

ADDENDUM I

CORE SERVICES OF MANAGER

Designated Association Representative

The Manager is authorized to designate an employee as the Executive Director of the Association with the overall responsibility for performing the Core Services set forth in this Addendum I on behalf of the Association. The Executive Director and the Manager, along with all Staff so assigned to work directly or indirectly on the Association's account, shall represent the Association with honor, dignity and integrity. In the event of any unanticipated change in the Executive Director or Staff due to unforeseen or unanticipated events, the Manager shall promptly communicate with the Association to avoid any interruption of service in any manner.

Core Services

Services provided by the Manager will include, but are not limited to: marketing, strategic planning, fundraising and communication; finance and administration; meeting management; and conference management. This includes oversight of current and future contracts for services such as, but not limited to: staff, development, conferences, website, communication and social media services.

The Manager's success and longevity with clients is grounded in their ability to build trustworthy relationships and to deliver exceptional service. Therefore, an annual evaluation will be sent to the Association Board of Directors to measure how well the Manager is meeting those goals.

Marketing, Strategic Planning, Fundraising and Communication

Annual Marketing and Fundraising Plan

- Develop marketing strategies with Standing Committees, allied peer organizations, and other related persons and organizations (Frameworks).
- Initiate new services and activities upon approval of the Board.
- Update, evaluate and implement strategic planning with Standing Committee on Strategic Planning.
- Work with the President to develop, review, update and implement the fundraising plan.
- Maintain and enhance relationships with sponsors and actively solicit sponsorship for annual conferences.

Communication and Brand Strategy

- Coordinate on-going contact with membership and maintain member contact through newsletter, quarterly letters, the website, Facebook posts, and other social media as prioritized by the Board.
- Develop metrics, send out surveys and compile results of marketing strategies for reporting to the Board.

- Coordinate communiques from President, Board, Standing Committees and Executive office.

Marketing Research, Email and Survey Distribution

- Establish member database and email/newsletter platform (e.g. Constant Contact) and develop process to update faculty and FTE membership list.
- Survey members for strategic planning, vision and organizational changes and directions.

Marketing Materials

- Solicit position announcements for website.
- Coordinate with Regional Directors and Secretary of Communications on program achievements and updates to be posted on website.
- Post volunteer information to the CELA Executive Director for inclusion on the website.
- Propose cutting-edge activities and vision in coordination with CELA Standing Committees, conference organizers, allied professional organizations (and other organizations) to present to the Board for selection, prioritization and implementation.

Finance and Administration

Financial management (in conjunction with the Treasurer and Standing Committee on Budget & Finance)

- Present quarterly financial statements via email to the Board and/or at CELA Board meetings.
- Annually submit the succeeding year's budget proposal for approval by the Board.
- Present annual financial data and achievements to allow assessment of the advancement of the Strategic Plan.
- Develop annual financial projections for revenue-generating activities, including coordinating with a development director to prepare capital campaigns for approval by the Board.
- Prepare annual reports for review by the Treasurer and President and presentation to the annual Board meeting: balance sheet, achievements, and prioritized goals for following year.
- Manage the budgets and investment strategies associated revenue generating activities: membership, Landscape Journal as the official journal of CELA, conference revenues and conference sponsorship.
- Prepare and distribute letters of acknowledgment for monetary and in-kind contributions.

Accounting

- Manage the collection, deposit and disbursement of funds under the oversight of the Budget and Finance committee.
- Oversee all annual and periodic Tax preparation and filing including the required 501c3 annual filing.
- Review contractor deliverables and approve invoicing for payment.

Membership recruitment, administration and invoicing (online payment and registration services)

- Manage annual renewals and membership dues including accounts in arrears.
- Create and implement calendar for billing, dues statements, and collection efforts.

- Develop promotional materials for new members such as brochures, newsletters, and announcements on the website and social media in consultation with the Committee on Communications.
- Identify and communicate specific benefits for all members in regular communication with the membership and on the website.
- Develop Membership growth and outreach strategies.

Records and Data Management

- Maintain CELA's database of institutions and faculty members from membership renewals with the input of Regional Directors and VP of Communication.
- Coordinate with LAAB (and other aligned organizations) to develop surveys and generate data relevant to CELA for presentation to the Board.
- Document retention: maintain an online historical archive, such as the current Dropbox archive, along with a mirror hard drive and hard copy archive of the copies of all minutes, newsletters, membership directories, Annual Conference publications, Articles of Incorporation, Constitution, Bylaws and any other materials necessary to fully document the historical activities of CELA.
- Maintain a set of current Dropbox files for the use of Executive Committee members, and manage current access and sharing permissions. To minimize the potential of data loss, this set of files will be separate from the archive.
- Maintain and update the Articles of Incorporation, Constitution, Bylaws and corporate meeting minutes as well as other documents required by corporate law.

Office Management

- Provide leadership for administration of the official business of the Corporation: schedule annual and mid-year Board meetings, ensure quorum attendance, and maintain corporate records as indicated above.
- Supervise and oversee staff and/or contractor contracts, evaluate contractual performance, and report to the Executive Committee.
- Retain and supervise contractors to maintain and update the website.
- Serve as an ex-officio partner to the Board and the Executive Committee of the organization.
- Record minutes of the Executive Committee and the Board; distribute minutes to the Executive Committee, the Board, and as appropriate, to the membership.
- Coordinate, update and implement CELA Board and CELA Fellows nominations and election processes.
- Annually assess the organizational performance of the executive office and recommend changes to the Board.

Certification and Training Program Management

- Bi-annually update, deliver by email and post online a “New Member” packet for new members to orient them to the privileges and responsibilities of membership (in coordination with the Committee on Communication).

- Bi-annually update, deliver by email and post online a “Newsletter” for existing member programs describing the benefits and opportunities of membership (in coordination with the Committee on Communication)
- Provide training for new directors and board members including:
 - Officer training and obligations (7 board members).
 - Regional Director training and obligations (11 regions).
 - Student Director training and obligations.

Publication Management

- Maintain regular communication with University of Wisconsin Press and Landscape Journal editorial staff.
- In consultation with appropriate Board members/Editorial staff, report to Board: Timing of issues, balance sheet, acceptance rates, manuscript topics and publication themes.
- Monitor publication and progress/changes of the Forum newsletter, Landscape Journal and Landscape Research Record for reporting to the Board.

Web Page and Social Media Services

- Manage digital service providers to maximize outreach efforts and ensure timely updates to the infrastructure (e.g. website platform updates) [by the website consultants].
- Monitor the statistics of CELA outreach efforts such as the number of posts, reach and click-through of the web page, Facebook, and other social media for reporting to the board.
- Oversee the maintenance of the CELA web page.
- Ensure that new content is added on a (minimum) monthly basis to the home page, Facebook page and other social media as prioritized by the Board.
- Update Member Program web pages quarterly (with input from Regional Directors and VP of Communication)

Meeting Management & CELA Representation

Appointments to these outreach endeavors are made by the Executive Director in consultation with the Executive Triad or the full CELA Board, and/or by the CELA Board, depending on the scope, need and timing of the appointment

Meeting Management and Assignment of CELA Representation

- Organization and coordination of all meetings (with President).
- Establish annual calendar for conference calls and meetings.
- Coordinate agendas and distribution of documents prior to calls.
- Conduct roll call and maintain attendance records for accountability of elected Board members.
- Support Presidents’ Council activities including hosting as rotation demands.
- Coordinate meeting venue and hotel details related to CELA Mid-Year Meeting in conjunction with the ASLA Annual Meeting (reserve 3 months in advance).
- Identify, solicit and recommend to the Board Appointments of CELA representatives to other initiatives including:

- The appointment of 2 CELA representatives to serve on the ASLA LA CES committee. One must be licensed (3-year terms; next expiration is 2021).
- The appointment of one CELA representative to serve on the Council of Landscape Architecture Registration Boards (2-year term; next expiration Dec 2018).
- CELA representatives to serve on other committees as needed.
- Oversee CELA Board of Directors and Regional Directors terms and post vacancies and terms.

CELA Representation and Attendance at Peer Organization Meetings

- Attend CELA mid-year meeting and CELA Annual Conference meeting.
- Attend the annual President's Council Meetings and participate in quarterly conference calls of council member organization administrators.
- Attend annual meetings of peer organizations (ASLA; CSLA; LAAB; LAF and CLARB;) attendance at these meetings is required of the Executive Director (or designated representative), and the President (or the President-elect or Past President) depending on availability or special circumstances.
- Serve as the CELA representative to peer organizations: ASLA, CLARB, LAAB. Report to the Board on correspondence with them.
- Participate in conference calls for Executive Board, Board of Directors and Executive Triad.
- Participate in Standing Committee calls and Regional Director calls as needed.

Conference Management

Program Development, Meeting and Venue Sourcing

- Maintain a calendar of annual conferences (five-year planning horizon): Identify key performance and reporting indicators for the host institutions to determine potential changes in pricing, marketing and/or the agreement between host institution and the organization.
- Coordinate arrangements and review conference organization and planning with the host institution for the annual conference.
- Solicit host institution proposals and present those received for consideration to the Executive Committee at its meeting at least three years in advance of the proposed conference.
- Develop CELA-hosted conference criteria, work plan, calendar and organizational plan to ensure consistent reporting and management for the conferences (coordinate with the conference coordination contractor).
- Maintain contract for online conference-related submissions: abstracts, awards and paper submissions (currently openconference).
- Assist the President with development of the agenda and coordination of the Annual Business Meeting and Awards Luncheon.

Marketing

- Evaluate and present to the Executive Committee the membership costs and benefits of new outreach models (international conferences; webinars; knowledge-sharing methods.)
- Develop and implement revenue generation plan for annual conferences (coordinate with conference planner and development consultant criteria for net revenue to CELA, multi-year sponsorships, etc.)

- Develop a plan to expand and maintain conference sponsorships (multi-year sponsorships), and implement it with the conference planner and development consultant.

Contract Management

- Develop a standard RFP and proposal template for host institutions for the annual conference.
- Assist the Standing Committee on Budget and Finance to define and negotiate the contract with host institutions which includes cost sharing, budget, and revenue expectations.

Conference Management Coordination

- Supervise the work and serve as the point of contact for the conference planner or conference planning contractor.

Conference Committee Support

- Supervise the host institution for production of the proceedings and post evaluation of the conference (successes and areas for improvement).
- Review and support appropriate distribution methods of papers, abstracts, publishing on website, award winners, certificates, Fellows medals, lifetime achievement awards, acknowledgments of host institution (online, newsletter, social media).
- Review award categories and award decision process with Awards Chair.
- Prepare award certificates (print, obtain signatures and prepare for presentation).
- Notify the Executive Committee of the slate of CELA Fellow nominees.