.
- e. All Chapter Presidents are voting members of the LAI Board of Governors. Financial support is provided to the Chapter Presidents (or an alternative chapter representative) to reimburse travel expenses that are incurred to attend the semi-annual Board of Governors meetings.

During the Strategic Plan period, International will continue to connect with all of the local chapters through the above vehicles along with the commitment to prioritize the expenditure of International resources to reverse declining membership in identified chapters. Specific objectives are set to align with these benchmarks June 2024, reduce the number of local chapters with less than 25 members by 30%;

By June 2026, reduce the number of local chapters with less than 25 members by 60%.

By June 2027, reduce the number of local chapters with less than 25 members by 90%.

During the Strategic Plan period, the specific chapters with less than 25 members will change; however, the Chapter Services Committee will track and record the status of the chapters by membership size every six months.

Further, the strategic planning committee recommends that the Executive Committee consider the organization's progress along these benchmarks during discussions about potential new chapter development.

3.3 Action Items to Guide Existing Chapters

1. Assist local Chapters in fulfilling their responsibilities. During the strategic plan period, this assistance will include:
 - a. Allocate Chapter support grants intended for administration, website development or other Chapter-identified needs.
 - b. Operational guidance on objectives and benchmarks for achieving a viable and sustainable local Chapter.
 - c. Personal and targeted mentorship as necessary to establish viable and sustainable local Chapters. This mentorship will be provided by, among others, the RVP and the ARVP. It will be applied to all new Chapters for their first three years, and to all Chapters falling below the threshold of 25 members (see "at risk" discussion below).
 - d. Monitoring of membership growth, retention and reporting. Oversee and monitor the health of local Chapters including addressing the diversity and inclusivity, existence of lapses in strong and committed leadership or lapses in the co-operation of members to nominate, maintain, and grow local Chapters.
 - e. Chapter recruitment guidelines and initiation support.
 - f. President's Roundtables held quarterly, prior to the Board of Governors meeting or via teleconference.
 - g. Annual workshops to present the "Keys To Success". Provide International meeting schedule to new Chapter Presidents. Assign a direct mentor to each new Chapter President.
 - h. Chapter Resources on the LAI website in support of inter-chapter information sharing, reorganized to be current and more user-friendly.
 - i. Distribute the Code of Conduct to all Chapters.
2. Administer the Global Programs and Initiative Committee, in particular its role in inviting At-large members not within the region of or unaffiliated with a chapter.

3. Exercise LAI's responsibilities under the LAI By-law for the issuance and revocation of Charters for "at risk" local Chapters where the Vision, Mission, Principles and Goals of LAI are jeopardized by non-performance; inactivity; failure to remit dues; failure to contribute to the objectives, and obligations of LAI; or other organizational difficulties that may appear. Special purpose Chapter support mechanisms for "at risk" Chapters will include:

- a. A pilot program to provide funding for administrative support at a level sufficient to administer LAI services in accordance with the goals of this Strategic Plan until the Chapter can do so on its own.
- b. Appropriate vehicles through its Chapter Services Committee and RVPs for the assessment and communication with the leaders of the local Chapter, including assignment of mentor(s) for monthly outreach and recommendations on support, resuscitation, communication with and the advancement of LAI and its local Chapters in communities so identified.

LAI publishes best practices Briefing Notes, available from the LAI website:
www.lai.org

- c. Assistance in identifying eligible prospective members and recommending these names to local Chapters experiencing difficulty with growing or retaining members for their consideration. This may include canvassing members across the LAI membership to identify professional friends and colleagues in the areas of the Chapters seeking membership growth and allowing co-sponsors from other Chapters for a defined period of time.

The decision by LAI to charter a local Chapter comes with a commitment by International to make every effort to retain that Chapter within the organization's federation of chapters. This Strategic Plan identifies action items for the International organization; however, it recognizes an interactive dynamic of participation by local Chapters in meeting LAI's Vision, Mission, Principles and Goals to ensure LAI's overall success and continued growth.

4. DEVELOPMENT OF NEW CHAPTERS

4.1 LAI's Chapter Base

LAI seeks to advance the study and practice of land economics throughout the world by growing its network of membership. There is a growing awareness that while the goal of overall growth of LAI's membership can be achieved through increasing membership in existing chapters along with the creation of new chapters, greater attention during the term of this Strategic Plan needs to be given to the preservation of existing Chapters that may have reached a level of unsustainability.

These objectives can co-exist; however, a balance must be maintained, and the focus for the 5-year period of this Strategic Plan should be on bolstering and supporting the existing local Chapters, especially those most recently created.

4.2 LAI Framework for New Chapter Development

LAI values the creation of sustainable and vibrant local Chapters in communities that will contribute to LAI's Mission, Vision, Principles and Goals. International maintains a framework to deliver services and support to a strong network of chapters that make up the global organization.

There are currently two ongoing efforts/opportunities to establish new chapters; one in Seattle and the other in Amsterdam. The strategic plan committee leans towards the Board of Governors setting a limit to the number of new chapters formed in the next five years while existing chapters that are struggling are restored to a healthy position. The pursuit of new chapters is a resource intensive activity by the New Chapters Committee which includes focus by the Regional VPs. The duties regarding new chapter formation especially by RVPs needs to be balanced with the duties to ensure the overall health of existing chapters, which is also a prime duty of Regional VPs. The benchmarks established in Section 3 are meant to indicate and ensure that the proper level of LAI resources is available, both financial and the time of RVP and ARVPs, to proceed with new chapter development.

A counter view was expressed that new chapter formation should not be hampered for such a long period extending over the term of more than one President. It is agreed that if an exceptional opportunity for a new chapter arises, its potential should be presented to the LAI Executive Committee for guidance as to the availability of resources and on the appropriate timing for pursuing the opportunity.

The protocols outlined for new chapter development set forth below.

- a. The New Chapter Development Committee is a standing committee of LAI with the mandated direction to assist in the formation of new chapters. The Committee identifies feasible new chapter opportunities, manages the issuance of an LAI charter, and ensures transition of oversight of a new chapter once chartered to the Chapter Services Committee for their support during the first three years. The New Chapter Development Committee holds regular monthly meetings whenever a new chapter formation is in progress and provides reports to the Executive Committee and Board of Governors.
- b. The Chapter Services Committee is a standing committee of LAI. It is to be kept apprised by the New Chapter Development Committee during all phases of chartering a new chapter. This is to ensure a successful transition of a new chapter, and so the Chapter Services Committee can provide continuous support and mentorship in the critical first three years following chartering and early growth. The Chapter Services Committee will consider, as early as possible, the impact of the new chapter on the International structure, including the possible need for an additional ARVP position for the Region.
- c. Regional Vice President (RVP) and Assistant Regional Vice President (ARVP) play a critical role in the LAI organization. Among these roles, the RVP and ARVP share responsibility for protecting LAI's interests in locating, developing, and chartering new chapters. The RVP and ARVP whose Region would cover the new chapter will provide specific mentorship and attention to newly formed chapters and assist them in reaching and maintaining a sustainable threshold of membership. This mentorship/oversight is to last at least through the first three years to ensure the new chapter is on a solid footing. This mentorship/oversight will include periodically attending local Chapter Board meetings, Chapter events, or being an active member of a Chapter committee.

4.3 Creating New Chapters

If circumstances arise in locations where new Chapters appear to be promising, a Steering Committee will be formed. The Chair of the New Chapter Development Committee and the Regional Vice President for the proposed new Chapter will identify and recruit at least two “champions” from current LAI membership who will become ambassadors and communicate with prospective members in the new location. The Steering Committee formed for the prospective new chapter community will include the RVP, ambassadors and local representatives (who may be current At-Large members). The Steering Committee will communicate with International Executive officers and staff in planning the formation proceedings for the proposed new Chapter, as set out in the New Chapter Development Guide.

The New Chapter Steering Committee maintains the responsibility to keep a record of contact with the prospective new chapter throughout the process, to create a database of information about local industries, professional directories, academic programs, and similar resources. This record must be available to the LAI Executive Staff.

LAI maintains a “New Chapter Development Guide” to assist, direct and inform the process of new chapter formation guided by the local Chapter Charter issuance process.

New Chapters must have a minimum of 15 members for formation and demonstrate how they will be able to grow to 25 members within three years. Prospective new local Chapters’ initial membership should reflect a diversity of the community ethnicity, gender, and professional base, as well as having representation from the academic community.

Beyond initial formation, chapters are encouraged to establish a goal for a sustainable level of membership that can ensure an ongoing leadership. In selecting members, the new Chapter should try to provide the mix of individuals and develop the financial resources to organize and maintain strong programs. During the first three years of New Chapter transition, new members can be identified and sponsored or co-sponsored by a member of an existing LAI chapter in coordination with a local sponsor or co-sponsor to help facilitate growth in the New Chapter.

Fundamental questions when considering new Chapters are:

- Can LAI thrive in this new location and will the Principles on which LAI was founded be honored in the proposed new local Chapter?
- Will the new local Chapter reach out to its community and provide the kind of interactive forums, education and expertise that are hallmarks of LAI’s Mission?
- Are there sufficient individuals identified within the geographic territory who meet the membership criteria and are interested in joining a local Chapter?
- Is there a minimum threshold of 15 initiates in the first year of formation with a plan to reach 25 members within 3 years?
- Are there sufficient committed individuals willing to serve as local leaders to bring about and sustain a proposed local Chapter?
- Can LAI provide support in the form of mentorship and attendance, where feasible, at events from the Regional Vice President and Assistant Regional Vice President during the first three years of chapter formation?

If the answers to these fundamental questions suggest good prospects for the formation of a successful new local Chapter, the New Chapter Development Committee will communicate with interested Chapter

sponsors, identify LAI champions for the effort, form a Steering Committee, provide the group with the ‘LAI New Chapter Development Guide’, and agree on a timeline and milestones for establishing the new Chapter.

4.4 Supporting New Chapters

The formation and chartering of a new chapter typically have a timeframe of two to three years. After chartering, LAI, through RVPs and the Chapter Services Committee, provides regular support for an additional three years to ensure the new chapter is meeting, growing membership, paying dues, and transitioning leadership.

The LAI guidance “Keys to Success” is an essential reference document for new chapters and existing chapters. Training will be provided to new chapter officers.

RVP and ARVP have key roles to ensure that mentorship and attention are given to newly formed chapters, and to assist them in reaching and maintaining the sustainable threshold of membership. This mentorship role may be provided by the RVP/ARVP or by a designee who has a connection to the region. Mentorship/oversight includes providing opportunities to interact with the International organization, including calendar of meetings, Presidents’ Roundtable, committees, and LEW weekends. Oversight will include periodically attending local Chapter Board meetings, Chapter events or being a member of a Chapter committee.

4.5 Organization Affiliations

The independent local LAI Chapter model may not always represent the best way for LAI to grow in influence and membership in communities of interest where there is no chapter. In many countries and locations there is a cadre of interested and skilled land economics professionals who would meet the standards of membership, but the local culture may not be conducive to independent Chapter formation. Such locations may have unique organizations for individuals to share their common interests.

It is in the interest of LAI to enter an affiliation relationship with such organizations to open and facilitate interaction between these professionals and LAI members. Program examples of shared affiliations could be to co-sponsor events. In the context of new chapter development, affiliation could be a prelude to affiliate members becoming at-large members in LAI; or in some cases, to the eventual chartering of the affiliate organization as part of LAI.

Affiliation opportunities represent a tool to further expand the global reach of LAI for its members in a cost-effective manner.

4.6 Action Items for Development of New Chapters

1. Seek out and enter into affiliation arrangements with organizations in locations where there is a community of interested individuals who belong to the affiliate organization but are in a location with no LAI chapter. Affiliate arrangements must be approved by the Board of Directors. These arrangements can also support programming in smaller market areas and for “at risk” chapters.
2. If the benchmarks set out in Section 3.2.e. are demonstrated to the New Chapter Development Committee, a Steering Committee will be formed, and resources (financial and

time) allocated by the Board of Directors for Steering Committee use to support development of the New Chapter.

3. Review and update the New Chapter Development Process to include the development and maintenance of a “journal” of meetings, discussions, and decisions that lead to the establishment of a new Chapter.
4. Establish a process for proactive transition of new Chapters from the New Chapter Development Committee to the Chapter Services Committee for their mentoring and support in the first three years of Chapter growth.
5. During the first three years of new Chapters, establish a process by which existing members from other LAI Chapters can identify, recommend, and co-sponsor new members, to foster both Chapter growth and cross-Chapter networking opportunities.

5. MARKETING LAMBDA ALPHA INTERNATIONAL

5.1. The Need to Market LAI

LAI and the local Chapters are comprised of elected members to a selective and distinguished organization of leaders and experts in land economics. Our ongoing belief is that when we market LAI to members and the land economics community we strengthen and grow our organization while enhancing brand awareness.

Appreciation is enhanced at the Chapter level by marketing our value proposition best expressed in our brand statement – connecting professionals; sharing knowledge; advancing best practices.

Appreciation of LAI is enhanced at the member level by marketing the services, support and activities International provides.

Awareness of LAI must also increase by marketing the work of local Chapter members to leaders in related industries, disciplines, Chapter cities, and countries to continue growing our selective membership.

5.2 Internal Marketing

Marketing LAI begins with observing and maintaining the LAI brand identity and branding standards at International and Chapter levels.

LAI provides branding guidance and online marketing tools including templates for Chapter identity, website development, Chapter brochure, new member ppt and other pieces. Our new identity is an outcome of the Brand Enhancement Project, implemented as part of the 2012-17 strategic plan.

The LAI website is a marketing tool providing Chapters a one stop shop to develop, expand and maintain local identity and Chapter administration.

The website provides a wealth of information ensuring membership is well acquainted with the nature and purpose of the organization, geographic distribution, history, and the value of its elected, honorary character. It provides members global inter-connectivity, a granular example of connecting professionals.

LAI is committed to enhanced use of marketing tools like video and social media channels to create and distribute content, reaching members in expanded and new ways, and to increase brand awareness through sharing with external professional networks.

LAI will create marketing opportunities through Zoom events for expanded content development, growing LAI YouTube Channel, KeyNotes, and participation in LAI social media channels.

5.3 External Marketing

It is a priority to expand marketing in social media channels at the International level and educate / encourage members on the value of “sharing knowledge” through personal and professional channels.

LAI will continue external marketing through traditional media relations to enhance the reputation of member achievements.

LAI will explore and implement an approved professional recognition designation for members similar to designations provided by other professional or membership organizations.

5.4 Increasing LAI / Chapter Awareness, Enhancing the Community

Participating in events having high visibility, or events contributing to the greater community good leverages the established position of LAI members in their disciplines and builds awareness of LAI with key local stakeholders.

Recent examples:

- Zia Chapter contributions to the St. Michael’s Parkway project in Albuquerque;
- San Juan Chapter and LEW attendees participating in the Rio Piedras PAD;
- Ely Chapter members currently participating in developing a new Chicago Plan.

Suggested activities:

- Work with other organizations as sponsors and speakers to create an Annual Economic Summit Meeting by Real Estate firms
- Host annual remarks by local Chapter city mayors or similar civic officials at local Chapter meetings.
- Sponsor public lectures or podcasts on Land Economics.

- Initiate a salon program via Zoom, and when possible, add in person attendance.

LAI will work with interested Chapters to develop and facilitate any such program.

5.5 Enhance the LAI Award Program, Expand Business Community Awareness of LAI Member Achievements

The award program can be an effective form of outreach and marketing if the market is aware of it and learns to value the awards and awardees as important “news.” These are some ideas to bring this about:

- Publish information about LAI Awardees in key local and national media, including KeyNotes.
- Prepare press releases about LAI Awardees and send to news outlets in awardees home cities.
- Recognize LAI members in KeyNotes when they receive non-LAI Awards.
- Create local Chapter Award programs including local direction in distinct LAI Award categories.

LAI will work with interested Chapters to develop and facilitate any such program.

5.6. Support Media Relations Efforts

An ongoing media relations program at the International and local Chapter level is critical to LAI marketing. The LAI Brand Enhancement Project developed several tools to enhance public relations efforts of International and local Chapters.

- A standard LAI Press Release form, distributed to all Chapters and available on the LAI website.
- A standard paragraph describing LAI to be included in all LAI or Chapter press releases.
- A media toolkit for Chapters in a similar format for local media mailing and contact.
- LAI will develop a national media database of professional publications

5.7 Action Items / New Initiatives

Action – Structure

LAI Bylaws description of the International Scribe position and the title “Scribe” is outdated.

Revise position title with a more descriptive name (i.e., “Communications” or “Marketing”);

Combine current activities of “Publications” and “Communications;”

Revise scope of work description to reflect current (KeyNotes, Media Relations) and newer communication tools (Zoom, etc.), and media channels including video (LAI-TV), podcasting and social media.

Actions - Administration

- 1) An LAI Communications sub-committee will review branding materials for currency and accuracy on a bi-annual basis.
- 2) An LAI Communications sub-committee will update Communication Briefing Papers and Notes on a bi-annual basis.

Actions – Budget

Issue: Publications – Communications have ongoing needs for graphic services that require outside vendors. These include computer graphics, video editing, audio recording, graphic design, transcriptions, etc.

Action: Include line-item funding for this Committee in the annual budget.

New Initiative – LAI Onboarding Program

Issue: New LAI members may not know other new or recent members in their Chapter, and likely, new/recent members in other LAI Chapters.

Opportunity: Create an **LAI Onboarding Program** for new/recent members that build intra-Chapter relationships, raise awareness of new member diversity, build cross-Chapter connectivity, and increase the value proposition LAI offers members.

Frame of Reference: The Junior Board of an Arts organization, with functional and actionable structure.

Proposed Next Steps:

Share concept with Chapter leadership for input and refinement.

Develop a framework for the Onboarding Program to share with interested Chapters.

Developing team could be a collaboration between LAI Chapter Services and Communications and select group of new members.

Special consideration for engaging Spanish-speaking chapters.

Timing: Immediate

Acknowledgement to Fay Darmawi, new member of Golden Gate Chapter for this important recommendation.

7. Global Chapter, on-going role of the ad-hoc Program Committee

Background

As part of its 2023-2027 Strategic Plan, LAI International is refreshing its member program services, building on the growing popularity of offering programs that reach across chapter boundaries, and building on the foundation of the Global Chapter. Les Pollock, chair of the Global Chapter and Richard Cook, co-chair of the ad-hoc Program Committee, are leading this review.

The Covid-19 pandemic has brought forward the technical capacity and the willingness to participate across chapter boundaries. Recent webinars have provided an almost ideal forum to reach a broader audience with the findings from various research projects sponsored by the Land Economics Foundation (LEF). It has also unearthed a wealth of talent within the LAI membership and the LEF funded researchers, who now have the opportunity to share their expertise, much of which has value beyond the local chapter boundaries, on a low-cost basis to the broader LAI membership. Our sense is that this talent should be the first choice for future cross-chapter programming, while not excluding the idea of inviting outstanding thought-leaders from outside the LAI family where there is a clear value-add proposition to LAI International.

Current Governance Gaps in the Global Chapter and ad-hoc Program

While the Global Chapter has important successes, both it and the ad-hoc committee have a governance continuity gap that the Strategic Plan can ideally close. Both would benefit from:

- clarity of purpose for global initiatives as a supplement to local chapter offerings
- a permanent committee status
- a continuous recruitment of LAI members to the cross-chapter and global opportunities, and membership on the permanent oversight committee
- a regular presence at LEW events, and
- a modest budget to sustain these goals

Principles Going Forward

An early conclusion of our thinking is the idea that the ‘Chapter’ part of the Global Chapter name could be replaced by ‘Initiative’. This would help clarify that cross-chapter programs are intended to complement, and not compete with, local chapter programs.

At the same time ‘Initiative’ is an intentionally broad term to incorporate more than simply the program events. The Global Initiative could be a home for those without a local chapter affiliation in areas lacking sufficient numbers to warrant a full chapter. It could also be a temporary home for those who find themselves outside the boundaries of their former local chapter. As an example, it could be a home for the twenty-five (25) At-Large members of LAI.

Under this concept, the Global Initiative would be a permanent committee of LAI International, similar to the LAI Awards. But the committee would offer opportunities for active cross-chapter participation and continuity that transcend a typical International committee.

In terms of programming, this past year has demonstrated four key areas of program opportunity for the Global Initiative:

1. Providing a regular forum for presenting results of Land Economics Foundation funded research in a timely manner that can reach a broader audience of interested members than previous methods,
2. Provide a forum for one or a series of events on specific topics which cross chapter boundaries, with the recent Color of Law series, Rethinking Suburbia and the 2020 Economic Update providing outstanding examples,
3. In the post-pandemic world, encourage and support with technical resources where needed, local chapters to continue to provide global access to local events which may be of significant interest beyond the local chapter. Sacramento's Covid-19 series in May/June 2020, Austin's Tesla impact event and the Baltimore/Amsterdam architecture series providing excellent examples,
4. On-going access to these events through the LAI YouTube channel, with highlights in KeyNotes articles.

A Home for At Large Members

The Global Initiative Committee should provide forums for At Large Members to gather virtually to discuss mutual interests, invite At Large Members to contribute to the program ideas and webinar moderating on Global Initiatives, and provide specific representation on the Global Initiative Committee from the At Large Member group.

Conclusion

This is our thinking to date. We look forward to hearing other inputs. If accepted, there would be modest changes required to the current Strategic Plan and LAI bylaws, a draft of which is attached. More importantly, if accepted by the LAI Executive, we could start working towards these goals as an early deliverable of the Strategic Plan.

Attachment A: Global Chapter – ad-hoc Program Committee – Implementation of a Global Initiative Committee as a Standing Committee of LAI International

* subject to legal and policy review

A. DRAFT LAI Strategic Plan Changes

1. In general, replace 'Global Chapter' with 'Global Initiative' or 'Global Initiative Committee' as the context warrants, and specifically in Sections 3.1 d), 6.1, 6.1 h), 6.3 c), Appendix A, Appendix B (par. 3 and 6), Appendix C (6.1 h and 6.3 c), Attachment 1 bullet 5.

B. DRAFT LAI Bylaw Changes

1. Article IV Corporate Organization, Section 4, Global Chapter. Move relevant sections to Article XI International Committees, new Section:

- a. Replace 'Global Chapter' with 'Global Initiative'
- b. Delete from 'and despite any other provision of this By-law...' to '...authority under Article VI (B) of these bylaws to establish a 'Global Chapter' upon the terms and conditions as set out herein'. Note: as the intent is to create a permanent standing committee, the Global Initiative Committee, there is no longer a need to reference Article VI (B).

2. Article VI (B) Global Chapter. Move relevant sections to Article XI International Committees, new Section:

- a. In general, replace 'Global Chapter' with 'Global Initiative' or 'Global Initiative Committee' as the context warrants, and specifically in Sections 1, 2, 3, 4, 5, 6.
- b. Delete Section 4 b) re Membership Coordinator and 4 c) Communications and Programs Coordinator.
- c. Delete reference to Membership Coordinator and Communications and Programs Coordinator from Section 5.
- d. Article XI International Committees, Section 9, International Nominating Committee, in second paragraph delete ', and the officers of the Global Chapter pursuant to Article VI Section 4'. The nominations will occur in a similar manner to other standing committees.