

Mission Statement: The mission of the Mid-Atlantic Biofeedback Society is to provide training and educational opportunities for clinicians, healthcare professionals, academicians, researchers and students and to inform the community in the well-established and cutting-edge theories and technologies that promote self-regulation and optimization of human performance.

Vision Statement: The vision of the Mid-Atlantic Biofeedback Society is to improve human welfare.

Strategy Statements: The strategies to promote MABS' mission and vision are to: (1) Promote, communicate and exchange ideas among members concerning the science and practice of clinical biofeedback, applied psychophysiology and behavioral medicine; (2) Provide opportunities to enhance knowledge within the Society regarding psychophysiology, biofeedback and behavioral medicine through annual membership meetings, educational programs, publications and special interest groups (SIGS); (3) Encourage, promote and provide opportunities to improve clinical practice, educational applications and scientific research in biofeedback, applied psychophysiology and behavioral medicine; and (4) Disseminate information to the public about the uses and limitations of applied psychophysiology, biofeedback and behavioral medicine.

Background: The 2016-2019 Strategic Plan provided the structure for MABS's operations during this period. Committees carry out the strategic plan, with each committee having their own workplan that details how the strategic plan will be implemented.

Planning and Development Steps: An *ad hoc* strategic planning committee formed in the summer of 2019, under the chairmanship of the president-elect. Committee members analyzed evaluation summaries from conferences held during the 2016-2019 timeframe, as well as minutes of the Board of Directors' calls for the same period to identify concerns and suggestions for growth and meeting our members' needs. Committee workplans were also examined for what was done and what was not done and what the reasons were for a task not being accomplished. Using the committee's findings from this work, a SWOT analysis survey was sent to the membership to complete online. SWOT refers to **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats and is a technique used to help guide organizations in strategic planning. An astounding 50% of MABS members completed the SWOT survey! The results did not surprise the committee: more outreach is necessary; resources need to be beefed up and, perhaps most significantly, MABS is recognized for holding "great conferences with excellent presenters."

The Plan: In reviewing the 2016-2019 plan, the committee realized that some goals had been met, some are ongoing goals that would need to stay on the new plan and that new goals needed to be added, yet they all continued to fit into four main categories: (1) Board/Volunteer Development; (2) Financial/Organizational Sustainability; (3) Program Services; and (4) Marketing and Communication. The chart on page 2 shows the goals for those categories and who (generally the Board or a committee) is responsible for ensuring the goal is met. New Committee Workplans will be developed to reflect changes and which also provide extensive additional detail with timelines and who specifically will carry out action steps and are available annually on MABS' website at www.mabs.us. Workplans are fluid documents that will be reviewed by each committee at least annually and adjustments made if warranted.

MABS' Strategic Plan 2020-2023

Bolding indicates primary responsibility. Executive Director provides staff support for all committees.

Board/Volunteer Development	Financial/Organizational Sustainability	Program Services	Marketing and Communication
<p>1. Increase interest in board service Nominations</p> <p>2. Hold regular board meetings throughout the year Executive</p> <p>3. Increase participation in committees and/or one-time volunteer opportunities Board/Communications/Membership (CMC)</p> <p>4. Conduct annual board orientation for new board members/officers Executive Committee*</p>	<p>1. Develop and implement a short and/or long-range sustainability plan. This plan could include the following:</p> <ul style="list-style-type: none"> a. Increased membership, including student members b. Increased conference attendance c. Increased tax deductible donations d. Raffles and other fundraising methods e. Other ideas TBD <p style="text-align: right;">Finance*/CMC/Program</p> <p>2. Increase Executive Director's compensation Executive/Board</p>	<p>1. Plan and hold two well-attended conferences per year Program/CMC</p> <p>2. Hold two special interest groups (SIGs)/webinars per year Program</p> <p>3. Provide continuing education credits for conferences and SIGs; explore CEs for additional professions to foster additional attendance Program</p> <p>4. Increase student attendance at conferences and student membership Program/CMC</p> <p>3. Present at least one and potentially two Lifetime Achievement Awards each year and use ceremony as a "teachable moment" Lifetime Achievement Awards</p>	<p>1. Develop and assist with the implementation of an outreach plan to universities and colleges CMC</p> <p>2. Develop and assist with the implementation of a plan to identify and outreach to non-member BF/NF providers CMC</p> <p>3. Implement the social media plan, e.g., the Blog, Facebook, Twitter CMC</p> <p>4. Maintain website and upgrade/update as warranted CMC</p> <p>5. Carry out advocacy efforts as required Advocacy Team/CMC</p> <p>6. Support other committees as needed and appropriate CMC</p>

*Finance Committee will be the Executive Committee with the Treasurer as chair. Its workplan is embedded in the Executive Committee's workplan.