



Strategic Communications Plan

NMA... THE Leadership Development Organization Strategic Communications Plan

REVISION HISTORY

Date	Version	Description	Author
9/9/04	1.0	Initial release	Communications and Events Function Committee
7/1/05	2.0	Appendix A & B Updates	Kelly Layfield, Lead Communications and Events Function Committee

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1.0 Purpose

To guide our organization's communication efforts to target its diverse audiences and provide clearer, coordinated, memorable and effective messaging. This plan will:

- delineate all communication activities of the organization
- set strategic goals for the designated year
- establish action/implementation plans for reaching the goals
- establish measurements for plan success.

This plan provides a means to capture, coordinate and monitor initiatives coming out of any NMA committee or staff function to ensure consistent messaging.

This plan provides a single point of reference for consistent messaging.

2.0 Strategy

The main components of the NMA communication strategy are:

- To establish a consistent branded message that will strengthen the recognition of the organization in the marketing place regardless of the source of the communication and provide communication consistency regardless of tool.
- To coordinate communications across audiences and communicators.
- To incorporate feedback mechanisms in the communication processes.
- To provide common communication tools

3.0 Goals

- Increase the awareness of NMA globally.
- Strengthen communication processes and tools.

4.0 Goal measurements

Accomplishments of initiatives and achievement of initiative specific goals. Status of communication goals will be communicated to the Board of Directors according to the implementation plan detailed in Appendix B.

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5.0 Audience

Communications occur in various layers. The chart below identifies both the primary audience and the main communicators. Related tactics and strategies will need to be developed across the various combinations of audiences and communicators.

Audience	Communicators
Chapter Members	National Chapter Officers
Individual Members	National Directors
Chapter	National Directors Councils
Sister Chapters	National Sister Chapters
Councils	National Chapters Directors Individual Members
Directors	Chapters Officers National
National - Staff - Executive Board - Officers	Members Chapters Directors Councils Sponsoring Companies Executive Advisory Committee
Sponsoring Companies	National Chapter Officers Directors
Potential Chapters/Members	National Directors Chapter Officers Councils
Executive Advisory Committee	National Directors
Partners	National Directors
Public	National Chapter Officers Councils

6.0 Key messages

Key messages are concepts that we want our audience to remember from our communications. These messages will be woven through all the communication materials.

- We have (are) what you need
- Leadership is a key messaging concept
- Connection to the ASSOCIATION – remind the audience of our national presence

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- Training/learning/professional development
- Community service
- Networking

7.0 Plan Review and Monitoring

The Communication and Events Committee will review this plan on a semi-annual basis. The purpose of the review is to update the inventory (Appendix A), status and identify new communication initiatives (Appendix B), and consider process improvements areas.

8.0 Responsibilities

The Planning Committee has oversight responsibility for all association planning efforts and as such has responsibility for the overall coordination of activities identified in this strategic communications plan. Communications and Events Committee has responsibility to update and monitor the plan and its implementation status and report same to the Planning Committee. NMA committees and NMA staff have responsibility, as appropriate, for the completion of activities outlined in the plan itself.

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Appendix A Communication Inventory

Listed below is an inventory of key communication focus areas and how we are communicating the information to our target audiences. It includes items from the executive board and committees, to directors, chapter leadership and members. Through this accounting gaps and disparities in communications may become evident and offer opportunities for improvement.

Appendix A.1 – Sorted by Target Audience

Target Audience	Description	Key Message, Goal, Objective	Delivery Method(s)	Frequency	Primary Responsibility Support Responsibility
Chapter Leaders	Leadership Guidebooks	Training and implementation	<ul style="list-style-type: none"> • Snail Mail • Website 	Annually	National Directors
	Leadership Quick Tools	Pave the way for greater chapter and council participation in NMA national activities – key factor in chapter survival and success	Website	Ongoing	Directors National
	Breaktime	<ul style="list-style-type: none"> • Share successes and lessons learned from chapters • Status of national initiatives 	<ul style="list-style-type: none"> • E-Mail (link to website) • Website (resides) 	Bi-Monthly	National Directors
	National Conference	<ul style="list-style-type: none"> • Professional development, involvement, recognition, networking • Conference materials (programs, agendas, MOY, EOY, etc.) 	<ul style="list-style-type: none"> • E-Mail (promote) • Mailers (promote) • Website (promote/registration) • Hard copy 	Annual multiple communications	National Directors Communication & Events Committee
	Leadership Development Conferences (LDC)	Officer training, networking, best practices, professional development Website is used for registration	<ul style="list-style-type: none"> • E-Mail (info) • Mailers (info) • Website (info/registration) 	Annually Multiple communications	National Directors
	National activities (e.g.) <ul style="list-style-type: none"> • Initiatives (membership drives, professional development) • Board of Directors Meetings 	Promotion, solicit involvement, decision making, compliance, awareness	<ul style="list-style-type: none"> • E-Mail • Directors • Breaktime • Website (NEW for initiatives) 	As required On going	Depending on the specific activity: <ul style="list-style-type: none"> • National • National Officers • Directors

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Target Audience	Description	Key Message, Goal, Objective	Delivery Method(s)	Frequency	Primary Responsibility Support Responsibility
	<ul style="list-style-type: none"> Executive Advisory Committee Operational/Policies and Procedures/Miscellaneous 				
	Member Services and Benefits	Resources for conducting chapter activities, networking with other chapters and councils, professional development	Website	Ongoing Updates	National <i>Directors</i>
	NMA Leadership	How/who to contact at National	Website	Ongoing Updates	National
	New Chapters	How to start a new chapter	Website (information) Emails, phone calls, letters (contacts)	Ongoing Updates	National <i>Directors</i> <i>Chapter Leaders</i>
	NMA Outreach Website	Chapter interactions, calendar, etc.	Website		
	Professional Development	Maintain effective and current learning opportunities for our members: Learning Resource Center NMA Live On-Line CM Program	<ul style="list-style-type: none"> Website Emails 	Ongoing Updates	National <i>Directors</i> <i>Chapter Leaders</i>
Members	Breaktime	<ul style="list-style-type: none"> Share successes and lessons learned from chapters Status of national initiatives 	<ul style="list-style-type: none"> E-Mail (link to website) Website (resides) 	Bi-Monthly	National <i>Directors</i>
	MANAGE	Professional and personal growth, advancement, maturity	<ul style="list-style-type: none"> E-Mail Website 	Quarterly	National and Chapters
	Member Services and Benefits	Resources for conducting chapter activities, networking with other chapters and councils, professional development	Website	Ongoing Updates	National <i>Directors</i>
	NMA Outreach Website	Chapter interactions, calendar, etc.	Website		
	Professional Development	Maintain effective and current learning opportunities for our members: Learning Resource Center NMA Live On-Line CM Program	<ul style="list-style-type: none"> Website Emails 	Ongoing Updates	National <i>Directors</i> <i>Chapter Leaders</i>
	National Conference	<ul style="list-style-type: none"> Professional development, 	<ul style="list-style-type: none"> E-Mail (promote) 	Annual	National Staff

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Target Audience	Description	Key Message, Goal, Objective	Delivery Method(s)	Frequency	Primary Responsibility Support Responsibility
		involvement, recognition, networking • Conference materials (programs, agendas, MOY, EOY, etc.)	<ul style="list-style-type: none"> • Mailers (promote) • Website (promote/registration) • Hard copy 	multiple communications	<i>Directors Communication & Events Committee</i>
	National initiatives	Promotion, solicit involvement, decision making, awareness	<ul style="list-style-type: none"> • E-Mail • Directors • Breaktime • Website (NEW for initiatives) 	As required On going	Depending on the specific activity: <ul style="list-style-type: none"> • National Staff • National Officers • Directors
	Leadership Development Conferences (LDC)	Officer training, networking, best practices, professional development Website is used for registration	<ul style="list-style-type: none"> • E-Mail (info) • Mailers (info) • Website (info/registration) 	Annually Multiple communications	National Staff <i>Directors</i>
	NMA Information Sheet	Included in LDC info packets; included staff roles, products, contact information	<ul style="list-style-type: none"> • Hardcopy 	Updated as required	
Directors	Board of Director Meetings	Agenda, RSVP, Board Meeting Workbook	<ul style="list-style-type: none"> • Email • Hardcopy 		National Staff
	National Committees	Activities, status, Committee Meeting Workbook	<ul style="list-style-type: none"> • Email • Hardcopy 	As required	Committee Chairperson
	Financial Statements	National 'wellness'	Email	Monthly	National Staff
	Membership/Dues Report	Chapter 'wellness' and problem areas; solicit involvement, garner compliance	Email	Monthly	National Staff
	Membership Trends	Chapter 'wellness' and problem areas	<ul style="list-style-type: none"> • Email • Website (?) 	Monthly	Gary Waits
	BOD Meeting Summary	Summary of meeting results to share with chapter leaders/members	Email	Each BOD Meeting	Chairman of the Board
	National Director Monthly Service Report	Means to provide national staff and other members of the Board of Director status of chapters/councils and request for support	Website	Monthly	National Directors <i>Area Chairmen</i>
	Promoting NMA	How to Join (on-line info request) How to become an Individual Member (online enrollment form)	Website	As required	National Staff

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Target Audience	Description	Key Message, Goal, Objective	Delivery Method(s)	Frequency	Primary Responsibility Support Responsibility
		How to start an NMA Chapter Marketing kit for how to develop a new chapter (soon)			
Individual Members Councils	Individual Member (IM) Newsletter	Provide similar communications	<ul style="list-style-type: none"> • Website • Email 	Monthly	
	Personal contact	Increase contact with IMs. This was initiative in 2004 (See Appendix B)	<ul style="list-style-type: none"> • Email • Phone 	Annually, as minimum	Directors
	MANAGE	Professional and personal growth, advancement, maturity	<ul style="list-style-type: none"> • E-Mail • Website 	Quarterly	National Staff <i>Chapter Leaders</i>
Executive Advisors	Executive Advisory Committee	Participate in the Executive Advisory Committee (EAC) to promote sustainment and future growth of NMA through input and guidance	<ul style="list-style-type: none"> • E-Mail • Direct Contact • Executive Advisory Committee 	Annual or Semi-Annual	National Staff <i>Directors</i>
	National Conference	<ul style="list-style-type: none"> • Professional development, involvement, recognition, networking • Conference materials (programs, agendas, MOY, EOY, etc.) 	<ul style="list-style-type: none"> • E-Mail (promote) • Mailers (promote) • Website (promote/registration) • Hard copy 	Annual multiple communications	National Staff <i>Directors Communication & Events Committee</i>
Potential Chapters or Individual Members	Marketing package/ starting new chapter	Tools for facilitating	Electronic and hard copy	As required	National Staff
	Joining NMA	How to Join (on-line info request) How to become an Individual Member (online enrollment form) How to start an NMA Chapter Marketing kit for how to develop a new chapter (soon)	Website	As required	National Staff
Public	About Us!	Stimulate awareness and quest for more information and join, answer questions, provide contact information	Website	As required	National Staff
National	National Director Report, R1 Report, Membership Report, RCI, Awards Nominations	Provide status	Email	Monthly	National Staff

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Appendix B Strategic Goal Implementation Initiatives

Goal	Initiative	Intended Outcome	Date Initiated	Date Completed	Status	Tactic	Measurement	Responsibility
2005 Initiatives								
BOD Meetings Results	Improve speed of communications to chapters	Help Directors communicate highlights of BOD to Chapters	January 2005	January 2005	Wendell Pichon initiated this immediately following the Jan BOD. Recommend institutionalization for future chairmen.			
Marketing Materials	???	Improve professional image	???		1. Design completed 2. Materials created Adding 'global' perspective 3. Marketing kit for developing a new chapter	1. General Marketing materials 2. How to form a chapter	N/A	- Communication & Events Committee - National Staff
Leadership Focus	Transition NMA to Leadership focus						1. CEU increase	
Web-Based Member Services						1. QuickTools 2. On-line Courses		National Officer – Cay Robertson
Leadership Development Certificate Program								National Officer – Alan Watson
NMA Website Awareness	Awareness of info/resources to Chapter Officers/Members	Increase use of resources; improve networking across chapters;	June 2005			1. Include website overview in 2006 LDCs 2. Request Directors promote in chapter newsletters		1. Area Chairs 2. Directors

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Goal	Initiative	Intended Outcome	Date Initiated	Date Completed	Status	Tactic	Measurement	Responsibility
Improve awareness of EAC activities		Improve professional status to members, public						
2004 Initiatives								
Strengthen Communications	Emails	Increase direct member contact	January 2004			Addition of request for email address	Percent of additional email addresses	Staff
	Quarterly Chapter Contact	Assist in determining chapter health	January 2004	Ongoing	Great!!	Officers/staff contact chapter	# of contacts	Officers/Staff/Area Chair
	Development of this plan	Provide a focus on coordinated communicated	January 2004	June 2005	Complete.	Plan will be reviewed on an ongoing basis in all committees.	Improve overall awareness of communications	Communications and Events
Awareness	Increasing conference attendance	Increase connection to national through conference attendance and other involvement	January 2004	October 2004	Complete. All items were implemented for 2004 conference. Do not have results if tactics resulted in increased attendance	1. Incentive for attendance 2. in kind contributions 3. new conference promotion 4. R-1 points for conference attendance	# of attendees	- Communications and Events Committee - Recognition Committee
	Increase NMA visibility in Communities	Exposure of Chapter and National activities to Communities	March	April	Complete. Committee approved at June 2004 BOD meeting	1. Design and post on NMA website a community release template for chapters to use for community activities i.e. speech contest. 2. Post community release		

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Goal	Initiative	Intended Outcome	Date Initiated	Date Completed	Status	Tactic	Measurement	Responsibility
						example for chapters to use a guideline.		
Individual Members	Send list Directors annually to make contact	Increase service/ communication to individual members		Ongoing				Staff