



MPI Verified Facilitator Guidelines

INTRODUCTION

These guidelines were created by Meeting Professionals International to provide an outline of the minimum acceptable standards for anyone who will be facilitating MPI Chapter Board Retreats (*both Annual & Mid-Year*). The goal is for facilitators to have a comprehensive understanding of and be well versed in MPI's overall objectives for its Chapters (*and for the MPI brand*); and to have access to effective facilitation skill builders and additional resources. These minimum guidelines may be "added to" which will allow for a facilitator's unique presentation style - *but reflect the minimum standards all Chapter retreat facilitators must adhere to.*

PRIMARY PURPOSE

The primary purpose of an MPI Chapter Board Retreat is to develop a clear, concise and attainable roadmap for a fiscal year, which will provide clarity on not only "what" a Chapter Board of Directors will do to achieve their goals, but "how" they will execute them. As a result of the retreat work-product, Volunteer Chapter Leaders should always be able to answer YES to the question, "*Are we meeting the needs of our membership?*"

MPI FACILITATOR JOB DESCRIPTION

WHAT IS A FACILITATOR?

A facilitator is an individual who enables groups and organizations to work more effectively; to collaborate and achieve synergy. They are a 'content neutral' party who do not take sides or express or advocate a point of view during the meeting, can advocate for fair, open, and inclusive procedures to accomplish the group's work. They are the one who contribute structure and process to the group's interactions, so they can function effectively and make high-quality decisions. They are a helper and enabler whose goal is to support others as they achieve exceptional performance. The MPI Chapter Board Retreat facilitator's job is to support everyone to do their best thinking. To do this, the facilitator encourages full participation, promotes mutual understanding, and cultivates shared responsibility. By supporting everyone to do their best thinking, a facilitator enables group members to search for inclusive solutions and build sustainable agreements.
Definition Provided by the International Association of Facilitators

EDUCATION AND EXPERIENCE

MPI Verified Facilitators should have significant experience in organizational leadership roles and/or project management; have held a leadership position within an MPI Chapter, preferably that of President; and, be current members of MPI in good standing.

SKILLS

Understanding of and/or proficiency in the following areas:

- Governance, including Bylaws, Policies and Procedures, and Robert's Rules of Order
- Chapter Leadership Experience
- Communication Skills
- Presentation, Training and Facilitation Skills
- Financial Management Expertise

- Business Plan Development
- Conflict Resolution
- Supportive of MPI

Facilitators will be working with the Office of the President (primarily the President-Elect for the annual retreat and President --- and to some extent the President-Elect --- for the mid-year) to understand the desired outcome(s), which need to be consistent with MPI guidelines.

The primary responsibility is then to:

- Design and plan the group process in conjunction with the Chapter Leadership and recommend the tools that best help the Board members progress towards that outcome.
- Guide and control the retreat to ensure that:
 - There is effective participation.
 - Board members achieve a mutual understanding of goals, objectives, and their individual and collective roles in the success of the chapter.
 - Their contributions are considered and included in the ideas, solutions, or decisions that emerge.
 - Participants take shared responsibility for the outcome.
- Ensure that outcomes, actions, and questions are properly recorded and actioned, and appropriately dealt with afterwards.

DUTIES

Facilitators must serve as professional role models, be able to lead discussions effectively, and talk about potentially difficult issues in a professional manner. Additionally, they must be proficient in training or teaching others and being their guide through leadership or group bonding activities. The facilitator is responsible for initiating the first retreat planning call to discuss retreat format and presentations, prepare agenda, retreat set-up, logistics – travel, accommodations, transportation, etc. In addition to Chapter representatives, the MPI Chapter Operations Team member should also be included. The facilitator is responsible for the post retreat evaluation form and completing the facilitator report form.

WORK COMMITMENT

MPI Chapter Board Annual Retreats are generally two full days and are held Mid-September through November. MPI Chapter Board Mid-year Retreats are optional and may be 1 to 1½ days held April through June.

DOCUMENTS FOR RETREATS: REVIEW, DEVELOP, COMPLETE

- Business Plan: Template is updated annually and found under CLRP/Compliance/December 1 Compliance
- Budget: There is no required template for the Budget
- [18-24 MPI Calendar Chapter Calendar of Events Template](#)
- Dashboard: Located on the CLRP under the Chapter Metrics button
- Demographic Report: Located on the CLRP under the Chapter Metrics button
- Membership and Chapter Satisfaction Chapter Specific Report: Located on the CLRP under the Chapter Metrics button
- MPI Verified Facilitator Feedback Report: Located on the CLRP under the Facilitator tile.
- Retreat Participant Survey: This survey is provided annually through the Facilitator Community in the announcement section. Provide this survey to your retreat participants at the close of the retreat.

SHADOWING PROCESS

Role of the training facilitator:

1. Listen in on OOP Retreat prep calls
2. On-the-job shadowing and review - 1 required to complete the program criteria
3. Specific task within Retreat for seasoned facilitator to observe and offer feedback
4. 1-2 separate reviews of trainee experience from a member of OOP and perhaps someone from the Board.
5. Who pays for this?
 - o Flights or local travel – Facilitator in training
 - o Room and Meals - Chapter, if willing/comp'd. If not, Facilitator in training
6. Facilitator 1:1 calls with at least 2 facilitators to discuss different scenarios and opportunities where Retreats have been successful or had specific challenges and how they have overcome them.

Role of the facilitator being shadowed:

1. Discussion between facilitator and trainee on expectations at retreat — typically not in the pre-retreat calls with the Board.
2. Full debrief of retreat experience — good, bad and opportunities
3. Feedback given for strengths and areas of focus
4. Final recommendation of next steps for trainees — whether they move up or move out or need more training.

EVALUATION

1. Each season a compiled list of Chapters, Facilitators and Trainers (if there was one) will be managed by the FACT Committee to ensure completion of surveys, feedback gathering/review and overall process.
2. Evaluation is based on the Overall Satisfaction of Facilitator question from the Participant Post Retreat Survey.
3. At the conclusion of the season, all scores are tabulated and shared with the Chapter and Membership Advisory Council.
4. If someone passes, they simply move on to next season and receive all feedback available to share on their performance.
5. If the Facilitator underperforms, new Facilitators may be coached. If they are seasoned Facilitators (4+ retreats) and they have poor performance, that is a 1:1 conversation with the Chair of the FACT Committee to gather the big picture.
6. If a Facilitator should receive an evaluation of a 3.5% or lower on any retreat, the FACT committee will inform both the Chair of CMAC and the Facilitator of the score. The Chair of the FACT committee will reach out to both the Facilitator and the Chapter they supported to gather information on the possible reason for the low score. There are three sides to every story, so an investigation needs to take place before any action is warranted.
7. If the original evaluation was not a direct reflection of the Facilitators' performance, the option to return to that Chapter will be made by all parties (Chair of CMAC, FACT, Facilitator and Chapter President).
8. If a Facilitator has an average of 3.5% or higher on an annual score (both retreats averages together) they are able to continue in the program.
9. If a Facilitator has an average lower than 3.5% on an annual score (both retreats averages together) in a calendar year, the evaluation of their ability to continue in the program will be guided by FACT and the Chair of CMAC with the Facilitator directly.
10. If a Facilitator is removed from the program, they will have the ability after 1 calendar year to reapply to the program. This will require a full restart of their application, training and shadowing process to be considered.

HIATUS AND RE-ENTRY

Should a Facilitator choose to opt out of the program for a period of more than two years, they will be

required to complete a portion of the application and training process when the application process re-opens. They will not be required to complete the shadowing section of the initial application process.

EXIT PROCESS

Should a Facilitator cease working with an individual Chapter, they will manage the exit process and help facilitate a recommendation and proper transition to a new Facilitator.

THE BACKUP PROCESS

In the unlikely event a Facilitator is unable to attend a contracted Retreat, they will work with the Chapter President to source a suitable substitute for their absence. Notification will be sent to the Chair of the FACT Committee and the MPI Chapter Operations Team managing the chapter.

Fees

Facilitators may negotiate rate/fees based expectations defined by both the Chapter and the Facilitator. All compensation conversations between Chapter and Facilitator are confidential and up to both parties to support and final outcomes. All fee guidelines above are only suggested parameters to help new Chapter Leaders understand the value a Facilitator brings to their year of leadership with skills and expectations.

Level 1

- \$850 + per retreat plus travel and hotel
- Current MPI Member in good standing; member for 3+ years
- Service on MPI IBOD, BOD, CMAC or Global MPI Committee for a minimum of 1 year
- 2 references/recommendations
- Proficient in at least one area of expertise/facilitator focus Chapters need for strategic planning
- Participation or attendance at WEC/Chapter Leadership Summit within last 3 calendar years, demonstrates a continued involvement in MPI

Level 2

- \$1,500+ per retreat plus travel and hotel
- Current MPI Member in good standing; member for 3+ years
- Service on MPI IBOD, BOD, CMAC or Global MPI Committee for a minimum of 2 years
- Solo facilitated at least 1 retreat for an MPI Chapter in North America
- Two references/recommendations from within the MPI Community and maintains a review rating of 3.5% or higher based on retreat scores.
- Proficient in at least two areas of expertise/facilitator focus Chapters need for strategic planning
- Participation or attendance at WEC/Chapter Leadership Summit within last 3 calendar years, demonstrates a continued involvement in MPI

Level 3

- \$2,000+ per retreat plus travel and hotel
- Current MPI Member in good standing; member for 5+ years
- Service on MPI IBOD, BOD, CMAC or Global MPI Committee for a minimum of 3 years
- Solo facilitated at least 3 retreats for an MPI Chapter in North America
- Two references/recommendations from within the MPI Community and maintains a review rating of 4.0% or higher based on retreat scores.
- Proficient in all areas of expertise/facilitator focus Chapters need for strategic planning
- Participation or attendance at WEC/Chapter Leadership Summit within last 3 calendar years, demonstrates a continued involvement in MPI

ANNUAL CHAPTER BOARD RETREAT MINIMUM GUIDELINES

The following represents minimum recommendations for successful MPI Chapter Board Retreats. While this list references an ideal situation, it is important that facilitators have flexibility when working with the Volunteer Chapter Leaders and can add to this process when necessary. A facilitator's role is to guide conversations – *not teach*. They are a 'content neutral' party who by not taking sides or expressing or advocating a point of view during the meeting, can advocate for fair, open, and inclusive procedures to accomplish the group's work.

OVERVIEW - PHILOSOPHICAL VIEW

1. Utilize the Recommended Retreat Agenda (**below**)
2. Work with the Chapter Operations Team (whether in attendance or not) in advance of the retreat to prepare for the needs of the Chapter. Gather data as needed from the Chapter Operations Team and discuss items which should be covered including the Chapter strengths, weaknesses, and opportunities.
3. Collaborate with the Chapter President and Chapter Operations Team in developing the agenda --- identifying who is responsible for what in developing the agenda.
4. Understand who and what the MPI customer base is and how that translates into the Chapter goals.
5. Have a clear understanding of the MPI Chapter and Global website (must be able to direct questions to the appropriate locations on the Chapter Leader Resource Page - CLRP)
6. Keep retreats more strategic (high level) than tactical. Understand the difference of what should be done at committee levels and what is board discussion.
7. Utilize team building activities and/or exercises when appropriate to reinforce the retreat agenda goals.

GOALS (OBJECTIVES) – DEVELOPING THE CHAPTER'S ROADMAP

1. Work with the Chapter leadership team regarding expectations and properly identifying Chapter objectives.
2. Develop and distribute a brief pre-retreat survey to the board to gain information for the agenda and to identify expectations.
3. Reinforce with the board members that the Chapter operates as a business and emphasize the roles that they play in that process.
4. Review Chapter Reporting criteria.
5. Make certain that the agenda and any retreat activities ensure that the Chapter Board of Directors leaves the retreat with a Business Plan, Budget, and 18-24 Month Calendar (should be well underway as part of transition prior to annual retreat and finalized at retreat).
6. Provide the Chapter Operations Team with a standardized post retreat follow-up report via the form on the CLRP.

TASKS (ACTION ITEMS) - HOW TO ACCOMPLISH THE OBJECTIVES

1. Address leadership challenges such as accountability and how to manage volunteers, conflict management, and managing the expectations of the membership.
2. Discuss Chapter demographics and how they play a role in developing the Chapter budget, education plan, and business plan. The demographics report can be found on the CLRP under Metric Reports. It is updated twice annually – January and July.
3. Cover metrics --- what they are, why we have them and how to utilize them, as well as dashboard implementation (in the event the Chapter Operations Team is not in attendance).
4. Assess Chapter programs to advise on methods to strengthen and streamline Chapter activities.

ANNUAL RETREAT TIMELINE

Ideally the retreat dates for both the Annual and Mid-year Retreats should be set during the preceding year and the same facilitator is chosen for both retreats in the fiscal year. **Suggested pattern for Annual Retreat:** Mid-September - November

When?	Person(s) Responsible	Action
May	President-Elect (<i>sitting</i>)	Format and send Annual Retreat RFP Interview and secure Annual Retreat Facilitator. NOTE: Include your Chapter Operations Team in this process
July	President-Elect (<i>sitting</i>)	• Annual Retreat Review with Chapter Operations Team • Confirm Annual Retreat Dates & location w/candidates during interview process • Finalize Facilitator Annual Retreat Agreement • Work with facilitator on Annual Retreat Agenda
August	President-Elect (<i>sitting</i>)	• Continue Retreat Facilitator agenda calls • Finalize initial retreat agenda • Immediately after the next year's board is approved and notified the PE, with coaching from the facilitator: 1. Sends a welcome email to the new board. This email will include all the details of the retreat, such as the name of the facilitator, location, times, agenda template, standard objectives, and outcomes. Each team will also understand that they will be receiving their pre-retreat assignments at least 4 weeks prior to the retreat. 2. Sends an email to each department of the outgoing and incoming boards (membership, education, communications, finance, office of the President) emails (suggested template is included in the Documents for Retreat). The purpose of this email is to create an opportunity for the outgoing board and the incoming board members from each department to get together, discuss what worked in the past year, what didn't, and based on that, where do they need to focus moving forward. 3. The Transition Meeting creates a chance for healthy transition of board members allowing the experienced board member to assist the newer board members in building the best goals for the department and most importantly, creates ownership for the board members in setting their goals, coming to the retreat prepared and fully briefed for their new area.
4 Weeks Prior to Retreat	President-Elect (<i>sitting</i>) (with guidance from the Facilitator)	The pre-arrival agenda and pre-work is sent out.
1 Week Prior to Retreat	Appropriate Board Members	1. Outgoing board completes the first pass of the business plan, budget and calendar. 2. Whoever is in-charge of the business plan (Chapter Administrator or President Elect) will pre-populate the business plan with the goals that have been received prior to the retreat.
Close of Retreat	Facilitator	Provides participant survey to all retreat participants. This may be done via QR code inserted in presentation or via the URL in an email follow-up. Survey codes are provided in the Facilitator Community before retreat season.
No More Than 3	Facilitator	Complete Facilitator Feedback form (CLRP/Facilitator Program/Reporting

Days After Retreat		
7 Days After Retreat	Chapter Administrator (or appropriate Board Member)	All/any changes are made to the business plan and sent to the incoming Board for final review and for them to fill in their action plans as needed.
10 Days After Retreat	Facilitator	Facilitator reviews Chapter compliance documents and provide feedback to Board prior to the submission to MPI Global.
December 1	President-Elect (<i>sitting</i>)	Submit all finalized business documents (Business Plan, Budget, 18-24 Month Calendar, updated Bylaws and Policy Manual) to Chapter Operations Team

RETREAT AGENDA DEVELOPMENT - Determining the Retreat Objectives with the Chapter Operations Team and the Chapter President

Determining Chapter Specific Goals & Objectives:

- What are the biggest priorities for the coming year and do they align with the overall MPI goals?
- What has been missed at previous retreats or what might have been done?
- What causes the Chapter and/or the Chapter leadership pain right now?

Executing Goals & Objectives from MPI Global:

- In order to execute the goals and objectives of MPI, the facilitator must fully understand them. The Chapter Operations Team and Chapter retreat facilitator are the chapter partners in helping the board understand these and succeed. If you have questions, ask the Chapter Operations Team for clarification during the pre-retreat calls.
- Include the time zone on all written agendas. This aids our Chapter Operations Team in ensuring calendar availability.
- Invite the Chapter Operations Team member to retreat planning calls. They will attend as available.
- As the agenda is being developed, please check with the Chapter Operations Team member to ensure availability before it is initially distributed to the Chapter.

Setting the Tone for the Year:

- The future of Chapter leadership is all about having a clear vision for the future, effectively communicating that vision, and ensuring that the chapter leaders have the tools they need to be successful.

SUGGESTED PROCESSES

1. *Transition Process:* The outgoing board member should be including the incoming board member in the end of the year committee meeting(s); discussing the projected goals with the committee; and, building a draft of action items for moving forward. The teams are then able to start immediately after the retreat with only minor adjustments as determined by the board during the retreat.
2. *Initial Planning Meetings:* These meetings should consist of reviewing the budget, determining how they did from the previous term, and deciding what adjustments they are requesting in the new budget moving forward for budget discussions at the retreat. The adjusted budget requests are submitted with the presentation enabling the Administrator or VP of Finance to have the draft budget ready for review at the retreat. The outgoing Board will approve the budget for the following year.
3. *Business Plan Development:* A Chapter Business Plan template can be found on the CLRP.

4. 18-24 Month Calendar Development: An 18-24 month calendar template can be found on the CLRP. Please note the template is static. All current dates to add to the annual calendar will be provided via the MPI Global Updates.
5. Budget Development: There is no formal template required for Chapter budgets.
6. Global Update Video: A global update video Will be provided by MPI Global for each retreat season. It is the best practice to allow time in the agenda to play the video live and offer a Q&A session with the Chapter Operations Team member.
7. Additional: The remainder of the retreat schedule should be collaboratively discussed between the PE, Facilitator, Chapter Operations Team, and the new incoming PE to determine additional training elements or team building that will best suit the board at that time. It is important for the PE to put a required deadline on expected action items and hold their teams accountable to having the pre-work submitted in advance of the retreat.

Mid-Year Chapter Board Retreat Minimum Guidelines

The following represents minimum recommendations for successful MPI Chapter Mid-year Retreats. While this list references an ideal situation, it is important that facilitators have flexibility when working with the Chapters and can add to this process when necessary. A facilitator's role is to guide conversations – not teach. They are a 'content neutral' party who by not taking sides or expressing or advocating a point of view during the meeting, can advocate for fair, open, and inclusive procedures to accomplish the group's work.

OVERVIEW - PHILOSOPHICAL VIEW

1. Utilize the Recommended Mid-Year Retreat Agenda.
2. Work with the Chapter Operations Team (whether in attendance or not) in advance of the retreat to prepare for the needs of the Chapter. Gather data as needed from Chapter Operations Team and discuss items, which should be covered including the Chapter strengths, weaknesses, and opportunities.
3. Continue to reinforce the understanding of who and what the MPI customer base is and how that translates into the Chapter goals. Have a clear understanding of the MPI Chapter and Global website (must be able to direct questions to the appropriate locations on the Chapter Leader Resource Page - CLRP)
4. Continue to keep retreats more strategic (high level) than tactical. Understand the difference of what should be done at committee levels and what is board discussion.
5. Utilize team building activities and/or exercises when appropriate to reinforce the retreat agenda goals.

GOALS (OBJECTIVES) – CONTINUING THE DEPLOYMENT OF THE CHAPTER ROADMAP

1. Work with the Volunteer Chapter Leaders regarding expectations and properly identifying Chapter objectives for the remainder of the year.
2. Develop and distribute a brief pre-retreat survey to the board to gain information for the agenda and to identify expectations.
3. Reinforce with the board members that the Chapter operates as a business and the roles that they play in that process.
4. Review the Chapter Business Plan to see where a Chapter stands YTD, what needs to be completed for the remainder of the year, and how that relates to current Chapter metrics. Confirm all progress to date percentages are accurate and updated.
5. Review of “present” time, what’s working well, what is the current energy level of the Chapter.
6. Have a clear understanding of the MPI Chapter and Global website and be able to direct questions to appropriate locations.
7. Provide the Chapter Operations Team and Chapter a standardized follow up report on actions put into place during retreat.

TASKS (ACTION ITEMS) - HOW WE ARE GOING TO ACCOMPLISH OUR OBJECTIVES

1. Assess all programs of the Chapter to determine what stays, what goes and what can merge together to streamline the Chapter activities.
2. Review/brainstorm of what is possible in the Chapter for the remainder of the year and how it relates to the Chapter's metrics.
3. Conduct a financial forecast process to project year-end revenues and expenses.
4. Address leadership challenges such as accountability, how to manage volunteers, conflict management, and managing the expectations of the membership.

MID-YEAR RETREAT TIMELINE

Ideally the retreat dates for both the Annual and Mid-year Retreats should be set during the preceding year and the same facilitator is chosen for both retreats in the fiscal year. Encouraging the Chapters to choose dates that are consistent year-to-year (e.g.: the 3rd week of October and May. Being proactive by defining standing dates in planning efforts (including recruitment, etc.) will increase participation. **Suggested pattern for Mid-Year Retreat:** Mid-April - June

When?	Person(s) Responsible	Action
November	President-Elect (<i>sitting</i>)	- Format and send RFP for Mid-Year Retreats. (NOTE: Held Mid-November thru Mid-January) - It is ideal to carry facilitators through a full calendar year for consistency - Also consider changing facilitators after 3 consistent years of engagement
December	President-Elect (<i>sitting</i>)	- Secure Mid-Year Retreat dates & Facilitator - Finalize Mid-Year Retreat Facilitator Agreement
March	President (<i>sitting</i>)	- Mid-Year Retreat Agenda Call with Facilitator & Chapter Operations Team (September – October) - Finalize Mid-Year Retreat location details and dates
Mid -April - June	President (<i>sitting</i>)	Mid-Year Retreats take place
2 Months Prior to the Retreat	President-Elect (<i>sitting</i>), President (<i>sitting</i>) & Facilitator	The facilitator is chosen and the initial conference call takes place with the PE, current President, Chapter Operations Team & facilitator. The facilitator is then included in all communication specific to the retreat.
4 Weeks Prior to Retreat	President (<i>sitting</i>) (with guidance from the Facilitator)	The pre-arrival agenda and pre-work is sent out.
1 Week Prior to Retreat	Chapter Admin (or appropriate Board Member)	Whoever is in-charge of the Business Plan (<i>Chapter Admin or appropriate Board member</i>) will pre-populate the proposed updates to the business plan with the goals from the presentation slide that have been received prior to the retreat and confirm all progress percentages are accurate and updated.
Close of Retreat	Facilitator	Provides participant survey to all retreat participants. This may be done via QR code inserted in presentation or via the URL in an email follow-up. Survey codes are provided in the Facilitator Community before retreat season.
1 Day After Retreat	Chapter Admin (or appropriate Board member)	Distribute post retreat evaluation to each retreat attendee. Compilation of results needs to be distributed to the Board, Chapter Operations Team and Facilitator.
No More Than 3 Days After Retreat	Facilitator	Complete Facilitator Feedback form (CLRP/Facilitator Program/Reporting)
7 Days After Retreat	President (<i>sitting</i>) (Or Chapter Admin)	All/any changes are made to the business plan and it is sent out to the Board for final review and for them to fill in their action plans as needed.

RETREAT AGENDA DEVELOPMENT - Determining the Retreat Objectives with the Chapter Operations Team and the Chapter President

Determining Chapter Specific Goals & Objectives:

- What are the biggest priorities for the remainder of the year and transitioning into next year?
- What has been missed at the annual retreat that can be covered during the mid-year retreat?
- What causes the Chapter and/or the Chapter leadership pain right now?

Executing Goals & Objectives from MPI Global:

- In order to execute the goals and objectives of MPI, the facilitator needs to fully understand them. The Chapter Operations Team and Chapter retreat facilitator are Chapter partners in helping the board understand these and succeed. If you have questions, ask the Chapter Operations Team for clarification before the retreat.
- Include the time zone on all written agendas. This aids our Chapter Operations Team in ensuring calendar availability.
- Invite the Chapter Operations Team member to retreat planning calls. They will attend as available.
- As the agenda is being developed, please check with the Chapter Operations Team member to ensure availability before it is initially distributed to the Chapter.

SUGGESTED PROCESSES

- Succession and Transition Planning: Discussions should be taking place regarding both processes including finalizing a formal Transition Plan process for all teams the collective board.
- Additional: The remainder of the retreat schedule should be collaboratively discussed between the PE, Facilitator, Chapter Operations Team, and the new incoming PE to determine additional training elements or team building that will best suit the board at that time. It is important for the PE to put a required deadline on expected action items and hold their teams accountable to having them pre-done in advance of the retreat.

SUGGESTED ANNUAL & MID-YEAR RETREAT AGENDA

Date	Program Details	Comments
	Retreat Opening - Welcome - Introductions	- President - President & Host Venue
	Expectations of Attendees Insert on Agenda & Review with attendees Retreat Objectives set by President & Chapter Operations Team	Facilitator
	Agenda Review	Facilitator
	Team Building Activity/Ice Breakers <i>(Optional)</i>	Facilitator
	Updates from MPI - A Global Update video will be provided by Global to be played by facilitator with appropriate time for Q&A.	Chapter Operations Team
	Final Review, Revision and Finalization of Business Plan, Calendar and Budget	Facilitator
	Chapter Specific Discussions: - Mid-Year Retreat Pre-Planning <i>(@ Annual if applicable)</i> - Succession Planning <i>(@ Mid-Year)</i> - Nomination Process <i>(@ Mid-Year)</i> - Transition Planning <i>(@ Mid-Year)</i> - Misc. as identified by Chapter <i>(@ Both)</i>	Facilitator
	Parking Lot Review	Facilitator
	Retreat Participant Evaluation	Facilitator and Board
	Adjourn	

To be added in when agenda evolves:

- Review of Key Accomplishments and Take-Aways from Day One
- Meals and breaks
- Team building activities and icebreakers
- Evening activity(s) *(if applicable)*
- Venue site visits *(if applicable)*

Make these **SMART Goals** (Specific, Measurable, Attainable, Realistic and Time Sensitive)... and when at all possible, make sure you are tying them back to the metrics. **SMART Goals** focus on the big picture, not tactical action items.

Example:

- Strategic Goal: Increase Chapter's Retention Rate by 4%
- Tactical Action: Develop a New Member On-Boarding Program
- Tactical Action: Create an Ambassador Program