

## **FY20: The Year of Implementation and Evaluation**

FY18 served as the Year of Discovery; FY19 was the Year of Engagement and Growth. FY20 will be defined as the Year of Implementation and Evaluation. To a great extent, activities for FY20 have their origins in work that began over a year ago and is now either coming to fruition or ready for evaluation and review.

FY18 saw the launch of an initial period of review and reconsideration. As a result, recommendations were made in several key areas; their impact is only now beginning to have an effect. These initiatives included:

- Improvement and growth of the National Conference & Trade Show.
- Adding resources for support of CMAA chapters' success.
- Identifying a new future for the CMAA Foundation.
- New processes and criteria for nomination and selection of individual award recipients.

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

FY19 was built around activities designed to improve the member experience both in communications and professional development. Programs and projects started in FY19 included:

- Launching MCX
- New eLearning programs including the Leadership Library from Brent Darnell International (BDI)
- Selecting an improved platform for learning management
- Offering the PCM Course licensing agreement
- Implementing a new model for validating and revising CMAA's core publications
- Designing and launching a new program for recruiting and developing new leaders and emerging professionals
- Designing and preparing to launch the stackable credential program

In FY20, CMAA will reach several milestones with a number of programs that were initiated in the last 18 months while also undertaking several initiatives that are built upon earlier efforts:

- Developing the next level of the stackable credential (i.e., CMIT-3)
- Lead Society for ABET Engineering Technology Accreditation Commission
- Define relationship skills curriculum
- Launch the Emerging Leaders Program
- Integrate a replacement learning management system (LMS) with existing platforms

As in past years, the FY20 business plan is built on a platform supported by not only the mission, vision, and principles, but also by the four Strategic Goals initially identified in 2016 and validated in 2019. The plan goes on to identify Core Activities and specific initiatives. Taken collectively these are designed to drive the organization toward achieving its optimal outcomes.

The Strategic Goals and Core Activities for FY20 are:

**Goal 1: Improve the performance of the construction management profession**

- Revise the Standards of Practice by engaging a range of CM professionals
- Identify new forms of content delivery for Standards of Practice and other materials
- Deliver relationship skills education to members
- Educate/orient owners and clients on the value of CM in project delivery and program management

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

- Promote diversity, equity, and inclusion in the association and the profession
- Recruit individuals from other professions and practices
- Support the academic and contractor communities in their efforts to expand the workforce and the pipeline
- Partner with related professional societies on matters and initiatives of mutual interest

**Goal 3: Promote CM professionalism**

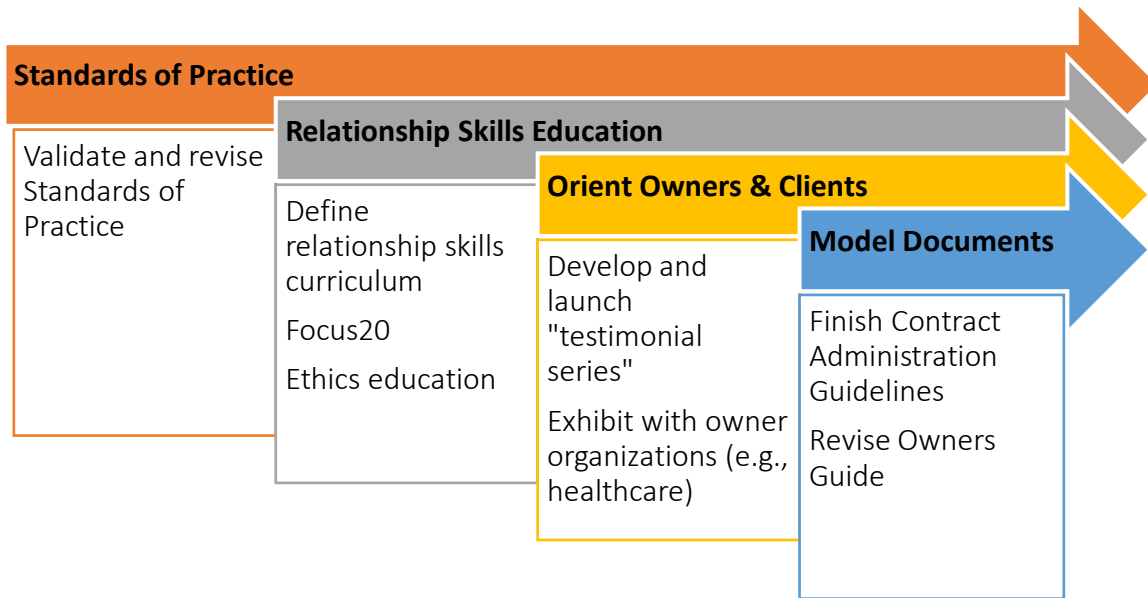
- Educate members on changes in the business environment and economy
- Educate owners on the core values of CM and CMAA
- Communicate the value of certification
- Persuade owners to prefer CCM and utilize the stackable CMIT program
- Develop a new (or revised) CMAA Code of Ethics or Code of Conduct

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

- Ensure excellence in customer service and member experiences
- Support CMAA Chapters' efforts to define, track, realize, and report success
- Ensure quality governance and volunteer management
- Steward resources effectively

The FY20 plan presents specific tactics to support each Core 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. In addition to the tactics identified in the diagram, there are a number of ongoing, "bread and butter" projects and programs that are aligned with each Strategic Goal. These activities represent CMAA's ongoing commitment to high-value activities that support member and organizational success.

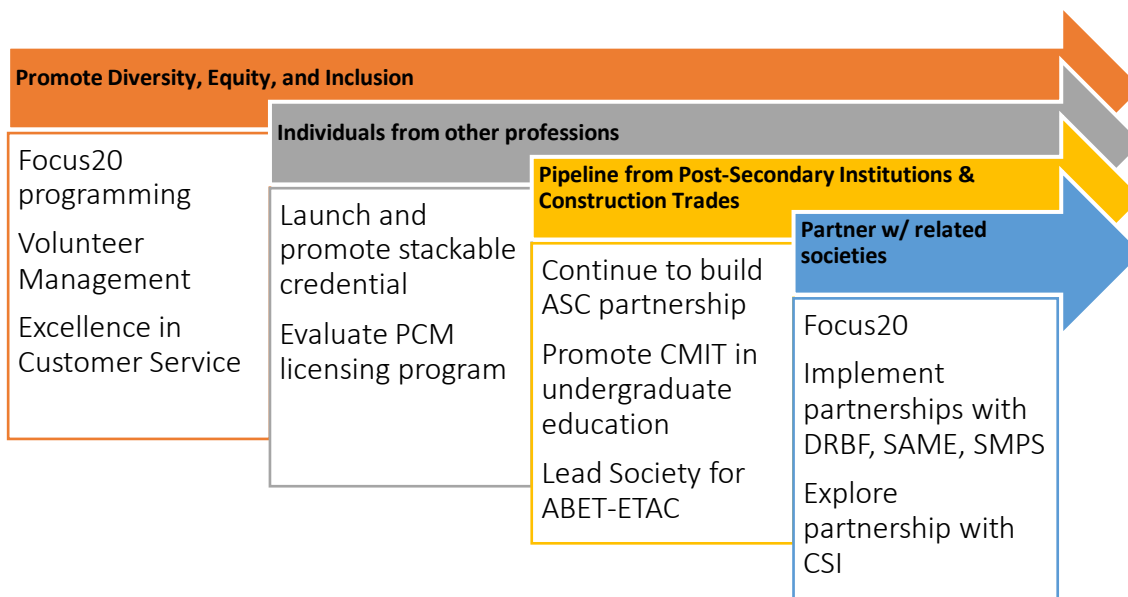
## **1. Improve Performance of the CM Profession**



### Ongoing/Continuing Activities

- Promote CMIT and CCM as critical professional credentials
- Produce at least 18 PCM courses annually
- Update, revise PCM course materials
- Continue to develop a trained corps of PCM instructors through "Train the Trainer"

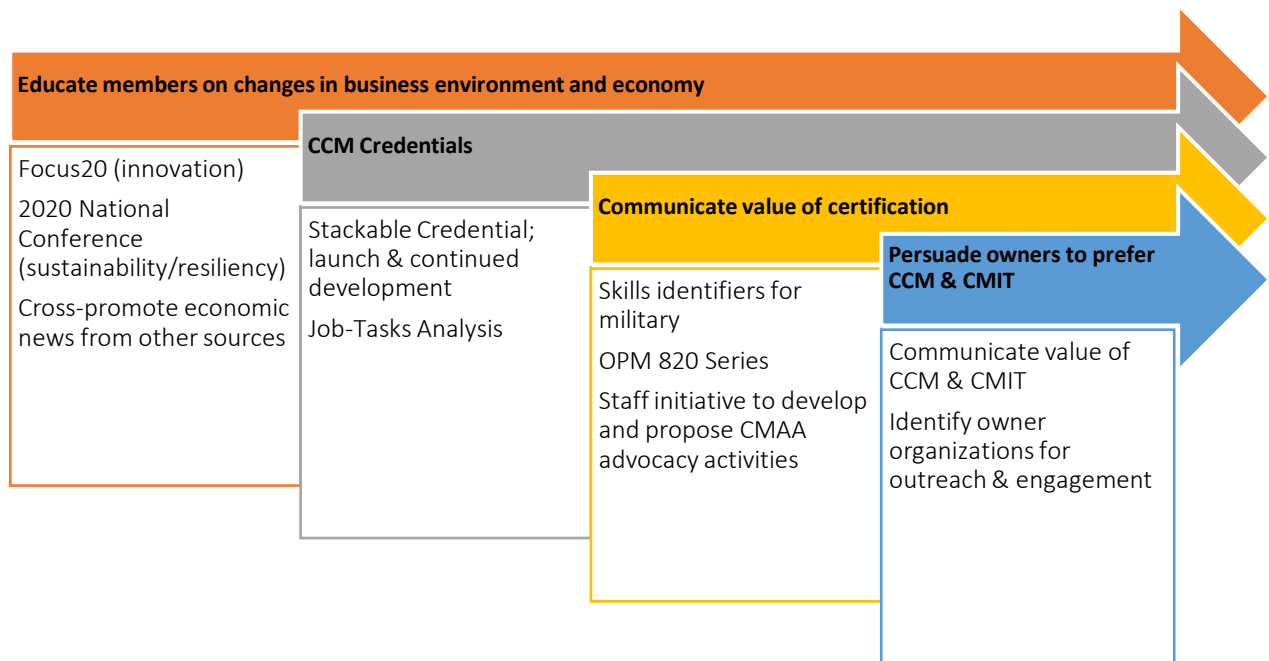
## 2. Address Workforce Needs



Ongoing/Continuing Activities

- Produce infographic on career path(s) for professional CM and CCM
- Promote CMIT with academic institutions and societies
- Implement partnerships with ABA Forum on Construction Law and Dispute Resolution Board Foundation (DRBF)
- Identify at least two new organizations with which to partner on professional education, advocacy, and other issues of mutual interest
- Expand CMAA’s relationship with ABET through the Engineering Technology Accreditation Area

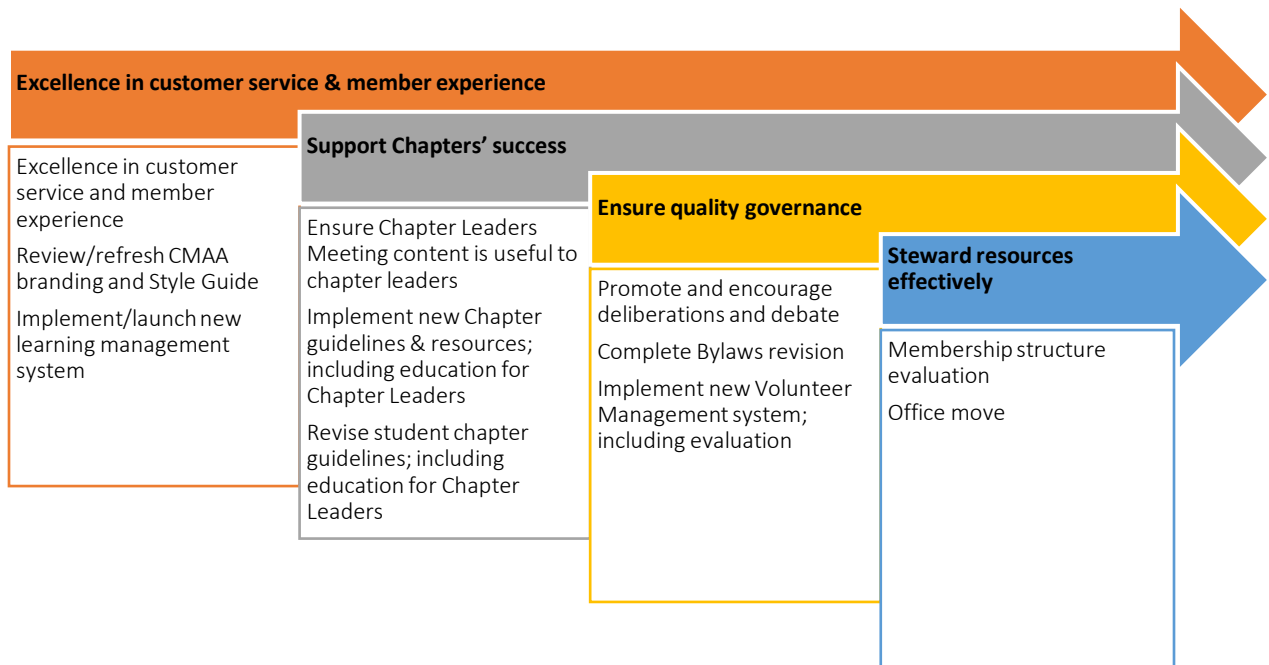
### 3. Promote CM Professionalism



Ongoing/Continuing Activities

- Continue infographics campaign using content from Project Achievement Awards
- Launch Stackable Credentials program
- Continue efforts to promote the CCM and CMIT with post-secondary institutions and the military

## 4. Excellence in Organizational Performance



### Ongoing/Continuing Activities

- Continue implementation of system and software upgrades for association management system (AMS), finances/accounting, event registration, and learning management system transactions

## Of Special Note

### LEARNING MANAGEMENT SYSTEM

CMAA implemented a new learning management system (LMS), Litmos, in late 2017. The system was intended to integrate purchases, experience/use, and member or user records across both the learning platform and CMAA's AMS. The system did not capture PDHs for recertification and was selected prior to CMAA's website upgrade and redesign.

To date the system has served well, but not well enough. Litmos does not integrate smoothly with the website and the AMS and does not provide an exceptional user experience. Further, PDHs must still be recorded separately, which often results in errors or omissions. Overall, the existing LMS has become cumbersome and now, even with additional programming and trouble-shooting, requires work-arounds that do not contribute to the member experience or to effective processing on the back end.

In 2019, the Professional Development Team established requirements for a replacement LMS that would not only address the concerns that have emerged over the last six months, but would also work effectively with the AMS and the website while also being equipped to capture and record PDHs. This additional capacity would reduce CMAA's reliance on a third-party vendor to record this information for

CCMs. The decision was made to move ahead with a new system in 2020, while still operating Litmos until the new system is live.

Therefore, it will be necessary to operate two learning management systems simultaneously: the current system until we are ready to cut over to the new one; and the new one, which will be customized, tested, and implemented during the first three quarters of FY20. The expectation is that the transition will be complete late in the third quarter of the year.

### **THREE DISCOVERY PROJECTS**

During internal planning sessions, the CMAA staff reviewed the outcomes of *Future Focus '19* and the *ForesightWorks* Report. They considered the findings and identified three areas for exploration and analysis:

- Advocacy
- Volunteer Management
- Customer Service Culture

All three are linked to promoting the value and relevance of the association among members, vigorously defending CMAA's value proposition, and providing an exceptional member experience. Discovery teams have been assigned to further develop each idea and prepare proposals. Proposals will be presented internally in April and a recommendation will be made to the Executive Committee in June. If approved, any new program or service would be implemented in FY21, if not sooner.

### **ABET: LEAD SOCIETY FOR ETAC**

#### **Background**

Between 2012 and 2014, the Construction Management Association of America (CMAA) pursued and achieved membership in ABET (formerly the Accreditation Board for Engineering and Technology) and became the Lead Society for Construction Management within the Applied and Natural Sciences Accreditation Commission (ANSAC).

ABET is distinctive among professional and specialty accrediting agencies because its accreditation criteria – both general criteria and program-specific criteria – are outcomes based. This approach encourages innovation in educational delivery and curriculum design by institutions and further encourages post-secondary institutions to design and deliver professional degree programs in ways that are reflective of institutional missions and goals.

ABET divides responsibility for determining accreditation criteria and making decisions on terms of accreditation among four areas: Engineering, Engineering Technology, Computing, and Applied and Natural Sciences. Each Area has an Accrediting Commission and an Area Delegation.

Each of the member societies serves as the Lead Society in at least one Area and many serve in more than one. Lead Societies are responsible for establishing and updating the program-specific criteria for their disciplines. Lead Societies are also responsible for providing volunteers to serve in the following roles:

- Program Evaluators (PEVs): the individuals trained to serve on visiting teams and to write accreditation reports that document the results of the visit.

- Commissioners: individuals who serve as team chairs and are responsible for approving terms of accreditation and proposing accreditation criteria; these individuals serve on the Area Commission (e.g. Applied and Natural Sciences Accreditation Committee [ANSAC]).
- Delegates: individuals who serve on an Area Delegation (e.g. Applied and Natural Sciences Area Delegation [ANSAD]).

Currently, CMAA is the Lead Society in the Applied and Natural Sciences Area for degree programs in “construction management or similarly-named programs.”

Prior to 2014, when program-specific criteria for construction management were approved for ANSAC, degree programs with titles that included construction management, or construction engineering, or construction technology – and various combinations – were accredited by ABET’s Engineering Technology Accreditation Council (ETAC). In 2014, these programs were advised that at the time of the next review, any ETAC-accredited program with these titles would automatically be reviewed by both ETAC and ANSAC (i.e., dual commission accreditation) unless the institution did one of two things:

- Changed the nomenclature for the degree program, or
- Transferred accreditation of the degree program from ETAC to ANSAC.

Dual commission accreditation, degree nomenclature changes, and transferring between ABET Areas all have consequences for institutions. Yet, it was not until the 2019-2020 visit cycle that any institution would be affected by them and there are at least five institutions scheduled for visits between 2018 and 2022 that could be affected.

### **ANSAC, ETAC, and The FE (formerly EIT)**

All 55 U.S. jurisdictions have licensing requirements for professional engineers that require a combination of education, experience, and examination; each jurisdiction sets its own requirements. Like many registered professions the requirements are:

- Accredited professional education or a combination of education and additional experience
- Three years’ experience under the supervision of a professional engineer
- Passing the Principles and Practices of Engineering Examination administered by the National Council of Examiners for Engineering and Surveying (NCEES).

For most individuals pursuing a career in engineering the first step toward registration is completion of the Fundamentals of Engineering (FE) examination (formerly known as Engineer-in-Training). Eligibility for the FE includes meeting the education requirement for the jurisdiction in which one intends to be registered. Thirty-six U.S. jurisdictions also permit individuals with degrees accredited by ABET-ETAC – in addition to those with degrees accrediting by ABET-Engineering Accreditation Commission – to sit for the FE. This includes graduates with construction and construction management-related degrees accredited by ABET-ETAC. Graduates with degrees in construction management accredited by ABET-ANSAC are not eligible for the FE.

ABET’s decision regarding degree nomenclature and ETAC or ANSAC accreditation puts institutions in a difficult position:

- Dual commission accreditation adds expense to the review process in terms of effort for preparation, additional PEVs, and additional fees.

- Changing a degree’s nomenclature is a time-consuming process that involves internal committees, as well as the governing board and the regional, institutional accrediting agency. It also involves a significant public relations effort and record-keeping for individuals whose previously-awarded degree “no longer exists.”
- Transferring from ETAC to ANSAC eliminates the option for graduates to be eligible for the FE, thus reducing professional options for graduates who do not pursue advanced or additional degrees in engineering.

**Proposed Solution**

At a meeting of the four ABET Commissions’ Executive Committees in June, one of CMAA’s Commissioners was presented with the dilemma faced by institutions and students. After discussions with the Commissioner, staff, and volunteer leaders at ABET, and a full review of ABET’s documents, a possible solution emerged:

CMAA could become the Lead Society in ETAC for “construction management and similarly-named degree programs.” It might be possible to go further and become the Lead Society for “construction and similarly-named degree programs.”

CMAA would be expected to complete an application process and to develop program-specific criteria for use by ETAC in reviewing programs. It is likely that the existing program-specific criteria used within ANSAC, which were developed in 2014 and 2016 for undergraduate and graduate programs, respectively, could be used without significant modification.

ETAC’s general criteria – criteria that must be met by all programs – differ slightly from ANSAC. It would not be CMAA’s role to define the general criteria.

**Benefits**

Under this solution institutions and CMAA benefit:

- CMAA would expand its footprint within ABET and among accredited professional degree programs in construction management.
- CMAA would continue to solidify its position as the leading organization for determining the educational outcomes for undergraduate and graduate education in construction management.
- Institutions would not have to initiate degree nomenclature changes.
- Programs would no longer be required to have programs accredited by two commissions.
- Students with ABET-ETAC accredited degrees would still be eligible for the FE in 36 U.S. jurisdictions; ensuring they still have professional opportunities without advanced or additional education.

**Required Resources**

**Human. Volunteers (4-10):** CMAA would be required to provide up to four additional volunteers to ABET. Opportunities will exist for some to serve as PEVs visiting ETAC-accredited programs; at least one Commissioner for ETAC; and one additional Delegate to serve on ETAD.

Finally, CMAA would have to convene a small task force – four to six individuals – to review the existing program-specific criteria used within ANSAC and propose program-specific criteria for ETAC. This task force could include volunteers who worked on the program-specific criteria for ANSAC.



**Human. Staff:** CMAA’s involvement can be managed by existing staff on the Professional Development Team.

**Financial. Expenses:** CMAA would continue to pay annual fees to ABET that include a base fee of \$17,600 (FY19) plus \$225/program (the total is approximately \$24,000/year currently). As ETAC programs are added to the roster, this may grow by \$1,800 each year. The base fee would not increase until more than 100 programs are accredited – across both ABET commissions – under CMAA criteria.

### Timeline

✓ September 2019	Discussion with current ANSAC Commissioners and Delegate
✓ October 2019	Discussion with CMAA Executive Committee
✓ November 2019	Discussion with CMAA College of Fellows
December 2019	Proposal submitted to the CMAA Board of Directors for Approval as part of the FY20 business plan
First Quarter 2020	CMAA submits application to ABET to become Lead Society in ETAC for construction management and similarly-named degree programs  CMAA convenes task force to review and draft program-specific criteria
July 2020	ABET approves application
October 2020	Program specific criteria approved by CMAA Board of Directors  CMAA submits program-specific criteria to ABET for comment and review
October 2021	ETAD/ETAC approves program-specific criteria
Academic Year 2021-22	ABET begins to review programs within ETAC using CMAA, program-specific criteria

## Conclusion

In preparing the FY20 business 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 FY20 dashboard (attached). The dashboard also shows how activities and tactics have been modified over the last two years. 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 reaffirming CMAA as a relevant and credible partner for members, the profession, and the industry.