



STRATEGIC PLAN

FOR

THE CEILINGS AND INTERIOR SYSTEMS
CONSTRUCTION ASSOCIATION

FOR 2018 – 2022

July 2018

Background:

The Ceilings and Interior Systems Construction Association (CISCA) was formed in 1950 (under the name National Acoustical Association, which was soon changed to National Acoustical Contractors Association) by a group of regional contractors who got together to discuss changes taking place within the industry. They decided to meet annually to discuss best practices. The annual meetings proved to be successful and the group expanded from regional to national in membership and the scope of the association began to broaden.

By the late fifties the contractors recognized the importance of working with acoustical manufacturers and a membership category for manufacturers was created. In 1958 the first office of the association was opened in Washington, DC. A bimonthly magazine was created as well as a newsletter during these early years.

When founding member Gerry DeGelleke died, the DeGelleke Award was established to honor an individual whose contributions to the industry and the association are noteworthy. The award is still presented today during the annual convention.

In 1962 the association hired a new association management company, The Breeden Company, and moved the headquarters from Washington, DC to Glenview, Illinois. During the sixties the industry was rapidly changing. There was a growing demand for an integrated systems approach and many acoustical ceiling contractors started diversifying by moving into raised floors, walls and the entire “envelope” of a room. These changes brought about a change in the association’s name to what it is today - Ceilings and Interior Systems Construction Association. As contractors diversified their businesses, there was a growing need for manuals and other material that would help educate workers on the various jobs. The first manual created was the *Ceiling Systems Handbook* and shortly other groundbreaking manuals were created in the seventies and eighties.

In the mid-sixties, CISCA became an international association when a Canadian representative joined the association. Within the next decade CISCA had a president from Canada and steps were being taken to further expand the international scope of the association. Today, CISCA has members in nine countries: United States, Canada, France, Germany, Great Britain, Kuwait, Mexico, South Africa and the United Arab Emirates.

In 1972 CISCA increased its scope of member offerings to include an expansion of education. The culture of CISCA became one of education, improvement and sharing. Networking was done for a purpose and people learned from each other. Members shared their expertise, thoughts, ideas and best practices. This sharing would ultimately benefit the entire industry.

The CISCA office today is located in Oak Brook, Illinois and has a full-time staff of two, an Executive Director and a Program Coordinator. Temporary help is used several times a year and the magazine, meeting planning, video production, accounting, and legal services are outsourced.

CISCA is a 501(c)(6) trade association that serves the acoustical ceilings and interior systems industry with membership categories for contractors; independent manufacturers’ representatives, distributors, manufacturers, service providers and architects and educators.

CISCA's members' greatest need continues to be networking and collaboration. CISCA fosters members meeting and learning from each other. The future of the industry is volatile because many technological changes are evolving that will impact the industry. There are numerous other factors affecting the industry such as the consolidation of companies, healthcare, a dominant non-English speaking work force, generational changes, a decline in the quality of architect plans, and the future of family businesses and transfer of risk. Always a consideration in the industry is an increase in costs for materials as well as education. The industry is sensitive to human safety and comfort and must be aware of continued urbanization. A few current topics that affect the industry are, Chinese technology, wood structures, trade wars and tariffs, American architecture overseas, changes in legal requirements, and energy codes.

Some of the technology changes that will impact the industry are driverless scaffolds, automation, 3D product promotion; use of augmented reality, BIM, automated estimating and take-offs, use of social networks, customized manufacturing, smart clothes such as exoskeletons and modular /prefab buildings.

Over the past year the association re-energized the emerging leaders group and made it more focused. CISCA has been successful in reaching out to younger workers in the industry and getting them involved. There was record attendance at the 2018 Convention and the sponsorship program hit a new high. A relationship was started with WACA and the Gypsum Association. Councils were created to provide more opportunities for involvement within the association. This enabled members to become active in the planning of events and with the creation of technical material. These councils also provided an excellent opportunity for all members to meet others in the industry.

Today, CISCA is known for its networking events, technical publications and education sessions. The annual convention continues to be very well attended and members continue to look forward to this annual event.

FUTURE STATEMENT:

CISCA is the global premier authority for the interior construction, acoustical ceilings and acoustical treatment industry.

CISCA fosters and enables professional development and exchanges for and between association members and industry professionals.

CISCA's expertise will be available 24/7/365 via diverse and state-of-the-art communication channels, interactive opportunities and regional and national events.

CISCA is committed to identifying and addressing trends, diversity and growth of the industry and its participants.

CORE PURPOSE:

CISCA exists to provide the acoustical ceilings and wall systems industry with 24/7/365 expertise via diverse and state-of-the-art communication channels, interactive opportunities and regional and national events.

VISION:

CISCA is the global premier authority for the interior construction and acoustical ceilings industry. CISCA fosters and enables professional development and exchanges for and between association members and industry professionals.

MISSION:

Identify and address trends, diversity and growth of the industry and its members. Communicate CISCA's vision to all members, while fostering excitement and enthusiasm for a transformative, modern association experience. Offer a variety of collaboration and networking opportunities that will attract all CISCA audiences.

Create a structure within CISCA built on easy communication, visibility and accountability that allows volunteers and members to easily connect with the value of the association. Achieve standards of administration which are commensurate with the association's vision and focus on ensuring a positive experience to its volunteers.

Create modern two-way communication between CISCA audiences and the expertise of CISCA's members. Communication should be focused on education, current trends and the member knowledge base. Determine the next steps that allow CISCA to remain the authority in specialty interiors and acoustical ceilings using a modern mode of communication.

VALUES:

Networking
Collaborating
Education
Fun
Communication
Safety
Commitment to helping members grow personally and professionally
Quality
Honesty
Open membership
Positive atmosphere
Resource center
Relationships
Acoustical industry support

MARKETING AND COMMUNICATION PLAN

Q. What groups do we need to serve the most?

A. Those in the acoustical ceilings and interior finishes industry.

Q. What do they need to hear from us?

A. They need networking events to hear about upcoming opportunities in the industry. They also need industry training, insights into current trends, an understanding of issues that could have possible impacts and strategies to overcome challenges. There is also a need for soft skills such as leadership and management training.

Q. What is the best way to find and communicate with those in the industry?

A. By using diverse and state-of-the-art communications channels. Currently, this might include social media, texting, podcasts, videos, YouTube, telephone calls, peer groups, the magazine, and the digital newsletter. It would naturally include conventions and special events.

Q. When will we communicate with them and how often?

A. In-person networking events will be held twice a year. Newsletters will be sent at least weekly and the magazine will be published quarterly. Social media posts will be done weekly. Other communication avenues such as texting, podcasts, videos and telephone calls will be conducted as needed.

Q. How will we evaluate the success of our communication efforts?

A. We will know our communication efforts are having success when participation increases either at the in-person meetings or the number of volunteers on a task force. We will also recognize success when membership increase and retention is stable. The true measure of success occurs when fewer members choose not to renew annually because they are not seeing value in their membership.

OBJECTIVES AND PRIORITIES THIS YEAR:

For the 2018-2019 year:

CISCA will develop a Standard Operating Procedures (SOP) book for the board, councils and task forces. The SOP will provide the information needed for a member to know the purpose of each task force and council, the goals and expectations of each and the time commitment needed to achieve the desired results.

CISCA will define and approve the Strategic Plan and communicate the Vision Statement to CISCA members, while fostering excitement and enthusiasm for a transformative, modern association experience.

A portal system will be implemented to facilitate communications between the CISCA office and volunteers, allowing greater transparency and progress tracking. This portal system will be identified to facilitate professional development and exchanges for and between association members and industry professionals.

A membership plan will be developed by the Membership Council on how to grow the association's membership and a plan to bring more diversity to the association. The membership coordinator will implement these plans, in conjunction with the Executive Director and Membership Council.

PEOPLE DEVELOPMENT PLAN:

To accomplish the above-stated objectives for the coming year, it will be necessary to research and implement a portal. Those that will be using the portal will need to be questioned as to what their vision of it would be, how they would use it, and what content would they like it to contain. This will be crucial to get buy-in from those that will use the portal. The goal will be to have this in place prior to the 2019 Convention.

To develop an SOP, the board will be asked to establish objectives and requirements for volunteering for the board, councils and task forces. This information, along with material currently provided to the groups, will be incorporated into one document that can be put on the CISCA website and referenced to potential volunteers. The goal will be to have this document completed by no later than January 2019.

To develop an Accountability Chart for CISCA staff, outlining all responsibilities needed to support the association's Strategic Plan. An assessment will be made if additional staff are needed to achieve these goals.

RISKS AND OPPORTUNITIES:

With the consolidation of the manufacturer members, this will impact dues and sponsorship income. This may also impact other member groups in the association and could have a negative effect on membership.

The results of the mid-year elections may impact healthcare, taxes and immigration, all of which may impact the Cisca membership.

Cisca will work during the 2018-2019 year to identify ways to bring more value to the membership. This may be through additional education, industry trends articles or more networking opportunities.

SUCCESS MEASURES:

Objective: To develop an SOP for the board, councils and task forces.

Measures: Board to develop criteria, goals and objectives for each.

Staff to reach out to current and past volunteers to ascertain what they would have liked to have known before volunteering.

Staff to create the SOP.

Executive Committee to review by October/November.

Board to review and approve no later than December/January.

Post on Cisca website and include in communications that publication is available.

Objective: To secure a portal to facilitate communication with volunteers.

Measures: Staff and executive committee to research portal options and select two or three they think would meet Cisca's needs.

Staff to reach out to those who would use the portal and obtain their input on what they think is important and which of the options would best fit what they need.

Staff to implement portal and put instructions out on how to use it. This is to be done no later than the 2018 Fall Conference.

Objective: To secure a portal to facilitate professional development and exchanges for and between association members and industry professionals.

Measures: Staff and executive committee to research portal options and select two or three they think would meet Cisca's needs.

Staff to reach out to those who would use the portal (all Members) and obtain their input on what they think is important and which of the options would best fit what they need.

Staff to implement portal and put instructions out on how to use it. This is to be done no later than the February 2019

The success of the above two will be measured by the feedback of users. For the SOP it will be an increase in willingness to volunteer and the task forces and councils developing programs that fit with the board's objectives.

For the portal, it will be the number of volunteers using the system.

GOALS AND OBJECTIVES FOR YEARS TWO TO FOUR:

Create a structure (SOP) within CISCA built on easy communication, visibility and accountability that allows volunteers and members to easily connect with the value of the association. This should also focus on ensuring a positive experience to its volunteers.

Create modern two-way communication between CISCA audiences and the expertise of CISCA's members. Communication should focus on education and current trends.

Offer a variety of collaboration and networking opportunities that will attract all CISCA audiences.

Determine the next steps that allow CISCA to stay the authority in Specialty Interiors and Acoustical Ceilings using a current mode of communication.

MANAGEMENT PLAN:

The plan will also be reviewed by the Executive Director and the incoming President annually at the start of the new President's term. This review will consider accomplishments and new or incomplete strategies. This plan will also be reviewed by the Executive Committee during their January in-person meeting and any recommendations for revisions or changes should be made to the board for adoption during their next in-person meeting.

The board shall review this plan at the in-person meetings held in conjunction with the convention and fall conference. Any changes should be made during the reviews.

THE ACTION PLAN:

Each council shall report to the board how their decisions made relate to this plan. Their report is to include how the decision benefits the membership and furthers the future vision of the association.

The executive director and staff shall work closely with the board and councils to ensure that all events and programs benefit the membership and furthers the future vision of the association.