



IN 2018, NIRSA ADJUSTED THE STRATEGIC PLANNING CYCLE TO three years. At that time, NIRSA leaders recognized that the pace of change in the industry necessitated shorter, more nimble plans. And this was without the foresight to imagine and plan for a global pandemic.

The scanning and planning process in 2020 and early 2021 was filled with volatility and uncertainty. We've emerged from the pandemic and are now better able to look up and out at a future that has both challenge and opportunity. In the 2023 scanning and learning that informed this plan, NIRSA leaders found much to be optimistic about. We are inspired to take the hard-earned creativity and calculated risk-taking behaviors of the pandemic era and apply them to the challenges and changes facing the profession now. Within campus recreation and NIRSA, leaders are activating different skills to meet today's different challenges.

Engaged over 1,000 members directly, throughout the process

The NIRSA Board of Directors along with the Member Network Chair, two representatives from the Foundation Board, two representatives from the NSC Board President, and senior NIRSA staff comprised the core strategic planning team.

NIRSA engaged Association Laboratory to conduct the fourth iteration of a survey that gathers data about the environment within which campus recreation professionals work. Over 1,000 people responded including 652 members, 293 lapsed

members, and 141 nonmembers. The results were used in the strategic planning process and formed the basis for the *Industry Insights* report. The NIRSA Foundation generously funded the data gathering, benchmarking, and reporting effort.

To fully understand the context for this next strategic plan, the core planning team designed a learning journey that included internal and external perspectives. The learning journey included a presentation by NASPA President Kevin Kruger about the landscape of student affairs, a review of NACUBO's [Top 5 Higher Education Business Issues of 2022](#), a review of enrollment trends and projections from the Western Interstate Commission for Higher Education (WICHE), and recommendations from the Health & Wellbeing Task Force and Climate Study Implementation Team.

Accountability partner review

Accountability partners are an integral part of NIRSA's strategic planning cycles. They are the NIRSA leadership groups responsible for executing the strategic plan. These accountability partners had representatives on the core team, and their full group reviewed and provided feedback on the draft plan—particularly through the lenses of achievability and fiscal responsibility.

- NIRSA Services Corporation Board
- NIRSA Foundation Board
- Member Network
- NIRSA Staff

The 2024–2027 Strategic Framework is adopted

The core team synthesized the inputs and developed a strategic framework to guide the Association (NIRSA) and its subsidiaries (the NIRSA Services Corporation and the NIRSA Foundation) over the next three years.

The framework includes an articulation of the “environment facing campus recreation professionals” as important context for the plan.

This framework updated the core value proposition language to more clearly match NIRSA’s current and future programs and services.

NIRSA will provide the best resources for learning, networking, and advocacy so that campus recreation professionals can inspire healthy people and healthy communities worldwide.

This new framework also names foundational pillars that are essential and enduring to NIRSA’s work. *The Shared Expectations for Belonging*, crafted by the Climate Study Implementation Team and adopted by the NIRSA Board in 2023, is embedded in the framework. Providing member value and responsible stewardship of resources is also written into the framework.

Next steps

The framework will be shared with members and stakeholders in Spring 2024. Over the summer, NIRSA will engage leadership groups—including our caucuses and other networks—to collaboratively design areas where each group can help advance the goals and strategies in the framework.