

APA President-Elect Candidates

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In an effort to better inform the APA membership, the Chapter President Council (CPC) has developed a series of questions for national candidates for the American Planning Association (APA). Mike Southard and Sumner Sharpe compiled this survey for distribution by the CPC Executive Committee. The CPC encourages chapters to endorse candidates who represent their views and positions.

- 1) *The CPC has formally taken the position in favor of mandatory continuing education for certified planners. The next few questions pertain to your position as a candidate for national office on continuing education.*
 - a) *What role do you believe continuing education plays in the advancement of a professional planner's career?*
 - b) *Do you favor mandatory continuing education for certified planners?*
 - c) *What role should APA (nationally) and the chapter (locally) have in educating planners?*

MKP: 1A: Continuing education is a cornerstone in a professional planner's career. As change agents, we must recognize the constant change that impacts the planning profession and strive to incorporate those changes into our everyday practices.

1B: I support mandatory continuing education for certified planners. I'm pleased that the AICP Commission is moving toward mandatory continuing education in a thoughtful way. It makes sense to have a test program to make sure that AICP formulates a program that works for certified planners no matter what the size or location of their chapter.

1C: At both the chapter and national level, APA should be the primary vehicle for providing education for planners. Chapters do an excellent job of providing training through annual conferences and regular meetings. APA National presents an excellent annual conference. However, we need to develop innovative, internet-based training so that we can reach more of our membership.

DAG: 1A: Continuing education is critical to career advancement, **regardless of the profession**. Most of the professions with which planners work – and many beyond those – require continuing education on an annual basis. What makes the planning profession different?

1B: Yes.

1C: The Association's adopted mission statement commits it to "promoting education" and "providing the tools necessary to effect positive change." Unless we take some action to rescind or amend our mission statement, educating planners **must be** one of APA's (and its various components) primary responsibilities. The adopted ODP is the vehicle that defines how we promote education and provide the necessary tools in a

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comprehensive and coordinated manner. I'm committed to this consensus-building process of defining roles and responsibilities.

RKH: 1A: I believe in lifelong learning and professional continuing education for planners in concept and in practice. It is the AICP planner's responsibility to stay current in her areas of planning expertise. Indeed, the AICP Code of Ethics and Professional Conduct (D.3) clearly states, "A Planner must strive to continue professional education." During the last decade while working full time I have been actively pursuing a Ph.D. at the University of New Orleans to the point where today I have reached the status of ABD. During the years 1998-99, I was the recipient of a HUD Community Builder Fellowship also in New Orleans. While I have attended virtually every National APA conference during the last ten years I have also participated in APA's two latest "Audio Conferences" titled "Effective Community Parking Standards" and "Teardowns, Monster Homes, and Appropriate Infill."

1B: Yes. Mandatory continuing education "adds value" to the AICP credentials. I urge the AICP Commission to quickly reach a consensus concerning the purpose of mandatory continuing education. The current AICP continuing education program consists largely of just attending meetings. Getting credit for simply attending a meeting whether you learn anything or not has limited value. This current AICP program also lacks educational objectives, planning and structure, curriculum and assessment components. AICP member credentials, value wise, are not keeping up with AICP's sister design professions (AIA, ASLA, PE, etc.) who mandate continuing education. As a licensed landscape architect in Texas and Kansas, I understand and value complying with those two state's mandatory continuing education requirements.

1C: Unlike the other candidates for APA President Elect, my views on this subject are stated in my position statement: "*Provide more continuing education opportunities - APA must help the Chapters deliver more programs for professional planners and planning commissioners. The successful APA audio conference offerings must be expanded and videoconferences must be initiated.*" Having said this, national APA and AICP must also continue with their respective roles of providing continuing education opportunities at national conferences and through their publications. More "packaged" programs developed at the national level must be developed for implementation by the chapters. AICP should consider initiating its own Internet based educational online service or join the Center for Collaboration and Education in Design. C²ED is an online coalition of nonprofit organizations providing continuing education for professionals of any design discipline. Located at www.c2ed.com the site features interactive, multimedia seminars presented by nationally recognized experts. And please, do not forget about the APA Divisions and the Universities. They too are valuable assets for the delivery of continuing education in each of their respective Chapter areas.

GTJ: 1A: I am a firm believer in lifelong learning. In fact, for five years earlier in my career I served as an Assistant Professor / Senior Program Development Specialist in University of Virginia's Division of Continuing Education, doing nothing but developing CE

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programs for planners and other governmental professionals. I feel it is a professional obligation of all planners, be they certified or not, to keep up with the latest developments in our field.

1B: I am not in favor of mandatory continuing education for two reasons. First, it has not been demonstrated to my satisfaction that individuals who are coerced into attending educational programs, learn very much from them. Second, our association has not demonstrated the ability to provide the type of professionally relevant, high quality, reasonably priced continuing education offerings that would be needed to sustain such a program.

1C: I think both the national office and our chapters have a role to play in the provision of continuing education. The national office already provides a great deal of continuing education through our annual conferences and through a variety of institutes. Moreover, the national office can help in the development of continuing education programs that can then be offered either on-line or through our chapters.

I see our Chapters as the primary vehicle for the delivery of continuing education programs. Continuing education needs vary a great deal from state-to-state and it is our chapters who are most in touch with such needs.

Our PAB accredited planning programs also have a major obligation in this regard. The provision of continuing education for practicing professionals must be given increased weight in the accreditation process.

- 2) *The APA Board of Directors has adopted the 2002/2003 Organizational Development Plan (ODP). The following questions pertain to your views of the plan and its role toward advancing the profession, as well as the organization.*
- Of the six major goals, please prioritize them in the order of highest to least importance.*
 - Are there any other elements or goals that you would include in the ODP and why?*
 - How can the Chapters be utilized to better implement the ODP?*

MKP: As a current member of the APA Board of Directors, I had the opportunity to participate in the formulation of the 2002/2003 Organizational Development Plan. I'm proud of the Plan and am confident it will lead APA in a new and vital direction. All of the goals need to be accomplished and I would prioritize them as follows:

1. Foster organizational change and maintain financial sustainability.
2. Aggressively advocate and implement policies and legislative agendas that support and sustain good planning at the local, state, and national levels.
3. Develop new membership and product marketing strategies.
4. Pursue social, economic, and racial equity in America's communities.
5. Create a culture of continuing education and provide more education opportunities for practicing planners.

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6. Develop and promote a brand definition that reflects the visual, emotional, and cultural identity of APA.

I would not add additional elements to the ODP. This is a streamlined, do-able ODP that is grounded in reality. It focuses on a narrow yet important range of activities that can be accomplished, rather than being a scattered wish list. Chapters can help implement the ODP in two ways. First, through active participation in CPC, chapters can make sure that the ODP reflects what is important to them. Second, chapters can integrate the ODP into their individual strategic plans.

DAG: 2A: The 2002-2003 ODP accomplishes two things I've believed to be necessary for a number of years: (1) paring down the total number of goals and strategies to include those that can be accomplished over the biennium; and (2) linking the ODP and the budget. Such a realistic work program precludes the need to prioritize goals because everything that's included is addressed. I'm committed absolutely to institutionalizing this practice for the next biennium. I'm also committed to the goals included in the current ODP and to including them in the next document.

2B: No. And, more importantly in my mind, I will resist any effort to return to the practice of creating Christmas tree-like ODPs if entrusted with APA's primary leadership role. We owe our members an organizational development process that is accountable in terms of the goals we're pursuing and how we're spending their money to achieve them. Please review my website at www.gordon4president.com for more in this regard.

2C: I want to see our biennial planning process expanded and refined such that the resulting APA-ODP becomes the umbrella document under which exists **coordinated** development plans for each of the Association's components. Further, I want to see the initial draft work of staff and the Development Plan and Budget Committee concluded a bit earlier such that AICP and the divisions have a bit more time to prepare the first drafts of their supporting plans prior to the Fall Leadership meetings. This will provide for a more comprehensive and detailed discussion of the proposed biennial goals and appropriations by the Big 5 prior to the Board's action on the overarching document. This, I believe, will put the chapters and other APA components in a better position to discuss and adopt their roles and tasks during these meetings. It will also provide for a more totally coordinated ODP effort **and better results**.

RKH: 2A: Of the six major goals, please prioritize them in the order of highest to least importance. My philosophy is "listen to the membership" first. My priorities can be summarized as responding to the needs and desires of the existing membership base and increase the retention rate of APA membership before attempting to grow and expand into new areas. It is my hope that APA and AICP are capable of multitasking however. I don't believe it is necessary to begin with goal 1 and complete it before moving on to goal 2. APA has the resources to work on all six goals at the same time and accomplish them over time. Perhaps the question really is, what resources or what are the budget

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requirements to implement the goals and in what time period? I would turn first to staff to answer those questions. Goal 1 (organizational change/financial sustainability) and Goal 6 (social, economic and racial equity) are goals that should always proceed simultaneously with the more substantive Goals 2-5. My highest-ranking substantive goal would be Goal 5 (continuing education) followed by Goal 2 (branding identity of APA and AICP), Goal 4 (new membership and product marketing), and finally Goal 3 (policies and legislative agendas).

2B: Yes, as indicated in my position statement, that prior to “Goal 4 - Develop new membership and product marketing strategies,” APA must “*Upgrade basic member services – A new web site is just a technological down payment. Now the information must be accurate, accessible and updated. Duplicate hard copy mailings must be eliminated.*”

2C: The Chapters must be truly engaged by national APA during the ODP preparation process. I firmly believe that “APA needs leadership that listens to its members.” If the Chapters are to be committed to and implement the ODP, they must also be involved in preparing the ODP.

GTJ: 2A: Of the six major goals, please prioritize them in the order of highest to least important.

1. Aggressively advocate and implement policies and legislative agendas that support and sustain good planning at the local, state, and national levels.
2. Pursue social, economic, and racial equity in America’s communities.
3. Foster organizational change and maintain financial sustainability.
4. Create a culture of continuing education and provide more education opportunities for practicing planners.
5. Develop new membership and product marketing strategies.
6. Develop and promote a brand definition that reflects the visual, emotional and cultural identity of APA.

Note: I do not think you can do 1, without doing 2. One must pursue social, economic, and racial equity in America’s communities if they are to “support and sustain good planning at the local, state, and national levels.”

2B: Yes. I think we need to keep APA affordable for *all* our members. As I gathered signatures on my petitions, I was shocked at the number of professionals I contacted who had let their APA memberships lapse. Membership in APA should be more than a professional obligation; it must be a good value as well.

2C: Chapters are the units of APA closest to our members and must play a vital role. They are particularly important in:

1. Building a sense of community among local planners;
2. Lobbying of state governments related to planning issues;

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3. Identifying the continuing education needs within each state and then working with PAB accredited planning programs, the national office, and others to meet such needs;
4. Enhancing the visibility of planning within the local media;
5. Helping in the recruitment and retention of members;
6. Etc.

3) *The following questions pertain to the make-up of the APA Board of Directors and American Institute of Certified Planners (AICP) Commission. Please provide your opinion with an explanation as to your reasoning.*

- a) *Should the voting for AICP President be only by AICP members instead of by all APA members?*
- b) *Should the APA President serve as a voting member on the AICP Commission?*
- c) *Should the CPC, DC, SRC, AICP, and/or College of Fellows (COF) be voting members on the APA Board?*
- d) *The AICP Commission has an even number of voting members. Should the AICP President vote only when breaking a tie vote?*

MKP: 3A: APA President Bruce McClendon and AICP President Sam Casella have appointed a joint committee to address many of the issues raised in this question. I expect that committee will formulate a well-reasoned recommendation that meets the needs of both the Board and Commission. As an APA Board member, I will give heavy weight to the Committee's recommendation. Having stated that, here are my initial thoughts about the make up of the APA Board and AICP Commission:

3B: I feel that the voting members of the APA Board should be elected by all our members and reflect the views of our membership in a broad way. I support the advisory status given to CPC, DC, and SRC. CPC, DC, SRC and AICP all wield considerable influence on the APA Board. As past CPC Chair, I'm very cognizant of the strong role that CPC plays. The record shows that the APA Board takes the recommendations of the Commission and the advisory components very, very seriously.

3C: The AICP President should be a voting member of the APA Board as long as that position is elected by the APA membership at large. The APA President should not serve as a voting member of the Commission, as APA President candidates are not required to be certified planners.

3D: The AICP President should continue to vote on all motions. That position is too important not to have an active voice on the Commission. It is an internal matter for the Commission to decide if it wants to examine ways to have an odd number of members.

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DAG: 3A: Yes. I see no reason why the president should be elected by a constituency other than that which elects the other members of the Commission. I reject the argument that because AICP presidents serve on the board of directors, they should be elected by **all** members. Regional board members aren't selected by the total membership.

3B: No. The AICP Commission is a component of the American Planning Association and, as such, should operate within an environment of trusted openness.

3C: No. Duly elected members of the Board already represent all the constituents of the CPC, DC, and SRC.

3D: I believe this is a question better addressed to the AICP Commission since it is responsible for its rules of order.

RKH: Since 9-11, the need to come together has never been greater. It is thus with regret that I find the following series of internal, political questions particularly divisive. My view is that the APA planning community's energies would be better directed toward implementing the six goals of our ODP rather than becoming involved in APA and AICP internal affairs. Having served on both the APA Board and AICP Commission twice, what follows is none-the-less my response to your questions.

3A: Yes. As head of the professional arm of APA or the AICP Commission, the AICP President must be respected by and provide leadership for all professional planners. Thus, her professional AICP peers should only elect the AICP President.

3B: No. The APA President as one vote really can't affect the outcome of any issue that requires a vote of the AICP Commission. If the APA President feels strongly about an issue she can appear before the Commission and provide her guidance and views.

3C: No. Let us not forget the time when we had a twenty-one-member Board. Let us not forget that time when the Board became paralyzed to act because of special interests working against one another rather than for the common good of our APA planning community. Advice and logic are the allies of the groups named above. The Board is currently large enough now to fairly represent the national membership. Fundamental influence of APA Board outcomes should be left to the APA Board election process.

3D: No. As the only duly elected at-large member of the Commission, the AICP President should always be allowed to vote regardless of how many Commissioners are present at any meeting.

GTJ: 3A: I believe that all voting members of the APA Board should be elected by the APA membership. Thus, if the AICP President is to be a voting member of the Board (and I believe he/she should be), then all APA members should have the opportunity to vote for him/her.

3B: No. He/she is not elected to the Commission and should not serve in this capacity.

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3C: No. The input from these groups should be solicited and they should be at the table, but as suggested above, I believe voting membership on the Board should be confined to those individuals elected by the membership at large.

3D: I think both APA and AICP should follow *Robert's Rules of Order*. The Presidents should only vote to break ties.

4) *The American Institute of Certified Planners has inducted three classes into the College of Fellows. The Chapters play an integral role in selecting nominees, financing, and preparing nomination packets. The following questions pertain to the relationship between the Chapters, AICP and FAICP.*

- a) *Should the FAICP selection committee provide the Chapter President with evaluation information pertaining to non-selected candidates?*
- b) *Should the COF classes be limited to a specific number or should all worthy nominees be honored?*
- c) *Should a Chapter's endorsement be given more consideration than an individual endorsement?*

MKP: 4A: Selection as a fellow of AICP is an incredible honor, a very special recognition of planners who have made a significant contribution to our profession. I commend the AICP Commission for designing and implementing this program. The selection process for Fellows has generated controversy. Because it is a new program, it will require fine-tuning to make it most effective. It would be helpful if the selection committee could provide more general information about how their decision is made rather than information specific to non-selected candidates.

4B: I do think it is important to limit the number of Fellows that can be inducted in any given year. Limiting the number of recipients increases the importance of this honor.

4C: Chapter endorsements are very meaningful but should not be given more consideration than individual endorsements. There are many instances when a chapter may not be aware of a certified planner's contribution to the profession. For example, a planner may retire to a new state and be virtually unknown in the chapter. Or, chapter leadership may change significantly enough that there simply isn't institutional memory of a member's contribution.

DAG: 4A: I believe this is a question better addressed to the College of Fellows. Personally, having chaired the APA Awards Juries from 1997 through and including 2000, I understand why past FAICP selection committees have not wanted to commit more time to an already time-consuming process. I also understand the desire that prompts the question since I've spoken personally with countless award nominators whose nominations were not successful. I believe the answer to the current stand off is a more

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structured review process – similar to the one used for APA national awards – wherein strengths and weaknesses of the nomination can be identified and, with very minimal work by AICP staff, provided to the nominator and sponsoring chapter.

4B: I believe this is a question better addressed to the College of Fellows. Personally, I see no value to limiting the number of Fellows that will be inducted annually so long as the criteria used in the selection process are widely-distributed, understood, and applied uniformly.

4C: I believe this is a question better addressed to the College of Fellows. Personally, I believe that whatever policy practice is selected should be applied to all nominations uniformly.

RKH: Again, I find this following series of FAICP internal, political questions as divisive and not directed toward bringing our APA planning community together. FAICP was established following an extensive review of our sister design professions' fellow programs. As the founding AICP President of the FAICP program, I believe I understand the vision and mission established for FAICP and the need for autonomy. While FAICP membership consists of our nation's most distinguished planners, from an organization viewpoint it is very young. And while there have been start up challenges, I have full confidence in FAICP's leadership that on its own, over time, it will reach its full potential. Having said that, here are my suggestions for FAICP.

4A: No. Confidentiality between FAICP and applicants is necessary to protect the integrity of the selection process. Non-selected candidates should be provided some guidance however, concerning their non-attainment of FAICP standards.

4B: Once the FAICP standards have been established, all that apply and meet the standards should be admitted to FAICP.

4C: No. Endorsements should only play a minor role in the selection of FAICP members anyway. More importantly, candidates themselves must demonstrate how they exemplify "leadership, high standards, outstanding accomplishments and distinguished contributions to the advancement of the art and science of the planning profession."

GTJ: Note: These are issues that should be resolved within the AICP Commission. As a candidate for APA President-Elect, I don't feel it is appropriate for me to comment on them.