



NMA
THE Leadership Development Organization

NMA Strategic Plan

2014–2016

Updated
January 23, 2015
NMA Planning Committee

Purpose

1. Provide an integrated strategic direction for our organization, and its directors, standing committees, and staff.
2. Provide our chapters with our Top Level Plan, so they can use it to develop supporting chapter strategic plans.

NMA Vision and Mission

NMA Vision Statement

NMA is the recognized worldwide partnership of people and businesses, inspiring outstanding leadership and cultivating highly productive workplaces.

NMA Mission

NMA offers leadership development products and creates opportunities that maximize the potential of our members, sponsoring organizations, and communities.

Strategic Response

The NMA Board of Directors identified three key areas of strategic response to the challenges presented by our changing environment. These three areas are:

1. Association Sustainability and Growth
2. Partnerships and Products
3. NMA Image

The following pages identify objectives, long- and short-range goals, and key initiatives for each of these areas.

NMA Strategic Plan

Strategic Response 1:

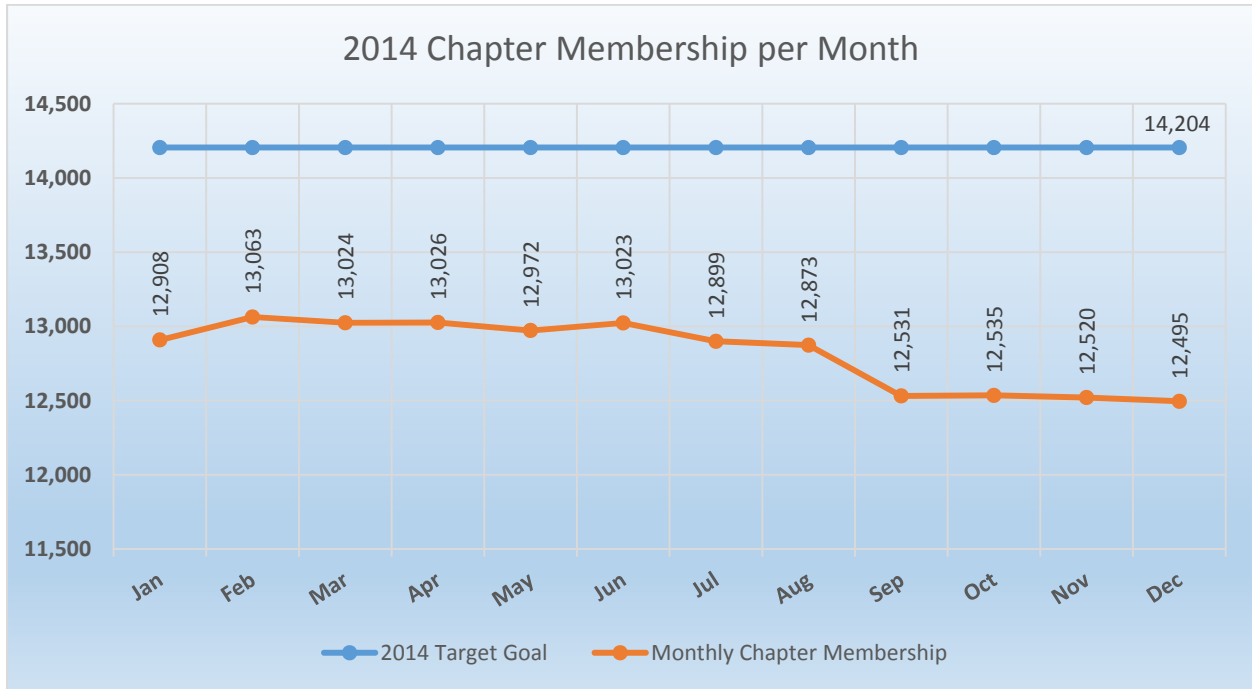
Association Sustainability and Growth

Objective: Sustain and grow our chapters/membership

3 year goal: Grow membership (chapters and individual members) by a net gain of 10 percent per year over the 12/31/13 NMA membership report (12,913).

1 year goal: 10 percent net gain in membership for 2014.

2 year goal: 20 percent net gain in membership for 2015.



Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
14,204	14,204	14,204	14,204	14,204	14,204	14,204	14,204	14,204	14,204	14,204	14,204
12,908	13,063	13,024	13,026	12,972	13,023	12,899	12,873	12,531	12,535	12,520	12,495
-9%	-8%	-8%	-8%	-9%	-8%	-9%	-9%	-12%	-12%	-12%	-12%
% of goal to target of 10% net gain (14,204)											
12/13 Mem:	12,913										
10% Gain =	1,291										



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Target Mem:	14,204																			
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AS&D Chair receives 22 contacts quarterly.

Key Initiatives:

- Identify new markets.
 - Veterans Administration
- Develop focused marketing strategies for each market listed below:
 - Government Chapters
 - Collegiate Chapters
 - Individual Members
 - International Chapters
- Membership Campaigns and measure success.
- Benchmark other Associations for organizational operations, lessons learned, and best practices, how to grow members.
- Bring in new chapters.
- Sustain and encourage participation in the Recognition Program as it relates to membership growth.
- Work to make chapters successful.
- Develop social media strategy to increase membership.

Strategic Response 2:

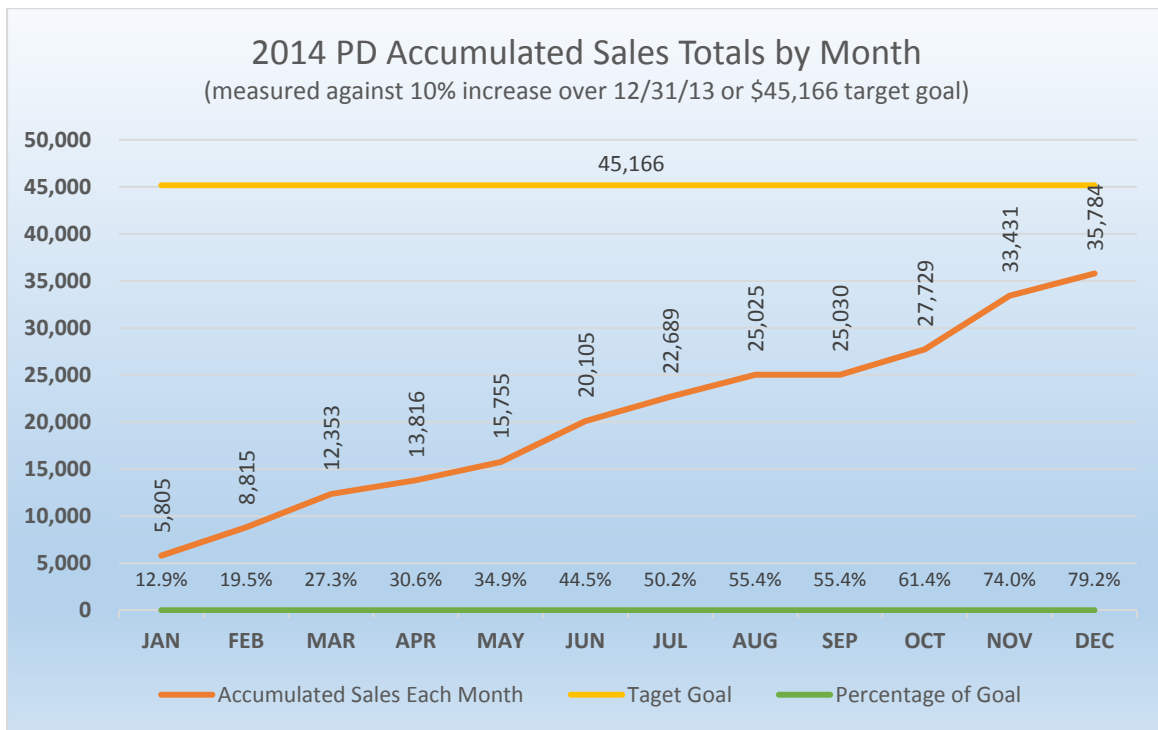
Partnerships and Products

Objective: Expand the inventory of NMA products and services and their use by corporations, chapters, and individuals.

3-year Goal: Develop at least one additional NMA proprietary product.

1-year Goal: Increase 10 percent sales of NMA proprietary and/or non-proprietary professional development material over the 12/31/13 NMA products and services sales total.

2-year Goal: Secure a PD contract to expand NMA offerings.



	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Actual per month	5,805	3,010	3,538	1,463	1,939	4,350	2,585	2,336	5	2,699	5,702	2,353
Accum per month	5,805	8,815	12,353	13,816	15,755	20,105	22,689	25,025	25,030	27,729	33,431	35,784
Target	45,166	45,166	45,166	45,166	45,166	45,166	45,166	45,166	45,166	45,166	45,166	45,166
	12.9%	19.5%	27.3%	30.6%	34.9%	44.5%	50.2%	55.4%	55.4%	61.4%	74.0%	79.2%

Key Initiatives

- Finalize CEU strategies and opportunities.
- Focus product development strategy on moving current proprietary products (e.g., FoM and BVT)
- Solicit chapter leadership input on chapter needs and develop products to optimize chapter operations.
 - Compile and evaluate feedback.
- Increase partnerships with universities for co-development of professional materials working with ICPM.
- Continue with the PD calendar
- Success stories from award winners
 - Endorsements from award winners (EOY, HOF, etc.)
- Leverage other associations to partner with and develop proprietary products.
- Allocate funds to PD contract.
- Conduct a PD needs analysis of product offerings and prioritize results.
- Develop implementation plan for new product releases.
- Formalize technology processes and procedures to identify ways to make meetings more effective.

Strategic Response 3:

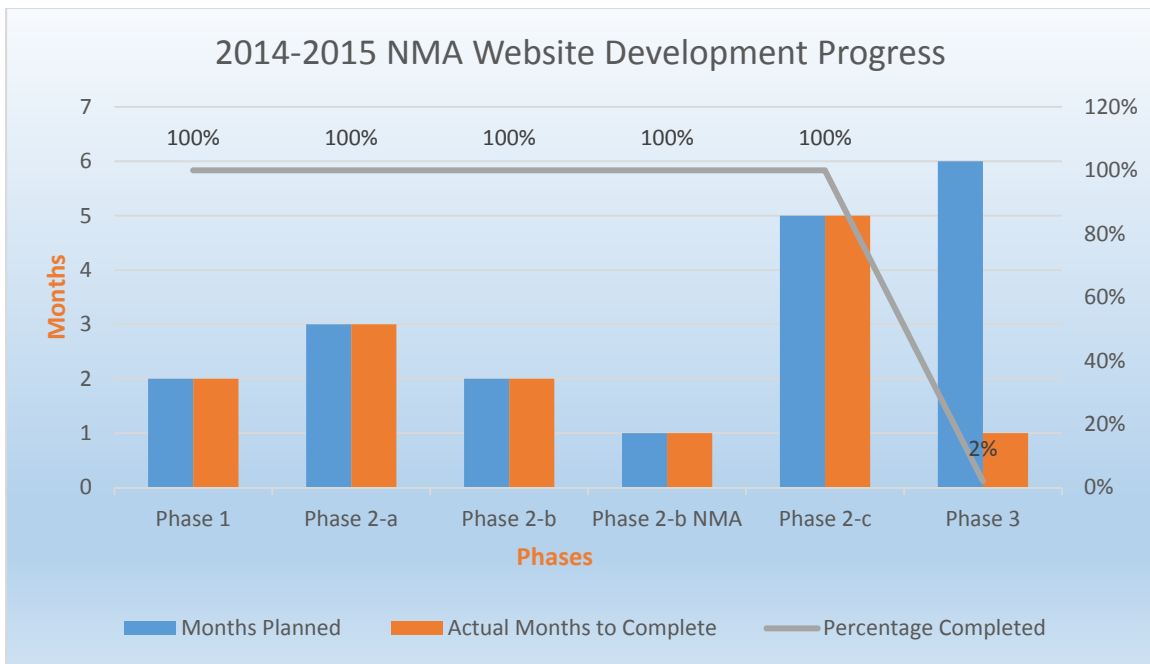
NMA Image

Objective: Enhance, communicate, and market NMA's image.

3-year Goal: Implement and deploy an effective website strategy.

1-year Goal: Implement phase one of NMA enhanced website.

2-year Goal: Continue to develop milestones to enhance the website functionality.



	PLAN MOS	ACTUAL MOS	
Phase 1	2	2	100%
Phase 2-a	3	3	100%
Phase 2-b	2	2	100%
Phase 2-b NMA	1	1	100%
Phase 2-c	5	5	100%
Phase 3	6	1	2%

Phase 1: Scrub data on existing site and remove all unneeded code.

Phase 2-a: Design and develop new updated look for website using new logo selected by 2013 BOD.

Phase 2-b: Populate new site with scrubbed data and create lower level drop-down menus.

Phase 2-b NMA: Update site with current data (chapter pres and other information that's changed on weekly basis).



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Phase 3: Start enhancements, i.e., members only info, BOD only, my sql databases so members may access information and create NMA store.

Project that phase 3 will last at least 6 months into 2015.

Key Initiatives

- Continue to develop NMA's value proposition.
- Develop and roll out NMA's marketing strategy.
- Create innovative ways to educate members of their connection to NMA national organization.
 - Publicize Strategic Plan on Website
- Enhance the member experience by implementing suggestions from member survey feedback.
 - Implement survey feedback on website by April 1.
- Improve technological capabilities.
 - Google Mail, Website, Zoom but not limited to these
- Demonstrate value for and increase participation in NMA National Awards Program (EOY, HOF, MOY, etc.)
 - Continue to follow on CAR1 and CAR2 participation.
 - Council/Council award participation (misc. awards)
 - McFeely Award/Education/Market and participation
- Ensure website strategy aligns with all generations/diversity represented in membership.
- Create focus for market purposes.