



Midwest Chapter American College of Sports Medicine Strategic Plan- 2005-2010

I. Introduction-

The Midwest Chapter was granted a provisional charter from the American College of Sports Medicine in November 1970 and a permanent charter in April 1972. The objectives and purposes of the organization as originally created were:

- a) To promote and advance medical and scientific studies dealing with the effect of sports and other physical activities on the health of human beings at various stages of life;
- b) To cooperate with other organizations, physicians, scientists and educators concerned with the same or related specialties;
- c) To arrange for mutual meetings of physicians, educators and allied scientists;
- d) To make available postgraduate education in fields related to these sciences;
- e) To initiate, promote, and correlate research in these fields;
- f) To edit and publish articles and pamphlets pertaining to various aspects of sports, other physical activities and medicine; and,
- g) To establish and maintain a sports medicine library.

In November 1999, chapter leaders completed a comprehensive strategic plan for the years 2000-2005. In June 2005, chapter leaders met again to perform a comprehensive organizational analysis in order to revise the MWACSM Vision Statement, Mission Statement and Strategic Plan (Goals/Objectives) for the years 2005-2010.

II. MWACSM Vision Statement-

The Midwest Chapter of the American College of Sports Medicine aspires to be the premiere regional organization serving the professional needs of the exercise science and health/fitness community.

III. MWACSM Mission Statement-

The Midwest Chapter of the American College of Sports Medicine provides exercise science and health/fitness education, professional development, and networking opportunities for members and potential members.

IV. Goals, Objectives & Action Items for 2005-2010

Goal 1- Improve Chapter Communications

OBJECTIVES	ACTION ITMES	STATUS / UPDATE
Improve Communication with Members	<ol style="list-style-type: none"> <li data-bbox="527 410 1115 532">1) Improve e-mail by sending template via HTML <i>Who:</i> C. Babcock <i>When:</i> January 2006 <i>Cost:</i> Approximately \$100 <li data-bbox="527 565 905 686">2) Update Internship Web Site <i>Who:</i> ? <i>When:</i> ? <i>Cost:</i> \$0 <li data-bbox="527 719 1528 841">3) Improve Speakers Bureau by polling annually for solicited speaking engagements <i>Who:</i> D. Ritchie <i>When:</i> October 2005 <i>Cost:</i> \$0 <li data-bbox="527 873 1142 995">4) Update contact information for Speakers Bureau <i>Who:</i> C. Babcock <i>When:</i> November 2005 <i>Cost:</i> \$0 <li data-bbox="527 1027 1121 1149">5) Design an online membership application form <i>Who:</i> C. Babcock <i>When:</i> November 2005 <i>Cost:</i> \$0 <li data-bbox="527 1182 1150 1304">6) Promote Speakers Bureau at the Annual Meeting <i>Who:</i> C. Babcock <i>When:</i> November 2006 <i>Cost:</i> \$0 <li data-bbox="527 1336 1325 1458">7) Include counters and last updated information on website pages <i>Who:</i> C. Babcock <i>When:</i> June 2005 <i>Cost:</i> \$0 	<p data-bbox="1612 410 1892 589">Web host has been changed from Digitronics to Yahoo, in efforts to improve webhosting services. January 2006.</p> <p data-bbox="1612 1044 1877 1109">Completed November 2005</p> <p data-bbox="1612 1320 1892 1531">Completed June 2005 3165 hits on the homepage as of January 2006 4295 hits homepage, 1295 hits annual mtg page, 196 hits (9/2006)</p>

	<p>8) Provide links to ACSM Communities Page <i>Who:</i> C. Babcock <i>When:</i> October 2005 <i>Cost:</i> \$0</p> <p>9) Design web page for regional graduate programs <i>Who:</i> C. Broeder <i>When:</i> October 2006 <i>Cost:</i> \$0</p> <p>10) Design Annual Meeting highlight symposium on web site <i>Who:</i> H. Engels <i>When:</i> January 2007 <i>Cost:</i> \$0</p> <p>11) Improve marketing for Annual Meeting Campaign using new marketing incentives (i.e. Postcards, posters, etc.) <i>Who:</i> C. Babcock <i>When:</i> January 2006 <i>Cost:</i> Approximately \$3000</p>	
<p>Improve Communication with Organizations</p>	<p>1) Utilize national incentives for regional communication <i>Who:</i> ? <i>When:</i> ? <i>Cost:</i> ?</p> <p>2) Investigate partnership opportunities for the Annual Meeting <i>Who:</i> ? <i>When:</i> ? <i>Cost:</i> ?</p>	
<p>Improve Communication within the Chapter Board</p>	<p>1) Distribute policies and procedures to each of the committee chairs <i>Who:</i> President <i>When:</i> Every January <i>Cost:</i> \$0</p> <p>2) Implement committee reports in quarterly MWACSM newsletter <i>Who:</i> Committee chairs <i>When:</i> Feb. 15, May 15, Aug 15 and Nov 15 <i>Cost:</i> \$0</p>	<p>Carried out January 2006</p>

Goal 2- Facilitate Effective Chapter Administration and Governance

OBJECTIVES	ACTION ITMES	STATUS / UPDATE
<p>Improve Accountability of the MWACSM Regional Chapter Office and Executive Secretary</p>	<ol style="list-style-type: none"> 1) Update and distribute to the Board the strategic plan annually <i>Who:</i> Regional Chapter Office / Executive Secretary <i>When:</i> January of each year <i>Cost:</i> \$0 2) Review, discuss, and update the strategic plan at each Board meeting <i>Who:</i> Current President of the Board <i>When:</i> Each Board meeting <i>Cost:</i> \$0 3) Update and distribute to the Board the policies and procedures manual annually <i>Who:</i> Regional Chapter Office / Executive Secretary <i>When:</i> January of each year <i>Cost:</i> \$0 4) Update and complete the timeline reminders ("tickler file") each year <i>Who:</i> Regional Chapter Office / Executive Secretary <i>When:</i> Monthly <i>Cost:</i> \$0 5) Distribute the annual report to the Board each year <i>Who:</i> Regional Chapter Office / Executive Secretary <i>When:</i> February of each year <i>Cost:</i> \$0 	<p>Carried out January 2006</p> <p>On agenda for February 2006</p> <p>Distributed January 2006</p> <p>Completed July 2005</p> <p>Slated for February 2006</p>
<p>Improve Accountability of the MWACSM Board Members and Committees</p>	<ol style="list-style-type: none"> 1) Design and construct notebooks for President, Regional Chapter Representative, and committees to be transferred annually to the chair of the committee <i>Who:</i> Current President, Regional Chapter Rep, Committee Chairs <i>When:</i> By December of each year <i>Cost:</i> \$0 2) Disseminate the minutes of the Board meetings (website) <i>Who:</i> Secretary of the Board of MWACSM <i>When:</i> Within four weeks after each Board meeting (i.e. two weeks to the Board for review, revision, approval) <i>Cost:</i> \$0 3) Review, update (note date of revision in the footer of each 	<p>President Notebook has been started, January, 2006.</p> <p>Disseminated policies</p>

	<p>document), and disseminate sections of the policies and procedures manual pursuant to each committee chair or officers' responsibility <i>Who:</i> Executive Secretary of MWACSM and Board <i>When:</i> By January of each year <i>Cost:</i> \$0</p> <p>4) Create specific job responsibilities for the student member of the Board <i>Who:</i> D. Ritchie and Board <i>When:</i> Complete by Fall 2005 Board meeting <i>Cost:</i> \$0</p>	and procedures manual to committees (no updates/revisions were made), January 2005
Restructure the Planning Process for the Annual Meeting	<p>1) Redesign the planning committee(s) and responsibilities <i>Who:</i> E. Betts, T. Kirby, L. Darby <i>When:</i> Complete by Fall 2005 Board meeting <i>Cost:</i> \$0</p> <p>2) Reconceptualize the site rotation for the Annual Meeting <i>Who:</i> E. Betts, T. Kirby, L. Darby <i>When:</i> Complete by Fall 2005 Board meeting <i>Cost:</i> \$0</p>	

Goal 3- Increase the Value of Chapter Membership

OBJECTIVES	ACTION ITMES	STATUS / UPDATE
Increase Diversity of Offerings at the Annual Meeting	<p>1) Increase status of chapter awards <i>Who:</i> Awards Committee <i>When:</i> 2006 Meeting (Pursue options for 2005 Meeting) <i>Cost:</i> \$0</p> <p>2) Increase variety of speakers (e.g. applied presentations & use of speakers bureau speakers) <i>Who:</i> Planning Committee <i>When:</i> 2006 Meeting <i>Cost:</i> \$0</p> <p>3) Pursue partnerships for Annual Meeting <i>Who:</i> Planning Committee</p>	

	<p><i>When:</i> 2006 Meeting <i>Cost:</i> \$0</p> <p>4) Implement an Internship / Graduate School Social <i>Who:</i> Planning Committee (ad-hoc Social Committee) – Craig Broeder <i>When:</i> 2006 Meeting (Pursue options for 2005 Meeting) <i>Cost:</i> Possible cost for expanded conference offerings / cash bar</p> <p>5) Implement a College Bowl event <i>Who:</i> Planning Committee (ad-hoc Social Committee) <i>When:</i> 2006 Meeting <i>Cost:</i> \$0</p> <p>6) Pursue thematic poster sessions <i>Who:</i> Planning Committee <i>When:</i> 2006 Meeting <i>Cost:</i> \$0</p> <p>7) Provide free gift items for meeting attendance <i>Who:</i> Planning Committee <i>When:</i> 2006 Meeting <i>Cost:</i> Depends on items chosen</p>	<p>Implemented 2006 meeting</p> <p>Ribbons on badges for 2006. Brawner – presents info for ideas at 2007 mtg.</p>
<p>Increase Social and Networking Opportunities</p>	<p>1) Implement local gatherings (social) <i>Who:</i> Ad-hoc Social Committee- bob opliger <i>When:</i> Form ad-hoc committee at Fall 2005 meeting with first events by summer 2007 <i>Cost:</i> Up front costs but should break even</p> <p>2) Organize MWACSM outings and fun day (i.e. Cedar Point) <i>Who:</i> Ad-hoc Social Committee <i>When:</i> Form ad-hoc committee at Fall 2005 meeting with first events by summer 2007 <i>Cost:</i> To be determined</p> <p>3) Organize special interest and fellowship groups at the Annual Meeting <i>Who:</i> Program Planning Committee <i>When:</i> Advertise Fellowships at 2005 meeting; special interest groups at 2006 meeting <i>Cost:</i> \$0</p> <p>4) Include special interest and fellowship groups on MWACSM community web page <i>Who:</i> Communications Committee <i>When:</i> August 2006 (Solicit ideas at 2005 meeting)</p>	

	<p><i>Cost: \$0</i></p> <p>5) Include Bar at MWACSM Social at National Annual Meeting <i>Who: Executive Secretary</i> <i>When: Starting 2006 meeting in Denver</i> <i>Cost: Cost of bar</i></p>	
Develop Portfolio of Professional Benefits	<p>1) Identify and communicate current membership benefits <i>Who: Membership Committee</i> <i>When: September 30, 2005 (Identify); Communicate at National Annual Meeting</i> <i>Cost: Possible costs of communication / marketing materials</i></p> <p>2) Offer MWACSM gear to members <i>Who: Membership Committee (Pursue with National)</i> <i>When: June 2006</i> <i>Cost: Cost of producing items</i></p> <p>3) Offer discounted products contingent on membership <i>Who: Membership Committee</i> <i>When: June 2006</i> <i>Cost: \$0</i></p> <p>4) Offer distance education by posting presentations on web site <i>Who: Communications Committee</i> <i>When: January 2006</i> <i>Cost: \$0</i></p> <p>5) Increase student-oriented benefits <i>Who: Ad-hoc Student Committee & Student Representative</i> <i>When: Summer 2006</i> <i>Cost: Possible costs of development and mailing</i></p>	

Goal 4- Increase Membership (New & Current) Numbers and Participation

OBJECTIVES	ACTION ITMES	STATUS / UPDATE
Develop a Sense of Community	<p>1) Recognize members (new, milestone & fellows) at luncheon <i>Who: C. Brawner</i> <i>When: 2005 Meeting</i></p>	

	<p><i>Cost: \$0</i></p> <p>2) Send new fellows personal invitation to Annual Meeting <i>Who: C. Brawner (Fellow list from National)</i> <i>When: Six (6) weeks before Annual Meeting</i> <i>Cost: Minimal</i></p> <p>3) Initiate personal communication to new members <i>Who: C. Broeder</i> <i>When: In conjunction with Annual Meeting</i> <i>Cost: Minimal</i></p> <p>4) Provide new member ribbons at Annual Meeting <i>Who: C. Brawner</i> <i>When: In conjunction with Annual Meeting</i> <i>Cost: Cost of ribbons</i></p>	
<p>Increase the Number of New Members</p>	<p>1) Develop membership promotional materials <i>Who: Clinton (ACSM Publications Director/ACSM National)</i> <i>When: 2006 Meeting</i> <i>Cost: To be determined</i></p> <p>2) Investigate Use of Marketing Consulting Company <i>Who: C. Broeder</i> <i>When: 2005 Meeting</i> <i>Cost: \$0</i></p> <p>3) Review prior membership marketing efforts and outcomes <i>Who: H. Engels</i> <i>When: 2005 Meeting</i> <i>Cost: \$0</i></p> <p>4) Identify issues related to poor membership from IL, IA, and WI by conducting one-on-one interviews and surveying National members who live in these states <i>Who: B. Oppliger, C. Brawner</i> <i>When: 2005 Meeting</i> <i>Cost: \$0</i></p> <p>5) Investigate possibility of multi-year memberships <i>Who: C. Brawner (with ACSM National Office)</i> <i>When: 2005 Meeting</i> <i>Cost: \$0</i></p>	

	6) Investigate offering a new member gift (incentive) <i>Who:</i> H. Engels <i>When:</i> 2005 Meeting <i>Cost:</i> To be determined	
Increase Member Participation	1) Develop list of service opportunities for people who run for office but are not elected <i>Who:</i> C. Babcock <i>When:</i> 2005 Meeting <i>Cost:</i> \$0	List initiated. Non-elected members are solicited for participation on committees- January 2006

V. MWACSM Strategic Analysis

The MWACSM goals and objectives were determined after a comprehensive strategic analysis was conducted. Items identified during this analysis are listed below.

1. Core Products / Benefits

- Web site
- Annual Meeting
- Networking Opportunities
- Speakers Bureau
- Student & Professional Development
- Newsletter
- Recognition & Award Program

2. Stakeholder Review

Principle stakeholders include:

- Graduate Students
- Faculty Members from a core group of schools
- Individuals primarily from IN, OH, and MI

Principle stakeholders remain involved due to:

- Encouragement by faculty mentors
- Intrinsic motivation
- Professional development
- Need to support students
- Access to new science
- Experience as graduate students in MWACSM or other chapters
- Networking opportunities

Future stakeholders should include:

- Professionals (non-academic, certified, clinical, fitness/wellness, rehab)
- Faculty not yet involved
- Professionals and students in IL, IA & WI
- Students (graduate, clinical and those heading to the workforce)
- ACSM Fellows (new fellows and those previously involved with MWACSM)
- Members of the Speakers Bureau

3. **S.W.O.T. Analysis (Strengths, Weaknesses, Opportunities, Threats)**

Items with stars (*) indicate that this item was ranked as a “Top 3” in level of importance.

Strengths:

- *Multiple strong institutions in region (academic, clinical)
- Stable executive office
- *Fiscally responsible and sound
- Good leaders within the chapter who are also national leaders
- *Organizational structure

Weaknesses:

- *Communication (with Board/ACSM, within Board, with members)
- Unclear responsibilities and expectations of chapter leaders
- *Annual Meeting
- Strong leaders have many responsibilities, sometimes difficult to attract new leaders
- Too narrow geographically
- *Lack of inclusion (members don't feel connected, too narrow geographically)

Opportunities:

- *Partnerships with other organizations (ACSM National, Medical Fitness Association, NSCA, NATA, Life Fitness, APTA, ACSM Certifications, etc.)
- Sponsors / educators
- Societal issues (e.g. Obesity)
- Aging and women health fairs
- Distance learning
- *National leaders in ACSM who reside in the chapter
- *Non-meeting member services (distance learning, tools for members to use locally, etc.)

Threats:

- *Other competing organizations (so many specific ones that its hard to choose who to compete with, members funds are limited in choosing organizations to which to belong)
- Loosing attendance at Annual Meeting
- *Declining membership numbers

- Not keeping membership & meeting costs inexpensive for students
- Internet
- *Members' previous experience at chapter meetings

4. Additional Brainstorming Ideas (Not included in Strategic Goals/Objectives)

- Need to educate members and potential members about MWACSM
- Invite faculty not currently involved with chapter to present at Annual Meeting (might draw their students as well)
- Student representative can make contact with other student organizations
- Need to develop non-meeting benefits
- New marketing strategies are needed to promote chapter and activities
- Consider chapter mentor program
- More social activities throughout chapter events
- Formal recognition of individuals who submit abstracts and those who present at meeting
- Consider "Ask the Professional" lecture or luncheon/social
- Consider pictures of board members on web site