

## NIRSA Strategic Map

The Strategic Map guides development and delivery of NIRSA programs and services since the most recent strategic plan was adopted by the

Association in 2002. The Strategic Map is embraced by all NIRSA-related governing bodies, and next year's intended strategic goals and last year's accomplishments are provided separately for NIRSA, the NIRSA Foundation, and the NIRSA Services Corporation (NSC). Adjustments to strategic goals may be made over the ensuing year due to changes in Association priorities or overall economic environment.

## 2009-2010 ACCOMPLISHMENTS

### National Intramural-Recreational Sports Association

**The National Intramural-Recreational Sports Association (NIRSA)** is the leading higher education management association for professional and student development, education, and research in collegiate recreational sports.

#### I. Desired Image/Strategic Position

- A. Approved Registry of Collegiate Recreational Sports Professionals and established Registry Commission
- B. Provided NIRSA representation at CHEMA Member conferences (ACPA, ACUHO-I, ASCA, NACA, NACUBO)
- C. Signed Memorandum of Student Services/Affairs Organizations to the UNESCO World Conference on Higher Education
- D. Endorsed the Association of College & University Housing Officer-International "Statement Against Concealed Weapon Carry in University Residence"
- E. Endorsed reauthorization of the Higher Education Act and Education for A Green Economic Revitalization (EAGER) Act
- F. Collaborated with CHEMA members APPA, NAEP, and SCUP to cross-promote 2009 NIRSA Facilities and Aquatics Institute
- G. Co-sponsored webinars with ACPA ("Learning Reconsidered Within the Context of Recreational Sports") and ASCA ("Higher Education Reauthorization Act")
- H. Partnered with NACAS to offer NIRSA Members free access to H1N1 virus emergency preparedness recorded webinar
- I. Presented NIRSA webinar "Implementing CAS Standards for Collegiate Recreational Sports"
- J. Initiated Public Television production "Insights with Hugh Downs" about the value of participation in Collegiate Recreational Sports programs to student success
- K. Presented Future First Governance Model bylaws amendments to membership
- L. Consulted with strategic planning facilitator at 2009 Midyear Meeting of NIRSA Board

- M. Updated the Flag Football online course to coincide with the 2009 & 2010 Flag Football Rulebook updates.
- N. Published the 3rd edition of the NIRSA Slow Pitch Softball Rules Book, which now includes an Umpires' Manual
- O. Converted NIRSA State & Regional Workshop/Conference Planning Guide into an online resource
- P. Launched Executive Director blog, Kent's GO NIRSA Nexus
- Q. Continued consecutive years of NIRSA net budget surpluses
- R. Replenished financial reserves (Operations @ 79% target; Building @ 100% target; Initiatives @ 66% target)
- S. Paid down NIRSA National Center mortgage by additional \$100,000
- T. Implemented operational improvements for NIRSA Board (meeting minutes, exhibit postings, reporting action items)
- U. Coordinated with NSC Board to expand communication protocols between NIRSA and NSC
- V. Refined committee/work team reporting structure and selection process
- W. Implemented archival and records retention program for committees/work teams

#### II. Knowledge-based Governance

- A. Established Transition Teams to implement the Future First Governance Model
- B. Implemented first fully online elections for NIRSA Board
- C. Instituted the Future First Governance Model Assembly and Member Network
- D. Convened 2nd Annual NIRSA-Foundation-NSC Leadership Summit
- E. Established cycle for financial audits by outside CPA audit firm
- F. Completed Moss Adams, LLP, CPA financial review of FY 2008
- G. Recruited members to new Member Network and developed Member Network leadership orientation

## 2009-2010 ACCOMPLISHMENTS

### *NIRSA, continued*

#### III. Research Agenda

- A. Completed a validation study of Collegiate Recreational Sports core competencies to assist establishment of the Registry of Collegiate Recreational Sports Professionals
- B. Completed data collection and study on Collegiate Recreational Sports Participation & Facilities, underwritten by Precor
- C. Designed research study of funding mechanisms for Collegiate Recreational Sports programs, underwritten by Precor
- D. Launched multi-year study of learning outcomes achieved by students, staff, and officials at NCCS sport events
- E. Expanded the StudentVoice/NIRSA Recreation Assessment Alliance (RAA) by joining the NASPA Consortium Benchmarking Initiative and continuing the multi-year Collegiate Recreational Sports Benchmarking Project

- F. Completed fifth year of partnership agreement with the National Research Institute for College Recreational Sports & Wellness at The Ohio State University

#### IV. Member Recruitment, Development, & Retention

- A. Instituted TEAM (Temporary Economic Assistance for Members) membership dues initiative
- B. Continued Support Our Troops membership retention program
- C. Continued implementation of HBCU recruitment plans
- D. Met 34-school goal for Small Four-Year School Recruitment Initiative
- E. Launched NIRSA Facebook page to connect with members and to promote 2010 Annual Conference

### NIRSA Services Corporation

The **NIRSA Services Corporation (NSC)** supports NIRSA's mission and higher education goals through administration of the National Campus Championship Series (NCCS), sports marketing, and other enterprise activities.

- A. Developed NSC Business Plan
- B. Provided NCCS brand management webinar for basketball and flag football regional hosts
- C. Adopted NCCS Sportsmanship Statement for all sports event championship final matches
- D. Provided framework for financially self-sustaining NCCS Basketball and Flag Football Championships by 2014
- E. Sponsorship agreement with Champion for 2009 basketball, flag football; 2010 basketball
- F. Sponsorship agreement with CLIF Bar for spring and fall 2010
- G. Pilot-test sponsorship with Oakley for 2009 softball

- H. Multi-year sponsorship with American Eagle Outfitters for Volleyball, Fitness and Soccer
- I. Renewed endorsement agreement with Collegiate Golf Alliance
- J. Tennis on Campus program expanded to include Spring Invitational Tournament with partner United States Tennis Association
- K. Established Assistant Director for Corporate Programs staff position
- L. Adopted financial planning principles for establishment of an NSC operating reserve fund
- M. Implemented improved governance model for NSC, including discontinuing designated director position, providing NCCS Committee Chair reports at all NSC Board meetings, eliminating a face-to-face Board meeting, and implementing informational teleconferences for sponsorship program review and assessment
- N. Completed Phase I of NCCS learning outcomes study with StudentVoice
- O. Implemented IM Track software for NCCS sport events

### NIRSA Foundation

The **NIRSA Foundation (Foundation)** is dedicated to enhancing the future of the collegiate recreational sports community through publication of the Recreational Sports Journal (RSJ) and activities that support professional and student development, research, and scholarships.

- A. Launched a comprehensive Corporate Giving Program
- B. Negotiated an five-year renewal term with a Corporate Partner
- C. Formally recognized and awarded inaugural scholarships for the Founders Endowment and Region V Endowment; expanded the SoCal Endowment to three scholarships

- D. Received and awarded a record number of scholarship applications and recipients
- E. Renamed the top student scholarship in memory of former NIRSA Foundation Board Member Mark Fletcher; partnered with the 2010 Host Committee to offer the Mark Fletcher Fun Run / Walk
- F. Provided financial support to the Career Opportunities Center and the Recreational Sports Journal
- G. Collaborated with the NIRSA Student Leadership Team to develop a student giving strategy and secure a matching donor
- H. Implemented a new giving campaign using automated credit card donations

## National Intramural-Recreational Sports Association

### I. Desired Image/Strategic Position

- A. Launch Registry of Collegiate Recreational Sports Professionals
- B. Expand Higher Education networking, partnerships, and collaboration – includes CHEMA (higher education associations), SAHEC (student affairs consortium), HEASC (sustainability consortium), CGRSA (governmental affairs consortium)
- C. Explore networking and collaboration outside of higher education (e.g., Special Olympics North America; Officials Development Alliance; American Leisure Academy; etc.)
- D. Develop plan to assist NIRSA Regional Conferences and State Workshops to offer CEU-qualified educational sessions
- E. Provide educational program enhancements, including NIRSA webinar series
- F. Assess planning procedures for the NIRSA Annual Conference, including accommodating NIRSA Strategic Goals, higher education elements, professional core competencies, and the role of the Program Committee, Host Committee, NIRSA Board of Directors, and staff
- G. Explore how NIRSA might best recognize the 100th anniversary of intramural sports in 2013
- H. Launch Collegiate Recreational Sports Facilities of the Future project
- I. Continue development of new NIRSA publication, Collegiate Recreational Sports Management (working title)

### II. Knowledge-Based Governance

- A. Continue planning process to update the NIRSA Strategic Map (2002)
- B. Launch Future First Governance Member Network and Assembly

- C. Consider “born of use” bylaw amendments and new policies to refine the Future First Governance Model
- D. Clarify duties and responsibilities of NIRSA Directors vis-à-vis the NIRSA Board role as sole Shareholder of NSC
- E. Explore leadership development programs for “next generation” NIRSA leaders
- F. Conduct a review of financial investment advisors for NIRSA and the NIRSA Foundation

### III. Research Agenda

- A. Continue support for research and data collection in the field of Collegiate Recreational Sports related to student development, student learning, recruitment, retention, graduation rates, and student buying power
- B. Continue StudentVoice/NIRSA Recreation Assessment Alliance that includes Collegiate Recreational Sports Benchmarking Study and NASPA Consortium Project
- C. Launch study of collegiate recreational sports funding mechanisms, underwritten by Precor

### IV. Membership Services

- A. Continue membership recruitment and retention programs (e.g., TEAM; Support our Troops; Health & Wellness Passport Program)
- B. Implement process to assess, redesign, and upgrade the NIRSA website
- C. Explore enhanced technology applications (e.g., social media; online registration; online member directory; etc.)
- D. Examine Association’s role in planning, funding, and executing NIRSA regional and state events
- E. Launch membership development incentive program (e.g., “Every Member Get a Member”)

## STRATEGIC GOALS 2010-2011

### NIRSA Services Corporation

- A. Augment commercial and business enterprise activities that support NIRSA's mission and higher education goals, and opportunities related to sports marketing and corporate sponsorship of NCCS sports events
- B. Secure additional sports marketing business development to amplify revenue streams, improve profitability, and enhance NCCS events and collegiate recreational sports activities at NIRSA Member schools and Championship events
- C. Initiate additional research in collaboration with NIRSA to study:
  - Buying power of collegiate recreational sports participants
  - Graduation rates of students who participate in collegiate recreational sports programs
  - Retention rates of students who participate in collegiate recreational sports
  - Efficacy of student, staff, and volunteer participation in NIRSA/NCCS events
- D. Codify standards of practice for NCCS sponsored or endorsed sports events with call for adoption of standards into collegiate sport club operation manuals
- E. Implement plan for financial self-sufficiency of NCCS Basketball and Flag Football Championships by 2014

### NIRSA Foundation

- A. Explore a new investment approach in collaboration with NIRSA and NSC through an RFP process
- B. Implement new investment protocols to better protect endowment funds
- C. Continue expansion of the Corporate Giving Program
- D. Establish ongoing communication with the NSC, NIRSA National Center, and the NIRSA Board to coordinate corporate giving
- E. Pursue renewal of two current Corporate Partners for five-year terms
- F. Secure matching donors for individual and/or student giving at the NIRSA Annual Conference
- G. Finalize and fully implement the Foundation Board restructuring plan
- H. Develop new fundraising strategies in response to the current U.S. economic climate

Ideas/suggestions? Email them to [executiveoffice@nirsa.org](mailto:executiveoffice@nirsa.org)



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