



**Looking Forward While Looking Back:
A Recap of Progress Since MAPOR's 2014 Strategic Plan Was Adopted**

November 13, 2017

In October 2014, MAPOR adopted its first strategic plan in many years. This summary document provides an overview of the plan and charts progress since the Plan was adopted. In doing so, it highlights accomplishments of the organization over the past three years and areas for further work in the future.

2014 Organizational Goals:

The primary goals for MAPOR in the 2014 Strategic Plan were:

1. Increase MAPOR's value to members,
2. Increase MAPOR's reach by growing membership and revenue streams, and
3. Develop systems for documenting MAPOR's history and current operating state.

2014 Organizational Initiatives/Objectives

To reach these goals, MAPOR's 2014 Plan included 6 initiatives. These initiatives are:

1. Evaluate the fall conference for opportunities for change and growth.
2. Extend in-person and "virtual" non-conference benefits to members.
3. Communicate regularly, and with different media.
4. Grow MAPOR's membership.
5. Grow MAPOR's revenue stream, and
6. Move forward while looking back.

This document reviews the planned content of each objective/initiative and progress to date.

Goal 1: Increase MAPOR's value to members

Initiative 1: Evaluate the fall conference for opportunities for change and growth

2014 Short-term goals

1a. Review the structure of the conference with space constraints in mind.

- MAPOR has moved to a new hotel (Embassy Suites Chicago) this has ameliorated many of the space challenges of our previous home at the Avenue Hotel
- MAPOR has made a number of structural changes to the conference since 2014, including

- Topic-driven work-groups that have met on Friday morning prior to the start of the conference.
- Changing the structure of the luncheon and placing the keynote speaker on Friday afternoon.
- Building larger poster sessions.
- Incorporating sponsor tables.
- Incorporating an informal student lunch on the Saturday of the conference.

1b. Increase the number of conference-related events devoted to professional development.

- Short courses have been continued as has the pedagogy hour.
- We have incorporated skills-based sessions where possible, focused on coding and R
- Council has kept this topic as a regular area of focus and is working to further increase opportunities for professional development at the conference.

1c. Increase the number of conference-related events devoted to networking.

- We have worked to expand the Presidents' reception
- In recent years, we have included an informal student lunch opportunity on the Saturday of the conference.
- We have worked to host at least one informal MAPOR Mixer each summer.
- In 2015, we changed the structure of the luncheon so that it provides opportunities for discussion and facilitates networking opportunities among MAPOR members.

1d. Maintain a database on session attendance.

- This is an area where further work is needed.

2014 Long-term goals

1e. Evaluate the structure of the conference with organization growth in mind.

- MAPOR now operates with a conference committee and both times since 2014 where we needed to identify new hotel spaces, a subcommittee of Council Members led these processes.
- We executed a 3-year hotel contract with the Embassy Suites in 2016 to provide financial and logistical stability for MAPOR as an organization, for our conference, and for our members. In addition, this venue also makes it possible for MAPOR to utilize space if/as needed in the hotel's sister property next door.

1f. Evaluate the desire of the membership to have a permanent date/home for the annual conference.

- As recommended in the 2014 plan, we included items on our Annual Member Survey about dates/times for the conference. A majority of members preferred keeping the meeting on the same weekend and in downtown Chicago. However, it is important to note that this location and timing (the weekend before Thanksgiving) does not work for a number of our members and we will continue to monitor this.

1g. Increase attendance at the annual business meeting.

- This meeting has been recast as our Annual Member Meeting and has had strong attendance in the last 2-3 years.
- Special attention has been placed on making the meeting interactive and allowing for discussion.

Initiative 2. Extend in-person and “virtual” non-conference benefits to members.

2014 Short-term goals

2a. Offer at least one webinar per year on topics that rotate between survey methods, public opinion, and professional development.

- MAPOR has begun offering two webinars each year and has a webinar coordinator.

2b. Sponsor “MAPOR in your City” happy hours.

- This has been an item of discussion but has not happened outside of the MAPOR Mixers the organization has sponsored in 2016 and 2017 in Chicago.

2014 Long-term goals

2c. Partner with AAPOR or other AAPOR chapters for jointly sponsored webinars.

- MAPOR has explored joint sponsorship of webinars with AAPOR and we jointly hosted one. From that experience, we learned that it is best for MAPOR to host its own webinars.
- We have partnered with SAPOR to jointly offer events at the annual AAPOR conference and contributed to their conference as a sponsor in 2016.

2d. Offer members “virtual” networking opportunities.

- Although this has been discussed, MAPOR currently does not have the systems in place to offer virtual networking opportunities.

2e. Include newsletter content on professional development.

- This is an area for further work.

Initiative 3. Communicate regularly, and with different media.

Short-term goals

3a. Establish an at-large MAPOR member as MAPOR's Communications Chair for two years.

- We have had a communications chair since 2014 and have worked collaboratively as a Council to increase the frequency and quality of our communications.

3b. Investigate cloud-based website editing programs for the MAPOR website as well as members-only areas of the site.

- This is an area of active current work.

2014 Long-term goals

3c. Develop communications plan for regular, timed communications.

- We have increased the frequency of our Newsletter (4 times per year) and use our listserv and Cvent to communicate more with our members.
- Our 2017 member survey indicated that a number of our members were unaware of our communications or newsletter. Council has begun to investigate this issue and it is an area for focus in the future.

3d. Identify strategies for use of MAPORnet, Facebook, and other electronic communication media.

- MAPOR and its members do not currently use MAPORnet as effectively or frequently as was intended.
- MAPOR has made progress with some social media—including Facebook—and in August 2017 created an organizational Twitter handle to provide an additional mechanism to communicate with our members.
- We currently are working to integrate social media into a redesigned website.
- An area of future work involves identifying methods to better reach members and priorities for use of MAPORnet, Facebook, Twitter, and other communication media.

Goal 2: Increase MAPOR's reach by growing membership and revenue streams

Initiative 4. Grow and Document MAPOR membership.

2014 Short-term goals

4a. Identify the rate at which new members renew their membership and other statistics about the membership.

- MAPOR has these data but to date has not had the time or bandwidth to look at them systematically

4b. Launch an annual membership renewal drive.

- We reach out when renewals are due but have not launched a membership renewal drive per se.

4c. Recruit new members by contacting AAPOR members who live in the Midwest but are not MAPOR members.

- MAPOR has worked to expand our tent and reach out to organizations and individuals who are not MAPOR members (or whose memberships have lapsed).
- We have not yet sent mailings to these individuals as was suggested in the 2014 Strategic Plan.

2014 Long-term goals

4d. Identify and target natural audiences (e.g., AASRO members, local universities, city/state government) as potential MAPOR members.

- We have begun work to reach out to natural audiences but have not been able to address this as systematically as possible.

4e. Increase the rate of new members renewing membership for a second year.

- Monitoring retention and renewal for a second year is an area for future work.

Initiative 5. Grow MAPOR's revenue stream.

2014 Short-term goals

5a. Develop a comprehensive budget for MAPOR.

- Since 2014, MAPOR has created and utilized a comprehensive organizational budget.
- An area of future work for MAPOR will be to explore whether MAPOR needs specialized budgeting software (such as Quickbooks) to facilitate this task.

5b. Publicize need for sponsors and benefits to sponsors for MAPOR.

- Since 2014 MAPOR has maintained its traditional sponsor base and grown the number of sponsors and the total amount of sponsorship revenue received. This work has helped the organization keep conference costs low for attendees.
- MAPOR currently will be discussing the sponsorship structure we utilize. Our sponsors currently are recruited to sponsor our conference and Council is discussing how sponsorship opportunities can be broadened to include other activities of the organization.

2014 Long-term goals

5c. Work with conference chairs to host exhibits at the MAPOR conference.

- In 2016, we began hosting sponsor tables and in 2017 we have refined how we utilize exhibits and sponsor tables.

5d. Increase the number of sponsors and total sponsorship dollars.

- Since 2014, we have increased both the number of sponsors and the total amount of sponsorship revenue.

Goal 3: Develop systems for documenting MAPOR's history and current operating state

Initiative 6. Move forward while looking back.

2014 Short-term goals

6a. Update MAPOR website with lists of past presidents, past student paper winners, conference themes, and other prominent MAPOR events and people.

- We have a list of past presidents and Fellows on our website.
- We have mostly complete electronic records of past presidents, student paper winners, conference themes, and other information pertinent to MAPOR.
- As we work to build a new website, we have focus on including these other elements directly on the site.

6b. Add photos from past MAPOR events to MAPOR website.

- We currently are limited in the bandwidth our site can occupy but within those limitations we work to add photos.
- When we transition our site to a new host in November/December 2017, this limitation should be ameliorated.

2014 Long-term goals

6c. Create a report on MAPOR history through archival analysis of newsletters, conference programs, and interviews with prominent MAPOR members.

- MAPOR has not yet begun work on creating a MAPOR history.