2026/27 Success Plan Summary

Below is a summary of the ingredients that make up 2026/27 Success Plan. The Success Plan follows on the next page.

- **Mission.** The reason the organization exists; its purpose.

- **Strategic Directions**. Provides the primary overall direction for the organization.

- **Statements of Success**. Descriptions and indicators of success in achieving the Strategic Directions.

- **Priority Measures/Key Performance Indicators.** These are the 12 primary KPIs that define the health of the organization.

- **Priority Projects**
  - These are new or innovative activities that are intended to move the needle on the Strategic Directions
  - Each priority project is aligned with one of the Strategic Directions
  - Each project summary includes
    - Project Name
    - Timing Milestones
    - Proposed measures to be achieved or activities to be accomplished
    - Project Owner (volunteer group or staff)

2026-27 Success Plan

Mission

To nurture a vibrant, trusted community that empowers association professionals to drive their missions forward.

Strategic Directions and Statement of Success

Connecting & Empowering Community. Cultivate a "professional home" where members feel a sense of belonging and support.

Statements of Success

- Members consistently show high levels of loyalty (through the Net Promoter Score, a Top 12 KPI). (use instead of AW members identity AW as their "professional home")
- All events include intentional elements designed to connect members and initiate a sense of belonging.

Launching Innovative Solutions. Actively experiment and evolve to deliver innovative approaches that deepen member value and future readiness.

Statements of Success

- Develop & implement Innovation Framework (launch internally and expand to select volunteer groups in future years).
- Identify, pursue and report on at least one innovative action or project for each Strategic Direction of the Success Plan each year. Establish key measure or benchmark for each action or project (known as "Priority Projects").
- Feature member innovation through various channels (in person and virtual sessions, case study or articles).

Fueling Sustainable Growth. Secure our future through strong membership, diversified revenue, and responsible organizational development.

Statements of Success

- Membership renewal rates are reasonably consistent between regions demonstrating integration and strategy alignment)
- Revenue is diversified and dependable, annual revenue and membership goals are consistently met, and reserves are fully funded and growing.
- Provide the stability and flexibility needed to invest in innovation and multi-year projects.

Advancing Professional Excellence. Nurture growth, strengthen professional standards, and empower our community to lead.

Statements of Success

- Members consistently show high levels of loyalty using the Net Promoter Score (instead of "career impact" and "sustained engagement"). This is a Top 12 KPI.
- Increase member content leaders (demonstrate innovation and expand engagement and peer learning). This is a Priority Project and is also related to the Strategic Direction of Launching Innovative Solutions. (Use instead of "Member powered learning ecosystem).
- Establish baseline measures for participation by level of leadership (career stage) and priority audiences (such as % of members attending at least one education program).
- Learning programs are consistently evaluated at a high level (4.2 or above).

Associations West

Top 12 Key Performance Indicators

Success Plan Goals for 2026/27

Key Area/Measurement Criteria. All factors will guide compensation and bonus recommendations/discussions.	**24/25 Results**	**25/26 Results**	**26/27 Goals**
1. Total Association Professional Members	1,027	1,013 (est.) 1,166 (est)*	1,195
2. Total Industry Partner Members	410	387 (est.) 433 (est.)*	442
3. Membership Satisfaction (Net Promoter Score)	n/a (new)	77%	70%
4. Volunteer Satisfaction (Net Promoter Score)	80%	81%	75%
5. Seasonal - Association Professional attendance	465	569**	512
6. Seasonal - Exhibitor Satisfaction	4.48*	4.43	4.2
7. Seasonal Net Profit	339,390**	373,377**	382,288
8. ELEVATE - Association Professional Attendance	169**	165	148
9. ELEVATE - Association Professional Satisfaction	4.33	4.58**	4.2
10. ELEVATE - Net Profit	191,584**	234,382** (est.)	209,974
11. Marketing & Sponsorship Revenue	266,204	276,756 (est.)	381,150
12. Budget - Net Revenue	87,490**	27,234 (est.) 85,089 (est.)	37,150

* Includes Washington post-merger results
** Indicates record high

2026/27 Success Plan - Priority Projects

Strategic Directions	Connecting & Empowering Community	Fueling Sustainable Growth	Launching Innovative Solutions	Advancing Professional Excellence
Priority Project Name and Description	**Craft Remarkable New Member Experience** (develop & launch prototype)	**Elevate and grow a high-impact partner and sponsor community**	**Ensure Seasonal Spectacular and Elevate are visibly innovative in both attendee experience and event operations**	**Use data-driven insights to improve relevance of our education programs and events.**
Timing	Q1: Recruit & Identify Pilot Cohort Q1: Launch Personalized Welcome Journey Q2–Q3: Foster Ongoing Engagement & Connection Q4: Evaluate Outcomes & Develop Scale Plan	Launch revised PPP (completed) Implement PPP - year round Q3 - Assess & revise program	Q1 Strategy & Planning (both events) Q2 - Seasonal Q4 - Elevate	Q2 - Analysis complete, with focus on priority audiences Q4 - Opportunities integrated into 27/28 Ed Plan
Measure or Benchmark	Improved loyalty (NPS score) and retention rates for prototype group compared to other new members	Increase total sponsorships (Top 12 KPI)	Evaluate innovative action in event surveys (Top 12 KPIs to support are exhibitor satisfaction an AP attendance at Seasonal and AP Attendance and AP Satisfaction at Elevate)	Education and innovation opportunities identified and integrated into 27/28 education plan
Owner	MAG	Staff	Seasonal Committee Elevate Committee	Professional Development Committee
Priority Project Name and Description		**Launch a vibrant peer ambassador program that powers membership growth**	**Imbed a simple, repeatable innovation practice into how we work**	**Begin development of a community of association professional content leaders**
Timing		Q1 (Planning Phase): Define the Ambassador Program Framework Q1-2: Recruit & Prepare Ambassadors Q2–Q3: Launch and Test the Pilot Program Q4: Evaluate, Recognize & Scale	Q1 - Innovation practice process developed Q1 - All staff trained on innovation process Q4 - Develop eight qualified ideas that pass evaluation process (innovation practice)	Q1 - Plan for content leaders developed
Measure or Benchmark		# of Ambassador referrals # of referrals converted to membership	All staff team members are trained on innovation practice playbook Staff leaders use the framework to regularly evaluate and implement new ideas	Deliver XX% of all content offerings by APs Improve event evaluations (longer-term goal)
Owner		MAG Regional Councils	Staff	Professional Development Committee
Priority Project Name and Description		**Improve engagement and perceived value for our priority member audiences** (CEO's, New Members, Industry Partners)		
Timing		Q1 gathering data on priority audience and creating value propositions per audience Q2 - Q4 adjusting future event/services plan for priority audiences + adjusting existing messaging where appropriate		
Measure or Benchmark		Increase Net Promoter Score among priority audiences Long-term: increase retention rates for priority audiences		
Owner		Regional Councils Communications Committee Professional Development Committee		