

Michigan Society of Professional Surveyors

Strategic Plan 2019-2022

MSPS Mission

Advancing the surveying profession through leadership, education, advocacy and outreach.

MSPS Vision for the Future

To be the essential resource for the surveying profession and its membership.

Intended Impacts

MSPS exists to create these impacts:

1. Members' lives are enhanced through MSPS programs and services.
2. Members are engaged in their communities as leaders, peer resources, and mentors.
3. Surveying is recognized as a distinguished, respected, and essential profession.
4. Real property rights are protected through professional surveying.

Strategic Positioning (*The MSPS Brand*)

Caring Member Service

Strategic Filters for Use in All Decision-Making

Does this decision demonstrate:

Adaptation to Change?

Energizing and Visionary Leadership?

Long-Term Perspective and Direction?

Core Strategies, Strategic Goals & Objectives

Restructure "Form Follows Function"		Rebrand	Reach Out	
Internal	External	Develop and launch a "Trusted Advisor" branding campaign	- Offer employer type of membership that would encourage involvement of surveyor employees and allow technicians to participate in our education - Open opportunities for technician involvement	- Support TWST as an organization - Launch Speaker's Bureau to inform other professions about surveyors - Address gap between 4 yr programs closing and the requirement to be licensed, getting people into the industry
- Rethink governing structures and relationships of Board, Executive Committee and Other Committees. - Develop a discreet grassroots infrastructure - Increase participation in Legislative Day	- Examine ideal structure for member engagement - Examine and redefine role of chapters and chapter reps. - Launch virtual chapter, e-learning - Create a social media use plan			

MSPS 2019 Strategic Plan-Tactics by Objectives

Desired Outcome: Members' lives are enhanced through MSPS programs and services.					
Goal	Strategy	Objective	Tactics/Action Steps	Champion	Timeline
1. Fundamentally, rethink our governing and member structures	Restructure "Form Follows Function"	1.1 Re-examine Board and Associated Time Commitment.	1.1.1 Create job description for EC and Board. Clearly delineate roles of Executive Committee and Board to eliminate duplication of discussions. Use EC meetings to plan agendas for board meetings, rather than discussing the issues on the agenda.	Executive Committee	By March 2019
			1.1.2 Separate the need for EC Meetings on same day as Board meetings. E.g. Schedule EC on odd # months (or weeks), then Board on even # months (or weeks)	Executive Committee	By March 2019
			1.1.3 With differentiated roles, develop a new meeting schedule that honors and minimizes a volunteer's time and focuses the board on the right things.	Executive Committee	By March 2019
			1.1.4 Consider new agenda style (See sample)	Executive Committee	By March 2019
			1.1.5 Launch new meeting schedule	Executive Committee	April 2019
	<i>People support what they help create</i>	1.2 Define Structural Relationships Board to Committees, to Foundation, to Chapters	1.2.1 Create or revise committee charters, clearly defining the role of the committee, its relationship to board and staff. (See sample charter)	Executive Committee in consultation with Board and Committee Chairs & bylaws	Apr - May 2019
			1.2.2 Request feedback from committees	Committee Chairs	June 2019
	Restructure		1.2.3 Finalize committee charters	Approval by Board	By September 30 2019

		1.3 Redefine the role of chapters within MSPS	1.3.1 Define the criteria to be used to assess the role of MSPS chapters	Executive Committee	October 2019
			1.3.2. Engage chapter leaders in healthy dialogue on optimal function of chapters: Why should they exist? How do they contribute to MSPS? How could they increase their positive impact?	Executive Committee in consult with membership committee chair	Nov -Dec 2019
			1.3.3 Based on input of 1.3.2, develop a redefinition of chapters, role of chapter rep, and relationship of chapters to Board.	Appointed joint committee of selected Chapter Leaders and Board members	Jan-Mar 2020
			1.3.4 Prepare documentation for chapters to sign on to new structure	Appointed joint committee	April-May 2020
			1.3.4 Approve the redefinition, assure bylaws process aligns new definition.	Board	Apr-June 2020
			1.3.5 Develop communication plan for chapters redefined, including chapter leaders and active chapter members.	Communications Committee	July-August 2020
			1.3.6 Communicate the plan for chapter engagement	Communications Committee	September 2020
2. Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.1 Leverage technology for virtual chapters	2.1.1 Explore options for virtual chapter functioning (What are other orgs doing with virtual chapters?)	Chris Beland in consultation with EC & Annual Conf Comm	By June 2019
			2.1.2 Determine best option for virtual chapter pilot and implement with selected members who are not active in a chapter.	Chris Beland	Run Pilot Chapter Meeting Sept-Oct 2019
			2.1.3 Tweak approach as needed and plan membership drive for virtual chapter.		Nov-Dec 2019
			2.1.4 Identify champions to drive virtual chapter activity	Chris Beland in consultation with Board	January-March 2020

			2.1.5 Develop an annual plan for virtual chapter activity	Virtual Chapter Champions	By June 2020
			2.1.6 Launch campaign for virtual chapter	Staff in consultation with Virtual Chapter Champions	July-Sept 2020
			2.1.7 Execute the virtual chapter plan of activity	Virtual Chapter Champions	By October 2020, then ongoing
		2.2 Plan and implement texting to reach members for critical communication	2.2.1 Differentiate delivery options and develop policy for what type of info gets texted vs email vs website	Communication Committee	By end of 2019
			2.2.2 Assess what % of member mobile phone #s are on file.	Staff	By March 31 2019
			2.2.3 Develop a method to gather mobile #s efficiently	Staff	By April 30 2019
			2.2.4 Investigate best way (vendor) to blast texts to members.	Staff	By May 31 2019
			2.2.5 Pilot important message through texting. Measure response.	Staff	June 30 2019
		2.3 Develop a social media plan	2.3.1 Explore various platforms available; Develop a policy on which social media platforms make sense for MSPS members	Communications Committee in consultation with Staff	July – August 2019
			2.3.2 Develop a whole system communication plan for each type of communication to be delivered on what platform and how often do we push messages. Include website, email, texting, newsletter and social media outlets.	Communications Committee in consultation with Staff	By December 31 2019
			2.3.3 Implement communication plan	Staff in consultation with Communications Committee	Effective Jan 2020
		2.4 Achieve a 20% increase in technician memberships by end of 2020	2.4.1 Identify opportunities for technician involvement. Create a new technician value proposition. Why would they want to join? How will they benefit?	Membership Committee	By Apr 30 2019

			2.4.2 Consider alternative avenues to achieve best result: through employers? through marketing associate memberships directly? through student memberships? Other?	Membership Committee	By May 31 2019
			2.4.3 Explore offer to employer types that would encourage involvement of surveyor employees and allow technicians to participate in our education.	Membership Comm	By September 2019
			2.4.4 Create a marketing plan with key messages for the avenue selected for technician membership development.	Membership Committee	By October 2019
			2.4.5 Launch full technician membership program	Membership Committee	Jan 1 2020
	Restructure <i>Form follows function</i>	2.5 Launch Virtual e-learning series	2.5.1 Explore options to deliver live webinar to members: zoom? webex? basecamp? Startmeeting? etc	Seminar Committee	Mar 31 2019
			2.5.2 Identify topic of interest to use in pilot e-learning	Seminar Committee	April 30 2019
			2.5.3 Assure proper infrastructure for success: book quality instructor, arrange for a chat monitor, assure proper knowledge of the system to be used.	Seminar Committee in consultation with staff	June 30 2019
			2.5.4 Recruit intentionally for the pilot course.	Seminar Committee	July-Sept 2019
			2.5.5 Launch the pilot webinar. Record for archives.		By October 1 2019
			2.5.6 Gather feedback for improvement for second webinar and 2020 series	Seminar Committee	By October 31 2019
			2.5.7 Develop webinars as a series. Determine frequency, topics/presenters, schedule. Develop marketing materials	Seminar Committee	By Dec 31 2019

			2.5.8 Advertise and launch webinar series	Staff in consultation w Seminar Committee	Jan-Mar 2020
Desired Outcome #2: Members are engaged in their communities as leaders, peer resources, and mentors.					
Goal	Strategy	Objective	Tactics/Action Steps	Champion	Timeline
3. Launch Speaker's Bureau	Outreach	3.1 Recruit a minimum of 10 micro-volunteers	3.1.1 Develop a marketing approach to attract/recruit micro-volunteers as content developers and speakers.	Outreach Committee	By April 30 2019
			3.1.2 Appoint a co-champions to lead the content development	Board in consultation with Outreach Comm	By April 30 2019
			3.1.3 Convene volunteers and assign 2-3 individuals to work on various targeted audience presentations. Set deadlines for initial outlines/talking points for content.	Speaker's Bureau Co-Champions	By June 2019 June-August 2019 Content development
			3.1.4 Review and tweak outlines/talking points	Micro-volunteers	Sept 2019
			3.1.5 Make outlines/talking points available on website with specific use/audiences identified.	Staff in consultation with Outreach Comm	October 2019
			3.1.5 Develop marketing approach to members to encourage seeking community presentation opportunities with talking points available	Outreach Committee	July-September 2019
			3.1.5 Organize individuals for specific speaking requests.	Speaker's Bureau Co-Champions	October -Dec 2019
			3.1.6 Identify target audiences for professional CEU opportunities, i.e.	Outreach Committee	September 2019

			Local Realtors orgs, and service groups		
			3.1.7 Develop and implement marketing communication for members to distribute in their local communities to encourage bookings.	Staff in consultation with Outreach Committee	By November 2019
			3.1.8 Develop a system to handle speaker requests	Staff in consultation with Speaker's Bureau Co-Champions	November/December 2019
			3.1.9 Determine if there is a need for MSPS to market directly to specific target groups. Take appropriate action if so, i.e. develop marketing approach in 2020	Outreach Committee	December 2019
4. Attract the next generation of surveyors	Outreach	4.1 Influence middle and high school students to become surveyors	4.1.1 The whole organization MSPS supports TWST in appropriate ways	Needs Board Endorsement	By March 2019
		4.2 Grow the TWST program by 25% by 2021	4.2.1 Appoint Committee to plan TWST project management, including MSPS branding, marketing materials, logistics for training programs, registrations, etc. to achieve program growth.	Board appointment	By March 2019
			4.2.2 Track results for each offering of TWST to assure growth pattern	Board	December 2019 December 2020 December 2021

Desired Outcome #3: Surveying is recognized as a distinguished, respected, and essential profession.					
Goal	Strategy	Objective	Tactics/Action Steps	Champions	Timeline
5. Reframe brand from surveyors as “unnecessary expense” to trusted advisor	Reframe/ Public Education	5.1 Develop and Launch a “Trusted Advisor” branding campaign.	5.1.1 Explore the best approach for this public relations campaign. Are funds available to hire professional PR assistance and to measure impact through baseline survey/multi-stage surveys? Or is it only feasible to approach through messaging without measurement.	Outreach Committee	By May 31 2019
			5.1.2 If desired, develop RFP for professional PR services. Establish criteria for selection.	Outreach Committee in consultation with Staff	By September 2019
			5.1.3 Assure proper budget is in place for PR services and plan accordingly.	Treasurer/Board	By September 2019
			5.1.4 Select and contract with affordable PR Consulting firm.	Outreach Committee in consultation with Executive Committee	December 2019
			5.1.5 Execute according to contract and recommendations of PR Consultant	Consulting Firm in consultation with Outreach Committee	January 2020 + ongoing
			5.1.6 Track progress of effort with budget oversight.	Outreach Committee & Board	2020
			5.1.7 Evaluate impact of work to date, determine value to extend contract	Outreach Committee & Board	Anniversary of contract date 2021

Desired Outcome #4: Real property rights are protected through professional surveying.					
Goal	Strategy	Objectives	Tactics/Action Steps	Champions	Timeline
6. Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.1 a. A surveyor in every district to be mobilized b. Every legislator knows the name of a surveyor in their district. c. Legislators recognize their surveyor as the expert in the field.	6.1.1 Develop a plan of work to achieve the stated objectives.	Legislative Committee	March 2019
			6.1.2 Develop an approach to creating a discreet group of micro-volunteers who are willing to respond to Legislative Alerts, attend short webinars to stay on top of legislative issues related to surveyors, and make contact with their local Legislators in district and attend Legislative Day.	Legislative Committee in consultation with Staff and Membership Committee	April 2019
			6.1.3 Develop and execute a communication campaign to persuade members of the value of grassroots and recruit committed micro-volunteers to participate in this effort. Consider giving a clever name for the group of volunteers.	Legislative Committee in consultation with Staff	May -June 2019
			6.1.4 Develop a plan for educating members of grassroots team on issues, how to talk to Legislators in district and at Capitol, best approach to responding to Legislative Alerts, who they should contact, how to get an appointment, etc.	Legislative Committee in consultation with lobbyist.	June-July 2019
			6.1.5 Develop and disseminate talking points for grassroots team to take to in district meetings.	Legislative Committee	July- August 2019
			6.1.6 Select a specific time frame for grassroots team members to meet in district, i.e. month of September. Create a	Legislative Committee	July-August 2019

			"intelligence reporting" form to summarize comments from the Legislator and return to Legislative Committee		
			6.1.7 Launch in district campaign with talking points and intelligence report form and collateral materials.	Legislative Committee	Sept-Nov 2019
		6.2 Legislators know what MSPS stands for.	6.2.1 Determine what materials should be left with a legislator in concert with an in district meeting.	Communications Committee in consultation w Legislative Committee & staff	June-July 2019
			6.2.2 Assure production of appropriate materials and distribution to members prior to the in district "campaign" (6.1.6)	Staff in consultation with Legislative Committee	Aug-Sept 2019
			6.2.3 Assess impact of program, tweak, actively and regularly conduct recruiting campaign of members into grassroots team.	Legislative Committee in consultation with the Membership Committee	June-July 2020 June-July 2021
		6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually.	6.3.1 Determine a marketing campaign to activate interest in Legislative Day (March) What is feasible for Mar 2019?	Legislative Committee	Feb 2019 – URGENT Plan communication in October 2019 October 2020 October 2021
			6.3.2 Target Grassroots Team Members to activate fellow chapter members.	Legislative Committee	October 2019 October 2020 October 2021
			6.3.3 Create MSPS experience for members: make it fun and productive for participants so they will return next year.	Legislative Committee	January 2020 January 2021 January 2022
			6.3.4 Assess results each year and tweak the plan to increase participation by five people each year.	Legislative Committee	April 2019 April 2020 April 2021

Assure representation in advocacy	Outreach Outreach	6.4 Assure there are 4 members on the coalition (AESLC)	6.4.1 Determine criteria for successful service to the AESLC.	EC in consultation with current AESLC members	February 2019
			6.4.2 Make a list of members who fit that criteria and contact for interest.	EC	March 2019
			6.4.3 Appoint coalition representatives	President in consultation with Board & Legislative Comm	March-April 2019
Assure we don't lose ground		6.5 Address gap between 4 yr programs closing and the requirement to be licensed, getting people into the industry.	6.5.1 Determine the best approach to address the gap: Work with programs, a change in licensing requirements, or adding a certificate to qualify.	Board	By Sept 2019
			6.5.2 IF working with programs, appoint a task force to manage the project	Board appointment: University program Task Force	By October 2019
			6.5.3 IF the decision is to move to alternative licensing requirements, such as an add'l certificate on BS degree. Engage members/chapters in discussion	Board appointment: Licensing Task Force exploration of issues	By October 2019
			6.5.4 Assess options and choose the best path	Board	January 2020
			6.5.5 Keep lobbyist informed of exploration and Board position	Licensing Task Force in consultation with Legislative Comm	Sept-October 2019
			6.5.6 Develop strategy to get licensing regs amended as desired.	Legislative Committee in consultation with Lobbyist	By Jan 31 2020
			6.5.7 Execute strategy as planned	Lobbyist in consultation with Legislative Comm	2020 Legislative Year

Board Assignments from Strategic Plan in Chronological Order

Objective	Tactics/Action Steps	Champion	Timeline
	Create a plan of work to achieve all things assigned to the Executive Committee from this plan		
	3.1.2 Appoint a co-champions to lead the content development for Speaker's Bureau	Board in consultation with Outreach Comm	By March 31 2019
4.1 Influence middle and high school students to become surveyors	4.1.1 The whole organization MSPS supports TWST in appropriate ways	Needs Board Endorsement	By March 2019
4.2 Grow the TWST program by 25% by 2021	4.2.1 Appoint Committee to plan TWST project management, including MSPS branding, marketing materials, logistics for training programs, registrations, etc. to achieve program growth.	Board appointment	By March 2019
	6.4.3 Appoint AESLC coalition representatives	President in consultation with Board & Leg Comm	March-April 2019
1.2 Define Structural Relationships Board to Committees, to Foundation, to Chapters	1.2.1 Create or revise committee charters, clearly defining the role of the committee, its relationship to board and staff. (See sample charter)	Executive Committee in consultation with Board and Committee Chairs & bylaws	Apr - May 2019
	1.2.3 Finalize committee charters	Approval by Board	By September 30 2019
	5.1.3 Assure proper budget is in place for PR services and plan accordingly.	Treasurer/Board	By September 2019
6.5 Address gap between 4 yr programs closing and the requirement to be licensed, getting people into the industry.	6.5.1 Determine the best approach to address the gap: Work with programs, a change in licensing requirements, or adding a certificate to qualify.	Board	By Sept 2019
	6.5.2 IF working with programs, appoint a task force to manage the project	Board appointment: University program Task Force	By October 2019
	6.5.3 IF the decision is to move to alternative licensing requirements, such as an add'l certificate on BS degree. Engage members/chapters in discussion	Board appointment: Licensing Task Force exploration of issues	By October 2019
	6.5.4 Assess options and choose the best path	Board	January 2020

	Appoint a joint committee of selected Chapter Leaders and Board members to champion 1.3.3	Board	November 2019
	4.2.2 Track results for each offering of TWST to assure growth pattern	Board	December 2019
	2.1.4 Identify champions to drive virtual chapter activity and officially appoint	Board in consultation with Chris Beland	January-March 2020
	1.3.4 Approve the redefinition of chapters, assure bylaws process aligns new definition.	Board	Apr-June 2020
	4.2.2 Track results for each offering of TWST to assure growth pattern	Board	December 2020
	5.1.7 Evaluate impact of work to date, determine value to extend PR firm contract	Outreach Committee & Board	Anniversary of PR firm contract date 2021
	4.2.2 Track results for each offering of TWST to assure growth pattern	Board	December 2021

Chapter Redefinition Task Force Assignments			
Objective	Tactics/Action Steps	Champion	Timeline
	Create Plan of Work to achieve the assignments below in a timely fashion.		
	1.3.3 Based on input of 1.3.2, develop a redefinition of chapters, role of chapter rep, and relationship of chapters to Board.	Appointed joint committee of selected Chapter Leaders and Board members	Jan-Mar 2020
	1.3.4 Prepare documentation for chapters to sign on to new structure	Appointed joint committee	April-May 2020

Chris Beland Assignments			
Objective	Tactics/Action Steps	Champion	Timeline
2.1 Leverage technology for virtual chapters	2.1.1 Explore options for virtual chapter functioning (What are other orgs doing with virtual chapters?)	Chris Beland in consultation with EC & Annual Conf Comm	By June 2019
	2.1.2 Determine best option for virtual chapter pilot and implement with selected members who are not active in a chapter.	Chris Beland	Run Pilot Chapter Meeting Sept-Oct 2019
	2.1.4 Identify champions to drive virtual chapter activity and officially appoint	Board in consultation with Chris Beland	January-March 2020

Communications Committee Assignments from Strategic Plan in Chronological Order			
Objective	Tactics/Action Steps	Champion	Timeline
	Create Plan of Work to achieve the assignments below in a timely fashion.	Communications Committee	
6.2 Legislators know what MSPS stands for.	6.2.1 Determine what materials should be left with a legislator in concert with an in district meeting.	Communications Committee in consultation w Legislative Committee & staff	June-July 2019
2.3 Develop a social media plan	2.3.1 Explore various platforms available; Develop a policy on which social media platforms make sense for MSPS members	Communications Committee in consultation with Staff	July – August 2019
	2.3.2 Develop a whole system communication plan for each type of communication to be delivered on what platform and how often do we push messages. Include website, email, texting, newsletter and social media outlets.	Communications Committee in consultation with Staff	By December 31 2019
2.2 Plan and implement texting to reach members for critical communication	2.2.1 Differentiate delivery options and develop policy for what type of info gets texted vs email vs website	Communication Committee	By end of 2019
	2.3.3 Implement communication plan	Staff in consultation with Communications Committee	Effective Jan 2020
	1.3.5 Develop communication plan for chapters redefined, including chapter leaders and active chapter members.	Communications Committee	July-August 2020
	1.3.6 Communicate the plan for chapter engagement	Communications Committee	September 2020

Executive Committee Assignments in Chronological Sequence

Objective	Tactics/Action Steps	Champion	Timeline
	Create a plan of work to achieve all things assigned to the Executive Committee from this plan	Executive Committee	By Feb 28 2019
6.4 Assure 4 members on the coalition (AESLC)	6.4.1 Determine criteria for successful service to the AESLC.	EC in consultation with current AESLC members	February 2019
	6.4.2 Make a list of members who fit that criteria for AESLC and contact for interest.	Executive Committee	March 2019
1.1 Re-examine Board and Associated Time Commitment.	1.1.1 Create job description for EC and Board. Clearly delineate roles of Executive Committee and Board to eliminate duplication of discussions. Use EC meetings to plan agendas for board meetings, rather than discussing the issues on the agenda.	Executive Committee	By March 2019
	1.1.2 Separate the need for EC Meetings on same day as Board meetings. E.g. Schedule EC on odd # months (or weeks), then Board on even # months (or weeks)	Executive Committee	By March 2019
	1.1.3 With differentiated roles, develop a new meeting schedule that honors and minimizes a volunteer's time and focuses the board on the right things.	Executive Committee	By March 2019
	1.1.4 Consider new agenda style (See sample)	Executive Committee	By March 2019
	1.1.5 Launch new meeting schedule	Executive Committee	April 2019
1.2 Define Structural Relationships Board to Committees, to Foundation, to Chapters	1.2.1 Create or revise committee charters, clearly defining the role of the committee, its relationship to board and staff. (See sample charter)	Executive Committee in consultation with Board and Committee Chairs & bylaws	Apr - May 2019
	1.2.2 Request feedback from current committee members	Committee Chairs	June 2019
1.3 Redefine the role of chapters within MSPS	1.3.1 Define the criteria to be used to assess the role of MSPS chapters	Executive Committee	October 2019
	1.3.2. Engage chapter leaders in healthy dialogue on optimal function of chapters: Why should they exist? How do they contribute to MSPS? How could they increase their positive impact?	Executive Committee in consult with membership committee chair	Nov -Dec 2019
	5.1.4 Select and contract with affordable PR Consulting firm.	Outreach Committee in consultation with Executive Committee	December 2019

Legislative Committee Assignments from Strategic Plan in Chronological Order			
Objectives	Tactics/Action Steps	Champions	Timeline
6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually	6.3.1 Determine a marketing campaign to activate interest in Legislative Day (March) What is feasible for Mar 2019?	Legislative Committee	Feb 2019 – URGENT
6.1	6.1.1 Create Plan of Work to achieve the assignments below in a timely fashion.	Legislative Committee	March 2019
	6.3.4 Assess results each year and tweak the plan to increase participation by five people each year.	Legislative Committee	April 2019
<i>a. A surveyor in every district to be mobilized</i> <i>b. Every legislator knows the name of a surveyor in their district.</i> <i>c. Legislators recognize their surveyor as the expert in the field.</i>	6.1.2 Develop an approach to creating a discreet group of micro-volunteers who are willing to respond to Legislative Alerts, attend short webinars to stay on top of legislative issues related to surveyors, and make contact with their local Legislators in district and attend Legislative Day.	Legislative Committee in consultation with Staff and Membership Committee	April 2019
	6.1.3 Develop and execute a communication campaign to persuade members of the value of grassroots and recruit committed micro-volunteers to participate in this effort. Consider giving a clever name for the group of volunteers.	Legislative Committee in consultation with Staff	May -June 2019
	6.1.4 Develop a plan for educating members of grassroots team on issues, how to talk to Legislators in district and at Capitol, best approach to responding to Legislative Alerts, who they should contact, how to get an appointment, etc.	Legislative Committee in consultation with lobbyist.	June-July 2019
6.2 Legislators know what MSPS stands for.	6.2.1 Determine what materials should be left with a legislator in concert with an in district meeting.	Communications Comm in consultation w Legislative Comm & staff	June-July 2019
	6.1.5 Develop and disseminate talking points for grassroots team to take to in district meetings.	Legislative Committee	July- August 2019
	6.1.6 Select a specific time frame for grassroots team members to meet in district, i.e. month of September. Create a “intelligence reporting” form to summarize comments from the Legislator and return to Legislative Committee	Legislative Committee	July-August 2019

	6.2.2 Assure production of appropriate materials and distribution to members prior to the in district "campaign" (6.1.6)	Staff in consultation with Legislative Committee	Aug-Sept 2019
	6.5.5 Keep lobbyist informed of exploration and Board position	Licensing Task Force in consultation with Legislative Committee.	Sept-October 2019
	6.1.7 Launch in district campaign with talking points and intelligence report form and collateral materials.	Legislative Committee	Sept-Nov 2019
6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually.	6.3.1 Determine a marketing campaign to activate interest in Legislative Day (March)	Legislative Committee	October 2019
	6.3.2 Target Grassroots Team Members to activate fellow chapter members.	Legislative Committee	October 2019
	6.3.3 Create MSPS experience for members: make it fun and productive for participants so they will return next year.	Legislative Committee	January 2020
	6.5.6 Develop strategy to get licensing regs amended as desired.	Legislative Committee in consultation with Lobbyist	By Jan 31 2020
	6.5.7 Execute strategy as planned	Lobbyist in consultation with Legislative Committee	2020 Legislative Year
	6.3.4 Assess results each year and tweak the plan to increase participation by five people each year.	Legislative Committee	April 2020
	6.2.3 Assess impact of program, tweak, actively and regularly conduct recruiting campaign of members into grassroots team.	Legislative Committee in consultation with the Membership Committee	June-July 2020
6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually.	6.3.1 Determine a marketing campaign to activate interest in Legislative Day (March)	Legislative Committee	October 2020
	6.3.2 Target Grassroots Team Members to activate fellow chapter members.	Legislative Committee	October 2020
	6.3.3 Create MSPS experience for members: make it fun and productive for participants so they will return next year.	Legislative Committee	January 2021
	6.3.4 Assess results each year and tweak the plan to increase participation by five people each year.	Legislative Committee	April 2021
	6.2.3 Assess impact of program, tweak, actively and regularly conduct recruiting campaign of members into grassroots team.	Legislative Committee in consultation with the Membership Committee	June-July 2021
6.3 Increase participation at Legislative Day to a	6.3.1 Determine a marketing campaign to activate interest in Legislative Day (March)	Legislative Committee	October 2021

minimum of 20 MSPS members participating in Leg Day annually.	6.3.2 Target Grassroots Team Members to activate fellow chapter members.	Legislative Committee	October 2021
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Membership Committee Assignments from Strategic Plan in Chronological Order			
Objective	Tactics/Action Steps	Champion	Timeline
	Create Plan of Work to achieve the assignments below in a timely fashion.		
2.4 Achieve a 20% increase in technician memberships by end of 2020	2.4.1 Identify opportunities for technician involvement. Create a new technician value proposition. Why would they want to join? How will they benefit?	Membership Committee	By Apr 30 2019
	2.4.2 Consider alternative avenues to achieve best result: through employers? through marketing associate memberships directly? through student memberships? Other?	Membership Committee	By May 31 2019
	2.4.3 Explore offer to employer types that would encourage involvement of surveyor employees and allow technicians to participate in our education.	Membership Comm	By September 2019
	2.4.4 Create a marketing plan with key messages for the avenue selected for technician membership development.	Membership Committee	By October 2019
	2.1.3 Tweak approach as needed and plan membership drive for virtual chapter.	Virtual Chapter Champions in consultation with Membership Committee	Nov - Dec 2019
	2.4.5 Launch full technician membership program	Membership Committee	Jan 1 2020

Outreach Committee Assignments from Strategic Plan in Chronological Order			
Objective	Tactics/Action Steps	Champion	Timeline
	Create Plan of Work to achieve the assignments below in a timely fashion.		
3.1 Recruit a minimum of 10 micro-volunteers	3.1.1 Develop a marketing approach to attract/recruit a minimum of 10 micro-volunteers as content developers and speakers. <i>Develop “canned presentations” for use of members for a variety of audiences, i.e. career day, professional CEUs, service groups and to be prepared and available to fill requests for MSPS speakers.</i>	Outreach Committee	By April 30 2019
	3.1.2 Appoint a co-champions to lead the content development	Board in consultation with Outreach Comm	By April 30 2019
5.1 Develop and Launch a “Trusted Advisor” branding campaign.	5.1.1 Explore the best approach for this public relations campaign. Are funds available to hire professional PR assistance and to measure impact through baseline survey/multi-stage surveys? Or is it only feasible to approach through messaging without measurement.	Outreach Committee	By May 31 2019
	3.1.3 Convene volunteers and assign 2-3 individuals to work on various targeted audience presentations. Set deadlines for initial outlines/talking points for content.	Speaker’s Bureau Co-Champions	By June 2019 June-August 2019 Content development
	3.1.5 Develop marketing approach to members to encourage seeking community presentation opportunities with talking points available	Outreach Committee	July-September 2019
	5.1.2 If desired, develop RFP for professional PR services. Establish criteria for selection.	Outreach Committee in consultation with Staff	By September 2019
	3.1.4 Review and tweak outlines/talking points	Micro-volunteers	Sept 2019
	3.1.6 Identify target audiences for professional CEU opportunities, i.e. Local Realtors orgs, and service groups	Outreach Committee	September 2019
	3.1.5 Make outlines/talking points available on website with specific use/audiences identified.	Staff in consultation with Outreach Comm	October 2019
	3.1.5 Organize individuals for specific speaking requests.	Speaker’s Bureau Co-Champions	October -Dec 2019
	3.1.7 Develop and implement marketing communication for members to distribute in their local communities to encourage bookings.	Staff in consultation with Outreach Committee	By November 2019

	3.1.8 Develop a system to handle speaker requests	Staff in consultation with Speaker's Bureau Co-Champions	November/December 2019
	3.1.9 Determine if there is a need for MSPS to market directly to specific target groups. Take appropriate action if so, i.e. develop marketing approach in 2020	Outreach Committee	December 2019
	5.1.4 Select and contract with affordable PR Consulting firm.	Outreach Committee in consultation with Executive Committee	December 2019
	5.1.5 Execute according to contract and recommendations of PR Consultant	Consulting Firm in consultation with Outreach Committee	January 2020 + ongoing
	5.1.6 Track progress of effort with budget oversight.	Outreach Committee & Board	2020
	5.1.7 Evaluate impact of work to date, determine value to extend contract	Outreach Committee & Board	Anniversary of contract date 2021

Seminar Committee Assignments from Strategic Plan in Chronological Order			
Objective	Tactics/Action Steps	Champion	Timeline
	Create Plan of Work to achieve the assignments below in a timely fashion.		
2.5 Launch Virtual e-learning series	2.5.1 Explore options to deliver live webinar to members: zoom? webex? basecamp? Startmeeting? etc	Seminar Committee	Mar 31 2019
	2.5.2 Identify topic of interest to use in pilot e-learning	Seminar Committee	April 30 2019
	2.5.3 Assure proper infrastructure for success: book quality instructor, arrange for a chat monitor, assure proper knowledge of the system to be used.	Seminar Committee in consultation with staff	June 30 2019
	2.5.4 Recruit intentionally for the pilot course.	Seminar Committee	July-Sept 2019
	2.5.5 Launch the pilot webinar. Record for archives.		By October 1 2019
	2.5.6 Gather feedback for improvement for second webinar and 2020 series	Seminar Committee	By October 31 2019
	2.5.7 Develop webinars as a series. Determine frequency, topics/presenters, schedule. Develop marketing materials	Seminar Committee	By Dec 31 2019
	2.5.8 Advertise and launch webinar series	Staff in consultation w Seminar Committee	Jan-Mar 2020

Staff Assignments from Strategic Plan in Chronological Order

Objective	Tactics/Action Steps	Champion	Timeline
	2.2.2 Assess what % of member mobile phone #s are on file.	Staff	By March 31 2019
	6.1.2 Develop an approach to creating a discreet group of micro-volunteers who are willing to respond to Legislative Alerts, attend short webinars to stay on top of legislative issues related to surveyors, and make contact with their local Legislators in district and attend Legislative Day.	Legislative Committee in consultation with Staff and Membership Committee	April 2019
	2.2.3 Develop a method to gather mobile #s efficiently	Staff	By April 30 2019
	6.1.3 Develop and execute a communication campaign to persuade members of the value of grassroots and recruit committed micro-volunteers to participate in this effort. Consider giving a clever name for the group of volunteers.	Legislative Committee in consultation with Staff	May -June 2019
	2.2.4 Investigate best way (vendor) to blast texts to members.	Staff	By May 31 2019
	2.2.5 Pilot important message through texting. Measure response.	Staff	June 30 2019
6.2 Legislators know what MSPS stands for.	6.2.1 Determine what materials should be left with a legislator in concert with an in district meeting.	Communications Committee in consultation w Legislative Committee & staff	June-July 2019
6.2 Legislators know what MSPS stands for.	6.2.1 Determine what materials should be left with a legislator in concert with an in district meeting.	Communications Committee in consultation w Legislative Committee & staff	June-July 2019
	2.5.3 Assure proper infrastructure for success: book quality instructor, arrange for a chat monitor, assure proper knowledge of the system to be used.	Seminar Committee in consultation with staff	June 30 2019
6.2 Legislators know what MSPS stands for.	6.2.1 Determine what materials should be left with a legislator in concert with an in district meeting.	Communications Committee in consultation w Legislative Committee & staff	June-July 2019
2.3 Develop a social media plan	2.3.1 Explore various platforms available; Develop a policy on which social media platforms make sense for MSPS members	Communications Committee in consultation with Staff	July – August 2019

	3.1.5 Make outlines/talking points available on website with specific use/audiences identified.	Staff in consultation with Outreach Comm	October 2019
	3.1.5 Make outlines/talking points available on website with specific use/audiences identified.	Staff in consultation with Outreach Comm	October 2019
	3.1.7 Develop and implement marketing communication for members to distribute in their local communities to encourage bookings.	Staff in consultation with Outreach Committee	By November 2019
	3.1.8 Develop a system to handle speaker requests	Staff in consultation with Speaker's Bureau Co-Champions	November/December 2019
	2.3.2 Develop a whole system communication plan for each type of communication to be delivered on what platform and how often do we push messages. Include website, email, texting, newsletter and social media outlets.	Communications Committee in consultation with Staff	By December 31 2019
	2.3.3 Implement communication plan	Staff in consultation with Communications Committee	Effective Jan 2020
	2.5.8 Advertise and launch webinar series	Staff in consultation w Seminar Committee	Jan-Mar 2020
	2.1.6 Launch campaign for virtual chapter	Staff in consultation with Virtual Chapter Champions	July-Sept 2020

Virtual Chapter Co-Champions/Task Force			
Objective	Tactics/Action Steps	Champion	Timeline
	Create Plan of Work to achieve the assignments below in a timely fashion.		
	2.1.3 Tweak approach as needed and plan membership drive for virtual chapter.	Virtual Chapter Champions in consultation with Membership Committee	Nov - Dec 2019
	2.1.5 Develop an annual plan for virtual chapter activity	Virtual Chapter Champions	By June 2020
	2.1.6 Launch campaign for virtual chapter	Staff in consultation with Virtual Chapter Champions	July-Sept 2020
	2.1.7 Execute the virtual chapter plan of activity	Virtual Chapter Champions	By October 2020, then ongoing

View 2: MSPS 2019 Strategic Plan in Chronological Order
Best Used by Board to Track Plan Activity

Desired Outcome: Members' lives are enhanced through MSPS programs and services.					
Goal	Strategy	Objective	Tactics/Action Steps	Champion	Timeline
	Outreach	6.4 Assure there are 4 members on the coalition (AESLC)	6.4.1 Determine criteria for successful service to the AESLC.	EC in consultation with current AESLC members	February 2019
Fundamentally, rethink our governing and member structures	Restructure "Form Follows Function"	1.1 Re-examine Board and Associated Time Commitment.	1.1.1 Create job description for EC and Board. Clearly delineate roles of Executive Committee and Board to eliminate duplication of discussions. Use EC meetings to plan agendas for board meetings, rather than discussing the issues on the agenda.	Executive Committee	By March 2019
Fundamentally, rethink our governing and member structures	Restructure "Form Follows Function"	1.1 Re-examine Board and Associated Time Commitment.	1.1.2 Separate the need for EC Meetings on same day as Board meetings. E.g. Schedule EC on odd # months (or weeks), then Board on even # months (or weeks)	Executive Committee	By March 2019
Fundamentally, rethink our governing and member structures	Restructure "Form Follows Function"	1.1 Re-examine Board and Associated Time Commitment.	1.1.3 With differentiated roles, develop a new meeting schedule that honors and minimizes a volunteer's time and focuses the board on the right things.	Executive Committee	By March 2019
Fundamentally, rethink our governing and member structures	Restructure "Form Follows Function"	1.1 Re-examine Board and Associated Time Commitment.	1.1.4 Consider new agenda style (See sample)	Executive Committee	By March 2019
Attract the next generation of surveyors	Outreach	4.1 Influence middle and high school students to become surveyors	4.1.1 The whole organization MSPS supports TWST in appropriate ways	Needs Board Endorsement	By March 2019
Attract the next generation of surveyors	Outreach	4.2 Grow the TWST program by 25% by 2021	4.2.1 Appoint Committee to plan TWST project management, including MSPS branding, marketing materials, logistics for training	Board appointment	By March 2019

			programs, registrations, etc. to achieve program growth.		
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.1	6.1.1 Develop a plan of work to achieve the stated objectives. <i>a. A surveyor in every district to be mobilized</i> <i>b. Every legislator knows the name of a surveyor in their district.</i> <i>c. Legislators recognize their surveyor as the expert in the field.</i>	Legislative Committee	March 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.5 Launch Virtual e-learning series	2.5.1 Explore options to deliver live webinar to members: zoom? webex? basecamp? Startmeeting? etc	Seminar Committee	Mar 31 2019
	Outreach	6.4 Assure there are 4 members on the coalition (AESLC)	6.4.2 Make a list of members who fit that criteria and contact for interest.	EC	March 2019
Apri	Restructure <i>Form follows function</i>	2.2 Plan and implement texting to reach members for critical communication	2.2.2 Assess what % of member mobile phone #s are on file.	Staff	By March 31 2019
	Outreach	6.4 Assure there are 4 members on the coalition (AESLC)	6.4.3 Appoint coalition representatives	President in consultation with Board & Leg Comm	March-April 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.5 Launch Virtual e-learning series	2.5.2 Identify topic of interest to use in pilot e-learning	Seminar Committee	April 30 2019
Fundamentally, rethink our governing and member structures	Restructure "Form Follows Function"	1.1 Re-examine Board and Associated Time Commitment.	1.1.5 Launch new meeting schedule	Executive Committee	April 2019
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act	6.1	6.1.2 Develop an approach to creating a discreet group of micro-volunteers who are willing to respond to Legislative Alerts, attend short webinars to stay on top of	Legislative Committee in consultation with Staff and	April 2019

	and build relationships with legislators.		legislative issues related to surveyors, and make contact with their local Legislators in district and attend Legislative Day.	Membership Committee	
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually.	6.3.4 Assess results each year and tweak the plan to increase participation by five people each year.	Legislative Committee	April 2019
Launch Speaker's Bureau	Outreach	Recruit a minimum of 10 micro-volunteers	3.1.1 Develop a marketing approach to attract/recruit micro-volunteers as content developers and speakers.	Outreach Committee	By April 30 2019
Launch Speaker's Bureau	Outreach	Recruit a minimum of 10 micro-volunteers	3.1.2 Appoint a co-champions to lead the content development	Board in consultation with Outreach Comm	By April 30 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.2 Plan and implement texting to reach members for critical communication	2.2.3 Develop a method to gather mobile #s efficiently	Staff	By April 30 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.4 Achieve a 20% increase in technician memberships by end of 2020	2.4.1 Identify opportunities for technician involvement. Create a new technician value proposition. Why would they want to join? How will they benefit?	Membership Committee	By Apr 30 2019
Fundamentally, rethink our governing and member structures	<i>People support what they help create</i>	1.2 Define Structural Relationships 1.3 Board to Committees, to Foundation, to Chapters	1.2.1 Create or revise committee charters, clearly defining the role of the committee, its relationship to board and staff. (See sample charter)	Executive Committee in consultation with Board and Committee Chairs & bylaws	Apr - May 2019

Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	1.4 2.4 Achieve a 20% increase in technician memberships by end of 2020	2.4.2 Consider alternative avenues to achieve best result: through employers? through marketing associate memberships directly? through student memberships? Other?	Membership Committee	By May 31 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.2 Plan and implement texting to reach members for critical communication	2.2.4 Investigate best way (vendor) to blast texts to members.	Staff	By May 31 2019
Reframe brand from surveyors as “unnecessary expense” to trusted advisor	Reframe/ Public Education	5.1 Develop and Launch a “Trusted Advisor” branding campaign.	5.1.1 Explore the best approach for this public relations campaign. Are funds available to hire professional PR assistance and to measure impact through baseline survey/multi-stage surveys? Or is it only feasible to approach through messaging without measurement.	Outreach Comm	By May 31 2019
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.1 a. A surveyor in every district to be mobilized b. Every legislator knows the name of a surveyor in their district. c. Legislators recognize their surveyor as the expert in the field.	6.1.3 Develop and execute a communication campaign to persuade members of the value of grassroots and recruit committed micro-volunteers to participate in this effort. Consider giving a clever name for the group of volunteers.	Legislative Committee in consultation with Staff	May -June 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.1 Leverage technology for virtual chapters	2.1.1 Explore options for virtual chapter functioning (What are other orgs doing with virtual chapters?)	Chris Beland in consultation with EC & Annual Conf Comm	By June 2019
Launch Speaker’s Bureau	Outreach	Recruit a minimum of 10 micro-volunteers	3.1.3 Convene volunteers and assign 2-3 individuals to work on various targeted audience presentations.	Speaker’s Bureau Co-Champions	By June 2019 June-August 2019 Content development

			Set deadlines for initial outlines/talking points for content.		
Fundamentally, rethink our governing and member structures	<i>People support what they help create</i>	1.5 Define Structural Relationships Board to Committees, to Foundation, to Chapters	1.2.2 Request feedback from committees	Committee Chairs	June 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	1.6 2.2 Plan and implement texting to reach members for critical communication	2.2.5 Pilot important message through texting. Measure response.	Staff	June 30 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	1.7 2.5 Launch Virtual e-learning series	2.5.3 Assure proper infrastructure for success: book quality instructor, arrange for a chat monitor, assure proper knowledge of the system to be used.	Seminar Committee in consultation with staff	June 30 2019
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.2 Legislators know what MSPS stands for. 1.8	6.2.1 Determine what materials should be left with a legislator in concert with an in district meeting.	Communications Committee in consultation w Legislative Committee & staff	June-July 2019
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.1 a. A surveyor in every district to be mobilized b. Every legislator knows the name of a surveyor in their district. c. Legislators recognize their	6.1.4 Develop a plan for educating members of grassroots team on issues, how to talk to Legislators in district and at Capitol, best approach to responding to Legislative Alerts, who they should contact, how to get an appointment, etc.	Legislative Committee in consultation with lobbyist.	June-July 2019

		surveyor as the expert in the field.			
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.3 Develop a social media plan	2.3.1 Explore various platforms available; Develop a policy on which social media platforms make sense for MSPS members	Communications Committee in consultation with Staff	July – August 2019
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.1 a. A surveyor in every district to be mobilized b. Every legislator knows the name of a surveyor in their district. c. Legislators recognize their surveyor as the expert in the field.	6.1.5 Develop and disseminate talking points for grassroots team to take to in district meetings.	Legislative Committee	July- August 2019
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.1 a. A surveyor in every district to be mobilized b. Every legislator knows the name of a surveyor in their district. c. Legislators recognize their surveyor as the expert in the field.	6.1.6 Select a specific time frame for grassroots team members to meet in district, i.e. month of September. Create a “intelligence reporting” form to summarize comments from the Legislator and return to Legislative Committee	Legislative Committee	July-August 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.5 Launch Virtual e-learning series	2.5.4 Recruit intentionally for the pilot course.	Seminar Committee	July-Sept 2019
Launch Speaker’s Bureau	Outreach	Recruit a minimum of 10 micro-volunteers	3.1.5 Develop marketing approach to members to encourage seeking community presentation	Outreach Committee	July-September 2019

			opportunities with talking points available		
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	.2 Legislators know what MSPS stands for.	6.2.2 Assure production of appropriate materials and distribution to members prior to the in district "campaign" (6.1.6)	Staff in consultation with Legislative Committee	Aug-Sept 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.4 Achieve a 20% increase in technician memberships by end of 2020	2.4.3 Explore offer to employer types that would encourage involvement of surveyor employees and allow technicians to participate in our education.	Membership Comm	By September 2019
Launch Speaker's Bureau	Outreach	Recruit a minimum of 10 micro-volunteers	3.1.4 Review and tweak outlines/talking points	Micro-volunteers	September 2019
Launch Speaker's Bureau	Outreach	Recruit a minimum of 10 micro-volunteers	3.1.6 Identify target audiences for professional CEU opportunities, i.e. Local Realtors orgs, and service groups	Outreach Committee	September 2019
Reframe brand from surveyors as "unnecessary expense" to trusted advisor	Reframe/ Public Education	5.1 Develop and Launch a "Trusted Advisor" branding campaign.	5.1.2 If desired, develop RFP for professional PR services. Establish criteria for selection.	Outreach Committee in consultation with Staff	By September 2019
Reframe brand from surveyors as "unnecessary expense" to trusted advisor	Reframe/ Public Education	5.1 Develop and Launch a "Trusted Advisor" branding campaign.	5.1.3 Assure proper budget is in place for PR services and plan accordingly.	Treasurer/Board	By September 2019
	Outreach	6.5 Address gap between 4 yr programs closing and the requirement to be licensed, getting	6.5.1 Determine the best approach to address the gap: Work with programs, a change in licensing requirements, or adding a certificate to qualify.	Board	By Sept 2019

		people into the industry.			
Fundamentally, rethink our governing and member structures	Restructure	1.9 Define Structural Relationships Board to Committees, to Foundation, to Chapters	1.2.3 Finalize committee charters	Approval by Board	By September 30 2019
	Outreach	6.5 Address gap between 4 yr programs closing and the requirement to be licensed, getting people into the industry.	6.5.5 Keep lobbyist informed of exploration and Board position	Licensing Task Force in consultation with Legislative Committee.	Sept-October 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.1 Leverage technology for virtual chapters	2.1.2 Determine best option for virtual chapter pilot and implement with selected members who are not active in a chapter.	Chris Beland	Run Pilot Chapter Meeting Sept-Oct 2019
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.1	6.1.7 Launch in district campaign with talking points and intelligence report form and collateral materials.	Legislative Committee	Sept-Nov 2019
Fundamentally, rethink our governing and member structures	Restructure	1.3 Redefine the role of chapters within MSPS	1.3.1 Define the criteria to be used to assess the role of MSPS chapters	Executive Committee	October 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.4 Achieve a 20% increase in technician memberships by end of 2020	2.4.4 Create a marketing plan with key messages for the avenue selected for technician membership development.	Membership Committee	By October 2019

Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.5 Launch Virtual e-learning series	2.5.5 Launch the pilot webinar. Record for archives.		By October 1 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.5 Launch Virtual e-learning series	2.5.6 Gather feedback for improvement for second webinar and 2020 series	Seminar Committee	By October 31 2019
Launch Speaker's Bureau	Outreach	Recruit a minimum of 10 micro-volunteers	3.1.5 Make outlines/talking points available on website with specific use/audiences identified.	Staff in consultation with Outreach Comm	October 2019
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually.	6.3.1 Determine a marketing campaign to activate interest in Legislative Day (March)	Legislative Committee	Plan communication in October 2019
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually.	6.3.2 Target Grassroots Team Members to activate fellow chapter members.	Legislative Committee	October 2019
	Outreach	6.5 Address gap between 4 yr programs closing and the requirement to be licensed, getting people into the industry.	6.5.2 IF working with programs, appoint a task force to manage the project	Board appointment: University program Task Force	By October 2019
	Outreach	6.5 Address gap between 4 yr programs closing and the	6.5.3 IF the decision is to move to alternative licensing requirements, such as an add'l certificate on BS	Board appointment:	By October 2019

		requirement to be licensed, getting people into the industry.	degree. Engage members/chapters in discussion	Licensing Task Force exploration of issues	
Launch Speaker's Bureau	Outreach	Recruit a minimum of 10 micro-volunteers	3.1.7 Develop and implement marketing communication for members to distribute in their local communities to encourage bookings.	Staff in consultation with Outreach Committee	By November 2019
Launch Speaker's Bureau	Outreach	Recruit a minimum of 10 micro-volunteers	3.1.8 Develop a system to handle speaker requests	Staff in consultation with Speaker's Bureau Co-Champions	November - December 2019
Fundamentally, rethink our governing and member structures	<i>Form follows function</i>	1.3 Redefine the role of chapters within MSPS	1.3.2. Engage chapter leaders in healthy dialogue on optimal function of chapters: Why should they exist? How do they contribute to MSPS? How could they increase their positive impact?	Executive Committee in consult with membership committee chair	November - December 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.1 Leverage technology for virtual chapters	2.1.3 Tweak approach as needed and plan membership drive for virtual chapter.		November - December 2019
Launch Speaker's Bureau	Outreach	Recruit a minimum of 10 micro-volunteers	3.1.9 Determine if there is a need for MSPS to market directly to specific target groups. Take appropriate action if so, i.e. develop marketing approach in 2020	Outreach Committee	December 2019
Reframe brand from surveyors as "unnecessary expense" to trusted advisor	Reframe/ Public Education	5.1 Develop and Launch a "Trusted Advisor" branding campaign.	5.1.4 Select and contract with affordable PR Consulting firm.	Outreach Committee in consultation with Executive Committee	December 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.2 Plan and implement texting to reach members for critical communication	2.2.1 Differentiate delivery options and develop policy for what type of info gets texted vs email vs website	Communication Committee	By end of 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.3 Develop a social media plan	2.3.2 Develop a whole system communication plan for each type of communication to be delivered on	Communications Committee in	By December 31 2019

			what platform and how often do we push messages. Include website, email, texting, newsletter and social media outlets.	consultation with Staff	
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.5 Launch Virtual e-learning series	2.5.7 Develop webinars as a series. Determine frequency, topics/presenters, schedule. Develop marketing materials	Seminar Committee	By Dec 31 2019
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.3 Develop a social media plan	2.3.3 Implement communication plan	Staff in consultation with Communications Committee	Effective Jan 2020
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.4 Achieve a 20% increase in technician memberships by end of 2020	2.4.5 Launch full technician membership program	Membership Committee	Jan 1 2020
Fundamentally, rethink our governing and member structures	Restructure	1.3 Redefine the role of chapters within MSPS	1.3.3 Based on input of 1.3.2, develop a redefinition of chapters, role of chapter rep, and relationship of chapters to Board.	Appointed joint committee of selected Chapter Leaders and Board members	Jan-Mar 2020
	Outreach	6.5 Address gap between 4 yr programs closing and the requirement to be licensed, getting people into the industry.	6.5.4 Assess options and choose the best path	Board	January 2020
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually.	6.3.3 Create MSPS experience for members: make it fun and productive for participants so they will return next year.	Legislative Committee	January 2020

	Outreach	6.5 Address gap between 4 yr programs closing and the requirement to be licensed, getting people into the industry.	6.5.6 Develop strategy to get licensing regs amended as desired.	Legislative Committee in consultation with Lobbyist	By Jan 31 2020
	Outreach	6.5 Address gap between 4 yr programs closing and the requirement to be licensed, getting people into the industry.	6.5.7 Execute strategy as planned	Lobbyist in consultation with Legislative Committee	2020 Legislative Year
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.5 Launch Virtual e-learning series	2.5.8 Advertise and launch webinar series	Staff in consultation w Seminar Committee	Jan-Mar 2020
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.1 Leverage technology for virtual chapters	2.1.4 Identify champions to drive virtual chapter activity	Chris Beland in consultation with Board	January-March 2020
Reframe brand from surveyors as “unnecessary expense” to trusted advisor	Reframe/ Public Education	5.1 Develop and Launch a “Trusted Advisor” branding campaign.	5.1.5 Execute according to contract and recommendations of PR Consultant	Consulting Firm in consultation with Outreach Committee	January 2020 + ongoing
Reframe brand from surveyors as “unnecessary expense” to trusted advisor	Reframe/ Public Education	5.1 Develop and Launch a “Trusted Advisor” branding campaign.	5.1.6 Track progress of effort with budget oversight.	Outreach Committee & Board	2020
Fundamentally, rethink our governing and member structures	<i>Form follows function</i>	1.3 Redefine the role of chapters within MSPS	1.3.4 Prepare documentation for chapters to sign on to new structure	Appointed joint committee	April-May 2020
Fundamentally, rethink our governing	Restructure	1.3 Redefine the role of chapters within MSPS	1.3.4 Approve the redefinition, assure bylaws process aligns new definition.	Board	Apr-June 2020

and member structures					
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.1 Leverage technology for virtual chapters	2.1.5 Develop an annual plan for virtual chapter activity	Virtual Chapter Champions	By June 2020
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	2.2 Legislators know what MSPS stands for.	6.2.3 Assess impact of program, tweak, actively and regularly conduct recruiting campaign of members into grassroots team.	Legislative Committee in consultation with the Membership Committee	June-July 2020
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.1 Leverage technology for virtual chapters	2.1.6 Launch campaign for virtual chapter	Staff in consultation with Virtual Chapter Champions	July-Sept 2020
Fundamentally, rethink our governing and member structures	<i>Form follows function</i>	1.3 Redefine the role of chapters within MSPS	1.3.5 Develop communication plan for chapters redefined, including chapter leaders and active chapter members.	Communications Committee	July-August 2020
Fundamentally, rethink our governing and member structures	Restructure	1.3 Redefine the role of chapters within MSPS	1.3.6 Communicate the plan for chapter engagement	Communications Committee	September 2020
Examine ideal structure for engaging members	Restructure <i>Form follows function</i>	2.1 Leverage technology for virtual chapters	2.1.7 Execute the virtual chapter plan of activity	Virtual Chapter Champions	By October 2020, then ongoing
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually.	6.3.1 Determine a marketing campaign to activate interest in Legislative Day (March) What is feasible for Mar 2019?	Legislative Committee	October 2020

Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually.	6.3.2 Target Grassroots Team Members to activate fellow chapter members.	Legislative Committee	October 2020
Attract the next generation of surveyors	Outreach	2 Grow the TWST program by 25% by 2021	4.2.2 Track results for each offering of TWST to assure growth pattern	Board	December 2020
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually.	6.3.3 Create MSPS experience for members: make it fun and productive for participants so they will return next year.	Legislative Committee	January 2021
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	.2 Legislators know what MSPS stands for.	6.2.3 Assess impact of program, tweak, actively and regularly conduct recruiting campaign of members into grassroots team.	Legislative Committee in consultation with the Membership Committee	June-July 2021
Reframe brand from surveyors as “unnecessary expense” to trusted advisor	Reframe/ Public Education	5.1 Develop and Launch a “Trusted Advisor” branding campaign.	5.17 Evaluate impact of work to date, determine value to extend contract of PR Firm	Outreach Committee & Board	Anniversary of contract date 2021
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act	6.3 Increase participation at Legislative Day to a	6.3.1 Determine a marketing campaign to activate interest in Legislative Day (March) What is feasible for Mar 2019?	Legislative Committee	October 2021

	and build relationships with legislators.	minimum of 20 MSPS members participating in Leg Day annually.			
Develop a discreet grassroots infrastructure	Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators.	6.3 Increase participation at Legislative Day to a minimum of 20 MSPS members participating in Leg Day annually.	6.3.2 Target Grassroots Team Members to activate fellow chapter members.	Legislative Committee	October 2021
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Add Committee Charter Template
Agenda Template
Committee Plans of work

MSPS Strategic Planning Session 2019

Recorded Notes

Facilitated by
Susan Radwan, SMP, CAE, Leading Edge Mentoring

Points to Consider in identity and actions (extrapolated from Trends Discussion)

- Invest in **advocacy**
- Invest in **students**
 - **Create a pipeline for rookies**; Shorten learning curve
- Governance shifts
 - Create an adaptable value proposition
 - Create a shared database of completed surveys.
 - Redefine the role of local chapters.
 - Local chapters could be a marketing tool for MSPS
 - Consider launching Communities of Practice
 - Consider a way to incorporate technicians into membership; encourage CSTs???
 - Define the role of surveyor re: technology. Is it a differentiating factor?
- Assist survey businesses to **better business management**
 - Develop ways to reduce expenses, i.e. a health insurance plan
- Reframe identity as “**Trusted Advisors**” providing a professional service.
 - We provide the service to get the documentation
- **Safeguard what we have left.**
 - Review PS Occupational Code. Consider Proactive regulatory advocacy.
 - No 4 yr degree programs in Michigan and code requires 4 yr degree.
- **Outreach:**
 - **Educate** realtors on the value of surveys.... Supports ethics in real estate transactions.
 - Conduct **targeted public education** with those who buy our services.
 - Hold **Board to Board meetings** with strategic organizations, i.e. realtors, townships, planning commissions, professional engineers.
 - **Embrace GIS**, Technology and Change
 - Consider educating “competitors” who are encroaching on our work through case studies of incompetence gone wrong.
 - Work with **higher ed institutions** to be a strong source for surveyors...
 - Is there a way to eliminate the siloes so that a Civil surveyor could get a dual degree with minimal barriers inside the institution?
 - Advocate for bringing survey departments.

Recorded Notes Making Sense of Emerging Trends

Currently 400 members in Michigan – 60% marketshare; 9 local chapters

Socio-Demographics

- With an aging population of professionals, the organization will likely shrink.
 - Fewer members means less cash
 - Public perception will be key to our survival
 - We will have a narrower focus as a profession
 - Legal components will be saved.
- Surveying will be a niche market
 - Small firms will serve sub-niches
 - There will be fewer long-term relationships with clients
 - Business become more transactional, rather than relational; this is clearly happening with the manufacturing sector.
 - Nationwide companies act as brokers for lowest price.
 - Leads to responsible charge concerns
 - We still have qualification-based sales.

Competition

- Encroachment:
 - Engineers and other professionals are undermining our scope of practice
 - Unlicensed surveyors cause reasonable charging concerns
 - Environmental firms have no clue what they are doing.
 - We must safeguard what we have left.
 - We are a service industry – we provide the service, our product is the documentation
 - We need to reframe our identity as “trusted advisors”
- How do we assure we retain respect for what we do uniquely?
 - To combat encroachment, we need to consider targeted education with certain sectors
 - Educate realtors on the value of surveys.
 - Educate the people who buy or require our services.
 - Townships
 - Planning Commissions
 - We must embrace GIS. We missed our opportunity previously. Now we need to address that mistake.
 - We could inform GIS officials about our surveys, that would allow tagging when there are more current surveys.
 - We need to embrace technology and embrace change.
 - Hold strategic Board-to-Board meetings with related organizations to discuss concerns and offer to do education to their members.
 - Realtors
 - Professional engineers
 - Township officials and planning commissions.
- We currently do some grade and high school “buyer education”
- Should we consider offering “case study education” to those encroaching on our scope of practice?
 - Teach them the dangers of not survey accurately?

Economy

- If there is no money, there is no development and no surveying.
- We get cut out immediately and there is a delay for us in economic recovery
- Employers don't pay for professional memberships
- How can we help members prepare for an economic downturn?
 - We could invest in developing a management series on how to build a better business.
 - How can you cut expenses without losing quality?

- How can you improve profitability?
- We could launch a health insurance plan—that would cut expenses
 - We would need to collaborate with another group on that
 - i.e. PEs or national??

Political environment

- The environment has totally changed. It is not a “slow” process anymore.
- When taxes increase, the state sponsors more development.
- We haven’t reviewed the PS occupational code in 50 yrs!
 - Perhaps we should consider proactive regulatory advocacy.

Technology

- Technology tools in use have impacted the people we use on a job.
- We need to define the surveyor role re: technology. Is it a differentiating factor?
- Would it be a positive structural move to incorporate technicians into our membership/activities somehow?
 - Encourage CSTs.
- Can we leverage a higher ed source for technician education?
- Two schools have offered four yr degrees in surveying: Michigan Tech & Ferris.
 - We are about to lose Ferris.
 - Licensure in Michigan requires a four year degree.
 - What do we do when there are no schools in the state offering the degree?
 - This is a HUGE issue...there were only six new graduates in 2018.
 - Potential solution: get a double major – couple our credits with a Civil Surveyor degree.
 - There are currently huge cultural barriers inside institutions between the two specialties.
 - We would need to advocate with the institutions to bridge the silos and make a dual degree palatable.
 - Michigan Tech would be a quick grab.
 - Northwestern is a possibility
 - Ferris may be a lost cause.
 - Technology is everything. It impacts the way we work and how we communicate.

Consumer Preferences

- Consumer expectations of the job and pricing expectations are not aligned.

Local Chapters (Currently 9)

- Aging structure
- Locals currently act like silos
- We need to redefine the role of local chapters. Many of the 9 are fairly inactive.
 - Local chapters could be a great marketing tool
 - Locals could be key in creating our brand of caring member service.
- What alternatives are there to the local chapter structure?
 - Consider Communities of Practice
 - Self-organizing and mostly virtual communities who come together to work on an issue of passion.
 - MSPS would only need to help people find others who share the passion for that topic.
- Could we create a shared data-base of surveys conducted in local areas?

Vision Input Discussion

What Do We See for MSPS in 20 yrs?

- Be the critical resource for all professionals in the state.
- Be the go to organization that makes me a better surveyor, makes our lives easier.
- Gain the ultimate respect of the public and members as Trusted Advisors
- Be a leader in the US (we once were)
- Be regarded as a noble profession
- Members hold pride in the profession.
- Advancing the art and science of the survey profession
- Be a resource for other professions and organizations
- Create unique tools for surveyors
- Legislative advocacy: Be the voice of the profession; hold a seat at the legislative table.
- Be better sales people for our elite profession.

Strategic Positioning

MSPS must be competitive in all five areas, but should choose one to “specialize” in.

Position	Total Score	Average Score/16
1. Responsiveness/Convenience	85 pts	5.3125
2. High Quality/Innovation	66 pts	4.125
3. Caring Member Service	81 pts	5.0625
4. Personal Choice	57 pts	3.5625
5. Total Cost	69 pts	4.3125

Potential Goals Drawn from Critical Issues

Potential Goal from Critical Issues Discussions	Group Vote
Fundamentally rethink our governing structures #1. Re-examine Board and Associated Time Commitment. Clearly delineate roles of Executive Committee and Board; Schedule for Meetings #2 Define Committee Relationship with the Board, i.e. Legislative Comm Role v Board role #3 Examine ideal structure for engaging members: Form follows function!	14
Outreach: Launch Speaker's Bureau Requires micro-volunteers - Develop "canned presentations" for use of members for a variety of audiences, i.e. career day, professional CEUs, service groups - Support TWST as an organization - Address gap between 4 yr programs closing and the requirement to be licensed, getting people into the industry.	14
Leverage technology for virtual chapters e-learning Develop and implement a Social Media Plan	10
Develop a discreet grassroots infrastructure Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators. Increase participation at Legislative Day <i>Assure there are 4 members on the coalition (AESLC)</i>	8
Open opportunities for technician involvement	6
Reframe image of surveyor Develop and Launch a "Trusted Advisor" branding campaign.	5
Offer employer type of membership that would encourage involvement of surveyor employees and allow technicians to participate in our education.	5
Protect from unlicensed activity	4
Develop a "roadmap" to help new members understand how to engage in MSPS to get the best benefit. Develop "How to get respect of your colleagues"	4
Draw in New Grads – free student membership? - Communicate with Employers - First timers as VIPs	3
Institute Business Management Education	1
Explore group purchasing to reduce expenses	1
Expand Professional Education beyond Annual Conference	-

1 ST #1 & 2 MT #3	Fundamentally rethink our governing structures #1. Re-examine Board and Associated Time Commitment. Clearly delineate roles of Executive Committee and Board; Schedule for Meetings #2 Define Committee Relationship with the Board, i.e. Legislative Comm Role v Board role Foundation role #3 Examine ideal structure for engaging members: Form follows function!	KSMs: Board issues:	Who: Exec Comm Tactics: :
3 ST Plan MT Lau nch	Leverage technology for virtual chapters e-learning Develop and implement a Social Media Plan	KSMs: Plan & Implement texting option by end of 2019. ?? Social Media Virtual meetings EC by Aug 1 Ann Mtg Comm Webinar/ed session by Oct 1 2019	Champions Comm Comm Texting & Virtual Chap Chris: EC & An Conf Webinar: Seminar Comm
5 MT- LT	Open opportunities for technician involvement	KSMs: Increase in assoc measurements OR student memberships that transfer into assoc that get renewed. Get technicians involved. MSPS assoc level or non-professional. Not just CSTs 30 Employers & Min 20% increase by end of 2020.	Champion: Membership
8 ST Plan MT Plan	Reframe image of surveyor Develop and Launch a “Trusted Advisor” branding campaign.	KSMs: Have plan by end of 2019 Conduct baseline survey and conduct multi-stage surveys	Champion: Outreach OR PR?? Engage professional PR?? Integrate with outreach activity
11 MT Plan	Offer employer type of membership that would encourage involvement of surveyor employees and allow technicians to participate in our	KSMs: Increases in technicians participating with us.	Champion: Membership Comm

	education.	Direct employer relationships??	
14 ST Plan ST ST	Develop a discreet grassroots infrastructure Requires micro-volunteers, making a commitment to learn and act and build relationships with legislators. Increase participation at Legislative Day <i>Assure there are 4 members on the coalition (AESLC)</i>	KSMs: Goal: A surveyor in every district to be mobilized Every legislator knows the name of a surveyor in their district. Legislators recognize their surveyor as the expert in the field. Legislators know what MSPS stands for. Min. 5% (20) of membership participates in Leg Day annually. Each chapter has a carpool going to Leg Day Legislator at annual meeting	Champion: Legislative Comm
17 ST Plan	Outreach: • Launch Speaker's Bureau Requires micro-volunteers • Develop "canned presentations" for use of members for a variety of audiences, i.e. career day, professional CEUs, service groups • Support TWST as an organization • Address gap between 4 yr programs closing and the requirement to be licensed, getting people into the industry.	KSMs:	Champions: Outreach TF? For Speaker's Bureau TF?? Addressing the Gap Alternative licensing? Add'l certificate on BS degree?