



BOARD OF DIRECTION MEETING

AGENDA

**April 30-May 1, 2021
Virtual Meeting**

ASCE BOARD OF DIRECTION SCHEDULE
April 30, 2021

TIME	TOPIC and PRESENTER(S)
11:00am – 11:10am	CONVENE <i>Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; President</i> <i>Thomas W. Smith III, CAE, ENV SP, F.ASCE</i>
11:10am – 11:15am ACTION	APPROVE AGENDA (3.1) <i>Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; President</i>
11:15am – 11:20am ACTION	ADOPT CONSENT AGENDA (3.2) <i>Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; President</i>
11:20am – 11:25am INFORMATION	SAFETY MINUTE <i>Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; President</i>
11:25am – 11:45am INFORMATION	BOARD STRATEGIC ADVISORY COUNCIL <i>Feniosky Pena-Mora, Sc.D. CCM, FCIQB, NAC, P.E., FASCE; Chair</i>
11:45am – 12:00pm ACTION	AUDIT REPORT <i>Carl C. Sutter, P.E., F.ASCE; Chair</i>
12:00pm – 12:45pm INFORMATION	TREASURER'S REPORT <i>Maria Lehman, P.E. ENV SP, F.ASCE; Treasurer</i>
12:45pm – 1:00pm INFORMATION	AISC REPORT <i>David J Odeh, P.E., S.E., SECB, F.SEI, F.ASCE</i>
1:00pm – 1:15pm	BREAK
1:15pm – 1:45pm DISCUSSION	CLIENT SUMMIT <i>Edward Stafford, P.E., PTOE, F.ASCE; Chair Summit Organizing Committee</i>
1:45pm – 2:15pm DISCUSSION	TASK COMMITTEE ON INSTITUTE OPERATING PROCEDURES <i>Mark Woodson, PE, LS, F.ASCE, D.WRE(r), ENV SP(r), Pres.16.ASCE; Chair</i>
2:15pm – 3:00pm INFORMATION	MEMBERSHIP UPDATE <i>Loretta Cranbourne, Aff.M.ASCE; Managing Director, Member Services, Marketing and Sales</i>
3:00pm – 3:15pm	BREAK
3:15pm – 3:45pm ACTION	GOVERNING DOCUMENTS COMMITTEE <i>Mario Ricozzi, P.E., F.ASCE; Chair</i>
3:45pm – 4:30pm DISCUSSION	OPEN FORUM <i>Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; President</i>
4:30pm	RECESS

ASCE BOARD OF DIRECTION SCHEDULE
May 1, 2021

TIME	TOPIC and PRESENTER(S)
11:00am	RECONVENE
11:00am – 11:45am INFORMATION	PRESIDENTIAL INITIATIVES UPDATE -- BROADCAST <i>Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; President</i> <i>Matthew Jacobson, EIT, S.M.ASCE; Chair, Student Presidential Group</i>
11:45am – 12:15pm DISCUSSION	"TIME TO THINK" -- BROADCAST <i>Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; President</i>
12:15pm – 1:00pm ACTION	ILC SAFETY CHALLENGE -- BROADCAST <i>Steven D. Murphy, A.M.ASCE</i>
1:00pm – 1:15pm	BREAK
1:15pm – 1:45pm INFORMATION	REPORT CARD FOR AMERICA'S INFRASTRUCTURE -- BROADCAST <i>Kristina L. Swallow, P.E., Pres.18.ASCE; Chair</i>
1:45pm – 2:15pm INFORMATION	FUTURE WORLD VISION -- BROADCAST <i>Jerry Buckwalter, M.ASCE</i>
2:15pm – 2:35pm INFORMATION	EXECUTIVE DIRECTOR'S REPORT-- BROADCAST <i>Thomas W. Smith III, ENV SP, CAE, F.ASCE</i>
2:35pm – 2:45pm ACTION	EXECUTIVE COMMITTEE, if needed -- BROADCAST <i>Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; President</i>
2:45pm – 3:15pm ACTION	ITEMS PULLED FROM CONSENT, if needed -- BROADCAST <i>Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; President</i>
3:15pm – 3:30pm	BREAK
3:30pm – 4:00pm ACTION	DISTINGUISHED MEMBERS – CLOSED <i>K.N. Gunalan, Ph.D., P.E., D.GE, F.ASCE</i>
4:00pm – 4:45pm DISCUSSION	EXECUTIVE SESSION – CLOSED <i>Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; President</i>
4:45pm	ADJOURN

STATUS OF ACTION ITEMS FROM PRIOR BOARD MEETINGS

ASSIGNED TO STAFF

- Create a one-page strategic plan dashboard, in collaboration with the Board Strategic Advisory Council. (October 2019)

The Board Strategic Advisory Council developed a new prioritized Strategic Plan/KPI Dashboard, incorporating input received from the Board of Direction during recent meetings. This task is complete and will be removed from the assignment list.

- Assess the market needs and interest of the ILC Cyber Security Report education recommendations, disseminate the ILC Cyber Security Report to the Institutes, Technical Divisions, and other applicable organizational entities to evaluate the recommendations in the report and develop a plan to implement those recommendations they deem appropriate, and present a progress report of resulting actions and findings to the Board at the October 2021 meeting. (January 2021)

ASSIGNED TO BOARD, COMMITTEE OR OTHER ENTITY

CIVIL ENGINEERING CERTIFICATION

- Review their bylaws and operating procedures and develop a plan for transitioning the current Academy governance to one single oversight body and create certification boards to administer the certifications proposed in the interim report of the Task Committee on Credentialing to Raise the Bar. (July 2019)

Civil Engineering Certification submitted a written report for inclusion in the January 2020 agenda on the progress it has made to provide a mechanism for the post-licensure certification of the various specialties within civil engineering. A presentation was made to the Board at its July 2020 meeting.

The Board authorized the Executive Committee to form an inclusive task group of impacted stakeholders including individuals representing sustainability, the academies, and credentialing, to investigate a comprehensive certification program that includes CEC and sustainability, with a uniform and focused approach. (From October 2020)

A client summit was held February 26, 2021, as approved by the Executive Committee. Results of the summit will be reported to the Board at its April 2021 meeting.

COMMITTEE ON SUSTAINABILITY

- In conjunction with Civil Engineering Certification (1) work with the appropriate staff and volunteer leadership of Engineer Tomorrow, the Institutes and the Academies to determine whether sustainability needs a new certification or should simply be incorporated into ASCE's existing certification programs and membership requirements; (2) conduct a market study of demand for this certification in parallel, and at no cost to ASCE; and (3) develop a Business Plan to create a sustainable infrastructure certification program for approval by the Board at its July 2019 meeting. (From March 2019)

The Committee on Sustainability was granted an extension by the Executive Committee at its May 2019 meeting to submit its Business Plan to create a sustainable infrastructure certification program for approval at the October 2019 Board of Direction meeting.

The Executive Committee authorized an extension from October 2019 to July 2020 for the Committee on Sustainability to provide a Schedule, Marketing Plan, and Business Plan for a Sustainable Infrastructure Certification Program.

The Executive Committee authorized a final extension until March 2021 for the Committee on Sustainability to submit the sustainable infrastructure certification program for Board consideration, with an interim progress report presented at the October 2020 Board meeting.

The Board authorized the Executive Committee to form an inclusive task group of impacted stakeholders including individuals representing sustainability, the academies, and credentialing, to investigate a comprehensive certification program that includes CEC and sustainability, with a uniform and focused approach. (From October 2020)

A client summit was held February 26, 2021, as approved by the Executive Committee. Results of the summit will be reported to the Board at its April 2021 meeting.

EXECUTIVE COMMITTEE

- Form an inclusive task group of impacted stakeholders including individuals representing sustainability, the academies, and credentialing, to investigate a comprehensive certification program that includes CEC and sustainability, with a uniform and focused approach. (October 2020)

A client summit was held February 26, 2021, as approved by the Executive Committee. Results of the summit will be reported to the Board at its April 2021 meeting.

MEMBER COMMUNITIES COMMITTEE

- Report on ASCE membership and engagement from community colleges and minority schools. (*January 2021*)

PUBLIC POLICY COMMITTEE

- The Board of Direction returned the following Policy Statements to the Committee for further revisions: PS 400, PS 535, PS 536, and PS 543. (*July 2020*)

BOARD OF DIRECTION AGENDA

April 30-May 1, 2021

- [C] = Consent items are typically non-controversial. The Board approves this group of items in one vote.
- [I] = Information items that require no Board action but may be discussed if pulled during changes to the agenda.
- [A] = Action items on which the Board must vote.
- [D] = Discussion items on which the Board may or may not act.

1.0 ROLL CALL

1.1 Convene

The Board of Direction will convene virtually at 11:00 a.m. Eastern Daylight Time on April 30, 2021. An invitation to participate in the virtual platform will be distributed under separate cover. All Board members are expected to be present for entire meeting, concluding on May 1, 2021.

- 1.2 Attendees:** President Briaud, Chair; President-elect Truax; Past President Gunalan; Directors Cagle, Folts, Lau, McKeegan, Nielsen, Paz, Pena-Mora, Pratt, Odeh, Raudenbush, Rosenfield, Ruedas, Stafford, Sayah, Sutter; Treasurer Lehman; Secretary Smith; members of staff; guests.

2.0 PURPOSE, VISION, MISSION, and FIDUCIARY RESPONSIBILITY

2.1 Purpose

“Help you matter more and enable you to make a bigger difference.”

2.2 Society’s Vision

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

2.3 Society’s Mission

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

2.4 **Fiduciary Responsibility**

Each member of the Society's Board of Direction has a fiduciary duty to the Society, including the duty of care, duty of loyalty, and duty of obedience. Board members shall act responsibly, avoid and disclose conflicts of interest, and ensure the Society carries out its purposes and mission.

Board members should be sure they understand the issue, vote in the best interest of the entire Society as a whole, and support the vote of the Board.

3.0 AGENDA

[A] **3.1** The Board of Direction will be asked to approve the published agenda.

[A] **3.2** The Board of Direction will be asked to adopt the consent agenda. See **Attachment 1**.

NOTE: *To assist in management of the meeting, Board members are asked to notify the Secretary no later than **April 23, 2021**, of any agenda item(s) they wish to remove from consent or any comments on consent items. Removal requests and comments submitted after April 23, 2021, if determined substantive in nature by the Chair, shall be (1) approved by the Board as originally submitted; (2) returned to the committee with written comments prepared by the proposing Board member; OR (3) as an action of last resort, approved by the Board with substantive changes without input from the submitting entity. Removal requests and comments that involve minor editing and typographical corrections should be submitted directly to Patty Montgomery in advance so corrections can be made outside of the Board meeting.*

4.0 MINUTES of PREVIOUS BOARD of DIRECTION MEETING(S)

[C]
4.1 Minutes of January 16, 2021 Board of Direction Meeting

The Board of Direction will be asked to approve the minutes of the January 16, 2021, meeting held virtually. The minutes are available on the Board collaborate site.

5.0 BUSINESS

[I]

5.1 Safety Minute

Friday, 11:20-11:25am

Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE

The Board of Direction will engage in a safety minute at the start of the meeting.

5.2 Board Strategic Advisory Council

Friday, 11:25-11:45am

Feniosky Pena-Mora, Ph.D., Sc.D, P.E., F.ASCE; Chair

[I]

5.2.1 Read Report

The Board of Direction will be asked to receive the Champion Reports on the strategic priorities and to receive an information report regarding the new dashboard. See **Attachment 2**.

[C]

5.2.2 Sunset KPIs

The Board of Direction will be asked to approve the sunseting of KPIs 1 and 2 of Goal 1, Strategy d, as they are no longer relevant since the strategy was modified by the Board at its January 2021 Board.

5.3

Audit Report

Friday, 11:45am-12:00pm

Carl C. Sutter, P.E., F.ASCE; Chair

[I]

5.3.1 Read Report

The report of the Audit Committee is hereby presented as part of the agenda and read into the official record of this meeting. See **Attachment 3**.

[A]

5.3.2 FY 2020 Audited Financial Statements

The Board of Direction will be asked to accept the Society's Audited Financial Statements for Fiscal Year 2020.

NOTE: *Upon adoption, the Audited Financial Statements for Fiscal Year 2020 become part of the record of the Society.*

[A]

5.3.3 FY 2021 Auditor

The Board of Direction will be asked to appoint RSMUS as the Society's auditor for the consolidated financial statements for fiscal year 2021.

[I]
5.4

Treasurer's Report

Friday, 12:00-12:45pm

Maria C. Lehman, P.E., ENV SP, F.ASCE

The Board of Direction will be asked to receive a report from the Treasurer regarding the Society's current financial situation.

[I]
5.5

AISC Report

Friday, 12:45-1:00pm

David J. Odeh, P.E., S.E., SECB, F.SEI, F.ASCE

The Board is asked to receive an update on the discussions with AISC on the Student Steel Bridge Competition.

[I]
5.6

Client Summit

Friday, 1:15-1:45pm

Edward Stafford, P.E., PTOE, F.ASCE, Chair Summit Organizing Committee

The Board of Direction will be asked to (1) receive the report from the ASCE 2021 Client Summit, (2) consider the contents in report as the Board determines the next steps on certification, and (3) discharge the Summit Organizing Committee, with thanks. See **Attachment 4**.

5.7

Task Committee on Institute Operating Procedures

Friday, 1:45-2:15pm

Mark Woodson, PE, LS, F.ASCE, D.WRE(r), ENV SP(r), Pres.16.ASCE

[I]

5.7.1 Read Report

The interim report of the Task Committee on Institute Operating Procedures is hereby presented as part of the agenda and read into the official record of this meeting. See **Attachment 5**.

[D]

5.7.2 Discussion

The Board of Direction will be asked to provide input on the interim report from the Task Committee on Institute Operating Procedures.

[I]
5.8

Membership Update

Friday, 2:15-3:00pm

Loretta Cranbourne, MBA, CAE, Aff.M.ASCE

The Board of Direction will be asked to receive an update on 2021 membership numbers and dues revenue. See **Attachment 6**.

5.9 Governing Documents Committee
Mario Ricozzi, P.E., F.ASCE; Chair

Friday, 3:15-3:45pm

[I] 5.9.1 Read Report

The report of the Governing Documents Committee is hereby presented as part of the agenda and read into the official record of this meeting. See **Attachment 7.**

[A] 5.9.1.1 Section and Branch Annual Reports -- Bylaws

The Board of Direction will be asked to receive for first consideration, debate and discussion amendments to the Bylaws, Article 9.2, to modify the dates for Sections and Branches to submit their Annual Report and Report of Section Finances, and to consider the amendments acceptable for second reading. See **Attachment 7, GDC-1.**

[C] 5.9.1.2 Committee Realignment -- Bylaws

The Board of Direction will be asked to approve by two-thirds vote on second reading amendments to the Bylaws, Article 9.3, to codify the Board-approved recommendations from the Task Committee on Committee Realignment and the Government Engineers Council. See **Attachment 7, GDC-2.**

[C] 5.9.1.3 Committee Realignment -- Rules

The Board of Direction will be asked to approve by two-thirds vote amendments to the Rules of Policy and Procedure, Article 9, to implement the structure of the Society's committees as recommended by the Task Committee on Committee Realignment and approved by the Board in October 2020. See **Attachment 7, GDC-2.**

[C] 5.9.1.4 SEI Bylaws

The Board of Direction will be asked to approve amendments to the Structural Engineering Institute Bylaws to increase the size of their Board and make some minor editorial changes. See **Attachment 7, GDC-3.**

[C] 5.9.1.5 Election Endorsements and Written Questions

The Board of Direction will be asked to approve by two-thirds vote amendments to the Rules of Policy and Procedure,

Article 7, to clarify the role of Board members in the election and to eliminate submission of written questions for President-elect Official Nominees by Organizational Entities. See **Attachment 7, GDC-4.**

[A] 5.9.1.6 Election Ballot -- Bylaws

The Board of Direction will be asked to receive for first consideration, debate, and discussion an amendment to remove Bylaws, Article 7.6, requiring Nominees to appear in alphabetical order on the election ballot, and to consider the amendment acceptable for second reading. See **Attachment 7, GDC-5.**

[C] 5.9.1.7 Election Ballot -- Rules

The Board of Direction will be asked to approve by two-thirds vote an amendment to Rules of Policy and Procedure, Article 7.15, to enable the rotation of Nominees on the Society's electronic election ballot. See **Attachment 7, GDC-5.**

NOTE: For further explanation on the amendments regarding placement of Nominees on the election ballot, see Attachment 8.

[C] 5.9.1.8 Region 1 Bylaws

The Board of Direction will be asked to approve amendments to the Region 1 Bylaws. See **Attachment 7, GDC-6.**

[C] 5.9.1.9 At-Large Director -- Bylaws

The Board of Direction will be asked to approve by two-thirds vote on second reading amendments to the Bylaws, Articles 5.0.6 and 7.11, to modify the At-Large Director process, timeline and standing guidelines approved by the Board at its October meeting. See **Attachment 7, GDC-7.**

[C] 5.9.1.10 At-Large Director -- Rules

The Board of Direction will be asked to approve by two-thirds vote amendments to Rules of Policy and Procedure, Articles 5 and 7, to modify the At-Large Director process, timeline and standing guidelines approved by the Board. See **Attachment 7, GDC-7.**

[C] 5.9.1.11 Student Conferences -- Bylaws

The Board of Direction will be asked to approve by two-thirds vote on second reading amendments to the Bylaws, Article 9.2.1.9, to codify the Board-approved actions on Student Conferences. See **Attachment 7, GDC-8.**

[C] 5.9.1.12 Student Conferences -- Rules

The Board of Direction will be asked to approve by two-thirds vote amendments to Rules of Policy and Procedure, Articles 8 and 9, to codify the Board-approved actions on Student Conferences. See **Attachment 7, GDC-8.**

[I] 5.10 Update on Presidential Initiatives *Saturday, 11:00-11:45am*

Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; President
Matthew Jacobson, EIT, S.M.ASCE; Student President Group; Chair

The Board of Direction will be asked to receive an update on the activities of the Student Presidential Group and the Region Institute Presidential Group, as well as the “Ask the President” webinars.

[D] 5.11 “Time to Think” *Saturday, 11:45am-12:15pm*

Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE

The Board of Direction will be asked to prioritize the list of ideas that resulted from the January 2021 discussion and forward the top priority recommendations to the Board Strategic Advisory Council (BSAC), staff, and other appropriate volunteers to evaluate their feasibility in the context of the Society’s strategic plan and approved strategic initiatives. See **Attachment 8.**

[A] 5.12 ILC Safety Challenge *Saturday, 12:15-1:00pm*

Steven D. Murphy, A.M.ASCE

The Board of Direction will be asked to authorize staff to (1) assess the recommendations as submitted in the ILC Safety Challenge report, (2) disseminate the report to the applicable organizational entities to evaluate the recommendations and develop a plan to implement those they deem appropriate, and (3) provide a progress report to the Board of Direction at its Spring 2022 meeting. See **Attachment 9.**

[I]

- 5.13 2021 Report Card for America's Infrastructure *Saturday, 1:15-1:45pm***
Kristina L. Swallow, P.E., Pres.18.ASCE; Chair

The Board of Direction will be asked to receive an update on the results of the Board-approved funding for the Report Card and Failure to Act studies and the Committee on America's Infrastructure final product, including how it generated member engagement and provided value for the Society and profession at-large. See **Attachment 10.**

[I]

- 5.14 Future World Vision *Saturday, 1:45-2:15pm***
Gerald Buckwalter, M.ASCE

The Board of Direction will be asked to receive an update on the Future World Vision project.

[I]

- 5.15 Executive Director's Report *Saturday, 2:15-2:35pm***
Thomas W. Smith III, ENV SP, CAE, F.ASCE

The Board of Direction will be asked to receive a report from the Executive Director on activities undertaken by the Society since the October 2020 meeting. See **Attachment 11.**

- 5.16 Executive Committee *Saturday, 2:35-2:45pm***
Jean-Louis Briaud, Ph.D., P.E., D.GE, Dist.M.ASCE; Chair

[I]

5.16.1 Meeting Minutes

The minutes from the Executive Committee meetings were distributed to the Board of Direction upon approval.

[A]

5.16.2 Additional Executive Committee Actions

The Executive Committee will convene on April 13, 2021. Additional items may be brought to the Board of Direction for action because of this or any other meeting convened prior to the Board meeting.

5.17 Public Policy Committee

5.17.1 Revised Policies See **Attachment 12.**

The Board of Direction will be asked to approve revisions to the following policy statements:

- [C] 5.17.1.1 PS 140 Civil Engineering Education: A Shared Responsibility
- [C] 5.17.1.2 PS 330 Coastal Data Collection Program
- [C] 5.17.1.3 PS 332 Water Reuse
- [C] 5.17.1.4 PS 337 Water Conservation
- [C] 5.17.1.5 PS 348 Emergency Plans for Water Supply
- [C] 5.17.1.6 PS 418 Role of the Civil Engineer in Sustainable Development
- [C] 5.17.1.7 PS 518 United Definitions for Critical Infrastructure and Sensible Security
- [C] 5.17.1.8 PS 555 State Support for Higher Education

[I] 5.18 Civil Engineering Certification

The Board of Direction will be asked to receive for information a report from Civil Engineering Certification. See **Attachment 13.**

[C] 5.19 Resolutions

The Board of Direction will be asked to approve the actions taken on Resolutions received, as shown in **Attachment 14.**

[I] 5.20 Official Society Visit Reports

The Board of Direction will be asked to submit an Official Society Visit Report for the time frame November 1, 2020 through March 31, 2021 for inclusion in the official minutes of this meeting. See **Attachment 15.**

[I] 5.21 Future Meetings

A schedule of upcoming meetings may be found in **Attachment 16.**

6.0 OPEN FORUM

Friday, 3:45pm-4:30pm

The Board of Direction will be invited to discuss topics of interest not covered on the Board agenda. To comply with the Rules of Policy and Procedure, Article 5.4.2.5, the Board may not act on items that were not received by the Secretary thirty (30) days prior to the Board of Direction meeting.

7.0 DISTINGUISHED MEMBERS – CLOSED SESSION

Saturday, 3:30pm-4:00pm

[A]

7.1

Distinguished Members – CLOSED SESSION

K.N. Gunalan, Ph.D., P.E., D.GE, F.ASCE; Member

The Board of Direction will be asked to consider, in closed session, the nominations for Distinguished Member as presented by the Society Awards Committee.

NOTE: *Distinguished Member recommendations are confidential and will be distributed to the Board under separate cover.*

8.0 EXECUTIVE SESSION – CLOSED SESSION

Saturday, 4:00pm-4:45pm

The Board of Direction will be asked to discuss, in closed Executive Session, items that are confidential in nature.

9.0 NEXT MEETING

The next meeting of the Board of Direction will be held July 16-17, 2021.

10.0 ADJOURNMENT





The Board of Direction meeting is expected to adjourn at approximately 4:45pm on May 1, 2021.

CONSENT AGENDA REMOVALS
April 30-May 1, 2021

AGENDA ITEM	TOPIC	REMOVED BY
4.1	January 16, 2021 Board Minutes	
5.2.2	Sunset KPIs	
5.9.1.2	Committee Realignment Bylaws	
5.9.1.3	Committee Realignment Rules	
5.9.1.4	SEI Bylaws	
5.9.1.5	Election Endorsements	
5.9.1.7	Election Ballot Rules	
5.9.1.8	Region 1 Bylaws	
5.9.1.9	At-Large Director Bylaws	
5.9.1.10	At-Large Director Rules	
5.9.1.11	Student Conferences Bylaws	
5.9.1.12	Student Conferences Rules	
5.17.1.1	PS 140 Civil Engineering Education: A Shared Responsibility	
5.17.1.2	PS 330 Coastal Data Collection Program	
5.17.1.3	PS 332 Water Reuse	
5.17.1.4	PS 337 Water Conservation	
5.17.1.5	PS 348 Emergency Plans for Water Supply	
5.17.1.6	PS 418 Role of the Civil Engineer in Sustainable Development	
5.17.1.7	PS 518 United Definitions for Critical Infrastructure and Sensible Security	
5.17.1.8	PS 555 State Support for Higher Education	
5.19	Resolutions	

REQUEST FOR BOARD OF DIRECTION ACTION
for meeting on April 30-May 1, 2021

Topic:	Board Strategic Advisory Council (BSAC)
Background:	<p>At its December 15, 2015, meeting, the Executive Committee approved the charge of the Board Strategic Advisory Council to work in partnership with staff to manage ASCE's ongoing strategic planning process on behalf of the Board of Direction.</p> <p>To accomplish this charge, BSAC would:</p> <ul style="list-style-type: none">• Recommend processes to periodically scan the environment to update ASCE's vision, mission, goals, and professional and association radar screen, and to adopt strategic initiatives.• Monitor alignment of the strategic planning process and budget process.• Monitor and, as needed, recommend ways to improve the Board's strategic thinking and leadership.• Periodically review the effectiveness of the ongoing strategic planning process itself and, as needed, make recommendations for modifications to the Board.
Issues:	<p>The priority strategies were identified at the November 2018 Board retreat and had minimal changes in 2019 for 2020. BSAC has been presenting a dashboard monitoring progress on the priority strategies to the Board at each quarterly meeting, indicating whether a priority is achieving its goal or in need of assistance.</p> <p>To ensure the strategic plan remains relevant, BSAC initiated a significant process to align the priority strategies with the substantive issues and initiatives currently requiring the Board's attention.</p> <p>BSAC recognized that providing meaningful, up-to-date information for the Board has been challenging, so each BSAC member was assigned two (2) strategic priorities to "champion" with the appropriate staff lead. Each team was asked to focus on three questions:</p> <ul style="list-style-type: none">• What are the key issues in this area?• What are we doing to address the key issues?• How are we measuring that we are making progress? <p>Together they developed the focused KPIs shown in the attached dashboard and champion reports and will report on their progress quarterly.</p>

	<p>The revised dashboard in Attachment 1 is designed to provide the Board members with a quick snapshot of how the ten priorities are tracking.</p> <p>The color coding under column “FY20-21 Q1 % Change” is determined based on a 5% measurement, and the number inside identifies the change.</p> <p> Green signifies the priority is at or above target</p> <p> Yellow indicates the priority is within 5% below target</p> <p> Red identifies a priority that is more than 5% below target</p> <p> White reflects that no information is available</p> <p>The new priorities for which there is no comparison data are currently showing white and will change in the next reporting cycle.</p> <p>“Trend Q1-Q2” is a new category to provide insight as to how the priority is progressing from the prior quarter, and the final column is the staff lead’s best forecast as to where they will be at the end of the fiscal year based on the current quarter results.</p> <p>The champion reports provide detail on the challenges the priorities are facing. While all the information is important, the Board is encouraged to particularly review those reports tracking yellow and red.</p>
Organizational Entities Impacted:	All members and organizational entities of the Society
Budget Impact and Source of Funding:	None
Action Requested:	The Board of Direction is asked to (1) receive a report from the Board Strategic Advisory Council on the new dashboard and (2) sunset KPIs 1 and 2 associated with Goal 1, Strategy d, because the strategy was replaced by the Board in January 2021 and the KPIs are no longer applicable.

	KPI 1 Local unit satisfaction with usefulness and value of products and services offered to local leaders (from the Member Communities Committee survey) KPI 2 Member satisfaction about local unit activities per ASCE survey.
<i>Prepared and Submitted by:</i>	Feniosky A. Pena-Mora, Sc.D. CCM, FCIOB, NAC, P.E., FASCE; Chair Patty Montgomery, IOM, CAE, Aff.M.ASCE; Staff Contact
<i>Presenter:</i>	Feniosky A. Pena-Mora, Sc.D. CCM, FCIOB, NAC, P.E., FASCE; Chair

STRATEGIC PRIORITY	KPI	FY19 ACTUAL	FY20 ACTUAL	FY21 GOAL FORECAST	FY20-21 % CHANGE	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE [1]	TREND (Q1-Q2)	PROJECTION FOR YEAR-END GOAL
BUDGET: Ensure 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.	\$ Net Revenue <i>(Achieve -\$504K net revenue including \$2.1M investment earnings)</i>	(\$2.77M)	(\$5.62M)	(\$504K)	91%	(\$463K)	\$916K	<div>298%</div>	<div>➡</div> TBD	<div></div>
ORGANIZATIONAL STRUCTURE: Enhance and strengthen relationships between the ten Geographic and nine Institute Boards of Governors through successful implementation of RIPG.	% RIPG Participation <i>(Achieve 80% RIPG Region & Institute meeting participation)</i>	-	-	80%	-	-	100%	<div>N/A</div>	<div>➡</div> TBD	<div></div>
MEMBER VALUE: Improve student to member transition and younger member retention; Improve information, guidance, activities, and opportunities for student chapter involvement.	% Renewal rate [2] <i>(Achieve 69.2% membership renewal rate)</i>	64.6%	69.2%	69.2%	0%	62.5%	62.3%	<div>-0.2%</div>	<div>➡</div> TBD	<div></div>
STAFF/VOLUNTEER RELATIONSHIP: Develop ASCE staff culture based on core values to provide a rewarding working environment for staff that will lead to increased member value.	% Satisfaction <i>(Achieve 80% satisfaction on staff-volunteer surveys)</i>	-	-	80%	-	-	-	<div>N/A</div>	<div>➡</div> TBD	<div></div>
MEMBERSHIP REVENUE GROWTH: An ever-growing number of people in the civil engineering realm are members of, and engage in, ASCE.	\$ Membership Revenue [2] <i>(Achieve \$14.5M membership revenue)</i>	\$14.8M	\$14.1M	\$14.5M	2.6%	\$11.6M	\$11.4M	<div>-1.4%</div>	<div>➡</div> TBD	<div></div>
PUBLICATIONS: Improve the practice of civil engineering, advance best practices, and share technical knowledge through collaborative committee activities, events, forums, publications, standards and educational offerings.	\$ Net Revenue <i>(Achieve \$9.5M publications net revenue)</i>	\$10.0M	\$10.0M	\$9.5M	-5%	\$2.6M	\$3.3M	<div>+26%</div>	<div>➡</div> TBD	<div></div>
CONFERENCES: New products and services for domestic and global members appealing to younger members, delivered through Society, Institutes, regions, sections, branches; Advance best practices & share knowledge through collaborative committee activities, forums, publications, standards and educational offerings.	# of Attendees <i>(Achieve 8,000 attendees at ASCE conferences)</i>		5,082	8,000	54.7%	1,441	1,386	<div>-3.8%</div>	<div>➡</div> TBD	<div></div>
CONTINUING EDUCATION: Improve practice of civil engineering, advance best practices, share technical knowledge through collaborative committee activities, events, forums, publications, standards and educational offerings; Use available technology to enhance learning experience and adapt education delivery methods to correspond to the changing educational needs and environment.	\$ Net Revenue <i>(Achieve \$284K continuing education net revenue)</i>	(\$48K)	(\$561K)	\$284K	151%	\$409K	\$133K	<div>-67%</div>	<div>➡</div> TBD	<div></div>
INFRASTRUCTURE: Execute Sustainability Road Map so all civil engineering is “sustainable”; Advocate so public/private-sector decision-makers take action to improve nation’s infrastructure through national and state public policy and increased member engagement in programs such as the Fly-Ins and Drive-In.	# Report Cards Solutions Enacted <i>(Achieve 10 enacted Report Card solutions)</i>	10	10	10	0%	8	5	<div>-25%</div>	<div>➡</div> TBD	<div></div>
DIGITAL STRATEGY: Enhance member experience through robust e-commerce platform, better database integrity, and improved interfaces for interactions with members; Use available technology to enhance learning experience and adapt methods to correspond to the changing needs and environment.	Website launch <i>(Complete website launch May 31 on schedule/budget. After launch, new KPIs developed)</i>	-	-	-	-	-	50% complete as of 12/31/20	<div>N/A</div>	<div>➡</div> TBD	<div></div>

NOTES: [1] Priorities without FY20 metric for comparison are color coded based on Champion’s judgement of performance to date
[2] Membership priority numbers are through 2/26/21 for this quarter only


LEGEND: Exceeds KPI by 5% or more Within 5% of KPI (plus or minus) Below KPI by 5% or more

DASHBOARD QUARTERLY REPORT

Strategy: Budget (#1)




Strategy Manager: Pete Shavalay

BSAC Liaison: Maria Lehman

Status:  Green – above target; yellow – within 5% below target; red – more than 5% below target; white – no information available

Goal/Strategy 6(a): 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.

2021 KPI Target: \$ Net Revenue (Achieve -\$504K net revenue including \$2.1M investment earnings)

FY19 ACTUAL	FY20 ACTUAL	FY21 GOAL Forecast	FY20-21 % CHANGE	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE	TREND (Q1-Q2)	PROJECTION FOR YEAR- END GOAL
(\$2.77M)	(\$5.62M)	(\$504K)	91%	(\$463K)	\$916K	298% 	 TBD	

1) What is the primary challenge associated with advancing this strategy?

The Society's current business model, with its associated expenses, is built on the assumption that net revenues from dues, publications, continuing education, affinity programs, conferences, and other sources will grow. Revenues are declining or remaining flat; thus, expenses continue to exceed revenues. This is not sustainable for the long term. Sources of additional revenue are limited and take time to develop.

2) Please share highlights of the key activities related to addressing this challenge and achieving your 2021 target.

- Grow net revenue streams
- Focus on increasing value of membership
- Reduce complexity, decreasing expenses
- Combine or eliminate programs until revenue growth allows

3) How is progress being measured? Please share relevant sub-KPIs or leading indicators?

- Gross revenue increasing
- Total net revenue increasing from revenue-producing activities which include Member Services, Sales & Marketing, Publications, Continuing Education, and Conferences

Leading Indicators include:

- Dues-paying members increase
- Cash dues collections increase
- Publications, Continuing Education, and advertising net revenues increase
- Progress in simplifying our dues model

- Program combinations and reductions

4) If status is yellow or red, what resources or guidance do you need from the board to help you reach your target?

The primary sources of expense growth are labor and the costs of maintaining and upgrading our technology and web presence to meet the evolving needs of our organization. To attract and maintain members we need to have well-designed and responsive digital applications. We urge the board to continue investments in implementing the digital strategy.

- ☐ This KPI has been achieved or is no longer relevant and is recommended for sunseting (please explain)

Do you want to propose a new KPI? No

DASHBOARD QUARTERLY REPORT

Strategy: ORGANIZATIONAL STRUCTURE (#2)

Strategy Managers: Nancy Berson and Jim Rossberg




BSAC Liaison: Kevin Nielsen

Status:  Green – above target; yellow – within 5% below target; and red – more than 5% below target

Priority Goal and Strategy 1(d): Enhance and strengthen the relationships between the ten Geographic Region Board of Governors and the nine Institute Board of Governors through the successful implementation of the RIPG.

2021 KPI Target: % RIPG Participation: *Achieve 80% RIPG Region & Institute meeting participation*

Subsequent goals/KPI's will need to be determined for the activities identified and undertaken by the RIPG.

FY19 ACTUAL	FY20 ACTUAL	FY21 GOAL FORECAST	FY20-21 % CHANGE	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE	STATUS AND TREND*	PROJECTION FOR YEAR- END GOAL
N/A	N/A	80%	N/A	N/A	100%	N/A 	 TBD	

1) What is the primary challenge associated with advancing this strategy?

The challenge is to foster an understanding of the common Society goals between the ten Geographic Regions and the nine Institutes so we achieve a coordinated and collaborative approach to activities and programs which impact both groups.

2) Please share highlights of the key activities related to addressing this challenge and achieving your 2021 target.

The major activity that will foster advance this strategy is the successful execution and implementation of the RIPG. This will allow an enhancement and strengthening of the relationships between the ten Geographic Region Board of Governors and the nine Institute Board of Governors.

RIPG has met twice and established three working groups that are working to identify and prioritize specific activities. At their last meeting in February the three groups:

- a) Presented the result of some initial work and discussion. RIPG agreed that the groups would continue their work by:
 - Growing the list of solutions to the group topic

- Reaching out to other entities within ASCE working on the same issue to foster momentum and avoid duplication
- Prioritizing the list of proposed solutions
- Selecting the top 2 and develop specific action items for the ASCE Board or ASCE Staff to consider implementing

b) The Chairs of those 3 groups will be as follows:

- Bob Cagle is in charge of the “Interactive and collaborative opportunities”
- Carl Sutter is in charge of the “Membership growth and retention”
- Rick Boudreau is in charge of the “Student transition – younger member retention”

3) How is progress being measured? Please share relevant sub-KPIs or leading indicators?

The progress will be measured by assessing the number of Region and Institute participants at the RIPG meetings with a target of 100% at each meeting – this is a reflection of the engagement and commitment of the participants. Attendance at the February meeting of RIPG was severely affected by the weather in Texas.

Subsequent goals/KPI's will be determined for the activities identified and undertaken by the RIPG.

4) If status is yellow or red, what resources or guidance do you need from the board to help you reach your target?

n/a

☐ This KPI has been achieved or is no longer relevant and is recommended for sunseting (please explain)

Do you want to propose a new Strategy? No

The following KPIs under Goal 1, strategy (d) should be sunset because the Board voted to remove this strategy at its January 2021 meeting and the KPIs are no longer relevant to the new strategy.

KPI 1 Local unit satisfaction with usefulness and value of products and services offered to local leaders (from the Member Communities Committee survey)


KPI 2 Member satisfaction about local unit activities per ASCE survey.

DASHBOARD QUARTERLY REPORT

Strategy Name: Member Value (#3)




Strategy Manager: Loretta Cranbourne, Alicia Karwoski, and Leslie Payne

BSAC Liaison: Edward Stafford

Status:  Green – at or above target; yellow – within 5% below target; and red – more than 5% below target; white – no information available

Priority Goal and Strategy (1b): Improve student to member transition and younger member retention. **(1g):** Improve the information, guidance, activities, and opportunities for student chapter involvement.

2021 KPI Target: % Renewal rate (*Achieve 69.2% membership renewal rate*)

FY19 ACTUAL	FY20 ACTUAL	FY21 GOAL FORECAST	FY20-21 % CHANGE	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE	STATUS AND TREND	PROJECTION FOR YEAR-END GOAL
64.6%	69.2%	69.2%	0%	62.5%	62.3%	-0.2% 	 TBD	

Note: FY YTD reflects October 1 through February 28. All numbers are FY unless noted as Calendar Year (CY).

1) What is the primary challenge associated with advancing this strategy?

Long term: as is the case for many associations, increased competition for association programs and products coupled with increased expectations of free (or very low-cost) on-demand-type services included in membership dues is a key challenge. Decreases in employer reimbursement for dues over time, result in more members paying out-of-pocket, which also factors into the member value mix.

Short term: uncertainty and concern in the marketplace given decreased market demand generally and record unemployment caused by COVID-19, during the critical membership renewal period (October – December). A lack of in-person events significantly lower than in FY20, is muting renewal and join efforts and continues to be a drag on renewals.

2) Please share highlights of the key activities related to addressing this challenge and achieving your 2021 target.

March is a critical time-period, as members fall “out of grace” on March 31st. Personal outreach by Institute Directors has been added to the list of tactics to encourage committee members to renew, supplementing extensive print, customer service calls, online social media, segmented email campaigns

The Source newsletter, launched November 16, is a “smarter news brief” that uses artificial intelligence to deliver each subscriber a custom, personalized experience with content tailored to their interests. Daily subscribers increased to 96,786 from 95,504 in the last month, showing month on month increases since launch.










In addition, launched a second “student benefit of the month” effort in February (unique email demonstrated a very high interest level and open rate: 27.9%). Students received unlimited access to the salary data for the month of February only. The March benefit will be a resume workshop to prepare them for internships/job search.

With feedback from the Student Presidential Group, we developed new one-page ASCE reference guides for undergraduate and graduate students and a process to automatically transition students into professional membership upon graduation.

Additionally, we are in the process of planning for virtual student and Younger Member engagement in the spring via [regional student conferences](#) in March and April, the Multi-Region Leadership Conference on April 7-10, 2021, younger member council meetings in April and May, and our Society-wide student competitions event on June 25-27, 2021.

Moreover, we developed new communications featuring ASCE President Jean-Louis Briaud to inspire ASCE student members. These include a letter to students sent with support from our department heads and videos for student chapters and student conferences.

3) How is progress being measured? Please share relevant sub-KPIs or leading indicators?

Sub-KPIs	FY19 Actual	FY20 Actual	FY21 Goal	FY20-21 % Change	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % Change	STATUS AND TREND	PROJECTION FOR YEAR-END GOAL
# who use ASCE 10 PDH program	9,068	10,428	10,637	2%	6,492	6,823	5.1%	 TBD	
# of members who purchase revenue-based products (Pubs, Events and Cont. Education as measured in Personify AMS)	14,402	11,529	11,760	2%	7,455	5,043	(32.4)%	 TBD	
# of members that engage with ASCE Collaborate	N/A	151,260	154,285	2%	54,176	54,976	1.5%	 TBD	
# YM – 5-year retention rate (CY)	33.4%	32.9%	33.6%	0.7%	N/A	38.7%	N/A	 TBD	
Student transition rate (CY)	17.1%	19.0%	35%	16%	1.3%	2.0%	0.7%	 TBD	

Note: FY YTD reflects October 1 through February 28. All numbers are FY unless noted as Calendar Year (CY). FY21 number of those who joined in 2015, stayed through Nov 2020, FY20 is joined in 2014, stayed through end of 2019, FY19 is joined in 2013, stayed through end of 2018.

4) If status is yellow or red, what resources or guidance do you need from the board to help you reach your target?


- **Encourage current and prospective members** to connect with the ASCE community to accelerate their careers and expand their opportunities. ASCE has launched many new programs to help them make a difference professionally and personally.
- **Encourage referrals through member-get-a-member program.**

DASHBOARD QUARTERLY REPORT

Strategy: STAFF/VOLUNTEER RELATIONSHIP (#4)




Strategy Manager: Kay Pulchine and Tom Smith

BSAC Liaison: Carl Sutter

Status:  Green – above target; yellow – within 5% below target; and red – more than 5% below target; white – no information available

Priority Goal and Strategy: Provide the best staff and volunteer interactions and relationships

2021 KPI Target: % Satisfaction (*Achieve 80% satisfaction on staff-volunteer surveys*)

FY19 ACTUAL	FY20 ACTUAL	FY21 GOAL FORECAST	FY20-21 % CHANGE	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE	STATUS AND TREND	PROJECTION FOR YEAR-END GOAL
		80%				NA 	 TBD	

1) What is the primary challenge associated with advancing this strategy?

Difficult to assess (subjective vs objective)

2) Please share highlights of the key activities related to addressing this challenge and achieving your 2021 target.

- Identifying and documenting new staff and volunteer roles, responsibilities and expectations.
- Continuing to provide volunteer evaluation of staff performance – second survey in process.
- Implementing a staff evaluation process of volunteer interactions – survey launch March 15th.
- Continuing to provide webinars on being effective committee chairs or Branch/Section leaders.
- Providing staff training for working effectively with committees and other volunteers and collecting mutually acceptable ideas for improvement. Materials to be used for training are in review.
- Based on survey results, identify areas of need for further training and relationship enhancement.
- Establishing guidelines for staff response times to members.

3) How is progress being measured? Please share relevant sub-KPIs or leading indicators?

- Average grade of staff evaluations provided by Committee chairs.

- Average grade of staff evaluations provided by Branch, Section, and other Committee volunteers.
- Average grade of volunteer interactions provided by staff.
- Number of mutual volunteer and staff ideas for improvement.

4) If status is yellow or red, what resources or guidance do you need from the board to help you reach your target?

Yellow status is indicator that data needed for KPI through surveys is in process.



This KPI has been achieved or is no longer relevant and is recommended for sunseting (please explain)

Do you want to propose a new KPI? No

DASHBOARD QUARTERLY REPORT

Strategy: Membership Revenue Growth (#5)

Strategy Manager: Loretta Cranbourne

BSAC Liaison: Feniosky Pena-Mora




Status:



Green – above target; yellow – within 5% below target; and red – more than 5% below target; white – no information available

Priority Goal and Strategy (Goal 1): An ever-growing number of people in the civil engineering realm are members of, and engage in, ASCE.

2021 KPI Target: Annual revenue budget target

FY19 ACTUAL	FY20 ACTUAL	FY21 GOAL FORECAST	FY20-21 % CHANGE	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE	STATUS AND TREND	PROJECTION FOR YEAR- END GOAL
\$14.8M	\$14.1M	\$14.5M	2.6%	\$11.6M	\$11.4M	-1.4%	  TBD	

Note: FY YTD reflects October 1 through February 28. All numbers are FY unless noted as Calendar Year (CY).

1) What is the primary challenge associated with advancing this strategy?

Dues paying membership has declined over the years, while free Student membership in the Society has grown considerably. Membership revenues have historically represented a high % of total ASCE revenues; with declining revenues in other areas of ASCE, this has put significant pressure on the financial health of the Society.













Membership dues revenues are also highly seasonal with almost 70% of annual dues driven by renewal payments in the period of October – December. Market uncertainty and volatility due to the pandemic could continue to be a significant challenge, especially during this period, given that almost 40% of members are estimated to pay out-of-pocket.

2) Please share highlights of the key activities related to addressing this challenge and achieving your 2021 target.

- Infrastructure Summit and Report Card release in March provided major media coverage and brand awareness for ASCE that provide a “halo” for specific and targeted membership initiatives.
- Acquisition and renewal initiatives this quarter included dedicated emails, organic social media, paid advertising and ads in the *Source* and *Civil Engineering magazine*.
- Section member drive and member-get-a-member launch in January provided platform for member outreach and referrals.

- Working to simplify the graduated dues ladder to a flat rate of 50% of dues for those age 28 and under. This will begin in the summer of 2021.
- Efforts to introduce DOTs to the Associate Partner program are underway. CALTRANS has approved the program and we are moving forward for the 2021 membership year.
- Major enhancements to member engagement such as the Source news hub and newsletter (see Priority 3 Champions Quarterly Report) were launched in November.
- Improvements to the website to enable better member navigation and high-performance search functionality is currently underway for launch in the spring.
- Greater coordination with the Institutes is underway to improve new member acquisition and renewal opportunities.

3) How is progress being measured? Please share relevant sub-KPIs or leading indicators?

Sub-KPIs	FY19 Actual	FY20 Actual	FY21 Goal	FY20-21 % Change	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % Change	STATUS AND TREND*	PROJECTION FOR YEAR-END GOAL
# of Early Career Members (YM)	15,102	13,697	14,108	3%	10,270	10,047	-2.2%	  TBD	
# of International Members	4,832	4,771	4,914	3%	3,694	3,896	5.5%	  TBD	
# of Partner Individual Members	4,102	4,447	4,580	3%	1330	1985	49.2%	  TBD	
# of Government Partner Individual members	729	748	770	3%	N/A	98	N/A%	  TBD	

Note: FY YTD reflects October 1 through February 28.

Other leading indicators will be tracked annually in separate research starting in 2021. These indicators include participation growth in local section/events and net promoter score (which measures extent to whether a member would recommend ASCE).

4) If status is yellow or red, what resources or guidance do you need from the board to help you reach your target?

- Help promote the value and importance of ASCE's mission and membership to current members, and prospects.
- Provide contacts to Industry Relations staff for potential Associate Partners and Government Associate Partners for follow-up and outreach.

DASHBOARD QUARTERLY REPORT

Strategy: PUBLICATIONS (#6)

Strategy Manager: Dana Compton and Jim Rossberg

BSAC Liaison: Carl Sutter




Status:



Green – above target; yellow – within 5% below target; and red – more than 5% below target; white – no information available

Priority Goal and Strategy (2b): Improve the practice of civil engineering, advance best practices, and share technical knowledge through collaborative committee activities, events, forums, publications, standards and educational offerings.

2021 KPI Target: \$ Net Revenue (*Achieve \$9.5M publications net revenue*)

FY19 ACTUAL	FY20 ACTUAL	FY21 GOAL FORECAST	FY20-21 % CHANGE	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE	STATUS AND TREND*	PROJECTION FOR YEAR- END GOAL
\$10.0M	\$10.0M	\$9.5M	-5%	\$2.6M	\$3.3M	26% 	 TBD	

1) What is the primary challenge associated with advancing this strategy?

The primary challenge with achieving budgeted net revenue from existing products is due to downward pressure on library/academic budgets, owing to COVID-19 effects, declining university enrollments, and delayed budget approvals and access to renewal funds. Although the Q1 % increase over FY20 is significant, we are still experiencing delays in subscription renewal confirmations and many accounts are still in a 'pending' category. While subscription YTD revenue is running 3% down as of March 2021, we know that there are consortia cancellations that will negatively impact revenue toward the end of the fiscal year. At present, we expect a 5% overall revenue decline.

Offsetting the revenue decline is a significant reduction in expenses. Some of this expense reduction is due to a shift from traditional to digital printing and renegotiation of some key outsourcing contracts. However, Publications expenses are not evenly weighted throughout the fiscal year, and we know that expenses will be significantly higher in the second half of the year, when Publications' work begins on ASCE 7-22.

To respond to this challenge in achieving budgeted net revenue from existing products, Publications is developing new products to grow new revenue in new markets. The ASCE Journals Legacy Archive launched for sale in March 2021 and will provide some revenue in FY21, with higher revenue targets in FY22 (projected FY21 revenue is already accounted for in the FY21 Goal presented above). Also in development is corporate bundles. There will not be immediate progress to report on this new product until the packages have been fully developed and launched for sale. This is an entirely new direction/forward-looking strategy, and therefore progress will be slow.

2) Please share highlights of the key activities related to addressing this challenge and achieving your 2021 target.

To launch corporate packages, Publications must: (1) finalize web templates and agree to statement of work with ASCE Library online hosting platform vendor; (2) finalize pricing and licensing; (3) complete product set-up in Personify and ASCE Library online hosting platform; (4) review tagged content and complete gap analysis; and (5) develop and finalize branding and marketing messaging.

As of March 2021, an RFQ is being developed for the hosting platform vendor to respond to. Vendor response will further inform the launch date. Product set-up and testing in Personify and in the ASCE Library is underway and expected to be completed by end of month.

3) How is progress being measured? Please share relevant sub-KPIs or leading indicators?

Initially for corporate packages, progress will be measured as completion of tasks outlined above. After launch (now targeting Q3 CY 2021), progress will be measured against defined sales goals (# corporate packages developed/sold). Sales goals can be firmly defined when pricing and licensing is finalized.

Sub-KPI:

- % uptake of hybrid Open Access option by ASCE Journal authors (~1.5%)

Leading Indicators:

- % revenue from various sources (overall Publications revenue; revenue from corporate bundles to be broken out after they are launched)
- # manuscripts submitted
- # papers published

4) If status is yellow or red, what resources or guidance do you need from the Board to help you reach your target?

- ☐ This KPI has been achieved or is no longer relevant and is recommended for sunseting (please explain)


Do you want to propose a new KPI? No

DASHBOARD QUARTERLY REPORT

Strategic Priority: Conferences (#7)




Strategy Manager: Leslie Payne, Elizabeth Maddox, and Jim Rossberg

BSAC Liaison: Edward Stafford

Status:  Green – above target; yellow – within 5% below target; and red – more than 5% below target

Priority Goal and Strategy (1i): 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. **(2b):** Improve the practice of civil engineering, advance best practices, and share technical knowledge through collaborative committee activities, events, forums, publications, standards and educational offerings.

2021 KPI Target: # of Attendees (*Achieve 8,000 attendees at ASCE conferences*)

FY19 ACTUAL	FY20 ACTUAL	FY21 GOAL FORECAST	FY20-21 % CHANGE	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE	STATUS AND TREND*	PROJECTION FOR YEAR- END GOAL
	5,082	8,000*	54.7%	1,441	1,386	-3.8% 	 TBD	

* **This is a combination of actual (in italics) and estimated attendance for the following virtual, hybrid, and in-person conferences:** *ASCE Convention, GEO Web Conference, CI Student Days, GEO Congress (IFCEE), EWRI Congress, UESI Pipelines Conference, SEI Structures Congress, SEI Career Path series, SEI Standards series, AEI Conference, Earth & Space Conference, EMI Annual Conference, EMI International Conference, T&DI ICTD and Pavements Conference and Computing Conference.*

1) What is the primary challenge associated with advancing this strategy?

The universe of ASCE conferences has been upended as a result of the various rules and restrictions put in place by governments to curtail the spread of the coronavirus (COVID-19).



The primary challenge associated with advancing/conducting these events is the uncertainty surrounding both virtual events and in-person events. New virtual events are challenged by lack of awareness, unfamiliarity of platforms, instability of platforms, attractiveness of virtual events to the different audiences, uncertainty in pricing, lack of networking, lack of an effective exhibit mechanism and overall “zoom fatigue” of the intended audience. In-person events, if they are held, will most likely be planned at a 50 to 60% level of previous attendance due to (diminishing, hopefully) health concerns with travel, attendance at large in-person gatherings and restrictions by individual companies. 2021 will be another year of change and rapid adaption to the circumstances.

2) Please share highlights of the key activities related to addressing this challenge and achieving your 2021 target.

See above.

3) How is progress being measured? Please share relevant sub-KPIs or leading indicators?

Sub-KPI: Increase in net return

FY19 ACTUAL	FY20 ACTUAL	FY21 GOAL FORECAST	FY20-21 % CHANGE	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE	STATUS AND TREND*	PROJECTION FOR YEAR-END GOAL
\$1.0M	(\$381K)	\$1.1M	389%	(\$93K)	(\$101K)	(9%)		

The revenue for the Conferences and Event Services (CES) department for FY21 consists primarily of 4 items: Offshore Technology Conference (OTC), Earth and Space Conference, Annual Convention and Registrar/Contracting services.

The FY21 budget was established prior to understanding the effects of COVID-19 upon the conferences universe with the following expected effect upon net revenue: OTC: budgeted revenue of \$1.08 million is expected to decrease to approximately \$450k assuming that the event is held. It was not held in 2020. There are no expenses budgeted against OTC in the ASCE budget; E&S Conference: budgeted revenue of \$156k is expected to drop to approximately \$66k due to the event being virtual however budgeted expenses will drop as well so the effect upon net revenue will be minor; The ASCE Convention pivoted to a virtual event in October of 2020. Revenues and expenses both declined with a positive effect upon net revenue of \$1500; Registrar/Contracting Services - budgeted revenue of \$506k is expected to decline to approximately \$150k. There are no expenses budgeted against these services.

Resulting current projection is that the CES Department will finish FY21 with approximately \$140k in positive net revenue. This far exceeds FY20 finish of negative net revenue of \$381k and is far short of the budget for FY21 of \$1.1m.

4) If status is yellow or red, what resources or guidance do you need from the board to help you reach your target?

None

☐ This KPI has been achieved or is no longer relevant and is recommended for sunseting (please explain)


Do you want to propose a new KPI. No

DASHBOARD QUARTERLY REPORT

Strategy: CONTINUING EDUCATION (#8)




Strategy Manager: Gayle Claman and Jim Rossberg

BSAC Liaison: Feniosky Peña-Mora

Status:  Green – above target; yellow – within 5% below target; and red – more than 5% below target]

Priority Goal and Strategy 8 (2b): Improve the practice of civil engineering, advance best practices, and share technical knowledge through collaborative committee activities, events, forums, publications, standards and educational offerings **(6e):** Use available technology to enhance the learning experience and adapt education delivery methods to correspond to the changing educational needs and environment.

2021 KPI Target: \$ Net Revenue (*Achieve \$284K continuing education net revenue*)

FY19 Actual	FY20 Actual	FY21 Goal <i>Forecast</i>	FY20- 21 % Change	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE	TREND (Q1-Q2)	PROJECTION FOR YEAR- END GOAL
(\$48K)	(\$561K)	\$284K	151%	\$409K	\$133K	(67%) 	 TBD	

1) What is the primary challenge associated with advancing this strategy?

Historically a profit center, Continuing Education expenses now exceed revenue, a situation exacerbated by COVID. Key factors include:

- Aging product lines that may not be responsive to profession demand
- New programming with high up-front expenses
- Providing free content for member benefit
- Increasing internal and external competition

2) Please share highlights of the key activities related to addressing this challenge and achieving your 2021 target.

- Increase guided online course/certificate revenue
- Increase group/partner sales activity income
- Introduce new relevant offerings that are net profitable products and innovate current programs
- Reduce or sunset lowest demand programs
- Align future certification direction with continuing education opportunities (proposed focus in 2022 but under consideration in 2021)

3) How is progress being measured? Please share relevant sub-KPIs or leading indicators?

Sub-KPIs	Baseline	Target	% Growth	Rolling Average% Growth
% Increase guided online course/certificate net revenue	-154K (FY20 actual)	+20K (FY21 BOD approved budget)	43%	-38%
% Increase gross revenue from partner activity sales	\$392K (FY20 actual)	\$437K (2021 estimated)	11%	-19%

New innovative/updated demand-based offerings (3 or more in FY21)

- Construction Engineering Certificate Program revised to incorporate core and electives and can now be completed in 6 months
- Virtual Workshops - reported in quarter 1, though a small number, continue to do well
- Virtual ASCE Week – being held March 2021

Reduced/sunset programs (3 or more in FY21)

- PE SE and Env courses discontinued
- Webinars - reported in quarter 1, being largely phased out in place of new live online training category with a variety of programming
- Low performing Guided Online Courses are being moved to on-demand format

Leading Indicators:	Baseline
% Utilization of free PDHs by members	10% (avg of 2017-2019)
% Utilization of paid cont. ed offerings by members	6% (avg of FY2017-2019)

Leading indicator baselines will be monitored; however, targets are not set at this time. Free PDHs are being tracked through the member value strategy and paid offerings utilization may be significantly affected by the current program schedule in comparison to the past. A new baseline can be established in FY21.

4) If status is yellow or red, what resources or guidance do you need from the board to help you reach your target?

COVID continues to negatively impact programming that was originally budgeted. New alternate programming is unexpected to fully remediate number of budgeted program offerings, revenue and participation targets. Note that Q1 2020 was pre-COVID, thus year-to-year comparisons may appear worse than actual. There is no Board request at this time.

- ☐ This KPI has been achieved or is no longer relevant and is recommended for sunseting. (please explain)


Do you want to propose a new KPI?

DASHBOARD QUARTERLY REPORT

Strategy: Infrastructure (#9)

Strategy Manager: Brian Parsons and Emily Feenstra




BSAC Liaison: Kevin Nielsen

Status:  Green – above target; yellow – within 5% below target; and red – more than 5% below target; white – no information available

Do you feel confident you'll meet goal by end of year? If so, add explanation as to why you would be yellow here. Yes

Priority Goal and Strategy (3b): Effectively execute the agreed upon Sustainability Road Map so that all civil engineering is “sustainable.” **(3c):** 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.

2021 KPI Target: # Report Cards Solutions Enacted (*Achieve 10 enacted Report Card solutions*)

FY19 ACTUAL	FY20 ACTUAL	FY21 GOAL FORECAST	FY20-21 % CHANGE	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE	STATUS AND TREND*	PROJECTION FOR YEAR- END GOAL
10	10	10	0%	8	5	-25% 	 TBD	

1) What is the primary challenge associated with advancing this strategy?

The policy process can move slowly, especially at the federal level. Fortunately, ASCE has made progress on several key priorities at the end of last year, including the following victories:

- Creation of the resilience revolving loan fund
- Fixing the Harbor Maintenance Trust Fund for use in dredging and port needs
- 94 percent of transportation ballot initiatives passed in November at the local level
- Additional funding allocated for infrastructure in the omnibus, including the first time the-USACE received appropriations for their WIFIA program
- Lead and Copper Rule to improve drinking water updated

Additionally, 30 states have raised their gas taxes since 2013 and 98 percent of ballot measures passed in the 2020 election.

2) Please share highlights of the key activities related to addressing this challenge and achieving your 2021 target.

ASCE advocated for COVID-19 relief and successfully garnered results for transit agencies and airports, State DOTs, as well as localities and states. ASCE continues to serve as a subject-matter expert as Congress turns from immediate COVID-19 relief to economic recovery.

Engagement Metrics (a sample of key alerts and their performance)

Alert Topic	Dates Active	Target	Total Advocates	Advocate s 10/1/20 - Date	Total Email s	Emails 10/1/20 - Date
Thank Congress for Passing a One-Year FAST Act Extension	09/30/20 - Presents	All Congress	504	504	2,020	2,020
Resilience Revolving Loan Fund	11/04/2020 - Present	House only (as of 12/11)	179	179	582	582
PennDOT Bond Authorization	11/20/2020 – 11/30/2020	PA Legislature	194	194	390	390

3) How is progress being measured? Please share relevant sub-KPIs or leading indicators?


- Report Card Solutions:
 - Number of members who apply to/ attend Fly-Ins: 260
 - Number of members who respond to Key Alerts: See above
 - Number of times ASCE meets with Congressional offices: Staff has had 52 meetings
- ASCE/COS Standard Requirements for Sustainable Infrastructure received 215 comments. The COS Sustainable Infrastructure Standards Committee has reviewed and addressed all comments received during the Public Comment Period and will communicate with commentors within 30 days.
- Number of products and services to advance resilient practices related to civil infrastructure and lifeline systems: (1) FEMA's Building Codes Save: A Nationwide Study, 2) Creation of the Resilience Revolving Loan Fund

DASHBOARD QUARTERLY REPORT

Strategy: DIGITAL STRATEGY (#10)

Strategy Manager: Diane Javaid




BSAC Liaison: Maria Lehman

Status:  Yellow – within 5% below target; red – more than 5% below target; white – no information available

Priority Goal and Strategy #10 (6d): 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. **(6e):** Use available technology to enhance the learning experience and adapt education delivery methods to correspond to the changing educational needs and environment.

2021 KPI Target: Website launch (*Complete website launch May 31 on schedule/budget. After launch, new KPIs developed*)

WEBSITE STATUS SLIDE ATTACHED

FY19 ACTUAL	FY20 ACTUAL	FY21 GOAL FORECAST	FY20-21 % CHANGE	FY20 YTD/Q1	FY21 YTD/Q1	FY20-21 Q1 % CHANGE	STATUS AND TREND*	PROJECTION FOR YEAR-END GOAL
NA	NA	NA	NA	NA	50% complete as of 12/31/20	NA 	 TBD	

- 1) What is the primary challenge associated with advancing this strategy?** The attached PowerPoint slide shows the high-level progress of the web redesign and redevelopment project. As of today (3/11/2021) the project is moving rapidly toward completion with some areas of concern. The development and build of the new Content Management System was delayed due to unexpected additional meetings needed to resolve how to get Personify data to display (within the new site design) key information on Committees, Sections, Branches, and other areas.

We are entering a pivotal phase when the Content Management System (CMS) and Coveo search platform are being built simultaneously. Additionally, we are creating all new content for ASCE.org at the same time. Each of these major milestones are scheduled for completion in the month of March 2021. There are no concerns about the CMS or search builds presently, but the development of 3,000-plus manual pages is taxing the web team as well as the entire organization's groups of internal content stakeholders. As seen visually on the attached "Website Status" timeline attached, the development delays have compressed the time for content creation and upload into the new CMS. The web team's four content managers and one project manager are working overtime to meet this date. Three additional ASCE staff members are assisting for a short period of time with some more manual aspects of content creation/migration from existing pages. If content development can be completed – reasonably close to the target date of March 15 – the project may remain on the anticipated timeline. Of higher concern than content completion will be the testing of all Personify-related

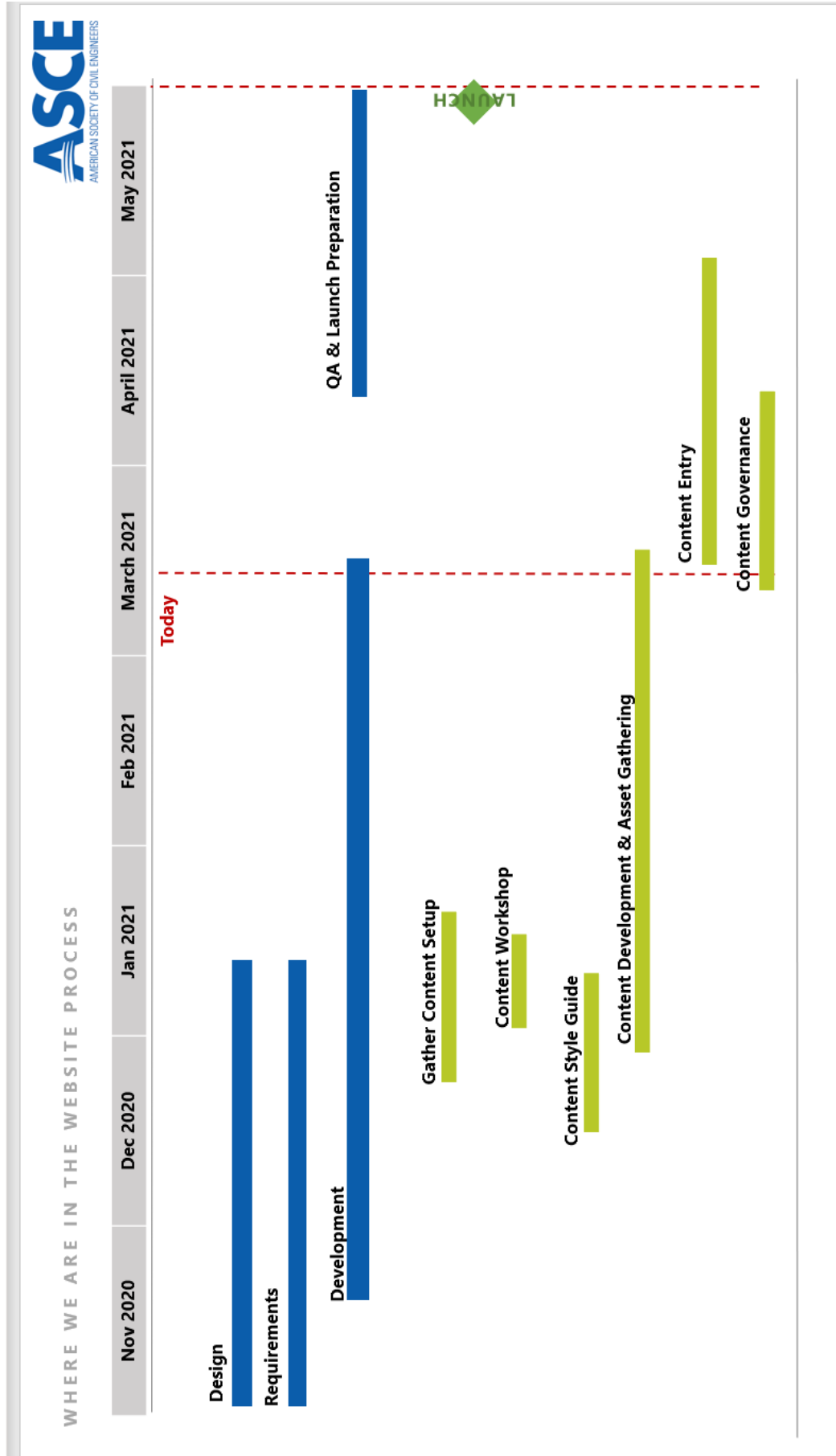
pages in April. We are cautiously optimistic, however Personify-related pages continue to be one area of high project risk.

- 2) Please share highlights of the key activities related to addressing this challenge and achieving your 2021 target.** Since the last Champions Report, the web department completed two unique workshops for 120 ASCE content writers, editors, collaborators, and reviewers. This basic training assisted in staff members' ability to create the pages of new content for ASCE.org. A large project within the Phase One ASCE.org improvement project, has been 100% completed for its development phase. This was the creation of the ASCE Global Taxonomy to be used throughout ASCE as a uniform way to classify content so that it can be surfaced through browsing or searching on the website. This project finished the first week of March and all new content for ASCE.org will carry one or more terms or tags from the global taxonomy list. Related to the new taxonomy, the entire contents of the ASCE Library and Personify will be synchronized or "mapped" to this global taxonomy. This taxonomy mapping process to the ASCE Library and Personify is 50% complete.

A major project phase, "Design" is 100% complete. Requirements writing and development are 85% complete.

- 3) How is progress being measured? Please share relevant sub-KPIs or leading indicators?** Progress on multiple levels of tasks and phases are reviewed with advisor Interactive Strategies and Diane Javaid every Monday. Progress against the total project budget is also monitored on a weekly basis. We are on track to launch the Phase One of the new website on budget. The extra developer-hours with the consultant, related to extensive Personify discovery and meetings, have been balanced by reduced "Content" work by the consultant. We supplemented the content work with three additional ASCE staff members for a short period of time rather than increasing the vendor hours for content assistance.
- 4) If status is yellow or red, what resources or guidance do you need from the board to help you reach your target?** The status is now yellow. Additional resources or guidance from the board are not needed at this time. The board's understanding of the complexity of this project, with risk factors outside the control of the web group, will be greatly appreciated. A closer estimation of the precise launch date can be made after some key testing occurs in mid-April.

****The KPI, "launch by May 31, 2021" is still relevant to maintain the intensive focus to reach this aggressive goal.**



**REQUEST FOR BOARD OF DIRECTION ACTION
for meeting on April 30 - May 1, 2021**

Topic:	Audit Committee Report
Background:	Report on annual audit
Issues:	Fiscal 2020 annual audit was successfully completed
Organizational Entities Impacted:	None
Budget Impact:	Engagement of RSMUS for 2021 for audit and tax preparation for fee of approximately \$70,000.
Action Requested:	<p>2020 Audited Financial Statements The Board of Direction will be asked to accept the Society's Audited Financial Statements for fiscal year 2020. See attachment</p> <p>NOTE: Upon adoption, the audited financial statements for fiscal year 2020 become part of the record of the Society.</p> <p>Selection of an Auditor The Board of Direction will be asked to appoint RSMUS as the Society's auditor for the consolidated financial statements for fiscal year 2021.</p>
Prepared and Submitted by:	Peter Shavalay, Chief Financial Officer
Presenter:	Carl C. Sutter, P.E., F.ASCE; Chair

American Society of Civil Engineers

AUDIT COMMITTEE

Information Report to the Board of Direction

The Audit Committee held meetings by teleconference calls on September 22, 2020 and February 3, 2021. The next meeting date will be in September 2021, before the start of the fiscal 2021 audit.

1.0 Responses to Resolutions Referred

No resolutions are awaiting Committee action.

2.0 Progress on Tasks Supporting the Strategic Plan

N/A

3.0 Summary of Matters Referred to the Committee

None

4.0 Summary of How the Committee Proceeded to Accomplish its Tasks

4.1 Meet with Auditors to Discuss Scope of the Annual Audit

The Committee discussed the scope of the audit with ASCE's auditors, RSM US LLP, CPAs and was satisfied with their approach before beginning of the audit.

4.2 Review Audited Financial Statements

The Committee and RSM US LLP reviewed the fiscal 2020 consolidated audited financial statements, noting specifically an unmodified (clean) opinion.

MOTION: The Audit Committee recommends the Board of Direction accept the Society's audited financial statements for fiscal 2020.

4.3 Review the Auditor's Required Communications Letter

The Committee and RSM US LLP reviewed the auditor's required communications. There was no management letter or problems with the audit.

4.4 Recommend Selection of an Auditor for fiscal 2021

The Committee evaluated the performance of RSM US LLP and was very satisfied with their work.

MOTION: The Audit Committee recommends the Board of Direction engage RSM US LLP as the Society's auditor for fiscal 2021.

5.0 **Recommendations Approved by the Committee for Consideration by the Board or Other Society Entity**

See 4 above

6.0 **Include a Summary of All Critical Infrastructure Related Activities**

N/A

7.0 **Include Any Minority Reports from Those who Disagree with the Report Presented by the Chair**

None

American Society of Civil Engineers

Report to the Audit Committee
February 4, 2021





RSM US LLP

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February 4, 2021

Audit Committee
American Association of Civil Engineers

We are pleased to present this report related to our audit of the consolidated financial statements of American Society of Civil Engineers and Affiliates (ASCE) as of and for the year ended September 30, 2020. This report summarizes certain matters required by professional standards to be communicated to you in your oversight responsibility for ASCE's financial reporting process.

This report is intended solely for the information and use of the Board of Direction, Audit Committee and management and is not intended to be, and should not be, used by anyone other than these specified parties. It will be our pleasure to respond to any questions you have about this report. We appreciate the opportunity to continue to be of service to ASCE.

RSM US LLP

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Exhibit A—Significant written communication between management and our firm	
Representation letter	

Required Communications

Generally accepted auditing standards (AU-C 260, *The Auditor's Communication With Those Charged With Governance*) require the auditor to promote effective two-way communication between the auditor and those charged with governance. Consistent with this requirement, the following summarizes our responsibilities regarding the consolidated financial statement audit as well as observations arising from our audit that are significant and relevant to your responsibility to oversee the financial reporting process.

Area	Comments
Our Responsibilities With Regard to the Financial Statement Audit	Our responsibilities under auditing standards generally accepted in the United States of America have been described to you in our arrangement letter dated November 10, 2020. Our audit of the consolidated financial statements does not relieve management or those charged with governance of their responsibilities, which are also described in that letter.
Overview of the Planned Scope and Timing of the Financial Statement Audit	We have communicated to you on November 10, 2020, the planned scope and timing of our audit and our identification of, and planned audit responses to, significant risks of material misstatement.
Accounting Policies and Practices	<p>Preferability of Accounting Policies and Practices Under generally accepted accounting principles, in certain circumstances, management may select among alternative accounting practices. In our view, in such circumstances, management has selected the preferable accounting practice.</p> <p>Adoption of, or Change in, Accounting Policies Management has the ultimate responsibility for the appropriateness of the accounting policies used by ASCE. ASCE did not adopt any significant new accounting policies, nor have there been any changes in existing significant accounting policies during the current period other than as described below.</p> <p>Following is a description of the significant accounting policy, or its application, that was initially implemented during the year ended September 30, 2020: ASCE adopted ASU 2018-08, <i>Not-for-Profit Entities (Topic 958): Clarifying the Scope and the Accounting Guidance for Contributions Received and Contributions Made</i>. ASCE has only adopted the guidance related to contributions received during the year ended September 30, 2020. No changes in ASCE's previously reported change in net assets were recorded as a result of the adoption of the ASU. Our opinion is not modified with respect to this matter.</p> <p>Significant or Unusual Transactions We did not identify any significant or unusual transactions or significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.</p> <p>Management's Judgments and Accounting Estimates Summary information about the process used by management in formulating particularly sensitive accounting estimates and about our conclusions regarding the reasonableness of those estimates is in the attached Summary of Significant Accounting Estimates.</p>

Area	Comments
Audit Adjustments	Other than trivial adjustments, there was one client proposed adjustment to increase prepaid expense and decrease federal and state income taxes for overpayments of estimated taxes, which totaled \$90,000.
Uncorrected Misstatements	We are not aware of any uncorrected misstatements other than misstatements that are clearly trivial.
Departure From the Auditor's Standard Report	We included an Other Matter paragraph in our audit report noting that the 2019 financial statements were audited by a different firm. Our opinion was not modified as a result of this matter.
Disagreements With Management	We encountered no disagreements with management over the application of significant accounting principles, the basis for management's judgments on any significant matters, the scope of the audit, or significant disclosures to be included in the consolidated financial statements.
Consultations With Other Accountants	We are not aware of any consultations management had with other accountants about accounting or auditing matters.
Significant Issues Discussed With Management	No significant issues arising from the audit were discussed or the subject of correspondence with management.
Significant Difficulties Encountered in Performing the Audit	We did not encounter any significant difficulties in dealing with management during the audit.
Significant Written Communication Between Management and Our Firm	Copies of the significant written communication between our firm and the management of the ASCE, includes the representation letter provided to us by management, is attached as Exhibit A.

Summary of Significant Accounting Estimates

Accounting estimates are an integral part of the preparation of consolidated financial statements and are based upon management's current judgment. The process used by management encompasses their knowledge and experience about past and current events, and certain assumptions about future events. You may wish to monitor throughout the year the process used to determine and record these accounting estimates. The following describes the significant accounting estimates reflected in the ASCE's September 30, 2020 consolidated financial statements.

Estimate	Accounting Policy	Management's Estimation Process	Basis for Our Conclusions on Reasonableness of Estimate
Valuation of Allowance for Doubtful Accounts	ASCE estimates the allowance for doubtful accounts based on management's periodic review of the collectivity of outstanding receivables.	ASCE's management reviews the collectability of accounts receivable on a regular basis and accounts for an allowance based on potentially uncollectible amounts.	RSM reviewed subsequent cash receipts and the collection history on the selected receivables. We concluded that management's estimation process is reasonable.
Useful Lives for Property and Equipment	ASCE records useful lives for property and equipment based on historical trends of lives for assets of similar type.	Management compares and analyze historical trend of lives for assets of similar type.	RSM examined the fixed assets rollforward and recalculated depreciation expense to deem management accounts for useful lives of property and equipment appear reasonable.
Allocation of Costs to Functional Areas	ASCE allocates costs to functional areas based on labor charges.	Management uses employee time efforts, to determine the allocation between functions.	RSM performed analytical procedures on the allocations and found them to be reasonable.

**Exhibit A—Significant Written Communication Between Management
and Our Firm**

February 4, 2021

RSM US LLP
2021 L Street NW, Suite 400
Washington, DC 20036

This representation letter is provided in connection with your audit of the consolidated financial statements of American Society of Civil Engineers and Affiliates and Affiliates (ASCE), which comprise the consolidated statement of financial position as of September 30, 2020, the related consolidated statements of activities and cash flows for the year then ended, and the related notes to the consolidated financial statements, for the purpose of expressing an opinion on whether the consolidated financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

We confirm, to the best of our knowledge and belief, that as of February 4, 2021:

Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit arrangement letter dated November 10, 2020, for the preparation and fair presentation of the consolidated financial statements referred to above in accordance with U.S. GAAP.
2. We acknowledge our responsibility for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.
3. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud.
4. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable and reflect our judgment based on our knowledge and experience about past and current events, and our assumptions about conditions we expect to exist and courses of action we expect to take.
5. Related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP.
6. All events subsequent to the date of the financial statements, and for which U.S. GAAP requires adjustment or disclosure, have been adjusted or disclosed.
7. There is no actual or possible litigation and claims to be accounted for and disclosed in accordance with U.S. GAAP.

RSM US LLP
February 4, 2021
Page 2

8. With respect to preparation of the consolidated financial statements and the related notes performed in the course of the audit:

- a. We have made all management decisions and performed all management functions;
- b. We assigned an appropriate individual to oversee the services;
- c. We evaluated the adequacy and results of the services performed, and made an informed judgment on the results of the services performed;
- d. We have accepted responsibility for the results of the services; and
- e. We have accepted responsibility for all significant judgments and decisions that were made.

We have considered the following specific representations:

- a. Recordable contributions, by appropriate net asset class
- b. Reclassifications between net asset classes
- c. Allocations of functional expenses based on reasonable basis
- d. Board designated unrestricted net assets
- e. Amounts held for others under agency agreements

9. We have no knowledge of any uncorrected misstatements in the consolidated financial statements.

Information Provided

10. We have provided you with:

- a. Access to all information of which we are aware that is relevant to the preparation and fair presentation of the consolidated financial statements such as records, documentation and other matters;
- b. Additional information that you have requested from us for the purpose of the audit;
- c. Unrestricted access to persons within ASCE from whom you determined it necessary to obtain audit evidence; and
- d. Minutes of the meetings of the governing board and committees, or summaries of actions of recent meetings for which minutes have not yet been prepared.

11. All transactions have been recorded in the accounting records and are reflected in the consolidated financial statements.

RSM US LLP
February 4, 2021
Page 3

12. It is our responsibility to establish and maintain internal controls over financial reporting. One of the components of internal control is risk assessment. We hereby represent that our risk assessment process includes identification and assessment of risk of material misstatement due to fraud. We have shared with you our fraud risk assessment, including a description of the risks, our assessment of the magnitude and likelihood of misstatements arising from those risks, and the controls that we have designed and implemented in response to those risks.
13. We have no knowledge of allegations of fraud or suspected fraud affecting ASCE's consolidated financial statements involving:
 - a. Management.
 - b. Employees who have significant roles in internal control.
 - c. Others where the fraud could have a material effect on the consolidated financial statements.
14. We have no knowledge of any allegations of fraud or suspected fraud affecting ASCE's consolidated financial statements received in communications from employees, former employees, regulators or others.
15. We have no knowledge of noncompliance or suspected noncompliance with laws and regulations. Additionally, we specifically represent that we are responsible for determining that we are not subject to the requirements of the Single Audit Act because we have not received, expended or otherwise been the beneficiary of the required amount of federal awards during the period of this audit.
16. We have no knowledge of any pending or threatened litigation and claims whose effects were considered when preparing the consolidated financial statements.
17. We have disclosed to you the identity of ASCE's related parties and all the related-party relationships and transactions of which we are aware.
18. We are aware of no significant deficiencies, including material weaknesses, in the design or operation of internal controls that could adversely affect ASCE's ability to record, process, summarize and report financial data.
19. There have been no communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
20. During the course of your audit, you may have accumulated records containing data that should be reflected in our books and records. All such data have been so reflected. Accordingly, copies of such records in your possession are no longer needed by us.
21. American Society of Civil Engineers, and American Society of Civil Engineers Foundation, Inc. are exempt organizations under Section 501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize the entities tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.

RSM US LLP
February 4, 2021
Page 4

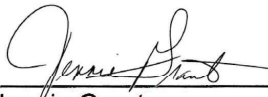
American Society of Civil Engineers



Thomas W. Smith III
Executive Director



Peter Shavalay
Chief Financial Officer



Jennie Grant
Controller

American Society of Civil Engineers and Affiliates

Consolidated Financial Report
September 30, 2020

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RSM US LLP

Independent Auditor's Report

Board of Direction
American Society of Civil Engineers

Report on the Financial Statements

We have audited the accompanying consolidated financial statements of the American Society of Civil Engineers and Affiliates (ASCE), which comprise the consolidated statement of financial position as of September 30, 2020, the related consolidated statements of activities and cash flows for the year then ended, and the related notes to the consolidated financial statements (collectively referred to as financial statements).

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to ASCE's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of ASCE's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of American Society of Civil Engineers and Affiliates as of September 30, 2020, and the changes in their net assets and their cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matter

The financial statements of ASCE, as of and for the year ended September 30, 2019, were audited by other auditors whose report, dated January 14, 2020, expressed an unmodified opinion on those statements.

RSM VS LLP

Washington, D.C.
February 4, 2021

American Society of Civil Engineers and Affiliates

**Consolidated Statements of Financial Position
September 30, 2020 and 2019**

	2020	2019
Assets		
Cash and cash equivalents	\$ 3,189,631	\$ 4,128,344
Accounts receivable, net	3,309,232	3,863,358
Promises to give	645,000	645,000
Investments	55,932,516	53,641,803
Publication inventory	606,219	645,051
Prepaid expenses and other assets	4,119,850	4,173,195
Property and equipment, net	9,656,210	10,757,059
Total assets	\$ 77,458,658	\$ 77,853,810
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	\$ 3,758,320	\$ 4,310,067
Deferred revenue	12,691,678	13,436,936
Annual leave payable	1,204,284	939,322
Loan payable	4,717,400	-
Other liabilities	2,458,646	2,007,532
Total liabilities	24,830,328	20,693,857
Commitments and contingencies		
Net assets:		
Without donor restrictions:		
Undesignated	36,519,953	41,617,940
Board-designated	1,286,983	1,316,907
Total net assets without donor restrictions	37,806,936	42,934,847
With donor restrictions:		
Purpose/time restricted	11,153,656	10,557,368
Maintained in perpetuity	3,667,738	3,667,738
Total net assets with donor restrictions	14,821,394	14,225,106
Total net assets	52,628,330	57,159,953
Total liabilities and net assets	\$ 77,458,658	\$ 77,853,810

See notes to consolidated financial statements.

American Society of Civil Engineers and Affiliates

Consolidated Statements of Activities
Years Ended September 30, 2020 and 2019

	2020			2019		
	Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
Operating revenue:						
Publication sales	\$ 18,990,021	\$ -	\$ 18,990,021	\$ 19,413,899	\$ -	\$ 19,413,899
Membership dues	14,437,777	-	14,437,777	15,129,777	-	15,129,777
Conferences and seminars	5,453,894	-	5,453,894	12,732,238	-	12,732,238
Royalties	3,809,953	-	3,809,953	3,851,141	-	3,851,141
Advertising	1,381,487	-	1,381,487	1,824,909	-	1,824,909
Contributions	1,102,601	680,161	1,782,762	1,516,801	1,035,699	2,552,500
Operating investment income	198,034	1,004,865	1,202,899	150,746	614,103	764,849
Other income	518,034	-	518,034	467,026	-	467,026
Grants and contracts	93,612	-	93,612	370,961	-	370,961
Rental income	236,170	-	236,170	224,274	-	224,274
Net assets released from restrictions	1,088,738	(1,088,738)	-	1,135,029	(1,135,029)	-
Total operating revenues	47,310,321	596,288	47,906,609	56,816,801	514,773	57,331,574
Expense:						
Program services:						
Program activities	21,282,646	-	21,282,646	23,646,656	-	23,646,656
Publications	15,436,055	-	15,436,055	15,034,839	-	15,034,839
Conferences	2,634,213	-	2,634,213	5,567,005	-	5,567,005
Continuing education	4,221,750	-	4,221,750	5,016,790	-	5,016,790
Membership services	2,947,937	-	2,947,937	3,042,011	-	3,042,011
Total program services	46,522,601	-	46,522,601	52,307,301	-	52,307,301
Supporting services:						
General and administrative	4,322,525	-	4,322,525	4,299,192	-	4,299,192
Member and customer service	3,013,829	-	3,013,829	3,193,482	-	3,193,482
Marketing	1,784,703	-	1,784,703	1,924,262	-	1,924,262
Fundraising	614,959	-	614,959	685,902	-	685,902
Total supporting services	9,736,016	-	9,736,016	10,102,838	-	10,102,838
Total expenses	56,258,617	-	56,258,617	62,410,139	-	62,410,139
Change in net assets before net long-term investment income	(8,948,296)	596,288	(8,352,008)	(5,593,338)	514,773	(5,078,565)
Net long-term investment income	3,820,385	-	3,820,385	1,060,729	-	1,060,729
Change in net assets	(5,127,911)	596,288	(4,531,623)	(4,532,609)	514,773	(4,017,836)
Net assets:						
Beginning	42,934,847	14,225,106	57,159,953	47,467,456	13,710,333	61,177,789
Ending	<u>\$ 37,806,936</u>	<u>\$ 14,821,394</u>	<u>\$ 52,628,330</u>	<u>\$ 42,934,847</u>	<u>\$ 14,225,106</u>	<u>\$ 57,159,953</u>

See notes to consolidated financial statements.

American Society of Civil Engineers and Affiliates

Consolidated Statements of Cash Flows
Years Ended September 30, 2020 and 2019

	2020	2019
Cash flows from operating activities:		
Change in net assets	\$ (4,531,623)	\$ (4,017,836)
Adjustments to reconcile changes in net assets to net cash used in operating activities:		
Depreciation and amortization	1,524,812	1,542,000
Contributions collected for endowment	-	(509,710)
Net realized and unrealized loss on investments	(4,069,530)	329,514
Change in allowance for doubtful accounts	-	67,000
Changes in assets and liabilities:		
(Increase) decrease in:		
Accounts receivable	554,126	(918,235)
Publication inventory	38,832	(76,672)
Prepaid expenses and other assets	53,345	(223,375)
Increase (decrease) in:		
Accounts payable and accrued expenses	(551,747)	813,250
Deferred revenue	(745,258)	115,010
Annual leave payable	264,962	42,308
Other liabilities	451,114	209,876
Net cash used in operating activities	(7,010,967)	(2,626,870)
Cash flows from investing activities:		
Purchases of property and equipment	(423,963)	(852,332)
Proceeds from sales of investments	7,851,240	4,359,886
Purchases of investments	(6,072,423)	(1,938,897)
Net cash provided by investing activities	1,354,854	1,568,657
Cash flows from financing activities:		
Proceeds from loan payable	4,717,400	-
Proceeds from contributions restricted for endowment	-	509,710
Net cash provided by financing activities	4,717,400	509,710
Net decrease in cash and cash equivalents	(938,713)	(548,503)
Cash and cash equivalents:		
Beginning	4,128,344	4,676,847
Ending	\$ 3,189,631	\$ 4,128,344
Supplemental disclosure of cash flow information:		
Cash paid during the year for income taxes	\$ 180,000	\$ 91,002

See notes to consolidated financial statements.

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies

Nature of activities: The American Society of Civil Engineers (the Society) is a nonprofit, membership-based educational and professional organization. The accompanying consolidated financial statements include the financial position and results of operations of ASCE and its affiliates, American Society of Civil Engineers Foundation, Inc. (ASCEF) and Civil Engineering Certification, Inc. (CEC).

ASCEF was incorporated in 1994 for charitable, educational, and scientific purposes including, but not limited to, support of the educational and scientific purposes of ASCE. CEC was incorporated in 2004 to provide a mechanism for the post-licensure certification of the various specialties within civil engineering.

Program service descriptions are as follows:

Program activities: ASCE's activities include numerous programs that provide essential value to members, their careers, its partners and the public by developing leadership, advancing technology, advocating lifelong learning and promoting the civil engineering profession. These include: government and public relations; professional and diversity programs; support of the civil engineering formal education process; technical programs, including development of codes and standards; honors and awards; international programs; and services and funding for regions and sections.

Publications: ASCE disseminates technical and professional information to its members and other members of the civil engineering profession. This is accomplished through a variety of publications, including Civil Engineering magazine, journals, standards, manuals of engineering practice, the web, books and conference proceedings.

Conferences: Conferences keep civil engineers informed about new innovations in civil engineering. ASCE and its Institutes hold approximately 13 specialty conferences annually. Due to COVID-19 pandemic, several conferences were cancelled, postponed, or held in virtual platform.

Continuing education: ASCE holds more than 123 live, face-to-face seminars and more than 255 live Web seminars on a wide variety of technical and management topics. In addition, ASCE has available hundreds of distance learning programs, including on-demand, online courses and courses on electronic media.

Membership services: Services include management of member and customer information, order fulfillment, and management of contacts with the ASCE and its Institutes and affiliates.

A summary of ASCE's significant accounting policies follows:

Income taxes: ASCE and ASCEF are exempt from the payment of income taxes on their exempt activities under Section 501(c)(3) of the Internal Revenue Code and are classified as other than private foundations within the meaning of Section 509(a)(2) and Section 509(a)(3) of the Internal Revenue Code, respectively. CEC has been recognized by the Internal Revenue Service as exempt from federal taxes under 501(c)(6) of the Internal Revenue Code. However, ASCE may be subject to tax on its net unrelated business income activities, such as advertising.

Principles of consolidation: The consolidated financial statements include the accounts of ASCE, ASCEF and CEC (collectively referred to as ASCE). All significant inter-entity balances and transactions have been eliminated in consolidation.

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Basis of accounting: ASCE prepares its consolidated financial statements on the accrual basis of accounting. Accordingly, revenue is recognized when earned and expenses are recognized when incurred.

Basis of presentation: The financial statement presentation follows the Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC). As required by the Non-Profit Entities Topic of FASB ASC, ASCE is required to report information regarding its consolidated financial position and activities according to two classes of net assets; net assets without donor restrictions and net assets with donor restrictions.

Without donor restrictions

Net assets without donor restrictions - undesignated: Net assets held for operations include amounts not restricted by donors and therefore available for the general operations of ASCE or designation by the Board of Direction.

Without donor restrictions – board-designated: Board-designated funds as of September 30, 2020 and 2019, include a building reserve of \$1,100,000 to support future anticipated costs for capital improvements to the ASCE headquarters and a prizes and awards reserve of \$186,983 and \$216,907, respectively.

With donor restrictions

Purpose/time restricted: Net assets that include amounts that are donor restricted by specified time or purpose limitations.

Held in perpetuity: Net assets that are donor restricted contributions that must be maintained in perpetuity by ASCE. Most of the income from these funds is restricted to support prizes, awards, and civil engineering research and education projects.

Use of estimates: The preparation of financial statements in conformity with generally accepted accounting principles (GAAP) requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Cash and cash equivalents: ASCE considers all highly liquid investments purchased with original maturities of three months or less to be cash equivalents, except for those short-term investments managed by ASCE's investment custodian as part of its long-term investment portfolio.

Investments: Investments in marketable securities with readily determinable fair values are reported at their fair values in the consolidated statements of financial position. Realized and unrealized gain and loss are reflected in the consolidated statements of activities as non-operating transactions. Net long-term investment income includes interest and dividend income, realized gain and loss, and unrealized gain and loss. Interest and dividend income, and realized and unrealized gains and losses are recognized as increases or decreases in net assets without donor restriction unless a donor or the law restricts their use.

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Financial risk: ASCE maintains its cash in demand deposits with commercial banks and money market funds with financial institutions which, at times, exceed federally insured limits. The uninsured portions of cash and money market accounts are backed solely by the assets of the underlying institution. As such, the failure of an underlying institution could result in financial loss to ASCE. However, ASCE has not experienced any such losses in the past and does not believe it is exposed to any significant financial risk on these cash balances.

ASCE also invests funds in a professionally managed portfolio that contains various types of marketable securities, as detailed in Note 2. Such investments are exposed to market and credit risks. As a result, the investment balances reported in the accompanying consolidated financial statements may not be reflective of the portfolio's value during subsequent periods.

Accounts receivable: Accounts receivable are presented at the gross amount due to ASCE. ASCE's management periodically reviews the status of all accounts receivable balances for collectability. ASCE provides for probable losses on accounts receivable using the allowance method. The allowance is determined based on management's experience and collection efforts. Balances that remain outstanding after ASCE has used reasonable collection efforts are written off. The allowance for doubtful accounts totaled \$64,187 and \$312,187 at September 30, 2020 and 2019, respectively.

Promises to give: ASCEF Charitable trust funds contributions receivable consists of two charitable trust funds: the G. Andrew Reti Charitable Remainder Unitrust of \$500,000 which was promised in 1996 and the Poirot Trust of \$145,000 which was promised in 1997. Each promise to give will be received upon the deaths of their respective donors, as stipulated in their agreements. The net present value discount rate for both contributions was calculated based on the age expectancy of the respective donors. As of September 30, 2020 and 2019, no discount has been recorded because any further discount was deemed to be immaterial.

Publication inventory: Publication inventory is stated at the lower of cost or net realizable value and is accounted for using the first-in, first-out method. Management establishes a reserve for any inventory determined to be non-saleable. No allowance was recorded at September 30, 2020 and 2019, as management determined that all inventory is saleable.

Property and equipment: Acquisitions of property and equipment greater than \$1,000 are capitalized at cost. Depreciation and amortization are computed using the straight-line method over estimated service lives of three to eight years for computers and software, five to ten years for office furniture and equipment, and 40 years for the building and building improvements. Amortization of leasehold improvements is computed over the lesser of the life of the lease or five years.

Valuation of long-lived assets: ASCE accounts for the subsequent measurement of certain long-lived assets in accordance with subsections of the FASB ASC Topic, Property, Plant and Equipment that address Impairment or Disposal of Long-Lived Assets. The accounting standard requires that property, plant and equipment and certain identifiable intangible assets be reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Recoverability of the long-lived asset is measured by a comparison of the carrying amount of the asset to future undiscounted net cash flows expected to be generated by the asset. If such assets are impaired, the impairment to be recognized is measured by the amount by which the carrying amount of the assets exceeds the estimated fair value of the assets. Assets to be disposed of are reportable at the lower of carrying amount or fair value, less costs to sell. As of September 30, 2020 and 2019, there were no long-lived assets that were impaired.

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 1. Nature of Activities and Significant Accounting Policies (Continued)

Revenue recognition: Both membership dues and journal subscriptions are billed on a calendar-year basis, whereas ASCE maintains its accounting records on a fiscal-year basis, with a September 30th year-end. Thus, of the total amount of dues and subscriptions collected for a calendar year, 75% is recognized as revenue in the current fiscal year and 25% is deferred to the following fiscal year. Other publication revenues (such as advertising and book sales) and conference and seminar revenues are deferred until the publication is produced or the meeting is held, respectively.

Contributions: Unconditional contributions are recorded as net assets with and without donor restrictions depending upon the existence and/or nature of donor restrictions. Net assets with donor restrictions are released to net assets without donor restrictions when the corresponding restriction expires.

Adopted accounting pronouncement: In June 2018, the FASB issued Accounting Standards Update (ASU) 2018-08, *Not-for-Profit Entities (Topic 958): Clarifying the Scope and Accounting Guidance for Contributions Received and Contributions Made*. This ASU clarifies the guidance for evaluating whether a transaction is reciprocal (i.e., an exchange transaction) or nonreciprocal (i.e. a contribution) and for distinguishing between conditional and unconditional contributions. The ASU also clarifies the guidance used by entities other than non-profits to identify and account for contributions made. ASCE adopted the new standard on contributions received effective for the year ended September 30, 2020, using the modified prospective method, but has not adopted the standard for contributions made effective for the year ended September 30, 2021. There are no changes in consolidated revenue or expense as a result of the adoption of this new standard.

Upcoming accounting pronouncement: ASU 2014-09, *Revenue from Contracts with Customers*, requires that ASCE recognize the amount of revenue to which it expects to be entitled for the transfer of promised goods and services to customers. ASU 2014-09 replaces most existing revenue recognition guidance in GAAP. The ASU also requires expanded disclosures relating to the nature, amount, timing and uncertainty of revenue and cash flows from contracts with customers. As permitted by FASB, ASCE has deferred implementation of the new accounting guidance until the year ending September 30, 2021. ASCE is currently in the process of evaluating the impact the new accounting guidance will have on the consolidated financial statements.

Functional allocation of expenses: The costs of providing various program and supporting services have been summarized on a functional basis in the consolidated statement of activities. The consolidated financial statements report certain categories of expenses that are attributable to one or more program or support service functions of the Society. These expenses include office administration, facilities operations and maintenance, information technology, and depreciation and amortization and are allocated based on labor charges.

Subsequent events: Subsequent events have been evaluated through February 4, 2021, which is the date the consolidated financial statements were available to be issued.

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 2. Fair Value Measurements

ASCE has implemented the accounting standards topic regarding fair value measurements. The standards define fair value, establish a framework for measuring fair value in accordance with GAAP, and expand disclosures about fair value measurements. These standards use the following prioritized input levels to measure fair value. The input levels used for valuing investments are not necessarily an indication of risk.

Level 1: Observable inputs that reflect quoted prices for identical assets or liabilities in active markets such as stock quotes.

Level 2: Includes inputs other than Level 1 inputs that are directly or indirectly observable in the marketplace such as yield curves or other market data.

Level 3: Unobservable inputs which reflect the reporting entity's assessment of the assumptions that market participants would use in pricing the asset or liability including assumptions about risk such as bid/ask spreads and liquidity discounts.

Investments at September 30, 2020 and 2019 consist of the following:

	2020	2019
Investments at fair value, Level 1:		
Domestic equity mutual funds	\$ 21,541,109	\$ 20,959,505
Bond mutual funds	16,859,020	15,014,850
International equity mutual funds	13,857,466	13,991,115
International bond mutual funds	3,674,921	3,676,333
Total investments	<u>\$ 55,932,516</u>	<u>\$ 53,641,803</u>

Note 3. Property and Equipment

Property and equipment at September 30, 2020 and 2019 consists of the following:

	2020	2019
Land	\$ 1,724,000	\$ 1,724,000
Building and related improvements	12,514,951	12,482,432
Office furniture and equipment	1,741,869	1,620,262
Computers and software	4,761,402	6,168,832
Leasehold improvements	3,748,415	3,004,263
	<u>24,490,637</u>	<u>24,999,789</u>
Less accumulated depreciation and amortization	<u>(14,834,427)</u>	<u>(14,242,730)</u>
	<u>\$ 9,656,210</u>	<u>\$ 10,757,059</u>

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 4. Liquidity and Availability

As part of ASCE's liquidity management, investment activity is coordinated with the cash budgeting of ASCE. The income generated by investing operating revenues is planned as part of the operating budget. ASCE invests cash in excess of expected requirements in short-term liquid assets which are governed by a Board of Direction approved Investment Policy. Certain amounts are not available due to donor-imposed restrictions or internal board designations. Board designated amounts not available could be drawn upon if the Board of Direction approves the action. ASCE's available resources include a line of credit from a bank totaling \$4,000,000 (see Note 8).

The following reflects ASCE's consolidated financial assets as of September 30, 2020 and 2019 that are available for ASCE expenditures during the following year:

	2020	2019
Cash	\$ 3,189,631	\$ 4,128,344
Accounts receivable, net	3,309,232	3,863,358
Promises to give	645,000	645,000
Investment portfolio	55,932,516	53,641,803
Total consolidated financial assets	63,076,379	62,278,505
Less those unavailable for general expenditures in 2020:		
Donor-imposed restrictions	(14,821,394)	(14,225,106)
Board designations	(1,286,983)	(1,316,907)
Financial assets available to meet cash needs for general expenditures in 2020	\$ 46,968,002	\$ 46,736,492

Note 5. Net Assets With Donor Restrictions

Net assets with purpose/time restrictions at September 30, 2020 and 2019 consist of the following:

	2020	2019
Restricted for purpose/timing:		
Prizes and awards	\$ 9,613,362	\$ 9,400,727
Special programs	188,175	165,691
Future periods (timing restrictions)	1,352,119	990,950
	11,153,656	10,557,368
Held in perpetuity	3,667,738	3,667,738
	\$ 14,821,394	\$ 14,225,106

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 6. Endowments

Net assets with donor restrictions are also maintained in perpetuity. Most of the income from the restricted funds maintained in perpetuity is expendable to support prizes, awards and civil engineering research and education projects.

ASCE's endowment funds include various funds with and without restrictions established for a variety of purposes and include both funds designated by the Boards of ASCE and ASCEF to function as endowments and traditional donor-restricted endowment funds. As required by GAAP, net assets associated with endowment funds, including funds designated by the Boards to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

Interpretation of relevant law: ASCE has interpreted the law that underlies the net asset classification of donor-restricted endowment funds as requiring the preservation of the fair value of the original gift. As a result of this interpretation, ASCE classifies net assets maintained in perpetuity as: (1) the original value of gifts donated to the permanent endowment, (2) the original value of subsequent gifts to the permanent endowment and (3) accumulations to the permanent endowment made in accordance with the direction of the applicable donor gift instrument. Without explicit instructions from the donor, investment income from restricted funds maintained in perpetuity is classified within net assets with donor restricted activities because it is considered to have an implied time restriction which is released upon appropriation.

Funds with deficiencies: From time to time, the fair value of assets associated with individual donor-restricted funds may fall below the level that the donor originally contributed as a restricted fund to ASCE. If ASCE deems the decline to be temporary, it is not replenished from funds without donor restrictions. Continued expenditures from certain funds may be deemed prudent by the Board of Direction if recovery of the restricted fund balance through market appreciation is probable. There were no funds with deficiencies at September 30, 2020 and 2019.

Return objectives and risk parameters: ASCE has adopted investment and spending policies for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment while seeking to maintain the purchasing power of the endowment assets. Endowment assets include those assets of donor-restricted funds that ASCE must maintain in perpetuity or for a donor-specified period. Under this policy, as approved by the Board of Direction, the endowment assets are invested in a balanced portfolio comprised of cash, fixed income mutual funds and equity mutual funds.

Strategies employed for achieving objectives: To satisfy its long-term objectives, ASCE relies on a total return strategy in which investment returns are achieved through both capital appreciation (realized and unrealized) and current yield (interest and dividends). ASCE targets a diversified asset allocation that places more emphasis on equity securities to achieve its long-term return objectives.

Spending policy and how investment objectives relate to spending policy: Board-designated endowment funds at September 30, 2020 and 2019, are net assets without donor restrictions designated for use as supplemental funding for prizes and awards. ASCE has awards committees that annually review the balances in restricted funds and establish spending policy and targets for individual restricted funds. In establishing this policy, ASCE considers the long-term expected return on endowment assets. The committees' spending policies must be consistent with ASCE's objective to maintain the purchasing power of the restricted assets maintained in perpetuity while providing funds for awards.

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 6. Endowments (Continued)

Endowment net assets at September 30, 2020 and 2019 consist of the following:

	2020			
	Without Donor Restrictions	Purpose/time Restricted	Maintained in Perpetuity	Total
Donor restricted	\$ -	\$ 9,613,362	\$ 3,667,738	\$ 13,281,100
Board designated	186,983	-	-	186,983
Total endowment funds	<u>\$ 186,983</u>	<u>\$ 9,613,362</u>	<u>\$ 3,667,738</u>	<u>\$ 13,468,083</u>

	2019			
	Without Donor Restrictions	Purpose/time Restricted	Maintained in Perpetuity	Total
Donor restricted	\$ -	\$ 9,400,727	\$ 3,667,738	\$ 13,068,465
Board designated	216,907	-	-	216,907
Total endowment funds	<u>\$ 216,907</u>	<u>\$ 9,400,727</u>	<u>\$ 3,667,738</u>	<u>\$ 13,285,372</u>

Changes in endowment funds consist of the following for the years ended September 30, 2020 and 2019:

	2020			
	Without Donor Restrictions	Purpose/time Restricted	Maintained in Perpetuity	Total
Beginning balance	\$ 216,907	\$ 9,400,727	\$ 3,667,738	\$ 13,285,372
Investment income	-	1,004,865	-	1,004,865
Appropriation	(29,924)	(792,230)	-	(822,154)
Ending balance	<u>\$ 186,983</u>	<u>\$ 9,613,362</u>	<u>\$ 3,667,738</u>	<u>\$ 12,463,218</u>

	2019			
	Without Donor Restrictions	Purpose/time Restricted	Maintained in Perpetuity	Total
Beginning balance	\$ 216,907	\$ 9,554,803	\$ 3,158,028	\$ 12,929,738
Investment income	-	614,103	-	614,103
Contributions received	-	-	509,710	509,710
Appropriation	-	(768,179)	-	(768,179)
Ending balance	<u>\$ 216,907</u>	<u>\$ 9,400,727</u>	<u>\$ 3,667,738</u>	<u>\$ 13,285,372</u>

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 7. Retirement Plans

Defined contribution plans: ASCE sponsors a defined contribution plan under Section 401(a) of the Internal Revenue Code. Participation in the 401(a) plan covers substantially all employees who attain two years of service. Employees become 100% vested in the contributions to this plan after one year of participation. ASCE contributes a base of 2% of employees' eligible annual salary to the plan and employees cannot contribute to this plan. After an employee reaches one year of service, ASCE makes a matching contribution of 50% of the employee's 403(b) plan contribution (up to 6% of eligible salary) to the 401(a) plan.

In addition, ASCE has a defined contribution plan under Section 403(b) of the Internal Revenue Code. Employees can make salary-reduction contributions to this plan to the maximum allowed by law. ASCE does not provide a contribution or match to the 403(b) plan.

ASCE's contributions to these two plans totaled \$1,176,855 and \$1,084,636 for the years ended September 30, 2020 and 2019, respectively.

Deferred compensation plans: During 2008, ASCE established, under Sections 457(b) and 457(f) of the Internal Revenue Code, two deferred compensation plans on behalf of certain key employees. ASCE made contributions of \$15,454 and \$16,392 to the deferred compensation plans for the years ended September 30, 2020 and 2019, respectively.

It is ASCE's policy to fully accrue a liability for the vested amounts due under the two plans. As such, the deferred compensation liability and related investment assets, which are included within other liabilities and prepaid expenses and other assets, respectively, on the consolidated statements of financial position. Each totaled \$487,140 and \$394,670 at September 30, 2020 and 2019, respectively. The investments are comprised of a variety of mutual fund options, and are directed by the participants.

The following is a summary of the input levels used to determine the fair values of investments at September 30, 2020 and 2019:

2020	Fair Value	Level 1	Level 2	Level 3
Registered investment companies	\$ 458,261	\$ -	\$ 458,261	\$ -
Insurance contracts	22,830	-	-	22,830
Pooled separate accounts	6,049	-	6,049	-
	<u>\$ 487,140</u>	<u>\$ -</u>	<u>\$ 464,310</u>	<u>\$ 22,830</u>
2019	Fair Value	Level 1	Level 2	Level 3
Registered investment companies	\$ 366,493	\$ -	\$ 366,493	\$ -
Insurance contracts	22,113	-	-	22,113
Pooled separate accounts	6,064	-	6,064	-
	<u>\$ 394,670</u>	<u>\$ -</u>	<u>\$ 372,557</u>	<u>\$ 22,113</u>

The fair values of the two plans' registered investment companies and pooled separate accounts are determined using Level 2 inputs because the underlying assets of these fund options are partially comprised of non-publicly traded portfolio funds which are designed to mimic the performance of publicly traded mutual funds. Thus, these fund options are valued using indirectly observable market data.

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 7. Retirement Plans (Continued)

The fair values of the plan's insurance contracts are determined using Level 3 inputs because the underlying assets of these contracts are part of the general assets of the insurance companies and are valued by the custodians rather than using quoted prices from an active market or indirectly observable market data.

Participants in the 457 plans may redeem their investments at net asset value or its equivalent as described below:

Registered investment companies

- **CREF funds:** The CREF mutual funds invest in equity securities, fixed income instruments and short-term investments in accordance with each fund option's investment objectives. Shares are available for transactions at the closing net asset value per share on any day the New York Stock Exchange (NYSE) is open for business. In an effort to reduce market timing and excessive trading, shareholders will be locked out of an account for 90 days if a purchase, sale and repurchase within the account is made within a 60-day period. The CREF Money Market is not subject to a lockout restriction.
- **TIAA access:** These fund options invest in equity securities, fixed-income instruments, short-term investments, and certain derivative securities in accordance with each fund option's investment objectives. Shares are available for transactions at the closing net asset value per share on any day the NYSE is open for business. In an effort to reduce attempts at market timing and excessive trading, shareholders will be locked out of an account for 90 days if a purchase, sale and repurchase within the account is made within a 60-day period.

Pooled separate accounts: The pooled separate accounts, which include the TIAA Real Estate fund, have certain redemption terms regarding frequency and notice period. This fund option invests primarily in real property and real estate related-investments and, on occasion, holds securities. Shares are available for transactions at the closing net asset value per share on any day the NYSE is open for business. Transfers out are limited to one per calendar quarter. Although the underlying assets cannot be quickly sold and converted to liquid assets, the TIAA General Account provides the TIAA Real Estate Account with a liquidity guarantee. TIAA ensures that the TIAA Real Estate Account has funds available to meet participant redemption, transfer or cash withdrawal requests.

Insurance contract: The insurance contract, TIAA Traditional Annuity, has certain redemption terms regarding frequency and notice period. Participants can transfer funds within the annuity to other TIAA CREF funds over a 10-year transition period. Immediately following termination, participants can arrange to have their funds withdrawn over a five-year period. Within one hundred twenty days of termination, participants can withdraw funds at one hundred percent at a 2.5% surrender fee.

Changes in the fair value of deferred compensation plan assets which use Level 3 inputs for the years ended September 30, 2020 and 2019 consist of the following:

	2020	2019
Allocated insurance contract:		
Beginning balance	\$ 22,113	\$ 21,422
Realized and unrealized gain	717	691
Ending balance	<u>\$ 22,830</u>	<u>\$ 22,113</u>

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 8. Commitments and Contingencies

Leases: ASCE leases office space and office equipment under operating leases. Future minimum lease payments, not including ASCE's share of operating costs, under the terms of the lease are as follows:

Years ending September 30:	Office Space	Office Equipment	Total
2021	\$ 322,962	\$ 257,196	\$ 580,158
2022	328,173	257,196	585,369
2023	333,485	257,196	590,681
2024	338,915	-	338,915
2025	344,529	-	344,529
Thereafter	1,716,961	-	1,716,961
	<u>\$ 3,385,025</u>	<u>\$ 771,588</u>	<u>\$ 4,156,613</u>

During 2019, ASCE entered into a new lease agreement which matures June 2030. GAAP requires that the rent abatement and scheduled rent increases resulting from the escalation of base rentals, be recorded as a liability and amortized ratably so as to record rent expense on a straight-line basis over the term of the office lease agreement. The deferred rent liability resulting from the difference in timing between the straight-line expense and cash payments under the lease was \$303,990 and \$52,903 at September 30, 2020 and 2019, respectively.

Office rent expense was \$334,841 and \$438,476 for the years ended September 30, 2020 and 2019, respectively.

During the year ended September 2017, ASCE entered into a lease agreement with an unrelated tenant, with a commencement date of November 1, 2017, expiring March 2023. The lease included a leasehold buildout of approximately \$350,000, which is amortized over the term of the lease.

Lease income received from the operating lease during the years ended September 30, 2020 and 2019, totaled \$229,044 and \$224,274, respectively. The future minimum amounts of rent receivable are as follows:

Years ending September 30:	
2021	\$ 207,153
2022	212,850
2023	109,107
	<u>\$ 529,110</u>

Employment agreement: ASCE has entered into an employment contract with the Executive Director, which expires December 31, 2020. In the event of termination for reasons other than cause, the contract provides severance equal to six months' salary and benefits, plus two months' salary and benefits for each completed year of employment as the Executive Director, up to a maximum of 12-months' severance.

Litigation: From time to time, ASCE is a defendant in lawsuits and claims covering a wide range of matters that arise in the ordinary course of business activities. In the opinion of management, resolution of these matters will not have a material adverse effect on the financial position or change in net assets of ASCE.

American Society of Civil Engineers and Affiliates

Notes to Consolidated Financial Statements

Note 8. Commitments and Contingencies (Continued)

Line of credit: ASCE has a \$4,000,000 revolving line-of-credit with a bank that is secured by all deposits and investments, which is held by the same bank. The line of credit expires on April 30, 2021 and interest equal to LIBOR plus 3.50% per annum is calculated daily based on the outstanding balance.

Contracts: ASCE has contracted with various hotels for convention and hotel space for future events. In the event that ASCE cancels or reduces its contracted room nights, ASCE may be liable for cancellation fees for all rooms that the hotel will not be able to resell.

Note 9. COVID-19

On January 30, 2020, the World Health Organization declared the novel coronavirus outbreak (COVID-19) a “Public Health Emergency of International Concern” and, on March 11, 2020, declared it to be a pandemic. Actions taken around the world to help mitigate the spread of COVID-19 include restrictions on travel, quarantines and forced closures for certain types of public places and businesses. COVID-19 and actions taken to mitigate the spread of it have had, and are expected to continue to have, an adverse impact on the economies and financial markets of many countries, including the geographical areas in which ASCE operates and holds meetings and other activities.

During 2020, ASCE obtained a Paycheck Protection Program (PPP) loan from the Small Business Administration totaling \$4,717,400. The PPP loans are forgivable loans, and, as such, ASCE has recorded them as a liability on its 2020 internal financial statements. When ASCE receives official notification of loan forgiveness, the liability will be reduced by the amount of forgiveness and revenue will be recorded.

American Society of Civil Engineers and Affiliates**Notes to Consolidated Financial Statements****Note 10. Schedule of Functional Expenses**

The following schedule presents the functional expenses for the years ended September 30, 2020 and 2019:

2020												
	Program Services					Supporting Services						Total
	Program Activities	Publications	Conferences	Continuing Education	Membership Services	Total Programs Services	General and Administrative	Member and Customer Service	Marketing	Fundraising	Total Supporting Services	
Salary and related costs	\$ 10,878,387	\$ 5,911,428	\$ 551,812	\$ 1,333,146	\$ 1,044,121	\$ 19,718,894	\$ 3,414,800	\$ 1,791,802	\$ 1,160,041	\$ 341,303	\$ 6,707,946	\$ 26,426,840
Product production	18,760	5,073,578	-	789,857	-	5,882,195	-	-	-	-	-	5,882,195
Marketing	150,234	589,341	44,911	291,413	156,788	1,232,687	-	-	110,049	3,055	113,104	1,345,791
Travel and meetings	1,958,695	89,424	191,025	84,243	14,197	2,337,584	264,028	-	6,299	8,144	278,471	2,616,055
Conferences and seminars	294,616	-	1,543,089	98,629	-	1,936,334	-	-	-	-	-	1,936,334
Professional services	2,142,411	646,122	116,749	934,715	219,843	4,059,840	86,746	-	-	25,448	112,194	4,172,034
Office costs	1,748,422	1,815,221	94,483	377,340	1,263,929	5,299,395	154,864	911,495	155,037	119,968	1,341,364	6,640,759
Other	1,919,360	91,912	(7,525)	16,344	69,262	2,089,353	297,231	6,507	60	11,818	315,616	2,404,969
Technology costs	2,171,761	1,219,029	99,669	296,063	179,797	3,966,319	104,856	304,025	353,217	105,223	867,321	4,833,640
	<u>\$ 21,282,646</u>	<u>\$ 15,436,055</u>	<u>\$ 2,634,213</u>	<u>\$ 4,221,750</u>	<u>\$ 2,947,937</u>	<u>\$ 46,522,601</u>	<u>\$ 4,322,525</u>	<u>\$ 3,013,829</u>	<u>\$ 1,784,703</u>	<u>\$ 614,959</u>	<u>\$ 9,736,016</u>	<u>\$ 56,258,617</u>

2019												
	Program Services					Supporting Services						Total
	Program Activities	Publications	Conferences	Continuing Education	Membership Services	Total Programs Services	General and Administrative	Member and Customer Service	Marketing	Fundraising	Total Supporting Services	
Salary and related costs	\$ 10,142,293	\$ 5,231,510	\$ 716,288	\$ 1,210,781	\$ 931,322	\$ 18,232,194	\$ 3,085,069	\$ 1,793,015	\$ 1,075,410	\$ 271,316	\$ 6,224,810	\$ 24,457,004
Product production	-	5,330,328	-	630,804	-	5,961,132	-	-	-	-	-	5,961,132
Marketing	59,822	1,335,269	97,407	360,368	113,603	1,966,469	-	-	252,269	5,056	257,325	2,223,794
Travel and meetings	4,158,383	204,987	986,711	358,956	30,891	5,739,928	451,042	-	17,408	14,333	482,783	6,222,711
Conferences and seminars	247,543	-	3,306,853	459,705	-	4,014,101	-	-	-	-	-	4,014,101
Professional services	2,131,373	76,551	239,912	1,213,290	218,920	3,880,046	131,082	-	70,696	64,625	266,403	4,146,449
Office costs	2,127,001	1,598,730	112,542	454,232	1,475,364	5,767,869	159,582	1,051,745	184,585	139,337	1,535,249	7,303,118
Other	2,380,774	63,320	3,047	36,109	91,558	2,574,808	333,036	15,852	42	92,267	441,197	3,016,005
Technology costs	2,399,467	1,194,144	104,245	292,545	180,353	4,170,754	139,381	332,870	323,852	98,968	895,071	5,065,825
	<u>\$ 23,646,656</u>	<u>\$ 15,034,839</u>	<u>\$ 5,567,005</u>	<u>\$ 5,016,790</u>	<u>\$ 3,042,011</u>	<u>\$ 52,307,301</u>	<u>\$ 4,299,192</u>	<u>\$ 3,193,482</u>	<u>\$ 1,924,262</u>	<u>\$ 685,902</u>	<u>\$ 10,102,838</u>	<u>\$ 62,410,139</u>



2021 Client Summit Final Report

Approved March 23, 2021

REQUEST FOR BOARD OF DIRECTION ACTION
for meeting on April 30-May 1, 2021

Topic:	Report on the 2021 ASCE Client Summit
Background:	<p>On October 26, 2020, the ASCE Board received reports from the Task Committee on Credentialing (TCC) and certification consultant Global Skills X-Change (GSX). The TCC's recommendations related to certification were not approved, and instead, the Board authorized the Executive Committee to form an inclusive task group of impacted stakeholders including individuals representing sustainability, Civil Engineering Certification, Inc. (CEC) and its academies, and credentialing to investigate a comprehensive certification program that includes CEC and sustainability, with a uniform and focused approach.</p> <p>On November 10, 2020, the ASCE Executive Committee (ExCom) decided that, as a first step, ASCE would host a client summit, engaging representatives of the "clients" of civil engineers -- namely, organizations such as USACE, DOT, DPW, and others. On December 10, 2020, the ExCom approved a purpose and framework for the summit, members of the Summit Organizing Committee (SOC), and members of a support group. The purpose of the client summit is to get feedback on the value for civil engineers to pursue professional certification credentials beyond the PE license.</p>
Issues:	<p>The Summit was held on February 26th with approximately 25 participants across key market sectors including Public Works Departments, Federal and State Agencies, Utility Districts/Providers, PPPs, Land Developers, and Facilities Management.</p> <p>The Summit provided interesting insights into what clients are looking for from civil engineers, including a strong need for enhanced communication and systems thinking skills. The Summit revealed that certificate programs on critical topic areas with related training were the most preferable program to meet these needs. A professional skills certification tailored to engineers was the second preference, and specialty certification recognizing technical depth was the third.</p> <p>A follow up survey was conducted after the Summit. The results of the survey suggest that clients are unlikely to prefer or require any ASCE credential (certification or certificate) in their hiring or proposal selection processes. Clients expressed concern that doing so might create barriers to building diverse and inclusive teams. Clients are more likely to incentivize their own employees to pursue available credentials.</p>

	ASCE has conducted two recent research efforts on credentialing – one by McKinley Advisors in 2019 and one by Global Skills X-Change in 2020. The SOC suggests the ASCE Board consider the Summit findings in the context of those related studies when evaluating and shaping ASCE credentialing programs.
Organizational Entities Impacted:	Civil Engineering Certification, Inc. ASCE's Continuing Education Department.
Budget Impact and Source of Funding:	None
Action Requested:	The Board of Direction will be asked to: <ol style="list-style-type: none"> 1. Receive the report from the ASCE 2021 Client Summit and consider it as the BOD determines the next steps on certification. 2. Discharge the Summit Organizing Committee.
Prepared and Submitted by:	Edward Stafford, P.E., PTOE, F.ASCE, Chair Summit Organizing Committee Kelly Dooley, P.E., M.ASCE, Director, Professional and Technical Advancement

Executive Summary

The ASCE Board of Direction received reports on credentialing at its October 26, 2020 meeting and authorized the Executive Committee to form an inclusive task group of impacted stakeholders. The Executive Committee, as a first step, decided that ASCE would host a client summit engaging representatives of the “clients” of civil engineers. The 2021 ASCE Client Summit was held virtually on February 26, 2021 with the purpose being twofold: (1) to better understand the needs (related to both hiring of engineers and to the qualifications of consultants) of agencies and owners, specifically in terms of the knowledge, skills, and abilities of civil engineers; and (2) to recognize how ASCE can help them prepare or identify engineers for specific roles.

Participants at the summit re-affirmed the need for additional knowledge, skills, and abilities for civil engineers. Many indicated that their organizations did not have challenges identifying engineers with technical skill depth in a civil engineering specialty area; however, when asked a similar question about professional skillsets (such as communications and project management), most indicated this was an issue. When asked to identify programs for credentialing that may best meet their needs, participants favored certificate programs on specific topic areas with related training and professional skills certification tailored to engineers as the top two programs there were interested in.

In a follow-up survey, participants were asked about how their organizations would incentivize or support each program through hiring practices, employees’ pursuit of certification, and/or RFP qualifications. Overall, for all three proposed credentialing programs (certification in technical depth, certification in profession skills tailored to engineers and/or certificate programs on specific topic areas with related training), the responses were mixed with a neutral response being the most common. A slight majority indicated they would incentivize or provide resources for an existing employee to obtain a certification. However, respondents were less likely to agree with requiring or preferring certifications in hiring practices or in the selection of consultants through a RFP.

The findings of the Summit provided insights into what clients need from engineers and the knowledge, skills, and abilities they have difficulty in assessing, highlighting the need for enhanced communication and systems thinking skills. However, clients are not convinced that credentialing programs are the best or preferred solution.

Background and Charge for 2021 ASCE Client Summit

On October 26, 2020, the ASCE Board received reports from the Task Committee on Credentialing and certification consultant Global Skills X-Change and authorized the Executive Committee to form an inclusive task group of impacted stakeholders including individuals representing sustainability, Civil Engineering Certification, Inc. (CEC) and its academies, and credentialing to investigate a comprehensive certification program that includes CEC and sustainability, with a uniform and focused approach.

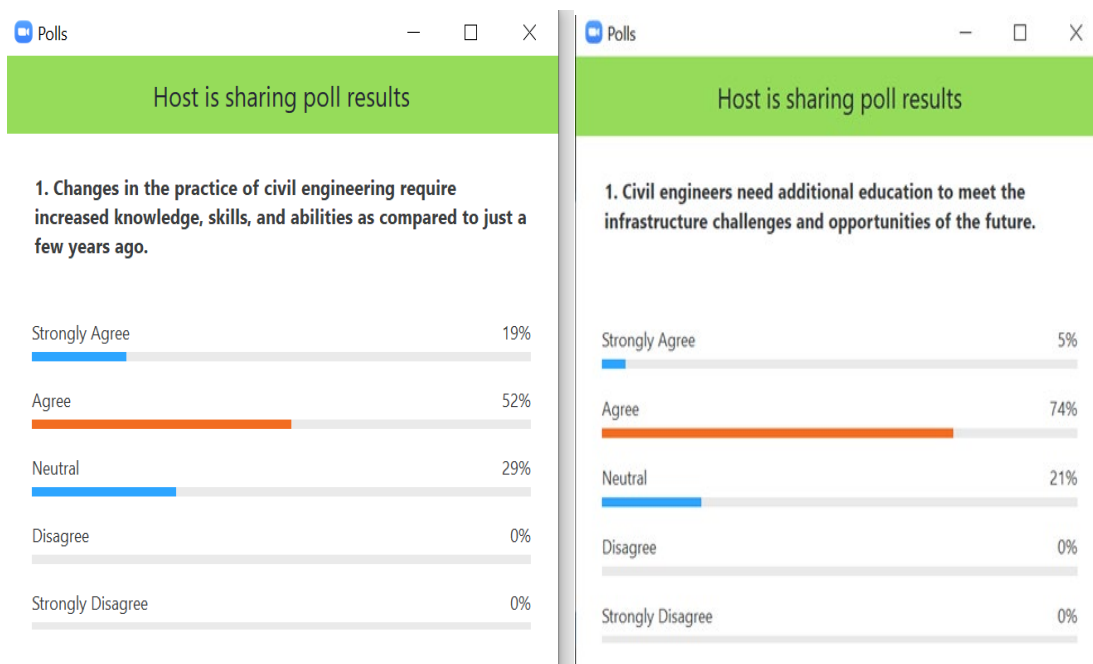
On November 10, 2020, the ASCE Executive Committee (ExCom) decided that, as a first step, ASCE would host a client summit engaging representatives of the “clients” of civil engineers -- namely, organizations such as USACE, DOT, DPW, and others. On December 10, 2020, the ExCom approved a purpose and framework for the summit, members of the Summit Organizing Committee (SOC), and members of a support group. The purpose of the client summit was to get feedback on the value for civil engineers to pursue professional certification credentials beyond the PE license. For more details, see Appendix A.

The Summit

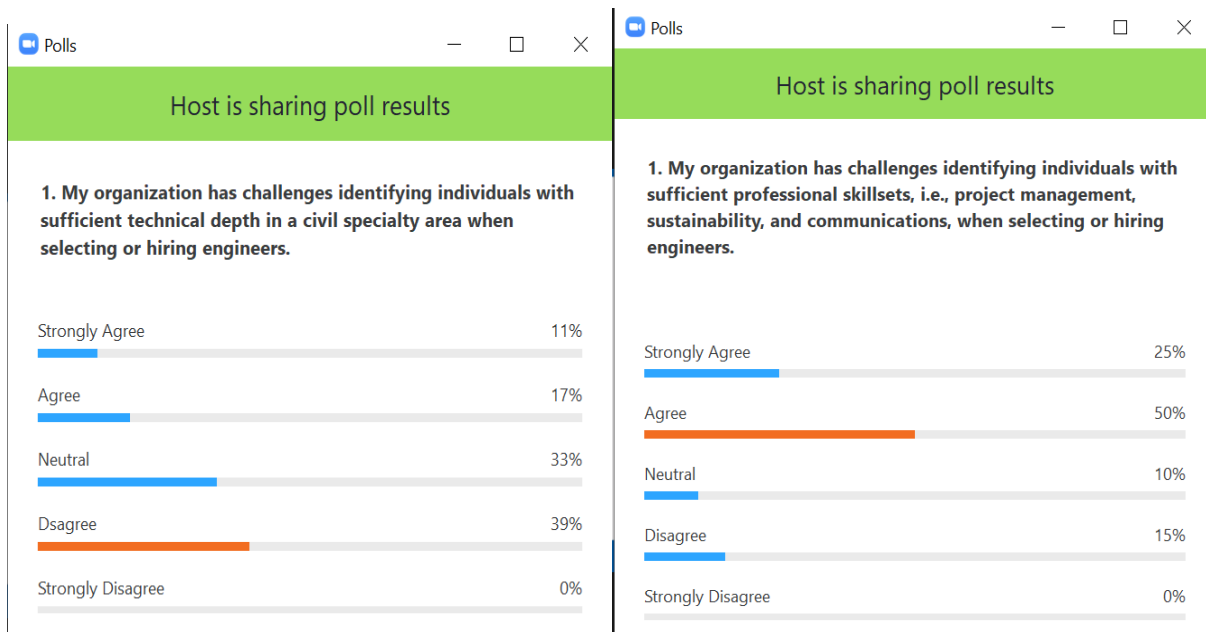
The 2021 ASCE Client Summit, herein “Summit”, was held virtually on February 26, 2021 for 90 minutes. It included approximately 25 participants across 5 market sectors (City Public Works Departments, Federal Agencies, State Agencies, Utility Districts/Providers, and a group of PPPs, Land development, and Facilities Management). The target participants were individuals in charge of hiring or selection of consultants at the executive or department director level. The invitee list was created using multiple sources including recommendations from the BOD Executive Committee, contacts provided by the SOC and support group, the Government Engineers Council and the ASCE Partners Program. To ensure an open forum for the participants, observers of the Summit were limited to ASCE Presidential Officers, key ASCE staff, and the chair of the support group. The Summit included a series of full-group discussions and polling questions along with market sector breakout sessions where participants engaged in a facilitated conversation about skillsets that are challenging to evaluate an engineer’s abilities, whether engineers are generally lacking these skillsets or if they were simply hard to identify, and which of the skillsets was a priority for their market sector.

The purpose of the Summit, as presented to the participants was twofold: (1) to better understand the needs (related to both hiring of engineers and to the qualifications of consultants) of agencies and owners, specifically in terms of the knowledge, skills, and abilities of civil engineers; and (2) to recognize how ASCE can help them prepare or identify engineers for specific roles.

The first segment of the Summit, facilitated with the full group, was a preliminary exploration of client needs, including a brief presentation, some discussion, and five participant polls. In general, participants at the summit re-affirmed the need for additional knowledge, skills, and abilities that past surveys have found as demonstrated by these poll results:



When asked if their organizations had challenges identifying engineers with technical skill depth in a civil engineering specialty area, many indicate this was not an issue, but when asked a similar question about professional skillsets (such as communications and project management), most indicated this was an issue. The following are poll results from the Summit participants on these issues:



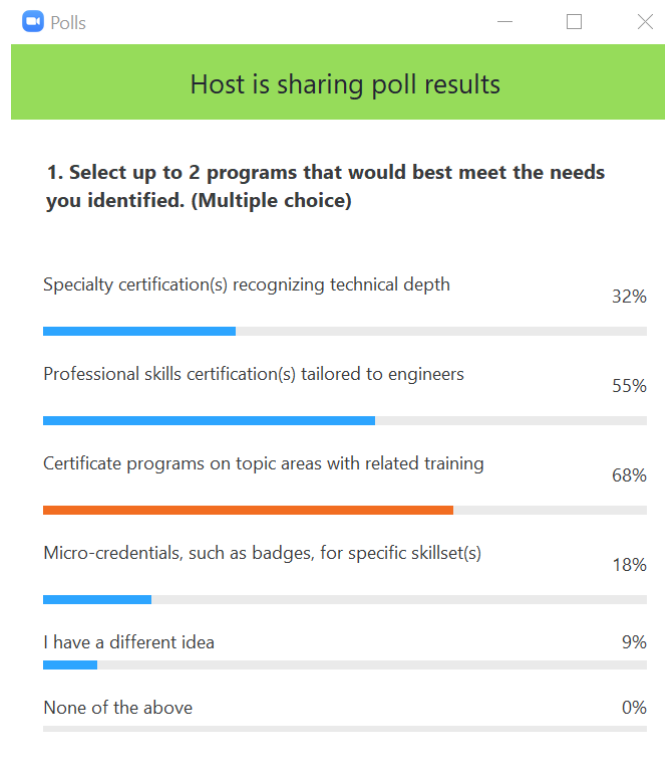
The second segment of the Summit, facilitated in small groups, were concurrent breakout sessions with a deeper dive into client needs by market sector. Each group was asked to identify and prioritize specific skillsets or knowledge areas that are challenging to evaluate when selecting or hiring engineers. Each breakout group reported out on their top three identified needs, and two were consistent across most or all groups.

The first need identified in all the market sectors was communication skills, including written and oral communication with both technical and non-technical audiences. One group emphasized that communication requires more than simply conveying a message, but also engaging stakeholders in the process. When asked if these skillsets are lacking or if they are simply hard to identify responses were yes to both. One statement was "We know they are out there, but hard to identify." Others indicated that it was challenging because their hires are mostly entry level.

The other need that most market sectors identified was systems thinking skills, including the ability to consider the "big picture" and "to see beyond the math and solutions taught in school".

Beyond these two common themes, one market sector identified engineering judgement in lifecycle and sustainability as a challenge and noted that continuing education in this area is lacking. Another group noted difficulty in attracting candidates with specific technical skills for certain positions. Overall, the top needs identified by the groups were in the professional skillset areas, not technical expertise, which aligned with the initial discussion in the Summit.

The final segment of the Summit explored programs that ASCE could offer to help identify civil engineers with the skillsets that clients need. After a brief explanation of credentialing programs, including differentiating between certification and certificate programs, participants were asked to select up to two programs that would best meet their needs. The top two programs selected were: (1) certificate programs on topic areas with related training; and (2) professional skills certification(s) tailored to engineers. The following is the complete poll results:



The Summit concluded with a thanks to all the participants and a request that they complete the post Summit survey. Overall participants were appreciative of the opportunity to attend the Summit.

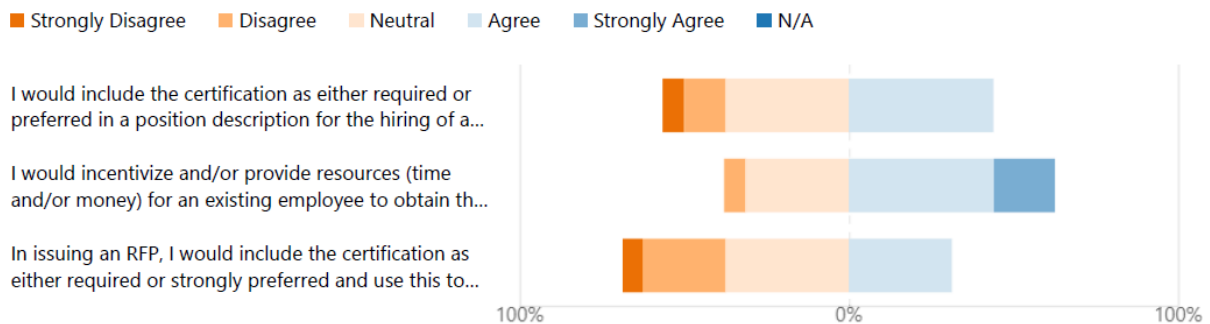
Post-Summit Survey

Following the Summit, a survey was sent to 40 contacts comprised of the Summit participants and individuals that were invited but unable to attend the Summit. The questions were intended to further explore the top three credentialing programs selected from the final poll question: (1) specialty certification recognizing technical depth; (2) professional skills certification tailored to engineers; and (3) certificate programs on topic areas with related training. The survey also gauged awareness and support for the existing CEC Academy programs. Responses were received from 16 individuals across all market sectors represented in the Summit, a 40% response rate. While these results may not be statistically significant, the survey provided a sense of how consumers of civil engineering services perceive the value of credentialing.

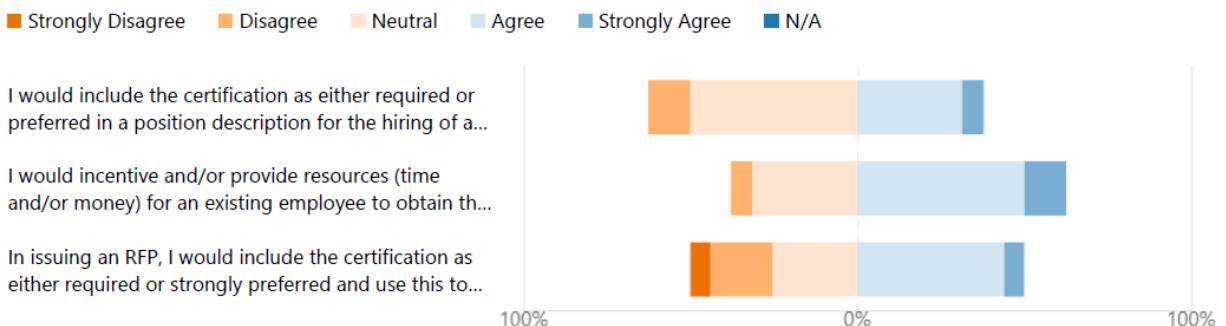
The survey asked about how organizations would incentivize each of the three credentialing programs through hiring practices, by supporting employees' pursuit of certification, and in RFP qualifications. Overall, for all three programs, the responses were mixed with no strong indicator that clients would support or value the credentials.

For all three programs, a slight majority of respondents indicated they would incentivize or provide resources for an existing employee to obtain a certification or certificate. However, respondents were less likely to require or prefer certification or certificates in hiring practices or in the selection of consultants through a RFP. While the Summit identified that clients' greatest needs are in the professional skills areas, the survey results did not show strong support for ASCE offering certification in those areas. Responses to specific questions are provided below:

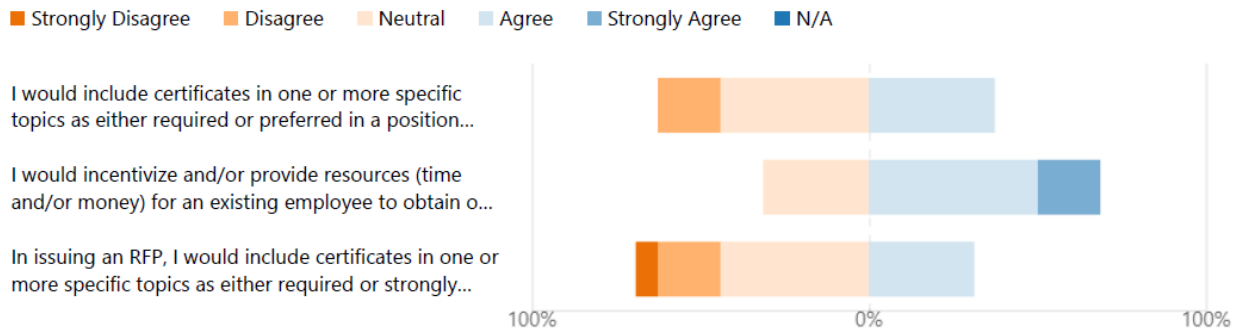
2. ASCE could offer certification(s) to validate knowledge, skills, and abilities in professional skills areas such as communications, teamwork, project management, sustainability, etc. Certification requires an applicant to demonstrate attainment of defined knowledge and skills through a combination of formal education, documented experience, and testing. Please indicate your level of agreement with each statement below related to professional skills certification(s) tailored to engineers.



3. ASCE could offer certification(s) to validate in-depth technical knowledge, skills, and abilities in one or more civil engineering specialty areas (e.g., structural, transportation, geotechnical). Certification requires an applicant to demonstrate attainment of defined knowledge and skills through a combination of formal education, documented experience, and testing. Please indicate your level of agreement with each statement below related to technical certification(s) in a civil engineering specialty area.



4. ASCE could offer certificate program(s) to teach and validate knowledge, skills, and abilities in a specific professional skills area such as communications, teamwork, project management, sustainability, or in a specific technical topic. Certificate programs require participation in a specific training offering and passing a test on the training material. Please indicate your level of agreement with each statement below related to certificate program(s) in specific training topics.

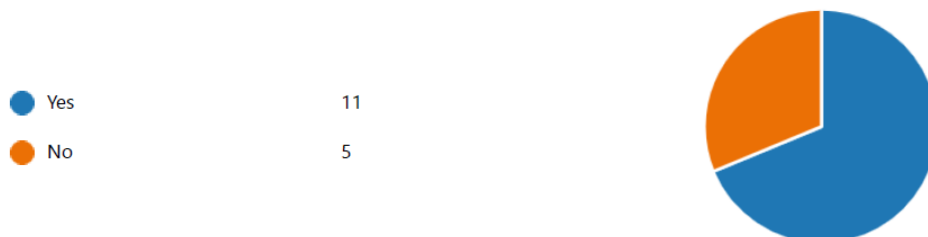


Qualitative comments related to these questions included:

- “The summit emphasized the need for 'soft skills' (communications, teamwork), for which (no offense) ASCE certification would not mean very much to me. “
- “We limit our job requirements to the "must haves" so we attract a diverse talent pool.”
- “The ASCE certification would not be a requirement in our RFPs - we wouldn't want to preclude firms that have mastered skills through experience, other training, or that have persons with natural talents/gifts/ability.”
- “Alternate certifications or education (e.g., MBA, PMP, CFP, CMA, others) are viewed to enhance skills over specialty civil engineering certification.”

The post-Summit survey also asked whether respondents were familiar with and, if so, whether they incentivized CEC’s existing Academy certification programs. Most respondents were familiar with the Academies, however only two stated that these certifications have influenced their hiring of civil engineers or project consultants.

5. Civil Engineering Certification Inc. was established by ASCE in 2004 and currently provides post-PE certifications to demonstrate advanced technical knowledge in the areas of coastal, geotechnical, navigation, ocean, ports, and water resources engineering through the American Academy of Water Resources Engineers (AAWRE), Academy of Coastal, Ocean, Port & Navigation Engineers (ACOPNE), and Academy of Geo-Professionals (AGP). Are you aware of these certifications?



6. Has one or more of these certifications influenced your hiring of a civil engineer or a project consultant?



Conclusion

The Summit provided interesting insights into what clients are looking for from civil engineers, including a need for enhanced communication and systems thinking skills. However, the discussion and results do not suggest that clients are convinced any kind of credentialing program offered by ASCE will necessarily meet these needs. Clients also expressed, and the committee agrees, that such credentials can create barriers to diverse teams and inclusivity. Clients are more likely to incentivize their own employees to pursue credentials than to prefer or require them in hiring and selection processes.

ASCE has conducted two recent research efforts on credentialing – one by McKinley Advisors in 2019 and one by Global Skills X-Change in 2020. The SOC suggests the ASCE Board consider the Summit findings in the context of those related studies when considering future actions related to credentialing.

Submitted by:

The Summit Organizing Committee

Edward Stafford, City of Boulder, CO, Chair
Martha Bogle, Port Authority of New York and New Jersey
Carol Haddock, City of Houston, TX Department of Public Works
Mike Loose, US Naval Facilities Engineering Systems Command (Ret.)
Larry McCallister, US Army Corps of Engineers
Roger Millar, Washington State Department of Transportation
Michael Mucha, Madison Metropolitan Sewerage District
Kristina Swallow, Nevada Department of Transportation
Kevin Ward, Trinity River Authority
Kelly Dooley, ASCE Staff

CLIENT SUMMIT**On Need for ASCE Post PE Certification Program, Virtual Summit, Jan or Feb 2021**

The ASCE Board on 26 October 2020 authorized the Executive Committee to form an inclusive task committee of impactful stakeholders representing sustainability, the academies, institutes and credentialing. The ASCE Executive Committee (ExCom) on November 10, 2020 decided that, as a first step, ASCE would host a client summit engaging representatives of the “clients” of civil engineers -- namely, organizations such as USACE, DOT, DPW, and others. The focus of this Client Summit is to get feedback on the value for civil engineers to pursue professional certification credentials beyond the PE license. In part, this group will examine the possibilities of making professional certification a requirement for those involved with planning, engineering, and developing the sustainable, resilient infrastructure of the future.

This proposal provides a framework for the summit knowing that it will be an undertaking to get many of the clients to assemble and spend the time to share their thoughts on the topic. It is recommended that a group called the Summit Organizing Committee (SOC), be gathered to coordinate and organize the proposed summit in conjunction with ASCE staff. With the help of the ASCE Government Engineers Council (GEC) and of the ASCE Industry Leaders Council (ILC), the SOC will develop a robust list of client organizations, including government, private sector clients, and industry. Subsequently, the SOC will identify potential participants representing the organizations on the list with a focus towards engaging the decision- makers. Decision-makers could include corporate or agency executives, contract administrators who may be more familiar with current procurement rules and guidelines of the agency or organization, and an understanding of federal and state laws that govern procurement of professional services.

The proposed membership of the SOC to organize and run the summit will be as follows:

Summit Organizing Committee

1. Carol Haddock, Houston Dept. of Public Works, Chair
2. Jim Starace, Port Authority of New York and New Jersey
3. Mark Pestrella, Los Angeles County Dpt. of Public Works
4. Mike Loose, US Naval Facilities engineering Systems (ret.)
5. Larry McAllister, US Army Corps of Engineers
6. Roger Millar, Washington State Dept. of Transportation
7. Kristina Swallow, Nevada Dpt. of Transportation
8. Ed Stafford, Boulder Dept of Public Works
9. Michael Mucha, Madison Metropolitan Sewerage District
10. Kevin Ward, Trinity River Authority
11. Kelly Dooley, ASCE Staff

A Support Group will provide answers to the SOC in case of need

1. Paul Boulos, Chair
2. Allen Marr

3. Roger Kilgore
4. Don Dusenberry
5. Karen Kabbes
6. Liv Haselbach
7. Deborah Lee
8. David Odeh
9. Glenn Bell
10. Brian McKeehan

The hope is that the outcome of the client summit will be a clearer picture of the procurement landscape with regard to the options and limitations of including requirements for professional certification in professional services contracting. This will help ensure that the ASCE Board is familiar with what can, or cannot, be done to increase the value of professional certification programs. The ASCE Board will also have a perspective of the level of effort that may be required to promote and enhance the value of professional certification.

The SOC will prepare a one-page briefing to be sent to potential participants of the client summit with a consistent message. The briefing will contain a short questionnaire including questions such as:

1. Is a post PE certification program desirable?
2. If yes, what form should it take?
3. If yes, would your organization be inclined to require such certification in your requests for proposals

This short questionnaire and briefing should also be shared with government and corporate clients unable to join the summit so that their input can be captured.

A tentative program could include

1. Introduction (Briaud, Smith)
2. Background on academies (Kilgore, Boulos, Marr, Lee)
3. Background on certification (Dusenberry, Kabbes, Haselbach)
4. Client 1
5. Client 2
6. Client 3
7.about 20 clients or so, 5 minutes each
8. General discussion and recommendation (Haddock)

The plan is to hold the Client Summit virtually for about 3 hours in early 2021, hopefully in January but no later than February. Once the summit is over, a short report will be written by the SOC. Then the ASCE Board will consider the results of this client summit and decide on the next step for certification.

7 December 2020. JLB with input from KNG, DDT, TWS

REQUEST FOR BOARD OF DIRECTION ACTION
for meeting on April 30-May 1, 2021

Topic:	Interim report of the Task Committee on Institute Operating Procedures.
Background:	At the July 2020 meeting of the ASCE Board of Direction, the Board approved establishing the Task Committee on Institute Operating Procedures (TCIOP) with the schedule requiring an interim report be provided to the Board.
Issues:	The interim report and subsequent discussion will provide an opportunity for the members of the Board to provide input and direction on the work of the task committee.
Organizational Entities Impacted:	Final recommendations, due in October of 2021, may impact each of the nine Institutes and various ASCE operational units.
Budget Impact and Source of Funding:	None.
Action Requested:	The Board of Direction will be asked to receive the interim report of the Task Committee on Institute Operating Procedures and provide input on the report during the Board discussion.
Prepared and Submitted by:	Mark Woodson, P.E., L.S., F.ASCE, D.WRE(r), ENV SP(r), Pres.16.ASCE Jim Rossberg, P.E., F.SEI, M.ASCE

**Interim Report from the
Task Committee on Institute Operating Procedures
March 2021**

At the July 2020 meeting of the ASCE Board of Direction, the Board approved establishing the Task Committee on Institute Operating Procedures (TCIOP) with the following charge:

Charge: The Task Committee shall review and, if needed, recommend revisions to the “*Institute Operating Procedures*”, originally approved by the Board of Direction in July 2003 and last revised and approved by the Board in September of 2016.

Schedule: The Task Committee shall submit an interim report to the Board of Direction in March 2021. A final report will be presented to the Board at its meeting in October of 2021.

Membership: The membership of TCIOP was selected such that it consists of individuals with a deep understanding of the overall Society, the operations of the Institutes and the geographic regions. The members are:

Mark Woodson, P.E., L.S., F.ASCE, D.WRE(r), ENV SP(r), Pres.16.ASCE
Tony CG Lau, ENV SP, P.E., F.ASCE
Maria C. Lehman, P.E., F.ASCE
Robert L. Cagle III, P.E., F.ASCE
Glenn R. Bell, P.E., S.E., CP, F.SEI, F.ASCE
William M. Camp, III, PE, D.GE
Brian D. McKeehan, P.E., ENV SP, F.ASCE

Activities

- Meetings: Beginning in July of 2020, the TCIOP has been meeting online monthly to fulfill their charge. Participation has been excellent and the discussions robust and wide ranging.
- Interviews: To gain an increased understanding of the many perspectives on the operations of the Institutes, the members of TCIOP conducted online interviews with all of the Geographic Region Directors, the Technical Region Directors and the President of each Institute. TCIOP endeavored to have a member with an institute background and a member with a geographic background participate in each interview.

To help frame the discussions, each interviewee was provided with following questions in advance and some chose to provide comments in writing:

1. How familiar are you with the current IOP?
2. Do you consider it neutral/fair as opposed to favoring one party over the other?
3. Are improvements needed?

4. Are there specific examples that create problems?
5. What changes do you recommend?

And more broadly,

6. How can ASCE grow our membership?
7. How can ASCE increase non-dues revenue?
8. Do you like the current Institute – Geographic Region model?

The interviews resulted in 21 pages of comments that were categorized (see Appendix A) and subsequently distilled by TCIOF to the following five priorities:

		TCIOF member votes				
1	Get more members	X	X	X	X	X
2	Recruitment and Retention	X	X	X	X	
3	Collaboration		X	X	X	X
4	Update funding formula	X		X		
5	Allow Reserve buildup		X			X

- Task committees: To further explore the possible impact of these priorities upon the Institute Operating Procedures, four subgroups were established:
 - Membership Recruitment and Retention (Priorities 1 and 2): The subgroup has been exploring ways that institutes may more effectively recruit and retain members, not exclusively acting alone but in collaboration with other ASCE entities. Please see Appendix B for a complete listing of ideas. This subgroup has been actively exploring the idea of incorporating into the IOP a mechanism for incentivizing the Institutes to expend a greater proportion of their energy and resources into growing the membership of the Society. Several approaches have been presented, discussed and challenges identified.
 - Increasing collaboration (Priority 3): Though just getting started, the subgroup will stay tuned into the many efforts underway in other parts of the Society to spur greater collaboration between the Sections/Branches and the Institutes.
 - Finances: (Priorities 4 and 5): A thorough understanding of the current financial construct is being undertaken so as to be able to explore specific suggestions for modifying the funding formulas contained in the IOP.
 - Best practices/Overall restructuring: Although titled “Institute Operating Procedures” there is little in the IOP that is operational in the traditional meaning. A thorough review has identified sections that require updating to reflect the current organizational structure along with a possible title change to better reflect the nature of the document.

Potential areas for revision:

At the moment, the TCIOP is not prepared to bring forward and recommendations that would impact the preparation of the Fiscal Year 2022 budget. The primary areas of attention and discussion of the TCIOP are reflected in the themes of the subgroups: increasing and retaining members, fostering greater collaboration, ensuring an equitable allocation of financial resources and improving efficiencies and minimizing duplication of efforts.

It is recognized among the members of the TCIOP that, as a result of the pandemic, the Society is experiencing a tremendous degree of financial uncertainty. The impact of the pandemic has likewise affected the revenue streams of the Institutes. Numerous Institute conferences have been postponed or cancelled over the last year and it is unknown if the virtual formats being pursued will generate comparable revenue. This continued uncertainty will continue to be part of TCIOP's deliberations.

Remaining schedule:

TCIOP is scheduled to present our recommendations for revision, if any, to the Board of Direction at the October, 2021 meeting of the Board. TCIOP anticipates that it will continue to meet on a monthly basis and meet this deadline.

Respectfully submitted,

Mark Woodson, P.E., L.S., F.ASCE, D.WRE(r), ENV SP(r), Pres.16.ASCE
Chair, Task Committee on Institute Operating Procedures

Appendix A

Key Comments from Leadership Interviews

Legend: **Bold Text** = frequently heard Purple Text = opposing views

General Operations

- **Collaboration is important, needs to increase - incentivize**
- **Opportunities for Chapters and S/Bs to work together are being missed**
- Unity (one family), Alignment of objectives,
- *Institutes need to leverage ASCE initiatives. Also - ASCE message is top down and lacks institute input*
- Institute policy committees should be linked with ASCE policy committees for alignment
- Beware of stepping on toes – e.g., both ASCE and Institute soliciting sponsorship from a firm
- Institute flexibility, autonomy is good but needs to be balanced with ASCE
- **Virtual meetings have created more opportunities for engagement and collaboration**
- *Move Institute Chapters out of S/Bs – align them with the Institutes. Also - Alignment of chapters with their S/B is very important and advantageous*
- Some perceive Institute Chapters to be independent of S/Bs – has created animosity
- Some Region Governors don't think the institute funding model is fair – institutes are perceived to get more dollars per member than S/Bs
- Institutes are siloed and lack incentives to collaborate with regions
- Eliminate institute chapters – only one ASCE at local level
- *Institutes should hold specialty conferences and increase publications – don't duplicate ASCE programs (e.g., students). Also - Institutes don't just do technical work*
- Change name of Technical Region
- Why do Technical Groups still exist? Why aren't they with an institute?

IOP Specific

- **Current IOP is fine, balanced, not an obstacle (from leadership perspective, members without governing experience may not see it as such)**
- **Institute base funding formula too simple – needs to consider other things to reflect the differences between the institutes**
- *Institute only membership – important, good (also Institute only membership – bad)*
- Dues and base funding considered a given, not an incentive
- Base funding should be goal-oriented

- Institute interaction with Academies and Technical Groups not addressed by IOP
- Revise Reserve provisions to allow flexibility for future activities – e.g., a plan to gradually spend down reserves for a good reason
- Continuing education needs work – technical education should reside with the institutes, more effort by Institutes should result in more return to Institutes, ASCE continuing ed needs to modernize and streamline.
- Address how funding cuts are implemented when needed
- IOP should clearly state what the mission/role of the Institutes is.
- Ability to partner is good

Membership

- **Hard to recruit members away from another association – need to get them early in their career**
- **Recruit younger members - academic members are influential, institute awareness lacking, student chapters need to know more about institutes**
- **Nurture institute-student relationships, institute presentations/materials to student chapters, “Very few Civil Engineers are general purpose.”**
- Student chapters and GSOs could be better coordinated/leveraged
- Hierarchical ladder turns off millennials – they want community
- Focus on membership growth to increase diversity (dues growth not the driver)
- **Value of ASCE not being recognized** – more promotion needed, Senior leadership in firms is key,
- promote value of Fellow, Distinguished Member, prestige is better recognized internationally as compared to US
- Push affiliate membership
- ASCE is more than the concrete canoe – hard to get over that perception
- Incentivize institutes to grow membership
- Coordinate membership drives with institutes
- Regions need help to promote the value of the institutes

Revenue

- Create advisory board of powerful industry leaders – membership to those that fund
- digital technology
- raise conference registration
- more focus on getting sponsors
- entrepreneurial opportunities
- more technical tools/resources for members (e.g., materials more useful for Architects than AIA documents)
- generate valuable technical materials, more content to sell
- certification programs (revenue and member growth)

Other

- Equivalent of an IOP for Regions and other ASCE entities?
- Are there other ASCE entities that can operate more like Institutes
- ASCE structure is already very complicated and hard to explain/understand – don't do anything that adds complexity.
- Region 10 members don't know about the Institutes

Appendix B

How Can the Institutes Enhance Membership Recruitment and Retention?¹ **ASCE TCIOF Subgroup on Membership²**

Institute Board- Level Focus on Membership

- Membership recruitment and retention should be one of the primary goals of each institute and be actively managed and tracked by each board of governors.³ Membership recruitment and retention should be a recurring agenda item for TRBG meetings. Institutes should share success stories at TRBG meetings.
- The ASCE Board of Direction should continuously communicate its expectations of the institutes with respect to membership recruitment and retention. Align ASCE Board goals with Institute BoG goals.
- The Funding and/or Member Dues allocation provisions of the Institute Operating Procedures should be modified to reflect each institute's performance in membership recruiting and retention.

Engagement with Society-Level Initiatives

- Need better coordination of society-led membership drives with the institutes.

Person-to-Person Outreach

- There are many ways to recruit and retain ASCE members. Individual person-to-person outreach is one of the strongest. All ASCE members, including institute members, and particularly institute leaders, should consider outreach for membership recruitment and retention one of their primary ASCE responsibilities. Institutes should adopt individual programs and expectations for their members' roles in membership.
- Enhance programs that reward members for recruiting other members.

Institute Activities May Appeal to a Particular Type of Member

- People become and stay ASCE members for a variety of reasons. The institutes offer a special value proposition for members who enjoy technical work and codes and standards development. The opportunity to engage with institutes SME's is a strong draw for some.
- One method used successfully to recruit institute focused members is to invite nonmembers to join institute committees but let them know they need to be ASCE members to join a committee.
- Cross disciplinary nature of ASCE is a competitive edge in recruitments. Highlight institutes as a part of this.
- Institutes create opportunities for those interested in a highly focused ASCE activity.

¹ Ideas inspired by (1) TCIOF interviews of region and institute leaders performed in fall 2020, (2) a SWOT analysis prepared by Loretta Cranbourne, and (3) materials provided by Tony Lau from his experience in Region 8.

² Glenn Bell, Maria Lehman, Tony Lau

³ Does ASCE have the infrastructure to provide timely and accurate information on membership?

Collaboration with Regions, Sections, and Branches

- Region, Section, and Branch leaders can better highlight the descriptions, roles, and activities of institutes in their presentations on ASCE. We need to better arm RSB leaders with information such as PowerPoint content. Institute leaders can offer to participate with RSB leaders in such presentations.
- Seek a way to advertise institute volunteer opportunities across all institutes.
- Need to challenge the S/B leaders to engage more with institute local organizations.
- Section and Branches should invite noteworthy institute speakers to make presentations at their events.⁴
- Institutes should help bring client speakers into Section and Branch events.
- Should there be financial or other incentive to recognize collaboration between institutes and RSBs?⁵

Younger Members

- We need to better understand and articulate the member value proposition for younger members. (e.g., YMs are not interested in climbing an organization hierarchical ladder)
- Institutes enhance mentoring of younger members.
- Enhance institutes' use of social media.
- Lists of recently licensed engineers is an opportunity for institutes to recruit.

Students

- Enhance students' exposure to sections and branches – ideas below. Students are still learning what they are interested in, and institutes can help.
- Institute local leaders (chapters) can work with local ASCE student chapters to engage in events, offer glimpses of what various institutes' professionals do, offer students help and resources such as resume building advice, engage in capstone projects, and perhaps engage students in "research-type" assignments.
- Institute local chapters can engage with institute graduate student chapters (GSC) to both participate in technically oriented events but also to help graduate students bridge to practice (resume building, company information, connections, etc.).
- Engage deans and department chairs in university programs to enhance recruitment or "conversion" of younger members.

ASCE Members Who Have Not Declared an Institute

- Many ASCE members have not declared an institute. Surveys have shown that some who have joined an institute don't know what institute they belong to and/or are unaware of what their institutes does. There is an opportunity to enhance

⁴ The Denver Branch has a successful program of inviting nationally known institute members to present to their meetings on a monthly basis.

⁵ Many general ideas for better collaboration between institutes with RSBs have been discussed. This is being addressed by a separate TCIOF subgroup and is not repeated here.

prospects for retention of such people by encouraging them to engage in one or more institutes.

Company Engagement

- Either through their national or local organizations, institutes can appeal to company leadership to support ASCE membership. Need to articulate a company value proposition for company leaders.
- Expand use of ASCE Partner Programs for Organizations.
- ASCE presentations to company staff has been effective. Could do the same with institutes for specialty firms.
- Need better “tools” for institutes to make recruitment presentations that are for ASCE membership⁶ but with an institute focus.

Non-Traditional Members

- By their practice and technical orientation, institutes offer a special opportunity to attract members from non-traditional disciplines that are associated with things ASCE does (e.g., architects and mechanical engineers in AEI; mechanical engineers in dam design). Institutes can use Associate Membership, Affiliate Membership, and Institute-Only Membership for this purpose. Institutes can partner with strategic related associations to enhance this.

⁶ Tony Lau’s presentation to WASHDOT is a great example.

**REQUEST FOR BOARD OF DIRECTION ACTION
for meeting on April 30-May 1, 2021**

Topic:	2021 Membership Update
Background:	Provide an update on YTD 2021 membership numbers and dues revenue.
Issues:	<p>Numerous key initiatives have been underway to increase member engagement and increase new member growth given the prioritization of membership in the strategic plan in October 2018.</p> <p>Though the pandemic had a significant impact on membership in 2020, thwarting the early momentum demonstrated in early FY 2020, the organization seized the opportunity to accelerate its digital strategy and transformation efforts in Q3 and Q4 reaching more members, and making an impact through innovative virtual events and activities to reach a wider audience.</p> <p>Member research conducted by a third party research partner demonstrates the significant success of these member-focused initiatives in improving member satisfaction and loyalty; in addition, this is shown by the 5% increase in renewal rate at the end of the 2020 membership year.</p> <p>This report highlights some of the key takeaways presented in the research, and corresponding strategies and tactics that are underway or planned for 2021 as we successfully navigate the post-Covid recovery.</p>
Organizational Entities Impacted:	All
Budget Impact and Source of Funding:	None
Action Requested:	The Board of Direction will be asked to receive an update on 2021 membership numbers and dues revenue.
Prepared and Submitted by:	Loretta Cranbourne, Aff.M.ASCE Managing Director, Member Services, Marketing and Sales
Presenter:	Loretta Cranbourne, Aff.M.ASCE Managing Director, Member Services, Marketing and Sales

American Society of Civil Engineers

GOVERNING DOCUMENTS COMMITTEE (GDC)

Report to the Board of Direction

The Governing Documents Committee convened by Microsoft Teams on March 12, 2021.

1.1 Section and Branch Annual Reports -- Bylaws

The Board of Direction will be asked to receive for first consideration, debate and discussion amendments to the Bylaws, Article 9.2, to modify the dates for Sections and Branches to submit their Annual Report and Report of Section Finances and consider the amendments acceptable for second reading. See **Attachment GDC-1.**

1.2 Committee Realignment

1.2.1 Bylaws

The Board of Direction will be asked to approve by two-thirds vote on second reading consideration amendments to the Bylaws, Article 9.3, to codify the Board-approved recommendations from the Task Committee on Committee Realignment and the Government Engineers Council. See **Attachment GDC-2.**

1.2.2 Rules of Policy and Procedure

The Board of Direction will be asked to approve by two-thirds vote amendments to the Rules of Policy and Procedure, Article 9, to implement the structure of the Society's committees as recommended by the Task Committee on Committee Realignment and approved by the Board in October 2020. See **Attachment GDC-2.**

1.3 SEI Bylaws

The Board of Direction will be asked to approve amendments to the Structural Engineering Institute Bylaws to increase the size of their Board and make some minor editorial changes. See **Attachment GDC-3.**

1.4 Election Endorsements and Written Questions

The Board of Direction will be asked to approve by two-thirds vote amendments to the Rules of Policy and Procedure, Article 7, to clarify the role of Board members in the election and to eliminate submission of written questions for President-elect Official Nominees by Organizational Entities. See **Attachment GDC-4.**

1.5 Rotating Nominees on Election Ballot

1.5.1 Bylaws

The Board of Direction will be asked to receive for first consideration, debate and discussion an amendment to remove Bylaws, Article 7.6, and add a provision to the Rules of Policy and Procedure to enable the rotation of Nominees on the electronic ballot and to consider the amendments acceptable for second reading. See **Attachment GDC-5**.

1.5.2 Rules of Policy and Procedure

The Board of Direction will be asked to approve by two-thirds vote an amendment to Rules of Policy and Procedure, Article 7.15, to enable the rotation of Nominees on the Society's electronic election ballot. See **Attachment GDC-5**.

NOTE: The current Bylaws require that Nominees be listed in alphabetical order on the election ballot. This stipulation does not provide the same degree of fairness to all Nominees in a contested election and should be removed. The Governing Documents Committee believes an action of this nature does not warrant two readings by the Board and should therefore be relocated to the Rules of Policy and Procedure, as proposed. Approval of the Rules Amendment at the April Board meeting will enable the names on the 2021 election ballot to be rotated randomly.

Final approval to remove the Bylaws amendment would occur at the July 2021 Board meeting, on second reading.

1.6 Region 1 Bylaws

The Board of Direction will be asked to approve amendments to the Region 1 Bylaws. See **Attachment GDC-6**.

1.7 At-Large Director Process

1.7.1 Bylaws

The Board of Direction will be asked to approve by two-thirds vote on second consideration amendments to the Bylaws, Articles 5.0.6 and 7.11, to modify the At-Large Director process, timeline and standing guidelines approved by the Board at its October meeting. See **Attachment GDC-7**.

1.7.2 Rules of Policy and Procedure

The Board of Direction will be asked to approve by two-thirds vote amendments to Rules of Policy and Procedure, Articles 5 and 7, to modify the At-Large Director process, timeline and standing guidelines approved by the Board. See **Attachment GDC-7**.

1.8 Student Conferences

1.8.1 Bylaws

The Board of Direction will be asked to approve by two-thirds vote on second consideration amendments to the Bylaws, Article 9.2.1.9, to codify the Board-approved actions on Student Conferences. See **Attachment GDC-8**.

1.8.2 Rules of Policy and Procedure

The Board of Direction will be asked to approve by two-thirds vote amendments to Rules of Policy and Procedure, Articles 8 and 9, to codify the Board-approved actions on Student Conferences. See **Attachment GDC-8**.

Respectfully submitted,

Mario Ricozzi, P.E., F.ASCE; Chair
Steven M. Goldstein, P.E., F.ASCE
Eriks V. Ludins, P.E., F.ASCE
Catherine M. Martsolf, A.M.ASCE
James W. Denney, P.E., L.S., M.ASCE, Corresponding Member
William R. Merwarth, Jr, P.E., F.ASCE, Corresponding Member
Patricia Montgomery, IOM, CAE, Aff.M.ASCE, Staff Contact

**REQUEST FOR REVIEW BY
GOVERNING DOCUMENTS COMMITTEE (GDC) and
SUBMISSION TO BOARD OF DIRECTION FOR ACTION**

NOTE: Changes to governing documents may only be submitted for GDC review using the strikethrough and underline format (~~strikethrough~~ old text, underline new text). **Revisions submitted using the track changes features will not be accepted.** You may insert comments within the document to explain proposed changes.

Topic:	Clarification of Section and Branch Annual Report Submittal
Background:	The Activity and Financial information for Sections and Branches is now submitted in two separate reports. Historically, there was only one report on Activities.
Intent of Amendment(s):	To have the Bylaws match actual practice and provides for the Executive Committee to adjust dates for filings and potential penalties for not filing.
Organizational Entity Input:	Sections and Branches are the only entities impacted by this clarification.
Budget Impact:	0
Board Action Requested:	<i>The Board of Direction is asked to receive for first reading information an amendment to Bylaws, Article 9.2.1.5.6 Annual Report, and 9.2.1.5.6.1 Failure to Submit Annual Report.</i>
Prepared by:	Nancy E. Berson, Director, Global Geographic Services
Submitted by:	Nancy E. Berson, Director, Global Geographic Services

PROPOSED AMENDMENT TO BYLAWS

1st Reading Consideration, Debate and Discussion April 2021

2nd Reading Consideration Approval July 2021

ARTICLE 9. ORGANIZATIONAL ENTITIES

9.2.1.5.6 Annual Reporting Reports. Each Section and Branch shall submit to the Society Secretary not later than November 30 on their Annual Report of its activities and finances Each Section shall submit to the ASCE Accounting Department not later than November 30 their Section Finance Report. The Society Secretary shall facilitate sharing both reports with the to their respective Region Board of Governors and the Society Secretary. Regulations governing the details required in the Annual Report and the Section Finance Report of Sections shall be prescribed by the Executive Committee.

9.2.1.5.6.1 Failure to Submit Annual Report. Sections will forfeit portions of their allotment when the Section or any of its Branches fail to submit their Annual Report. Sections that fail to submit their Annual Report by March 31 will forfeit twenty-five percent (25%) of their Allotment. Sections that fail to submit their Annual Report by May 31 will forfeit fifty percent (50%) of their Allotment. Sections that fail to submit their Annual Report by July 31 will forfeit seventy-five percent (75%) of their Allotment. Sections that fail to submit their Annual Report by September 30 will forfeit one hundred percent (100%) of their Allotment for that year.

9.2.1.5.6.2 Failure to Submit Section Finance Report. Sections who fail to submit their Section Finance Report on time could delay the distribution of their Allotment.

**REQUEST FOR REVIEW BY
GOVERNING DOCUMENTS COMMITTEE (GDC) and
SUBMISSION TO BOARD OF DIRECTION FOR ACTION**

Topic:	Committee Realignment
Background:	The Board approved recommendations of the Task Committee on Committee Realignment at the October 2020 meeting.
Intent of Amendment(s):	Implement the Board-approved actions outlined in the Task Committee's report.
Organizational Entity Input:	Board, Society and constituent committees
Budget Impact:	None
Board Action Requested:	<p>The Board of Direction is asked to receive for second reading approval by two-thirds vote amendments to Bylaws, Article 9, to add the committee tracks and identify the Board and Society committees.</p> <p>The Board of Direction is asked to approve by two-thirds votes amendments to Rules of Policy and Procedure, Article 9, to implement the new structure of the Society's committees.</p>
Prepared and Submitted by:	Patty Montgomery, Managing Director, Executive and Board Operations

PROPOSED BYLAWS AMENDMENT

First Consideration, Debate and Discussion January 2021

Second Reading Approval April 2021

ARTICLE 9. ORGANIZATIONAL ENTITIES

9.3 Committees. The Board has the authority and responsibility to create and disband committees, establish duties, conditions, and terms of service, and approve committee appointments, including designation of the chair and other committee officers. Committees may create constituent committees, subcommittees, divisions, task groups or similar entities as required to accomplish their charge.

9.3.1 Committee Focus Areas. Committees shall be aligned to support one of the Board-approved focus areas: Advancing the Career, Advancing the Organization, Advancing the Profession, Education, and Public Policy and Practice.

9.3.24 Types of Committees. Committees shall be organized under the appropriate focus area as Standing Committees or Task Committees, either of which may form constituent committees to aid in the accomplishment of their charge.

9.3.24.1 Standing Committees. Standing Committees shall be constituted to perform a continuing function and ~~Standing Committees~~ may only be created, changed or discharged by an amendment to the Society's governing documents.

9.3.24.1.1 Standing Board Committees. Standing Board Committees are defined as those whose purpose is to address a responsibility of the Board.

9.3.24.1.2 Standing Society Committees. Standing Society Committees are defined as those whose purpose is to address a responsibility related to the Society's Purposes and Objectives.

9.3.24.2 Task Committees. Task Committees shall be organized and charged as needs arise to carry out a specified task and shall be discharged automatically upon presentation of a final report to the organizing assembly.

PROPOSED AMENDMENTS TO RULES OF POLICY AND PROCEDURE
For Board Consideration April 2021
Presented in conjunction with 2nd Reading Bylaws

ARTICLE 9. ORGANIZATIONAL ENTITIES

9.3 Standing Board Committees. The Standing Board Committees shall be an Audit Committee, Board Nominating Committee, Executive Committee, Government Engineers Council, Members of Society Advancing an Inclusive Culture, and a Program and Finance Committee.

The Government Engineers Council will report to the Board for an initial three (3) year period, commencing January 2021. Upon completion of the three (3) year term, the status of the Government Engineers Council as a Standing Board Committee will be reevaluated by the Board.

9.3.1 Audit Committee.

Organization. The Audit Committee (AC) shall consist of no more than three (3) current Society Directors, one (1) of whom shall serve as Chair. Members of the Audit Committee shall be financially literate. Program and Finance Committee members may not serve on the Audit Committee. The Chair of the Audit Committee shall be recommended by the President-elect and approved by the Board. A signed Conflict of Interest statement shall be required from all members of the Committee.

Responsibilities. The Audit Committee shall oversee all aspects of the Society's financial audits.

9.3.2 Executive Committee.

Constituent Committees. The Executive Committee shall include the following standing constituent committees:

~~**9.3.2.1 Committee on Pro-College Outreach.**~~

~~**Organization.** The Committee on Pro-College Outreach (CPO) shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment. Preference shall be given to current and past Geographic and Technical Region Governors.~~

~~**Responsibilities.** The Committee on Pro-College Outreach shall develop, implement, and support quality programs and resources, based on research, to increase awareness, understanding and interest in civil engineering among students in grades pre-K through 12 with the goal of developing a large diverse population of future engineers and a more knowledgeable public.~~

~~**9.3.2.1.1 National Engineers Week/DiscoverE Committee.**~~

~~**Organization.** The National Engineers Week/DiscoverE Committee shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment.~~

~~**Responsibilities.** The National Engineers Week/DiscoverE Committee shall identify, implement, and promote engagement among ASCE members around the Engineers Week theme and DiscoverE programs.~~

9.3.2.12 Committee on Professional Conduct.

Organization. The Committee on Professional Conduct (CPC) shall consist of no more than eight (8) Society members. At least four (4) members shall have previous service on the Board, and at least one (1) member shall be a Younger Member at the time of appointment. At least four (4) different Regions shall be represented by the members of the Committee. Preference shall be given to Professional Engineers or Professional Surveyors in the United States or the country in which they reside (if such licensure is available).

Responsibilities. The Committee on Professional Conduct shall investigate charges of misconduct against members of the Society as provided in the governing documents and shall provide support and guidance on Society policies and programs to advance the ethical practice of engineering.

9.3.2.23 Executive Director Compensation Review Panel.

Organization. The Executive Director Compensation Review Panel (EDCRP) shall consist of the President, President-elect and the Past President who shall serve as chair. The President-elect Elect shall participate as a non-voting observer.

Responsibilities. The Executive Director Compensation Review Panel shall, following the prescribed format, prepare the review of the Executive Director for presentation to the Executive Committee.

9.3.2.34 Governing Documents Committee.

Organization. The Governing Documents Committee (GDC) shall consist of no more than four (4) members, at least two (2) of whom shall be past members of the Board . At least one (1) member shall be a Younger Member at the time of appointment. Members shall have interest and experience in governance and parliamentary procedure.

Responsibilities. The Governing Documents Committee shall provide oversight for proposed amendments to the Society's governing documents and provide counsel to the Board on issues related to the governing documents; and, as directed, review amendments to the governing documents of Organizational Entities.

9.3.2.45 History and Heritage Committee.

Organization. The History and Heritage Committee (HHC) shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment. At least two (2) members shall be current or past Geographic or Technical Region Governors. It is preferred that

new members have served at least one (1) year as a corresponding member on the Committee.

Responsibilities. The History and Heritage Committee shall promote the civil engineering profession's history and heritage.

9.3.2.56 Membership Application Review Committee.

Organization. The Membership Application Review Committee (MARC) shall consist of no more than eleven (11) Society members, comprised of no more than ten (10) Members, Fellows or Distinguished Members of the Society. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The Membership Application Review Committee shall review for possible waiver membership applications that do not qualify according to the Society's criteria for specific membership grades.

9.3.2.67 Presidents-Emeriti Council.

Organization. The Presidents-Emeriti Council (PEC) shall consist of all Presidents-Emeriti of the Society and be chaired by the Past President of the Society.

Responsibilities. The Presidents-Emeriti Council shall serve in an advisory capacity to the Board and Executive Committee.

~~**9.3.2.8 Public Agency Peer Review Committee.**~~

~~**Organization.** The Public Agency Peer Review Committee (PAPRC) shall consist of no more than eight (8) Society members who have obtained the qualifications to serve as peer reviewers.~~

~~**Responsibilities.** The Public Agency Peer Review Committee shall provide the leadership for and the organization and management of the peer review for public agencies program. The Public Agency Peer Review Committee shall also establish criteria for selecting and training reviewers and conducting reviews.~~

9.3.2.79 Society Awards Committee.

Organization. The Society Awards Committee (SAC) shall consist of no more than nine (9) members approximately balanced between academics and practitioners: two (2) past Society Directors, two (2) Distinguished Members, two (2) Society members who are Society Award or OPAL lifetime achievement winners, two (2) most recent available Presidents Emeriti, and the Past President. At least one (1) member shall be a Younger Member at the time of appointment. Terms shall be two (2) years and be staggered to maintain balance, except that the Past President shall serve for one (1) year. The Chair shall be the past Director who has served on the Committee for the longer period of time, with the other serving as Vice-Chair.

Responsibilities. The Society Awards Committee shall annually consider and recommend to the Board nominations for Distinguished Membership in the Society in accordance with the Constitution and Bylaws; recommend to the Executive Committee the recipient of the Norman, Croes, Wellington, and ASCE State of the Art of Civil Engineering prizes; recommend to the Executive Committee nominations for the Outstanding Projects And Leaders (OPAL) Leadership awards; oversee Society Award, Scholarship and Fellowship endowments and the establishment of new Society Awards, Scholarships, and Fellowships; and consider nominations for and award Society Scholarships and Society Fellowships.

Articles 9.3.2.9.1.1 through 9.3.2.9.6.4 remain unchanged and will be renumbered

9.3.3 Government Engineers Council.

Organization. The Government Engineers Council (GEC) shall consist of not more than twelve (12) Society members who are current employees of a public agency at the time of their appointment and have at least ten (10) years of management or leadership experience in a public agency and currently in a leadership position within the agency and ability to influence policy within the industry. Preference will be given to candidates that maintain the GEC as a diverse group including men and women with expertise in different engineering disciplines and representing geographically diverse local, regional, state, and Department of Defense (DOD) and non-DOD federal agencies.

Responsibilities. The Government Engineer Council shall engage public agency civil engineers in ASCE initiatives and equip them to be ready for today's and tomorrow's challenges, facilitate the collaboration of government engineers to enhance the operation of their agencies and improve the services they render to the public, and define the role of an engineer in public service and recognize the critical role the government engineer plays in society at home and across the world.

9.3.3.1 Public Agency Peer Review Committee.

Organization. The Public Agency Peer Review Committee (PAPRC) shall consist of no more than eight (8) Society members who have obtained the qualifications to serve as peer reviewers.

Responsibilities. The Public Agency Peer Review Committee shall provide the leadership for and the organization and management of the peer review for public agencies program. The Public Agency Peer Review Committee shall also establish criteria for selecting and training reviewers and conducting reviews.

9.3.43 Members of Society Advancing an Inclusive Culture.

Organization. The Members of Society Advancing an Inclusive Culture (MOSAIC) shall consist of no more than ten (10) Society members that represent key strategic entities across the ASCE community. At least one (1) member shall be a Younger Member at the

time of appointment. Preference among otherwise equally qualified applicants shall be given to current and past Geographic and Technical Region Governors.

Responsibilities. The Members of Society Advancing an Inclusive Culture shall act as a representative, informed, and responsible decision maker advancing diversity, equity, and inclusion interests of the civil engineering community; monitor the development and coordination of products and resources within the civil engineering community that promote and advance diversity, equity, and inclusion; and represent the interests of ASCE to the wider STEM and professional engineering communities.

9.3.54 Program and Finance Committee.

Organization. The Program and Finance Committee (PFC) shall consist of no more than ten (10) Society members, including four (4) current Society directors; the current Treasurer who shall serve as Chair; the Assistant Treasurer who shall serve as Vice Chair; and at least one (1) member shall be a Younger Member at the time of appointment. Preference shall be given to current Region Governors for the remaining positions.

Responsibilities. The Program and Finance Committee shall oversee the Society's financial resource planning including budget development and investment management.

~~9.4 — **Standing Society Committees.** The Standing Society Committees shall be a Committee on Education, Committee on Professional Advancement, Committee on Technical Advancement, Member Communities Committee, and Public Policy Committee.~~

9.4 Committee Focus Areas. There shall be five (5) Board-approved committee focus areas to direct the work of the Standing Society Committees and their constituent committees. The committee Focus Areas shall be: Advancing the Career, Advancing the Organization, Advancing the Profession, Education, and Public Policy and Practice. The Standing Society Committees and any task committees shall be aligned under one (1) of the five (5) Board-approved Focus Areas and concentrate their efforts to accomplish their responsibilities in support of their Focus Area.

9.4.1 Advancing the Career.

9.4.1.1 Committee on Professional Advancement, a Standing Society Committee.

Organization. The Committee on Professional Advancement (CPA) shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The Committee on Professional Advancement shall develop and provide resources to advance the civil engineering professional.

Constituent Committees. The Committee on Professional Advancement shall include the following standing constituent committees:

9.4.1.1.1 Committee on Developing Leaders.

Organization. The Committee on Developing Leaders (CDL) shall

consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The Committee on Developing Leaders shall provide, promote, and assure engagement in leadership opportunities for civil engineers.

9.4.1.1.2 Committee on Preparing the Future Civil Engineer.

Organization. The Committee on Preparing the Future Civil Engineer (PFCE) shall consist of no more than ten (10) Society members. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The Committee on Preparing the Future Civil Engineer shall advance the Society's educational qualifications and professional standards for the practice of civil engineering.

9.4.1.1.3 Committee on Professional Career Growth.

Organization. The Committee on Professional Career Growth (CPCG) shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The Committee on Professional Career Growth shall provide resources and tools for career planning and advancement.

9.4.2 Advancing the Organization.

9.4.2.1 Member Communities Committee, a Standing Society Committee.

Organization. The Member Communities Committee (MCC) shall consist of no more than twelve (12) Society members, including one (1) Chair who has no current affiliation with a constituent committee of the Member Communities Committee, one (1) current Society Director who shall not serve as chair, one (1) member representing technical activities, one (1) current member from the Leader Training Committee (LTC), one (1) current member from the Committee on Younger Members (CYM), one (1) current member from the Committee on Student Members (CSM), one (1) current member from the Committee on Student Conferences and Competitions (CSCC), one (1) current or past Geographic Region Governor, and one (1) member representing international interests.

Responsibilities. The Member Communities Committee shall be responsible for member support, engagement, and communication. The Member Communities Committee shall provide support and oversight to the Society's Geographic Units.

Constituent Committees. The Member Communities Committee shall include the following standing constituent committees:

9.4.2.1.1 Committee on Pre-College Outreach.

Organization. The Committee on Pre-College Outreach (CPO) shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment. Preference shall be given to current and past Geographic and Technical Region Governors.

Responsibilities. The Committee on Pre-College Outreach shall develop, implement, and support quality programs and resources, based on research, to increase awareness, understanding and interest in civil engineering among students in grades pre-K through 12 with the goal of developing a large diverse population of future engineers and a more knowledgeable public.

9.4.2.1.1.1 National Engineers Week/DiscoverE Committee.

Organization. The National Engineers Week/DiscoverE Committee shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The National Engineers Week/DiscoverE Committee shall identify, implement, and promote engagement among ASCE members around the Engineers Week theme and DiscoverE programs.

9.4.2.1.2 Committee on Student Conferences and Competitions

Organization. The Committee on Student Conferences and Competitions shall consist of no more than nine (9) members. At least one (1) member shall be a Younger Member at the time of appointment. Consideration should be given to a balanced mix of educators and practitioners who have experience with the Committee on Student Members, Committee on Education, Institutes, Younger Members, or Student Competitions. A member of the Department Heads Coordinating Council shall serve as non-voting liaison.

Responsibilities. The Committee on Student Conferences and Competitions shall support a sustainable portfolio of multi-discipline student competitions and professional development opportunities and oversee the student member experience at ASCE student conferences to provide exceptional value and strong impetus for students to continue their journey with ASCE.

9.4.2.1.3 Committee on Student Members.

Organization. The Committee on Student Members (CSM) shall consist of no more than twelve (12) Society members, including at least one (1)

member representing international interests. Consideration shall be given to current or past Geographic or Technical Region Governors. A member of the Department Heads Coordinating Council shall serve as non-voting liaison.

Responsibilities. The Committee on Student Members shall provide for the development and engagement of students through activities and programs that enhance the formal education process and the transition of Student Members into the profession as ASCE members.

9.4.2.1.4 Committee on Younger Members.

Organization. The Committee on Younger Members (CYM) shall consist of no more than ten (10) Society members who are Younger Members at the time of their appointment, including one (1) representative from each of the three (3) Younger Member Councils. The two (2) current At-Large Directors shall serve as ex officio non-voting members and shall not be included in the total membership of the Committee.

Responsibilities. The Committee on Younger Members shall focus on matters of the professional development of civil engineers 35 years of age and younger, and facilitate their engagement with, and participation in, the society.

9.4.2.1.5 Leader Training Committee.

Organization. The Leader Training Committee (LTC) shall consist of no more than ten (10) Society members, including two (2) current or past Geographic or Technical Region Governors. A minimum of five (5) different Geographic Regions shall be represented.

Responsibilities. The Leader Training Committee shall be responsible for the coordination and delivery of leader training and development for the Society.

9.4.3 Advancing the Profession.

9.4.3.1 Committee on Technical Advancement, a Standing Society Committee.

Organization. The Committee on Technical Advancement (CTA) shall consist of no more than twelve (12) Society members, including one (1) current Society Director who shall not serve as chair, one (1) current or past members of an Institute Board, and at least one (1) member who shall be a Younger Member at the time of appointment.

Responsibilities. The Committee on Technical Advancement shall collaborate with the Technical Region, the Institutes and the Academies on the technical activities of the Society.

Constituent Committees. The Committee on Technical Advancement shall include the following standing constituent committees:

9.4.3.1.1 Aerospace Division Executive Committee.

Organization. The Aerospace Division Executive Committee (ASDEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee within the Division. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.

Responsibilities. The Aerospace Division Executive Committee shall oversee the activities of the Aerospace Division.

9.4.3.1.2 Codes and Standards Committee.

Organization. The Codes and Standards Committee (CSC) shall consist of no more than twelve (12) Society members, including representation from each of the Society's Standards Councils, one (1) current or past Geographic or Technical Region Governor. At least one (1) member shall be a Younger Member at the time of appointment with current or past standards development experience. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.

Responsibilities. The Codes and Standards Committee shall oversee the Society's Codes and Standards development activities, maintain the American National Standards Institute accreditation, and enforce the ASCE Rules for Standards Committees.

9.4.3.1.3 Cold Regions Engineering Division Executive Committee.

Organization. The Cold Regions Engineering Division Executive Committee (CREDEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee within the Division. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.

Responsibilities. The Cold Regions Engineering Division Executive Committee shall oversee the activities of the Cold Region Engineering Division.

9.4.3.1.4 Committee on Sustainability.

Organization. The Committee on Sustainability (COS) shall consist of no more than twelve (12) Society members. At least one (1) member shall

be a Younger Member at the time of appointment. Preference will be given to members with leadership experience such as current or past members of the Committee on Professional Advancement (CPA), Committee on Technical Advancement (CTA), Committee on Younger Members (CYM), and Institutes.

Responsibilities. The Committee on Sustainability shall direct, oversee, and coordinate the Society's implementation of ASCE's Sustainability Roadmap. The Committee on Sustainability shall also provide oversight of ASCE's involvement in the Institute for Sustainable Infrastructure (ISI).

9.4.3.1.5 Energy Division Executive Committee.

Organization. The Energy Division Executive Committee (EDEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee within the Division. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.

Responsibilities. The Energy Division Executive Committee shall oversee the activities of the Energy Division.

9.4.3.1.6 Infrastructure Resilience Division Executive Committee.

Organization. The Infrastructure Resilience Division Executive Committee (IRDEC) shall consist of no more than seven (7) Society members who have current or past service as a member of a technical committee within the Division. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.

Responsibilities. The Infrastructure Resilience Division Executive Committee shall oversee the activities of Infrastructure Resilience Division.

9.4.3.1.7 The Committee on Adaption to a Changing Climate Executive Committee.

Organization. The Committee on Adaption to a Changing Climate Executive Committee (CACCEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.

Responsibilities. The Committee on Adaption to a Changing Climate Executive Committee shall oversee the activities assigned to them by the

Committee on Technical Advancement involving adaption to changing climate.

9.4.3.1.8 The Computing Division Executive Committee.

Organization. The Computing Division Executive Committee (CDEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee within the Division. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.

Responsibilities. The Computing Division Executive Committee shall oversee the activities of the Computing Division.

9.4.3.1.9 The Forensic Engineering Division Executive Committee.

Organization. The Forensic Engineering Division Executive Committee (FEDEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee within the Division. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.

Responsibilities. The Forensic Engineering Division Executive Committee shall oversee the activities of the Forensic Engineering Division.

9.4.4 Education.

9.4.4.1 Committee on Education, a Standing Society Committee.

Organization. The Committee on Education (COE) shall consist of no more than nine (9) members, including one (1) current Society Director who shall not serve as chair, one (1) current Society delegate to ABET, the current chair of the Department Heads Coordinating Council (DHCC), and five (5) additional Society members. There shall also be one (1) current representative of the Civil Engineering Division of the American Society for Engineering Education (ASEE), who may or may not be a Society member. At least one (1) member shall be a Younger Member at the time of appointment. COE shall strive to promote diversity and inclusion in its membership consistent with ASCE Policies.

Responsibilities. The Committee on Education shall focus on matters that affect the undergraduate and graduate education of civil engineers.

Constituent Committees. The Committee on Education shall include the following standing constituent committees:

9.4.4.1.1 Committee on Accreditation.

Organization. The Committee on Accreditation (COA) shall consist of no more than ten (10) Members, including the chair. Consideration shall be given to a current ASCE delegate to the ABET Board of Delegates who also serves on the Engineering Area Delegation (EAD), a current ASCE delegate to the ABET Board of Delegates who also serves on the Engineering Technology Area Delegation (ETAD), a current ASCE commissioner on the ABET Engineering Accreditation Commission (EAC), a current ASCE commissioner on the Engineering Technology Accreditation Commission (ETAC), a current member of the Committee on Education (COE), a current or past Region Governor, a current Department Heads Coordinating Council (DHCC) member, and the chair of the Committee on Accreditation Operations (COAO). The Committee will strive to achieve a membership consistent with ASCE Policies on Promoting Diversity and Inclusion.

Responsibilities. The Committee on Accreditation shall administer all activities involving ASCE's participation in ABET accreditation, specifically including strategic accreditation priorities, policies, and programs.

9.4.4.1.2 Committee on Faculty Development.

Organization. The Committee on Faculty Development (CFD) shall consist of no more than seven (7) Society members, including one (1) current member of the Department Heads Coordinating Council (DHCC) and one (1) current member of the Committee on Education (COE). Consideration shall be given to Geographic or Technical Region Governors, practitioners, and faculty members representing a variety of programs, institutions, and backgrounds. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The Committee on Faculty Development shall create and implement programs to foster the development and advancement of faculty as effective educators.

9.4.4.1.3 Department Heads Coordinating Council.

Organization. The Department Heads Coordinating Council (DHCC) shall consist of no more than twelve (12) Department Heads or Chairs who are members of the Society. Preference shall be given to a member nominated by the Architectural Engineering Institute (AEI); a member to represent institutions with ABET accredited Construction Engineering programs; and members from ABET accredited Civil Engineering programs that represent diversity of program types, Geographic Regions, and other attributes as described in the DHCC charge. The DHCC will also strive to achieve a membership consistent with ASCE Policies on Promoting Diversity and Inclusion.

Responsibilities. The Department Heads Coordinating Council shall assist and advise the Committee on Education on the initiation, development, and execution of policies, programs, and procedures designed to enhance civil engineering education and research; foster communication on educational and research matters among all civil engineering department heads, faculty, students, and practitioners; and represent the Society to peer engineering societies' department heads groups both nationally and internationally.

9.4.5 Public Policy and Practice.

9.4.5.14.5 Public Policy and Practice Committee, a Standing Society Committee.

Organization. The Public Policy and Practice Committee (PPPC) shall consist of no more than twelve (12) Society members, including one (1) current Society Director who shall not serve as chair. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The Public Policy and Practice Committee shall coordinate public policy and government relations activities affecting the civil engineering profession and work with allied organizations on matters of mutual interest.

Constituent Committees. The Public Policy and Practice Committee shall include the following standing constituent committees:

9.4.5.1.14.5.1 Committee on America's Infrastructure.

Organization. The Committee on America's Infrastructure (CAI) shall consist of no more than sixteen (16) Society members, including two (2) current or past Geographic or Technical Region Governors. The year prior to and the year in which an ASCE Report on America's Infrastructure is to be released, the Committee may consist of no more than thirty-two (32) Society members, including four (4) current or past Geographic or Technical Region Governors. At least one (1) member shall be a Younger Member at the time of appointment, regardless of the Committee size.

Responsibilities. The Committee on America's Infrastructure shall coordinate all activities related to the Report Card on America's Infrastructure.

9.4.5.1.2 Committee on Anticorruption and Ethical Practice.

Organization. To ensure a breadth of experience on the Committee on Anticorruption and Ethical Practice, the group should consist of not less than twelve (12) Society members with experience advising on or adjudicating ethical matters, such as ethics instructors, licensing board members, or past Committee on Professional Conduct members.

Responsibilities. The Committee on Anticorruption and Ethical Practice shall develop and promote resources to educate members on the ethical practice of engineering and equip members with knowledge and tools to combat corruption in the global engineering-construction community.

9.4.5.1.34-5.2 Committee on Licensure.

Organization. The Committee on Licensure (COL) shall consist of no more than nine (9) Society members. Preference for membership on this Committee will be given in the following order: 1) current or past state licensing board members, 2) those who have experience with National Council of Examiners for Engineering and Surveying (NCEES), and 3) others with interest in licensing issues.

Responsibilities. The Committee on Licensure shall promote the licensure of civil engineers, collaborate with others involved in professional licensure, and monitor, support, and encourage licensure activities.

9.4.5.1.44-5.3 Energy, Environment and Water Policy Committee.

Organization. The Energy, Environment and Water Policy Committee (EEWPC) shall consist of no more than nine (9) Society members with demonstrated skill and expertise in the areas of energy, environment and water. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The Energy, Environment and Water Policy Committee shall develop and maintain ASCE policies related to the areas of energy, environment and water.

9.4.5.1.54-5.4 Engineering Practice Policy Committee.

Organization. The Engineering Practice Policy Committee (EPPC) shall consist of no more than nine (9) Society members with demonstrated skill and expertise in the area of engineering practice. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The Engineering Practice Policy Committee shall develop and maintain ASCE policies related to the area of engineering practice.

9.4.5.1.64-5.5 Infrastructure and Research Policy Committee.

Organization. The Infrastructure and Research Policy Committee (IRPC) shall consist of no more than nine (9) Society members with demonstrated skill and expertise in the areas of infrastructure and research. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The Infrastructure and Research Policy Committee shall develop and maintain ASCE policies related to the areas of infrastructure and research.

9.4.5.1.74-5.6 State Government Relations and Grassroots Committee

Organization. The State Government Relations and Grassroots Committee (SGRGC) shall consist of no more than nine (9) Society members, including one (1) from each domestic Geographic Region. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The State Government Relations and Grassroots Committee shall assist ASCE's local units and individual members with programs to effectively participate in legislative activities that are of significance to the civil engineering profession.

9.4.5.1.84-5.7 Transportation Policy Committee.

Organization. The Transportation Policy Committee (TPC) shall consist of no more than nine (9) Society members with demonstrated skill and expertise in the area of transportation. At least one (1) member shall be a Younger Member at the time of appointment.

Responsibilities. The Transportation Policy Committee shall develop and maintain ASCE policies related to the area of transportation.

~~**9.4.2 Committee on Professional Advancement.**~~

~~**Organization.** The Committee on Professional Advancement (CPA) shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment.~~

~~**Responsibilities.** The Committee on Professional Advancement shall develop and provide resources to advance the civil engineering professional.~~

~~**Constituent Committees.** The Committee on Professional Advancement shall include the following standing constituent committees:~~

~~**9.4.2.1 Committee on Developing Leaders.**~~

~~**Organization.** The Committee on Developing Leaders (CDL) shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment.~~

~~**Responsibilities.** The Committee on Developing Leaders shall provide, promote, and assure engagement in leadership opportunities for civil engineers.~~

~~**9.4.2.2 Committee on Preparing the Future Civil Engineer.**~~

~~**Organization.** The Committee on Preparing the Future Civil Engineer (PFCE) shall consist of no more than ten (10) Society members. At least one (1) member shall be a Younger Member at the time of appointment.~~

~~**Responsibilities.** The Committee on Preparing the Future Civil Engineer shall advance the Society's educational qualifications and professional standards for the practice of civil engineering.~~

~~9.4.2.3 Committee on Professional Career Growth.~~

~~**Organization.** The Committee on Professional Career Growth (CPCG) shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment.~~

~~**Responsibilities.** The Committee on Professional Career Growth shall provide resources and tools for career planning and advancement.~~

~~9.4.2.4 Committee on Sustainability.~~

~~**Organization.** The Committee on Sustainability (COS) shall consist of no more than twelve (12) Society members. At least one (1) member shall be a Younger Member at the time of appointment. Preference will be given to members with leadership experience such as current or past members of the Committee on Professional Advancement (CPA), Committee on Technical Advancement (CTA), Committee on Younger Members (CYM), and Institutes.~~

~~**Responsibilities.** The Committee on Sustainability shall direct, oversee, and coordinate the Society's implementation of ASCE's Sustainability Roadmap. The Committee on Sustainability shall also provide oversight of ASCE's involvement in the Institute for Sustainable Infrastructure (ISI).~~

~~9.4.3 Committee on Technical Advancement.~~

~~**Organization.** The Committee on Technical Advancement (CTA) shall consist of no more than twelve (12) Society members, including one (1) current Society Director who shall not serve as chair, one (1) current or past members of an Institute Board, and at least one (1) member who shall be a Younger Member at the time of appointment.~~

~~**Responsibilities.** The Committee on Technical Advancement shall collaborate with the Technical Region, the Institutes and the Academies on the technical activities of the Society.~~

~~**Constituent Committees.** The Committee on Technical Advancement shall include the following standing constituent committees:~~

~~9.4.3.1 Aerospace Division Executive Committee.~~

~~**Organization.** The Aerospace Division Executive Committee (ASDEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee within the Division. At least one (1)~~

~~member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.~~

~~**Responsibilities.** The Aerospace Division Executive Committee shall oversee the activities of the Aerospace Division.~~

~~9.4.3.2 Codes and Standards Committee.~~

~~**Organization.** The Codes and Standards Committee (CSC) shall consist of no more than twelve (12) Society members, including representation from each of the Society's Standards Councils, one (1) current or past Geographic or Technical Region Governor. At least one (1) member shall be a Younger Member at the time of appointment with current or past standards development experience. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.~~

~~**Responsibilities.** The Codes and Standards Committee shall oversee the Society's Codes and Standards development activities, maintain the American National Standards Institute accreditation, and enforce the ASCE Rules for Standards Committees.~~

~~9.4.3.3 Cold Regions Engineering Division Executive Committee.~~

~~**Organization.** The Cold Regions Engineering Division Executive Committee (CREDEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee within the Division. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.~~

~~**Responsibilities.** The Cold Regions Engineering Division Executive Committee shall oversee the activities of the Cold Region Engineering Division.~~

~~9.4.3.4 Energy Division Executive Committee.~~

~~**Organization.** The Energy Division Executive Committee (EDEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee within the Division. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.~~

~~**Responsibilities.** The Energy Division Executive Committee shall oversee the activities of the Energy Division.~~

~~9.4.3.5 Infrastructure Resilience Division Executive Committee.~~

~~**Organization.** The Infrastructure Resilience Division Executive Committee (IRDEC) shall consist of no more than seven (7) Society members who have~~

~~current or past service as a member of a technical committee within the Division. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.~~

~~**Responsibilities.** The Infrastructure Resilience Division Executive Committee shall oversee the activities of Infrastructure Resilience Division.~~

~~**9.4.3.6 The Committee on Adaption to a Changing Climate Executive Committee.**~~

~~**Organization.** The Committee on Adaption to a Changing Climate Executive Committee (CACCEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.~~

~~**Responsibilities.** The Committee on Adaption to a Changing Climate Executive Committee shall oversee the activities assigned to them by the Committee on Technical Advancement involving adaption to changing climate.~~

~~**9.4.3.7 The Computing Division Executive Committee.**~~

~~**Organization.** The Computing Division Executive Committee (CDEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee within the Division. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.~~

~~**Responsibilities.** The Computing Division Executive Committee shall oversee the activities of the Computing Division.~~

~~**9.4.3.8 The Forensic Engineering Division Executive Committee.**~~

~~**Organization.** The Forensic Engineering Division Executive Committee (FEDEC) shall consist of no more than six (6) Society members who have current or past service as a member of a technical committee within the Division. At least one (1) member shall be a Younger Member at the time of appointment but shall not be eligible to serve as Chair. Exceptions to the committee membership shall be approved by the Committee on Technical Advancement.~~

~~**Responsibilities.** The Forensic Engineering Division Executive Committee shall oversee the activities of the Forensic Engineering Division.~~

~~**9.4.4 Member Communities Committee.**~~

~~**Organization.** The Member Communities Committee (MCC) shall consist of no more than twelve (12) Society members, including one (1) Chair who has no~~

~~current affiliation with a constituent committee of the Member Communities Committee, one (1) current Society Director who shall not serve as chair, one (1) member representing technical activities, one (1) current member from the Leader Training Committee (LTC), one (1) current member from the Committee on Younger Members (CYM), one (1) current member from the Committee on Student Members (CSM), one (1) current member from the Committee on Student Conferences and Competitions (CSCC), one (1) current or past Geographic Region Governor, and one (1) member representing international interests.~~

~~**Responsibilities.** The Member Communities Committee shall be responsible for member support, engagement, and communication. The Member Communities Committee shall provide support and oversight to the Society's Geographic Units.~~

~~**Constituent Committees.** The Member Communities Committee shall include the following standing constituent committees:~~

~~**9.3.2.1 Committee on Pre-College Outreach.**~~

~~**Organization.** The Committee on Pre-College Outreach (CPO) shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment. Preference shall be given to current and past Geographic and Technical Region Governors.~~

~~**Responsibilities.** The Committee on Pre-College Outreach shall develop, implement, and support quality programs and resources, based on research, to increase awareness, understanding and interest in civil engineering among students in grades pre-K through 12 with the goal of developing a large diverse population of future engineers and a more knowledgeable public.~~

~~**9.3.2.1.1 National Engineers Week/DiscoverE Committee.**~~

~~**Organization.** The National Engineers Week/DiscoverE Committee shall consist of no more than eight (8) Society members. At least one (1) member shall be a Younger Member at the time of appointment.~~

~~**Responsibilities.** The National Engineers Week/DiscoverE Committee shall identify, implement, and promote engagement among ASCE members around the Engineers Week theme and DiscoverE programs.~~

~~**9.4.4.1 Committee on Student Conferences and Competitions**~~

~~**Organization.** The Committee on Student Conferences and Competitions shall consist of no more than nine (9) members. At least one (1) member shall be a Younger Member at the time of appointment. Consideration should be given to a balanced mix of educators and practitioners who have experience with the Committee on Student Members, Committee on Education, Institutes, Younger Members, or Student Competitions.~~

~~**Responsibilities.** The Committee on Student Conferences and Competitions shall support a sustainable portfolio of multi-discipline student competitions and professional development opportunities and oversee the student member experience at ASCE student conferences to provide exceptional value and strong impetus for students to continue their journey with ASCE.~~

~~**9.4.4.2 Committee on Student Members.**~~

~~**Organization.** The Committee on Student Members (CSM) shall consist of no more than twelve (12) Society members, including at least one (1) member representing international interests. Consideration shall be given to current or past Geographic or Technical Region Governors.~~

~~**Responsibilities.** The Committee on Student Members shall provide for the development and engagement of students through activities and programs that enhance the formal education process and the transition of Student Members into the profession as ASCE members.~~

~~**9.4.4.3 Committee on Younger Members.**~~

~~**Organization.** The Committee on Younger Members (CYM) shall consist of no more than ten (10) Society members who are Younger Members at the time of their appointment, including one (1) representative from each of the three (3) Younger Member Councils. The two (2) current At-Large Directors shall serve as ex officio non-voting members and shall not be included in the total membership of the Committee.~~

~~**Responsibilities.** The Committee on Younger Members shall focus on matters of the professional development of civil engineers 35 years of age and younger, and facilitate their engagement with, and participation in, the society.~~

~~**9.4.4.4 Leader Training Committee.**~~

~~**Organization.** The Leader Training Committee (LTC) shall consist of no more than ten (10) Society members, including two (2) current or past Geographic or Technical Region Governors. A minimum of five (5) different Geographic Regions shall be represented.~~

~~**Responsibilities.** The Leader Training Committee shall be responsible for the coordination and delivery of leader training and development for the Society.~~

**REQUEST FOR REVIEW BY
GOVERNING DOCUMENTS COMMITTEE (GDC) and
SUBMISSION TO BOARD OF DIRECTION FOR ACTION**

Topic:	Structural Engineering Institute, SEI, Bylaws
Background:	Amendment to SEI bylaws to add a new voting governor to the SEI board as an appointed institute Young Professional Governor and some minor editorial revisions.
Intent of Amendment(s):	To increase SEI board of governors from 13 to 14 voting members; by creating a new Appointed Institute Young Professional Governor who is a Young Member at the time of the appointment, as defined by the Society's governing documents. Additionally, there is some minor editorial changes and change to have board meeting notice revised to 30 days.
Organizational Entity Input:	SEI board values the input and importance of hearing from our young members and in support of having a diverse board composition; appointed a small working group to propose bylaw changes to achieve these goals. The working group presented their final proposed bylaw revisions at Special Meeting of SEI Board on March 1, 2021 and was unanimously approved. See attached proposed revisions for your review and support.
Budget Impact:	Will increase Board travel budget for additional person when in person meetings are scheduled. Estimate per year \$650.00.
Board Action Requested:	The Board of Direction is asked by Board of Governors of Structural Engineering Institute to approve amendments to its Bylaws as attached.
Prepared by:	Laura Champion, Managing Director of SEI
Submitted by:	Laura Champion, Managing Director of SEI

**STRUCTURAL ENGINEERING INSTITUTE
OF THE
AMERICAN SOCIETY OF CIVIL ENGINEERS

BYLAWS**

ARTICLE 1. GENERAL

1.0 *Name.* The name of this Institute shall be the Structural Engineering Institute (SEI) (hereinafter referred to as the “Institute”) of the American Society of Civil Engineers (hereinafter referred to as the “Society”).

1.1 *Objectives.* The objectives of this Institute shall be to serve and promote the worldwide structural engineering profession and related industries; embrace and support the Society, individual members, and structural industry organizations; advance the art and practice of structural engineering; provide a forum for research, education, design, testing, manufacturing, construction, and operations in the structural engineering profession; develop and implement programs and activities to enhance technology transfer, business practices and professional activities; advance the structural engineering profession; define and promote a vision for structural engineering; and provide a means for coordination and communication with global programs.

ARTICLE 2. MEMBERSHIP

2.0 *Membership Qualifications.* Membership in the Institute shall be open to any Society member in good standing as well as to other persons and organizations interested in advancing the objectives of the Institute.

2.1 *Membership Categories.* The Membership Categories shall be differentiated as Individual Member and Sustaining Organizational Member.

2.1.1 *Individual Member.* Individual Member applies to a single person joining the Institute and shall be open to individuals involved in policies, programs and projects related to the interests of the Institute. There are four (4) Individual Member classifications within the Institute.

2.1.1.1 *Student Member.* An individual who meets the qualifications of Society Student Member.

2.1.1.2 *Member.* Any Society member in good standing, other than Student Member, interested in advancing the objectives of the Institute.

2.1.1.3 *Institute-only Member.* Any person who is not a member of the Society and who is interested in advancing the objectives of the Institute.

2.1.1.4 SEI Fellow. The Institute may award SEI Fellow membership to a ~~Member or an Individual and Institute-only~~ Member based on accomplishments, achievements or scholarship, as recognized by the Board of Governors.

2.1.2 Sustaining Organizational Member. Sustaining Organizational Member shall be open to organizations that elect to support the objectives of the Institute. A Sustaining Organizational Member shall select a contribution level as set forth in the Institute Membership Policies and Procedures. Sustaining Organizational Member does not imply that all members of the organization are members of the Institute.

2.1.3 Member Participation. With the exception of Student Members, Individual Members in good standing may be appointed to and participate on Institute committees; may vote on all Institute procedural issues or elections put forth for the general membership; and may serve as committee chairs and vice chairs.

2.1.4 Non-Member Participation. Non-members of the Institute may participate on Institute Committees and Task Committees but may not serve as an Institute Governor, a Committee or Task Committee Chair or Vice Chair. Non-members of the Institute may not vote on Institute procedural issues or in elections. Non-members of the Institute are eligible to participate as voting members of the Institute's Standards Committees.

ARTICLE 3. SEPARATIONS FROM MEMBERSHIP, DISCIPLINARY PROCEEDINGS

3.0 Code of Ethics. All members of the Institute shall be familiar with the Society's Code of Ethics and bound by its provisions.

3.1 Separations from Institute Membership. Institute membership shall be terminated by (a) death of the member, (b) nonpayment of dues, (c) resignation, or (d) expulsion.

3.1.1 Nonpayment of Dues. Institute membership shall terminate in the event the Institute member's dues become twelve (12) months in arrears.

3.1.2 Resignations. Any member of the Institute may tender resignation of Institute membership. Separation from Institute membership shall be effective upon receipt of notification or upon acceptance by the Board of Governors (hereinafter the "Board") for resignations received while under investigation for Code of Ethics violations.

3.1.3 Expulsion. Any member of the Institute may be expelled for conduct in violation of the Institute Bylaws or the Society's Certificate of Incorporation, Constitution, Bylaws, Rules of Policy and Procedure or Code of Ethics, as applicable, or for conduct which, in the opinion of the Board, is improper and

prejudicial to the best interest of the Society or the Institute. Except for cases under the purview of the Society's Committee on Professional Conduct, a decision to expel shall be preceded by a fair hearing at a meeting of the Board. Such meeting shall be held in Executive Session, unless the member under consideration for expulsion requests that the hearing be held in general session.

3.1.3.1 Separation Procedures. Separation from membership in the Institute and disciplinary proceedings shall generally follow the procedures outlined in the Society's Bylaws. For cases not under the purview of the Society's Committee on Professional Conduct, the Board acts on behalf of the Institute. Decisions of the Board shall not be open to appeal except in cases involving a recommendation to expel a Society member, in which cases appeal may be made to the Society's Board of Direction, whose decision is final.

Cases involving Society members accused of violating the Society's Code of Ethics shall be referred to the Society Committee on Professional Conduct for determination on behalf of the Institute as provided in the Society's Bylaws.

ARTICLE 4. FEES AND DUES

4.0 Dues Year. The Institute's dues year is from January 1 through December 31.

4.1 Right to Levy Fees and Dues. The Board shall establish member dues.

4.2 Obligation to Pay. Every Institute member shall be obligated to pay the fees and dues established by the Board in advance of January 1. An individual or organization joining the Institute after the last day of June in any calendar year shall pay one-half (1/2) of the Annual Dues for that calendar year. An individual who is advanced from any grade to a higher grade in the Institute shall pay the Annual Dues of the higher grade, effective the next Institute membership year.

4.2.1 Good Standing. An Institute member whose obligation to pay is current shall be an Institute member in good standing.

4.3 Statements. Not later than December 1 each year, the Institute shall distribute to each non-Society member, at the latest address known to the Institute, a statement of current indebtedness, if any, of the Institute member and the amount of dues for the ensuing calendar year.

4.4 Abatement of Dues. The Board, for cause deemed by it to be sufficient, may excuse any Institute member from the payment of Annual Institute Dues, temporarily or permanently; may excuse the whole or any part of the dues which may be in arrears; and may remove any name from the list of those permanently excused from the payment of dues.

4.5 Refunds. There shall be no refund of dues remitted.

4.6 Delinquency. Any Institute member who is not in good standing may forfeit rights and privileges of membership as determined by the Board.

ARTICLE 5. MANAGEMENT

5.0 Board of Governors. The affairs, activities, and concerns of the Institute shall be under the direction of a Board ~~of Governors~~. The Board shall manage the affairs for the Institute. The Board has fiduciary, legal and strategic responsibilities, focuses on continuous strategic planning, determines desired outcomes, develops, and approves policy imperatives to guide operations, and ensures that the Institute uses these policies to work toward meeting its objectives.

5.1 Composition. The Board shall have ~~fourteen (14), thirteen (13)~~ voting members elected or appointed as follows: two (2) Governors shall be elected by the Institute membership from each of the five (5) Institute Divisions, ~~one (1) of whom shall serve as President-elect~~; one (1) Governor shall be appointed by the Society's Board of Direction; the President; one (1) Governor shall be appointed by the Board to be Young Professional Governor; and the most immediate and available Institute Past President willing to serve.

5.2 Institute Managing Director. The Institute Managing Director, who shall serve as Secretary, shall be a non-voting attendee of the Board. The Institute Managing Director will be employed by the Society, and is subject to Society employment rules. The Institute Managing Director will be reviewed annually by the Society's Executive Director, or his or her designee, after input from the ~~Past~~ President of the Board. The Institute Managing Director is appointed, and can be removed, with or without cause, by the Executive Director of the Society after consultation with the Board of the Institute.

The Institute Managing Director shall retain independent contractors and other suppliers and agents, subject to direction by the Board. The Institute Managing Director shall comply with policies and procedures of the Society, which shall be applicable to and binding on the Institute.

5.3 Financial Management.

5.3.1 Fiscal Year. The fiscal year of the Institute shall be from October 1 through September 30.

5.3.2 Annual Budget. The Institute annual budget shall be approved by the Board and be in accordance with guidelines established by the Society's Board of Direction. The Society's Board of Direction shall review and approve the budget prior to the start of each fiscal year.

5.3.2.1 Unbudgeted Expenses. The Board shall be notified of any changes to the budget, any expenditure in excess of budgeted amounts, or expenditures for unbudgeted items.

5.4 Assets. All assets held by or for the Institute are vested in the Society and shall be handled according to the Society's fiscal policies.

5.5 Fiscal Responsibility. The Board, with due responsibility to the Society's Board of Direction, shall oversee the funds and assets of the Institute and shall direct the Institute Managing Director in their management. Neither the Institute nor any individual Governor, Officer, member, or representative thereof shall have any authority to contract debts for, pledge the credit of, or in any way financially bind the Society.

5.6 Revenues. The Institute may raise revenue by means other than fees and dues, provided such means are consistent with the Society policy and maintain the Society's tax-exempt status. Any proposed solicitations, and the proposed acceptance of any grant or donation which contains any restriction, shall first be submitted to and approved by the Society Executive Director, as permissible. The Society Executive Director shall investigate and notify the Institute of his or her determination, including any restrictions or modifications on which approval is conditioned.

5.7 Institute Reserves. The Society shall create a general reserve fund when Institute revenues exceed Institute expenditures. The Institute shall control this reserve fund and shall use funds from this reserve for programs and activities of the Institute.

5.8 Records. The books and accounts of the Institute shall be kept by the Institute Managing Director.

5.9 Reporting. Within ninety (90) days from the close of each fiscal year, the Institute Managing Director shall provide to the Board a full and correct statement of the affairs of the Institute, including but not limited to, a balance sheet and fiscal statement of operations for the preceding year.

5.10 Audit. The Institute Managing Director shall procure annually an external audit of the books and records of the Institute. Such audit may be performed in conjunction with the Society annual audit. The books and records shall be made available to the Society Treasurer or his or her representative upon reasonable notice.

ARTICLE 6. OFFICERS

6.0 Officers. The Officers of the Institute shall be the President, President-Elect, Treasurer, and Past President continuing to be a member of the Board. The Institute Managing Director shall serve as Secretary. The Officers of the Institute shall perform all duties required by law and the Institute's governing documents, and those duties incident to the office or as may be assigned.

6.0.1 President.

6.0.1.1 Qualifications. The President shall be a voting Institute member in good standing and shall have served as President-Elect the preceding year. The President shall be an engineer legally licensed by at least one (1) state or territory of the United States or in a foreign country with licensing procedures similar to those in the United States, and be a structural engineer.

6.0.1.2 Term. The President shall serve a one (1) year term to commence on October 1.

6.0.1.3 Vacancy. A vacancy in the office of President shall be filled for the unexpired portion of the term by a qualified member of the Board, as determined by the Board at the time of the vacancy.

6.0.1.4 Compensation. The President does not receive compensation for services but may be reimbursed for reasonable expenses, if any, under procedures established by the Board and the Society.

6.0.1.5 Duties. The President shall preside at all meetings of the Board and of the members of the Institute. The President may call special meetings of the Board or of the members as may be deemed proper. The President shall be empowered to nominate, subject to approval of the Board, chairpersons and members for those committees and task committees deemed necessary for the effective functioning of the Institute. The President, or the appointed designee, shall attend regular and special meetings of the Society's Board of Direction and report at such meetings, if requested to do so. The President shall make available to the membership an Annual Report for the preceding fiscal year within one hundred twenty (120) days of the conclusion of the subject fiscal year.

6.0.2 President -Elect

6.0.2.1 Qualifications. Candidates for President-Elect shall be current members of the Board who are serving in the third year of their term. This includes an ~~Institute-Appointed~~ Institute Younger Professional Governor who is serving in their third year of two (2) consecutive two (2) -year terms. Candidates shall be engineers legally licensed by at least one (1) state or territory of the United States or in a foreign country with licensing procedures similar to those in the United States, and be a structural engineer.

6.0.2.2 Term. The President-Elect shall serve a one (1) year term to commence on October 1 and continue until a successor is installed.

6.0.2.3 Vacancy. A vacancy in the office of President-Elect shall be filled by a qualified member of the Board, as determined by the Board at the time of the vacancy.

6.0.2.4 Compensation. The President-Elect does not receive compensation for services but may be reimbursed for reasonable expenses, if any, under procedures established by the Board and the Society.

6.0.2.5 Duties. The President-Elect shall act in place of the President when the President is not available. The President-Elect shall also serve as the vice-chair and attend all meetings of the Board and perform such other duties as may be assigned from time to time by the President.

6.0.3 Past President.

6.0.3.1 Qualifications. The Past President shall have had prior service on the Board as President.

6.0.3.2 Term. The Past President shall serve a one (1) year term immediately following the conclusion of a term of President, on October 1 and continue until a successor is installed. A Past President may be recalled to serve as needed.

6.0.3.3 Vacancy. A vacancy in the office of Past President shall be filled by the most recent Past President who is available and willing to serve.

6.0.3.4 Compensation. The Past President does not receive compensation for services but may be reimbursed for reasonable expenses, if any, under procedures established by the Board and the Society.

6.0.3.5 Duties. The Past President shall attend all meetings of the Board and of the members and perform such other duties as may be assigned from time to time by the President. The Past President shall serve as chair of the Nominations and Elections Committee.

6.0.4 Treasurer.

6.0.4.1 Qualifications. Candidates for Treasurer shall be a current member of the Board.

6.0.4.2 Term. The Treasurer shall serve a one (1) year term to commence on October 1 and continue until a successor is installed. The Treasurer may be selected to serve one (1) additional term. After serving two (2) full terms, the Treasurer shall be ineligible for re-selection to the same office.

6.0.4.3 Vacancy. A vacancy in the office of Treasurer shall be filled by appointment of the Board.

6.0.4.4 Compensation. The Treasurer does not receive compensation for services but may be reimbursed for reasonable expenses, if any, under procedures established by the Board and the Society.

6.0.4.5 Duties. The Treasurer shall monitor the general funds of the Institute, shall oversee all transactions of the Institute, and shall provide an annual financial report to the Board. The Treasurer shall attend all meetings of the Board

6.0.5 Secretary.

6.0.5.1 Qualifications. The Institute Managing Director shall serve as Secretary.

6.0.5.2 Term. The term of the Secretary coincides with the term of employment of the Institute Managing Director.

6.0.5.3 Vacancy. A vacancy in the office of Secretary shall be filled by the Society's Executive Director in consultation with the Board.

6.0.5.4 Compensation. The Secretary shall be compensated by the Society for duties performed as the Institute Managing Director.

6.0.4.5 Duties. The Secretary shall attend all meetings of the Board and serve as Secretary at all meetings of the Institute, except for Executive Sessions for which the Secretary may or may not be invited by the Board to attend. The Secretary shall be responsible for all correspondence of the Board and shall give notice of, and keep minutes of all meetings of the Board.

6.1 Institute Governors. There shall be ~~thirteen (13)~~ fourteen (14) Institute Governors. Institute Governors shall perform all duties required by law and the Institute's governing documents, and those duties incident to the office or as may be assigned.

6.1.1 Elected Institute Governors.

6.1.1.1 Qualifications. Elected Institute Governors shall be any voting Institute member in good standing for a period of at least one (1) year at the time of election and shall have current or prior service as a member of their respective Division Executive Committee.

6.1.1.2 Term. The term of office of each Elected Institute Governor shall be four (4) years to commence on October 1 and continue until a successor

is installed. Terms are non-renewable and shall be staggered so that one (1) Governor from each Division shall be elected every two (2) years. Terms shall begin in even-numbered fiscal years for Governors representing the Technical Activities Division, Global Activities Division, and the Local Activities Division. Terms shall begin in odd-numbered years for Governors representing the Business and Professional Activities Division and the Codes and Standards Activities Division. After completing their term an Elected Institute Governor shall not be eligible for re-election but may be eligible to serve as an Appointed Governor.

6.1.1.3 *Vacancy.* When a vacancy occurs in an Elected Institute Governor position, other than by expiration of an Elected Institute Governor's term, the vacancy shall be filled without undue delay for the remainder of the term as a direct appointment by the Executive Committee from the Division whose position has become vacant.

6.1.1.4 *Compensation.* Elected Institute Governors shall not receive any salary or other compensation for their service as an Institute Governor but shall be entitled to reimbursement of reasonable expenses, if any, under procedures established by the Board and the Society.

6.1.1.5 *Duties.* An Elected Institute Governor represents the Institute's best interests as a member of the Board. As a member of the Board, an Elected Institute Governor helps monitor and steer the Institute toward its goals. An Elected Institute Governor may also serve on Board committees, task committees, and/or in other roles as assigned.

6.1.2 *Appointed Institute Young Professional Governor.*

6.1.2.1 *Qualifications.* The Appointed Institute Young Professional Governor shall be a voting Institute member in good standing for a period of at least one (1) year at the time of appointment. The Young Professional Governor shall be a Younger Member, as defined by the Society's governing documents, the day their term begins. The Appointed Institute Young Professional Governor shall be appointed by the Board upon recommendation of the SEI Nominations and Elections Committee.

6.1.2.2 *Term.* The Appointed Institute Young Professional Governor shall serve a term of two (2) years to commence on October 1 and continue until a successor is installed. The Appointed Institute Young Professional Governor may be reappointed to one (1) additional term, provided they continue to meet the Younger Member criteria. An Appointed Institute Young Professional Governor shall not exceed four (4) years of total service. After completing a full term as Appointed Institute Young Professional Governor, an individual is eligible to serve as an Elected Institute Governor.

6.1.2.3 Vacancy. When a vacancy occurs in the Appointed Institute Young Professional Governor position, other than by expiration of an Institute Appointed Institute Young Professional Governor's term, the vacancy shall be filled without undue delay for the remainder of the term by the Board.

6.1.2.4 Compensation. The Appointed Institute Young Professional Governor shall not receive any salary or other compensation for their service as an Institute Governor but shall be entitled to reimbursement of reasonable expenses, if any, under procedures established by the Board and the Society.

6.1.2.5 Duties. The Appointed Institute Young Professional Governor represents the Institute's best interests as a member of the Board and serves as a liaison to SEI's Young Professional Committee. As a member of the Board, the Appointed Institute Young Professional Governor helps monitor and steer the Institute toward its goals. The Appointed Institute Young Professional Governor may also serve on Board committees, task committees, and/or in other roles as assigned.

6.1.3 Society Appointed Institute Governor.

6.1.3.1 Qualifications. The Society Appointed Institute Governor shall be a voting Institute and Society member in good standing for a period of at least one (1) year at the time of appointment. The Society Appointed Institute Governor shall be appointed by the Board of Direction upon recommendation of its President-elect.

6.1.3.2 Term. The Society Appointed Institute Governor shall serve a term of one (1) year to commence on October 1 and continue until a successor is installed. The Society Appointed Institute Governor may be reappointed to successive one (1) year terms but shall not exceed four (4) years of total service. The Society Appointed Institute Governor may become an Elected Governor upon completion of their term of appointment.

6.1.3.3 Vacancy. When a vacancy occurs in the Society Appointed Institute Governor position, other than by expiration of a Society Appointed Institute Governor's term, the vacancy shall be filled without undue delay for the remainder of the term by the Board of Direction, ~~upon recommendation of the President or President-elect.~~

6.1.3.4 Compensation. The Society Appointed Institute Governor shall not receive any salary or other compensation for their service as an Institute Governor but shall be entitled to reimbursement of reasonable expenses, if any, under procedures established by the Board and the Society

6.1.3.5 Duties. The Society Appointed Institute Governor represents the Institute's best interests as a member of the Board and serves as a liaison to the Society's Board of Direction. As a member of the Board, the Society Appointed Institute Governor helps monitor and steer the Institute toward its goals. The Society Appointed Institute Governor may also serve on Board committees, task committees, and/or in other roles as assigned.

6.2 Removal from Office. The incapacitation of any Institute Officer or Institute Governor, neglect in the performance of the duties of the office, or failure to remain an Institute member in good standing, may be grounds for removal from the Board. An Institute Officer or Institute Governor may be removed from office by a two-thirds (2/3) majority vote of the Board and concurrence of the Society's Board of Direction. The vacancy shall be filled in accordance with applicable provisions of the Institute Bylaws.

6.2.1 Absences from Regular Meetings of the Board of Governors. In the event of absence of an elected or appointed Governor at two (2) consecutive Regular Meetings of the Board, the Governor shall be automatically removed from the Board at the conclusion of such second meeting, unless retained by the majority vote of the Board.

ARTICLE 7. NOMINATIONS AND ELECTIONS

7.0 Address of Record. The mailing address designated by the Institute member, except an APO or other temporary address, shall be considered as the Address of Record unless the Institute member instructs otherwise.

7.1 Candidate. A Candidate is a qualified Institute Member who is pursuing or considering the pursuit of an elected office within the Institute.

7.2 Nominee. A Nominee is a Candidate who has received the nomination of the Nominations and Elections Committee.

7.3 Nominations and Elections Committee. The Institute Nominations and Election Committee shall be comprised of four (4) voting Institute members, including the Chair who shall be the most recent and available Past President willing to serve. The Chair shall appoint at least one (1) current member of the Board and at least one (1) past member of the Board. No Candidate for office shall be a member of the Nominations and Elections Committee.

~~The Committee shall be formed each year not later than January 1 and shall meet before March 1.~~

7.3.1 Nomination of Officers. The Nominations and Election Committee shall select up to two (2) Nominees for the offices of President-Elect and Treasurer for consideration by the Board. The Nominees shall be selected from among the current members of the Board.

7.3.2 Selection of Officers. Selection of Officers shall be held at the Spring Board meeting. The Board shall select by a simple majority vote, the successful Nominee for each office for a term to commence on October 1.

7.3.3 Nomination of Appointed Institute Young Professional Governor. The Nominations and Elections Committee shall select one (1) Nominee to serve as Appointed Institute Young Professional Governor for a term to commence on October 1. One (1) nomination from each of the following SEI entities may be submitted to the Nominations and Elections Committee by July 1 for consideration: Business and Professional Activities Division, Codes and Standards Division, Global Activities Division, Local Activities Division, Technical Activities, Young Professionals Committee, Student Initiatives Committee, and Diversity Equity, and Inclusion Committee.

7.3.4 Technical Region Director. The Nominations and Elections Committee may, when called upon to do so, recommend Candidates for Technical Region Director for consideration by the Board. No more than one (1) Nominee may be forwarded to the Technical Region Nominating Committee for consideration as an Official Nominee for the office of Technical Region Director on the Society's Board of Direction.

7.4 Nomination of Elected Institute Governors.

7.4.1 Potential Candidate Pool. Each Division Executive Committee shall select up to three (3) Nominees for Elected Institute Governor to be placed on the election ballot.

7.4.2 Process. Nominees for Elected Institute Governors representing the Business and Professional Activities Division, the Codes and Standards Activities Division, the Global Activities Division, and the Technical Activities Division shall be elected by the eligible voting members of the Institute. Ballots shall include the name of each Nominee by Division.

Nominees for the Governor representing the Local Activities Division shall be elected by the Local Groups. Each Local Group shall have one (1) vote and the Nominee receiving the most number of votes shall be declared the successful Nominee.

7.5 Distribution of Ballot. The current year's election ballot and instructions for voting shall be distributed to all eligible voting members of the Institute in good standing.

7.6 Deadline for Receipt of Ballots. The polls for the election shall close at the end of business on the date specified on the ballot. The ballots shall be counted within fourteen (14) days after the election closes.

7.7 Tellers Committee. The ballots shall be counted and verified under the supervision of no fewer than three (3) Tellers who shall be appointed by the President from among the Institute members in good standing. These Tellers comprise the Tellers Committee. No count or listing of votes cast in any Institute election shall be permitted until after the polls have closed and then only by the Tellers Committee. The person who receives the largest number of valid votes for an office shall be declared elected. In the event of a tie between two (2) or more persons for the same office, selection shall be made by the Board from the persons so tied.

7.8 Announcement of Results. Following adjournment of the Tellers Committee, the Secretary shall announce the members of the Board to the Institute membership.

ARTICLE 8. MEETINGS

8.0 Business Meetings.

8.0.1 Annual Membership Meeting. The Institute shall convene at least one (1) business meeting annually, termed the Annual Membership Meeting.

8.0.1.1 Quorum. A quorum for the Annual Membership Meeting shall be twenty-five (25) voting members.

8.0.2 Board of Governors Regular Meetings.

8.0.2.1 Requirements. No fewer than two (2) Regular Meetings of the Board shall be held each year. The Board shall be given at least thirty (30) ~~forty-five (45)~~ days' notice of the meeting by first class mail, ~~confirmed facsimile~~, or by confirmed electronic mail. Agenda items shall be filed with the Secretary not later than thirty (30) days prior to the meeting. The agenda shall be distributed to the Board at least fourteen (14) days in advance of the meeting.

8.0.2.2 Quorum. A majority of the members of the Board shall constitute a quorum at any meeting of the Board except for consideration of disciplinary action against a member. Seventy-five percent (75%) of the members of the Board shall constitute a quorum for the consideration of disciplinary action against a member.

8.0.3 Special Meetings of the Board of Governors.

8.0.3.1 Requirements. Special Meetings of the Board may be called at any time by the President or Secretary upon the request of three (3) Governors. Notice of a Special Meeting shall be provided to the Board at least ten (10) days in advance of the meeting. Notice of a Special Meeting shall state the purpose of the proposed meeting. No business other than that stipulated in the notice shall be considered at any such Special Meeting.

8.0.3.2 Quorum. A majority of the members of the Board shall constitute a quorum at a Special Meeting of the Board.

8.0.4 Board of Governors Executive Sessions. Meetings of the Board may go into Executive Session upon the call of the meeting chair, or upon the motion of any member of the Board and affirmative vote of the Board. All voting members of the Board attend Executive Session as well as any individuals invited by the Board. Minutes reflecting actions taken in Executive Session shall be kept on file by the Society's Managing Director of Engineering Programs.

8.2 Parliamentary Authority. The rules contained in the current edition of *Robert's Rules of Order, Newly Revised*, shall govern the Institute in all cases to which they are applicable and in which they are not inconsistent with the laws of the State in which the Institute is incorporated or with the Institute's Bylaws.

8.3 Meeting Participation by Alternative Means. Any member of the Board or any Board committee may participate in a meeting of the Board or any Board committee by means of a conference telephone or similar communications system that allows all persons participating in the meeting to hear each other at the same time. Such participation shall be considered presence in person at the meeting.

8.4 Action without a Meeting. Any corporate action required or permitted to be taken by the Board or any Board committee may be taken without a meeting if all members of the Board or Board committee unanimously approve such action in writing. ~~consent in writing to such action.~~

ARTICLE 9. COMMITTEES, ACADEMIES, AFFILIATED AND OTHER ORGANIZATIONAL ENTITIES

9.0 Objectives and Purposes of Organizational Entities. The objectives and purposes of the Institute's committees, academies, technical divisions, affiliated and other Organizational Entities shall be consistent with those of the Institute.

9.1 Organizational Entities. The Board may define, establish and discharge Organizational Entities such as standing councils and committees, student chapters, local chapters, and task committees as necessary or desirable to conduct the affairs of the Institute.

9.2 Committees. The Board has the authority and responsibility to create and disband Divisions, committees, establish duties, conditions, and terms of service, and approve committee appointments, including designation of the chair and other committee officers. Committees may create constituent committees, subcommittees, divisions, task groups or similar entities as required to accomplish their charge.

9.3 Divisions. The Institute shall have five (5) Divisions.

9.3.1 Business and Professional Activities Division. The Business and Professional Activities Division (BPAD) shall be responsible for, but not limited to, professional practice items related to licensing, regulatory, insurance, and business issues and practices. The Division shall develop and recommend policies and participate in programs and activities related to the improvement of professional standards and economic conditions of practice for structural engineers in all types of employment and businesses.

9.3.2 Codes and Standards Activities Division. The Codes and Standards Activities Division (CSAD) shall be responsible for, but not limited to, developing and maintaining standards and/or codes of practice. The Division may undertake other responsibilities in this area. Standards are to be developed by a consensus standards process managed by the Division Executive Committee. The consensus standards process includes compliance with the Society Rules for Standards Committees, oversight by the Society Codes and Standards Activities Committee, and approval by the American National Standards Institute.

9.3.3 Global Activities Division. The Global Activities Division (GAD) shall be responsible for, but not limited to, increasing SEI members' awareness of global issues that impact our profession and facilitating the development of skills that will allow SEI members to thrive in the world market. The Division shall strive to advance the role of SEI and its members globally by supporting and participating in global structural engineering activities.

9.3.4 Local Activities Division. The Local Activities Division (LAD) shall be responsible for, but not limited to, interacting and providing the technical and professional services of the Institute to the Local Groups. The Division shall serve as the communications mechanism for Local Groups to express needs and make recommendations to the Board. The Division shall develop and recommend programs and activities related to improving two-way communication between the Institute and Local Groups.

9.3.5 Technical Activities Division. The Technical Activities Division (TAD) shall be responsible for, but not limited to, advancing the art and science of structural design and construction by increasing the knowledge of physical properties of engineering materials, developing methods of analysis and design, and studying the merits of various types of structures and methods of construction. The Division will disseminate knowledge relating to its activities.

9.3.6 Executive Committee. Each Division shall have an Executive Committee or similar governing body.

9.3.7 Policies and Procedures. Each Division shall establish written Policies and Procedures which shall be subject to approval by the Board.

9.4 *Tangible and Intangible Property.* Committee chairs shall return a committee's tangible property and records, and all records relating to any intangible property and work product of the committee to the Institute when discharged, or when requested by the Board. Such materials and any intangible property including work products of the committee belong to the Institute. All committees (including any subcommittees), and all special delegates and representatives unless otherwise directed by the Board, shall be governed by this provision.

ARTICLE 10. ADMINISTRATIVE PROVISIONS

10.0 *Organization.* The Institute is organized within the Society. All policies and activities of the Institute shall be consistent with and subject to:

10.0.1 The Society's Certificate of Incorporation, Constitution, Bylaws, Rules of Policy and Procedure and Code of Ethics;

10.0.2 Applicable international, federal, state, and local antitrust, trade regulation, and other laws, regulations and legal requirements;

10.0.3 All requirements to maintain the status of the Society as a not-for-profit organization exempt from Federal income tax under Sections 501(a) and 501(c)(3) of the Internal Revenue Code of 1954, as amended (hereinafter referred to as the Code), qualifying at all times as an organization to which tax-deductible contributions may be made pursuant to applicable sections of the Code;

10.0.4 All requirements imposed by relevant jurisdiction for maintenance by the Society of any license, permit, or authority it may hold to conduct activities and do business as a foreign not-for-profit corporation within that jurisdiction; and

10.0.5 Such other policies and procedures as are authorized under these documents.

10.1 *Policy Statements.* The Institute may issue its own statements of policy but must identify them as such. Any amplification, interpretation, or application of Society policies other than by the Society's Board of Direction must be clearly identified as the views of the component so engaged and not of the Society. The Institute shall not take any action that may be deemed to express an attitude or action of the Society.

10.2 *Resolutions.* Resolutions or recommendations may be addressed to the Society's Board of Direction for consideration or approval and promulgation.

10.3 *Relationships with Other Organizations.* The Institute may form relationships with other groups and may serve as the United States of America member Society to various international organizations, as approved by the Institute. These relationships shall not conflict with Society policies.

10.4 Conferences and Conventions. The Institute may conduct conferences and conventions by itself or acting in conjunction with other units of the Society or other affiliated organizations subject to the terms and conditions described in agreements then in place between the Society and the Institute.

10.5 Publications. Publications of the Institute shall be consistent with written agreements that exist between the Society and the Institute. The Institute may develop journals, magazines, manuals of practice, miscellaneous publications and standards by itself or in conjunction with the Society or other organizations. The Society shall have the right of first refusal to act as the publisher or such publications.

All members of the Institute shall be entitled to receive Institute publications at member rates and other Society distributed publications at the rates determined by the Society.

10.6 Indemnification. The Society shall indemnify the Institute's Officers, Institute Managing Director, members, employees, and agents, in their respective capacities as such, by providing each the same rights of indemnification as are given by the Society to Society Officers, members, employees, and agents.

10.7 Dissolution. At any duly constituted meeting, the Board, by a two-thirds (2/3) majority of those present and voting, may recommend dissolution of the Institute by the Society's Board of Direction, provided that a written notice of this proposed action shall have been given at a previous meeting of Board, and provided further that the proposed dissolution shall have been published, together with an announcement soliciting membership comments, in an Institute, Society, or third party publication that normally reaches the entire membership by other means.

ARTICLE 11. AMENDMENTS

11.0 Amendment. The Institute Bylaws may be amended at a duly constituted meeting of the Board by a two-thirds (2/3) majority of those present and voting, provided that a written notice of such proposed amendment shall have been given at the previous meeting of the Board.

No amendment to these Bylaws shall be effective until approved by the Society's Board of Direction.

END OF BYLAWS

**REQUEST FOR REVIEW BY
GOVERNING DOCUMENTS COMMITTEE (GDC) and
SUBMISSION TO BOARD OF DIRECTION FOR ACTION**

Topic:	Election Endorsements and Written Questions
Background:	<ol style="list-style-type: none">1. When the governing documents were revised to eliminate endorsements the Article regarding Board of Direction involvement was inadvertently omitted, leaving no guidance as to what level of participation was permitted. Following the current Board Nominating Committee meeting, members asked for clarification.2. Organizational Entities may submit questions to the Secretary for the President-elect Official Nominees, yet they have not taken advantage of this opportunity. We are now arranging several webinars for the membership to ask questions of the President-elect Official Nominees, and this provides a better platform for all parties. Since the Organizational Entities have not submitted written questions in the past, this Article appears unnecessary.
Intent of Amendment(s):	Clarify the role of Board members in the election and eliminate written questions for President-elect Official Nominees by Organizational Entities.
Organizational Entity Input:	None
Budget Impact:	None
Board Action Requested:	<i>The Board of Direction will be asked to approve by two-thirds vote amendments to Rules of Policy and Procedure, Article 7, to clarify the role of Board members in the election and eliminate the ability for Organizational Entities to submit written questions for the President-elect Official Nominees.</i>
Prepared and Submitted by:	Patty Montgomery, IOM, CAE, Aff.M.ASCE

**AMENDMENTS TO RULES OF POLICY AND PROCEDURE
For Board Consideration April 2021**

ARTICLE 7. ELECTIONS

7.6 *Society Support for Election.* The Society shall publish in an Official Society Publication and make available for publication by Organizational Entities, the election materials received for all Official and Petition Nominees for elected offices.

7.7 *Endorsements by Board of Direction.* Members of the Board should consider themselves as neutral stewards of the election, using their influence to promote impartiality, fairness, excitement, and engagement from the members in the Society election. Board members should encourage members to review the qualifications of all Nominees so they can make an informed decision. A Board member may share their view of the Nominees privately when asked by an individual member. Board members should not endorse or actively campaign on any Nominee's behalf in any form.

7.8 *Endorsements by Organizational Entities and Individual Members.* Endorsements by ASCE Organizational Entities and Individual Members are not permitted.

Renumber

7.14 *Activities of Organizational Entities Relative to Society-level Elections.*

7.14.1 *Provision of Membership Information.* An Organizational Entity shall not provide membership lists of address records or e-mail addresses to Candidates, Nominees or their supporters for any purpose relative to a Society election.

7.14.2 *Publication of Information.* An Organizational Entity may publish information on Nominees that is obtained from the Society Secretary, provided the Organizational Entity publishes the same information for all Nominees for the same office.

7.14.3 *Promote Participation.* In advance of the Election Cycle, an Organizational Entity is encouraged to promote the list of vacancies, declaration dates, and other information regarding the Society-level election in its publications and Web site, including the election Web site, Nominee information, deadline dates and other election details.

~~**7.14.4 *Written Questions for President-elect Nominees.*** Written questions for the President-elect Nominees by Organizational Entities shall be submitted to the Society Secretary by a date specified. Upon review, the Society Secretary may forward the questions to the Nominees and publish their responses. Questions posed to President-elect Nominees in a face-to-face meeting are not subject to prior approval by the Society Secretary.~~

**REQUEST FOR REVIEW BY
GOVERNING DOCUMENTS COMMITTEE (GDC) and
SUBMISSION TO BOARD OF DIRECTION FOR ACTION**

Topic:	Society Election
Background:	<p>The Bylaws currently require the names of Official Nominees to be listed in alphabetical order on the election ballot. This practice made sense when the Society voted solely by paper ballot as it saved on printing and distribution costs.</p> <p>We have the option on the electronic ballot to “rotate” the order of the Nominees, which would provide an added level of equity for all Nominees running for the same office.</p> <p>There are 20 versions of the paper ballot – two for each Region, one of which includes the Technical Region Director for Institute members. There are approximately 500-600 members who vote by paper ballot. It would still be most cost efficient to maintain and alphabetical listing on paper ballots.</p>
Intent of Amendment(s):	Enable the rotation of Nominees on the Society’s electronic ballot.
Organizational Entity Input:	None
Budget Impact:	None
Board Action Requested:	<p><i>The Board of Direction will be asked to receive for first consideration, debate and discussion an amendment to remove Article 7.6 of the Bylaws requiring the names on the election ballot to appear in alphabetical order.</i></p> <p><i>The Board of Direction will be asked to approve by two-thirds vote an amendment to Rules of Policy and Procedure, Article 7.15, to enable the names of Nominees on the electronic election ballot to rotate in random order.</i></p>
Prepared and Submitted by:	Patty Montgomery, IOM, CAE, Aff.M.ASCE

AMENDMENT TO BYLAWS

1st Consideration, Debate and Discussion April 2021

2nd Reading Approval July 2021

ARTICLE 7. ELECTIONS

~~7.6 **Inclusion on Election Ballot.** Official Nominee(s) for elected positions shall be included on the election ballot in alphabetical order. Petition Nominees shall be listed separately in alphabetical order and be designated as such on the election ballot.~~

RULES OF POLICY AND PROCEDURE

For Board Consideration April 2021

ARTICLE 7. ELECTIONS

7.15 Election Ballot. The election ballot shall include the names of all Nominees for Society-level and region office. In Society elections, proxy voting is allowed to the extent that members may authorize the Secretary to cast their electronic proxy ballot for designated Nominees.

7.15.1 Inclusion on Election Ballot. The names of Official and Petition Nominee(s) for elected positions shall be included on the paper version of the election ballot in alphabetical order. The names of Official and Petition Nominee(s) for elected positions may be randomly rotated on the electronic ballot. Petition Nominees shall be listed separately and be designated as such on all versions of the election ballots.

7.15.24 Instructions for Balloting. Ballot processes shall ensure anonymity. Directions for voting shall be issued with the ballot.

7.15.32 Distribution of Ballot to Members. For all voting members of the Society in good standing on April 1, with a valid e-mail address on file, the current year's election ballot and instructions for voting shall be distributed electronically not later than May 1.

ASCE REGION 1 BYLAWS

ARTICLE 1. GENERAL

1.0 Name. The name of this region shall be Region 1 of The American Society of Civil Engineers (“Society”), hereinafter referred to as “the Region”.

1.1 Purposes and Objectives. The purposes and objectives of the Region Board of Governors (hereinafter “Region Board”) shall be to assist, on a regional basis, the Society’s Board of Direction in governing the Society.

ARTICLE 2. MEMBERSHIP

2.0 Boundaries. The boundary of the Region shall be established by the Society’s Board of Direction.

2.1 Composition. The Region is composed of the Boston Society of Civil Engineers, the Buffalo, Connecticut Society of Civil Engineers, Ithaca, Maine, Metropolitan, Mohawk-Hudson, New Hampshire, New Jersey, Rhode Island, Rochester, Syracuse, and Vermont Sections of the Society, and Society members in the Canadian provinces of New Brunswick, Newfoundland and Labrador, Nova Scotia, Prince Edward Island, and Quebec.

ARTICLE 3. SEPARATIONS FROM MEMBERSHIP, AND DISCIPLINARY PROCEEDINGS

3.0 Separations from Membership, and Disciplinary Proceedings. ~~All Society members shall be bound by the Code of Ethics.~~ Separations from Membership and Disciplinary Proceedings shall be conducted in accordance with the Society’s governing documents.

ARTICLE 4. FEES AND DUES

4.0 Authorization to Implement. The Region Board has the authority to assess fees, dues, or assessments upon Sections within the Region.

4.1 Maintenance of Fees, Dues or Assessments. Fees, dues or assessments collected from the Region’s Sections shall be maintained in an account established and approved by the Region Board.

4.2 Use of Fees and Dues. Fees and dues collected from the Region’s Sections shall be used for purposes approved by the Region Board.

ARTICLE 5. MANAGEMENT

5.0 Fiscal Year. The fiscal year shall be concurrent with the Society's fiscal year.

5.1 Annual Report. The Region Board shall submit to the Society Secretary an Annual Report of its activities and finances for the preceding fiscal year. The Annual Report shall be submitted by the date specified in the Society's governing documents.

5.2 Fiscal Responsibility. The Region Board, with due responsibility to the members, Sections, ~~and Society~~ Organizational Entities of the Region and to the Society's Board of Direction, shall manage the use of funds and assets of the Region. Neither the Region Board nor any individual Region Board member or representative thereof shall have any authority to contract debts for, pledge the credit of, or in any way financially bind the Society.

5.2.1 Annual Audit. ~~The Region Board shall engage an independent Certified Public Accountant to annually audit the financial statements of the Region. The audit report and financial statements shall be presented to the Region Board for acceptance. An Annual Audit shall be completed in accordance with Society Guidelines.~~ The audit report shall be provided to the Society Secretary, ~~the Region Board~~ and all the Region's Section and Branch Presidents.

5.3 Region Board Composition. The ~~voting members of the~~ Region Board shall be comprised of ~~eight (8) seven (7) voting members elected or appointed as follows: five (5) Governors who are elected by the Subscribing Members of the Section in good standing; two (2) Governors appointed by the sitting Region Board and Governors-elect; and the Society Director who shall serve as Chair. Region Governors and the Region Director who shall serve as Chair. Five (5) Region Governors shall be elected by the Subscribing Members of the Region who are in good standing and two (2) Region Governors shall be appointed.~~ Three (3) of the elected Governors shall be one (1) from each large Section and two (2) elected Governors shall be from medium/small Sections. At least one (1) appointed Governor shall come from a medium/small Section. Section size shall be defined in the Region's Rules of Policy and Procedure. The appointed Governors shall be selected by the sitting Region Board and the Region Governor(s)-elect to meet the needs of the Region. No more than one (1) elected Governor shall come from the same Section. No more than two (2) Governors, whether elected or appointed, shall serve from the same Section at any time.

5.4 Duties of the Region Board. The Region Board shall provide advice to the Society's Board of Direction and manage the affairs of the Region in accordance with the provisions of the governing documents of the Society and of the Region, which include the Region's Rules of Policy and Procedure.

5.5 Guidelines and Handbooks. The Region Board may adopt guidelines or handbooks covering any and all aspects of its operations or services. Such documents shall be consistent with and shall not contravene Society governing documents, policies

or procedures.

ARTICLE 6. OFFICERS AND GOVERNORS

6.0 Qualifications. Region Governors shall be ~~voting~~ Society members in Good Standing at any grade except Student Member and have an Address of Record within the boundaries of the Region. Region Governors shall have served as a Section or Branch officer, as a member of a Region or a Section or Branch committee; or as a member of a Society-level Committee. Additionally, a Region Governor should have professional credibility with leadership skills, management experience and significant career accomplishments. Region Governors should also have skills in communicating with members and the public, in government relations and advocacy, and in conducting events that will engage and serve members.

6.0.1 Appointed Region Governors. At least one (1) appointed Region Governor shall represent a medium or small Section of the Region. One (1) appointed Region Governor should be a Younger Member. If a qualified Younger Member has not declared for an open appointed Governor position, the Region Board shall appoint a qualified Society member to the open appointed Region Governor position. No more than one (1) Appointed Governor shall be an Affiliate Member at the time of appointment.

6.1 Term of Office. Region Governors shall serve a three (3) year term and may be eligible to serve one (1) additional term. After serving two (2) full terms, Region Governors shall be ineligible to serve as a ~~for re-election or appointment to the office of~~ Region Governor. The term of a Region Governor shall begin upon installation and shall continue until a successor is installed.

6.2 Vacancy. A vacancy in the office of Region Governor shall be filled for the unexpired portion of the term by appointment of the Region Board.

6.2.1 Relocation of a Region Governor. Relocation of a Region Governor outside the boundaries of the Region constitutes a vacancy in the office of the relocated Region Governor.

6.3 Compensation. Region Governors do not receive compensation for their services but may be reimbursed for approved expenses in accordance with the Society's reimbursement policy.

6.4 Duties. Duties shall include, but are not limited to, preparation for, attendance at and participation in meetings of the Region Board, the Region Assembly, and other official assignments as outlined in the Society's and the Region's governing documents and such other duties as may be determined by the Region Board.

6.5 Removal from Office. The incapacitation of any Region Governor, neglect in the performance of the duties of the office, or failure to remain a Society member in good

standing, may be grounds for removal from office by the Society's Board of Direction or by the Region Board.

~~A Governor may be removed from office by a two-thirds (2/3) majority vote of the other Region Board members and concurrence of the Society's Board of Direction.~~

6.5.1 Absences from Meetings of the Region Board. ~~The unexcused absence of a Region Governor at two (2) consecutive Regular Meetings of the Region Board may be cause for removal of that Region Governor from office. A Governor may be removed from the Region Board by a two-thirds (2/3) majority vote of the other Region Board members at the conclusion of such second meeting. The absence of a Region Governor at two (2) consecutive Regular Meetings of the Region Board may be cause for removal of that Region Governor from office.~~

6.6 Region Officers.

6.6.1 Chair. The ~~Region~~ Society Director shall serve as Chair of the Region Board.

6.6.2 Vice Chair. The Region Board shall appoint a Vice Chair from among the sitting members of the Region Board. The term of office shall be one (1) year and may be renewed for additional terms.

6.6.3 Secretary. The Region Board shall appoint a Secretary from among the sitting members of the Region Board. The term of office shall be one (1) year and may be renewed for additional terms.

6.6.4 Treasurer. The Region Board shall appoint a Treasurer from among the sitting members of the Region Board. The term of office shall be one (1) year and may be renewed for additional terms.

6.7 Provision of Slate of Openings. The Region Board shall provide to the Society Secretary by the date specified in the Society's governing documents, notification of open elected Region positions to be filled for the succeeding year.

ARTICLE 7. ELECTIONS

7.0 Composition of Region Nominating Committee. The Region Nominating Committee shall be comprised of the Region Board, no more than the ~~one (1) three (3) most recent~~ past ~~Region-Society~~ Directors elected by the Region with an Address of Record within the Region who are available and willing to serve, and no more than one (1) the three (3) most recent past Region-Governors with an Address of Record within the Region who are available and willing to serve. No Candidate for election shall serve on the Nominating Committee. The chair of the Region Nominating Committee shall be the current ~~Region-Society~~ Director or their designee who shall be selected by and from within the Region Nominating Committee and shall be a current member of the Region

Board.

7.1 Provision of Slate of Nominations. The slate of Official Nominees for Region Governors and Society Region Director, in the appropriate years, shall be provided to the Society Secretary annually by the date specified in the Society's governing documents. ~~If a Candidate(s) from the Region declares to run for the office of ASCE President-elect, the Region may nominate a Candidate(s) to the Society Secretary by the date specified in the Society's governing documents.~~

7.2 Procedure for Nominations. Candidates for any Region or Society-level office Governor or Region Director shall declare their intent to pursue office by submitting the required Election Materials, as stipulated in the Society's governing documents, ~~to the Society Secretary and Chair of the Region Nominating Committee by the specified due date~~. Candidates may be asked to provide additional Election Materials by the Region Nominating Committee. Eligible candidates will be considered by the Region Nominating Committee. No more than one (1) Candidate shall be proposed by any Organizational Entity for any one (1) office per election cycle, and no one (1) person shall be a Candidate for more than one (1) office per election cycle. (template)

7.2.1 Selection of Region Nominee(s). If no Candidates declare for an elected Region Governor or Society Region Director vacant position, the Region Nominating Committee shall select the Official Nominee(s).

7.3 Evaluation of Nominations. The Region Nominating Committee shall evaluate Candidates for ~~Society President-elect, Society Region~~ Director, and Elected Region Governor based on the eligibility requirements stated in the Region's and Society's governing documents. A petition process, if available, shall be defined in the Society's governing documents. The Region Nominating Committee shall evaluate Candidates for Society President-elect only if the Candidate(s) have declared through the Region.

7.4 Interview of Candidates. Candidates from the Region who are deemed qualified should be available for discussion with the Region Nominating Committee at such time and place set by the Region Nominating Committee.

ARTICLE 8. MEETINGS

8.0 Regular Meetings. Regular Meetings of the Region Board shall occur at least four (4) times a year. At least one (1) meeting shall be held in-person jointly with the Region Assembly.

8.1 Quorum. A majority of the members of the Region Board shall constitute a quorum at any meeting of the Region Board.

8.2 Special Meetings. Special Meetings of the Region Board may be called by the Chair of the Region Board or upon the written request of any three (3) Region Governors. At least ~~fifteen (15)~~seven (7) days' advance notice of any such Special Meeting shall be

given by the Chair or their and designee(s) to members of the Region Board. Notice of a Special Meeting shall state the purpose of the proposed meeting. No business other than that stipulated in the notice shall be considered at any such Special Meeting.

8.3 Notification of Meetings. The Region Board Chair or their and designee(s) shall give notice of the time and place of its meetings to the Region Board, the Region's Sections and Branches, the Region's Younger Member entities and the Society's Secretary at least ~~fifteen (15)~~seven (7) days in advance of a Regular or Special Meeting.

8.4 Meeting Participation by Alternative Means. Any member of the Board or any Board committee may participate in a meeting of the Board or any Board committee by means of any communications system that allows all persons participating in the meeting to hear each other at the same time. Such participation shall be considered presence in person at the meeting.

8.5 Action without a Meeting. Any action required or permitted to be taken by the Board or any Board committee may be taken without a meeting if all members of the Board or Board committee unanimously approve such action in writing.

ARTICLE 9. ORGANIZATIONAL ENTITIES

9.0 Region Organizational Entities. The Region Board may establish Sections, Branches, Councils, Assemblies, Committees, Task Committees, or other groups within the Region as required to fulfill their purposes and objectives.

9.0.1 Region Assembly. The Region shall have a standing Assembly. Officers, membership, meetings, and voting for the Assembly are defined in the Region's Rules of Policy and Procedure.

9.0.1.1 Objectives. The Assembly shall exist to discuss Region issues, including fees, dues, and assessments to Region Sections, and provide membership to Region Task Committees. The Region Assembly shall also foster communications and regional interaction among the members and sub-units assigned to the Region; ~~shall~~ coordinate, promote, integrate, and support activities of its assigned local Sections and Branches of ASCE; ~~shall~~ cultivate friendly relations through the medium of regular Assembly meetings; ~~shall~~ assist the SocietyRegion Director, Region Governors, and Officers of the local Sections and Branches in the work and affairs of ASCE; and ~~shall~~ foster opportunities to become more engaged in ASCE activities including committee assignments.

9.0.1.2 Authority. The Assembly is an advisory board and is intended to provide input to the Region Board.

9.0.2 Committees. The Region shall have a Communication and Engagement Committee and a Student Member Support Committee. Committee duties and

composition are specified in the Region's Rules of Policy and Procedure.

9.1 Contacts Within the Region. The Region Board may assign a Region member, reporting directly to the Region Board, as a liaison to relevant professional organizations within the Region that have similar interests, goals and outlooks.

9.1.1 Liaison Compensation. Region members who serve as a liaison to a professional organization on behalf of the Region shall not receive compensation for their services but may be reimbursed for approved expenses in accordance with the Society's Region's-reimbursement policy.

ARTICLE 10. ADMINISTRATIVE PROVISIONS

10.0 Awards and Scholarships. The Region Board may establish and administer Region awards and scholarships, in accordance with the Society's governing documents.

10.1 Conflict of Interest. A Conflict of Interest shall be defined as any activity, transaction, relationship, service, or consideration which is, or appears to be, contrary to the best interests of the Society or the Region, or in which the interests of an individual or another organization has the potential to be placed above those of the Society or the Region. Any interested individual shall disclose the existence of any actual or possible Conflict of Interest and all material facts to the Region entity considering the proposed transaction. Action to address the conflict shall be taken by either the interested individual or the Region entity.

ARTICLE 11. AMENDMENTS

11.0 Amendments to Bylaws. The Bylaws of the Region may be amended at a duly constituted meeting of the Region Board by a two-thirds (2/3) majority vote of those present and voting, provided a written notice for first reading of such proposed amendment shall have been provided at a previous meeting of the Region Board and additionally the proposed amendment for second reading has been provided to all Sections within the Region for review and comment at least sixty (60) days in advance of said second reading. No amendment to these Bylaws shall be effective until approved by the Society's Board of Direction.

11.1 Amendments to the Region Rules of Policy and Procedure. The Region's Rules of Policy and Procedure may be amended by a two-thirds (2/3) vote of the voting members present and voting at a duly constituted meeting of the Region Board, provided the text of the proposed amendment is provided to each member of the Region Board and the Region Sections at least thirty (30) days in advance of the meeting.

11.1.1 Urgency. If the Region Board determines by a three-fourths ($\frac{3}{4}$) vote that an amendment is urgent, the Region Board may amend the Rules of Policy and Procedure by a two-thirds ($\frac{2}{3}$) vote without providing thirty (30) days notice, provided the text of the amendment is provided to each Region Governor prior to the vote. Sections shall be notified of amendments adopted under urgency within

three (3) business days of the vote. Amendments to the Rules of Policy and Procedure adopted under urgency conditions are subject to ratification by the Sections. Unless a majority of Sections ratify the amendment within forty-five (45) days of the vote, the amendment shall be rescinded. ~~affirmation by the Region Board at its next meeting.~~

REQUEST FOR BOARD OF DIRECTION ACTION

Topic:	At-Large Director
Background:	<p>The At-Large Director Review Panel is comprised of the Society Directors who will be serving the second year of their term during the Election Cycle for which they are reviewing Candidates, the Chair of the Industry Leaders Council (or their representative), and a Younger Member as determined by the Younger Member Councils. The Past President serves as chair.</p> <p>The Society's Bylaws state that the At-Large Director criteria must be submitted by September 1 for inclusion in the Fall agenda for approval by the Board of Direction. Upon approval, the criteria must be distributed by November 15 to the entities that are eligible to submit nominations.</p> <p>Nominations for the At-Large Director are due by March 1 and the At-Large Director Review Panel has until April 15 to meet and review the nominees. The Nominee that accepts the position submits their Letter of Intent to Serve by May 15 and is presented to the Board for appointment at its July meeting.</p> <p>The Executive Committee requested further refinement of the Standing Guidelines at its June 11, 2020 meeting.</p>
Issues:	<p>There are several concerns associated with the current At-Large Director process:</p> <p>The Past President who chairs the Panel when creating the criteria steps off the Board at the October meeting; the former President takes over as Chair to review the nominations.</p> <p>From the time the criteria is developed to when the successful Nominee is approved by the Board takes nearly a year.</p> <p>There are no formal procedures in place as to what information can be released regarding the process:</p> <ul style="list-style-type: none">• Release names of nominees or not;• Release number of nominees but no names; and/or

	<ul style="list-style-type: none"> • No information released until after the July meeting or some other specified time. • Individuals interested in serving as At-Large Director cannot plan on when to run since the criteria is modified each year by a different group of Board members with varying opinions. • Some Organizational Entities, such as the Industry Leaders Council and the Younger Member Councils, don't convene as regularly as committees so they may have less time to nominate individuals if they have to wait on different criteria each year.
<i>Organizational Entities Impacted:</i>	Standing Society Committees, Executive Committee Constituent Committees, Industry Leaders Council, Younger Member Councils
<i>Budget Impact and Source of Funding:</i>	There is no impact to the budget.
<i>Action Requested:</i>	The Board of Direction will be asked to receive for 2nd reading approval the necessary amendments to implement revisions to the At-Large Director process, timeline and standing guidelines as approved at the October 2020 meeting.

PROPOSED BYLAWS AMENDMENT

1ST Reading Debate, Discussion and Consideration January 2021

2nd Reading Approval March 2021

ARTICLE 7. ELECTIONS

7.4 *Nomination of At-Large Directors.*

7.4.1 *Rotation.* One (1) At-Large Director is installed in the year a sitting At-Large Director's term is expiring.

7.4.2 *Selection.* A Candidate for At-Large Director shall not pursue nomination for any other Society Office during the Election Cycle.

7.4.3 *Nomination by At-Large Director Review Panel.*

7.4.3.1 *Composition.* The At-Large Director Review Panel is chaired by the Past President and shall consist of the Society Directors who are serving the second year of their term during the Election Cycle for which they are reviewing Candidates, the Chair of the Industry Leaders Council or their representative, and a Younger Member as determined by the Younger Member Councils.

7.4.3.2 *At-Large Director Review Panel Charge.* The At-Large Director Review Panel shall submit the At-Large Director criteria to the Board of Direction for approval, review the nominations for At-Large Director, and present its selections to the Society Secretary. ~~develop recommended criteria for the following Election Cycle.~~ Each member of the At-Large Director Review Panel shall recognize the critical importance of their work; exercise due diligence in assessing all Candidates under consideration; review each Candidate's qualifications and ability to move the Society toward its vision; be willing to make decisions when presented with multiple Candidates; remain objective in order to render the discovery and deliberation process valuable; be free of business and personal relationships that could interfere with the Review Panel's exercise of independent judgment; and consider all areas of diversity when selecting Nominees.

7.4.3.3 *Procedure.*

7.4.3.3.1 *Development of At-Large Director Criteria.* The At-Large Director Review Panel shall submit to the Board proposed At-Large Director criteria for the upcoming following Election Cycle, if a vacancy exists. The Standing Guidelines for At-Large Director and any proposed At-Large Director criteria shall be submitted to the Society Secretary by a date specified for inclusion in the Board agenda.

7.4.3.3.2 *Selection of Slate of Nominees for Review.* Candidates for At-Large Director shall be submitted to the Chair of the At-Large Director Review Panel by the standing Board Committees, Society Committees, Executive Committee constituent committees, Younger Member Councils, and the Industry Leaders Council following announcement of the opening and Board-approved criteria. The At-Large Director Review

Panel may recommend additional Candidates that fulfill the [Standing Guidelines for At-Large Director and any](#) Board-approved criteria. The At-Large Director Review Panel shall rank the Candidates in order of preference and present no more than three (3) Candidates to the Society Secretary to confirm willingness to serve. The Society Secretary shall provide to the At-Large Director Review Panel the name of the individual who has accepted the position.

7.4.3.3.3 Appointment by Board of Direction. After reviewing the recommendation of the At-Large Director Review Panel, the Board shall appoint the recommended individual as the At-Large Director.

7.4.3.3.4 Confidentiality. [All information regarding the Nominees considered and not selected, including the number of Nominees, is to remain confidential and known only to those who served on the At-Large Director Review Panel.](#)

PROPOSED AMENDMENTS TO RULES OF POLICY AND PROCEDURE

For Board Consideration March 2021

(Presented in conjunction with the Bylaws for information)

ARTICLE 5. MANAGEMENT

5.0.6 Approval of Criteria for At-Large Director Candidates. The Board shall annually approve any additional criteria to accompany the Standing Guidelines for the At-Large Director for the selection of At-Large Director Candidates based on the recommendation of the At-Large Director Review Panel.

ARTICLE 7. ELECTIONS

7.11 Candidacy for At-Large Director. The process for pursuing the office of At-Large Director includes the following steps:

7.11.1 Distribution of Criteria for At-Large Director Candidates. In addition to the Standing Guidelines for At-Large Director, tThe Society Secretary shall distribute to the Standing Board Committees, Society Committees, Executive Committee constituent committees, the Industry Leaders Council and the Younger Member Councils any additional the Board—approved criteria for the At-Large Director position. The Standing Guidelines and Board-approved criteria shall be distributed not later than April 15November 15 of the year prior to that in which the vacancy will be filled.

7.11.1.1 Standing Guidelines for At-Large Director. As a guide, the successful At-Large Director Candidate should have knowledge, skills, and experience that supplement those of the current Board to aid in successful pursuit of the Society's strategic initiatives. The At-Large Director Review Panel shall consider Candidates who have demonstrated strong leadership abilities. Elements for consideration include, but are not limited to: Leadership in the profession commensurate to the Candidate's years of professional experience; Current or past leadership role(s) in government, not-for-profit organizations, private practice, or academia; Current or past leadership role(s) on an ASCE Society-level committee; Current or past leadership role(s) on an ASCE Region Board (Geographic or Institute); Current or past leadership role(s) in ASCE Younger Member Group activities; Experience in global professional activities or global organizations; Involvement in public policy development for government entities; a non-member (who must join ASCE if selected) who brings special knowledge and experience that will benefit the Society. Selection of the At-Large Director will be in accordance with Policy Statement 417, Justice, Equity, Diversity, and Inclusion.

7.11.2 Candidate for At-Large Director. Using the Standing Guidelines for At-Large Director and Board-approved criteria, Candidates for At-Large Director shall be nominated by a Standing Board Committee, Society Committee, Executive Committee constituent committee, the Industry Leaders Council, or the Younger Member Councils not later than May 31. not later than March 1, or by the At-Large Director Review Panel. The nomination package shall include a current resume, an explanation of why the individual fulfills the criteria established by the Board, and what valuable assets the individual will bring to the Board.

7.11.3 *Process.*

7.11.3.1 *Development of Candidate Pool.* The At-Large Director Review Panel shall convene ~~between June 5 and not later than June~~April 15 to review the Candidates for At-Large Director. The At-Large Director Review Panel shall be provided with the results of the Society's election in advance of its meeting. The At-Large Director Review Panel, after review of the Candidate Pool, may submit additional Candidates for consideration.

~~Each member of the At-Large Director Review Panel shall recognize the critical importance of their work; exercise due diligence in assessing all Candidates under consideration; review each Candidate's qualifications and ability to move the Society toward its vision; be willing to make decisions when presented with multiple Candidates; remain objective in order to render the discovery and deliberation process valuable; be free of business and personal relationships that could interfere with the Review Panel's exercise of independent judgment; and consider all areas of diversity when selecting Nominees.~~ The At-Large Director Review Panel shall rank the Candidates in order of preference and submit a Candidate Pool of no more than three (3) individuals to the Society Secretary.

7.11.3.2 *Candidate Acceptance.* Not later than ~~June 20~~April 30 the Society Secretary shall contact the At-Large Director Candidates in the order of preference submitted by the At-Large Director Review Panel until one (1) Candidate's willingness to serve is obtained.

7.11.3.2.1 *Candidate Non-Acceptance.* If none of the three (3) Candidates for At-Large Director is able or willing to serve then the At-Large Director Review Panel shall propose additional At-Large Director Candidates until there is an acceptance.

7.11.3.3 *Letter of Intent to Serve.* The At-Large Director Candidate who verbally accepts a position on the Board shall confirm their decision by submitting to the Society Secretary a written Letter of Intent to Serve, with acknowledgement of and intent to comply with the duties and responsibilities of the office. The Letter of Intent to Serve shall be submitted to the Society Secretary not later than ~~June 25~~May 15.

7.11.3.4 *Submission of At-Large Director Nominee.* Upon completion of the review process, the At-Large Director Review Panel shall present no more than one (1) Nominee to the Board at its summer meeting for appointment to the office of At-Large Director.

**REQUEST FOR REVIEW BY
GOVERNING DOCUMENTS COMMITTEE (GDC) and
SUBMISSION TO BOARD OF DIRECTION FOR ACTION**

Topic:	Establishing Student Conferences within Regions 1-9
Background:	<p>At the Board of Direction's October 2020 meeting, the Committee on Student Conferences and Competitions (CSCC) presented its Student Conference Reorganization Evaluation Report and made recommendations on how to proceed with reorganizing student conferences. The Board approved the following CSCC requests:</p> <ol style="list-style-type: none"> 1) Approve aligning the Student Conferences with Region boundaries in Regions 1-9; (2) Approve the recommended process for establishing Student Conferences within each Region; (3) Direct the Governing Documents Committee to prepare the necessary amendments to the Society's governing documents to codify the Board's actions; and (4) Communicate with Region/Section/Branch/Institute Chapter/Younger Member leaders to encourage engagement with Faculty Advisors and students to support the Student Conferences and note that this collaboration is expected across the organization. <p>The process for establishing student conferences recommended by CSCC in its report and Board presentation (and referenced in item 2 above) is:</p> <ol style="list-style-type: none"> 1. Proposals to create student conferences are sent to or originate from CSCC; 2. Recommendations from CSCC are sent to Member Communities Committee (MCC) for review and approval; and 3. Recommendations from MCC are sent to the Geographic Region Board of Governors for final approval. <p>The Board also amended the recommendations to include the development of a petition process for student chapters to use in unusual circumstances. CSCC is finalizing the petition process and it will be available during the establishment process and in the future.</p>
Intent of Amendment(s):	The intent of the amendments is to provide an approval structure for the establishment of Student Conferences within the ASCE Region structure. CSCC believes that strengthening the connection between our professional members and student

	members through the ASCE geographic structure is critical to supporting and providing value to our students.
Organizational Entity Input:	<p>The Region Boards of Governors and student chapters in Regions 1-9 will be most affected. The Chairs of the Regions, i.e. Region 1-9 Directors, took part in the vote approving the proposed changes in October. Student chapters were able to provide feedback on CSCC's proposal and shared their input with the Region Directors.</p> <p>Additionally, the Board of Governors and student chapters in Region 10 will use this same approval structure in the future, should chapters propose the formation of a new student conference in Region 10. The Committee on Student Members (CSM) and CSCC will oversee the process of preparing to establish a new Region 10 Student Conference jointly should a formal request be made.</p> <p>CSCC is a constituent committee of the Member Communities Committee (MCC). MCC approved CSCC's report and recommendations prior to them being sent to the Board. In addition, the CSM is in favor of CSCC's recommendations.</p>
Budget Impact:	There is no anticipated budget impact.
Board Action Requested:	<p>The Board of Direction is asked to read and approve a reading amendment to Bylaws, effective January 1, 2021, and to be in effect October 2020 { } within each Region and Governors.</p>
Prepared by:	<p>Scott Schiff, Ph.D., M.ASCE, Chair, CSCC Melissa Prelewicz, P.E., M.ASCE, CSCC Staff Contact</p>
Submitted by:	<p>Scott Schiff, Ph.D., M.ASCE, Chair, CSCC Alicia Karwoski, P.E., CAE, M.ASCE, Managing Director, Member Communities Division</p>

PROPOSED AMENDMENTS TO BYLAWS

1st Consideration, Debate and Discussion January 2021

2nd Consideration Approval March 2021

ARTICLE 9. ORGANIZATIONAL ENTITIES

9.2.1.9 Student Chapters. Student Chapters which shall comprise students in civil engineering or civil engineering technology programs, may be established or dissolved on approval of the Geographic Region Board of Governors. The Geographic Region Board of Governors shall seek the input of the Member Communities Committee prior to taking action.

9.2.1.9.1 Qualifications. The Committee on Student Members shall, with the approval of the Member Communities Committee, set the full qualifications and establishment procedures for new Student Chapters. Minimum qualifications include:

- a. an engineering or engineering technology program related to civil engineering and leading to an engineering or engineering technology degree;
- b. a minimum membership of twelve (12) undergraduate civil engineering students who are Student Members of the Society;
- c. at least one (1) full-time faculty member who is a member of the Society in good standing and agrees to serve as Faculty Advisor;
- d. the endorsement of the application by the Civil Engineering Department Chair, or equivalent;
- e. the endorsement of the application by official action of the Section (or Branch) in whose jurisdiction the Student Chapter is located; or if the group is located outside the jurisdiction of an existing Section (or Branch) the endorsement shall be by the official action of the Region Board of Governors in whose jurisdiction the Student Chapter is located;
- f. two (2) practicing engineers who are members of the Society in good standing, and who agree to serve as Practitioner Advisors to the Student Chapter. If the group is located outside the jurisdiction of an existing Section the two (2) Practitioner Advisors shall be approved by the Region Board of Governors.

9.2.1.9.2 Reports. An annual report shall be submitted by each Student Chapter to the Society not later than February 1 of each year to remain in good standing. The annual report shall be in the format stipulated by the Society.

~~**9.2.1.9.3 Student Conferences.** Student Chapters may organize in groups based on their geographic location and mutuality of interest. Such groups are known as Student Conferences.~~

9.2.1.10 *Student Conferences.* Student Conferences are comprised of a grouping of Student Chapters within a Board-defined Geographic Region that meet to engage student members through educational and professional development opportunities. Student Conferences may be established, merged or dissolved by the respective Region Board of Governors upon coordination with recommendation by the Member Communities Committee. A Student Chapter may petition to change to another Student Conference.

PROPOSED AMENDMENTS TO RULES OF POLICY AND PROCEDURE For Board Consideration March 2021 with the Bylaws on 2nd Reading

ARTICLE 8. MEETINGS

8.5.4.9 *Travel by Region Governors.* Travel expenses incurred by Region Governors on Society business within their Region, and in their official capacity, shall be coordinated in advance with their Region Board of Governors. Region Governors may travel outside their Region for the purpose of attending their assigned Student Conferences and their assigned Multi-Region Leadership Conference only with prior approval from their Region Board of Governors, and shall be entitled to reimbursement within the Society's travel policy. A Region Governor who wishes to travel outside their assigned Region for any other purpose shall submit a request to their Region-Society Director for approval.

ARTICLE 9. ORGANIZATIONAL ENTITIES

9.8.13 *Student Conferences Petition Process.* Student Chapters can petition for Student Conference reassignment either within or outside of their Region. The Committee on Student Conferences and Competitions shall reviews the submitted standard-petition form with the affected Region Boards. Petitions are to be reviewed and recommended by the Member Communities Committee and approved by each of the affected Region Boards of Governors.

9.8.134 *Naming of Geographic Units.* Geographic Units shall be designated only by appropriate geographic names and in the prescribed format.

**POSSIBLE IDEAS TO PURSUE AS RECOMMENDED BY THE
BOARD OF DIRECTION
January 16, 2021**

Member	Idea	Approval
Briaud	Engage more of our life members because we are not tapping their potential sufficiently. Could create a task force or Presidential Group like SPG. Help them feel they are better represented, and we value their opinion – especially on things like optional dues, contributions, etc.	13
Briaud	ASCE is competing in Region 10 for national Societies. It would be the country that is the ASCE member rather than the individual member. For a small fee we could add benefits. Possible to have an international conference on engineering and while ASCE would be present the conference would be worldwide. Make sure to include Elias and Nives in discussions on this topic	10
Ruedas	FWV efforts have resulted in a lot of data that can be shared with membership. Create new committee where members look at trends of the future and put into practice rather than focusing on visual parts.	15
Sayah	Continue idea on life member group and have Past President group and same for Region Governors and Region Directors. NOTE: we already have the Presidents-Emeriti Council.	14
Guna	Publications volunteer group to look at free access and digital strategy as to what ASCE is going to do to preserve its brand and quality	15
Guna	Figure out how to best bring Conferences and Institutes together to build on current synergies; partner with outside entities (i.e., EWRI with public works; EMI with biotechnology; etc.); group conferences so we are not having so many.	17
Odeh	Fundamental issue when look at things is our underlying membership numbers and trends. Few areas of focus that drive membership growth would be to engage new members in FWV; member-get-a-member is critical to our future and trying to get them placed and a reason to join. Reason for them to join is not the free 10 PDHs but networking and that's where FWV can help. We must address the membership growth. Task the life members with recruiting new members. Think about membership growth in everything we do. <u>Include the strategic objective of membership growth in all the ideas we have included here.</u>	16
Feniosky	Think about concept of bundling, particularly for continuing education and publications for institutions	12
Feniosky	Put a heavy focus on corporations and government agencies to bundle benefits (like Partners Program) that cover everyone in the organization, so they do not have to determine who their payment covers. So, the organization pays a flat fee and all employees become individual members. Maybe offer ways to pay in advance that would allow you to add clients as part of your membership.	11

GENERAL COMMENTS		
Lehman	Look at whole partners program in its entirety and see if we are discounting at the appropriate levels.	
Stafford	Concerned about doing this at every meeting and how it aligns with our strategic plan and affects staff. We just proposed a significant number of things without contemplating our strategic plan. We could end up doing a lot of things poorly.	
Cagle	Echo the comments from Edward. Let the committees and staff do their jobs and be careful how our good ideas overburden others. We should be a strategic board.	

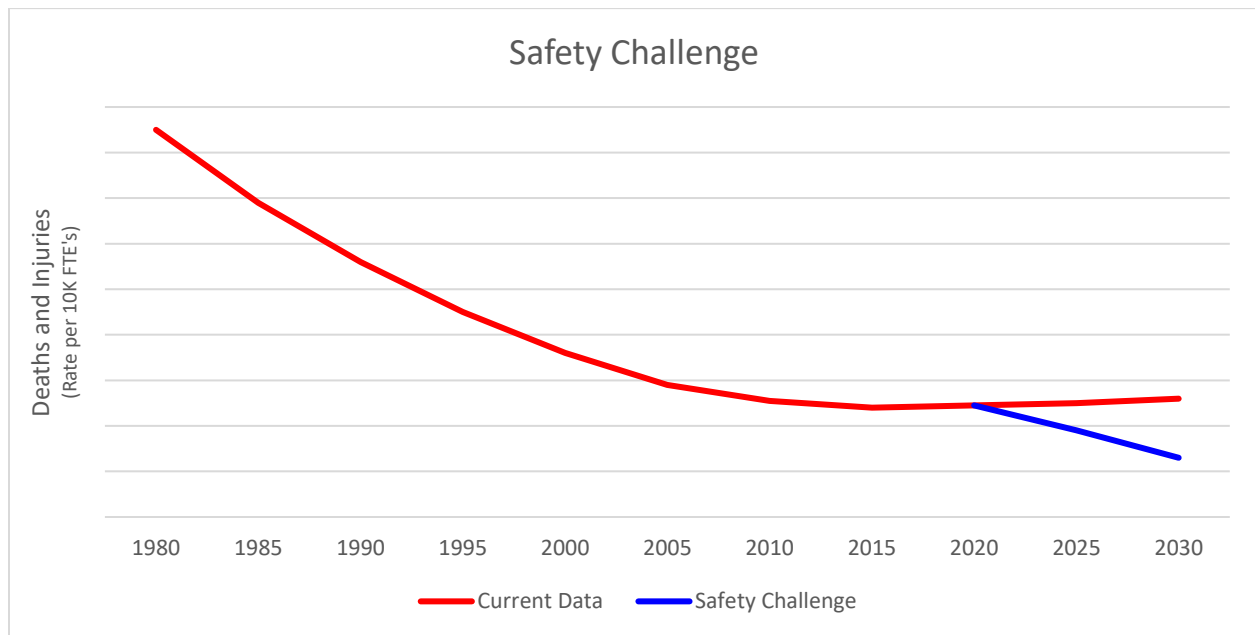
**REQUEST FOR BOARD OF DIRECTION ACTION
for meeting on April 30-May 1, 2021**

Topic:	The Safety Challenge - Raise awareness of the Safety Problem in the Construction Industry and implement Strategic Recommendations to make meaningful changes that reduce deaths and injuries
Background:	The ILC hosted a presentation on the importance of Safety at the Spring 2018 ILC meeting. At the Fall meeting, the ILC hosted a Safety Panel and formed a committee to focus on Safety. This Safety Committee has been meeting on a regular basis and has developed a series of recommendations for consideration by the ASCE Board of Direction.
Issues:	In 2019, the Construction industry had 971 deaths and over 200,000 recordable injuries, arguably the worst record of any major industry in the United States. Most of our industry does not realize how bad the situation is and assume we are doing well with reasonable numbers. We need to make the industry aware of the program and implement changes to make significant and measurable reductions of deaths and injuries.
Organizational Entities Impacted:	All ASCE entities, including the Institutes, Marketing, Continuing Education, Government Relations, Committee on Sustainability, Committee on Professional Advancement, Committee on America's Infrastructure, local section committees, and Conferences.
Budget Impact and Source of Funding:	Unknown impact on the budget at this time; however, the consequences of not addressing the Safety Challenge will continue to result in high costs to the industry.
Action Requested:	The Board of Direction will be asked to authorize staff to (1) assess the recommendations as submitted in the ILC Safety Challenge report, (2) disseminate the report to the applicable organizational entities to evaluate the recommendations and develop a plan to implement those they deem appropriate, and (3) provide a progress report to the Board of Direction at its Spring 2022 meeting.
Prepared and Submitted by:	Carol Vargas for Feniosky Peña Mora, Ph.D., Sc.D, P.E., F.ASCE; ILC Chair and Steven D. Murphy, A.M.ASCE; ILC Member
Presenter:	Feniosky Peña Mora, Ph.D., Sc.D, P.E., F.ASCE; ILC Chair and Steven D. Murphy, A.M.ASCE; ILC Member

The Safety Challenge

Steve Murphy & the ILC Safety Committee

In 2019, the Construction industry had 971 deaths and over 200,000 recordable injuries, arguably the worst record of any major industry in the United States. Most of our industry does not realize how bad the situation is and assumes we are doing well with reasonable numbers. There is little communication and discussion of the subject and even less education and training on the many methods to eliminate or reduce hazards in the industry. Large companies are more likely to place a higher degree of importance on safety often through professional safety staff, while middle to smaller sized companies, that make up the majority of our industry, are less likely to promote and support safety to a high degree. Around the world in developing countries there is some evidence to indicate the problem is even worse. Continuing growth in our industry will make this even worse if we don't start to do something different now.



The Safety Challenge is an effort to highlight the current problem and develop strategic opportunities to improve our safety record. In the fall of 2017, Nick Denichilo, chair of the ASCE Industry Leaders Council (ILC), kicked off the ILC Safety Committee and appointed Steve Murphy as the chair. Steve pulled together an outstanding group of respected professionals and educators from across the industry to develop strategic opportunities for recommendation back to the ILC and then to the ASCE Board of Direction. The goal is to dramatically reduce the number of deaths and injuries over time and then continue to make significant and measurable improvements to our safety record. The Safety Challenge should be some reduction of deaths and injuries over a certain period of time. The ILC feels ASCE is better equipped to establish the specific numbers over time.

The ILC Safety Committee laid out the following plan early on:

- Promote awareness of our Safety Problem
- Develop Strategic Solutions to engage the profession
- Transition Strategic Recommendations from ILC to ASCE
- Integrations and Implementation
- Monitor Execution and assist ASCE

This “Call to Action” for ASCE aims to make significant and measurable improvement to our safety record over time in our industry.

Since its inception, our ILC Safety Committee has developed these multiple strategies we consider to be opportunities to make significant and measurable improvements to our industry’s safety record. This Safety Challenge is now ready to be transitioned from the ILC to ASCE for integration and implementation to all ASCE members and firms. At this point in time, the ILC believes progress requires transitioning these opportunities from the ILC to the ASCE Executive Director for integration and implementation.

Recommendations for ASCE Board of Direction

The recommendations that follow represent both initial steps and directional activities ASCE can undertake to improve our safety record within the engineering and construction profession.

Communication

RECOMMENDATION #1: Lead the communication of the following items to ensure our industry is aware of our safety problem and is knowledgeable of the steps each person can take to improve our safety record.

- a) Increase safety articles/messages in ASCE communications (e.g., Civil Engineering Magazine, Civil Engineering Source, President’s and Executive Director’s articles, etc.)
- b) Start all major meetings, conferences, and events with safety moments
- c) Develop the ILC Safety Presentation into an ASCE Webinar. Reinforce the need to improve our safety record through presentations to Sections, Branches, Institutes, Student Chapters, MRLCs, and other organizations.

Education

RECOMMENDATION #2: Lead the development of education policies and training materials to allow for greater awareness and knowledge of best practices to improve our safety record. The Safety Challenge depends upon education of all industry participants to promote and be aware of best practices that can improve our safety record.

- a) Add “safety” to the Civil Engineering Program Criteria set forth by the Accreditation Board for Engineering and Technology (ABET). ASCE is the lead society for the ASCE Civil Engineering Program Criteria and has control over the criteria content.
- b) Change the appropriate ASCE policies from “ethics” to “ethics and safety”.
- c) Include “safety” in mandatory continuing education requirements.
- d) Include more specific safety criteria in the next Civil Engineering Body of Knowledge update.
- e) Utilize the Fundamental Pillars of Lifecycle Safety to drive a consistent message across all future safety training.

Additional Items

RECOMMENDATION #3: Take advantage of its many Industry, Education and Association partners to build more knowledge and education of best practices from other industries.

- a) Increase partnerships and strategic relationships with other groups and organizations on “Safety”, both within and external to ASCE

RECOMMENDATION #4: Share a Safety Pledge to encourage all industry participants to work together in a similar manner to keep everyone safe. This would provide for a consistent safety message and awareness across the industry.

- a) ASCE to share, facilitate and oversee a national/global “Safety Pledge” with ASCE Member Firms and Partners.

RECOMMENDATION #5: Identify opportunities to add Safety elements to the Future World Vision. The Future World Vision is one of ASCE’s largest initiatives and this future should highlight better practices as a target for our industry to develop.

- a) Identify opportunities to include Safety elements in Future World Vision updates

RECOMMENDATION #6: Add Safety elements and scoring to all future innovation contests. There are national competitions in place that currently offer safety awards so it should be relatively easy to add this to our ASCE competitions.

- a) Include Safety in future Innovation/Blue Sky competition criteria.

ILC is committed to the success of the ASCE Safety Challenge while performing its broader mission. The ILC, and specifically the ILC Safety Committee, commit to continuing collaboration and coordination with ASCE staff as you deem necessary to follow through on these opportunities.

**REQUEST FOR BOARD OF DIRECTION ACTION
for meeting on April 30-May 1, 2021**

Topic:	2021 Report Card for America's Infrastructure
Background:	The 2021 Report Card was released March 3 and included 17 categories of infrastructure as well as recommendations to raise the grade.
Issues:	Government Relations, Public Policy, Infrastructure Initiatives
Organizational Entities Impacted:	N/A
Budget Impact and Source of Funding:	N/A
Action Requested:	The Board of Direction will be asked to receive an update on the results of the Board-approved funding for the Report Card and Failure to Act studies and the Committee on America's Infrastructure final product, including how it generated member engagement and provided value for the Society and profession at-large.
Prepared and Submitted by:	Kristina L. Swallow, P.E., Pres.18.ASCE; Chair, Committee on America's Infrastructure Anna Denecke, Director, Infrastructure Initiatives
Presented by:	Kristina L. Swallow, P.E., Pres.18.ASCE; Chair, Committee on America's Infrastructure



Executive Director's Report

to the

Board of Direction

March 2021

Thomas W. Smith III, ENV SP, CAE, F.ASCE
Executive Director

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GOAL 1: An ever-growing number of people in the civil engineering realm are members of, and engage in, ASCE.

We continued our focus on delivering valuable benefits to increase satisfaction among key member segments and encourage renewals.

- On Nov. 16, a cross-departmental staff team launched an exciting new member benefit: the new Civil Engineering Source website. The website aggregates ASCE news and features in a single site and includes an all-new, mobile-friendly edition of *Civil Engineering* magazine, along with expanded online-exclusive content from the award-winning magazine staff. This information hub will grow to include *GeoStrata* and other institute magazines and newsletters, ASCE's policy blog, and expanded technical and multimedia content, offering members a "one-stop" experience.
 - Since its launch through Feb. 23, **the Source has generated 250,755 pageviews**. Extended over a full year, that's on pace for more than **1 million views** as compared with more than 500,000 pageviews for ASCE News. 51 individual content pieces have each garnered at least 1,000 pageviews.
 - Popular stories include:
 - "US plans to retire survey foot length" with 6,083 views.
 - "Lawyers and doctors have TV shows, so where are the civil engineers?" with 5,486 views.
 - "Advice on avoiding burnout during a pandemic," 3,867 views.
- Along with the Civil Engineering Source website, the team launched the **daily Civil Engineering Source newsletter**. This e-newsletter replaces the weekly ASCE News e-newsletter and the daily ASCE *SmartBrief*, which was phased out in February. The Source newsletter is a "smarter news brief" that uses artificial intelligence to deliver each subscriber a custom, personalized experience with content tailored to their professional interests. This forward-focused, digital-first product is designed to meet the needs of both busy midcareer professionals and "digital native" younger and student members.
 - Since its launch, subscribers have grown to over 96,000, which is an increase of more than 5,000 subscribers. The average daily unique open rate is 24.4%, beating our 22% target, and the average daily unique clickthrough rate is 3.5%, beating our 3% target.
- Dues cash receipts through the end of February are down 1.4% compared with YTD FY20. Significant renewal activity is typically underway in October – February given the seasonal nature of annual membership; this year we have doubled-down on outreach to maximize the opportunities presented by the *2021 Report Card for America's Infrastructure* launch and the Report Card Solutions Summit. The renewal rate is currently on par with YTD FY20 at 62.3%. New joins for the 2021 membership year are currently down 16% vs. YTD FY20 as we are

comparing against strong pre-COVID join months. Increased lead generation through an expansion of virtual events (e.g., Report Card Solutions Summit, ASCE sponsored webinars and Elearning webinars) and multiple Facebook and LinkedIn paid media campaigns reinforcing report card social media efforts and messaging will help drive awareness and affinity towards ASCE. Additionally, the member referral program at the section level is underway. We expect these efforts will boost new join conversions in the coming weeks and months.

- Initiatives that received traction per Google analytics and other data include:
 - **January membership drive:** included emails, direct mail, and social media posts.
 - **Member-Get-a-Member program:** relaunched through the board presentation in January and email to members.
 - **Section member drive:** revised contest rules to account for percent growth attributed to the program, versus absolute number of new members, were initiated by the Board Champion in December, with launch date of early February.
 - **Brand-building activities:** *Infrastructure Report Card* and ASCE headquarters social media.
 - **Renewal emails and print reminders:** included the five-year member “thank you” and Bridges calendar gift.
 - **Civil Engineering Source ads** for joins and renewals.
 - **Member in Arrears and Double Arrears calls:** Member in Arrears and Double Arrears calls: Over 8,000 double-arrears calls were made through end of February. Those who do not renew will be dropped on March 31. The customer service team is also reaching out to those who have not yet renewed and are still within the three-month grace period. Launched in March a recorded message pilot test to reinforce the report card messaging and impact.
- ASCE’s 2021 Member Needs Survey indicates more than a triple increase in NPS from 9% to 28% since 2016. The Net Promoter Score (NPS) is the best-known single measure of customer loyalty.
- Marketing staff launched a new Forward Faster video at the virtual ASCE Convention business meeting. Leveraged the video assets in a social media digital campaign that generated almost 60,000 targeted impressions and a 5% clickthrough.
- Membership and marketing staff produced printed materials and renewal emails for the 2021 membership year, outlining new benefits such as the Civil Engineering Source and the *Failure to Act* and *Infrastructure Report Card* activities.
- New Partner / Associate Partner staff brought on two new Associate Partners – Green Design and Engineering and Power Consulting Associates: and one

Partner, ARCADIS. An MOU was signed with Caltrans to help grow member participation and engagement.

- Member communities and IT completed the automated Region Health Scorecard for use by the Member Communities Committee Region Support Subcommittee and region leaders to identify focus areas and strengths related to member engagement and local units.
- Member Communities Committee Task Committee on Section and Branch Renewal Rates reviewed retention data to identify sections, branches, and groups across the regions for further study. They aim to identify commonalities and best practices in retention that can be shared broadly across ASCE by the end of 2021.
- In December, continuing education and communications staff finalized work on a **five-part primer course on Future World Vision** for university faculty and STEM students in undergraduate programs. The on-demand course encompasses five video module presentations, transcripts, handouts, an instructor's manual, and supplemental materials to help instructors and students develop an understanding of the project. The course is now available for purchase on mylearning.asce.org. A training video was completed in February to help faculty navigate how to access and use the primer.

We continue to focus on student and younger member transition and younger member retention with programs focused on serving this target audience.

- Selected the 2021 **New Faces of Civil Engineering Professional and College editions** from a field of 72 nominations to promote the talent and diversity that exist within our students and early career professionals' communities. Students received \$100 cash prizes, and the Society awarded a \$1,000 scholarship to the top student in that category.
- Member Communities launched a ***Together-Apart Video Contest*** for younger members to encourage engagement, community building, and storytelling among Younger Member Groups and their leaders during the remainder of the COVID-19 pandemic; \$10,000 in cash awards will be distributed to the Younger Member Groups that submit the top three videos.
 - Hosted ***Younger Member Show and Tell – A Night of Virtual Connection*** event for students and younger members. The program had 70 attendees.
 - Hosted ***Younger Member Week***, a five-day event featuring four daily sessions and a social/networking event for students and younger members. The program had 371 registrants and 535 live views.
- The **ASCE Instagram account**, which promotes student and younger member engagement, has grown to nearly 8,000 followers as of February. For 2020, the account had:
 - 695,123 total impressions.

- 57,927 average impressions per month.
 - Grew by more than 76%.
 - Average reach per post was nearly 2,000.
 - 19,624 total profile views.
 - Average engagement rate of 4.9%.
- The UESI Younger Member Engagement Committee has increased its membership by 50%. Many are students who have transitioned to younger members.
- T&DI developed an online event titled “**Training for Young & Prospective Faculty in Transportation.**” This 90-minute virtual event held in November consisted of an elite panel of five academics and will help to develop a roadmap for delivering a series of full-day onsite training programs for young transportation faculty members.
- Professional Advancement staff launched ASCE’s new **Career Discovery Series** with the first session, “Exploring Careers in Public Agencies”; 97 members and 31 nonmembers (128 total individuals) registered for this session and approximately 55 participated in the live event.
- In September and October, SEI held the final two sessions of the four-part **Career Path Series**, hosted by SEI President Glenn Bell. Session 3, “Advancing – Project Engineer to Project Manager,” had 289 registrants, including 18 nonmembers. The full series is available to members on the ASCE Collaborate site with resources including videos, books, and other SEI references for each session. The sessions have had 300 post event views.

We strengthened the relationships between the 10 Geographic Region Boards of Governors and the nine Institute Boards of Governors through the successful implementation of the Regions and Institutes Presidential Group (RIPG).

- A webinar on section engagement with institute chapters provided a better understanding of the process to becoming an institute chapter and activities and best practices being undertaken by the chapters.
- Invited institute leaders to several LTC-hosted webinars to continue building a relationship and enhancing collaboration.

We enhanced leadership skills development through the following programs.

- The Committee on Faculty Development concluded its ExCEED Community Exchange (ECX) series and is now developing a remote version of the six-day ExCEED Teaching Workshop for summer 2021.

- Professional advancement and communications staff continued the “**Thursdays @ 3” virtual roundtable** program to support civil engineers in navigating timely personal and professional challenges. In FY21 to date, seven sessions have been offered with 338 member and 72 nonmember registrations (410 total, of which 331 were unique registrations), 258 total day-of attendees, and 575 total recording views. The sessions are offered monthly on the third Thursday of every month and are being executed at no cost to ASCE except for staff time.
- Professional Advancement staff adapted the **Power Skills Workshops** to be offered virtually due to COVID-19. Six workshops reaching 107 members have been delivered in FY21 to date (October to February), with one more scheduled and a couple more being discussed.
 - Presented a virtual half-day training of “Lead Through Emotional Intelligence” and “Leading and Learning from Teams” at the SEI Local Leaders Training, enhancing the leader development skills of approximately 54 SEI leaders.

We provided activities and opportunities for student chapter involvement.

- Member communities developed Concrete Canoe Competition rules for students that could be followed independent of COVID-19 restrictions and cleared the way for virtual or in-person student competition through the regional student conferences and Society-wide competition finals in June.
 - Hosted a series of three webinars to educate students about this year’s rules. The webinars attracted 521 viewers.
 - Held three virtual webinars for ASCE student chapters to increase awareness of goals, values, and best practices behind successful student conferences and chapters.
 - Broadcast the virtual WSCL Program with seven bimonthly independent sessions to encourage students and guide them through unique leadership challenges of operating their student chapters during the pandemic. These sessions featured committee volunteers, students, faculty, and practitioner advisors as well as ASCE staff. The series had 877 unique viewers.
 - Submitted a student conference reorganization evaluation report to the Board of Direction for its October meeting. The report and recommendations are part of an effort to achieve the vision for student conferences and competitions and include aligning the North American student conferences with Region 1-9 boundaries. The goal is to have the new student conferences approved by late March and in place for 2022.

We continue to build international membership and benefits.

- Member communities established four new student chapters and assisted members interested in forming ASCE international student chapters at 10 universities in four countries, representing a growth potential of 816 student members and improved opportunities for student chapter involvement.

- Set up one-on-one meetings with leaders of international sections, groups, and potential groups to showcase ASCE benefits available to Region 10 and hear feedback on their needs.

We develop new products and services for domestic and global members that specifically appeal to younger members.

- The Committee on Student Members, Committee on Younger Members, and the Leader Training Committee developed a plan to conduct regional leadership conferences virtually in 2021.
- The **#SEILive** event program broadcast multiple live chats via SEI's YouTube channel:
 - In September, guest Andy Herrmann discussed leadership, the *Infrastructure Report Card*, and bridge engineering as a career. It currently has 91 views.
 - In October, guests David Cocke and Joe DiPompeo discussed leadership and the effects of COVID 19 on leadership. It currently has 235 views.
 - In February, the SEI Live event focused on sustainability and featured SEI's sustainability co-chairs and IStructE's Head of Climate Action as live participants. It currently has 430 views.

GOAL 2: Civil Engineers develop and apply innovative, state-of-the-art practices and technologies.

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

- Publications completed work and launch of new GRIS server, which is used to deliver the ASCE Hazard Tool. The new tool and site leverage up-to-date technology and should realize better response and improved member/user satisfaction.

We improved the practice of civil engineering and shared technical knowledge through committee activities, events, forums, publications, standards, and educational offerings.

- ASCE 2020 Convention (Oct. 26-28) attracted 1,000 attendees from across the globe. The virtual event provided greater member participation than seen in many years, particularly from Region 10 and with more than 80 students in attendance. The program stayed available on-demand through January.
- ASCE Virtual Technical Conference (Sept. 14-18) remained for sale as an on-demand product through the ASCE Convention and saw steady access through

the platform's December close. 44 attendees added V-Tech to their ASCE 2020 Convention registration.

- Continuing education delivered two key program partnerships with the ASCE institutes, the G-I web conference in December and a successful pilot of an architectural engineering P.E. exam prep webinar series ran over four days in January and February covering four content areas: electrical systems, mechanical systems, structural systems, and project management and construction administration. The course attracted 30 registrants.
- Development of ASCE standards progressed in the first half of FY21 (Oct. 2020–Feb. 2021) as standards committees conducted over 140 ballots, four standards were approved for public comment, four standards were approved for publication, and one proposal was approved for development of a new standard.
- CI's Claims Avoidance and Resolution Committee published a new ebook, *COVID-19 Pandemic Impacts on Construction Projects*. Its three chapters correspond with each ASCE webinar that the Claims Avoidance and Resolution (CAR) Committee presented in June and August of 2020.
- The first SEI Standards Series in January explored the newest *ETS Standard* ASCE/SEI48. The live program was held on Zoom and broadcast to YouTube. Registration was conducted via ASCE Collaborate for 332 paid registrants and 91 students (free), for a total registration income of \$20,976.
- SEI published jointly with Charles Pankow Foundation, *Performance-Based Structural Fire Design: Exemplar Designs of Four Regionally Diverse Buildings Using ASCE 7-16, Appendix A*. The publication was funded by a \$235,000 grant from Charles Pankow Foundation to ASCE/SEI and is available free from the ASCE Library and CPF websites.
- T&DI's Connected & Autonomous Vehicles Impacts Committee completed the manuscript of a book titled *Disruptive Emerging Transportation Technologies Primer*.
 - Set up two new programs for launch in March 2021:
 - **Application of Technology in Transportation:** a series of online panels of state DOT professionals sharing their experiences and lessons learned in deployment of technologies on the built infrastructure. The series is planned and organized by T&DI's Connected & Autonomous Vehicles Impacts Committee in collaboration with state DOTs.
 - **Sustainable Transportation:** a series of online panels moderated by civil and environmental engineering students, with leaders from the transportation industry and academia invited to speak about various technical and career development–related topics in sustainable transportation. The series is planned and organized by T&DI's Sustainable Transportation Committee in collaboration with a group of partner universities.

- Launched the **Committee on Artificial Intelligence**. The committee will serve as a forum for ideas and knowledge exchange among researchers, engineers, and operators from academia, industry, and government with interest in developing and promoting AI technologies and their applications in transportation.
- Launched the **Committee on Mobility as a Service (MaaS)**. The committee is charged to develop a roadmap and serve as a forum for the exchange of ideas and knowledge among transportation researchers, engineers, and planners from academia, industry, and government with interest in developing and promoting MaaS infrastructure, platforms, policies, regulations, and operating systems.
- The EWRI Channels concept was approved. EWRI will upload presentations via Brightcove from EWRI's 2020 Congress and the Watershed Management Conference. The videos will be offered in a video-on-demand format and no PDHs will be offered at this time. Access will be offered to ASCE-EWRI members at no cost and nonmembers will pay a nominal fee (\$50 suggested). Nonmembers will also be encouraged to join ASCE-EWRI.
- COPRI hosted a webinar on the application of asset management at seaports, organized by the task committee on asset management of COPRI's Ports and Harbors Committee. More than 90 members and 40 nonmembers registered for the webinar.
- The EMI Objective Resilience Committee is conducting review of its upcoming manual of practice. Due to its size, the MOP will be published as four books: *Policies and Strategies*, *Objective Processes*, *Technology*, and *Applications*. The target date for submitting the completed manuscript is mid-January 2021.
- UESI Pipeline Division has begun working with the ASCE Infrastructure Resilience Division on a joint seismic testing standard. Presently, no standards or guidelines exist in the United States that recommend procedures for physically assessing pipeline system response to large external loading such as conditions imposed during earthquakes. The purpose of this standard is to provide consistent guidance on how to conduct full-scale testing on pipes and pipeline components.

We facilitated the global exchange of civil engineering knowledge and educated members on professional practice in the global environment.

- ASCE Continuing Education held the first-ever on-site training with a client in Russia, providing a custom virtual presentation in the Mitigation of Soffosion Subsidence in Karst for Mosproekt-3, in Moscow.

We improved the profession's access to a wide array of civil engineering technical and professional literature.

- There are 1,651 institutions globally that have subscription access to ASCE Publications.
- From January through December 2020, ASCE Library usage included 12.3 million abstract views and 4.9 million full-text downloads. Additionally, ASCE Publications published 58 books and sold 17,108 books. We received 18,371 submissions of technical papers, technical notes, and case studies, and published 4,429 journal technical papers, technical notes, and case studies.
- Launched on March 1, the ASCE Legacy Archive product, which makes available digitized content for all ASCE journals and *Transactions of the American Society of Civil Engineers* from 1872 through 1982 on the ASCE Library online site. Content volume totals 30,149 journal and 8,974 *Transactions* articles. Publications has confirmed orders for 11 academic libraries valued at \$274,500. Of the 11 libraries, five are part of a negotiated deal with the California Digital Library, a leading consortium in the U.S. and globally.

We recognized the achievements of civil engineers and challenged the biases against the implementation of innovation and advancing the state-of-the-art through Society awards.

- Society awards were once again incorporated into the annual convention as part of the business meeting. However, to provide more visibility and recognition for the recipients, honorees were given an opportunity to record acceptance remarks that were posted on the virtual convention platform.
- The 2021 cycle for awards concludes in September, yet already 40 ASCE members have been selected to receive 35 Society awards.

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

We advocated so that public and private-sector decision-makers and the public 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.

- The public comment period on the sustainable infrastructure standard draft closed on Jan 25. Approximately 225 public comments were submitted for resolution. The publication is anticipated by the close of the 2021 calendar year.
- The 2021 Legislative Fly-In application concluded on Jan. 11 with over 285 applications received. On the day of the fly-in, there were 254 participants.

- ASCE participated in the 6th annual [Imagine a Day Without Water](#), joining over 100 organizations from water utilities to neighborhood groups to advocate in the Value of Water's national day of advocacy. ASCE Government Relations coordinated and filmed a video featuring several members who work in the drinking water and wastewater sector, where they spoke about the needs for and benefits of water infrastructure investment, citing stats from the [Infrastructure Report Card](#) and [Failure to Act Water and Wastewater report](#).

We raised 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.

- ASCE published *Failure to Act: Economic Impacts of Status Quo Investment Across Infrastructure Systems*. The report found that continued underinvestment in infrastructure and the resulting inefficiencies will have a cascading effect on the economy, increasing the burden on families, business productivity, and overall GDP year after year over the next 20 years.
 - The infrastructure initiatives team secured sponsorship for this news media conference and webinar by packaging the \$25,000 keynote sponsorship for the 2021 Report Card Solutions Summit with an opportunity to offer remarks at the Failure to Act news media conference. CEO of Nucor Corporation was featured at both events.
- In December, West Virginia, Maine, and Utah all released state report cards, with Texas and Ohio following with their own report cards in January. The West Virginia Report Card was the first from the state.
- ASCE board member Roger Millar, P.E., Washington State Department of Transportation secretary, and former ASCE board member Carol Haddock, P.E., Houston Department of Public Works director, highlighted project delays or cancellations and even layoffs as they [put pressure](#) on Congress to provide much-needed relief for state and local transportation systems in an OpEd published in the *Washington Times*.
- ASCE Past-President Greg DiLoreto, P.E., highlighted ASCE's 2020 Failure to Act water and wastewater report in an OpEd published in the *Clackamas Review*. He also urged Oregon City voters to vote in favor of a ballot measure in the November election on wastewater investment.
- In January and February, with the start of the new state legislative cycle, our Key Contact program activated members in Arizona, Iowa, Maine, Georgia and North Dakota.
 - Arizona members received a Key Alert on a licensure bill that would change the definition of a professional engineer; 175 emails have been sent to state senators.

- Members in Iowa reached out to their legislators about a harmful universal licensure measure that would erode the current standards for attaining a P.E.
- In North Dakota, members encouraged their state representatives to support the creation of an infrastructure revolving loan fund.
- In Georgia, members have been acting in opposition to legislation that would allow for development in the inundation zone of Category II dams, with no upgrade to the dam necessary.
- In Maine, members are sharing the findings of their new state infrastructure report card with elected officials at all levels of government.

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

- For the first time, Congress approved \$12 million for the U.S. Army Corps of Engineers' WIFIA program as a part of the Fiscal Year 2021 appropriations bill to encourage P3s.

We developed and advocated for sound positions on civil engineering–related public policy issues (policies related to infrastructure, sustainability, risk, professional licensure, STEM education, procurement, etc.).

- Before Congress adjourned in December, it approved several key ASCE priorities. These include a bipartisan end-of-the-year package to appropriate funding for Fiscal Year 2021 and provide economic relief to several sectors impacted by the COVID-19 pandemic.
 - The measure included \$45 billion in emergency relief for the transportation sector, including \$10 billion for state DOTs as well as \$15 billion for transit agencies, both being aid that ASCE requested.
 - A financing program for the USACE to encourage P3s was also funded for the first time.
 - Finally, HR 133 included the Water Resources Development Act of 2020, a bipartisan energy package, and an array of end-of-year tax extenders. The WRDA portion of the bill would unlock the remaining balance of the Harbor Maintenance Trust Fund and contained several technical changes to the High Hazard Potential Dam Rehabilitation program, which ASCE championed.
- ASCE submitted [public comments](#) to the U.S. Environmental Protection Agency's [2020 Financial Capability Assessment for Clean Water Act Obligations](#) proposed guidance. The first major update to this guidance in over 20 years, it helps utilities set a national standard for determining affordability for rate-making and benchmarking purposes. ASCE recommended items to take into consideration when determining rates so drinking water and wastewater utilities can provide safe and reliable systems and ensure affordability.

- In April 2021, EWRI will organize the inaugural Low Head Dams Public Safety Awareness Month. EWRI, ASDSO, BYU, and USSD drafted a proclamation that may also be signed by American Whitewater Association, Trout Unlimited, American Rivers, Silver Jackets, Utah State University, the U.S. Coast Guard, and the Boy Scouts of America.
 - EWRI launched a National Inventory of Low Head Dams webpage on Jan. 29. This page includes resources to catalogue low head dams throughout the country as well as other safety resources pertaining to low head dams.

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

- One of ASCE's top legislative priorities, the Safeguarding Tomorrow through Ongoing Risk Mitigation (STORM) Act of 2020, was signed into law by President Trump on January 1. This law creates a new "resilience revolving loan fund" modeled after similar water programs and spurs investment ahead of future disasters.
- ASCE Government Relations worked closely with the House Science Committee and Senate Commerce Committee to introduce the PRECIP Act. The bill would give NOAA the full budget and mandate to update precipitation studies for all regions of the United States and calls on updating ATLAS¹⁴ at least every five years and maximum precipitation estimates every 10 years. That bill also directs NOAA to include future changes in precipitation due to climate change in the studies. Currently, floodplain managers, local governments, and dam safety officials are using precipitation data from the 1960s and 70s to understand the risk of floods to life and property.
- The release of the *2021 Report Card for America's Infrastructure* on March 3 was a major win for ASCE. Some portion of the Report Card Solutions Summit was viewed by 4,200 people, and more than 10,000 users viewed the report card website on March 3 including individuals from all 50 states. Nearly 3,000 people downloaded the entire report card, and the ASCE Gov Rel Twitter account had over 1.1 million impressions that drove 2,000 clicks to the report card website. The media coverage included 474 online placements reaching tens of millions of readers and viewers. Outlets that ran stories included stories from AP, CNN, NPR, POLITICO, Reuters, *The New York Times*, MSNBC, Bloomberg, and more. 998 broadcast clips aired reaching a viewership of 5.6 million, and 27 radio interviews were heard by 3.6 million listeners. 85 outlets picked up our news release generating 468 engagement actions, such as clicking through to the report. In total, 49 out of 50 states covered the report.
 - Published 13 new ASCE Gamechangers in conjunction with the release of the *2021 Report Card for America's Infrastructure*. The 2021 game changers range from a new strategic optimization software to increase efficiency at our nation's ports to roadways built out of recyclables that are even more durable than concrete and asphalt.

- Produced two documentary style videos on Mississippi and Pittsburgh infrastructure for the Report Card.
- Published a comprehensive map of infrastructure assets in America, called “Infrastructure is Everywhere.”
- Prebriefed committees of jurisdiction in the House and Senate, U.S. DOT, and U.S. EPA about the findings and corresponded with the White House in advance of their March 4 meeting to discuss, among other things, the findings with Secretary Buttigieg.

GOAL 4: ASCE advances the educational and professional standards for civil engineers.

We planned and executed the Engineer Tomorrow initiative for civil engineering to protect the public health, safety, and welfare.

- Staff and volunteers presented eight Engineer Tomorrow sessions at local ASCE student chapter meetings and branch meetings, the ASCE 2020 Convention, and freshmen engineering classes, reaching approximately 410 member and nonmember attendees.
 - Completed work with certification consultant Global Skills X-Change (GSX) and presented recommendations to the Board of Direction in October 2020 for a market-driven and mission-driven ASCE certification program including a business plan, marketing strategies, and implementation plan.

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

- The ASCE 2020 Convention featured “Empowered to Innovate: Civil Engineering Education for the Future Profession” as a plenary session. The session was grounded in the findings of the 2019 Civil Engineering Education Summit and featured examples of innovation in the classroom currently in practice across the world. Nearly 150 registrants attended the session.
- ASCE staff and volunteers participated in the “Connect the Dots” conference in December, organized by ASME with a grant from the United Engineering Fund. The conference featured speakers and breakout sessions on how engineering professional societies, industry leaders, and academics can partner to advance the profession of engineering.

We educated and trained civil engineers to increase their technical competency and develop their interpersonal and organizational leader skills with online, in-person, and webinar continuing professional development.

- ASCE Continuing Education submitted our five-year renewal application for ASCE's IACET accreditation, which was subsequently successfully reviewed and approved.

We maintained and enforced ASCE's Code of Ethics and educated members and the public on professionalism and the ethical practice of civil engineering.

- ASCE Continuing Education conducted a highly attended, specially priced ASCE Day webinar on ASCE's new Code of Ethics, with Tara Hoke and Anna Pridmore instructing approximately 240 attendees.

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

- ASCE signed an MOU with the Stimson Center/Alliance for a Climate Resilient Earth to advance sustainable and resilient infrastructure solutions specifically related to the ASCE Sustainable Infrastructure Standard.
- The Sustainable Infrastructure Standard was approved for public balloting by the ASCE Committee on Sustainability.
- The ASCE Committee on Sustainability will move to the Committee on Technical Advancement to create liaisons between the Infrastructure Resiliency Division and Climate Change Division and to avoid duplication.
- The ASCE headquarters parking lot makeover was finished this past November. The project was a three-year initiative of the ASCE Foundation in which they recruited a host of firms that contributed their time, effort, and materials. Led by a team of experts and chaired by Matt Jones of Magnusson, Klemencic, the project included low-impact development practices to reduce stormwater runoff and enhance the quality of stormwater discharge, ultimately improving the health of the Chesapeake Bay.

We led and participated 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.

- ASCE has been tracking legislation in several states that would threaten professional licensure. This includes [several bills](#) in Arizona, West Virginia, Mississippi, Minnesota, Florida, Missouri, Idaho, New Hampshire, Kansas, and Wyoming. In response to this legislation, Key Alerts have been sent on licensure bills in West Virginia, Iowa, Arizona, and Minnesota, and our staff worked with Arizona members to develop a letter in opposition to legislation that would redefine an engineer as any person who "by reason of engineering education,

training, and experience may apply engineering principles and interpret engineering data.”

- The Alliance for Responsible Professional Licensing (ARPL), of which ASCE is a founding member, has released *Valuing Professional Licensing in the United States*. The new report explores the impacts of professional licensing in complex, technical fields and found licensing is associated with a 6.5% increase in hourly earnings and narrows gender- and race-driven wage gaps. The report was launched in conjunction with the start of state legislative sessions and demonstrates to legislators that a one-size-fits-all approach to licensing reform does not work.
- ARPL released *Licensed to Move*, a report offering practical guidance, examples, and best practices for policymakers from interstate practice models that work for both license holders and the public. The report serves as a response to recent state legislative efforts to use a one-size-fits all approach to both occupational and professional licensure, which has resulted in watered-down education requirements and can threaten public safety.
- ASCE and other ARPL members have established mini-ARPLs in the states that the coalition has identified as most likely to pass legislation threatening licensure. These states include Iowa, Nebraska, Oklahoma, Mississippi, Georgia, Kansas, and West Virginia.

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

- At its October meeting, the ASCE board approved a major revision to [Policy Statement 417](#), Justice, Equity, Diversity, and Inclusion. The revision is intended to reflect a more global perspective on these issues and their collective impact on society. The revised policy expresses ASCE’s support for a fully inclusive culture that celebrates individual uniqueness, engenders a sense of belonging, and promotes equitable opportunity for all people to participate as members and stakeholders of the civil engineering community regardless of identity.
- Members of Society Advancing an Inclusive Culture (MOSAIC) is creating a DEI Best Practices Resource Guide (BPRG) to provide a resource for ASCE volunteer leaders to develop and implement programs and activities focused on actively promoting DEI. The BPRG will be composed of five sections. Each section consists of a brief narrative plus a checklist of considerations that is intended to be a "grab and go" resource for members.
 1. Assessment and Accountability
 2. Inclusive Events
 3. Inclusive Leadership and Engagement
 4. Training and Inclusive Communication
 5. Strategic Partnerships

The guide will be available as a PDF at the end of March.

- NIBS Survey – We participated with American Institute of Architects (AIA), ASHRAE, and 14 other organizations in the National Institute of Building Sciences (NIBS) Survey on Social Equity.
- MOSAIC also received a grant from the United Engineering Foundation to develop a diversity, equity, and inclusion best practices video series.

GOAL 5: The public values civil engineers' essential role in society.

We leveraged 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.

- Through a National Science Foundation–funded grant, ASCE and the Space Science Institute organized a virtual outreach program, *Dream, Build, Create*, which ran through the month of November. The program offered free streaming of the award-winning documentary *Dream Big: Engineering Our World* to libraries and to the network of outreach connections established by ASCE, which includes schools and after-school centers. Complementing the screenings, five panels of young engineers (Dream Teams) met with students and teachers online to share their engaging stories of what it means to be an engineer; 851 librarians and educators registered for the program, reaching more than 450,000 students and families.
 - *Dream, Build, Create* was the culminating activity of a three-year NSF-funded program called Project BUILD, a collaboration between ASCE and the Space Science Institute. The program used Dream Big resources to pilot a program to connect public libraries with ASCE local sections and branches to develop engineering public programs.
 - A virtual outreach event, *Chats with Changemakers Featuring Avery Bang*, an engineer profiled in *Dream Big: Engineering Our World*, was held Nov. 20. This program was conducted in partnership with DiscoverE and the National Engineers Week Foundation. ASCE and DiscoverE cross-promoted the events.

We encouraged civil engineers to engage in public policy activities and leadership at the local, state, and national level and we trained and equipped civil engineers with the skills and messages necessary to interact with the public and decision-makers on important community and national issues.

- Government Relations University and Public Relations University trainings were held for members in Ohio, Maine, Texas, and West Virginia, with 100 members receiving both trainings between all four states.

- Held webinars in October and February, each for about 20 T&DI members, to discuss the future of the surface transportation reauthorization and an infrastructure package. Specific topics included the recent advocacy efforts to extend our current federal surface transportation programs, the outcome from Congress, and next steps in ASCE's advocacy efforts.
- Held a webinar centered on the 2020 election outcomes at the state and federal level. GR staff shared how the results of the November election would impact the public policy space, how various state and local ballot measures fared, and highlighted the remaining items on the "to do" list for the 116th Congress. The program drew 108 registrants and 50 attendees.
- Organized the student benefit of the month November webinar. Three ASCE volunteers – Rebecca Shelton, P.E., Hector Colon De La Cruz, EIT, and Peyton Gibson, EIT – spoke to the next generation of civil engineers about the importance of getting involved in public policy.

We offered precollege outreach programs and participated in partnerships to help foster a sufficient and diverse supply of quality civil engineers to meet the future needs of society.

- Monthly information sessions for precollege outreach champions across the country educated them about best practices and resources available to help them plan and participate in outreach events locally.
 - Established a precollege outreach champions community in ASCE Collaborate to provide a platform for community sharing and distribution of successful precollege outreach techniques and practices among the 220 invited community members.
 - Created Everyday Engineering / STEM@HOME video, Slender Tower Challenge, posting it to the ASCE website and sharing it with DiscoverE for their website.

GOAL 6: ASCE excels in strategic and operational effectiveness.

We ensured that the Society's business model responds to changes in the nonprofit professional society environment, characteristics of current and potential members, and outlook for available resources. We evaluated all aspects of the Society's operations and structure.

- In September, we launched a new staff organizational structure that was more nimble, flexible and responsive, with fewer management layers, new reporting relationships, the elimination of some positions, and a more broadly distributed focus on key initiatives, like sustainability and global activities. These changes will contribute to the Society's long-term success and to reinforcing our core strengths.

- We received \$4.7 million and \$2 million of loans through the CARES Act Payroll Protection Program and have applied for loan forgiveness for the first loan. The forgiveness application was approved by Truist Bank and has been forwarded to the SBA for review. We will apply for forgiveness for the second loan when allowed. Any forgiven loan amounts will be revenue to ASCE, which adds to reserves.
- We are evaluating the Employee Retention Tax Credit that may be available to ASCE as part of the CARES Act relief package. If we qualify, this could amount to a substantial tax credit applied to employer-paid payroll taxes, reducing compensation expense for fiscal 2021.
- Management of Zoom, Adobe Connect, and first-line support for Teams meeting events was shifted to Bechtel Conference Center staff. This transition should realize efficiencies in both workload and cost by allowing for better use of these platforms and will provide for more efficient processes when hybrid events become possible.
- With the completed decommissioning and migration of the Xythos document management server, staff has successfully migrated to the O365 platform, realizing full use of one service with better data security options for ASCE intellectual property, including activating multifactor authentication.
 - Completed implementation of the Personify SA360 Server Hosting (Azure) to leverage cloud technology for better resource efficiencies as well as reducing costs associated with fluctuating scalability/access charges.
- The Board Strategic Advisory Council continued its review and development of 10 new strategic priorities and key performance indicators. Each priority is assigned a board lead to work in cooperation with the designated staff member to update progress for the board via the quarterly dashboard. Staff will continue development of an organizational health dashboard.

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

- Human resources staff completed the annual staff survey on satisfaction and engagement, allowing us to see trending data year over year. Survey results showed an 86% overall engagement score, up 6% over last year. Results will be shared with senior leadership followed by all staff, with department-specific data to be shared with relevant department heads and teams.
 - Implemented the new SharePoint internal communication platform – a much more visually intuitive and interactive intranet and outreach tool for disseminating employee information and encouraging collaboration.
 - Completed the first cycle of the new employee recognition program, ASCENT (Noteworthy Team) Award. This award recognized over 100 individuals across the organization for their work in furthering ASCE's mission, programs, and operations.

- Continued regular meetings of the COVID-19 staff task committee to discuss and analyze current developments with the pandemic requiring updates to ASCE's return-to-work plan, COVID policies, communications, and outreach. Our current plan has extended primarily remote work through June 30.
- Provided training sessions focused on leading remote teams for all levels of staff leadership and management. This training was designed to equip leadership with the tools necessary to effectively lead their teams in the current environment and prepare them for the challenges that lie ahead as the nature of the workplace continues to change.
- Created a committee that is working to anticipate and plan for a post-COVID-19 workplace that remains largely remote. A survey was sent out to senior leaders that has provided preliminary data on what we might expect in terms of staff returning to the workplace on a full-time basis, positions suited to a hybrid schedule (some in the office and some remote), and positions that could continue to be performed full-time remotely.

We evaluated the level of effort and spending for major program areas to determine where to best allocate available resources to accomplish ASCE's goals and build membership and revenue streams.

- We shifted successfully to an almost entirely virtual workforce during the pandemic while maintaining all necessary functions and performance.
- Staff continues to collaborate to identify both financial and workload efficiencies that can improve member/customer satisfaction and interaction. To this end, a working group was established to address virtual event production processes that resulted from changes required by COVID-19.
- We began planning for staff to return to the office when pandemic conditions permit. We completed a data call of all managing directors, and as a result, we anticipate an increase in a remote and hybrid workforce in the future. This offers opportunities to reduce our in-office footprint and office space needs, while possibly presenting challenges managing an increasingly virtual workforce and operations. We will continue to evaluate and plan.
- We transitioned a large number of conferences from in-person events to virtual. This required extensive coordination with venues and contracts to minimize cancellation and/or postponement penalties.

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

- The ASCE Honors and Awards Department has been evaluating a module within the Society's AMS that would transition the awards process from manual to electronic. Once in place, members could submit nominations online and, when appropriate, the nominations would be forwarded to the designated award

committee for review and selection. The automated system should make the nomination process easier for members and save valuable staff time.

- From December 2020 until mid-February 2021, a small group of internal experts developed a new **ASCE Global Taxonomy**. The members of this group included representatives from key content areas, including the institutes, publications, web operations, and communications. The creation of this new universal taxonomy will be the backbone of a unified search of all ASCE content and the results will be seen at launch of the new website, ASCE.org.
- In **mid-February 2021**, the web operations team completed a revised conference website template for virtual conferences and meetings. Attendance at virtual meetings is an important benefit for ASCE members and is a way to bring in new members and revenue to the Society.

We used available technology to enhance the learning experience and adapt education delivery methods to correspond to the changing educational needs and environment.

- Starting with fall 2020 courses, ASCE Continuing Education completed transition to staff-managed functions for our Guided Online Courses that were previously supported by a vendor. For the fall 2020 courses alone, this resulted in a savings of over \$30,000 compared with previous expenses. We also continue to improve in total participants and average per course. Average course attendance for the winter 2021 courses is 23 compared with 18 last January.
 - A new “virtual workshop” course format was piloted. These are made up of two 2-hour live interactive training sessions interspersed by a few days to a week, with an application/reflection assignment in between and an assessment following the second session. The first three sessions sold out but were limited to 50 participants to allow for interaction. Additional sessions are in development for the coming months.
 - Launched the redesign of myLearning with a more modern design, modest user-experience updates, and move to a mobile responsive template.
 - Released the Construction Engineering Certificate Program in blended format (courses offered in a mix of live and on-demand) to allow members more flexibility and the ability to complete the program more quickly.

We strengthened 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.

- ASCE took over the ACECC secretariat and Secretary General position in October 2020. In addition to operating the organization, we guided planning for the 9th Civil Engineering Conference in the Asian Region (CECAR 9), planned for September 2022, and led technical committees relating to sustainable development and ethical practices.

- World Federation of Engineering Organizations confirmed ASCE Past President Gunalan as the chair of the WFEO United Nations Relations Committee.
- ASCE members Ari Herrera and Raymond Issa were elected as the president and vice president, respectively, of the Pan American Union of Engineering Organizations (UPADI).

We provided members attractive opportunities to support ASCE programs beyond volunteer hours and membership dues through gifts to the ASCE Foundation.

- ASCE will be receiving \$1.1 million from the ASCE Foundation to support the development of Future World Vision's mega city. The foundation board of directors is pleased to be able to support this exciting project with unrestricted funds raised by the foundation.
- The **ASCE Foundation** is promoting its Sustainable Development Initiatives Fund, with corporations contributing to the fund being recognized via the foundation's SDIF app, and at the ICSI Coalition summit in October and ICSI Conference in December. The SDIF is focused on a commitment to sustainability and infrastructure initiatives supporting technical resources, specialty conferences, publications, and more. Individuals as well as organizations may make contributions to the fund. Organizations that sign up to be a contributor will receive a variety of recognition benefits depending on the level of commitment they select.
 - o In December 2020 and January 2021, the **ASCE Foundation** received more than \$208,000 in annual and major gifts in response to year-end appeals for several program areas. When compared with 2019, the average gift per donor increased by 43%.

KPI CHART FOR MARCH 2021 ED REPORT

Updated January 2021

GOAL 1: An ever-growing number of people in the civil engineering realm are members of, and engage in, ASCE.

Focus Strategy:

a) Improve member satisfaction among key member segments.

KPI 1 Number of dues-paying members.	47,473
KPI 2 Member satisfaction and net promoter score (NPS) per ASCE survey.	77% (satisfaction), 15.8 (NPS)
KPI 3 The annual member retention rate.	88.9%

Ongoing Strategies:

b) Improve student-to-member transition and younger member retention.

KPI 1 Number of Younger Members retaining membership four years after joining ASCE.	1,296
KPI 2 Number of Student Members transitioning to professional membership.	2,899
KPI 3 Number of Student Members.	46,650
KPI 4 Number of Younger Members.	23,691

c) Encourage and provide greater opportunities for younger member engagement and leadership in ASCE. **(Staff Lead: L. Payne)**

KPI 1 Number of Younger Members in leadership/officer roles at the Board, Institutes, Region, Section, and Branch levels.	N/A
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d) Enhance and strengthen the relationships between the 10 Geographic Region Board of Governors and the nine Institute Board of Governors through the successful implementation of the RIPG.

KPI 1 Local unit satisfaction with usefulness and value of products and services offered to local leaders (from the Member Communities Committee survey).	Leaders of Regions 1-10, Student Chapters, and Younger Member Groups participated in four uniquely crafted surveys. Member satisfaction was over 70% for all four groups.
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KPI 2 Member satisfaction about local unit activities per ASCE survey.	79.7%
KPI 3 The number of Region and Institute participants at the RIPG meetings with a target of 100% at each meeting – this reflects the engagement and commitment of the participants.	October 2020 meeting: 17 in attendance December 2020: 19 in attendance 14 of the 20 members participated in the Feb. 16 call of the RIPG. Attendance was negatively impacted by the power outages in Texas.

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

KPI 1 Number and awareness of existing and new benefits/programs offered for no additional fee, and utilization rate/satisfaction.	Of 30 measured benefits, <i>Civil Engineering</i> magazine has the highest-percent usage (76%), while Mentor Match (e-mentoring) has the lowest (5%). Report Card for America's Infrastructure has the highest satisfaction (87% satisfied), while Career Services has the lowest (55%). (Member Needs survey 2020)
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f) Enhance leadership skills development opportunities, identify and operationalize mentoring opportunities, and optimize employment and career-related services.

KPI 4 Number of total participants in/at ASCE-delivered leadership programs.	852 (as of Feb. 2021)
KPI 5 Number of ASCE members registered as mentors and/or mentees in Mentor Match.	965 (as of Feb. 2021)
KPI 7 Number of unique pageviews of Career By Design.	33,976 (as of Feb. 2021)

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

KPI 1 Student Satisfaction and Net Promoter Score (NPS) on Student Member survey.	61% (satisfaction), 33.3 (NPS)
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h) Continue to build international membership and benefits.

KPI 1 Number of dues-paying members in Region 10.	3,010
KPI 2 Member Satisfaction on Member survey.	70.7%
KPI 3 International student transition.	723

i) 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.

KPI 1 Number of new benefits/programs appealing to Younger Members, and utilization rate/satisfaction.	<p>1, 2 – Younger Member Show and Tell – A Night of Virtual Connection, and Younger Member Week were held as virtual pandemic program offerings to engage students and younger members across the organization. The programs had 605 viewers.</p> <p>3 – Younger Member advisors to the Region Boards are fully established in Regions 3-4-6-9, expanding the influence of YMs at the Region level.</p> <p>4 – Career Discovery Series intended to introduce students and YMs to various career path opportunities. (January) 58 viewers; (February) 37 viewers.</p>
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j) Explore different membership models to broaden outreach to nonmembers and to capture additional members of the project team.

KPI 1 Complete analysis of at least one potential membership sector (e.g., technologists, government engineers, non–civil engineers)	<p>At the request of volunteer leadership, staff is providing information on overall activity by international members and nonmember customers to help determine growth opportunities for increased global member engagement, new member prospects, and increased sales of products and services.</p> <p>Interesting key points are:</p> <ul style="list-style-type: none"> Continuing Education – Port Engineering Certificate Program and Structural
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	<p>Earthquake Engineering for Buildings Certificate Program are tied for top sales; most continuing education sales are to nonmembers for each of the last 3 years.</p> <ul style="list-style-type: none"> • Conference – International Conference on Coastal Engineering (ICCE) was ranked first and generated \$406,000. • Best Small Section – New Zealand had 41.7% SM transition rate (with 10 out of 24 graduating students transitioning). • Best Large Section – Nigeria had 21.8% SM transition rate (with 37 out of 170 graduating students transitioning).
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GOAL 2: Civil Engineers develop and apply innovative, state-of-the-art practices and technologies.

Ongoing Strategies:

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

KPI 2 Number of articles in <i>Civil Engineering</i> magazine and other publications on transformational innovation and state-of-the-art practices.	22
KPI 3 Number of entries to ASCE Innovation Contest.	The 2021 Innovation Contest will not be held to direct resources to develop the Blue Sky Innovation Contest connected to the Student Conferences. Five student conferences have elected to host the contest.

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

KPI 1 Number of people participating in committees.	9,313
KPI 2 Number of technical events, conferences, and forums.	ASCE's first V-Tech (Virtual Technical) Conference was held in September. ASCE Annual Convention was held virtually in October.
KPI 3 Number of publications produced and number of book copies sold as well as a number of institutions with subscription access.	From January through December 2020, ASCE Publications published 58 books and sold 17,108 books and 9,694 Bridges calendars. There are 1,651 institutions globally who have subscription access to ASCE Publications.
KPI 4 Number of papers submitted to the Journals and number of papers published in the Journals.	From January through December 2020, ASCE Journals received 18,371 submissions of technical papers, technical notes, and case studies; and published 4,429 journal technical papers, technical notes, and case studies.

c) Facilitate the global exchange of civil engineering knowledge and educate members on professional practice in the global environment.

KPI 1 Number of international attendees at ASCE conferences.	In 2020, there were 17 conference events with 658 international attendees (this is almost 10% of total attendees and includes Canada and Mexico). At V-Tech, 5.3% of the attendees were non-U.S. based (34 people from 16 countries). At the Convention, 9.4% of the attendees were non-U.S. based (55 people from 28 countries).
KPI 2 Number of submissions and papers from authors outside U.S. published in journals.	

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

KPI 2 Number of new technical committees.	Thirteen new committees were established in the Institutes:
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	<ul style="list-style-type: none"> • Machine Learning in Mechanics Committee • Architected Materials Committee • Mobility on Demand and as a Service (MODAS) Committee • Data Sensing & Analytics Committee • Electric Vehicles Impacts Committee • Artificial Intelligence (AI) in Transportation Committee • AEI Build Enclose • AEI Build Perform • AEI Build Resilient • AEI Build Sustain • Building Structural Engineers as Leaders • SEI Resiliency Committee • SEI DEI Committee
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e) Improve the profession's access to a wide array of civil engineering technical and professional literature.

KPI 1 Number of abstract and full-text downloads for ASCE Library content (reported quarterly).	From January through December 2020, ASCE Library usage included 12.329M abstract views and 4.938M full-text downloads.
KPI 2 Add ASCE legacy content (1872–1982) to the online Library site.	All Journals and <i>Transactions</i> content has been scanned, delivered, and QC'd. Content volume totals 39,123 articles (30,149 Journals and 8,974 <i>Transactions</i>) and 452,521 pages (304,157 Journals and 148,364 <i>Transactions</i>). On target to launch product for sale Q1 CY21 (tentative official launch date March 1).

f) Recognize the achievements of civil engineers and challenge the biases against the implementation of innovation and advancing the state of the art. **(Staff Lead: P. Montgomery)**

KPI 1 Number of submissions for all ASCE awards.	125
KPI 2 Number of attendees at OPAL.	OPAL 2021 will be held in October, in conjunction with the annual convention.
KPI 3 Number of entries and submissions to OPAL.	15

KPI 4 Number of projects submitted for OCEA award.	13
KPI 5 Number of “feature” articles in ASCE and External communication vehicles that focus on the achievements of civil engineers.	N/A
KPI 6 Number of ASCE members who are recommended and receive ASCE and non-ASCE awards.	The 2021 selection cycle will not end until September 2021. The current count for Society awards is 40 ASCE member winners for 35 Society awards. There are no non-ASCE awards.

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

Focus Strategies:

a) Implement and 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.

KPI 1 Number of sessions on Grand Challenge topics included in ASCE conference programs or activities.	For past six months: Tech Papers – 410 Innov, 1353 PBS, 197 Res. 263 LLC Proceedings – 324 Innov, 650 PBS, 211 Res., 154 LLC Books – 8 Innov, 50 PBS, 14 Res., 6 LCC
KPI 2 Embed all Grand Challenge topics within the Innovation Contest entry options.	GC topics included in the Blue Sky Innovation Contest entry description options.
KPI 3 Highlight Grand Challenge topics as they relate to the contest winners at the Innovation Contest Celebration event.	N/A
KPI 4 Number of Future World Vision sessions, articles, and resources featuring Grand Challenge topics, including innovation, sustainability, and resilience.	1 FWV session at the ASCE 2020 Convention.

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

KPI 1 Establish a new Standard Requirements for Sustainable Infrastructure.	The public comment period on the draft standard closed on Jan 25. Approximately 225 public comments were submitted for
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	resolution. The publication is anticipated by the close of the 2021 calendar year.
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Ongoing Strategies:

c) 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.

KPI 1 Number of Report Card Solutions that become enacted or achieved.	Five were achieved: 1. Creation of the resilience revolving loan fund 2. Fixing the Harbor Maintenance Trust Fund for use in dredging and port needs 3. 94% of transportation ballot initiatives passed in November at the local level 4. Additional funding allocated for infrastructure in the omnibus, including the first time the USACE received appropriations for their WIFIA program 5. Lead and Copper Rule to improve drinking water finalized
KPI 2 Improve grades for infrastructure categories on ASCE's Infrastructure Report Card.	Not yet available.
KPI 3 Number of members who apply to/attend Fly-Ins.	285 applications received as of January 11 deadline.
KPI 4 Number of states that conduct drive-ins.	1 since Oct. 1 (Texas).
KPI 5 Number of members who respond to Key Alerts.	879 Key Contacts.
KPI 6 Number of times ASCE is contacted by elected officials for input.	11 – State Revolving Fund Approps; energy tax credit, House T&I water bill, WRDA provisions; PRECIP Act, Senator Whitehouse climate effort; Senate EPW emissions; Georgia Dam Bill; dam safety approps; levee safety approps; National Disaster Safety Board.

d) 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.

KPI 3 Number of presentations done on Report Card.	10
KPI 4 Number of media inquiries and mentions.	4,553 total mentions (10/1/2020–2/19/2021)
KPI 5 Number of State Report Cards produced.	Five state report cards: <ul style="list-style-type: none"> • Maine – Dec. 1 • West Virginia – Dec. 2 • Utah – Dec. 16 • Texas – Feb. 10 • Ohio – Feb. 11
KPI 6 Number of times ASCE leaders testify before Congress.	0 – The final months of the 116th Congress and the start of the 117th Congress did not provide many opportunities for members to testify, as hearings were more limited.
KPI 7 Number of visits to Report Card website and app downloads.	52,000
KPI 8 Number of statements for the record submitted by ASCE.	<ul style="list-style-type: none"> • Statement to Senate Commerce on the Nomination of Peter Buttigieg for Secretary of Transportation • Statement to the House Transportation and Infrastructure Committee on the state of the nation’s wastewater infrastructure • Statement to the Senate Environment and Public Works Committee on Building Back Better
KPI 9 Number of times ASCE leaders participate in town halls/in-district meetings/events.	2 – Allison Graves met with Sen. Hawley on 12/10/2020 and Matt Kirby met with Rep. Newman on 1/26/2021.
KPI 10 Number of op-eds and Letters to the Editor placed.	4
KPI 11 Number of times ASCE submits public comments on federal agency notice of proposed rules and/or requests for information.	<p>Feb. 5, 2021 - Public Comments from the Construction Industry Procurement Coalition to the General Services Administration on Federal Acquisition Regulation (FAR).</p> <p>Dec. 23, 2020 - Public Comments to the Federal Highway Administration on Proposed Rulemaking for Design Standards for Highways.</p>

	Oct. 16, 2020 - Public Comments to the Environmental Protection Agency on the 2020 Financial Capability Assessment.
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e) Promote successes in innovative project delivery and funding solutions as models of effective infrastructure development.

KPI 1 Number of articles in CE Magazine addressing this topic.	8
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f) Develop and advocate for sound positions on civil engineering–related public policy issues (policies related to infrastructure, sustainability, risk, professional licensure, STEM education, procurement, etc.).

KPI 1 Fly-In/Drive-In numbers.	Texas Virtual Drive-In.
KPI 2 Number of Hill visits by ASCE members.	5
KPI 3 Number of responses to Key Alerts.	3,479 messages since October 1.
KPI 4 Number of back-home visits.	2 – Allison Graves met with Sen. Hawley on 12/10/2020 and Matt Kirby met with Rep. Newman on 1/26/2021.
KPI 5 Number of Hill visits by ASCE staff lobbyists.	55 since October 1, 2020.
KPI 6 Number of advocates responding to Key Alerts.	879 Key Contacts.

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

KPI 1 Updates to Infrastructure Gamechangers series / success stories in Report Card.	13 new success stories were unveiled on March 10. These successes include new management software to increase efficiency and roadways built out of recyclables.
KPI 2 Number of states and localities that have resiliency officers.	N/A

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

KPI 1 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:

a) Plan and execute the Engineer Tomorrow initiative for civil engineering to protect the public health, safety, and welfare.

KPI 1 Number of Engineer Tomorrow–related sessions presented to target audiences.	8 presentations delivered to 410 individuals (as of Feb. 2021); 295 of those were students, a primary target audience.
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b) 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.

KPI 1 Number of CE department chairs, heads, and faculty members who are ASCE members.	2,477 (as of Feb. 2021).
KPI 2 Influence ABET governance structure, including criteria committees of the Engineering Accreditation Commission (EAC) and the Engineering Technology Accreditation Commission (ETAC).	N/A
KPI 3 Number of faculty attending ExCEED Teaching Workshops.	Not held in 2020; ExCEED Community Exchange virtual sessions: 321 unique participants over three sessions in August 2020.
KPI 4 Number of participants in National Civil Engineering Department Heads Conference.	2020 Virtual Conference: 180 unique participants over five sessions in June 2020.

c) 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.

KPI 1 Number of ASCE Continuing Education CEUs or PDHs earned per customer per year.	7.26
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d) Maintain and enforce ASCE’s Code of Ethics and educate members and the public on professionalism and the ethical practice of civil engineering.

KPI 1 Number of ASCE members/customers served by an ASCE ethics training session (online or in-person).	331
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KPI 2 Number of new/updated ethics educational resources made available to ASCE members.	2
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e) Equip civil engineers to practice sustainable civil engineering by offering an ASCE Sustainability Certificate program and promoting sustainability standards and tools.

KPI 2 Number of ASCE members who have secured the ASCE Sustainability Credential.	At its October 2020 meeting, the ASCE board placed new credentialing programs on hold pending the work of a committee tasked with providing a recommendation to the board on how to proceed with an integrated approach.
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f) 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.

KPI 1 Number of ASCE members who engage in advocacy efforts to support licensing legislation.	228 Key Contacts have responded to alerts.
KPI 3 Number of times ASCE's position prevails on a legislative/regulatory item.	1 – Universal Licensing bill in Mississippi died. Sessions are currently underway, with many licensure bills still under consideration, and ASCE is actively working on them.
KPI 4 Number of Sections and Branches that engage with their PE Board.	8 – Iowa, West Virginia, Arizona, Mississippi, Georgia, Kansas, Nebraska, Oklahoma

g) Integrate civil engineering technologists (CET) into the family of civil engineering (including but not limited to CET-BOK, ASCE Grades pamphlet, and others).

KPI 1 Number of CET-BOKs sold and downloaded.	196
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h) Promote diversity, equity, and inclusion as essential to the advancement of the civil engineering profession.

KPI 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.	First of five sections due for release in late March 2021.
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GOAL 5: The public values civil engineers' essential role in society.

Focus Strategy:

- a) 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.

KPI 3 Number of Historic Civil Engineering Landmarks dedicated annually.	2 approved but no dedications held.
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Ongoing Strategies:

- b) 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.

KPI 2 Number of members participating in ASCE communications training (MRLCs, conferences, workshops, PR University, GR University).	<ul style="list-style-type: none"> • Oct. 19 – ME, PR & GR University (16) • Nov. 14 – WV, PR & GR University (18) • Jan. 15 – OH, PR & GR University (26) • Jan. 28 – TX, PR & GR University (40) <p>GR Staff also provided legislative updates and shared advocacy resources at speaking engagements at the Region 8 Assembly and with the Miami Dade Younger Members and the Long Island, NY branch.</p>
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- c) Offer precollege 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.

KPI 1 Number of ASCE Sections, Branches, and Student Chapters that have a member in place as a K-12 outreach liaison.	220 Outreach Champions identified.
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GOAL 6: ASCE excels in strategic and operational effectiveness.

Focus Strategy:

- a) 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.

KPI 1 Annual revenues equal or exceed expenses.	Net revenue through January 2021, \$768,000
KPI 3 Rating of ASCE value on Member survey.	72%

Ongoing Strategies:

- b) 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.

KPI 1 Rating of staff organizational culture as measured by the Culture Amp staff engagement and satisfaction survey.	2020 annual survey revealed 86% engagement score, which is a 6% increase over 2019 and exceeds 2020 benchmark data of 77%.
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- c) 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.

KPI 2 Overall User satisfaction rating for the ASCE Library from ASCE customer service survey.	8.8
KPI 2.1 User satisfaction rating for the ASCE Library from ASCE customer service survey.	8.7
KPI 3 User satisfaction for the website from ASCE customer service survey.	8.7
KPI 11 User satisfaction rating for MyLearning from ASCE customer service survey.	8.6

- d) Use available technology to enhance the learning experience and adapt education delivery methods to correspond to the changing educational needs and environment.

KPI 2 Number of Guided Online Course completion certificates awarded.	374
KPI 3 Number of Certificate Program certificates awarded.	18
KPI 4 Number of Guided Online Course certificate programs available.	5

e) 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.

KPI 1 Percentage of Collaborate posts from Region 10 members.	The percentage of posts from Region 10 is 12.4.
KPI 3 Number of journal articles from authors outside the U.S.	
KPI 4 Number of student chapters in Region 10.	86 student chapters
KPI 5 Number of Conference Invitation letters sent to ASCE members in Region 10.	For events held by March 2020 and before in-person events were canceled due to the pandemic, total number of issued letters of invitation in 2020 was 136.

f) 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.

KPI 1 Growth of ASCE Foundation donor base.	In CY2020, the ASCE Foundation added 743 new donors with contributions totaling \$170,546. The foundation also recaptured 692 lapsed donors, totaling \$278,148.
KPI 2 Growth of ASCE Foundation contributions.	<ul style="list-style-type: none"> In December 2020 and January 2021, the ASCE Foundation received more than \$208,000 in annual and major gifts in response to year-end appeals for several program areas. When compared with 2019, the average gift per donor increased by 43%. ASCE will be receiving \$1.1 million from the ASCE Foundation to support the development of Future World Vision's mega city.

**REQUEST FOR BOARD OF DIRECTION ACTION
for meeting on April 30 - May 1, 2021**

Topic:	Policy Statements – Revised
Background:	The Public Policy Committee (PPC) coordinates activities related to the development of public policy statements on behalf of the American Society of Civil Engineers. All ASCE's public policy statements are reviewed on a three-year cycle. In any year, approximately 60 policy statements are reviewed by their source committee and then revised as needed, recommended for approval, or recommended for rescission by the PPC.
Issues:	The PPC believes that revisions to these 8 Policy Statements should be adopted.
Organizational Entities Impacted:	The Government Relations department is responsible for advocacy activities including the development and distribution of Policy Statements. Institutes, Regions, Sections, and Branches also undertake advocacy activities and are bound by Board-adopted Policy Statements.
Budget Impact and Source of Funding:	N/A. The development and distribution of policy statements is part of the Government Relations and Infrastructure Initiatives budget and is a budgeted expense.
Action Requested:	PPC requests that the Board of Direction adopt the following 8 revised Policy Statements.
Prepared and Submitted by:	Martin Hight Sr. Manager, Government Relations
Presenter:	Marsia Geldert-Murphey, P.E., F.ASCE Chair, ASCE Public Policy Committee Emily Feenstra Managing Director, Government Relations & Infrastructure Initiatives

1. **PS 140 Civil Engineering Education: A Shared Responsibility**

Minor editorial and factual updates.

2. **PS 330 Coastal Data Collection Program**

Minor editorial changes to add consistent wording between policy statements. Minor editorial changes to remove specific language, making the policy statement broader.

3. **PS 332 Water Reuse**

Addition of a policy bullet to address the one water concept and other minor editorial changes.

4. **PS 337 Water Conservation**

Factual and editorial updates.

5. **PS 348 Emergency Plans for Water Supply**

Minor editorial updates.

6. **PS 418 Role of the Civil Engineer in Sustainable Development**

Revised to incorporate the new ASCE Code of Ethics.

7. **PS 518 United Definitions for Critical Infrastructure and Sensible Security**

Significant factual revisions and editorial updates.

8. **PS 555 State Support for Higher Education**

Significant factual revisions and editorial updates

CIVIL ENGINEERING EDUCATION: A SHARED RESPONSIBILITY

Approved by the Committee on Education on January 25, 2021

Approved by the Public Policy Committee on February 3, 2021

Adopted by the Board of Direction on

Policy

The American Society of Civil Engineers (ASCE) will participate in and influence the lifelong education of civil engineers, which is a shared responsibility of educators, practitioners, and the Society. ASCE should facilitate fulfillment in this responsibility by encouraging educators and practitioners to work collaboratively through the ASCE Regions, Sections, Branches, Younger Member Groups, Institutes, and committees.

Faculty and staff at educational institutions have an obligation to provide excellent civil engineering education, preparing students to be civil engineering professionals, and advancing the knowledge, skills, and attitudes as embodied in the Civil Engineering Body of Knowledge. This obligation includes:

- Maintaining an inclusive environment that will attract, develop, and retain high quality and diverse educators and students;
- Involving practicing professionals in the planning, design, and implementation of educational programs;
- Providing students with high quality teaching and career mentoring;
- Serving as positive role models for aspiring civil engineers; and
- Collaborating with practitioners and employers to provide students with opportunities to experience the current and future demands of civil engineering practice.

Practitioners and employers of civil engineers have an obligation to support engineering education. This obligation includes:

- Sponsoring co-op and internship opportunities for students;
- Providing other opportunities (e.g. field trips, capstone projects) for students to experience civil engineering practice;
- Mentoring engineers to help them attain the outcomes of the Civil Engineering Body of Knowledge;
- Supporting career services activities and events; and
- Encouraging and supporting their employees':
 - Continued professional development, including membership in professional societies, participation in professional conferences and events, and including formal education;
 - Service as members of civil engineering department advisory boards and participation in outcomes assessments;

- Service as teachers and mentors in civil engineering programs;
- Support to ASCE student organizations;
- Service as ABET program evaluators;
- Participation in pre-college and other public outreach;
- Service on ASCE committees; and
- Participation in other civil engineering-related education endeavors.

ASCE has an obligation to promote excellence in civil engineering education. This obligation includes:

- Facilitating effective pre-college and public outreach activities;
- Sponsoring and encouraging discussions of civil engineering education issues and practices through Society conferences, congresses, and other venues;
- Facilitating the establishment and implementation of accreditation standards and procedures that support and advance the profession;
- Facilitating the establishment, operation, and effective leadership of ASCE student organizations and encouraging active participation of practitioners and educators in these organizations;
- Facilitating interaction between student organizations and ASCE Regions, Sections, Branches, Younger Member Groups, and Institutes;
- Facilitating the development, publication, and routine updating of the Civil Engineering Body of Knowledge required for entry into the practice of civil engineering at the professional level;
- Developing and promoting policies to advocate for state and federal support of STEM education at the K-12 level; and university-level engineering education and research;
- Developing, supporting, and promoting faculty development programs and activities such as ExCEED; and
- Promoting and supporting scholarships for civil engineering students.

Issue

Excellence in civil engineering education requires involvement of educators, practitioners, and ASCE throughout the education process. By providing formal education and mentored experience, educators and practitioners support students and recent graduates in developing the knowledge, skills, and attitudes required for entry into the practice of civil engineering at the professional level, as detailed in the Civil Engineering Body of Knowledge. Lifelong education of civil engineers begins at the K-12 level through preparation of students to pursue programs leading to degrees in civil engineering, civil engineering technology, and related fields. Beyond the undergraduate degree, engineers develop their knowledge and skills through continuing formal and informal education, and mentoring experience.

ASCE Institutes, Regions, Sections, Branches, Younger Member Groups, and committees play key roles in enhancing partnerships between educators and practitioners by supporting ASCE student organizations. An engineer's education must prepare them

to adapt to continuing changes in the scientific, technological, economic, environmental, societal, and political arenas of a diverse, global society.

Rationale

Through participation in educational activities, ASCE entities, individual ASCE members in the private, public, and education sectors, and civil engineering related companies and organizations can help meet the changing needs of students, industry, and society. Cooperation and effective collaboration among educators, practicing civil engineers, and technologists are essential for our profession to continue to meet these changing needs. Practitioner involvement in accreditation, service on advisory boards, and support of other educational activities is vital to the continuing improvement of civil engineering education to meet the needs of engineering practice. Society benefits when ASCE, practitioners, and educators collaborate to educate and develop civil engineers at all career stages, from pre-college through continuing education.

ASCE Policy Statement 140
First Approved 1974

COASTAL DATA COLLECTION PROGRAM

Approved by the Energy, Environment, and Water Policy Committee
on November 13, 2020

Approved by the Public Policy Committee on February 3, 2021

Adopted by the Board of Direction on

Policy

The American Society of Civil Engineers (ASCE) supports:

- ~~Government agency coastal~~ Coastal data-collection programs, including those under of the National Oceanic and Atmospheric Administration (NOAA), the U.S. Army Corps of Engineers (USACE), and the U.S. Geological Survey (USGS), recognizing that these programs are and other government agencies essential services providing data to plan, develop, retrofit, operate, and decommission infrastructure projects in coastal areas. for planning storm-risk management systems and coastal restoration.
- Continued resources for climate change and estuarine science programs.
- ~~USACE Coastal Field Data Collection Programs.~~
- State and local government coastal data collection programs to initiate, support, and participate in the federal programs.
- ~~Research into the relationship between the nature of the coastal environment and the impacts of climate change and wetlands preservation.~~
- Improved access to coastal data collection programs for all agencies and the general public.

Issue

The basic coastal data collection programs of NOAA, USACE, USGS, and other agencies are vitally important to sound coastal zone planning, development, and infrastructure retrofitting, operation, and decommissioning. design, construction, and management. Coastal environmental problems continue to increase in number and complexity, ~~thus~~ increasing the need for additional coastal-zone data collection and research. Multiple government ~~Government~~ agencies collect and provide the necessary data, which are the basis for protection and sustainable development of coastal wetlands, marshes, estuaries, ~~and coasts, and other coastal features.~~ Issues of national concern such as climate change and wetlands preservation increase the need for coastal data collection and research, yet these programs ~~new program directions~~ compete directly for resources with the continuation of more established ~~long-term~~ basic coastal data collection programs.

The federal government should ~~must~~ take the lead in collecting and making available all necessary data to monitor, model and forecast storm surge, reduced estuary

inflows and other natural disaster events. There ~~should~~ must be adequate funding on a continuing basis sufficient to allow prediction of storm surges, sediment transport, and risk assessment to allow effective management of changes to established hydrogeomorphological processes such as the interaction of the sea with freshwater river systems and ~~water, sand,~~ and sediment along the coast and in estuaries.

Rationale

America's coasts are an important asset. The coast is a vital component of our natural hurricane and storm protection systems. A majority of U.S. ~~our~~ citizens live, work, and recreate within 50 miles of coastal zones ~~coasts~~. Coastal wetlands, marshes and estuaries provide essential nurseries and feeding grounds for an abundance of marine life, birds, and other animals. Ports, coastal-related industries ~~industry~~, and commerce are vital to the country's ~~our~~ economic survival. There are significant adverse issues ~~serious problems~~ that threaten the continued value of the coastal zone to the nation. ~~These problems include~~ including beach erosion, loss of coastal wetlands, unsustainable development, degradation of water quality in estuaries and coastal waters, sea level rise, and sedimentation. ~~Solutions to these problems are needed.~~ In many instances, the necessary information required to formulate solutions to these issues ~~problems~~ is lacking or incomplete. Accurate and complete data, collected in a consistent manner over the long-term, is the basis of accurate modeling of coastal changes and storms and their consequent risk to the environment and the public health, safety, and welfare ~~and the environment~~.

~~The status and trends program of NOAA, and the National Wetlands Inventory programs of NOAA, USACE, the Environmental Protection Agency (EPA), and the U.S. Fish and Wildlife Service (FWS) are important elements of estuarine science and research. The USACE Coastal Field Data Collection Programs provide critical understanding of waves and currents that are the driving forces of coastal erosion. These data are essential to monitor, model and forecast storm surge and other natural disaster events so that we may adequately assess the risk to our coastal communities.~~

To provide the necessary data for solutions to these issues ~~problems~~, long-term sufficiently funded programs in observation, monitoring, research and development, and prediction are needed. Sound management and conservation decisions require a thorough understanding of the environment, including coastal processes. Such an understanding can only be developed through ~~after thorough~~ observation, research, and assessment programs based on reliable data.

*ASCE Policy Statement 330
First Approved in 1987*

WATER REUSE

Approved by the Energy, Environment, and Water Policy Committee
on December 10, 2020

Approved by the Public Policy Committee on February 3, 2021

Adopted by the Board of Direction on

Policy

The American Society of Civil Engineers (ASCE) supports treated wastewater and graywater reuse as a water supply source for the beneficial uses of industries and communities, including agricultural, industrial, and municipal uses. ASCE recommends the following:

- Support for the “One Water” concept that looks to break down the regulatory, policy, and organization silos that separate the efficient use of drinking water, wastewater, and stormwater for water reuse;
- Encourage the use of treated wastewater and graywater as part of ~~any plan~~ plans to develop water supplies where legally, technically, and economically feasible to do so and protective of public health, safety, and welfare;
- Encourage the reuse of non-potable water when it can be provided cost effectively;
- Providing funding, such as federal or state loans or grants, to local utilities for implementation of treated wastewater and graywater reuse;
- Updating or establishing requirements by state and local agencies that promote water reuse projects, educate the public to the benefits of water reuse, and specifically limiting discharges near sensitive water bodies; and
- Furthering research and development into expanded applications of water reuse and agricultural, industrial, and municipal uses.

Issue

Sound water management consists of a variety of strategies to maximize the sustainable use of limited water resources. Water management strategies include water conservation, water reclamation and reuse, and graywater reuse. The demand for water is increasing, including the need for water to preserve in-stream uses such as aquatic habitat and water-oriented recreation. According to the Environmental Protection Agency (EPA), publicly owned treatment works (POTWs) treat 32 billion gallons of wastewater every day. Some of this wastewater could be reused where legally, technically, and economically feasible. Regulatory reform for water reuse should be an integral part of a water supply strategy. Public health and environmental requirements on the use and treatment of these waters must ensure water quality appropriate for the use.

Graywater is generated from water use in bathtubs, showers, sinks, washing machines, and dishwashers. Graywater accounts for a large portion of the outflow produced in homes, and it is generally of higher quality than black water, or water from sewage systems. Historically, the potential for high concentrations of organic waste and other water quality concerns have been barriers for reusing graywater safely. Building Codes that allow for separate graywater systems should address these concerns.

Use of reclaimed wastewater for irrigation is an accepted use ~~for reclaimed water~~ in many locations where legally permitted. Increasing public acceptance of wastewater reclamation through education in many communities makes it a viable component of a community's water supply portfolio.

Rationale

Proven treatment technology is already available, and in some cases fully implemented, to provide safe, reliable non-potable water supplies that can be developed from graywater reuse.

Wastewater reclamation refers to the reuse of domestic and industrial wastewater that has been treated to specific standards set by state, federal or local agencies that can be beneficially reused for industrial, commercial, agricultural, and municipal uses. Wastewater reclamation has been successfully used in many areas of the country.

ASCE recognizes the need for water recycling through the reuse of treated wastewater for agricultural and landscape irrigation, industrial processes, toilet flushing, and replenishing a groundwater basin (groundwater recharge), and public water supply. Water recycling offers resource and financial savings, and wastewater treatment can be tailored to meet the water quality requirements of a planned reuse. Through wastewater reclamation and reuse of graywater, the total water resources available can be utilized sustainably to meet water needs.

ASCE Policy Statement 332
First Approved in 1987

WATER CONSERVATION

Approved by the Energy, Environment, and Water Policy Committee
on December 10, 2020

Approved by the Public Policy Committee on February 3, 2021

Adopted by the Board of Direction on

Policy

The American Society of Civil Engineers (ASCE) supports water conservation and water use efficiency measures as essential elements of sound water resources management. ASCE encourages suppliers, regulators, legislators, and consumers to support laws, regulations, policies, and programs for water conservation that achieve:

- A sustainable balance between demand management and the development of new water sources consistent with regional climate conditions;
- Pricing that reflects the full economic value and other values of water while keeping issues of equity and access in consideration;
- ~~Reduced waste through accurate~~ Accurate accounting of water volume from points of withdrawal to points of sale through metering, leakage control, and other waste reduction measures;
- Water conservation education and sharing of best practices;
- ~~Sharing of best practice programs~~;
- Research and implementation of efficient water use practices, such as reduced-water technologies, water reuse, and innovations related to energy production;
- ~~Demand management consistent with the climate of the region and the availability and ease of development of new sources of water; and~~
- ~~Drought~~ Targeted emergency water conservation for drought preparedness.

Issue

Sound management, consistent with the principles of sustainable development, is required to maintain adequate supplies of water for present and future water use sectors, including municipal, industrial, agricultural, hydroelectric, and in-stream needs. Water conservation is a critical component of water resources management. While water conservation programs and policies can originate at any level of government, the primary responsibility for implementation of water conservation measures should rest ~~rests~~ with the local agencies and users who are impacted by limited water resources. Legislation incorporating water conservation into water resources programs ~~must~~ should be sensitive to regional conditions. Government agencies and water suppliers ~~need to~~ should dedicate funding for education and research on effective water conservation practices and techniques, and facilitate conservation technology, transfer, sharing and usage.

Rationale

~~Water~~ Civil engineers, in collaboration with planners, economists, and policy analysts have incorporated water conservation ~~has been incorporated~~ into water resources management programs at all levels of government. These well-formed programs ~~actions~~ have resulted in important mutual benefits of conservation for water supply, wastewater flow reduction and energy conservation. By minimizing water waste and loss, water conservation programs help reduce operating costs, peak demands on water systems and the need to expand water supply and wastewater systems to satisfy those peak demands. Conservation programs must be formulated considering established institutional frameworks and regional and local conditions and must be based on reliable water use data and sound analysis.

Increased competition for available water supplies provides increased justification for more intense water conservation efforts. The challenge is to convince the many beneficiaries of water conservation programs (e.g. people, agriculture, business, fishery, wildlife, and recreation interests) that the programs are an essential part of balanced water resources management. Balanced management conserves resources and is cost-effective and environmentally sensitive.

Water conservation, as part of demand management, is the prudent and efficient use of available sources of supply. Water conservation measures are being applied successfully in many localities and regions for a variety of targeted beneficial uses. This is especially true in regions with rising demands, with rising costs and where competition for water supplies is most intense. To supplement long-term effective water management practices, sector-specific short-term plans should be in place and implemented in times of drought or emergency water system outage.

This policy has worldwide application
ASCE Policy Statement 337
First Approved in 1988

EMERGENCY PLANS FOR WATER SUPPLY

Approved by the Energy, Environment, and Water Policy Committee
on December 10, 2020

Approved by the Public Policy Committee on February 3, 2021

Adopted by the Board of Direction on

Policy

The American Society of Civil Engineers (ASCE) supports the development of emergency plans by both public (at all levels of government) and private water providers to prevent or minimize the disruption of water service to residences, businesses, and government during emergencies. Emergency plans must be developed to minimize the risk of water supply disruption due to any cause, whether naturally occurring or man-made including a natural disaster, a failure of the community water system, construction damage, or an act of terrorism, and should:

- ~~Be part of a~~ Partake in regional overall review of water systems, which verifies the water provider has an emergency plan and has made provisions for emergency service;
- Identify vulnerabilities in existing water systems;
- Include emergency response and mitigation action components;
- Be subject to periodic reviews and updates;
- Identify sources of funding for implementing emergency plans;
- Encourage resilience and sustainability in the design criteria of new, modified and replacement water systems; and
- ~~coordinated~~ Integrate the plans of neighboring water utilities ~~in order to avoid competition for resources and to ensure mutual aid when needed.~~

Additionally, adequate funding should be provided for implementing these emergency plans.

Issue

While water-providing organizations are the fundamental responsibility ~~fundamentally responsible~~ for development of such plans ~~rests with the water-providing organization~~, stakeholders should also be involved. All levels of government should encourage and coordinate such planning and provide technical assistance to water providers in the development of such emergency plans. ~~Since emergencies~~ Emergencies often impact other utility providers whose ability to operate during emergencies may be impaired, making it important to coordinate mitigation measures and emergency response with these providers ~~as well as with~~ and local emergency management planners. Where possible, such plans should include water-sharing between providers, on a regional basis, to reduce individual risk and improve resilience.

Specific vulnerabilities in maintaining services during emergencies should be identified in existing water systems and incorporated into emergency plans. Measures to prevent service disruption should be an essential part of the plan. Plans should assess risks and ~~plan~~ prepare for emergencies in a way that provides equitable distribution of risk and resources throughout the service area. Response plans should be tested periodically to ensure that they are meeting current needs and that personnel are prepared to implement them. Potential problems should be identified ~~in advance~~ and dealt with in advance to ensure resilience, equity, and continuation of service during an emergency. Such planning will require examination of long-range solutions that involve capital investments; inter-agency agreements; short-term response measures; and issues of risk and vulnerability of sources, treatment plants and transmission systems.

Design of new, modified and replacement water systems ~~must~~ should incorporate resilience for disaster events. Planning for building supplementary sources of supply, redundant transmission mechanisms, emergency water distribution, or arranging for resource-sharing can involve significant investments and long lead times. Advanced planning by water providers will help to mitigate impacts to their systems and disruptions to service in the event of such situations.

On October 23, 2018, the America's Water Infrastructure Act (AWIA) was signed into law. AWIA Section 2013 requires community drinking water systems serving more than 3,300 people to develop or update risk assessments and emergency response plans (ERPs).

Rationale

The possibilities of service interruptions through loss of the physical integrity of water systems becomes more significant as systems age or are exposed to natural hazards and ~~manmade disasters~~ malevolent acts. Since some emergencies are likely to ~~involve the~~ require a need to coordinate with other services and utilities, the plans should be developed jointly with other public and quasi-public organizations that are likely to be impacted by an emergency.

*This policy has worldwide application
ASCE Policy Statement 348
First Approved in 1989*

ROLE OF THE CIVIL ENGINEER IN SUSTAINABLE DEVELOPMENT

Approved by the Committee for Sustainability on October 19, 2020
Approved by the Committee on Technical Advancement on January 5, 2021
Approved by the Public Policy Committee on February 3, 2021
Adopted by the Board of Direction on

Policy

The American Society of Civil Engineers (ASCE) defines sustainability as a set of economic, environmental, and social conditions (aka “The Triple Bottom Line”) in which all of society has the capacity and opportunity to maintain and improve its quality of life indefinitely without degrading the quantity, quality, or the availability of economic, environmental, and social resources. Sustainable development is the application of these resources to enhance the safety, welfare, and quality of life for all of society.

Civil engineers shall be committed to the following ASCE Principles of Sustainable Development:

- Principle 1- Do the Right Project. A proposed project’s economic, environmental, and social effects on each of the communities served and affected must be assessed and understood by all stakeholders before there is a decision to proceed with a project. Consider non-structural as well as structural (built) solutions to the needs being addressed; and
- Principle 2 - Do the Project Right. The civil engineer shall actively engage stakeholders and secure public understanding and acceptance of a project’s economic, environmental, and social costs and benefits. To move toward conditions of sustainability, engineers must design and deliver projects that address sustainability holistically (from concept to demolition or reuse) rather than adding a variety of “green” features onto a conventional project.

ASCE supports the following steps to achieve a sustainable project:

- Perform Life Cycle Assessment from Planning to Reuse. Project participants should use rigorous life cycle methodologies that quantify the economic, environmental, and social effects of the project;
- Use Resources Wisely. Minimize Use of Non-Renewable Resources. Sustainable development shall include progressive reductions in resource use for a given level of service and resiliency. The feasibility of restoration, or return of depleted resources, shall be evaluated by the civil engineer;

- Plan for Resiliency. Sustainability requires planning for the impact natural and man-made disasters and changing conditions can have on economic, environmental, and social resources; and
- Validate Application of Principles. Civil engineers must guide project development and validate the application of these principles by using metrics and rating tools such as the Envision™ Rating System for sustainable infrastructure.

Issue

ASCE recognizes the leadership role of engineers in sustainable development, and their responsibility to provide effective and innovative solutions in addressing the challenges of sustainability. ASCE holds paramount the safety, health, and welfare of the public. The ASCE Code of Ethics states that “Engineers shall:

- adhere to the principles of sustainable development;
- consider and balance societal, environmental, and economic impacts, along with opportunities for improvement, in their work;
- mitigate adverse societal, environmental, and economic effects; and
- use resources wisely while minimizing resource depletion.

~~hold paramount the safety, health and welfare of the public and shall strive to comply with the principles of sustainable development in the performance of their professional duties.”~~

ASCE works on a global scale to promote public recognition and understanding of the needs and opportunities for sustainable development and contribute to healthy communities. Environmental, economic, social, and technological development must be seen as interdependent and complementary concepts, where economic competitiveness and ecological sustainability are complementary aspects of the common goal of improving the quality of life.

Rationale

Civil engineers have a leading role in planning, designing, building, and ensuring a sustainable future by providing the bridge between science and society. In this role, engineers must actively promote and participate in multidisciplinary teams with other professionals, such as ecologists, economists, and sociologists, and work with the communities served and affected to effectively address the issues and challenges of sustainable development.

*This policy has worldwide application
ASCE Policy Statement 418
First Approved in 1993*

UNIFIED DEFINITIONS FOR CRITICAL INFRASTRUCTURE RESILIENCE

Approved by the Committee on Technical Advancement on January 8, 2021

Approved by the Public Policy Committee on February 3, 2021

Adopted by the Board of Direction on

Policy

The American Society of Civil Engineers (ASCE) supports a unified set of definitions for the concepts of critical infrastructure, hazards, multi-hazards, and resilience as follows:

- Critical infrastructure includes systems, facilities, and assets so vital that their destruction or incapacitation would have a debilitating impact on national security, the economy or public health, safety, and welfare. Critical infrastructure may cross political boundaries and may be built (such as structural, energy, water, transportation, and communication systems), natural (such as surface or ground water resources), or virtual (such as cyber, electronic data, and information systems).
- Hazards include events and conditions such as natural occurrences across varying temporal and spatial scales, accidents, and deliberate acts that damage, reduce functionality and services, and affect social and economic outcomes that lead to illness, injury, or loss of life.
- ~~All-hazards include events and conditions such as infrastructure deterioration, natural disasters, accidents, and malevolent acts that have the potential to cause injury, illness, death, damage or disruption of services.~~
- Multi-hazards denotes the occurrence of more than one hazard and the interaction among them as independent, simultaneous, coupled, successive, cascading, or compounding, that threaten a specific community or geographic region.
- ~~Multihazards denote the relevant environmental or manmade conditions that are used for engineering analysis and design. A sound multihazard approach to engineering practice will provide infrastructure resilience to all-hazards risks.~~
- Resilience is the ability to plan, prepare for, mitigate, and adapt to changing conditions from hazards to enable rapid recovery of physical, social, economic, and ecological infrastructure. Improving resilience before or following a hazard event should engage physical infrastructure and social systems with adaptive capacity to ensure rapid return to functionality, accounting for interdependencies within and across all sectors.

- ~~Resilience refers to the capability to mitigate against significant all-hazards risks and incidents and to expeditiously recover and reconstitute critical services with minimum damage to public safety and health, the economy, and national security.~~

Issue

In the post 9/11 environment, there have been various definitions of critical infrastructure, all-hazards, multi-hazards, and resilience. Without unified definitions, it is difficult to develop industry and building standards and useful metrics for progress in this vital area.

Rationale

As an individual member professional organization representing practitioners in the public and private sectors, as well as educators, ASCE is uniquely qualified to provide definitions which can be used to clarify the discussion in government and the infrastructure industry at large. An all-hazards approach is used in the government and emergency management communities, while the engineering community uses a multi-hazards approach to address infrastructure resilience. It is important to recognize and define the context for both approaches. These baseline definitions will aid in the development of standards and federal, regional, state, and local legislation and regulation.

*ASCE Policy Statement 518
First Approved in 2006*

STATE SUPPORT FOR HIGHER EDUCATION

Approved by the Committee on Education on January 25, 2021

Approved by the Public Policy Committee on February 3, 2021

Adopted by the Board of Direction on

Policy

The American Society of Civil Engineers (ASCE) believes that robust public funding by state governments for higher education - at the undergraduate and graduate levels - is in the best interest of the states and the nation. ASCE believes that access to higher education, in civil engineering and in other areas, is essential for the advancement of state and national interests. ASCE believes that access to higher education for all Americans is more important than ever. Access to higher education is essential for civil engineering to advance state and national interests. Furthermore, broader access to higher education facilitates the civil engineering profession's ability to draw from a larger and more competitive stock that reflects our nation's diversity.

Issue

State appropriations have historically served as a significant source of funding for higher education, but over the past two decades that support has waned. The Great Recession (2008-09) saw unprecedented cuts in higher education appropriations at the state level. Despite subsequent increases, state-level education appropriations per full time equivalent student (FTE) are still 8.7% below 2008 levels. The share of tuition paid by students in the past 25 years has increased from 31.3% to 46% in 2019. Even though the share of undergraduate students borrowing through federal and state loans has declined from 38% to 23% since 2011-12 [College Board, 2020], the average total student loan debt jumped from \$23,765 to \$30,062 since 2009 [USNEWS, 2020]. State support of higher education and research should be provided at a level sufficient to meet society's expectations and need for future engineers.

The civil engineering profession is expected to witness a compound annual growth rate of 2-3% from 2019 to 2029 as a result of rising government initiatives to repair the aging infrastructure. As the population grows and as our infrastructure ages, the demand for the civil engineering profession is expected to increase.

~~State appropriations have historically served as a significant source of funding for higher education, but over the past two decades that support has waned. Between 2009-10 and 2014-15, State-level educational appropriations per full time equivalent student (FTE) declined by approximately 11 percent, while the share of tuition paid by students~~

~~increased by almost 25 percent [SHEEO, 2018] and the cost of undergraduate education saw increases ranging from 1 percent to over 50 percent [College Board, 2014]. State support of higher education and research should be provided at a level sufficient to meet society's expectations and need for future engineers.~~

States play a key role in making higher education accessible. Many students rely heavily on financial aid from the states to attend public and private universities, as well as colleges and community colleges. Over the past two decades, reductions in state appropriations for higher education have resulted in increased costs, high student debts, and more barriers to securing a stable American middle class. Reductions in state support likely have a disproportionate impact on students from economically disadvantaged backgrounds, which negatively affects access, diversity, and inclusion.

Rationale

State government funding in support of engineering education is essential for maintaining sufficient engineering expertise to support society's needs. By making higher education accessible, states help prepare people for meaningful and good-paying jobs. America's economic competitiveness relies, in part, on a diverse pool of qualified engineers to design, build, and maintain the nation's infrastructure; conduct research; develop new products and technologies; and solve the challenging problems we face at the state, national, and global levels. Engineers help meet state and national needs and goals by ensuring that the public health, safety, welfare, and protection of the environment are addressed and achieved.


*ASCE Policy Statement 555
First Approved 2018*



MEMORANDUM

TO: ASCE Board of Directors

CC: ASCE Institutes and Academies

FROM: Roger Kilgore, President
Civil Engineering Certification, Inc. (CEC) 
RKilgore@KCMwater.com

DATE: March 1, 2021

RE: Annual Report on Specialty Board Certification

The ASCE Board of Direction created Civil Engineering Certification, Inc. (CEC) to provide a mechanism for the post-licensure certification of specialties within civil engineering. The mission of CEC and its Academies is "to advance the science and profession of civil engineering for the welfare of humanity through...a specialty certification program for the profession." These certifications align with ASCE Policy Statement 524, which states "ASCE also supports post-PE credentialing that attests to a Professional Engineer's expertise in a civil engineering specialty area."

This is CEC's annual report for the year ending September 30, 2020 to the ASCE Board of Direction on progress made and future plans.

1. Background

Professional specialty certification has been a long-time goal of ASCE. ASCE was one of the sponsoring organizations for the creation of the American Engineering Intersociety Board in 1955 for the certification of sanitary engineers. This organization has evolved to become the American Academy of Environmental Engineers and Scientists.

ASCE created CEC in 2004 to guide the development of specialty certification in civil engineering. CEC programs are currently accredited by the Council of Engineering & Scientific Specialty Boards (CESB). Under the guidance of CEC, professional certification was launched in 2004 (supported by the Environmental and Water Resources Institute) as a pilot program. The first Academy, the American Academy of Water Resources Engineers (AAWRE), was the result. CEC expanded certifications through two additional academies: 1) Academy of Geo-Professionals (AGP) in 2008 supported by the ASCE Geo-Institute, and 2) Academy of Coastal, Ocean, Port and Navigation Engineers (ACOPNE) in 2009 supported by the ASCE Coasts,

Oceans, Ports and Rivers Institute (COPRI). Two other accreditation disciplines are in development: 1) sustainability, supported by the ASCE Committee on Sustainability and 2) transportation, supported by the Transportation and Development Institute.

2. Certification Activity

During 2020, the CEC academies received a total of 44 applicants for specialty board certification and certified 33 (75%). Table 1 summarizes activity for the past five years.

Table 1. Summary of applications and certifications for the past 5 years.

Year	Applicants				Specialty Board Certifications*			
	AAWRE	AGP	ACOPNE	Total	AAWRE	AGP	ACOPNE	Total
2016	23	23	6	52	18	24	10	52
2017	12	35	9	56	12	14	14	40
2018	16	27	10	53	15	15	12	42
2019	14	20	11	45	11	19	11	41
2020	11	19	14	44	8	18	7	33

*Certifications may include applicants from the previous year.

Figure 1 summarizes the number of board certified civil engineers in good standing and eligible to promote their credential. Only individuals who have met the initial certification criteria, satisfied the annual continuing education requirements, and paid their annual certification renewal fees are in good standing. Last year, AAWRE made a significant effort to adjust their rolls of engineers not in good standing by directing those individuals to either recertify or cease using the board certified designation. This activity resulted in the drop shown in Figure 1 for AAWRE.

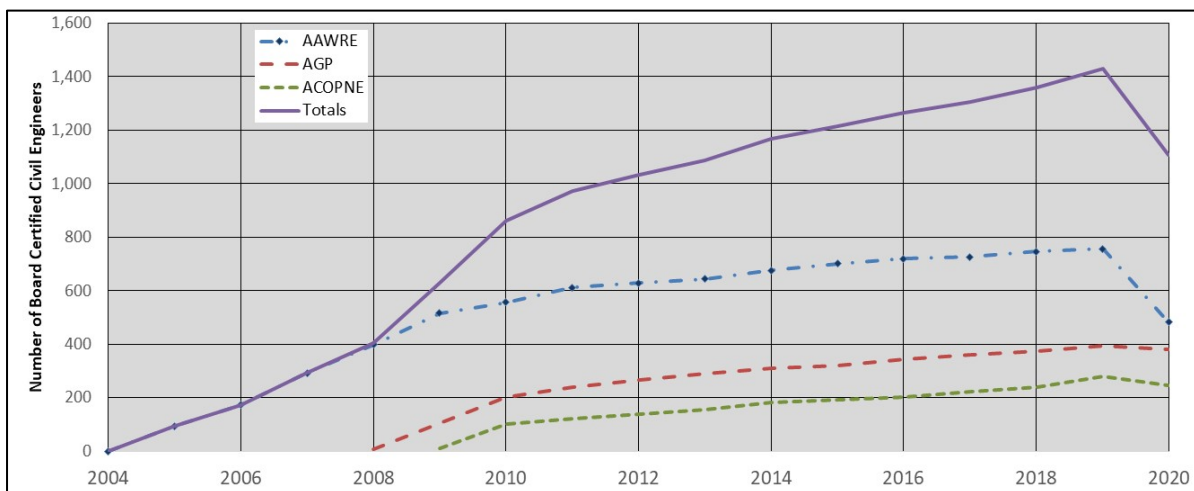


Figure 1. Board certified civil engineers in good standing. (Drop in 2019 by AAWRE certifications represents an adjustment for engineers not in good standing for certification.)

The annual recertification requirement for 20 PDH's likely generates revenue for ASCE continuing education offerings, but specific data on the extent of this requirement toward ASCE offerings is not available.

3. Financial Status

Overall, CEC has experienced increasing revenues over time, but growth has slowed in recent years. CEC is planning expansion to additional civil engineering disciplines to boost growth and is considering new marketing strategies. Figure 2 summarizes the revenue growth.

Expenses have fluctuated from year to year but declined in 2020. CEC ended 2020 with a deficit of \$126,000 that included a \$40,000 investment in the proposed Sustainability Academy.

Staffing expenses are most of the expenses and CEC is currently evaluating staffing needs. While current staffing can support additional academies, the CEC goal is to reach a "break-even" point within 18 months. As a result, CEC is considering how staffing can be more effectively used.

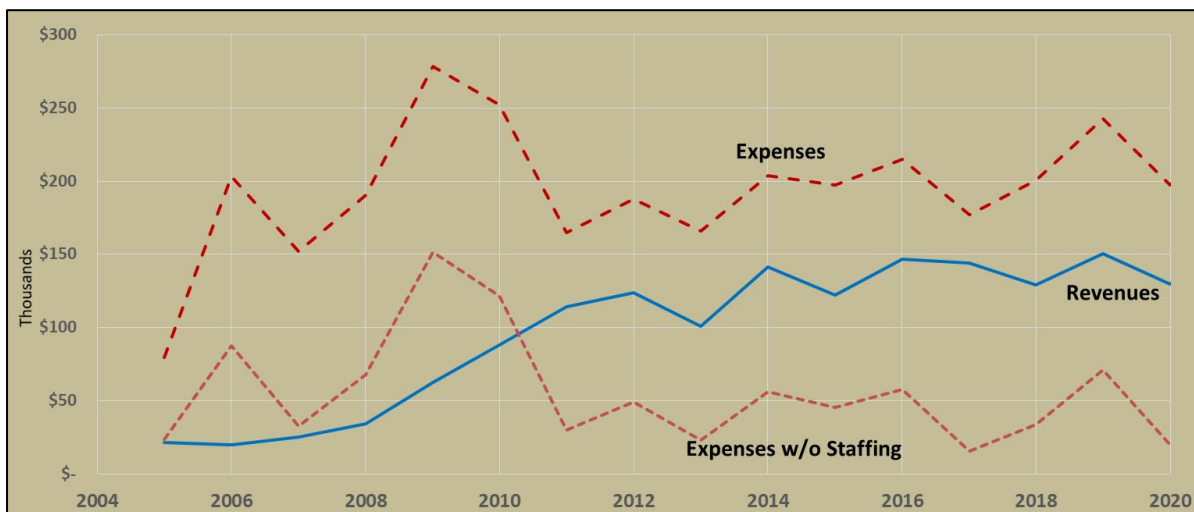


Figure 2. CEC revenues and expenses annually.

4. Advances and Challenges

CEC and its Academies have grown since their inception but faced challenges. Initially, more experienced engineers interested in supporting their profession were early adopters of specialty board certification. However, in recent years the average age of applicants has dropped. Currently, the average age of an ASCE specialty board certified civil engineer is 63 while the average age of the newest certified engineers is 50. We think this may be attributable to the Academies' communications efforts to emphasize that Board Certification is qualifications-based and not honorific. It is important to communicate to younger civil engineers, as early as college, a three-step career ladder:

1. Bachelor's degree.
2. PE license.
3. Specialty Board Certification.

The CEC board is also considering ways to become more effective in communicating the benefits and importance of specialty board certification in civil engineering to civil engineers, employers, purchasers of civil engineering services, and society in general. The individual Academies have expended considerable time and money exploring how to grow the Academies. The resounding answer is to devote more resources to communicating the benefits of specialty board certification to the potential user base and to potentially qualified and existing board certified civil engineers on a sustained basis.

Concurrently, the CEC board is re-evaluating its governance structure and activities to increase the effectiveness of the specialty board certification program within ASCE. Ideas currently being discussed include:

- Engaging with ASCE communications staff to develop a consistent message about licensure, board certification, and continuing education to share ASCE wide.
- Maintaining a single set of by-laws and operational rules at the CEC level rather than multiple sets at the Academy level.
- Focusing the Academies on specific requirements for board certification in the respective specialty areas, review of candidates for board certification, and maintenance of the specialty Body of Knowledge (BOK).
- Coordinating marketing efforts with ASCE at the CEC level rather than independently at the Academy level. The Academies would still lead implementation of marketing activities as they pertain to their respective specialty areas.
- Managing the budgets of CEC and the Academies at the CEC level in collaboration with the ASCE Board of Direction and ASCE staff.
- Developing approaches to expand board certification to other civil engineering specialty areas in a cost-effective and timely manner.
- Evaluating our certification requirements and processes.
- Developing approaches for the Academies to deliver more value to Board Certified Civil Engineers.

The CEC board looks forward to a more active ongoing partnership with the ASCE Board of Direction and the respective ASCE Institutes.



RESOLUTIONS FOR BOARD OF DIRECTION MEETING

April 2021

Resolutions submitted by Sections, Branches and District Councils are not endorsed by the Region Boards

AGENDA NUMBER	RESOLUTION SUBMITTED BY	STATUS	SUBJECT	ACTIONS TO DATE
EASTERN REGIONAL YOUNGER MEMBER COUNCIL				
	ERYMC 20-03	CLOSED	Restructure student conferences to align with their respective Region	<p>Mar 2020: Referred to Committee on Student Conferences and Competitions (CSCC)</p> <p>May 2020: CSCC responded they are evaluating student conference reorganization, including geographic boundaries and will provide an update following Board action in October 2020.</p> <p>Oct 2020: CSCC is recommending to the Board of Direction that student conferences be aligned with their respective Regions. Following the October Board meeting, CSCC will send a final letter to ERYMC outlining the Board's decision.</p> <p>Mar 2017: Notified ERYMC that the Board approved realignment of student conference with the Regions.</p>

Official Society Visits

ASCE Board of Direction

From: November 1, 2020 through March 30, 2021

DUE: April 15, 2021

Name:

Position:

[illegible]

2021 ASCE CALENDAR OF KEY EVENTS

(Dates and Location Subject to Change)

March 30, 2021

DATE	MEETING	LOCATION
APRIL 2021		
16	Board Agenda Distributes	
16-17	Mid-Continent Student Conference	Virtual
16-17	New England Student Conference	Virtual
17-18	Metropolitan Student Conference	Virtual
19-23	Earth & Space Conference	Virtual
22-24	Midwest Student Conference	Virtual
22-24	Upstate New York Student Conference	Virtual
23-25	North Central Student Conference	Virtual
30	Board of Direction Meeting – NEW DATE	Virtual
MAY 2021		
1	Board of Direction Meeting – NEW DATE	Virtual
1	Election Opens	
10-14	International Foundation Conference (Geo-Institute)	Dallas, TX
24-25	Triennial Conference	Canada
25-28	EMI 2021/PMC 2021	Virtual
JUNE 2021		
1	Election Closes	
2-4	Structures Congress	Virtual
7-11	EWRI Congress	Virtual
8-10	International Conference on Transportation and Development (ICTD)	Virtual
8-10	International Airfield and Highway Pavements Conference	Virtual
11-12	MRLC 1, 2, 4, 5	Virtual
26-28	Concrete Canoe Competition	Platteville, WI
JULY 2021		
9-10	MRLC 8, 9	Virtual
16-17	Board of Direction Meeting	Reston, VA
23-24	MRLC 3, 6, 7	Virtual
23-24	Region 3 Assembly	Cleveland, OH
30	CI Student Days	
AUGUST 2021		
1-3	CI Student Days	
16-19	Offshore Technology Conference	Houston, TX
18-21	NCEES Annual Meeting	New Orleans, LA
SEPTEMBER 2021		
12-14	Computing Conference	
23	Region 8 Board of Governors	Flagstaff, AZ
24-25	Region 8 Assembly	Flagstaff, AZ
OCTOBER 2021		
4-5	Board of Direction Meeting – NEW DATE	Virtual

DATE	MEETING	LOCATION
6-8	Annual Convention and OPAL – NEW DATE	Virtual
8	OPAL Gala	Virtual
24-29	Regional Conference on Permafrost and Cold Regions	Virtual
NOVEMBER 2021		
5-8	Forensics Conference	
DECEMBER 2021		
6-10	G-I Web Conferences	
6-10	International Conference on Sustainable Infrastructure	Virtual