

Introduction

An effective strategic plan for a membership organization must be grounded in the core values of the profession it serves. It must also have a sense of continuity: demonstrating a contemporary expression of the association's historic mission.

Simultaneously, the association must remain relevant, attuned to the national dialogue, able to pivot toward new tools and technologies, and responsive to member needs.

The CMAA Board of Directors conducted a review of strategic goals in October 2018 with the twin objectives of (1) re-validating and maintaining established priorities and (2) refining these priorities based on new viewpoints and changing market conditions. The Board concluded that the four primary goals remained relevant to the organization and that within each goal specific strategic statements could be revised to reflect recent programmatic developments and to align with the Policy Framework approved on October 13, 2018.

Accordingly, the FY19 Business Plan begins with the mission, vision, principles, and optimal outcomes defined in the Framework:

Mission, Vision, Principles, and Outcomes

CMAA's Vision is that all owners will realize project and program success by using professionally qualified construction managers.

Our Mission is to promote the profession of construction management and the use of qualified construction managers on projects and programs.

Core Principles

- Construction management is rooted in traditional project management practices and requires a unique body of skills and professional knowledge to be performed successfully.
- CMAA must take the lead in preparing the industry to anticipate and take advantage of new technologies emerging in the construction industry and/or entering the industry from other fields.
- CMAA must continue to stress the value and importance of professional program and construction management regardless of project delivery method.
- CMAA's membership and programs must be open and welcoming to the widest possible range of professional practitioners: general contractors, architects, engineers, employees of owner organizations, real estate developers, financial and management consultants, and others.
- CMAA is delivery-method neutral. CMAA seeks to impress upon owners that professional CMs should assist them in selecting the delivery method appropriate for a project given the scope and risk profile of the project and the owner's constraints and capabilities.

Optimal Outcomes

- Owners recognize the advantages of entrusting their project delivery to professional CMs.
- Owners consistently achieve project and program objectives by using professional CMs providing professional services.

- Construction management is understood and valued as a professional service with owners using Qualifications-Based Selection as the preferred method of procurement.
- The construction industry recognizes the Certified Construction Manager®(CCM®) credential as the most important symbol and validation of professional and ethical CM practice.
- Owners and clients use CCMs on all construction projects.

FY19: The Year of Engagement and Growth

FY18 served as the “Year of Discovery.” The staff took advantage of the arrival of a new leader to re-think everything. Throughout the year, staff accepted the challenge of using FY18 as a year of discovery and analysis in several key areas and made recommendations that will have an impact well into the next three to five years. These initiatives included:

- Plans for continuous improvement and growth of the national conference.
- Adding resources for support of CMAA chapters’ success.
- Identifying a new future for the CMAA Foundation.
- A new structure for the professional development team.
- New processes and criteria for nomination and selection of individual award recipients.
- Exploration of three new potential members’ benefits.

These initiatives were aggressively pursued and the recommendations or proposals that resulted are now embedded in the FY19 business plan. Further, all are aligned with existing goals and objectives.

The FY19 business plan is therefore built on a platform supported by the mission, vision, and principles. The four strategic goals initially identified in 2016 and expanded in 2018 are supplemented by core activities; taken collectively these are designed to drive the organization toward achieving its optimal outcomes.

The goals and activities for FY19 are:

Goal 1: Improve the performance of the construction management profession

- Update, expand, and promote the CM Standards of Practice.
- Ensure the CCM program reflects the latest roles, responsibilities, and knowledge base for a professional CM.
- Deliver leadership skills education to members.
- Implement new approach to CMAA Model Documents.

Goal 2: Address workforce needs in the CM profession and in industry at large

- Facilitate entry into the CM profession by practitioners with experience/education in other disciplines.
- Engage the academic community to cooperatively develop and expand the workforce pipeline from post-secondary institutions.
- Support ACE Mentor, Inc through CMAA Chapters.
- Partner with related professional societies on matters and initiatives of mutual interest.

Goal 3: Promote CM professionalism

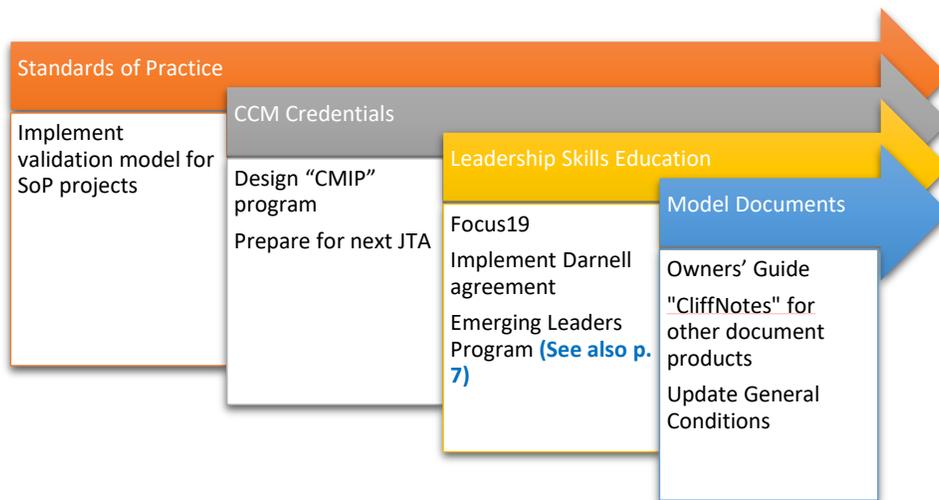
- Help members understand and benefit from the coming changes in their business environments.
- Educate owners on the core values of CMAA.
- Communicate the value of the CCM and of the “culture of certification.”
- Persuade owners to include requirements or preferences for CCMs in RFPs.

Goal 4: Steward CMAA resources effectively to ensure excellence in organizational performance

- Implement Foundation 2.0
- Support CMAA chapters’ efforts to define and realize success
- Steward resources effectively.
- Ensure quality governance.

As in the FY18 business plan, the FY19 plan presents specific tactics to support each activity by strategic goal rather than by team. The tactics and activities listed below represent a summation of many specific tactics or activities to be undertaken over the next 12-18 months.

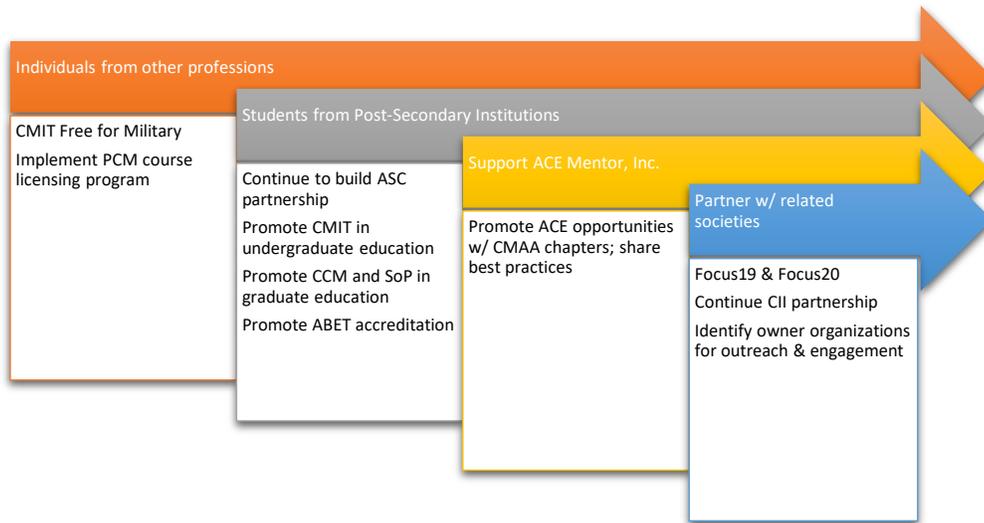
1. Improve Performance of the CM Profession



Ongoing/Continuing Activities

- Shift publishing operations to electronic and print-on-demand delivery
- Promote CMIT and CCM as critical professional credentials
- Produce at least 16 PCM courses annually
- Update, revise PCM course materials
- Continue to develop a trained corps of PCM instructors through “Train the Trainer”
- Monitor progress of 800 series with DoD and OPM; provide public comments as needed

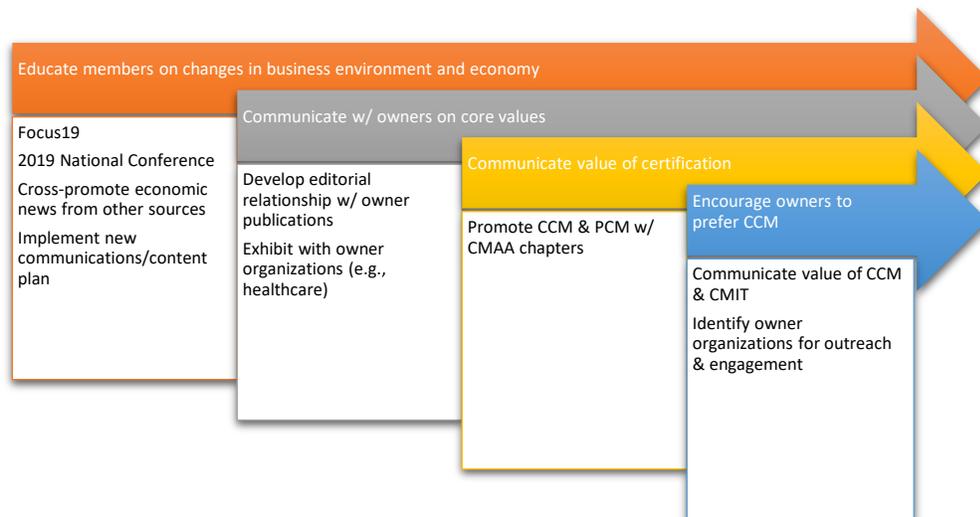
2. Address Workforce Needs



Ongoing/Continuing Activities

- Produce infographic on career path(s) for professional CM and CCM
- Promote CMIT with academic institutions and societies
- Implement partnership with ABA Forum on Construction Law
- Identify at least two new organizations with which to partner on professional education, advocacy, and other issues of mutual interest
- Track metrics for CMAA participation in ABET activities, including PEVs

3. Promote CM Professionalism

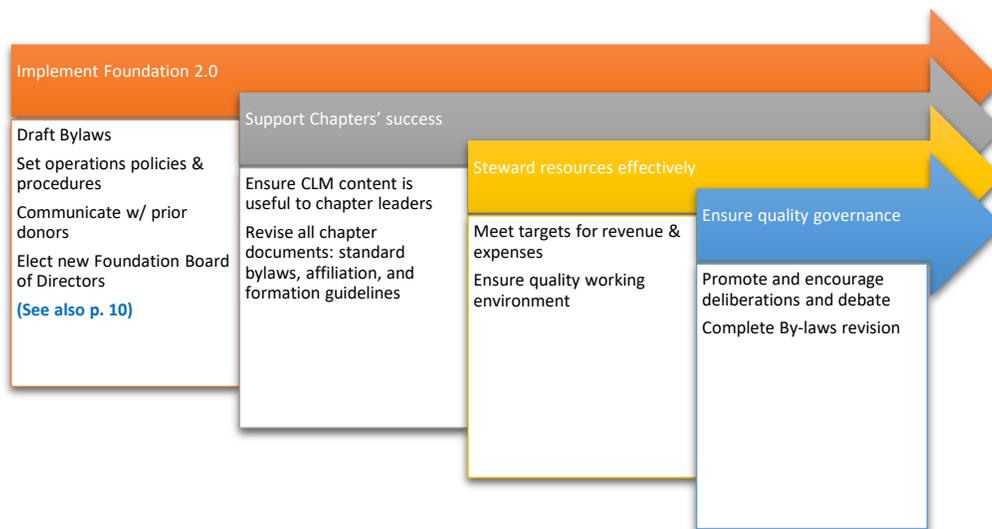


Ongoing/Continuing Activities

- Include economic briefings in all national conferences
- Continue infographics campaign using content from Project Achievement Awards

- Exhibit, advertise, and promote CCM and the culture of certification with relevant, industry and owner events
- Promote CMIT with academic institutions and societies
- Advocate with owner organizations to promote and/or endorse CCM

4. Excellence in Organizational Performance



Ongoing/Continuing Activities

- Continue implementation of system and software upgrades for integrating association management system (AMS), finances/accounting, event registration, and learning management system transactions
- Build library of chapters' event and program plans (i.e., "Idea Swap")

Reorganization and Member Engagement

CMAA must return its focus to engaging members by communicating effectively. In many ways, any nonprofit organization is an *ad hoc* communications and marketing firm and CMAA is no different. In late FY18, CMAA commissioned an assessment of its communications operations by an outside consultant in order to review the current state of the CMAA communications team and the positioning of the organization to engage in an intensified communications effort focused on engaging members, non-members, owners, and related professionals. The over-arching learning was "[we] are headed in the right direction." Nevertheless, the study also revealed

"While CMAA has systems and processes in place to pursue ongoing communications goals.... There is significant confusion between marketing and communications tasks among the rank-and-file [staff] that reveals itself through uncertain roles and responsibilities and support."

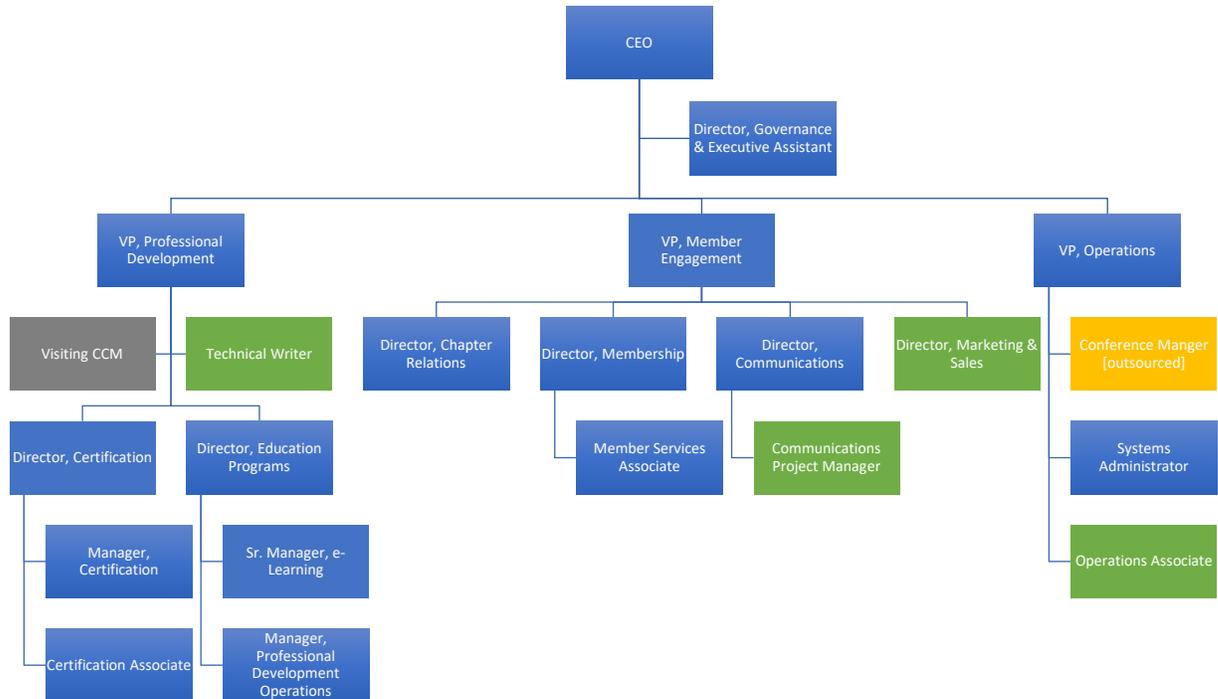
Further, "Staff interviews presented a fairly disjointed picture of processes and procedures, with some departments basically handling their own communications, some deferring to the communications team, and others doing a bit of both..."

None of this was unexpected nor is it fatal, and all of it is reversible. In reviewing the report, considering the Board's objectives and expressed desire to raise CMAA's profile with owners and organizations beyond the A/E/C sector, and contemplating the opportunities presented by the departure of the previous vice president, the senior leadership team agreed "we have to get this right."

The team went on to evaluate options and make the following decisions regarding structure, oversight, and resources.

- Communications, marketing, chapter relations, and membership responsibilities have been combined into a single team entitled Member Engagement under the leadership of Mark Gedris. Within this reorganization, two new positions have been created: Director, Marketing; and Communications Project Manager. This team is charged with working collaboratively with the CMAA staff and volunteer leadership in setting strategic direction for all CMAA chapter relations, communications, marketing, and membership activities. More specifically, the team is responsible for
 - Ensuring that CMAA regional chapters are prepared to achieve success in annual programming, operations, and governance.
 - Ensuring that CMAA activities related to communicating CMAA messages, positions, and brand are aligned with organizational and programmatic objectives.
 - Ensuring that CMAA activities related to marketing CMAA programs, products, and services support organizational objectives for success.
 - Ensuring that CMAA activities related to increasing CMAA's membership support organizational objectives for growth and engagement.
- Next, in order to increase the alignment between CMAA systems administration and operations, and to clearly delineate the role the AMS and website play in support of all programs across the organization, the Database Manager position was renamed to Systems Administrator and transferred to Operations. A new, part-time Operations Associate will be added to this team to support all processing activities (e.g., membership renewals and sponsorship payments).
- A Technical Writer will be added to the Professional Development team. Working closely with the Vice President, the Professional Development Committee and the Standards of Practice Committee, this person will be responsible for creating technical documents, and writing procedures and guidelines.
- Finally, all activities related to conference planning and logistics have been outsourced to a company specializing in these services. This contract will be managed by the Vice President, Operations.

The resulting organizational structure is shown on the next page:



Legend: **blue**=current staff; **grey**=VCCM; **green**=new position; **yellow**=outsourced services.

In addition, CMAA will reduce the number of design firms working on CMAA materials to three:

- One, large integrated firm will handle all design and production for conferences and events.
- Two local designers will handle all individual projects (e.g., Time Management Guidelines) working within style guidelines established and enforced by the Director, Communications.

Recruiting for the four new positions will begin immediately.

The budget implications for these changes are described in the narrative that accompanies the FY19 Budget.

Of Special Note

CMAA EMERGING LEADERS PROGRAM (Improve Performance of the Profession; Leadership Skills Education)

The CMAA Rising CM conference was initially created to provide a unique learning and networking opportunity for emerging professionals and recent graduates.

The format included learning labs and presentations from leaders in the industry – often CEOs in their firms or CMAA national leaders. The event concluded with a meet-and-greet reception for participants and members of the CMAA Board of Directors. It was scheduled for the day before the official opening of the National Conference and Trade Show. Participants in the Rising CM Conference were able to register for the National Conference at a significantly reduced rate.

Registration data for the seven years the Rising CM Conference was held show:

- Attendance was higher when the event was held in a large, urban area; the highest registration corresponded to the National Conference being held in Southern California.

- Attendance by early-career professionals dropped off as the employment market improved following the end of the Great Recession.

Evaluations for the last two Rising CM Conferences (2016 and 2017) revealed that students and early-career professionals do not have the same needs. While students want to meet leaders in the profession and seek post-graduation jobs, early-career professionals are looking for professional education and advancement toward the Certified Construction Manager® (CCM®) credential.

To ensure that CMAA programs provide exceptional value and meet members' needs, the Rising CM Conference was taken offline in 2018 with the intention of restoring it in FY 2019. The staff looked at various ways to meet these disparate needs through experiences tailored more closely to preferences for meetings and events.

As the staff explored the options, it became clear that CMAA could address the needs of early-career professionals through existing education programs and events. Beginning with the 2018 Capital Projects Symposium, education tracks were identified within the education sessions. This was repeated for the 2018 National Conference and Trade Show. Tracks for early-career professionals and CMITs will continue to be a feature of both conferences. Tracks serve as a tool for individuals to customize their learning experiences and prepare them to advance towards responsible-in-charge experience and the CCM.

There were two other areas for exploration: the first was recruiting new graduates into the profession and the second was recruiting young professionals into the association and, eventually, association leadership.

In response to the first, the staff believe students have the best opportunities at the local level to meet leaders in the profession and seek jobs. To that end, the CMAA Foundation Task Force is proposing a grant program for chapters that want to hold local Rising CM conferences modeled on the original format or one that responds to local needs.

The proposal outlined below responds to the second area: recruiting early-career professionals from diverse backgrounds and experiences into association activities and preparing them for leadership roles at the local and national levels.

Proposal

The CMAA Emerging Leaders Program will use existing programs and events, supplemented by four new features, to provide a cohort of individuals with a robust, association leadership experience and prepare them to assume increasingly responsible roles in their local chapters and within the national committee and governance structure.

The program is built around the following elements:

- Attendance at both national meetings.
- Face-to-face meetings and social events held before and during the two national conferences.
- Monthly, online learning sessions with association and industry leaders.
- A shadowing experience with a CCM.
- A group presentation project.

Attendance at both national meetings. All members of the cohort would attend the two national meetings as guests of CMAA. The participants would be responsible for their transportation expenses, while CMAA would cover the hotel and provide a per diem for meals. In addition to the

conference, participants would also be invited to observe all or part of the Board of Directors meeting and the Chapter Leaders Meeting.

Face-to-face Meetings and Social Events. Prior to the beginning of each conference, the cohort would meet with a designated “conference mentor” (e.g., a Fellow, the VCCM, or a CMAA volunteer leader) to review the conference program, discuss the learning opportunities, and build a schedule. The cohort would meet briefly with the conference mentor at designated times during the conference to share with each other and reflect on the experience.

Monthly Online Sessions. These would use the webinar format and be hosted by CMAA. Each session would feature a CMAA or industry leader who would spend the first 20-30 minutes telling his/her story of professional and association experience, with the balance of the session left open for questions-and-answers and discussion. The roster of industry leaders would be identified by CMAA with input from the participants. The online sessions will be supplemented by chat and messaging apps.

Shadowing Experience. Each participant would be paired with a CCM – ideally a senior leader in a service firm or owner organization – and would spend a full day shadowing him/her (e.g., attending meetings, visiting job sites, or preparing proposals). The objective is to give early-career professionals insight into the day-to-day life of a team or firm leader and to identify subjects for future learning and growth. This is an opportunity to engage CMAA Fellows as hosts for the shadowing experience. CMAA will be responsible for the expenses of a participant who may have to travel to complete the shadowing experience. Ideally, participants would shadow a CCM in a firm or organization other than the one in which they work.

Group Presentation Project. Annually, each cohort will present at the National Conference on a topic of their choosing. The session will be featured in marketing and promotional materials for the conference and the participants will be recognized during a plenary session.

Once a program year has concluded, the names of all participants will be shared with national and chapter leaders with recommendations for including these individuals in planning and implementing chapter events. Further, each participant will be surveyed annually to identify his/her growth as a professional and whether and how she/he has become engaged in chapter or national leadership roles.

Application and Selection

The initial cohort will be limited to six people.

A completed application will consist of a form, an essay, and a letter of support from an applicant’s employer.

Form. This is a fillable PDF that captures the applicant’s name, contact information, and a summary of his/her professional experiences.

Essay. This is limited to 1,500 words and asks the applicant to describe his/her objectives for participating in the program, his/her commitment to CM as a profession, and identifies his/her long-term goals.

Letter of Support. This is a brief letter from the applicant’s employer that commits the organization to providing the time to attend the national conferences, the online seminars, and the shadowing experience.

Participants will be selected by a panel of three people: the current Chair of the CMAA Board of Directors, a chapter leader, and a member at-large. Every effort will be made to ensure that the cohort is diverse and inclusive.

Resources

Human. The program can be managed with existing staff resources in Professional Development and Member Engagement. Staff time will be assigned to:

- Identifying guests for monthly online seminars
- Scheduling and hosting monthly online seminars
- Scheduling face-to-face and social events during national meetings
- Recruiting hosts for shadowing experiences
- Coordinating shadowing experiences
- Assisting/coordinating group presentation
- Supervising application and selection process

Financial. CMAA estimates association expenses of \$18,000 across the next two fiscal years, as follows:

FY19	Marketing and Promotion for 2020 Cohort	\$2,000
FY20	Focus20 & National Conference	\$7,000
	Face-to-Face Meetings and Social Events	\$1,000
	Shadowing Experience	\$6,000
	Online Seminars	\$0
	Marketing and Promotion for 2021 Cohort	\$2,000

Timeline

CMAA plans to begin full development of the program in early 2019 and officially announce it at Focus19. Promotion of the opportunity would begin in late Q2 of 2019, with applications for the initial cohort due in October, and selection in December. The program would officially welcome the first cohort in January 2020.

CMAA FOUNDATION 2.0 (Excellence in Organizational Performance; Implement Foundation 2.0)

Assuming the proposal for reinstating the CMAA Foundation is approved, the next steps are to begin the process of reforming the governance model and establishing operating policies and procedures.

The first step calls for appointing an Interim Board of Directors to write new By-laws during the first quarter of FY19; the goal is to present those By-laws to the CMAA Board of Directors for approval on March 30, 2019. Assuming approval of the revised By-laws, the Interim Foundation Board will be charged with establishing foundational operating policies and procedures and recruiting candidates for the new Foundation Board of Directors.

Next, it is appropriate to contact donors from the previous capital campaign to advise them of the changes to the Foundation and invite them to consider releasing the restrictions on gifts to the Foundation.

This question was raised in 2016 when the Foundation Board was considering activities outside, or at least different from, its original scope; in particular, whether to continue to award scholarships for students. At the time, no effort was made to contact donors and secure the necessary releases. This was due, largely, to the decision in early 2017 to disband the Foundation's Board of Directors and to start a process of analysis and review.

In the interests of transparency and good donor stewardship, any new scope of work should be accompanied by communication with donors who made pledges and gifts during the last campaign; to affirm that gifts made for scholarships will continue to be used in that way; and to invite donors to consider releasing the restrictions on their original gifts. There are significant benefits to communicating with previous donors, including:

- Building effective, ongoing relationships with donors
- Establishing expectations for communicating honestly and with integrity

Prior to beginning this communication and stewardship effort, it will be necessary to review all the records of the previous campaign and determine what restrictions were imposed by which donors. This will be the final element of the Foundation's scope of work for FY19.

The Interim Foundation Board would be succeeded in October 2019 by a new Foundation Board, elected or appointed as described in the revised Foundation By-laws. See December 4, 2018 Agenda Item 8 for additional information.

These activities will be supported by CMAA staff from the Executive Office.

Conclusion

In preparing the FY19 plan, the CEO and staff worked creatively and collaboratively to identify those mission-critical activities most likely to drive the organization toward achieving its goals and optimal outcomes.

Targets and metrics have been identified and mapped to the FY19 dashboard (attached). The dashboard will be shared with the Executive Committee and staff monthly, and with the Board at each meeting.

The focus throughout has been on member experience and increasing member value, while simultaneously affirming CMAA as a relevant and credible partner for members, and a valuable resource to the profession and the industry.