

**AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS
STRATEGIC PLAN
2003 - 2006**

Our Vision - World-class leaders and managers for the public sector.

Our Mission Statement - promoting professionalism, excellence, and quality principles in public management through:

- Endorsement of dynamic leadership, high ethical standards, and education, development, and training dedicated to serving the public interest;
- Advocacy of the Certified Public Manager program as an ideal comprehensive management development process;
- Performance as a professional association to maintain the highest standards for management and management training through our accrediting body.

Our Goals

- To provide effective GOVERNANCE conducive to a national organization
- To improve and enhance COMMUNICATIONS between the Academy, the local Societies, the Membership, the Consortium, and others.
- To encourage MEMBERSHIP and to recognize outstanding individuals and accomplishments by members.
- To provide tangible MEMBER SERVICES.
- To develop a system of METRIC to assess progress and problems

**AMERICAN ACADEMY OF CERTIFIED PUBLIC MANAGERS
STRATEGIC PLAN – Strategies & Tactics
2003 - 2006**

A. To provide effective GOVERNANCE conducive to a national organization			
STRATEGIES/TACTICS	RESPONSIBLE PARTY	ACTION PLAN	DUE
1. Maintain written policies and procedures. <ul style="list-style-type: none"> a. Revise SOP as needed. b. Revise Bylaws as needed. c. Update Strategic Plan. 	<ul style="list-style-type: none"> a. Board/MAL-MA b. Board/HOD c. Board 	<ul style="list-style-type: none"> a. Revise after each HOD Mtg. b. Prepare prior to each HOD Mtg. c. Review Action Plan at each President's term with tri-annual complete review. 	<ul style="list-style-type: none"> a. August 2004 b. April 2004 c. April 2004
2. Seek administrative support for the day-to-day functioning of the organization. <ul style="list-style-type: none"> a. Ensure that potential officer candidates are aware of the "realities" of the positions. b. Maximize the use of volunteer resources. c. In the absence of employer-provided support, provide necessary alternatives. 	<ul style="list-style-type: none"> a. Elections Chair b. Board c. Board 	<ul style="list-style-type: none"> a. Provide candidates with information on duties/responsibilities. b. – c. As needed. 	<ul style="list-style-type: none"> a. NLT 90 days prior to Conf. b. – c. –
3. Maintain a viable and current governing structure. <ul style="list-style-type: none"> a. Assess utility of committees – reconstitute as needed. b. Endorse broad member participation on committees as a training ground for new Academy leadership. c. Promote wide participation in the Board election process. 	<ul style="list-style-type: none"> a. Board b. Board c. Elections Chair/Board 	<ul style="list-style-type: none"> a. Ongoing; Review after each HOD. b. Ongoing. c. Ongoing. 	<ul style="list-style-type: none"> a. August 2004 b. – c. –
4. Project Academy presence. <ul style="list-style-type: none"> a. Attend Society events whenever feasible. b. Encourage professional representation of the Academy and its members with outside professional organizations. 	<ul style="list-style-type: none"> a. Board b. Board 	<ul style="list-style-type: none"> a. Attend whenever possible. b. Ongoing. 	<ul style="list-style-type: none"> a. – b. –
5. Communicate directly with Society leadership. <ul style="list-style-type: none"> a. Academy President and other Board members communicate with Society Board members and affiliated organizations on an ongoing basis. b. Academy sponsors Presidents Luncheon. 	<ul style="list-style-type: none"> a. Board b. President 	<ul style="list-style-type: none"> a. Ongoing. b. Conduct at each Conference. 	<ul style="list-style-type: none"> a. – b. June 2004
6. Provide mentoring to Societies. <ul style="list-style-type: none"> a. Assist with new Societies in their formation and application to the Academy. b. Assist with Society annual transitions. c. Provide Societies with support services. 	<ul style="list-style-type: none"> a. Mentoring Committee b. Board c. Board 	<ul style="list-style-type: none"> a. As needed. b. As requested. c. As requested. 	<ul style="list-style-type: none"> a. – b. - c. -
7. Develop and implement a business plan. <ul style="list-style-type: none"> a. Recommend dues and assessments to maintain organizational vitality. b. Protect and grow Academy financial and intellectual assets. c. Investigate supplementary funding sources. d. Develop and implement a responsible budget. 	<ul style="list-style-type: none"> a. President-Elect/Treasurer b. Board c. Board/Membership d. Board → HOD 	<ul style="list-style-type: none"> a. Incorporate fees into proposed budgets. b. Ongoing. c. Ongoing. d. Annually 	<ul style="list-style-type: none"> a. June 2004 b. – c. – d. June 2004

B. To improve and enhance COMMUNICATIONS between the Academy, the local Societies, the Membership, the Consortium, and others.

STRATEGIES/TACTICS	RESPONSIBLE PARTY	ACTION PLAN	DUE
1. Distribute a general interest and topical newsletter to the membership that is reflective of a national organization. <ul style="list-style-type: none"> a. Establish publication schedule timeline. b. Encourage participation in the submission of newsworthy items from Societies, committees, and other professional sources. 	<ul style="list-style-type: none"> a. MAL-CC/Board b. Board 	<ul style="list-style-type: none"> a. Provide two-year schedule in December of even-numbered years. b. Provide reminder prior to deadline. 	<ul style="list-style-type: none"> a. Dec 2004 b. NLT 60 days prior to each deadline
2. Provide media tools for use by Societies to promote their individual organizations. <ul style="list-style-type: none"> a. Update and expand Marketing CD. b. Establish templates for a variety of other functions. c. Encourage use by membership of available products; provide usage assistance as needed. 	<ul style="list-style-type: none"> a. Marketing Committee/Board b. Various c. Board 	<ul style="list-style-type: none"> a. Update annually as needed. b. Ongoing. c. Ongoing. 	<ul style="list-style-type: none"> a. June 2004 b. - c. -
3. Document the history of the Academy. <ul style="list-style-type: none"> a. Compile history to date. b. Update history. 	<ul style="list-style-type: none"> a. Tom Patterson b. Tom Patterson/Board 	<ul style="list-style-type: none"> a. Presented at 2003 Conference - DONE b. As needed 	<ul style="list-style-type: none"> a. 4/8/03 b. --
4. Maintain an interesting and valuable website. <ul style="list-style-type: none"> a. Update current web page. b. Keep website content up-to-date. c. Add content of relevance to membership and organization. 	<ul style="list-style-type: none"> a. Board b. - c. - 	<ul style="list-style-type: none"> a. Completely revise existing web page. b. Ongoing. c. Ongoing. 	<ul style="list-style-type: none"> a. March 2004 b. - c. -
5. Encourage contact between members. <ul style="list-style-type: none"> a. Provide Membership Directory. b. Encourage and promote inter-Society communications. 	<ul style="list-style-type: none"> a. Board b. Board 	<ul style="list-style-type: none"> a. To be included in revised web page. b. Ongoing. 	<ul style="list-style-type: none"> a. June 2004 b. - -
6. Maintain an open relationship with the Consortium and other professional organizations. <ul style="list-style-type: none"> a. Formal meeting with Consortium annually. b. Exercise voting privileges at Consortium Annual Meeting. c. Conduct routine conversation with Chair of Consortium Exec Council. d. Seek out opportunities with other professional organizations. e. Test joint conference with NAGTAD 	<ul style="list-style-type: none"> a. Board b. President/Board c. President d. Board e. NHCPM/Board/NAGTAD 	<ul style="list-style-type: none"> a. Conduct during fall/spring meeting. b. Participate in each meeting. c. Ongoing. d. Ongoing. e. For NH Conference (2005) 	<ul style="list-style-type: none"> a. Jun/Nov 04 b. Jun/Nov 04 c. - d. - e. Sept 2005
7. Expedite communications between and among host Conference Societies. <ul style="list-style-type: none"> a. Academy acts as liaison to dissemination of information. b. 	<ul style="list-style-type: none"> a. President-Elect b. 	<ul style="list-style-type: none"> a. Ongoing. b. 	<ul style="list-style-type: none"> a. - b.

C. To encourage MEMBERSHIP and to recognize outstanding individuals and accomplishments by members.

STRATEGIES/TACTICS	RESPONSIBLE PARTY	ACTION PLAN	DUE
1. Focus on member retention and recruitment. a. Evaluate member services on a continual basis b. Seek out new services of use for all members.	a. Board b. Ways & Means Committee	a. Ongoing review. b. Ongoing.	a. – b. –
2. Acknowledge participation in the organization. a. Provide new members with a certificate of membership. b. Provide new members with information on the organization, including the Code of Ethics. c. Encourage local Societies in soliciting additional members.	a. Treasurer/ MAL-MA b. Treasurer/ MAL-MA c. Societies/AACPM Board	a. As needed. b. As needed. Ongoing.	a. Dec 2004 b. Dec 2004 c. –
3. Salute outstanding service by members of the organization. a. Continue the Henning Award as the Academy's highest honor. b. Maintain the President's Award for individual service to the Academy.	a. Board/Henning Committee b. President	a. Award at each Conference. b. Award annually as warranted.	a. Jun 2004 b. Jun 2004
4. Salute outstanding projects by CPM graduates. a. Continue the Askew Awards for outstanding projects. b.	a. Management Practices Committee b.	a. Award at each Conference. b.	a. Jun 2004 b.

D. To provide tangible MEMBER SERVICES.

STRATEGIES/TACTICS	RESPONSIBLE PARTY	ACTION PLAN	DUE
1. Promote the professional image of the CPM certification. <ul style="list-style-type: none"> a. Internally b. Externally c. Protect the individual's use of the "Certified Public Manager" designation 	<ul style="list-style-type: none"> a. Board b. Board c. Board 	<ul style="list-style-type: none"> a. - b. - c. Protect Academy name/logo (in process); Agreement with Consortium for use of "CPM" designation completed 	<ul style="list-style-type: none"> a. - b. - c. Jun 2004
2. Provide support to Society educational symposia, conferences, and other local functions. <ul style="list-style-type: none"> a. Academy Board members attend Society events whenever feasible. b. 	<ul style="list-style-type: none"> a. Board b. - 	<ul style="list-style-type: none"> a. Attend when financially viable. b. - 	<ul style="list-style-type: none"> a. - b. -
3. Work with local Societies to develop an effective annual Conference. <ul style="list-style-type: none"> a. Maintain the Conference Registration System. b. Maintain the Presenters Database. c. Provide support for and interact with Host Society Conference Committees. 	<ul style="list-style-type: none"> a. Board b. Board c. Board 	<ul style="list-style-type: none"> a. Setup for each Conference. b. Update at end of each Conference. c. Ongoing 	<ul style="list-style-type: none"> a. Jan 2004 b. June 2004 c. -
4. Endorse and promote continuing education of members. <ul style="list-style-type: none"> a. Continue Wilkinson Scholarship(s). b. Provide CEUs at Conferences. c. Explore options to broaden opportunities. 	<ul style="list-style-type: none"> a. Board b. Host Conference Committee c. - 	<ul style="list-style-type: none"> a. Award at each Conference. b. Provide for each Conference. c. - 	<ul style="list-style-type: none"> a. Jun 2004 b. Jun 2004 c. -
5. Provide financial support for specific Society activities. <ul style="list-style-type: none"> a. Continue Grants to Societies program when financially feasible. b. 	<ul style="list-style-type: none"> a. Board b. - 	<ul style="list-style-type: none"> a. Analyze requests as made. b. - 	<ul style="list-style-type: none"> a. - b. -
6. Investigate availability to tangible benefits to Academy membership. <ul style="list-style-type: none"> a. Encourage use of Amazon.com as a service and income source. b. Seek out other affiliate resources. c. Continue talks with ASPA. d. Seek out other possible benefits. 	<ul style="list-style-type: none"> a. Board b. Board c. President d. Board 	<ul style="list-style-type: none"> a. Ongoing. b. Ongoing. c. Discounted ASPA membership - DONE d. - 	<ul style="list-style-type: none"> a. - b. - c. Dec 2003 d. -
7. Provide specialized program initiatives – Leadership Institute, Orientation Program, and Marketing Initiatives.	Board	Provide at each Conference	Jun 2004

E. To develop a system of METRICS to assess progress and problems.

STRATEGIES/TACTICS	RESPONSIBLE PARTY	ACTION PLAN	DUE
1. Create annual written documents summarizing the Academy and each Society. a. Circulate Annual Report to membership. b.	a. Immediate Past-President b. -	a. Prepare for HOD meeting b. -	a. Jun 2004 b. -
2. Conduct continuing surveys and other communications regarding professional benefits of the CPM certification. a. Compile accurate listing of professional benefits available as a result of certification. b. Seek out quantitative and qualitative factors.	a. NH CPM Project Team b. Board	a. Survey completed and presented to Board in Oct 2003; to be presented at Topeka Conference b. -	a. Jun 2004 b. -

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