

MRS

Michigan Radiological Society

Strategic Plan 2026–2031

One Voice for Radiology in Michigan

Protecting Quality, Access, and Patients

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Michigan Radiological Society | Founded 1921



Today's Agenda

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01 Introduction: Why Strategic Planning?

02 Mission & Vision Statements

03 SWOT Overview & Member Insights

04 Tier 1 — Mission-Critical Priorities

05 Tier 2 — Growth & Relevance

06 Tier 3 — Organizational Resilience

07 Tier 4 — Targeted Expansion

08 Conclusion, Thank Yous & Next Steps

Why Strategic Planning?

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A roadmap for our next five years

WHAT

A structured framework that defines our priorities, goals, and direction for 2026–2031 — aligned to member needs and the changing healthcare landscape.

HOW

Through SWOT analysis, member surveys, and leadership deliberation — translating data into actionable tiers of strategic priorities with clear ownership.

WHY

Declining membership, scope-of-practice threats, AI disruption, and burnout demand proactive leadership. Without a plan, we react. With a plan, we lead.

Mission & Vision

MISSION

The Michigan Radiological Society (MRS), as a chapter of the American College of Radiology (ACR), is dedicated to serving the radiological professions across Michigan. Our mission is to advance the science, education, and practice of radiological medicine; enhance the quality and accessibility of imaging and therapeutic services for patients and the medical community; foster professional collaboration and fellowship among radiological specialists; address the evolving economics of radiology; and uphold the highest standards of medical ethics and clinical excellence.

VISION

The MRS seeks to be the premier radiologic professional society in Michigan and the foremost State Chapter of the ACR.

"One Voice for Radiology in Michigan"

Strategic Context: SWOT Snapshot

What the data and member feedback tell us

STRENGTHS

- 100+ years of history & credibility
- Strong Lansing advocacy network
- ACR national recognition
- Diverse membership base

WEAKNESSES

- Declining membership & engagement
- Leadership succession gaps
- Single administrative leader risk
- Limited public/clinical visibility

SWOT

OPPORTUNITIES

- Foundation & non-dues revenue
- AI informatics leadership
- Early-career pipeline
- Hybrid/regional events

THREATS

- Scope-of-practice legislation
- Corporatization of medicine
- Burnout & workforce shortages
- Alternative CME platforms

What Our Members Tell Us

Survey data informing the strategic plan

81–82%

Top-2 importance:
Advocacy &
Reimbursement

86%

Members likely to
renew membership

39%

Rarely or never
engage with MRS

53%

Prioritize early-career
radiologist support

Key Strategic Takeaways:

- Engagement is episodic — 39% rarely/never engage with MRS
- Time, scheduling & geography are the top barriers — not cost
- Advocacy is the dominant value driver members cite for belonging
- Community & early-career support are the biggest unmet needs

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Double Down on Advocacy

Make it visible, personal, and continuous — our core value proposition

Priority Actions

- Quarterly 'Advocacy Impact Briefs' tied to dues value
- Expand Advocacy Day to hybrid/virtual formats
- Explicit advocacy ROI messaging: 'Your dues did this'
- Translate every legislative win into direct member value
- Continue opposing scope-of-practice expansion & adverse tort reform

Evidence & Data

81–82%

Top-2: Legislative & reimbursement advocacy

77%

Members rank advocacy as #1 priority

18%

Advocacy Day participation — opportunity to grow

2

Stabilize & Grow Membership

Move from 'membership as insurance' to 'membership as community + voice'

Priority Actions

- Segment members: residents, early-career, employed, late-career, retired
- Targeted engagement nudges — not one-size-fits-all blasts
- Clearly articulate 'Why MRS vs. ACR vs. nothing'
- Address employer non-support with group/institutional dues models
- Improve onboarding for new members with clear value communication

Evidence & Data

86%

Members say they are likely to renew

39%

Rarely or never engage with MRS

21%

Participated in NONE of MRS offerings last year

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Financial Stability

Grow revenue, reduce dependency, and diversify income streams

Priority Actions

- Expand MRS Foundation to offload programmatic costs
- Develop vendor sponsorship & preferred provider partnerships
- Launch job bank and website-based revenue streams
- Engage private practice partners for financial sponsorship
- Reduce expenses through operational efficiencies
- Explore alternative revenue to replace declining dues income

Evidence & Data

↓ Dues

Revenue at risk from declining membership

PE Risk

Corporatization limits employer dues support

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Early-Career & Trainee Value Pathway

MRS as the bridge from training → practice → leadership

Priority Actions

- Structured mentorship program — not informal matching
- Annual 'Michigan Radiology Careers & Leadership Night'
- Early-career seat(s) on Board or standing committees
- Targeted outreach to medical students, residents, and fellows
- Build pipeline for RO, physics, and underrepresented groups

Evidence & Data

53%

Prioritize supporting early-career radiologists

Gap

Engagement drops sharply post-training

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Reimagine Education as Value-Added

Education that cannot be replaced by online CME

Priority Actions

- Specialty-specific CME: breast imaging, subspecialty updates
- Short-form, high-yield virtual sessions on AI, advocacy & reimbursement
- Hybrid regional events instead of large centralized meetings
- Link education to advocacy outcomes and legislative context
- Position MRS as leader — not just provider — of education

Evidence & Data

< CME

CME ranked below advocacy & networking by members

↑ Hybrid

Travel & scheduling are top barriers to attendance

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Local, Smaller & Hybrid Touchpoints

Fewer large events — more frequent, low-friction interactions

Priority Actions

- Regional micro-events: Southeast MI, West MI, Mid-Michigan
- Practice- or vendor-supported networking socials & mixers
- Leverage retired/senior members as mentors and event hosts
- Pub/lounge-style informal meetups to reduce friction
- Digital engagement channels between in-person events

Evidence & Data

68%

Top-2: Networking & community as membership value

#1

Time, scheduling & travel cited as top barriers

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Leadership Continuity & Governance

Reduce turnover risk and preserve institutional memory

Priority Actions

- Create Past Presidents / Advisory Council ('Board of Elders')
- Formal onboarding + leadership playbooks for each officer role
- Longer or staggered key officer terms for finance & admin continuity
- Financial officer as ex-officio position to establish expertise continuity
- Structured pathways to ACR committees and national leadership

Evidence & Data

23%

Members ready to engage more — needs cultivation

Risk

Short terms + variable past-president engagement

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Executive & Administrative Resilience

Protect the organizational backbone that enables every other tier

Priority Actions

- Develop a formal backup operations and continuity plan
- Annual performance review and compensation alignment for exec staff
- Explore fractional or contract support for peak load periods
- Document critical processes to reduce single-point-of-failure risk
- Proactively address burnout risk for administrative leadership

Evidence & Data

Risk

Single admin leader with growing workload

High

Operational failure would impact advocacy & trust

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Position AI as an Advocacy & Practice Tool

Own the narrative before it is imposed externally

Priority Actions

- AI & policy education tied to scope, quality, and reimbursement
- Joint programming with ACR and state policymakers on AI governance
- Counter 'AI as replacement' narrative — promote AI as augmentation
- Build member confidence through practical AI implementation guidance
- Establish MRS as the trusted state-level voice on AI in radiology

Evidence & Data

Looming

AI not top-of-mind yet — but urgency is building

Anxiety

Members fear displacement rather than empowerment

Strategic Priorities at a Glance

Four tiers — nine priorities — one direction

TIER 1

1. Advocacy
2. Membership
3. Financial Stability

TIER 2

4. Early-Career Pathway
5. Reimagined Education
6. Local Engagement

TIER 3

7. Leadership Continuity
8. Admin Risk Mitigation

TIER 4

9. AI & Informatics

"One Voice for Radiology in Michigan — Protecting Quality, Access, and Patients"

Next Steps: Bringing the Plan to Life

2026–2027 implementation priorities

Q3 2026	Board ratification of Strategic Plan	<i>Board of Trustees</i>
Q3 2026	Assign committee leads for each Tier 1 priority	<i>President + Exec</i>
Q4 2026	Launch member segmentation & engagement audit	<i>Membership Committee</i>
Q4 2026	First Advocacy Impact Brief distributed to all members	<i>Legislative Committee</i>
Q1 2027	Establish mentorship pilot program & early-career board seat	<i>Resident/Fellow Section</i>
Q2 2027	First regional micro-event in SE Michigan	<i>Events Committee</i>
Q2 2027	MRS Foundation fundraising campaign launch	<i>MRS Foundation</i>
Ongoing	Annual SWOT review & plan refresh each spring	<i>Strategic Planning Committee</i>

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Thank You

One Voice for Radiology in Michigan

- MRS Board of Trustees & Committee Chairs
- Members who participated in our strategic planning survey
- MRS Foundation leadership and supporters
- Our administrative team for over 100 years of continuous service

Questions & Discussion

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