**TRAINING MODULE OUTLINE**

***Role Play Setup:*** *Philosophical Overview of Annual vs Mid-Year Retreat*

**Basic Premise**: Preparation for the retreat requires that each board member and/or the teams will have prepared for and/or completed the following prior to the retreat:

**TRANSITION PROCESS**

It is mandatory that all Incoming/Outgoing Board members attend all board meetings from the point of the Nomination Process being completed (which occurs after the Board slate has been approved by March 1st) through end of the current fiscal year. The incoming board shadows the current board members while observing and/or learning management styles. During the Transition Process helpful hints or key advice are shared, for example, advice that was given to the current board members that was helpful or information that wasn’t shared that would have made their job on the board easier.

**TRANSITION MEETING – SEPARATE FROM A BOARD MEETING AND PRIOR TO ANNUAL RETREAT**

This meeting MUST take place, along with a board orientation. This opportunity for the sharing of Best Practices results in everyone meeting as a team and ensuring a seamless transition. During the Transition Meeting any files or documents that your successor needs will be handed over.

Prior to the meeting everyone should have their position description, leadership handbook, and org chart (important for understanding how the work-teams function and flow together).

Typically the transition meeting includes:

* Ice breaker
* Board Basics
  + Responsibilities of board members as a whole
  + Board ethics, conflict of interest, etc.
  + Available resources
    - Chapter Leader Resource Page/CLRP
    - Chapter Business Manager
    - Chapter Business Summit
    - Chapter Leader Forum
    - Leadership Training Week
  + Check Request Procedures and Check Request Form
  + Chapter Manager/CBM Board reports and/or Team Status Reports (TSRs)
* Position descriptions
* Leadership handbook/transfer of Information sheet
* Organization Chart – important for understanding the hierarchy of communication
* Committee roster
* Robert’s Rules of Order at a Glance that is located on the Chapter Leader Resource page, Office of the President (protocol, motions, voting, etc.)
* Copy and status of current year’s chapter business plan (explain metrics), budget, 18-month calendar, Chapter Bylaws and Policies & Procedures
* Retreat dates for the upcoming year (mandatory attendance, along with WEC & CBS, if possible)

**KEY BUSINESS DOCUMENTS TO BE REVIEWED DURING TRANSITION MEETING:**

***BUDGET***

Review the preliminary budget for the upcoming fiscal year and be prepared to make adjustments to the business plan and/or the budget based on the team presentations that will occur at retreat.

The incoming and outgoing VPs of Finance are jointly responsible for constructing a preliminary budget PRIOR TO THE RETREAT with input from all department VPs and the Office of the President.  Remember, it is the outgoing board that will vote on the budget for the coming fiscal year!

***BUSINESS PLAN***

The incoming and outgoing VPs of each department/team are jointly responsible for constructing a preliminary business plan for that team PRIOR TO THE RETREAT.

***ATTENTION INCOMING VP'S/EXECUTIVE COMMITTEE!***

Your departmental team completes the business plan template, specific to your team, utilizing the content from the current business plan.   Your team is responsible for preparing the presentation(s) during the retreat that will outline your strategies for the next year.  This is the information that will be incorporated into the new fiscal year Business Plan. ***This is done with both the outgoing board and incoming board!***

**Business Plan Retreat Pre-Work:**

1. Review the current business plan
2. Find every objective/action in the plan that has your position’s title on it
3. Determine if anything needs to be changed as it is written
4. Determine if you need to add any new objectives or actions
5. Determine which metric the objective applies (Metric 1, 2, 3, 4 or 5) and identify that metric next to the objective in the business plan
6. Bring a copy of your work to the retreat where, as a group, the upcoming year’s chapter business plan is finalized as presentations are made.

***18 MONTH CHAPTER CALENDAR***

This is a document that MPI requires in order to have an overview of the chapter’s long term schedule.  An 18-month calendar also assists the incoming board with a head start on their year. The minimum information included in the 18-month calendar must be the target meetings/events for the chapter including board meetings, special events/projects, networking, etc.

**RETREAT OUTLINE**

1. **Retreat Opening**:

**SUMMARY:**  There are many ways to open a retreat and while our philosophy is to allow each facilitator the opportunity to insert their own creativity as much as possible, we wanted to offer examples of some of the most important points which should be covered at the beginning (at minimum).

* + - **Welcomes:**
      * **[TRAINER]**  Experience has shown that the best way to open a chapter retreat is to have the President *(for that retreat)* to first welcome the attendees to the retreat, thank them for their time and share *(if they should so choose)* their vision for the chapter & leadership for the coming fiscal year.  Once they have completed their welcome, they can then hand it over to the facilitator to begin the retreat.
      * **SLIDE NEEDED -***Usually with the name and title of the Chapter President*
    - **Introductions:**
      * **[TRAINER]** At this point, the facilitator will move onto introductions by asking some basic information of the attendees to help everyone get introduced. This will begin to develop some bonding among the chapter team leaders.  Here are some suggestions on things to ask:
        + **Name**
        + **Chapter Leadership Position**
        + **Employer**
        + **Fun Item** - this is generally something that is light and fun like, “What is the one thing currently in your refrigerator at home you would be embarrassed for anyone to know was in there?”  Or, “What is the weirdest thing you have ever eaten and where was it?”  Use your creativity.  Use these or come up with your own.  Make sure you introduce yourself as well and provide a little background on your previous involvement in MPI and provide your answer to the fun question as well.
      * **SLIDE NEEDED –** *A slide listing each of the points you’re asking them to share*
    - **Retreat Objectives:**
      * **[TRAINER]** This section is usually comprised of an overview of what you hope to accomplish at the retreat, and one of the best ways of doing this is to display the actual retreat agenda on screen and review the high points of those business items you will accomplish at the retreat.  What are the deliverables and the takeaways from this meeting?
      * **SLIDE NEEDED** –  *The agenda should be displayed in a slide.*

1. **Explore the Expectations of Attendees:** *“For this meeting to be an effective us of my time, I need \_\_\_\_\_\_\_\_\_\_\_.”*

**SUMMARY:**  Believing the retreat attendees walk into a retreat with an idea of what their personal take-aways will be (what success will look like for them), giving them a chance to share that with the room (and the facilitator) is very important.

* + - **[TRAINER]** This is a fairly straightforward piece of the retreat in that the above listed question can be put onto a slide and the facilitator can go around the room and ask each attendee to answer the question.  It is HIGHLY important that exact responses be recorded by the chapter admin (or other identified person) so that during the Wrap Up (#8 below) section of the retreat, responses can be read back out loud and the facilitator can ensure that each attendees needs were met.  If there is an expectation that was not met, the facilitator in concert with the Chapter President can identify a post-retreat action item that would get that need met.
    - **SLIDE NEEDED** “For this meeting to be an effective us of my time, I need \_\_\_\_\_\_\_\_\_\_\_.”

1. **Team Building:**

**SUMMARY:** An optional team building activity is meant to begin and/or continue the process of reinforcing the need to work not only with your identified team (eg: Education) but also to view the chapter leadership as the overarching team and the need to also work well within those parameters.

* + How long should it take?
* This decision should be made prior to the retreat. Generally this is a 10 minute to one hour activity taking place in, or adjacent to, the meeting room as the length of time is dependent on the board itself --- are a number of the board members returning members? New to the board?
  + How is it relevant to the task at hand?
* It not only injects a bit of fun into the retreat but it demonstrates that the year ahead should be both about \*accomplishment\* and about enjoying the people that they work with as board members.
  + How does it set the stage for the board to work together as a team for the next year?
    - It is meant to avoid any tendencies to become siloed as the year progresses and to not lose sight of the agreed upon chapter goals for the year.
    - Cross communication should be emphasized.
  + **[TRAINER]**
    - ***Team Building Example:****Role Play Sesame Street Puzzle*
      * *Not working in silos*
      * *Effective delegation*
      * *More effective inter-committee  and local/global communication*

**SLIDE NEEDED –** *With team building name and instructions*

**4. Agenda Overview:***(Build into slide deck)*

**SUMMARY:**  Provide suggestions on how to build agenda and share draft with President pre-retreat.  It’s about sharing best practices and examples.

* A draft master agenda is provided and should be shared with the PE as soon as the facilitator is contracted for the retreat. As the retreat approaches and conversations have taken place with the PE, President and CBM the overarching goals and needs of the chapter and the board for the

upcoming year have been identified which brings clarification to the timing of the individual sessions. At this point in time the time allotments for the agenda sessions should be added into the agenda.

**5. CBM Status Updates (90 minutes)**

**SUMMARY:**  This part of a retreat gives the CBM the opportunity to provide several things: 1.) Chapter status updates (e.g., metrics numbers, incentive points updates, etc.) as well as news and highlights from MPI global.

* + - **[TRAINER]:**  The CBM team typically builds a standard template for them all to use with their chapters, but it’s been our shared experience that CBM’s will alter their presentations based upon the specific needs of each chapter.  A facilitator will want to make sure there are 90 minutes added (possibly more if the CBM requests it) to each retreat agenda
    - **SLIDE NEEDED -**  A simple slide typically to introduce the CBM - and - if the facilitator is using PowerPoint, they can import the CBM’s presentation directly into their slide deck for the retreat.

1. **Team Presentations:**

**SUMMARY:** Team presentations --- which have been prepared in advance --- are an integral part of the overall success of the retreat. It is expected that the following preparations will have taken place prior to the retreat with the ingoing and outgoing teams working together to develop the presentations ensuring continuity and perspective.

* **[TRAINER]:** Each presentation per department should consist of 30 minutes (20 minutes for presentation and 10 minutes for strategic discussion). The presentations can be executed by the Incoming VP or the entire Incoming Department.
* **SLIDES NEEDED –** *See below slides per each department presentation*

1. **Slide #1: Team Members**
2. **Slide #2: Team Successes**. - Please be specific about these successes with as many tangible facts as possible.  Limit to your top three and make them Chapter Specific and (enter term) specific
3. **Slide #3: Team Challenges** See above… and make these equally as specific.  (Example of what we DON’T want: *Attendees lacked engagement*). A fictional example of what we DO want: *Attendees surveyed delivered a below average satisfaction result of 3 on a 5 point scale, with a metric meet goal of 4.0 on a 5.0 scale)*
4. **Slide #4: SMART Goals | Three Overarching Goals for Your Area** Make these SMART Goals (Specific, Measurable, Attainable, Realistic and Time Sensitive)… and when at all possible, make sure you are tying them back to our metrics:
   * Make these SMART Goals (Specific, Measurable, Attainable, Realistic and Time Sensitive)… and when at all possible, make sure you are tying them back to the metrics. SMART Goals focus on the big picture, not tactical action items. Example: Strategic Goal: Increase Chapter’s Retention Rate by 4%; Tactical Action: Develop a New Member On-Boarding Program; Tactical Action: Create an Ambassador Program
5. **Slide #5: Succession Plan| Who am I mentoring?** This slide is designed to assist with succession planning. The ongoing goal is for every board member to identify/know their successor for a solid succession plan. That means they should mentoring someone at all times. This slide is for each board member of the department to list who they are mentoring. Most likely candidates for Chair Position or Board; current committee Strengths & Weaknesses
6. **Slide #6: Motions for Budget Adjustments**
7. **Chapter Specific Discussions:**

**SUMMARY:**  In addition to the required deliverables for an annual retreat (e.g., Completed Business Plan, Budget, 18-month Education Plan, Membership Plan & Success Plan), a facilitator, during their retreat planning call with the Chapter President will want to ensure they allow for time on the retreat agenda for chapter specific items that need time for discussion.

* + - **[TRAINER]:** A facilitator could ask the question during the planning call, *“Are there any additional items that are chapter hot buttons or are keeping you up at night that need discussion among the whole team at this retreat?”*  Typically, there will be anywhere from 3-5 items that will fall into this category.

1. **SLIDE NEEDED** Typically, each of these additional items will have their own slide along with any background information provided by the chapter for discussion at the retreat.
2. **Wrap Up**

**SUMMARY:**  It is important to bring the retreat to a close with a summation of what was accomplished and to have the board departing on a positive, motivated note.

* + - **[TRAINER]:** It’s important to make sure allocate adequate time to cover the remaining point of retreat closure.
    - **SLIDE NEEDED** *A slide will need to be created for each of the points below*
  + Review if all expectations were met at/during the retreat
  + Review the Parking Lot
  + Identify each individual’s and/or team’s key take-aways
  + Ask each attendee, “Specific to the successful completion of the Chapter Business Plan objectives, what’s the first thing you are going to do once you leave this room?”

1. **Retreat Evaluation:**

**SUMMARY:**  Allowing for a post event evaluation of the meeting is a crucial part of any events success.  Each attendee at the retreat will want the opportunity to share their experience of the retreat with the leadership team, which will only help to make future retreats better for the organization.

* + - **[TRAINER]** MPI global is committed to assisting the facilitator corps in creating an easily accessible and easy to complete online post retreat reporting where the facilitators can provide their input to a streamlined set of questions on their experience of the retreat.  Allowing the facilitator to provide recommendations to both global and the chapter can only assist the chapter to be the very best it can be.  An MPI Verified Chapter Retreat Facilitator will be asked to submit their online report no later than ten (10) days

post retreat, so as to capture important information while it is still fresh on the facilitator mind.

* + - **[SLIDE NEEDED –** *The instructions for the retreat evaluation including that an appointed person i.e. P-E or Chapter Admin will send the link for the evaluation within 24 hours after retreat closure and need to be returned within (10) days.*

1. **Post Retreat Report**

Complete a post retreat report, using the MPI Facilitator Post Retreat Report template, to ensure that MPI is able to collect consistent data across the Chapter system from retreat facilitators.  By having a consistent set of feedback data points, MPI will develop a clearer understanding of the needs of its Chapter’s, as well as provide MPI the opportunity to hear from the facilitators their feedback on a retreat’s successes and challenges.  It is also our recommendation that this report be turned into an online form that lives on the MPI website with easy access to it, using Semantic URL’s (e.g., <http://www.mpiweb.org/postretreatreport>) for facilitators and MPI global staff.  Once submitted, a copy of the report will be automatically emailed to the facilitator, the appropriate CBM and the Chapter President.