

A Message from NIRSA President Vicki Highstreet

The NIRSA governing bodies continue to participate in annual strategic planning in an effort to best serve the association and our members. Participating in the strategic planning process provides many valuable benefits, including clarity of purpose, consensus about direction, transparency of intent, assistance with prioritization, and effective allocation of resources.

NIRSA has grown significantly in terms of membership, breadth and depth of services provided, and sophistication of operations. It is crucial for NIRSA to remain focused on the mission when determining which opportunities to pursue and embrace; this document is an effective tool for guiding our decision, measuring our progress, and providing accountability.

This Strategic Map details the 2008-2009 accomplishments and the 2009-2010 strategies of NIRSA, the NIRSA Services Corporation (NSC), and the NIRSA Foundation. This document reflects both the diligent work of NIRSA board members this year and the ambitious plans for the future.

Vicki Highstreet, CRSS
NIRSA President
2008-2009

The four “compass points” of the map are as follows:

- **NIRSA will achieve the desired image and strategic position, which is:**
NIRSA will be the association that sets levels of performance for programs, facilities, and professionals in the collegiate market to ensure that recreation programs offer the most memorable experiences and opportunities for achievement. NIRSA will be the leading resource for data, education, training, assessment, and structured professional and student development in the field of recreational sports. NIRSA will also be the organization that provides its members with the resources to bring together the many decision-makers on campus to ensure they have the latest research and processes to make the best possible decisions. NIRSA will utilize its resources to proactively create partnerships that support and enhance its strategic goals.
- **NIRSA will advance knowledge-based governance and enhance the effectiveness and efficiency of operations.**
- **NIRSA will develop a research agenda.**
- **NIRSA will provide deliberate and progressive opportunities that enhance recruitment, development and retention of members.**

Strategic Mapping

A strategic map is a road map that assists the organization in developing directions and priorities in order to best serve the membership. It allows the NIRSA, NSC, and NIRSA Foundation Boards of Directors the opportunity to identify and concentrate their efforts on member identified programs and services. The NIRSA Mission and Vision statements continue to be guiding principles for the Strategic Map.

Mission Statement

The mission of the National Intramural-Recreational Sports Association is to provide for the education and development of Professional and Student Members and to foster quality recreational programs, facilities and services for diverse populations. NIRSA demonstrates its commitment to excellence by utilizing resources which promote ethical and healthy lifestyle choices.

Vision Statement

The National Intramural-Recreational Sports Association (NIRSA) is committed to be recognized internationally as the leader in recreation within higher education, dedicated to excellence in student and professional development, education, research and standards. NIRSA's commitment, creativity and strategic partnerships are consistently demonstrated through outstanding programs, facilities and services.



**NATIONAL INTRAMURAL-RECREATIONAL
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STRATEGIC MAP

Accomplishments 2008-2009 Strategies 2009-2010

**NIRSA is the leading resource for
professional and student development,
education, and research in collegiate
recreational sports**



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SPORTS ASSOCIATION**
www.nirsa.org

Strategic Map • 2008–2009 Accomplishments • 2009–2010 Strategies

NIRSA • NIRSA Services Corporation (NSC) • NIRSA Foundation

These Accomplishments and Strategies have been embraced by all NIRSA governing bodies. Those applicable to a specific board have been so noted.

2008-09 Accomplishments

DESIRED IMAGE/STRATEGIC POSITION

- Joined the Consortium on Government Relations for Student Affairs (CGRSA)
- Joined the National Student Affairs Archives at Bowling Green University
- Engaged NIRSA Board in discussions on the Intelligent Association the strategic planning process
- Published NASPA Leadership Exchange magazine article “Tracking the Trends: Collegiate Recreational Sports”
- Published Planning for Higher Education, The Journal of SCUP article “Collegiate Recreation Sports: Pivotal Players in Students Success”
- Published books via Human Kinetics, Space Planning Guidelines for Campus Recreational Sport Facilities; Campus Recreational Sports Facilities: Planning, Design and Construction Guidelines; 14th Edition of the NIRSA Flag & Touch Football Rules Book & Officials’ Manual
- [Implemented sustainability initiatives at several NIRSA educational events](#)

KNOWLEDGE-BASED GOVERNANCE

- Refined committee/work team reporting structure and selection process
- Completed full financial audit of NIRSA’s FY ‘07
- Implemented archiving and records retention program for committees/work teams
- Adopted a Corporate Sponsorship Policy consistent with IRS recommended guidelines
- Engaged membership in exploration of governance best practices and discussions of the Future First governance model; presented to the membership proposed bylaws changes in support of the final Board-endorsed model

- Convened a Leadership Summit comprised of the Board Presidents/Chair and Elects of the NIRSA, NSC and the NIRSA Foundation

RESEARCH AGENDA

- Assisted the National Research Institute for College Recreational Sports & Wellness (Research Institute) to become a clearinghouse for research on collegiate recreational sports
- Created recommendations and procedures for systematic evaluation of programs and productivity of the Research Institute
- Extended the formal partnership with Research Institute
- Initiated a formal partnership with StudentVoice to establish a Recreation Assessment Alliance
- Appointed work team to identify NIRSA research priorities
- Secured sponsorship from Precor to conduct the two-year Collegiate Recreation Facility and Intramural Participant Research Project
- Presented NIRSA/StudentVoice Student Outcomes Benchmark research results at the Annual Conference
- Research Institute began providing customized benchmarking data to members on request, based on the Space Planning Guidelines research

MEMBER RECRUITMENT, DEVELOPMENT AND RETENTION

- Implemented HBCU and small four-year school recruitment plans
- Offered existing HBCU members a complimentary registration to the 60th Annual Conference
- Completed customer excellence assessment and continued strategies for improvement

- Offered the first Intramural Sports Symposium
- Performed member outreach through staff attendance at Regional Conferences and visits to member institutions
- Provided Student Learning Webinar
- Developed brochure for new member recruitment

2009-10 Strategies

DESIRED IMAGE/STRATEGIC POSITION

- Assess effectiveness of having knowledge communities and their potential value to strategic positioning
- Identify potential “white paper” topics to support the value of collegiate recreational sports

KNOWLEDGE-BASED GOVERNANCE

- Determine financial audit cycle to be performed by outside CPA firm
- In the event that bylaws are amended at the 2009 Annual Conference, establish a transition team to implement the Future First governance model

RESEARCH AGENDA

- Complete a research study through the Research Institute to identify core competencies in the establishment of a Professional Registry
- Identify NIRSA research priorities
- Execute the Recreation Assessment Alliance implementation plan with StudentVoice

MEMBER RECRUITMENT, DEVELOPMENT AND RETENTION

- Identify strategies to understand the professional competencies/development needs of our members

- Continue implementation of HBCU and small four-year school recruitment plans
- Develop recruitment plans for unaffiliated Professional Members and two-year schools
- Explore the possibility of expanding the ERSL model
- In the event that NIRSA bylaws are amended at the 2009 Annual Conference, recruit members to the Assembly and Network

NIRSA SERVICES CORPORATION

The NIRSA Services Corporation (NSC) supports the Vision and Mission of NIRSA through enterprise. To help protect the non-profit status of NIRSA, the NSC oversees and manages the revenues and appropriate tax payments regarding unrelated business income from NIRSA sponsored or endorsed programs, and the sale of products with an advertising component. It also helps to protect the assets of the Association in the event of possible litigation directed against the Association due to its sponsorship or endorsement of an event.

2008-2009 Accomplishments

- Completed integration of Extramural and Sport Club Championship Committees into National Campus Championship Series (NCCS) Committee
- Signed Champion as presenting sponsor for 2008 basketball and flag football, and 2009 basketball
- Signed outdoor recreation sponsor, Clif Bar & Company
- Executed new endorsed programs with Hothand Wireless, Leet, and the Seinfeld Tour
- Renewed services agreement with sports marketing partner, Hyperlife College Marketing
- Established Corporate Sponsorship Coordinator staff position

- Assessed and improved NSC Governance, including communications among NCCS Committee; NSC Board; NSC Shareholder (NIRSA); and NNC staff
- Established tournament staff database for application, review and appointment process by NCCS Professional Development Work Team
- Strengthened NCCS championships appeals processes
- Implemented NCCS tournament structure at extramural championships

2009-2010 Strategies

- Develop NSC Strategic Map
- Develop plan for having NCCS Basketball and Flag Football championships financially self-sustaining by 2011
- Develop financial planning principles for establishment of an NSC operating reserve fund
- Integrate regional collegiate club soccer events into NCCS
- Continue to develop sports marketing business to increase revenue streams; improve profitability of programs; and enhance NCCS events and collegiate recreational sports programs at NIRSA Institutional Member campuses

NIRSA FOUNDATION

The NIRSA Foundation is a not-for-profit organization that supports the mission of NIRSA and is dedicated to enhancing the future effectiveness of the collegiate recreational sports community and to maximizing that community’s impact on society. It publishes the biannual Recreational Sports Journal and provides opportunities through professional development, research, scholarships and support of the Career Opportunities Center. The goal of the Foundation is to support other NIRSA educational programs as the endowment grows.

2008-2009 Accomplishments

- Completed the Million Dollar Milestone Campaign
- Achieved the highest-ever individual giving level in a calendar year
- Received a record number of scholarship applications in both the student and professional categories
- Provided student scholarships to the 2009 Annual Conference, and professional scholarships to the Annual Conference and the National Recreation Facilities Institute
- Provided financial support to the Career Opportunities Center, Recreational Sports Journal and the National School of Recreational Sports Management
- Foundation Chair and Vice-Chair participated in the first Leadership Summit with the NIRSA President and President-elect, NSC President and the Executive Director

2009-2010 Strategies

- Develop a student giving strategy
- Secure a matching donor for student giving
- Secure a matching donor for individual giving at Annual Conference
- Establish ongoing communication with the NSC, NNC and NIRSA BOD to coordinate corporate giving
- Develop new strategies in relation to fiscal operations given the current U.S. economic climate



NATIONAL INTRAMURAL-RECREATIONAL SPORTS ASSOCIATION

For more details about Strategic Map Accomplishments & Strategies visit www.nirsa.org/strategicmap