

Introduction and Background

The FY22 business plan for the Construction Management Association of American (CMAA) is grounded in the mission, vision, values, and optimal outcomes of the profession CMAA serves. The plan is a contemporary expression of the association’s historic mission and demonstrates that CMAA is 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 and core activities in 2019. The Board concluded that the four primary goals identified in 2016 remain relevant to the organization and that CMAA should revise core activities within each goal to reflect the outcomes of the *Future Focus ‘19* report and the *ForesightWorks* Report.¹

This is the last time CMAA will write the annual business plan toward the 2016/2019 goals and activities.

In 2021, the Board started a fresh planning initiative that will coincide with the 40th anniversary of CMAA’s founding in 2022. Cynthia Mills of The Leaders Haven is aiding the Board in this work. Chair Brian McCarthy also appointed a steering committee to guide this work that includes voting directors Christine Oates, Michael Houston, Carol Holland, and Katie Choe, and chapter leaders John Morse and Jaimee Robinson.

This process began in September 2021 and will conclude by June 2022. After that, CMAA will write the FY23 business plan against the new strategic framework.

Vision, Mission, 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.

¹ *ForesightWorks* is published by the American Society of Association Executives. It is a comprehensive review of significant social, environmental, political, technological, and organizational trends and their implications for associations. The CMAA Board of Directors used the report in its long-range planning exercises in 2019.

- 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.

FY22: Foundations for the Future

During the past two years of the pandemic, CMAA experimented with new programs and new formats for existing programs. Now CMAA is ready to invest time, talent, and funds to deliver education more effectively, provide members with new unique engagement opportunities, and highlight more regional chapters' successes.

CMAA's vision, mission, and principles (along with the four strategic goals first identified in 2016 and validated in 2019) support the FY22 business plan. The plan identifies core activities and specific initiatives. Altogether, these drive the organization toward its optimal outcomes and set a firm foundation for the next strategic framework.

The strategic goals and core activities for FY22 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
- Deliver Code of Conduct 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 the 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 the CCM and utilize the stackable CMIT program
- Educate members on the CMAA Code of Professional 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

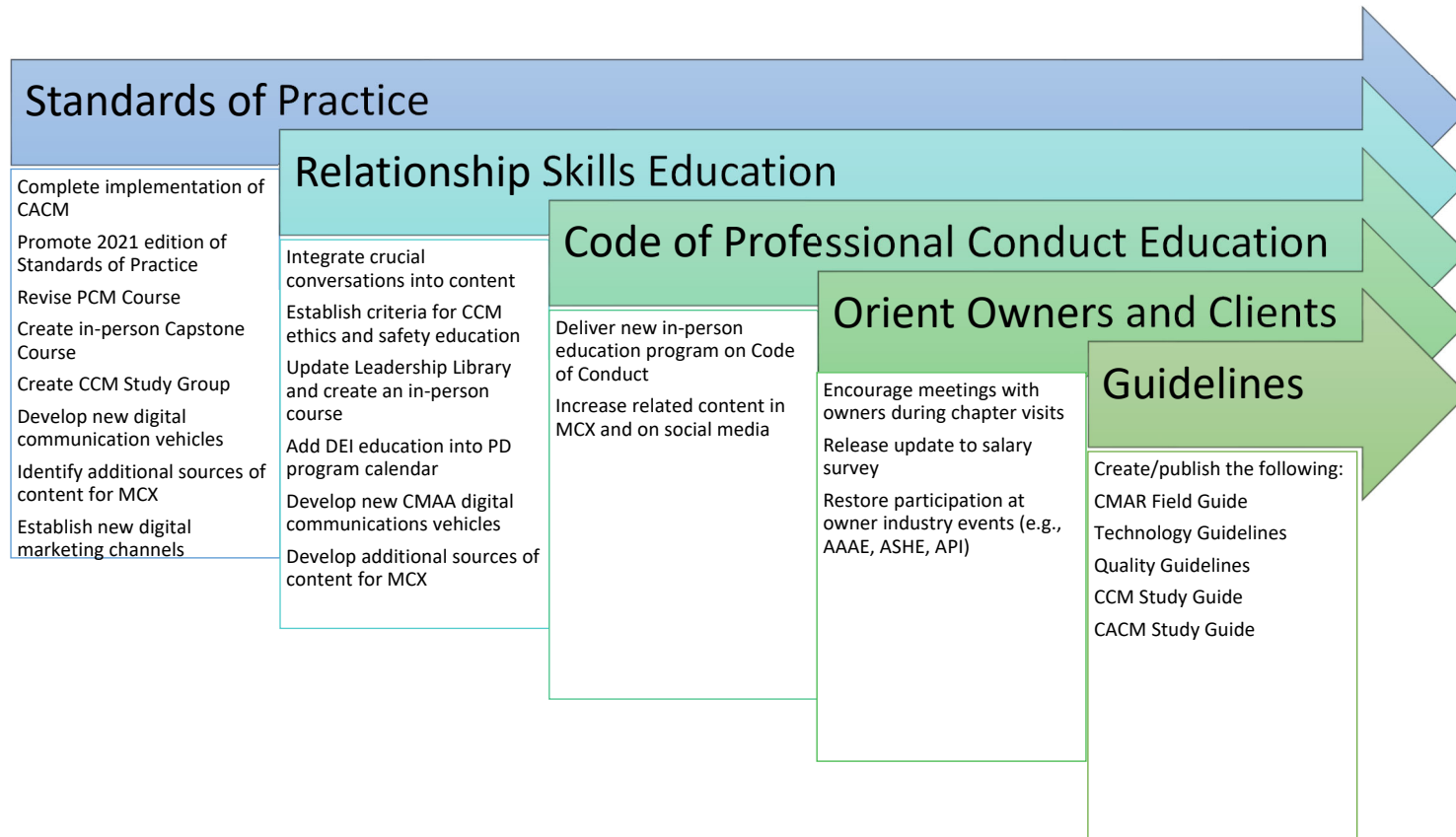
During the FY22 planning period, the CMAA staff team engaged in creative and conceptual thinking about both the present state and potential future of CMAA's programs, products, and services.

Step one was to take inventory of all programs, products, and services offered across the organization. Next, the team assessed each program, product, or service to determine its continued viability. As part of that assessment, staff engaged in cross-team conversations and planning. The consensus was that in addition to sustaining existing programs, particularly in education, CMAA would also initiate work in FY22 to position the organization for future success. The end of the plan describes initiatives of particular importance that are part of other projects.

The staff team is committed to applying their considerable talent and energy to deliver the current inventory of programs, products, and services. In addition to the existing technology, human, and financial resources, the staff proposed to add two positions in FY22: one to support customer service to credentialing programs and the other to support digital media and advocacy activities.

As in years past, the FY22 plan presents specific tactics to support each core activity by strategic goal rather than by team. The tactics and activities listed below summarize tactics or activities that will take place over the next 12-18 months. In addition to the tactics the diagram identifies, ongoing, "bread and butter" projects and programs align with each strategic goal. These activities represent CMAA's ongoing commitment to high-value activities that support member and organizational success.

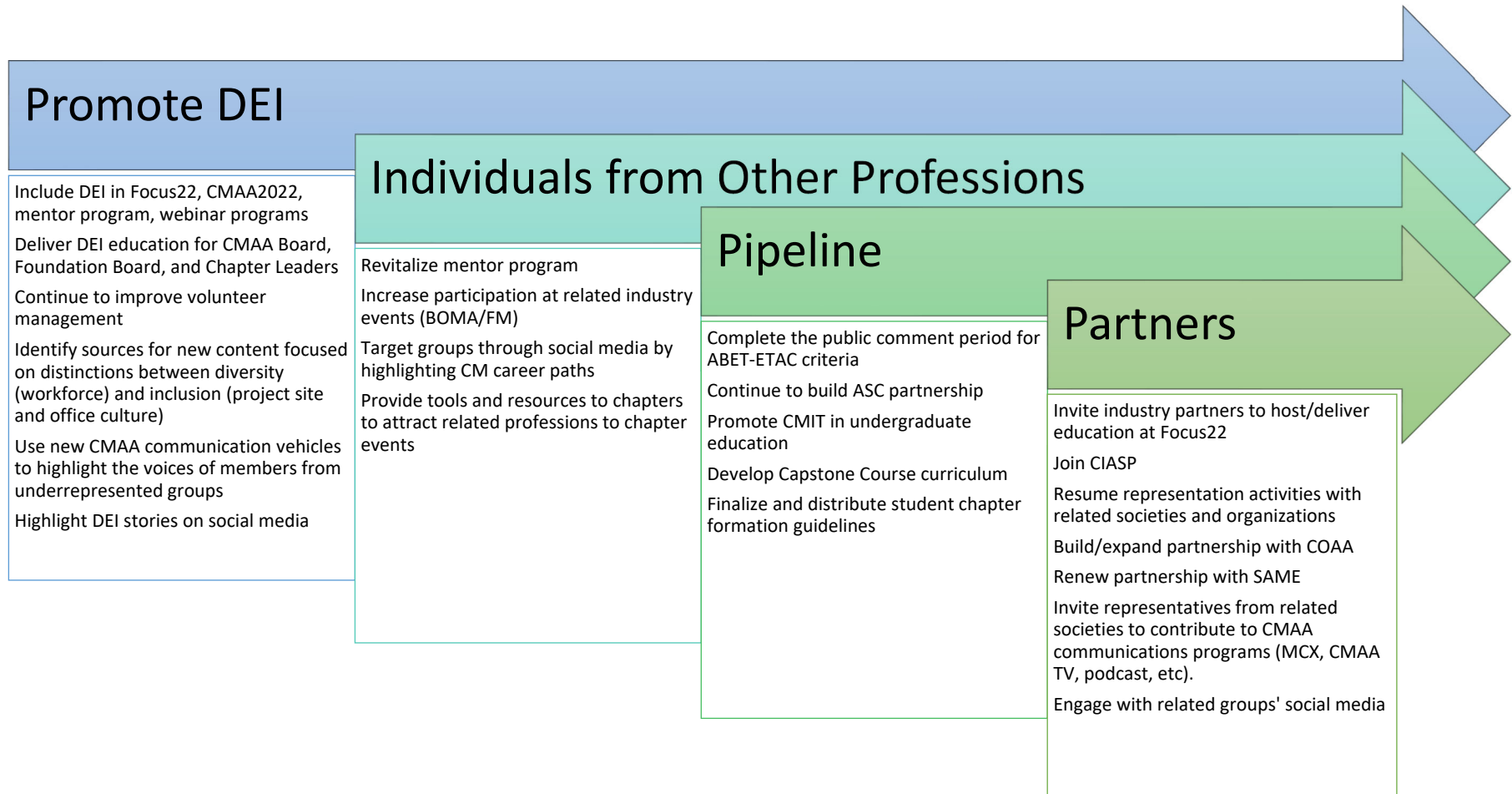
1. Improve Performance of the CM Profession



Ongoing/Continuing Activities

- Produce at least 22 PCM courses (public and private)
- Produce 26 webinars
- Process credential applications and renewals effectively
- Promote membership with owners and owner groups
- Increase digital marketing and communication programs
- Support membership recruitment and retention programs

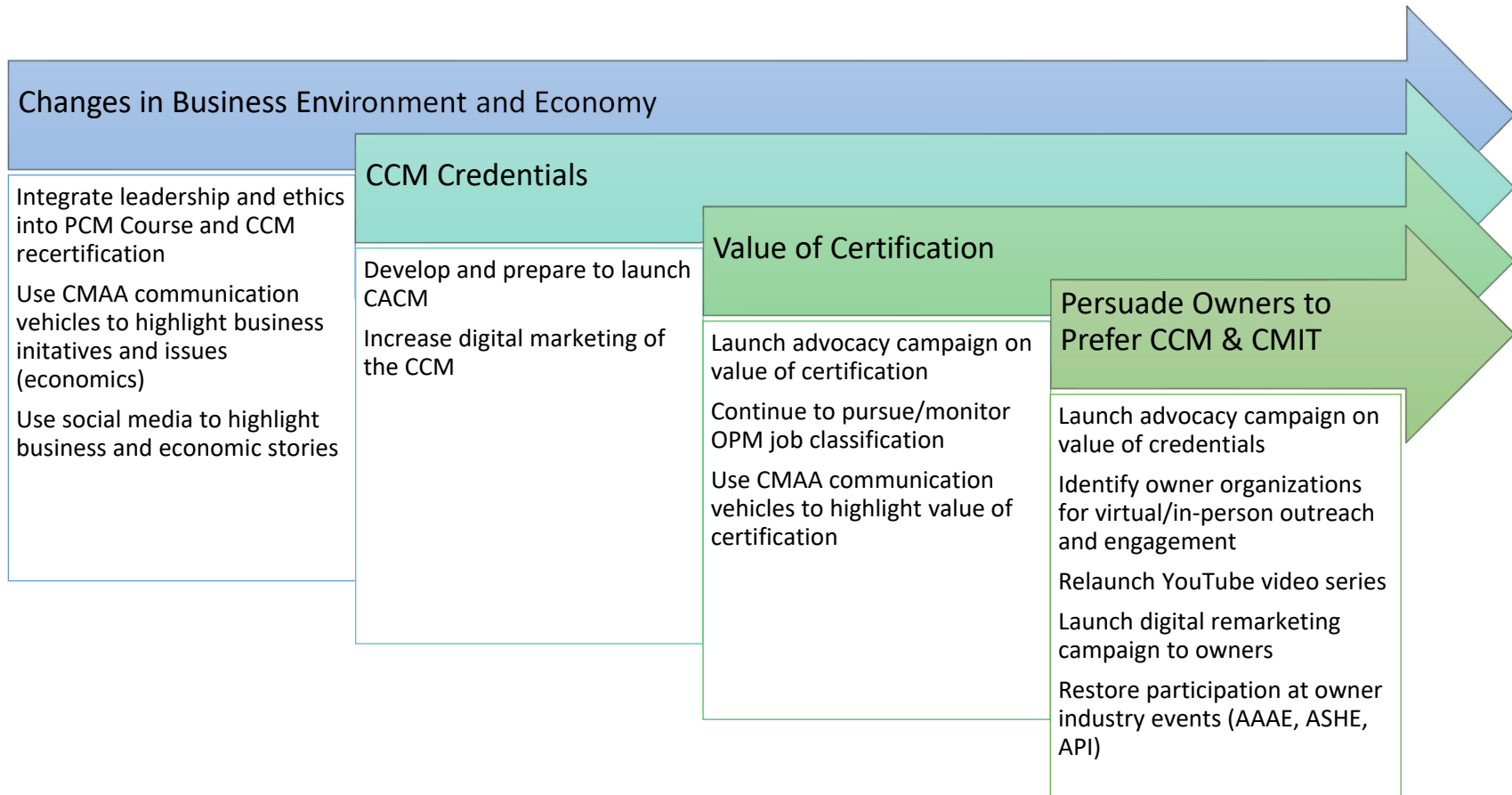
2. Address Workforce Needs



Ongoing/Continuing Activities

- Promote CMIT and stackable credentials with academic institutions, the military, and related professional societies
- Continue support of ACE Mentor, Inc., and careersbuildingcommunities.com

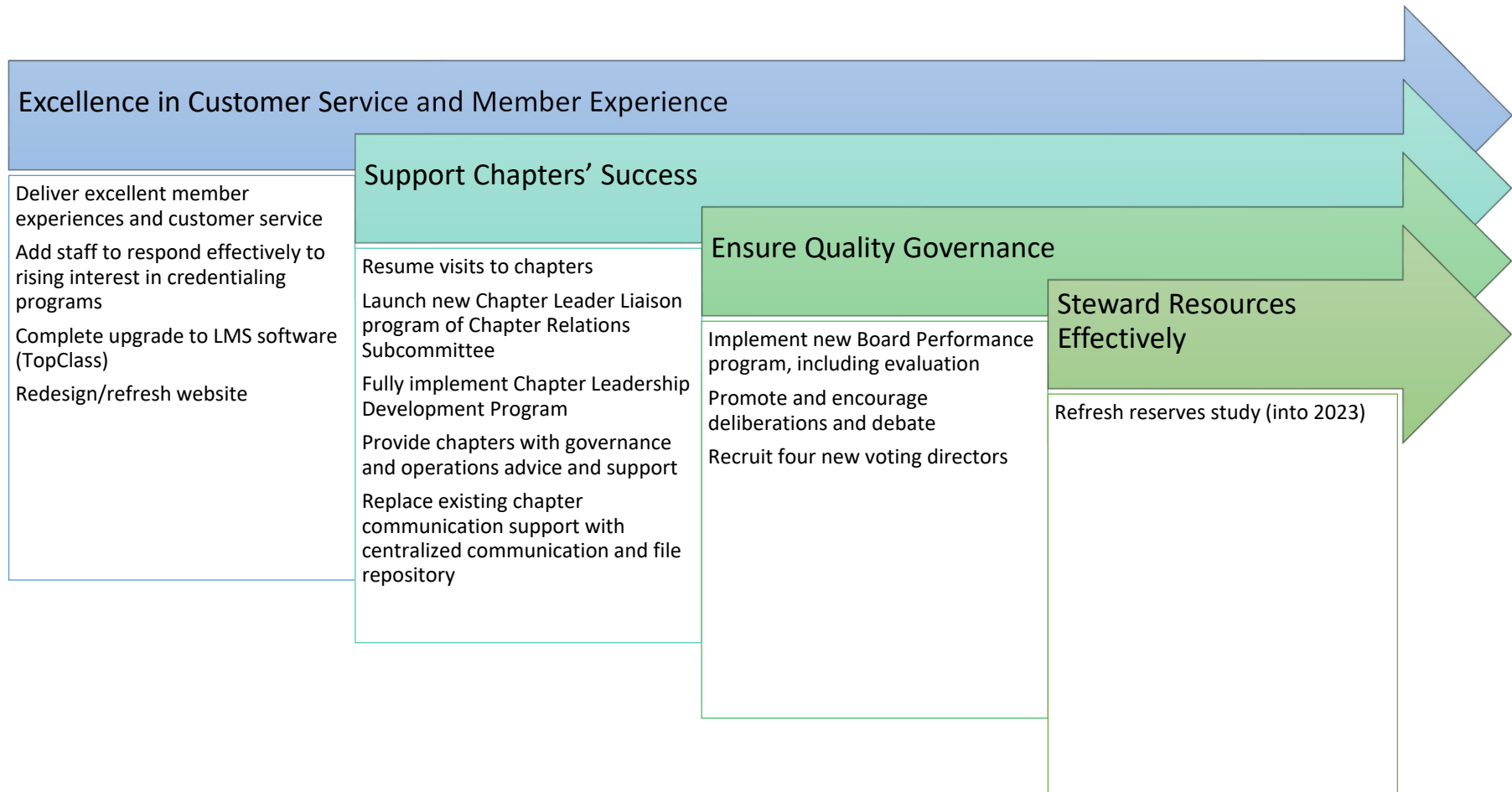
3. Promote CM Professionalism



Ongoing/Continuing Activities

- Advocate for the use of CCMs leading projects
- Communications and marketing programs
- Industry Honors Program: Project Achievement Awards and Individual Honors

4. Excellence in Organizational Performance



Ongoing/Continuing Activities

- Continuous improvement in customer service and member experience
- Support credential holders, applicants, and event attendees
- Chapter reporting (dashboard and annual reports)
- Membership renewal and recruitment
- Volunteer management activities, including evaluation

FY22 Initiatives

CMAA 40th Anniversary

In 2022, CMAA will celebrate the 40th anniversary of its founding. Celebratory activities include, but are not limited to:

- Revising and re-publishing the graphic timeline originally published in 2017;
- A series of retrospectives on CMAA through the decades, accompanied by a series of future-focused analyses of the emerging needs of the profession (published in MCX or recorded through CMAA TV);
- Recognizing those members who have been with CMAA the longest; and
- Honoring and interviewing previous honorees from among the Project Achievement Awards and Individual Honors.

From the first annual meeting in 1982 in Denver, Colorado to now, CMAA has advanced the profession by promoting the use of CMs, building the future workforce, and increasing CM professionalism.

Certified Associate Construction Manager

CMCI will continue to develop the Certified Associate Construction Manager (CACM) credential. Throughout the year, CMCI will finalize and integrate the examination into PSI testing centers as well as develop the handbooks, online application, certificates, and policies. The exam pilot testing, cut score study, and psychometric analysis will finish by Q4 of 2022, before the official launch in Q1 of 2023.

Comprehensive Strategic Planning

CMAA completed its last strategic planning process in 2016, which produced the strategic goals CMAA worked toward during the last five years. With the 40th anniversary of CMAA's founding in 2022, this year is the right time for the Board of Directors to undertake a fresh planning initiative. Cynthia Mills of The Leaders Haven is aiding the Board in this work. Chair Brian McCarthy also appointed a steering committee to guide this work that includes voting directors Christine Oates, Michael Houston, Carol Holland, and Katie Choe, and chapter leaders John Morse and Jaimee Robinson.

This process began in September 2021 and will conclude by June 2022.

CMAA's goal is a framework that will serve as a blueprint for future operations to keep with its stated mission. The specific goals of the strategic planning process are to:

- Ensure that CMAA's vision and mission resonate with and respond to the values and aspirations of the profession.
- Ensure that CMAA is guided and led by its vision and mission;
- Review CMAA's current programs, activities, and organizational structure to assure they are in keeping with its vision and mission;
- Identify the CMAA community's new and ongoing needs that are in keeping with its vision and mission;
- Identify leadership's views of how CMAA should meet the current and future needs of its members and stakeholders;
- Examine trends in the profession that may impact CMAA's efforts to fulfill its vision and mission; and
- Create a method to define success and measure the results of activities undertaken to fulfill its vision and mission.

Expanding the Digital Presence

CMAA plans to expand the formats and vehicles for producing and presenting content beyond the current MCX inventory. This will add to the current list of “things you can read” with new “things you can listen to or watch.” This is a joint effort of the Professional Development and Member Engagement Teams.

Podcasts

Staff will develop a regularly distributed podcast series that focuses on the construction industry and professional construction managers. Each podcast episode will provide news, viewpoints, and interviews with diverse and representative professionals from the CM/PM industry and beyond. The podcasts will cover a variety of topics, such as: the economy, ethics, leadership, innovation, diversity, equity, and inclusion. CMAA and construction industry professionals will host the podcast, which will be available for download on CMAA’s website and to stream on CM HQ.

CMAA TV

CMAA TV will be a modern vehicle for CMAA programming to increase reach and engagement. Programming will come from in-house sources as well as industry and other partners and sources. It will include various features, such as interviews, point/counterpoint debates, and multi-party discussions, all in 10-15 minute, regularly produced segments.

Focus22 and CMAA2022

Based on feedback from Focus21, CMAA2020, and CMAA2021, and what we currently know about conditions in Chicago and San Diego, CMAA has decided to offer Focus22 and CMAA2022 as in-person events.

CMAA will plan and deliver Focus22 as an event that encourages interaction, engagement, learning, and deliberation. The experience should empower participants to act as leaders on projects, in their organizations, and within their chapters. Focus22 will deliver a live education program only with engagement and networking experiences throughout the event.

We have invited partner organizations, like COAA and CFMA, to contribute content and lead education sessions. This extends the pattern initiated in Boston at Focus19 and repeated in Focus21.

Further, CMAA will add a “prologue” event to Focus22, similar to the Future Focus ’19 session held in Boston. This will be an invitation-only gathering of leaders and rising professionals who will consider challenges and solutions in the CM talent management life cycle. Focus22’s closing general session and other CMAA communication channels will share the prologue’s outcomes.

CMAA will plan and deliver CMAA2022 as an in-person, national conference that includes a product/provider expo. Using lessons learned from CMAA2021, the schedule will follow a Sunday-Tuesday pattern with the annual awards program on Monday night. This event will also serve as CMAA’s “40th Birthday Party.”

Both in-person events have the same objective: to produce memorable experiences for attendees. To that end, the staff team will be thoughtful and intentional for each event, use resources creatively, and focus on details that contribute to an attendees’ experience of both the event and of CMAA.

CMAA is considering offering a one-day, virtual, conference-type program at a different time of year. This would depend on demand and available resources and would be in addition to the full schedule of online education already scheduled for FY22.

Volunteer Leaders’ Education and Development

In 2022, the CMAA Committee on Diversity, Equity, and Inclusion (CODE) will identify objectives and learning outcomes for DEI education for CMAA’s volunteer leaders. This is an extension of the outcomes for volunteer leader education that the Board Performance Task Force identified. CODE will define the criteria to identify a

consultant who will conduct the volunteer leader education. CMAA will tentatively schedule the program for Q3 of 2022.

Website Redesign

CMAA redesigned its website in 2017. The redesign included major upgrades to the content management system (CMS) and integrations with other systems, such as the association management system (AMS) and learning management system (LMS).

In 2022, CMAA will improve the website navigation to make it easier for visitors to find relevant content. The improved navigation will be based on usability data and will include an updated modern visual design to increase site engagement.

Conclusion

To prepare the FY22 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, with a specific focus on investing in core programs, products, and services. Our overall goal is to continue to be a resource for members as the CM profession and construction industry move into the “next normal.”

Targets and metrics correlate to the FY22 dashboard (attached). The dashboard also shows how activities and tactics changed over the last three years. The Executive Committee and staff will receive the dashboard monthly, and the Board will receive it at each meeting.

The focus is 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.