

## CenStates Chapter Travel and Tourism Research Association

### 2016 - 2018 Strategic Plan

<b>Mission Statement</b>	<b>To increase the quality, value, effectiveness, and use of research in travel marketing, planning and development.</b>			
<b>Goals</b>	<b>1) Membership: Increase new professional memberships and retain existing professional members.</b>	<b>2) Education: Grow content of annual CenStates TTRA Conference and increase attendees.</b>	<b>3) Leadership: More fully engaged Board and general members.</b>	<b>4) Stewardship: Ensure responsible stewardship of CenStates TTRA resources, and support sound fiscal management and growth.</b>
<b>Objectives</b>	Improve the perceived value of CenStates TTRA membership to improve retention and new acquisitions.	Continue to grow the quality of the CenStates TTRA Conference to position it as the premiere, affordable option for CenStates practitioners students and academics.	Look for opportunities to engage every Board and general member in the organization to improve participation.	Enhance revenue streams to maintain the viability of the organization.
<b>Metrics</b>	Increase membership 10% annually and retain 95% of members for a net growth of 5% annually through 2018. Baseline 2015 = 53 members.	Increase conference attendees to 100 by 2018. Baseline: 2014 Bloomington, MN (79); 2013 TTRA Kansas City, MO (89); Carmel, IN, (87); 2012 Cedar Rapids, IA, (55); and Springfield, MO (85).	Annually have 100% participation by Board members in at least one in-person meeting (spring or fall attendance), 80% participation in the annual conference; and 100% participation in at least one committee or task force.	Work to grow a budget to be able to 100% sustain the current level of activity for CenStates TTRA with a positive cash flow, but also to allow for growth to support plan strategies and even beyond for the future as to be determined.
<b>Officer</b>	<b>President</b>	<b>Vice President</b>	<b>Chair</b>	<b>Treasurer</b>
<b>Strategy</b>	<b>1-A)</b> Improve the relevant content of newsletter.	<b>2-A)</b> Develop a marketing plan for the annual conference.	<b>3-A)</b> Prepare a "CenStates TTRA Board of Directors" packet.	<b>4-A)</b> Annually deliver to the membership a balanced budget.
<b>Strategy</b>	<b>1-B)</b> Develop an annual quarterly series of "Digital Roundtables".	<b>2-B)</b> Use the annual conference as an opportunity to engage and connect with new potential members and followup.	<b>3-B)</b> Conduct new Board orientation sessions.	<b>4-B)</b> Annually produce a conference that supports the basic operations of CenStates TTRA.
<b>Strategy</b>	<b>1-C)</b> Develop a CenStates speaker's bureau.	<b>2-C)</b> Conduct a competitive analysis of CenStates TTRA's conference.	<b>3-C)</b> Board members should chair or be active in at least one committee or task force.	<b>4-C)</b> Review the conference sponsorship levels and keep them attractive.
<b>Strategy</b>	<b>1-D)</b> Assist members by encouraging cooperative research opportunities.	<b>2-D)</b> Offer members a significant break in conference pricing and promote it.	<b>3-D)</b> Ensure committees remain active.	
<b>Strategy</b>	<b>1-E)</b> Explore the possible critical issues and case studies in the CenStates region.	<b>2-E)</b> Offer opportunities to engage students in the annual conference.	<b>3-E)</b> Board documents should be in a common access area.	
<b>Strategy</b>	<b>1-F)</b> Plan a CenStates only session during the TTRA conference.		<b>3-F)</b> Provide strategic plan to all members.	
<b>Strategy</b>			<b>3-G)</b> Provide packet for new members.	