

# NIRSA Strategic Plan

## 2013-2018

NIRSA is a leader in higher education and the advocate for the advancement of recreation, sport, and wellness by providing educational and developmental opportunities, generating and sharing knowledge, and promoting networking and growth for our members.

### NIRSA's Core

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#### *Core Purpose*

NIRSA is a leader in higher education and the advocate for the advancement of recreation, sport, and wellness.

#### *Core Beliefs*

- A. Physical activity and recreation participation is a part of our human heritage, and all individuals should have the opportunity to participate.
- B. Healthy people and healthy communities are strengthened by a commitment to sustainable practices, wellbeing, service, leadership, equity, diversity, inclusion and a global perspective.
- C. Recreation provides a beneficial and widely accessible outlet for expression and development during the formative years as a student scholar and/or burgeoning professional.
- D. Through recreation, individuals are able to establish healthy attitudes and practices that are applicable beyond the boundaries of institutions of higher education and into a lifetime of wellbeing.
- E. Recreation programs are advanced and strengthened through ongoing education, resource sharing, and networking.

## Philosophy

- A. NIRSA advocates for the advancement of collegiate recreation, sport, and wellness by providing educational and developmental opportunities, generating and sharing knowledge, and promoting networking and growth for our members.
- B. Recreation, sport, and wellness programs promote healthy people and healthy communities. These initiatives—within the unique dimensions of collegiate recreation and the college experience—provide individuals at institutions of higher learning with seminal opportunities for successful learning outcomes, community building, professional development, and personal growth.
- C. NIRSA is comprised of members that are as diverse as the institutions and students they serve, and collegiate recreation is a reflection, celebration, and answer to participant interests, backgrounds, and needs. Our diversity inspires open communication and flexibility, which allows NIRSA to provide a variety of activities and opportunities for students, employees, and participants to be engaged and empowered.

## Mission

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**NIRSA's mission** is to be a leader in higher education and the advocate for the advancement of recreation, sport, and wellness by providing educational and developmental opportunities, generating and sharing knowledge, and promoting networking and growth for our members.

To support NIRSA's mission, the Association established the NIRSA Foundation and NIRSA Services Corporation to leverage opportunities through philanthropy and entrepreneurship, respectively.

### *NIRSA Foundation*

**Mission:** The NIRSA Foundation, through fundraising and stewardship efforts, works in cooperation with NIRSA: Leaders in Collegiate Recreation to enhance the effectiveness of recreation in higher education by providing its members meaningful opportunities for scholarship, research, and personal and professional development.

**Vision:** The NIRSA Foundation will lead in providing educational and scholarly opportunities for members of NIRSA: Leaders in Collegiate Recreation through the cultivation and distribution of developmental resources.

### *NIRSA Services Corporation*

**Mission:** Support the vision and mission of NIRSA through enterprise.

## *Envisioned Future*

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### *NIRSA Vision*

NIRSA is the premier association of leaders in higher education; transforming and inspiring the development of healthy and inclusive communities world-wide.

### *Vivid Description of a Desired Future*

As leaders in collegiate recreation, NIRSA is a globally trusted resource and partner for relevant information, products and services that foster the development of healthy individuals and communities. NIRSA creates and supports education, research, guidelines and change that seek to integrate healthy living and lifelong learning.

## Long-Range Goals & Objectives

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Over the next 3-5 years NIRSA will align resources for the following goals and objectives. These goals are outcome-oriented, and will guide and measure the organization's future success. The achievement of each goal will move the organization towards the realization of its envisioned future.

### Goal I

*NIRSA will be a thriving, progressive organization with a diverse membership that finds participation relevant and valuable.*

### Objectives

1. Increase opportunities for communication and networking among members.
2. Increase opportunities for engagement with other relevant organizations.
3. Increase leadership development offerings that will enhance career advancement.

### Strategies

- Promote more member-to-member networking.
- Use technology to enhance networking across geographic boundaries.
- Provide training for members to serve as articulate and knowledgeable spokespersons about NIRSA's programs and beliefs in a variety of settings.
- Identify and collaborate with organizations that can advance the aims, mission and philosophy of NIRSA.
- Highlight the benefits of NIRSA membership to career enhancement.
- Facilitate peer-to-peer recruitment of new members
- Foster a culture of philanthropy within NIRSA.

## Goal II

*NIRSA will be known as the leading authority, knowledge source, and innovator on the impact of collegiate recreation in the development of healthy and inclusive communities.*

### Objectives

1. Increase NIRSA's capacity to respond proactively to key issues.
2. Increase the quality, quantity and dissemination of research and data that supports the profession.
3. Increase collaboration with organizations and institutions that will expand the Association's reach.

### Strategies

- Define the topics/issues where NIRSA has the strategic advantage and expertise.
- Develop an organizational communication plan to proactively promote NIRSA and members as innovators.
- Support research projects that examine the value of collegiate recreation and its contribution to student learning and development.
- Demonstrate the connection between healthy, inclusive and sustainable communities and higher education.
- Support research and creative endeavors that connect collegiate recreation to the academic mission of higher education institutions.
- Develop memoranda of understanding with appropriate partners to develop mutually beneficial relationships.
- Deliver media and legislative responses on key issues.
- Use the Registry to develop a list of topic/issue experts.

### Goal III

*NIRSA will be the primary resource for professional development of collegiate recreation individuals throughout their careers.*

#### Objectives

1. Increase participation in training and professional development programs.
2. Increase professional competencies of members to be leaders and/or catalysts within higher education.
3. Analyze, adjust and/or expand educational offerings to meet the professional development needs of collegiate recreation professionals at all levels.
4. Improve online presence, accessibility and resources.

#### Strategies

- Use the Core Competencies and the Registry to support tenets of purposeful lifelong learning.
- Create opportunities for NIRSA members to develop cultural competencies and lead in NIRSA value areas.
- Offer education and training in the areas of entrepreneurship and revenue generation.
- Offer exemplary continuing education opportunities in a variety of formats.
- Increase executive leadership opportunities and training.
- Develop a leadership development curriculum that will enable members to be leaders and catalysts within higher education and student affairs.
- Strengthen NIRSA Championship Series as an education delivery platform for student and professional development.
- Update and invest in the NIRSA website and digital marketing capabilities.

## Goal IV

*NIRSA will follow a unified approach with the NIRSA Foundation and NIRSA Services Corporation for the development of funding sources for NIRSA activities, initiatives, and interests.*

### Objectives

1. Leverage leadership in development of healthy communities to develop additional resources for the Association and its members.
2. Leverage NIRSA Services Corporation's competencies and entrepreneurial focus to generate resources for NIRSA and its member schools through corporate sponsorships.
3. Increase the NIRSA Foundation's donor base and fundraising capacity.
4. Use resources generated through philanthropy to provide members meaningful opportunities for scholarship, research and personal and professional development.
5. Ensure sound fiscal practices for NIRSA, NIRSA Foundation and NIRSA Services Corporation.
6. Ensure resources for a strong infrastructure that supports good internal controls, allows for the complexity of the Organization's operations, and accommodates organizational growth.
7. Ensure the governance and operating structure of NIRSA, the NIRSA Foundation, and the NIRSA Services Corporation are strong to support continued growth and expansion.