

# Planning Process for NIRSA's 2018-2021 Strategic Plan

APPROVED AND ADOPTED BY THE NIRSA BOARD OF DIRECTORS. MARCH 27, 2018

NIRSA intentionally sought to make this planning process as inclusive as possible; the varied scope of individual lenses and experiences put forth allowed for identification of the priorities most needed by the membership.

## Engaged over 100 members directly, throughout the process

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- The NIRSA Board approved a ten-person **Task Force** of strategic thought leaders within the Association, representing a diverse range of perspectives and experiences within the profession.
- Task Force members served as liaisons to Strategic Partner and/or Accountability Partner groups
  - **Strategic Partners** - represented a specific segment of the NIRSA membership; provided on-going, focused feedback
    - 20+ year professionals/Past Presidents
    - 10-20 year professionals
    - 0-10 year professionals
    - Students
    - Strategic Value Commissioners
    - Faculty
    - NIRSA Assembly
    - Corporate/Associate Members
  - **Accountability Partners** - NIRSA leadership groups; provided on-going feedback through the lenses of achievability and fiscal responsibility; have the responsibility of owning and executing the plan
    - NIRSA Headquarters Staff
    - NIRSA Board of Directors
    - Foundation Board of Directors
    - NIRSA Services Corporation Board of Directors
    - Member Network
    - Finance Committee

## Invested in a 'learning journey' to encourage out-of-the-box thinking

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- To help inspire and reinforce 'out-of-the-box' and creative thinking, as well as to get an informed sense of potentially impactful trends, the Task Force engaged in a 'learning journey' by reading articles related to strategic thinking, visiting innovative spaces in Seattle and Washington DC (where they met for two, in-person meetings), inviting contributions from corporations and technology firms, and speaking with other higher education associations.

## Hired third-party experts to inform the process and check our biases

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- NIRSA worked with consultant Ted Sarvata, a certified Gazelles Coach, throughout the planning and implementation process.
- NIRSA hired Association Labs, a strategic research consultancy specializing in association business strategy, to assist with data gathering and analysis. The Task Force placed a high value both on members being able to deliver their input anonymously and on a third-party's analysis of those results.

## Invited ideas and feedback from the entire membership

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### Surveys

Two surveys were completed in the fall of 2017:

- An investigative, qualitative research survey sent to 26 members, with 22 responses. Those members were not members of a Strategic or Accountability Partner group. They were spread throughout each region, represented small and large institutions as well as public and private, reported along different departmental lines, and were at different levels of career experience.
- The data from that survey, in consultation with the Strategic Planning Task Force, formed the subsequent survey, sent to all NIRSA members as well as any non-members for whom there was contact information. Over 1100 professionals and nearly 150 students responded.

### Face-to-face

- At each 2017 regional conference and several state workshops, Task Force members, in conjunction with the NIRSA Board of Directors, conducted an in-person environmental scanning exercise to solicit feedback from a cross-section of the membership, promote discourse, and engage more voices in the process. They also presented an overview of the strategic planning process and answered questions. Over 100 members participated.
- A draft of this plan was previewed at the 2018 NIRSA Annual Conference at the Annual Meeting of Members, so as to explain its construction and rationale in greater detail and allow further feedback from the membership.