

## **NATIONAL CONTRACT MANAGEMENT ASSOCIATION LONG RANGE GOALS AND STRATEGIC OBJECTIVES**

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This Plan addresses the Association's vision, values and strategies. We will strive to implement these throughout the 2008-2012 program years.

### **I. OUR VISION**

NCMA will lead and represent the contract management profession. Our vision is that enterprises will succeed through improved buyer-seller relationships based on common values, practices, and professional standards.

### **II. OUR MISSION**

NCMA's mission is to improve organizational performance through effective contract management.

### **III. OUR VALUE PROPOSITIONS**

- NCMA provides the tools, resources, and leadership opportunities to enhance each member of the profession's performance, career, and accomplishments.
- NCMA provides the structure, name recognition, and products directly and through chapters to contracting professionals worldwide.
- NCMA provides employers ready-access to skilled human capital, learning resources, best practices, standards, and metrics of the profession.
- We enable other entities such as researchers, consultants, trainers, recruiters, advertisers and universities to gain broad access to defined segments of our community of practice and our Body of Knowledge for the purpose of advancing the profession and fulfilling their individual goals.

### **IV. OUR VALUES**

We are committed to:

- Principled professional conduct and achievement, as dictated by our Code of Ethics;
- An open exchange of ideas in a neutral forum;
- A culturally and professionally diverse membership;
- Excellence in everything we do, especially our service to our members and the contract management community;
- Continuing education, training and leadership opportunities through a network of local chapters;
- Remaining the preeminent source of professional development for contract professionals.
- Recognizing and rewarding professional excellence and superior individual achievement in support of the contract management profession;
- Demonstrated professional achievement through Certification;
- Quality volunteer leadership; and

- Members' highly principled freedom of action and responsibility to the people and organizations they serve.

#### **IV. ENVIRONMENTAL TRENDS**

In establishing the strategies we will pursue for the future of the profession and our Association, we expect the following trends to impact the profession for the near term (2008–2012):

##### Professional Issues

- The credibility and effectiveness of public procurement systems is being questioned. The result is a wave of legislative and regulatory actions. (03/07)
- Roles & responsibilities of contract managers have changed due to the blurring of historical distinctions between contract management, supply chain management, program management, subcontract management, and finance and business management. (03/07)
- Recent contracting scandals have highlighted the need for better internal controls and personal and professional standards. (10/05)

##### Workforce Issues

- There is a succession problem in the profession: there are an inadequate number of mid-level people to replace the senior level. (10/04)
- There is a capacity problem in the profession: there are an inadequate number of mid-level people to perform the existing workload demands. (10/04)
- There is insufficient connectivity for recent college graduates to the profession. (03/07)

##### Governance and Management of the Association

- NCMA is efficiently operated, as measured by association benchmarks.. (03/07)
- Brand *loyalty* is high with customers, as measured by our membership retention rate, local volunteers, and repeat customers. However, brand *recognition* is low, as measured by response rates to marketing beyond the membership. (10/04)
- NCMA has in place an existing distribution channel for serving customers – its chapters. However, chapter quality and effectiveness is inconsistent, and they are not managed strategically. (10/04)
- NCMA's current governance system is more strategic than in the past; the role of chapter involvement in governance is evolving. (03/07)
- Reserves are slightly less than benchmark standards for an organization of our type and size. (7/07)
- NCMA is experiencing net earnings of between 1%-2% on operations, which is inadequate to replenish reserves. (7/07)
- There is high risk due to seasonal revenue fluctuations. (10/04)
- Marketing risk is very high. Major revenue sources depend upon effective marketing management. NCMA's marketing capabilities and capacity are not mature. (03/07)

- The nature of professional associations has changed. Members have higher expectations for products and services delivered with higher quality, convenience and speed. (03/07)
- There are increased demands being placed on individuals' time, and the willingness of members to volunteer their services is decreasing. (10/03)
- There is increased reliance on distance learning techniques. (10/03)
- Globalization will continue to affect our members and the services we provide them. (10/03)

## **V. LONG RANGE STRATEGIC OBJECTIVES AND STRATEGIES**

Responding to these external and internal forces, the Association will strive to accomplish the following during the succeeding five program years:

### **Objective 1: Develop the Next Generation of Contract Management Professionals.**

Strategies:

- Introduce undergraduate students to the CM profession and involve them in NCMA by offering student memberships, student chapters, and student programs.
- Increase the preparedness for candidates entering the CM workforce by increasing undergraduate programs containing CM and related curriculum, and by publishing a standard CM curricula and promoting the program to universities.
- Accelerate the development of new professionals through a leadership development program.
- Increase research and writing opportunities for new professionals and students through the Macfarlan program.

### **Objective 2: Increase Professional Advocacy.**

Strategies:

- Improve perception of the contract management profession in industry, the government (including Congress), the press, and the general public, through an active public relations program.
- Increase recognition of NCMA in industry, the government (including Congress), the press, and the profession, through an active public relations program.
- Increase membership participation in advocacy activities through bilateral electronic communications and events.

### **Objective 3: Reach More People in the Federal Contracting Community.**

Strategies:

- Expand the number of programs to serve the federal community, including education, certification, conference, publication, and other types of programs.
- Increase communication and involvement of the senior executive cadre within the profession.
- Utilize education partners, advertisers and corporate sponsors to reach new people in the federal community.

### **Objective 4: Develop Professional Standards.**

Strategies:

- Baseline existing professional standards for government and industry organizations; benchmark standards and processes of other professions.
- Reach consensus among stakeholders (chapters, BOA, BOD, academia) on Generally Accepted Contract Management Practices (GACMP).
- Align professional standards and certification processes.

**VI. OUR SIGNATURE PHRASE**

“NCMA – Business Success through Contract Management Excellence”