

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 Services Corporation, and the NIRSA Foundation. Adjustments to strategic goals may be made over the ensuing year due to changes in Association priorities or overall economic environment.

STRATEGIC ACCOMPLISHMENTS 2010-2011

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. Introduced Registry of Collegiate Recreational Sports Professionals
- B. Facilitated administration shift of the Higher Education Association Sustainability Consortium (HEASC)
- C. Completed negotiations to co-locate the 2013 NIRSA Annual Conference with student affairs association ACPA in Las Vegas, NV
- D. Joined the International Association of Student Affairs and Services (IASAS)
- E. Represented on CHEMA Diversity Taskforce
- F. Provided educational program enhancements in collaboration with other higher education associations, including co-sponsorship of the 2010 Women's Leadership Institute
- G. Partnered with McGregor & Associates to offer a Risk Management webinar series
- H. Advocated against encroachment on campus recreation by NCAA Proposals (D-I Men's Basketball), with support of several higher education organizations
- I. Provided NIRSA representation at ACPA and NASPA conferences
- J. Co-hosted webinars with ASCA, NAEP, and NACA ("Ethics in Collegiate Recreation Sports"), CUPA-HR ("Implementing Health Care Reforms in Higher Education")

- K. Completed the nationally distributed Public Television production *Insights with Hugh Downs* about the value of collegiate recreational sports
- L. Completed NIRSA National Center staff strategic planning process
- M. Continued consecutive years of net fiscal year NIRSA budget surpluses
- N. Replenished financial reserves (Operations @ 87% target; Building @ 100% target; Initiatives @ 68% target)
- O. Reduced mortgage on NIRSA National Center by additional \$100,000 principal payment

II. Knowledge-Based Governance

- A. Launched Future First Governance Member Network and Assembly
- B. Examined "born of use" bylaw amendments and new policies to refine the Future First Governance model
- C. Commenced review of financial investment advisors through Request for Proposal (RFP) process for NIRSA and the NIRSA Foundation
- D. Initiated conversations between NIRSA, NSC, and NIRSA Foundation regarding strategic sponsorships
- E. Convened third annual NIRSA-NSC-NIRSA Foundation Leadership Summit
- F. Completed financial review of FY 2009 by CPA firm Moss Adams, LLP
- G. Provided funding from Initiatives Reserves for Member Network Orientation and Annual Meeting
- H. Implemented second consecutive year of fully electronic elections for NIRSA Board of Directors and Member Network positions

STRATEGIC ACCOMPLISHMENTS 2010-2011

NIRSA, continued

III. Research Agenda

- A. Launched *2011 NIRSA Salary Census*
- B. Launched study of funding mechanisms for Collegiate Recreational Sports programs (*Department Funding & Facility Construction Report Survey*), underwritten by Precor
- C. Expanded the StudentVoice/NIRSA Recreation Assessment Alliance (RAA) by inviting NIRSA directors to participate in the multi-year Collegiate Recreational Sports Benchmarking Project
- D. Analyzed results and presented Executive Summary of the NASPA Consortium Benchmarking Initiative
- E. Established CEU curriculums based on StudentVoice research-related webinars

IV. Membership Services

- A. Launched the online member profile update process for the *2011 Recreational Sports Directory*
- B. Launched Habitat, NIRSA's online professional networking site
- C. Continued TEAM (Temporary Economic Assistance for Members) membership dues initiative
- D. Continued 'Support Our Troops' membership retention program
- E. Established the NIRSA Career Services Consortium
- F. Revised and updated membership renewal communication processes
- G. Published *2011 & 2012 NIRSA Flag & Touch Football Rules Book & Officials' Manual*
- H. Created a new, comprehensive Membership Brochure for recruiting new members, and communicating with new and renewing members

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. Launched study to assess the buying power of college students who participate in recreational sports
- B. Developed a Marketing Plan in collaboration with an outside consultant

- C. Expanded *Tennis On Campus* to include a Fall Invitational Tournament with partner United States Tennis Association
- D. Continued to promote adoption of the financially self-sustaining model for NIRSA NCCS Basketball and Flag Football Championships
- E. Successfully executed corporate sponsorships on NIRSA Member Campuses (POWERADE, Champion, American Eagle, Clif & LUNA Bar)
- F. 23% growth in license and royalty revenues paid to NIRSA from sponsorship programs

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. Provided financial support to the Career Opportunities Center
- B. Implemented new investment protocols to better protect endowment funds

- C. Negotiated five-year renewal with a corporate partner and secured a new corporate partner for five-years
- D. Expanded the Corporate Giving Program
- E. Formally recognized the new J. Michael Dunn Student Professional Development Workshop and awarded 29 inaugural scholarships
- F. Formally recognized inaugural Frederick R. Braden Scholarship for Social Justice in Recreational Sports and awarded two full conference scholarships

National Intramural-Recreational Sports Association

I. Desired Image/Strategic Position

- A. Expand Higher Education networking, partnerships, and collaboration – includes CHEMA (higher education associations), SAHEC (student affairs consortium), HEASC (sustainability consortium), CGRSA (governmental affairs consortium)
- B. Develop and implement plan for NIRSA Regional Conferences and State Workshops to offer CEU-qualified educational sessions
- C. Launch online, searchable directory of NIRSA members
- D. Improve “look and feel” of NIRSA website; explore integration of NIRSA website and Habitat networking site
- E. Assess NIRSA Annual Conference planning procedures and inclusion of NIRSA Strategic Goals, higher education elements, and professional core competencies
- F. Begin planning 100th anniversary celebration of intramural sports in 2013
- G. Develop a new NIRSA publication, *Collegiate Recreational Sports Management* (working title)

II. Knowledge-Based Governance

- A. Develop new three to five year NIRSA Strategic Plan
- B. Explore leadership development programs for “next generation” NIRSA leaders
- C. Complete a review of financial investment advisors for NIRSA and the NIRSA Foundation

- D. Conduct an Request for Proposal (RFP) process to review meeting-planning companies relative to the Annual Conference

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 *Campus Recreation Impact Study* and NASPA Consortium Project
- C. Launch single sign-on capabilities to StudentVoice research module, allowing NIRSA Institutional members access to NIRSA research and assessment data

IV. Membership Services

- A. Continue membership recruitment and retention programs (e.g., TEAM; Support our Troops; Health & Wellness Passport Program)
- B. Explore enhanced technology applications (e.g., enhanced search capabilities of member directory data; SharePoint applications; etc.)
- C. Examine Association’s role in operation of NIRSA regional and state events
- D. Implement recommendations from the NIRSA Career Services Commission to improve year-round placement services and the Career Opportunities Center (COC)

STRATEGIC GOALS 2011-2012

NIRSA Services Corporation

- A. Augment commercial and business enterprise activities that support NIRSA's mission and higher education goals
- B. Secure additional sports marketing business developments to improve profitability and enhance NCCS events at NIRSA member schools
- C. Secure marketing agency and staff to promote NSC mission and goals

NIRSA Foundation

- A. Continue review of investment protocols to better protect endowment funds
- B. Continue expansion of the Corporate Giving Program
- C. Pursue potential corporate partner for five-year terms
- D. Secure matching donors for individual and/or student giving at the NIRSA Annual Conference
- E. Develop new fundraising strategies in response to the current U.S. economic climate



Ideas/suggestions? Email them to executiveoffice@nirsa.org