

HOW TO USE THIS BUSINESS PLAN

Key Points

- Work with your facilitator and board members to create this plan. Depending on your retreat agenda plan and facilitator's preference, you might be asked to work with your board to create the plan in advance of or onsite at the retreat.
- Each section of the business plan aligns with one of your key board members in addition to the three (3) core areas of performance standards by which your chapter is measured:
 - Membership = VP of Membership
 - Education = VP of Education
 - Finance = VP of Finance
- This business plan is a living, breathing document that should be constantly updated. At every board meeting, conduct a quick review of the stage of completion for each goal. Mid-year optional retreats are a great opportunity to revisit and update this plan so that you can finish the year strong.

Glossary

Performance Standard or Metric – Key performance indicators for chapter success. In the Business Plan below, include the Performance Standard or Metric in the initial (gray shaded) row associated with Objectives.

Metric Incentives – Seven (7) statistical goals tied to high-performing chapter standards, which qualify chapters to receive incentives and recognition at the annual chapter performance awards.

Objectives/Actions – Steps your chapter will take to achieve minimum performance standards or metric incentives. The first (gray shaded) row should reflect the Objective (or goal). Action items should be listed in the following (white) rows as supporting activities to reach the Objective.

- Objectives (gray shaded rows) – SMART Goals (specific, measurable, achievable, relevant, timely). They should tie directly to the mission, vision, performance standards and/or metrics. All chapter activities should align with the overall direction of the global organization. (see an example below)
- Action (white rows) – The volunteer/committee work needed to achieve the objectives (see example below)

Performance Standard or Metric	Objectives/Actions	Description	Owner	Collaborations	Completion Date (no later than)	State of Completion
Non-Student New Member Growth	Objective 1 Achieve 5% Net Member Growth	Recruit XX Members by end of term through targeted Membership programs and initiatives	VP Membership	Director of Member Care, Director of Member Recruitment	6/30/2022	0%
	Action: Develop and Activate Member Recruitment Committee with a total of (3) volunteers	<ul style="list-style-type: none"> • Conduct (1) annual Member Recruitment Drive beginning Aug. 1 		Director of Member Recruitment	May 24	0%
	Action: Develop and Activate Member Care Committee with a total of (3) volunteers	<ul style="list-style-type: none"> • Conduct (4) Master Your Membership & Networking Events 		Director of Member Care	July 15 Oct. 23 Jan. 22 April 17	0%
	Action: Partner with Special Events on Volunteer Recognition Event In May prior to Gala	<ul style="list-style-type: none"> • Produce Member VIP Recognition Event and award (4) chapter membership renewals • Award member recruitment prize 		Director of Member Care	May 24	0%

Owner – The main point person to manage the objectives/actions. Should be a position title and not a name.

Collaborators – Other departments or committees involved in achieving the objective or action.

Completion Date – The date the objective needs to be achieved.

State of Completion – The current percentage of the goal that has been achieved.

MPI ROCKY MOUNTAIN CHAPTER

2023-2024 BUSINESS PLAN

MPI Global Vision Statement: Leading and empowering an inclusive meeting and event community to change the world.

MPI Global Mission Statement: Connect the global meeting and event community to learn, innovate, collaborate and advocate.

Chapter Performance Standards: Scores below are based on **Sustaining** performance (eligible for metric incentive points) and should be considered minimum benchmarks. For a glossary of terms and instructions on using this business plan, refer to the guide on page 1.

Membership Satisfaction & Growth	Leadership & Engagement	Administration & Finance	Communication & Brand	Educational Events
Member Satisfaction: <i>61 – 70%</i>	Succession: Complete board slate due to MPI Global by <i>March 1</i>	Compliance: All documents filed with MPI Global by <i>June 15</i>	Community Presence: <i>Maintain current info on website and at least one social media outlet</i>	Educational Events: <i>4 educational events.</i>
Member Retention without Students: <i>68.1 - 73%</i>	Volunteer Engagement: <i>Maintain a healthy pipeline</i>	Governance: Update chapter bylaws & policy manuals by <i>June 15</i>	Brand Compliance: <i>Meet guidelines consistently & in timely manner)</i>	Education Content Satisfaction: <i>4.22-4.32% survey score</i>
Net Member Growth: <i>0.1 -3%</i>	Global Trainings: Participation in mandated programs: <i>Chapter Leader Training, global calls etc.</i>	Net Profit: <i>0 - 1%</i>		
		Reserves as % of Fixed Annual Operating Expenses: <i>25.1-75%</i>		

Membership:

Note: Membership goals should be reflective of growth, retention, engagement, satisfaction, etc.

Performance Standard or Metric	Objectives/Actions	Description	Owner	Collaborators	Completion Date (no later than)	State of Completion
Member Satisfaction & Growth	Objective 1	Implement a plan to increase participation in Chapter Needs Assessment and overall reported satisfaction	VP of Membership	VP of Communications, Director of Publications, President Elect & Chapter Administrator	06/30/24	75%
Member Satisfaction: 61%-70% 71% or higher = 2 incentive points	Action 1	Develop a strategy to increase member participation in Global's survey to increase satisfaction scores to 71%	Director of Member Care	Director of Publications & Chapter Administrator	3/15/2024	100%
Member Satisfaction Response rate 12% chapter needs	Action 2	Achieve a 17% response rate on MPIRMC Member Survey 2022=17% / 2023 = 13%	Director of Member Care	President Elect, Director of Publications & Chapter Administrator	4/30/24	50%
Member Satisfaction & Growth	Objective 2	Increase member retention through engagement and collaboration and clear demonstrated value for the member	VP of Membership	Director of Member Care	06/30/24	100%
Member Retention Without Students: 68.1 - 73%	Action 1	Create an outreach strategy to achieve Global goal of 73% or	Director of Member Care	Entire Board & Committee Chair	6/30/24	100%

		higher Member Retention w/o Students.				
	Action 2	S.M.A.R.T. GOAL 2.2: Create connection opportunity (interest form) in the RMC region outside of the Denver Metro area to promote inclusion	Director of Member Recruitment	VP of Membership, Director of Member Care, VP of Finance & Director of Publications	6/30/24	100%
	Action 3	S.M.A.R.T. GOAL 2.3: Execute one MPI Rocky Mountain Fam Fam	VP of Membership	Director, Communications	6/30/24	100%
Member Satisfaction & Growth	Objective 3	Continue to grow MPI RMC membership through innovation, engagement, and enthusiasm for the industry, demonstrating clear value in membership	VP of Membership	Director of Recruitment	06/30/24	100%
Net Member Growth: 0.1 -3% 3% = High Performing Member	Action 1	Achieve 3% member growth (net total at 6/30/24 = 321 members).	Director of Recruitment	Director of Leadership Development, Director of Communications & Recruitment committee	6/30/2024	100%
Member Satisfaction & Growth	Objective 4	Execute membership recognition opportunities often and publicly	VP of Membership	OOP	06/30/24	25%
	Action 1	Distribute (4) member awards at annual chapter gala to highlight members who have gone above and beyond to elevate MPIRMC.	VP of Membership	President, Director of Recruitment, Director Leadership Development, Director of Special Events & Director of Publications	6/30/24	0%

	Action 2	Develop a supplier member survey and distribute to supplier members outside of Denver Metro to determine how they measure the ROI of their membership, sponsorship, and event attendance	Director of Member Recruitment	VP of Finance, Chapter Administrator & Director of Sponsorship	12/31/23	50%
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Education:

Note: Education goals should be reflective of driving attendance, providing clock hours, meeting member's content needs, etc., not a list of chapter events.

Performance Standard or Metric	Objectives/Actions	Description	Owner	Collaborators	Completion Date (no later than)	State of Completion
Education	Objective 1	Provide educational opportunities to student members	VP of Education	BOD	06/30/24	0%
	Action 1	Plan and execute (1) panel discussion for college students	VP of Education	Director of Special Events, Director of Publications,	10/31/23	0%
	Action 2	Research career fairs, Junior Achievement, etc. to determine educational opportunities for students and provide results to board	VP of Education	Director of Leadership Development & Director of Education	12/31/23	0%
	Action 3	Attend at least (1) career day or Career fair at local high school to talk	VP of Education	Director of Education, VP Membership	5/31/24	0%

		about careers in meeting and events				
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Education	Objective 2	Increase attendance at educational events	VP of Education	Director of Education	06/30/24	0%
	Action 1	Increase average attendance for educational events by 20% over 2022-2023 (Target = 54)	Director of Education	VP of Education & Director of Publications	6/30/24	0%
	Action 2	Execute a minimum of two (2) non-lunch events	Director of Education	VP of Communications, Director of Special Events & Director of Publications	4/30/24	0%
	Action 3	Create a tactile space (flip chart, white board, etc.) for meeting ideas in foyer for (6) education programs	Director of Education	Director of SE/SA	4/30/24	0%
Education	Objective 3	Make educational programs more profitable	VP of Education	Director of Education	06/30/24	0%
	Action 1	Determine and confirm (6) education topics for six educational programs	Director of Education	VP of Education	10/15/23	0%
	Action 2	Execute a minimum of (2) educational programs with no speaker fees	Director of Education	VP of Education	12/31/23	0%

Marketing & Communication:

Note: Marketing & Communication goals should be reflective of growth opportunities in marketing the chapter, reach of membership, development of new outreach initiatives, etc.

Performance Standard or Metric	Objectives/Actions	Description	Owner	Collaborators	Completion Date (no later than)	State of Completion
Communications & Brand	Objective 1	Create a plan to guide and enhance Marketing and Social Media efforts	VP of Communications	OOP	12/31/24	90%
	Action 1	Create a brand guideline and policies document to include social media posts submission process.	VP of Communications	Director of Publications and Marketing Chapter Administrator, IPP & President	10/1/23 Review at October board meeting	100%
	Action 3	Create SOP for reporting/analytics on marketing efforts (social media, member minute) that can be displayed in TSR	Director of Publications	VP of Communications & Director of Marketing	9/30/23	50%
Communications & Brand	Objective 2	Create a Community Service Responsibility (CSR) Infrastructure	VP of Communications	VP of Communications	12/31/24	75%
	Action 1	Deliver CSR ideas to board for approval	Director of Marketing	VP of Communications, BOD	12/31/23 Present at December board meeting	100%
	Action 3 ADD					
	Action 2	Select (3) potential organizations for CSR program	Director of Marketing	VP of Communications, BOD	11/15/23	0%

Communications & Brand	Objective 3	Increase/track overall Member Minute and Social Media engagement by members	VP of Communications	VP of Communications	12/31/24	0%
	Action 1	Increase the amount of engagement (click throughs/engagement) on Member Minute and Social Media increase by 4% over previous year <i>(22/23 click-thru 6.55%, open rate 42.10%social engagement 12.08%)</i>	Director of Publications	VP of Communications	6/30/24	0%
	Action 2	Execute a minimum of two President's messages in the Member Minute (August & January)	Director of Publications	President	6/30/24	0%
Communications & Brand	Objective 4	Brand compliance of website	VP of Communications	VP of Communications	06/30/24	0%
	Action 1	Conduct a quarterly audit of chapter website and share results with the board.	Director of Marketing	Chapter Admin	6/30/24	0%

Finance:

Note: Finance goals should be reflective of profit, managing expenses, sponsorship needs and reserves etc.

Performance Standard or Metric	Objectives/Actions	Description	Owner	Collaborators	Completion Date (no later than)	State of Completion
Administration & Finance	Objective 1	Ensure net profit for the chapter	VP, Finance	Education, Communication	12/31/24	0%
Objective 1: Achieve a 1.1% Net Profit	Action 1	Create and develop 4 profitable networking events; MPI after 5 - using unique engagements and activations	Dir. Special Events	Finance Team	12/31/24	25%
	Action 2	Plan and execute 3 fundraisings events to support financial growth of the chapter (Casino, Golf, & Gala)	Dir. Special Events	Dir. Of Fulfillment, Communication, Director Fundraising	12/31/24	33%
Administration & Finance	Objective 2	Meet global requirements of fixed operating expenses	VP, Finance	Chapter Leadership	12/31/24	25%
Objective 2: Reserves as % of Fixed Annual Operating Expenses: 25.1-75% of target	Action 1	Monthly budget reviews	VP, Finance	OOP	12/31/24	40%
	Action 2	Reserves as % of Fixed Annual Operating Expenses: 75% of target to receive 2 points	VP, Finance	OOP	12/31/24	30%

Administration & Finance	Objective 3	Successfully fulfill all sponsorship deliverables	VP, Finance	Chapter Leadership	12/31/24	65%
Objective 3: Ensure all sponsors deliverables are fulfilled	Action 1	Create tracking tool and processes for efficient follow-ups	Director of Fulfillment	Finance Team, Education, Communication	12/31/24	100%
	Action 2	Deliver sponsor ROI metrics report to all sponsor after each event	Director of Fulfillment	Finance Team, Education, Communication	12/31/24	30%

Leadership:

Note: Goals should be reflective of member/volunteer engagement growth, member/volunteer satisfaction, training and processes.

Performance Standard or Metric	Objectives/Actions	Description	Owner	Collaborators	Completion Date (no later than)	State of Completion
Leadership & Engagement	Objective 1	Ensure all chapter leaders are trained on their positions and are familiar with all chapter leader resources	President	OOP, Entire Board, Office, COM	10/31/24	0%
	Action 1	Execute a review and modification of all chapter leader documents as needed (i.e., job descriptions, roles and responsibilities, confidence in location resources)	President	OOP, Entire Board, Office, COM	8/15/23	0%
	Action 2	Ensure Board has completed all trainings required by Global (Board 101, EDI, Anti-Human Trafficking)	President	OOP, Entire Board, Office, COM	10/31/23	0%

Leadership & Engagement	Objective 2	Ensure successful implementation of chapter nominations process as outlined in the minimum chapter bylaws	IPP	Nominations Committee & OOP	03/01/24	0%
	Action 1	Distribute call for nominations	IPP	Nominations Committee & OOP	11/1/23	0%
	Action 2	Conduct board candidate interviews	IPP	Nominations Committee & President Elect	1/15/24	0%
	Action 3	Finalize board slate and submit approved slate to Global	IPP	Nominations Committee & President Elect	1/29/24	0%
Leadership & Engagement	Objective 3	Volunteer engagement to help support member retention and satisfaction efforts	President Elect	Director of Leadership Development	06/30/24	0%
	Action 1	Conduct a minimum of (1) pilot leadership skills activity at educational or networking events for our members	Director of Leadership Development	OOP	4/30/24	0%
	Action 2	Create a mentorship/ coaching directory for Board of Directors	Director of Leadership Development	OOP	12/1/23	0%
	Action 3	Conduct a minimum of three (3) leadership skills activities for Board of Directors	Director of Leadership Development	OOP	4/30/24	0%