

# Leadership Insights from CLARB's DEI Journey

January 17, 2024



Leadership  
Development  
Program

# Webcast Tech Tips and Reminders



Please mute your microphone unless presenting.



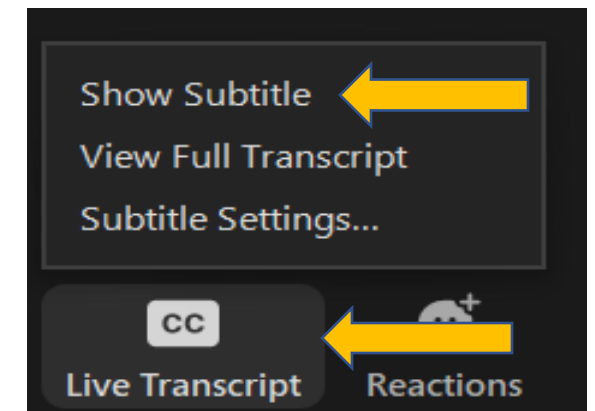
Chat function on bottom of screen is available – and presenters will see questions posted.



This event is being recorded. Recordings are posted on CLARB's "In the Know" page for members.



Closed captioning is available. To enable this feature on a computer, click "Live Transcript" and "Show Subtitle." For users on a phone or tablet, captioning will be enabled automatically.



# Presenters

Lea Ann  
Macknally,  
President



Joel  
Kurokawa,  
President-  
Elect



Ramon  
Murray,  
Director



Matt  
Miller, CEO



# CLARB's DEI Journey

**Identified the  
Gap & Shift**

2014

**Joint Diversity  
Statement**

2015

**Diversity  
Statement**

2016

**Rethink Regulation  
& Exam Evolution**

2018

**Board's Year  
of Learning**

**Bylaws  
Changes**

2019

**DEI  
Assessment**

2020

**CLARB DEI  
Principles**

2021

**DEI Action  
Planning**

2022

**Action Plan  
Implementation**

2023



# CLARB's Principles

# Diversity

We believe diversity is an integrated experience in our programs and services that values differing thoughts, experiences, perspectives, career paths, and expertise. This is expressed in many forms, including and not limited to, **culture, career, race and ethnicity, gender and gender identity, sexual orientation, socioeconomic status, language, national origin, religion, age, disability, political perspective, veteran status, etc.** Our transparency demonstrates an ongoing process of genuineness and self-awareness that is intentional in principle and practice.

# Equity

We acknowledge that inequity exists within and outside of the landscape architecture community. We are dedicated to creating and acknowledging the **multiple pathways to the landscape architecture profession while mitigating barriers to access**. CLARB is committed to working actively to address the power imbalances and remove any bias in our systems and processes.

# Inclusion

We are dedicated to honoring the shared experiences of our stakeholders (e.g. community, candidates, licensees, staff, volunteers, vendors, partners, etc.) and strive to create an environment where **people feel included and valued for bringing one's whole self**. Learning together through reflection and welcoming non-traditional approaches and voices allows for connection that represents our community both individually and across our community.



# Accomplishments



# Evolving CLARB Governance

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# Challenges

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Pool of qualified & eligible candidates was **small and shrinking**

Leadership lacked **diversity**

Leaders are facing increasingly more **complex challenges**



# Goals

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- Wider pipeline
- More diverse perspectives
- Greater flexibility
- Competency-based
- Increased agility

# How it Works

## LEADERSHIP ADVISORY COMMITTEE

*Elected by CLARB Membership*



- Interviews and Nominates candidates for the Board
- CLARB Past President serves as Chair
- Use leadership knowledge, skills, and abilities prioritized by the board to select candidates

## CLARB BOARD OF DIRECTORS

*Nominated by the LAC and approved by the Board*








- Majority of the Board must be licensed Landscape Architects
- The Board may be between 10-12 members
- Directors are "at large" and do not represent a region






# Increased Equity and Access

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## Before

-  Constituency-based
-  Selection by election
-  Fixed board size (12)
-  Large number of officers (6)
-  Restricted to licensed LA's

## After

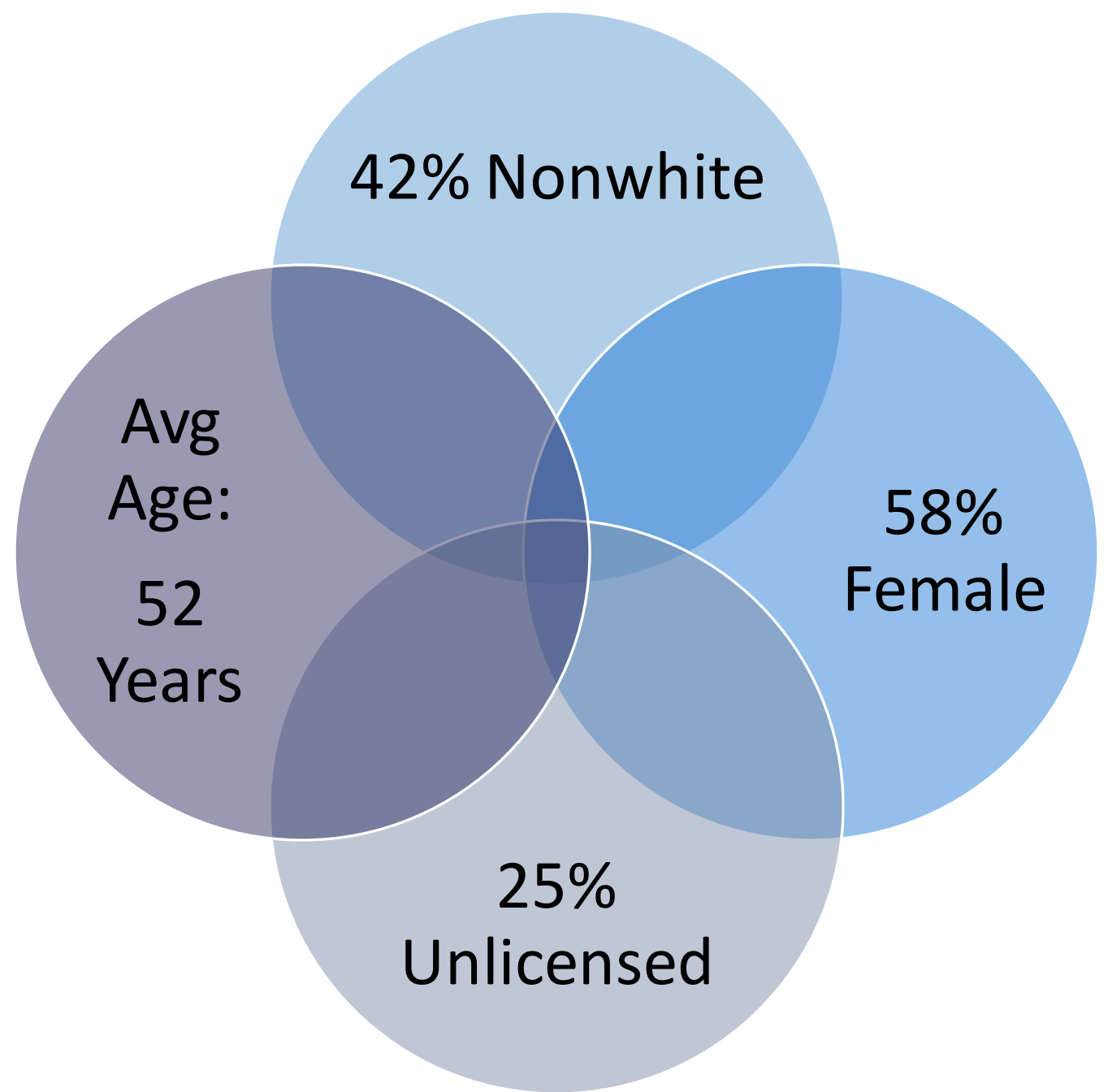
-  **Competency-based**
-  Selection by **appointment**
-  **Flexible** board size (10-12)
-  **Streamlined** officers (4)
-  **Open** to non-LA's



# More Diverse Board of Directors

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# FY 2024 Board Demographics



# Diversification of Nominee Pool

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	2020	2021	2022	2023	2024
Gender Diversity (Male/Female)	75%/25%	62%/38%	69%/31%	53%/47%	55%/45%
Racially-Diverse Nominees	5%	21%	29%	27%	30%

Questions





# Improving the Path to Licensure

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# Reducing Friction in the Licensure Process

**Policy** changes that facilitate uniform standards for licensure.

Varying  
licensure  
requirements

Duplication of  
documentation

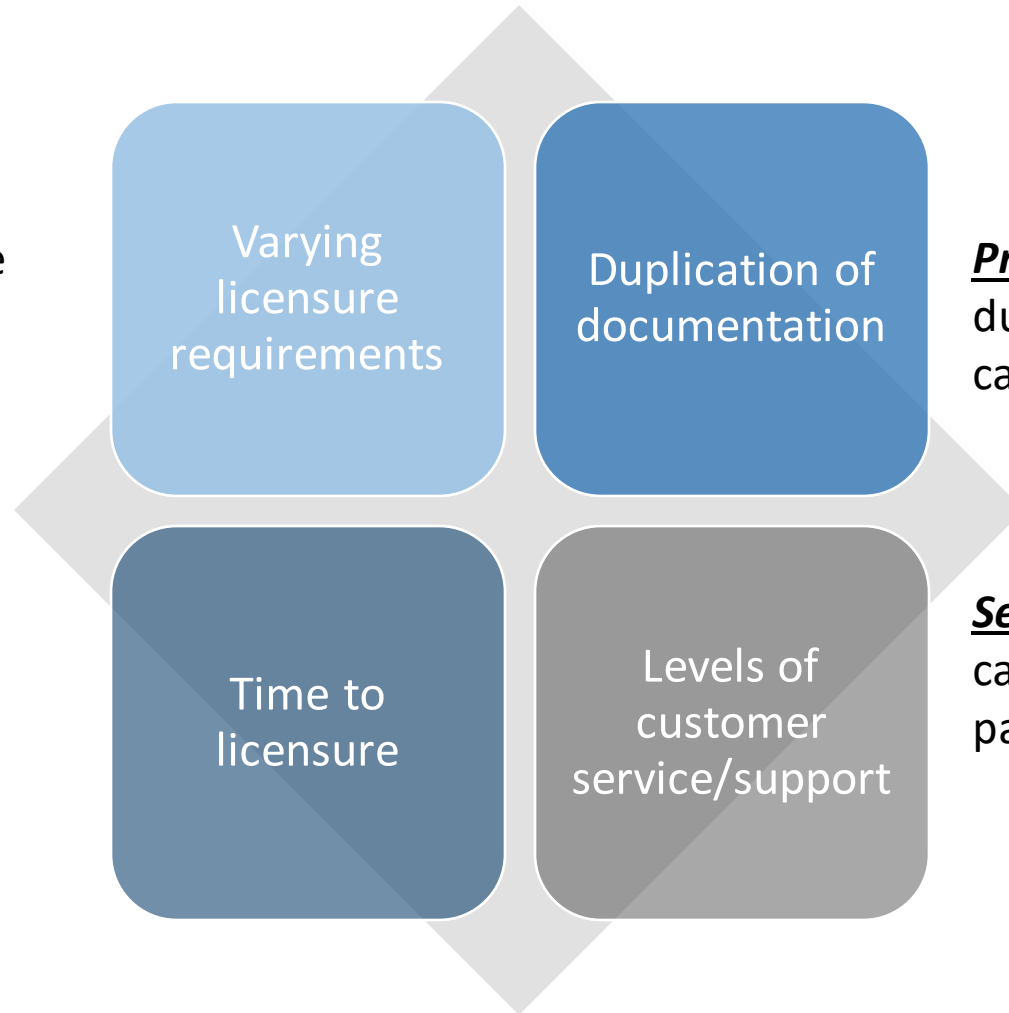
**Process** changes that eliminate the duplication of documentation candidates and licensees must provide.

**Procedural** changes that reduce the time it takes to get licensed.

Time to  
licensure

Levels of  
customer  
service/support

**Service** enhancements that better assist candidates and licensees in navigating the path to licensure.

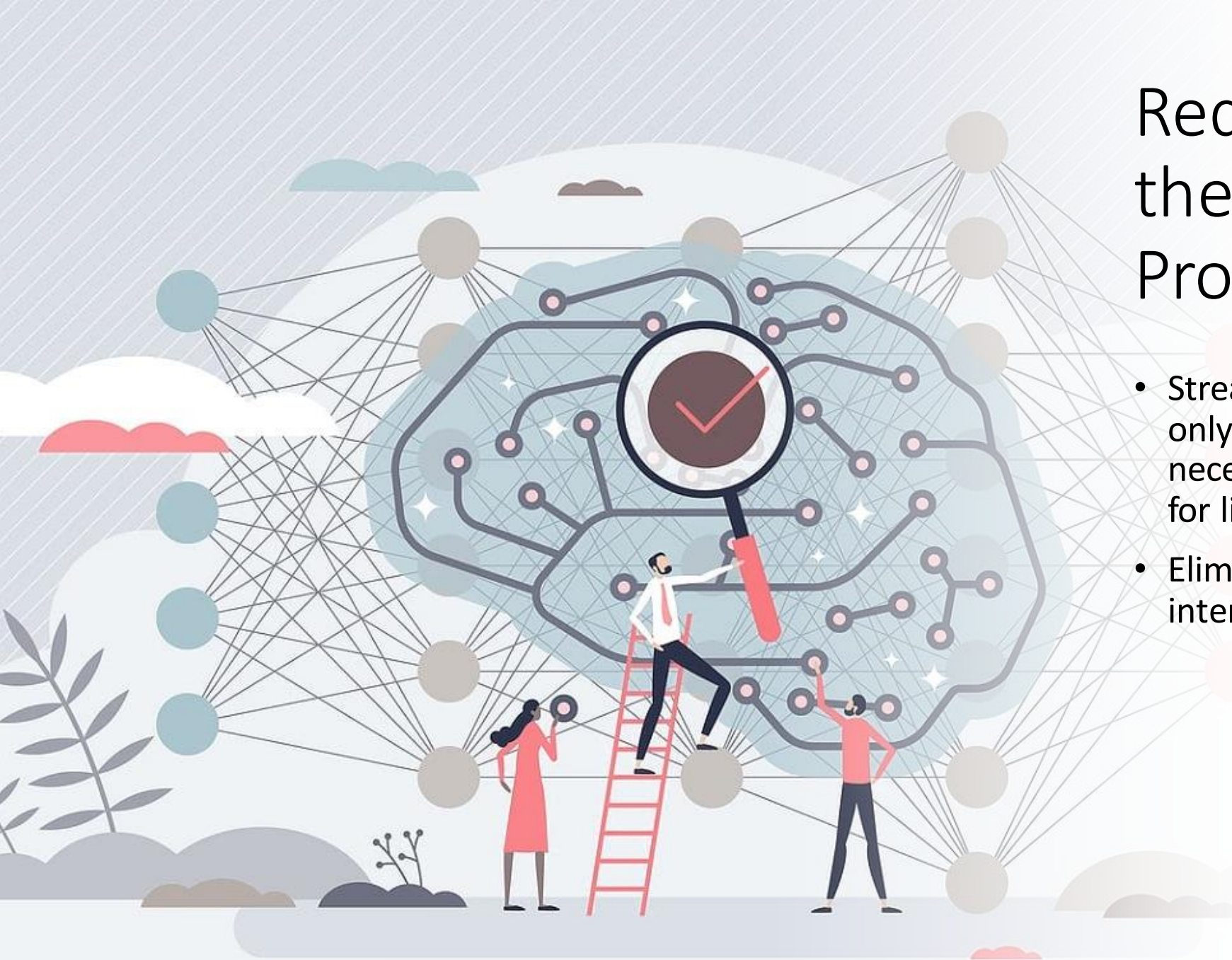


# Recognizing Alternative Paths to Licensure

DEGREE	YEARS OF EDUCATION EXPERIENCE ACHIEVED	YEARS OF WORK EXPERIENCE REQUIRED	TOTAL
LAAB or LAAC Accredited Bachelor or Master of Landscape Architecture	6	2	8
Non-Accredited Bachelor of Landscape Architecture	4	4	8
2-Year Non-Accredited Master of Landscape Architecture	2	6	8
2-Year Certificate of Landscape Architecture	2	6	8
Other Bachelor Degree	2	6	8
Other 2-Year Master Degree	1	7	8
2-Year Associate Degree	1	7	8
2-Year Certificate	1	7	8
No Secondary Degree	0	8	8

# Reducing Bias in the Application Process

- Streamlining the application to only include core information necessary to evaluate candidates for licensure
- Eliminating information that interjects potential for bias



## Increasing Access to the L.A.R.E.

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Online proctoring of the L.A.R.E.

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Take the exam from your home or office

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Eliminates the need to travel to a test center

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# Operationalizing Efforts for Ongoing Improvement

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# Goals

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## LEADERSHIP DEVELOPMENT AND RECRUITMENT

- ☐ At least 35% of nominees for CLARB leadership (Board of Directors, Officers, LAC) are ***diverse nominees***<sup>\*,+</sup>
- ☐ Refine the vetting process to identify and mitigate bias, ensure diversity, and provide transparency in the nominee selection process
- ☐ At least one director seat is a non-traditional BOD member<sup>\*\*</sup>

## EDUCATION & LEARNING

- ☐ Establish an ongoing, intentional, useful training and education program for CLARB leadership, members, volunteers, and staff to apply our learnings.
- ☐ Continue to build awareness of CLARB's principles and goals regarding DEI with: CLARB leadership, members, volunteers, staff, licensees, exam candidates, association partners, and the general public.



# Reducing Bias in the Vetting Process

- Key Components:
  - Matrix with rating descriptions
  - Decision matrix
  - Application, reference and interview questions tied to competencies

Role	0	Ineffective (1)	Marginal (2)	Proficient (3)	Exemplary (4)
<b>Responsibility</b> <ul style="list-style-type: none"> <li>Adopt and follow policies</li> <li>Fulfill Board/LAC responsibilities</li> </ul>	Not enough info known at this time; need to ask during interviews	Disinterested in governing procedures, processes, and bylaws. Comes unprepared to meetings and rarely reads background materials and financial statements. Asks clarifying questions that are covered in the background materials.	Appreciates CLARB's governance and bylaws. Skims through background materials and financial statements a few hours before the meeting. Asks questions during meetings that are covered in the background materials. Committed to the duties of Care, Loyalty, and Obedience.	Working knowledge of CLARB governance and bylaws and engages in discussions if issues arise. Reads background materials and financial statements in advance of meetings. Asks relevant questions and contributes to the meetings. Committed to the duties of Care, Loyalty, and Obedience.	Possesses deep understanding of CLARB governance and bylaws. Comes prepared to meetings by thoroughly reading background materials and financial statements. Asks insightful questions before, during, and after meetings. Expresses unique opinions in a supportive manner. Committed to the duties of Care, Loyalty, and Obedience.
<b>Stewardship</b> <ul style="list-style-type: none"> <li>Ensure financial resources</li> <li>Provide oversight</li> <li>Ensure sustainability of CLARB</li> <li>Mitigate foreseeable risks</li> </ul>	Not enough info known at this time; need to ask during interviews	Disinterested in CLARB's purpose. Makes decisions in the best interests of self or local constituency. Sees issues without opportunities. Focused on completing activities vs. establishing outcomes. Incapable of seeing alternative futures that diverge from the present/past.	Indifferent to CLARB's purpose. Makes decisions in the best interests of local constituency. Endorses potential future leaders who represent local constituency. Thinks sequentially but appreciates need for long-term planning. Sees issues without opportunities. Focused on the tactical (how) vs. strategic (what and why). Thinking is framed in current orthodoxies	Appreciation for CLARB's purpose. Makes decisions in the best interest of CLARB. Endorses potential future leaders who will enhance CLARB's strategy. Sees the "big picture" and issues as opportunities. Comfortable using foresight and thinking in ways extending beyond today's reality. Effectively uses intuition in problem solving. Defines clear outcomes for success.	Passion for CLARB's purpose. Makes decisions in the best interest of CLARB. Recruits and endorses potential future leaders who will enhance CLARB's strategy. Constantly questions both the familiar and the new. Willing to take risks and operate outside of the "comfort zone". Ability to use foresight to learn about changes at the periphery and adapt to evolving conditions.
<b>Intentional Learning</b> <ul style="list-style-type: none"> <li>Asks questions</li> <li>Seek new information</li> </ul>	Not enough info known at this time; need to ask during interviews	Regards reviewing new information as burdensome. Unreceptive to seeking new ideas or approaches. Defensive of established orthodoxies and approaches. Views emerging trends as fads.	Indifferent to new information, ideas, and approaches. Comfortable with established orthodoxies and approaches. Unconcerned with emerging trends.	Interested in learning and ingesting new information. Dutifully reads materials provided by colleagues and CLARB staff. Views emerging trends as opportunities and willing to question established orthodoxies and approaches.	Excited by the process of learning and ingesting new information. Actively seeks out information related to CLARB's purpose, strategic plan, and Foresight process. Shares learning and resources with fellow Board/LAC members and staff.

## Increasing Transparency

- Defined roles for the Board and Nominating Committee
- Communication and trust between your Board and Nominating Committee
- Communicating leadership needs to stakeholders

# Education and Learning

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- Onboarding new volunteers
- Ongoing member and customer training
- Evaluation of communications
- Hiring practices





# Supporting DEI Initiatives

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NAMLA

INAUGURAL / 2022

L.A.R.E. REIMBURSEMENT  
PROGRAM

two **\$2000** awards

Jointly Funded with **CLARB**

Submissions Due: 06/26/22

Email Mtls. to: [NationalAMLA@Gmail.com](mailto:NationalAMLA@Gmail.com)

NAMLA  
Grant

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American Society of  
Landscape Architects

CLARB

#### WOMEN OF COLOR LICENSURE ADVANCEMENT PROGRAM



# Women of Color Licensure Advancement Program

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# Global JTA



Questions

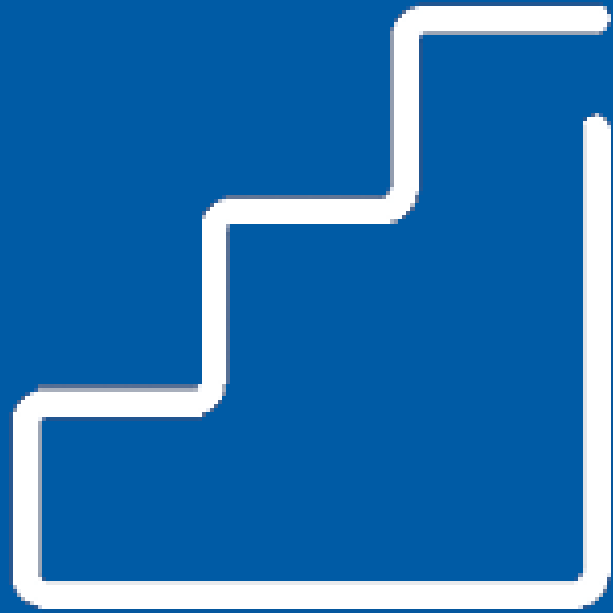


Please share  
your thoughts!

Responses are requested by 1/24

<https://forms.microsoft.com/r/Qdi6auAj4p>





# Leadership Development Program

Next Leadership  
Development  
Webinar

## **Leading with Foresight**

February 14, 2024

3:00 p.m.—4:30 p.m. ET

Learn more at [www.clarb.org/leadershipdevelopment](http://www.clarb.org/leadershipdevelopment)

