

Introduction

The FY25 business plan for the Construction Management Association of American (CMAA) is grounded in the Strategic Framework approved by the CMAA Board of Directors on April 8, 2022.

The framework sets the mission, vision, and direction for the future of the organization. It is a transformational expression of the association’s historic purposes and looks to a future that is focused on project and program success, the growth and development of people as program and construction management professionals, and positioning CMAA as the voice of the profession.

Within the framework, core commitments remain. First and foremost, CMAA is delivery-method neutral. Next, CMAA believes program and project success is more likely when program and construction management professionals are engaged at the earliest points in the project or program lifecycle. Finally, owner engagement is critical to the continued growth and development of the profession.

FY25: Fire Building

“There are no shortcuts. It must unfold in the right way, when all the elements are present, mind and body harnessed in unison. When all the tools have been properly made and all the parts united in purpose, it is so easy. But if they’re not, it will be futile. Until there is balance and perfect reciprocity between the forces, you can try and fail and try and fail again. ... And yet, despite the need, you must swallow your sense of urgency, calm your breathing so that the energy goes not to frustration, but to fire.” (Kimmerer, Robin Wall, *Braiding Sweetgrass*, ©2013, Milkweed Editions).

As CMAA has grown and developed over the past seven years, the staff and volunteers have worked hard and carefully to build the tools we need and also to achieve balance between a variety of forces: financial, human, information, economic, and social. CMAA has the tools to be successful; it will be necessary to continually seek reciprocity between forces. Our challenge will be to put our energy into “fire” and not into frustration.

In 2025 and through 2026, CMAA will have to work on two levels that may seem mutually exclusive:

- **Relentless attention** to the quality of the member experience
- **Open-sky exploration** and discovery about what could be next.

The former may seem like incrementalism, which some will argue is not the way forward in today’s environment. And although we cannot afford “to lose the name of action,”¹ we also cannot afford to skip steps in a way that risks our members’ expectations.

As for the latter, in the next two years, CMAA will engage internationally, integrate AI into association operations and programs, and prepare for strategic planning in 2026-2027. Further, the next round of strategic planning will include a review of the CMAA brand and brand identity.

Taken collectively, these activities position CMAA for success.

¹ *Hamlet*, Act III, Sc. 1

Relentless Attention to the Member Experience

Key to considering the association’s next steps is explicitly putting the member’s experience at the center of the conversation and understanding that in today’s marketplace, the quality of the experience is directly related to the strength of the brand.

While CMAA has always considered member engagement as one of the core organizing principles, it has been a while since member experience has been placed at the center of our thinking.



The FY25 plan represents the results of the staff team’s creative and conceptual thinking about how members interact with the organization from the transactional e.g., registration for webinars or purchasing a publication) to the transformational (e.g., volunteering on a national committee or serving on a board).

CMAA’s potential and future success for each of the three strategic outcomes is fully reliant not only on financial performance, but also on how members see and understand the organization as a resource committed to their success.

The tactics to support each strategy are listed without reference to a specific staff team and are expected to take place over the next 12-18 months. They include both new initiatives (listed first in blue) and ongoing, “bread and butter” projects. Although not listed explicitly, all activities are supported by investments in systems and operational excellence, as well as a top-to-bottom review of the potential of the native AI within our current tech stack to enhance performance.

Collectively, this part of the FY25 Business Plan represents CMAA’s ongoing commitment to providing high-value programs and services with excellence that deliver a high-quality experience to members.

1. Transform Project Execution

O1/S1: Industry Leader in Best Practices

2025 Publications: Time Management, Claims Management, Sustainability

Offer new courses (in person and online): proposal writing, risk management

Develop proposal for global best practices credential

Member Spotlights (see O2/S4)

Maintain CMCI credentials

Maintain existing curriculum

Maintain online modules

Select FY25 conference sessions with rigor and attention to member needs

Implement professional development recommendations from Task Force on ESG for CMAA

O1/S2: Trusted Source of Knowledge

2025 Publications (see O1/S1)

Offer new courses (see O1/S1)

Update Job Task Analysis (JTA) for the CCM exam

Maintain ANAB accreditation for CMCI credentials

Monitor and review ABET program-specific criteria

Update CMCI exams as needed

Sustain course licensing program

Continue Renewal Point Provider service

Continue expansion of the Leadership Library

Sustain Job Board

Marketing Communications/Informational Communications

2. Shape the Profession

O2/S3: Promote, develop, and educate professionals to build and sustain teams and work cultures that are diverse, welcoming, and inclusive

Offer Ethical Practices in CM (virtually)
Expand inclusion and belonging leadership training

- Member Resource Groups
- Continue translation of publications into Spanish
- Conduct annual Leadership Summit
- Offer conference ed sessions on DEIB topics
- Continue webinar series
- Continue podcast (Season 4)
- Maintain/grow informational communications

O2/S4: Expand the narrative

Implement international engagement workplan
Offer PCM course internationally

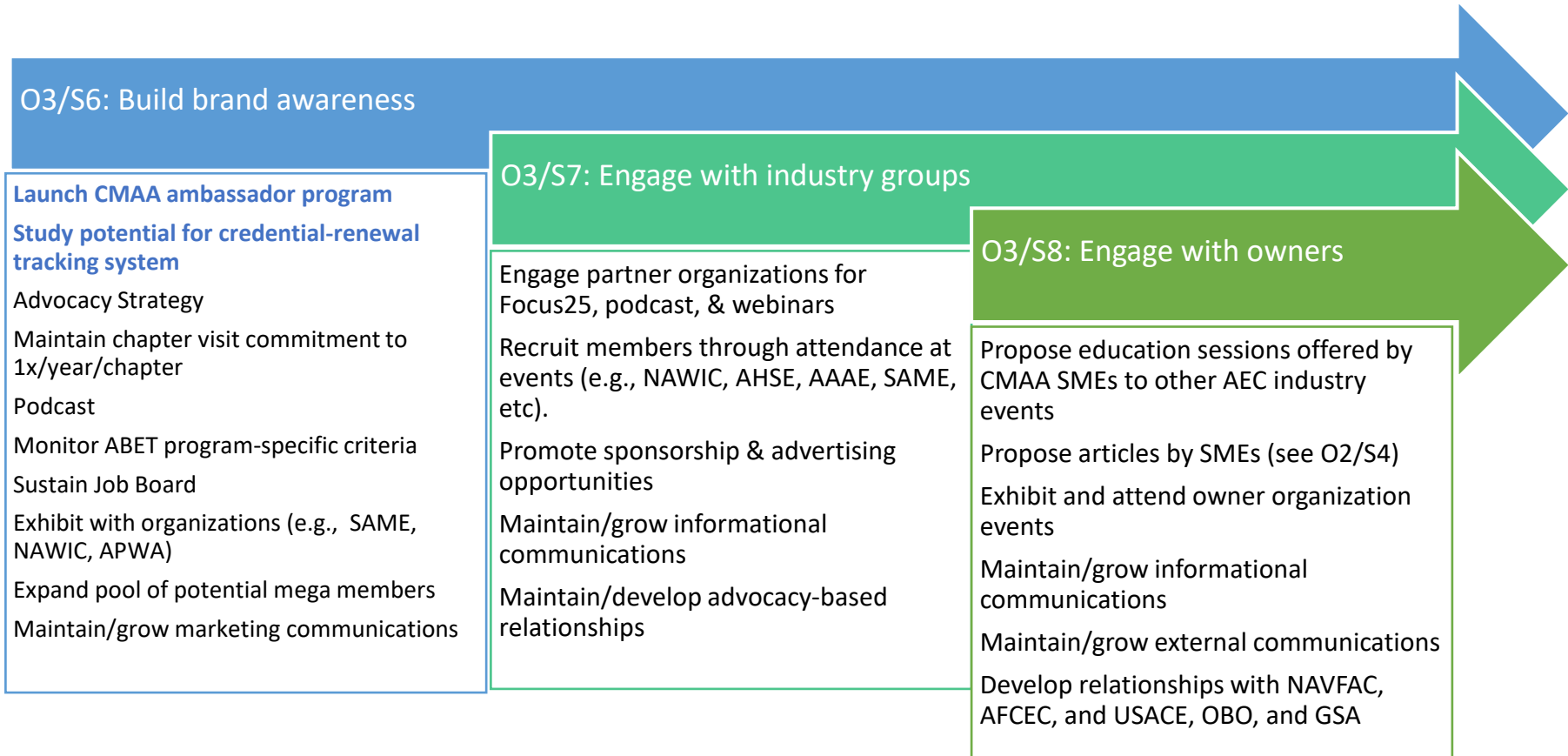
- Propose content from CMAA member SMEs to industry publications
- Capture and share content on Chapter activities
- Spotlight (video, written, graphics) members and projects
- Continue advocacy initiative; add state-based activities
- Increase engagement with HUBs
- Increase number of instructors who are women and persons from underrepresented groups
- Continue podcast
- Maintain/grow informational communications
- Maintain/grow external communications (PR)

O3/S5: Deliver valuable professional development

2025 Publications (see O1/S1)
Implement PD components of Intl workplan (see O2/S4)
Offer expanded pre-con course options (see O1/S1)
Integrate Mimeo and Credly with AMS
Integrate LMS with Billhighway

- Credentials/CMCI (see O1/S1)
- Courses (In-Person and Online) (see O1/S1)
- Continue webinars
- Continue expansion of the Leadership Library
- Season 4 of podcast
- Conduct 4th Emerging Leaders Program
- Produce two annual in-person conferences

3. Establish CMAA as the Premier Resource



Open-Sky Exploration and Discovery

In 1803, President Thomas Jefferson requested \$2,500 from Congress to finance a mission to explore the Northwest Territory. By September 1804, Merriweather Lewis and William Clark had launched from St. Louis and were headed up the Missouri River. No one was quite sure what they would find, but all were committed to a “voyage of discovery.”

In 2017, CMAA’s own voyage of discovery led to a series of activities that strengthened the organization’s historical commitments to education, credentials, and engagement. The work from 2018-2021 established the foundation for the development of the Strategic Framework in 2022. As CMAA looks to the next stage of its growth and development, volunteer leaders and staff will engage in open-ended questions about the future of the profession and the role of the association. For example:

- What is the impact and opportunity of an increase in the number of P3 projects in the U.S. that are led or financed by non-US partners? Likewise, how do PM/CM professionals prepare and position themselves as leaders in other delivery methods like Progressive Design-Build?
- How does CMAA use its position as the voice of the profession to change the narrative around staff augmentation services?
- When and how will AI, AR, digital twins, and other tech tools, along with integrated PMIS-to-CCMS networks realize the potential to increase price and schedule predictability and reduce operating costs?
- How does CMAA contribute to shifting the perspective from “project delivery” to “asset delivery” and how does this change the conversations about roles and responsibilities, and position CM/PM professionals as tech-savvy leaders?

Moving into the next business year, CMAA is setting the stage for “what’s next:”

- A new International Engagement Committee has been formed and charged with responsibility for overseeing the implementation of the International Engagement workplan. This group may also study questions related to P3s and increasing engagement with organizations whose understanding of PM/CM services is different from the U.S.
- Two additional Board study groups will be formed:
 - One to scan and identify the impact on employees and organizations from long-term staff augmentation contracts for PM/CM services.
 - One to study and identify the potential develop the knowledge and skills members will need as they engage in project delivery methods that are new to the U.S. market or seeing increased use by owners (e.g., Progressive Design-Build).
- Chapter Performance is now a committee charged with identifying ways to contribute to chapter success through best practices. Chapters have the most direct, local contact with CMAA members. Their success is our success.
- The Technology Subcommittee has been explicitly charged with providing CMAA members with relevant in-person education and online content that addresses and develops members' understanding of the implications of the technology that complements and supplements project controls systems in PM/CM services and provides value to owners.

- The Sustainability Subcommittee has been charged with deliverables for in-person education and online content that addresses and develops members' understanding of the implications for PM/CM professionals of building for resilience.
- Finally, CMAA is looking at its operations. Two staff working groups have been established and charged as follows:
 - The first group is charged with identifying learning, and planning for the uses of AI to complement, supplement, or transform association operations and activities.
 - The second group is charged with designing, planning, and implementing a successor to LineUp² that uses native AI within our existing tech stack.
- Late in 2025, in preparation for a new round of strategic planning, the Chair and Chair-elect will name a Steering Committee to lead the 2026 planning process. In addition, CMAA will select consultants to assist both in strategic planning and the brand identity initiative.

² LineUp is a volunteer management tool that CMAA has pursued using since 2023. While the solution initially met goals for managing information about CMAA's volunteers (e.g., terms, interests, and assignments), it became clear that it lacks a sufficiently robust evaluation system. CMAA has decided to not renew its license and to pursue a different solution within the existing tech stack.

Of Note

Chapter Engagement (O3)

Over the past three years, chapter leaders have increased their requests for CMAA staff to present at chapter events on topics like professional development and credentials. This is in addition to asking a CMAA staff leader to attend an annual awards event or symposium.

These requests represent a significant shift in the relationship between chapters and the national staff: chapters now see national staff and leaders as a resource and partner in their success.

Making additional trips (or virtual visits) is expected to result in more visits to chapters in 2025 and to some chapters being visited more than once.

Systems Integrations (O1)

There are at least three activities planned between January 2025 and March 2026.

- Integration of digital badging and publication delivery with the AMS
- Integration of the LMS with Billhighway

Overall, the integrations will streamline and automate several operational activities that currently require staff time, which delay delivery to the end user. Overall, the goal is to improve the member experience with CMAA's professional development programs.

Further, these integrations allow CMAA to make individual member engagement information available to organizational contacts on demand rather than by requesting information from staff.

Job-Task Analysis for the CCM (O1/S1, O1/S2)

CMCI conducts a comprehensive Job Task Analysis (JTA) for the Certified Construction Manager (CCM) credential every five years, following the ANSI-ISO 17024 standard. This process ensures the CCM exam remains relevant and aligned with industry standards by identifying core functions in construction management. The JTA also informs the development of CMAA's courses and publications, strengthening their value for professionals and advancing excellence in construction management.

Credential Renewal Tracking System (O1/S1; O2/S3)

During FY25, CMAA staff will assess the opportunity for creating a new tool for tracking professional development hours, continuing education units, AIA learning, CCM renewal points, and others. This would be offered as a service to the AEC industry and a revenue generator for CMAA.

AEC is no longer investing in RCEP; one of the systems currently available. As a result, it is becoming harder for end-users to report learning units or to retrieve transcripts.

CMAA will start with a scan of the current landscape, options, expense, and degree of difficulty for designing, implementing, marketing, and sustaining a competitor and potential replacement for RCEP.

This initiative has a longer timeline. At this stage, no special investment is being requested.

Online³ Construction Management Principles Course for Mega Members (O1/S1, O3/S5)

In 2023, CMAA launched the Construction Management Principles course, which is designed to serve as a foundation course for individuals new to the industry or to their role in an organization. In 2024, after assessing the course's production and impact, CMAA recognized a challenge: early-career professionals often

³ A **virtual** course is a synchronous learning experience offered at a defined time (e.g., Tuesday at 2:00 p.m. EST) on a virtual platform like Zoom. **Online** courses are offered asynchronously over a defined period (e.g., March 1-31, 2025).



lack the time for a full-day, in-person course. In response, CMAA strategically shifted to a virtual format which led to a significant increase in attendance.

Late in 2024, CMAA added an online option for this course. Looking ahead to 2025, to further drive industry transformation and workforce development, the online course will be added as a mega member benefit.

Offering this course in three formats – virtual, in-person, and online – eliminates most barriers to participation. Offering flexibility for accessing the course, gives organizations flexibility in using it to support new hires. Further, having available as a mega member benefit, gives organizations the opportunity to stretch training dollars further: they can focus on hiring for cultural fit while leveraging their CMAA membership to prepare early-career professionals with essential training as construction management professionals.

Member Resource Groups (O2/S3)

CMAA's DEIB Committee continues to encourage the development of Member Resource Groups (MRGs) for CMAA. The DEIB Committee seeks to invest additional time and effort in launching an MRG in 2025.

Conclusion

To prepare the FY25 plan, the staff worked creatively and collaboratively to identify the activities most likely to drive the organization toward achieving the outcomes and strategies, while also looking at how AI and other technologies can supplement and complement association activities.

It is expected that many of the FY25 activities look familiar to those from prior years. Many are based on initiatives that started in prior years; others are the “bread-and-butter” of delivering CMAA's mission. This is intentional.

Over the last seven years, CMAA's success has rested on a commitment to consistently increasing the quality and value of the programs, products, and services we offer to our members and others, even as we add or adjust the offerings.

This focus on quality has strengthened CMAA and positioned the organization to increase its footprint within the AEC association community through advocacy and international engagement without diminishing the organization's historic core: professional development, credentials, and engagement.

Vision and Mission

Vision: CMAA is the voice of the program and construction management industry and the premier resource for professionals working in the built environment.

Mission: To promote, support, educate, and develop professionals who lead the delivery of programs and projects within the built environment.

Outcomes

Outcome 1: Transform project execution. Project execution in the built environment has been transformed by the leadership of trained program and construction management professionals, resulting in optimal outcomes.

Outcome 2: Shape the profession.

- 2A: The program and construction management **profession** continuously evolves to attract and retain a diverse, qualified, and vibrant workforce prepared to lead successfully and responsibly throughout the project life cycle.
- 2B: Program and construction management **professionals** are seen as highly qualified individuals who provide expert, innovative, and indispensable services across all the disciplines engaged throughout the project life cycle.
- 2C: CMAA **members** are diverse, ethical, responsible individuals who understand and are prepared to address the global challenges facing the industry.

Outcome 3: Establish CMAA as the premier resource. CMAA is known as the premier program and construction management resource for professionals working in the built environment, making CMAA the recognized voice of the industry.

Strategies

CMAA's vision and mission, along with the outcomes, are delivered through eight strategies:

Outcome 1/Strategy 1 (O1/S1): Be the industry leader in leveraging leadership skills, technological innovations, digital tools, trends, and resiliency best practices to pave the way for innovative and successful project execution.

Outcome 1/Strategy 2 (O2/S2): Become the trusted source of knowledge and best practices in program and construction management.

Outcome 2/Strategy 3 (O2/S3): Promote, develop, and educate professionals to build and sustain teams and work cultures that are diverse, welcoming, and inclusive.

Outcome 2/Strategy 4 (O2/S4): Expand the Program and Construction Management narrative and tell the stories of the roles, opportunities, breadth, and values of the profession.

Outcome 2/Strategy 5 (O2/S5): Offer professional development that is valuable to the recipient, relevant to the evolving industry, unique to the profession, and results in optimal project outcomes.

Outcome 3/Strategy 6 (O3/S6): Build brand awareness of CMAA resources and the program and construction management professionals who steward the entire project life cycle.

Outcome 3/Strategy 7 (O3/S7): Actively engage with other industry groups.

Outcome 3/Strategy 8 (O3/S8): Actively engage with Owners and Owner organizations.

CMAA Strategic Framework Dashboard

	Tactic or Activity	Strategy	Target		Baseline (1/1/25)	FY25 (as of)	FY26	Status
			Date (by when?)	Metric (how many, how much, etc.)				
Outcome 1: Transform Project Execution								
<p>Outcome 1: Transform project execution. Project execution in the built environment has been transformed by the leadership of trained program and construction management professionals, resulting in optimal outcomes.</p>	2025 Publications: Time Management, Claims Management, Sustainability	\$1, \$5	12/31/2025	600 copies sold	480			
	Offer new courses (in person and online): proposal writing, risk management	\$1, \$5	12/31/2025	30 attendees	30			
	Develop proposal for global best practices credential	\$1, \$5	12/31/2025		N/A			
	Member Spotlights	\$1, \$4	12/31/2025	1 per month	15			
	Maintain CMC credentials	\$1	12/31/2025		N/A			
	Maintain existing curriculum	\$1	12/31/2025		N/A			
	Maintain online modules	\$1	12/31/2025		N/A			
	Select conference ed sessions that meet S4 expectations: Focus25	\$1, \$4	4/1/2025		25 sessions selected			
	Select conference ed sessions that meet S4 expectations: CMAA2025	\$1, \$4	11/1/2025		48 sessions selected			
	Working Group on Roles and Responsibilities in Delivery Methods	\$2	3/9/2025		Decision by 3/9/2025	N/A		
	Update Job-Task Analysis for CCM	\$2	12/31/2025		New/revised exam content identified	N/A		
	Maintain ANAB accreditation for CMC credentials	\$2	12/31/2025		Audits completed w/ no adverse findings			
	Update CMC exams as needed	\$2	12/31/2025		N/A			
	Sustain course licensing program	\$2	12/31/2025		Maintain at current number	7		
	Continue Renewal Point Provider Service	\$2	12/31/2025		N/A			
Continue expansion of Leadership Library	\$2, \$5	12/31/2025						
Sustain Job Board	\$2	12/31/2025		Revenue at target				
Maintain/grow informational communications	\$2, \$4, \$6	12/31/2025						
Outcome 2: Shape the Profession								
<p>2A: The program and construction management profession continuously evolves to attract and retain a diverse, qualified, and vibrant workforce prepared to lead successfully and responsibly throughout the project life cycle.</p> <p>2B: Program and construction management professionals are seen as highly qualified individuals who provide expert, innovative, and indispensable services across all the disciplines engaged throughout the project life cycle.</p> <p>2C: CMAA members are diverse, ethical, responsible individuals who understand and are prepared to address the global challenges facing the industry.</p>	Offer Ethical Practices in CM virtually	\$3, \$4	12/31/2025	30 attendees	20 attendees			
	Expand inclusion and belonging leadership training	\$3	12/31/2025		2023 evals were positive; recommendations for adjustments being implemented in 2024			
	Member Resources Groups	\$3	12/31/2025		30 participants in annual chapter leaders call; 30 participants in LS ed session			
	Continue translation of publications into Spanish	\$3	12/31/2025		N/A			
	Develop new two-year DEIB workplan	\$3, \$4	12/31/2025		2023-2024 Workplan			
	Conduct annual Leadership Summit	\$4, \$7, \$8	12/31/2025		Favorable reviews; all chapters send at least one representative			
	Offer conference ed sessions on DEIB topics	\$3, \$4	12/31/2025		1/conference + LS	1/conference + LS		
	Continue webinar series	\$4, \$5	12/31/2025		26 offered	24 offered		
	Continue podcast (Season 4)	\$3, \$4, \$5	4/1/2024		Organizations identified			
	Implement international engagement workplan (see tactics or activities in green)	\$4, \$5	12/31/2025					
	Offer PCM course internationally	\$5	12/31/2025		15 attendees	N/A		
	Propose content from CMAA member SMEs to industry publications and events	\$4, \$8	12/31/2025		6 accepted	2 accepted		
	Capture and share content on chapter activities	\$5	12/31/2025		6 spotlights	2 spotlights		
	Spotlight (video, written, graphics) members and projects	\$4	12/31/2025		12	12		
	Continue advocacy initiative; add state-based activities	\$4, \$6, \$7	12/31/2025		150 advocates; 650 actions	165 advocates; 700 actions		
	Increase engagement with HUBs	\$3, \$4	12/31/2025		Increase # of members who self-identify as employed by or members of HUBs that attend one CMAA program	Not previously measured		
	Increase number of instructors who are women and persons from underrepresented groups	\$4	12/31/2025		18	14		
	Maintain/grow external communications ("PR")	\$4, \$7	12/31/2025		Improve SEO and open rates			
	Implement PD components of international workplan	\$5	12/31/2025		see above	N/A		
	Offer expanded pre-con course options	\$1, \$5	12/31/2025		8 (F25&CMAA combined)	6		
	Integrate Mimeo & Credly w/ AMS	\$5	12/31/2025		Project complete	N/A		
	Integrate LMS w/ Billhighway	\$5	12/31/2025		Project complete	N/A		
	Conduct 4th ELP	\$5	12/31/2025		10 participants	10 participants		
	Produce two annual conferences	\$5	12/31/2025		2 conferences; all targets met	2 conferences all targets exceeded		
	Road Show sessions/presentations	\$4	12/31/2025		This program is under review for FY25; may be repurposed and combined with chapter visits or presentations			
Outcome 3: Establish/Promote CMAA as the Premier Resource								
<p>CMAA is known as the premier program and construction management resource for professionals working in the built environment, making CMAA the recognized voice of the industry.</p>	Launch CMAA Ambassador Program	\$6	12/31/2025	6 ambassadors trained to attend industry events	N/A			
	Study potential for credential-renewal tracking system	\$8	12/31/2025	Proposal presented for FY26	N/A			
	Maintain commitment to visiting each chapter annually	\$6	12/31/2025	29 visits by staff or volunteer leaders	17 completed in FY24			
	Monitor ABET program-specific criteria	\$8	12/31/2025	TBD	N/A for FY24			
	Exhibit with other industry/member organizations	\$6, \$7, \$8	12/31/2025	3 conferences/expos	8 conferences/expos			
	Expand pool of potential Mega Members	\$6	12/31/2025	3 new mega members or upgrades by existing organizational members	2 added in FY24			
	Engage partner organizations for Focus25, podcast, and webinars	\$7, \$5	12/31/2025	4 partners	4 partners			
	Recruit members through attendance at events	\$7	12/31/2025	TBD				
	Promote sponsorship opportunities	\$7	12/31/2025	Meet or exceed sponsorship goals	99% of goal met			
	Maintain/develop advocacy-based relationships	\$7	12/31/2025	5 coalitions related to AEC or assn industries	Currently in 4 coalitions			
Develop relationships with NAVFAC, AFCEC, USACE, OBO, and GSA	\$8	12/31/2025	Add AFCEC, OBO, and GSA	Currently engaged with USACE and NAVFAC				

Diversity, Equity, Inclusion, and Belonging (DEIB) Workplan FY23-FY24

Objective	Activity	Deadline (by when)	Important Interim Steps (as of 9/30/24)	Progress/Comment (as of)
Demonstrate organizational commitment to DEIB	Write new two-year DEIB Workplan (FY25-FY26)	7/31/2025	N/A	
	Continue commitment to CEO's Action Plan*	12/31/2024	CEO Action Plan moved to SHRM for management	
	Continue to promote AGC Culture of Care to members	12/31/2024	Measured through periodic reporting by Member Engagement team on messaging	
	Align the purposes and descriptions of CMAA's honors and awards with Outcome 2 (S4)*	2/2/2023	10 honorees selected for six awards; at least one in each category	
	Engage with related professional organizations (S7)*	12/31/2024	CMAA participating in ABET DEI Roundtable	
	Use marketing and communications channels to highlight the diversity of CMAA's membership*	12/31/2024	Video collection tool has launched.	
	Revise all publications (on the planned schedule) to use language that avoids bias toward a particular sex or gender	Ongoing	The SOP Cmte has an established schedule for revising CMAA publications; this effort will be	
	Evaluate CMCI exams for implicit bias	12/31/2024	CMAA will engage a psychometrician in 2025	
Revise CMCI exams item banks to use language that avoids bias toward a particular sex or gender	12/31/2024	See above		
Increase engagement in CMAA by individuals from historically underrepresented groups	Increase psychological safety at events through protocols for event set up, menus, and expectations for behavior*	12/31/2024	Ongoing	
	Monitor and address activities that can isolate or exclude people at events	12/31/2024	Ongoing	
	Establish "member resource groups" within CMAA	12/31/2023	MRG implementation to be revived for FY2025	
	Establish protocols for using gender-neutral language in speeches, publications, and at meetings and events	3/17/2023	Continuing/ongoing	
	Establish protocols for avoiding (or removing) microaggressive language in speeches and publications (e.g., jobsite vs field; trade partners v subs	3/17/2023	Continuing/ongoing	
Build Chapters' capacity to include DEIB education in chapter activities	Provide DEIB education @ Leadership Summit*	7/1/2024	DEIB Committee has delivered session for LS; also a follow up session for the 2024 Chapter DEIB Jamboree (9/10); ed session offered at	
	Develop "toolbox" resources for chapters	7/1/2024	Postponed until new staff are onboard	
	Develop handbook resources for chapters	12/31/2024	Postponed until new staff are onboard	
	Mentor chapter leaders on DEIB	12/31/2024	Postponed until new staff are onboard	
Develop a cohort of inclusive leaders for the profession	Incorporate DEIB into ethics curriculum*	6/1/2024	DEIB Comte reviewed the final Ethics course	
	Create course(s) on DEIB and DEIB leadership	7/1/2024	Postponed to 2025	
	Introduce best practices and lessons learned for successful community engagement (NOTE: this may be expanded into a guidelines publication on the topic using the existing protocols and processes established by SOP)	7/1/2024	Postponed to 2025	
Reduce barriers to the profession for non-English speakers	Identify potential market for non-English speakers for CMCI credentials	12/31/2023	In progress	
	Identify CMAA publications and courses to be translated into Spanish	7/1/2024	Capstone and SOP translated in 2024; two more planned for early 2025	
Engage CMAA members employed by historically underutilized businesses	Identify education and learning needs of CMAA-member HUBs*	6/1/2023	Survey complete; results need further evaluation by DEIB Cmte	
	Provide initial education program/session at CMAA2023	11/1/2024	Session offered at CMAA2024	
Reinforce importance of DEIB skills in professional practice	Add DEIB content to CMCI examinations	12/31/2025	CCM JTA planned for 2025	
	Add DEIB education requirement for CMCI recertification	12/31/2026		

ESG Commitments

CMAA's Organizational ESG Commitments	Baseline (1/1/25)	Progress to date
Environmental		
Work with conference venues to support their goals for reducing waste and environmental impact*	Ongoing	
Make decisions about handouts and other give-away items with a view toward reducing waste*	Ongoing	
Continue to support a fully remote CMAA staff work environment*	Ongoing	
Purchase carbon-offsets for CMAA staff travel to CMAA-hosted staff development events	New	
Social		
Identify historically underutilized businesses (HUBs) for providing services to the association including but not limited to accounting, legal, IT, and HR	New	
Provide DEIB education to staff*	Ongoing	
Identify potential market for non-English speakers for CMCI credentials*	Ongoing	
Promote AGC Culture of Care *	Ongoing	
Increase psychological safety at events through protocols for event set up, menus, and expectations for behavior*	Ongoing	
Conduct regular third-party review of compensation to ensure staff are paid appropriately for their positions, time in service, and locations	Complete	
Provide employee benefits that are meaningful to the individual and relevant to their phase of life	Ongoing	
Promote community engagement by staff in activities and initiatives that have value to them as individuals	New	
Recruit diverse speakers and instructors for CMAA courses and programs*	Ongoing	
Governance		
Post 990s on public webpage.	Preparing for FY2023 audit	
Post Board of Directors meeting minutes on public webpage	Begins with approval of December 2023 minutes	
Post approved budget and quarterly financial statements on public webpage	Begins w/ 2024 budget	
Transparent director selection process for association Board, foundation Board, and CMCI Board of Governors*	Ongoing	
Conduct an annual, financial audit by an independent third party*	FY23 audit complete	
Annually review investment performance and investment manager performance*	Ongoing	
Provide annual ethics training to staff.	Planned for 2025	

FY25 Business Plan Dashboard

Quantitative Markers for FY25

		FY24 (9/30/24)	FY25 Goal	As of (progress update)
Credentials	Number of CCMs at year end	7048	7612	
	Growth of CCM credential	8%	8%	
	Number of individuals pursuing the stackable credential	483	502	
	Number of CACMs	110	165	
Conferences	Total Attendees (Focus25 + CMAA2025)	1816	1400	
	Total registration revenue (Focus25 + CMAA2025)	\$ 1,437,615	\$ 1,430,000	
	Total sponsorships (revenue) (Focus25+CMAA2025)	\$ 417,750	\$ 323,000	
	Total exhibitors (revenue) (CMAA2025 only)	\$ 213,750	\$ 216,000	
	Total sponsorships (number) (Focus25+CMAA2025, unique)	34	34	
	Total exhibitors (number) (CMAA2025 only)	65	65	
Committees	Committees meeting their charges	See reports to the Board	See reports to the Board	
Demographics	Number of new PCM instructors who are women or from underrepresented groups	14	14	
	Number of new course instructors (other than PCM) who are women or from underrepresented groups	8	8	
Finances	Progress toward meeting budget, revenue (as of 9/30/24)	\$ 6,708,086	\$ 7,092,100	
	Progress toward meeting budget, expenses (as of 9/30/24)	\$ 6,687,414	\$ 7,126,700	
Professional Development	Total number of publications sold (9/30/24)	9450	9600	
	Total number of webinars offered (9/30/24)	24	26	
	Total number of courses offered (9/30/24)	33	33	
	Total number of attendees/enrollees in courses (12/31/24)	458	500	
	Total number of PDHs from CMAA courses/programs recorded (12/31/24)	33754 (9,286 course in-person/virtual, 16,187 online, 8,281 conference sessions)		31000