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Association of Outdoor Recreation and Education Strategic Plan (2010-2012)

Purpose: The strategic plan is to determine where AORE is going over the next three years, how it will get there and how it will know if it succeeded or not.

Stakeholders: AORE

Procedures: This strategic plan is to be evaluated annually by the Board of Directors (BOD) during the mid-year meeting to review goals and objectives, remove objectives which have been accomplished, revise deadlines and expand the scope to include additional goals and one year.

AORE Mission

The mission of the Association is to provide opportunities for professionals and students in the field of outdoor recreation and education to exchange information, promote the preservation and conservation of the natural environment, and address issues common to college, university, community, military, and other not-for-profit outdoor recreation and education programs.

AORE Vision Statement

The Association of Outdoor Recreation and Education is the premier association in the outdoor profession. By bringing together individuals and organizations, AORE contributes to a global community that fosters a culture of professionalism, collaboration and environmental stewardship. Through our association, we actively engage impact the issues and policies that affect our membership and industry.

Goals and Objectives

1. Improve communication between the BOD, committees, National Office (NO), conference hosts and membership.
 - Disseminate complete set of Standard Operating Procedures (SOP's) to BOD and committee members via Basecamp prior to the 2009 Annual Conference.
 - Perform consistent Committee Updates, phone calls, and regional e-mails between BOD liaisons and committee members by November 2010.
 - Provide Basecamp and newsletter SOPs to all committee chairs and BOD members by December 2009.
 - Research and propose cost and benefits of Twitter, Facebook, Flickr, YouTube and blogging by Nov 2011.
 - Develop a Standard Operational Procedures Manual for NO, BOD, and Conference Host by July 2010.
 - Clarify and define ownership of conference-related decision making processes through development of SOP's by mid-year 2010, to affect 2010 conferences and beyond.
 - Educate the membership to the new look, features, and services of the website by October 2011.
 - Develop procedure and assignment for monitoring website usage (i.e. page hits, queries) and to give quarterly report results to the BOD and membership by January 2010.
 - Develop a series of conference presentations (Your Association, Your Future) to educate the attendees on association operations by the 2010 AORE.

2. Create opportunities for members to contribute to the Association's goals beyond the conference.
 - Annually develop two or more committee task/goals based on the 2010-2012 Strategic Plan for each committee to accomplish (begin implementation at 2009 conference).
 - Improve exposure of committee work through completion of committee chair responsibilities including monthly summaries in Basecamp, quarterly listserv messages, two newsletter articles per year, and posters at the conference. Desired outcome of 2009; 80% in 2010; 90% in 2011; and 95% in 2012.
 - Develop strategies to Increase overall committee membership by 10% per year.
3. Have the BOD propose a conference structure that develops the membership, furthers the profession, and improves the quality of conference presentations.
 - Survey MWR, Community and other non-University program needs through survey research and outreach to better serve the needs of these members at the annual conference by March 2010.
 - Develop and propose a presentation recruitment plan that addresses the student and professional development needs of the membership by the 2010 Mid-Year Meetings.
 - Conference Development Committee and Presenter Relations Committee will develop a reliable evaluation tool for both the overall conference and individual presentations for the 2010 annual conference.
 - Conference Development Committee creates a rubric to evaluate pre and post conference activities by mid-year 2010 for implementation at the 2010 annual conference.
4. Strive for the most ecologically sound practices reasonable at the conference through association activities and among member/vendor programs.
 - The Environmental Stewardship committee will create and implement an assessment tool which encourages ecologically sound practices at the annual conference by 2010 which can then be utilized by the 2011 conference host.
 - The Conference Host committee will document "green" successes upon the completion of the Conference and forward to future hosts beginning in 2010.
 - The Environmental Stewardship Committee will create a rubric to standardize the results from the ecologically sound practices assessment which can used yearly to monitor and/or compare progress starting with the results of the 2010 assessment.
 - Update conference RFP to include minimum standards regarding ecologically sound practices by February 2010.
5. Improve the efficiency and effectiveness of association management, governance and operations.
 - Distribute a proposal that includes changes to governance, NO operations and an Executive Director for review by the membership between the 2009 mid-year BOD meetings and the national conference.
 - Present the revised proposal to the membership for review and approval at the 2009 Annual Business Meeting.
 - Pending approval by membership, conduct search for and hire Executive Director by December 2010 for start date January 2011.
 - Develop a tool to annually evaluate the effectiveness of AORE's governance and operations by November 2010.
6. Develop and implement financial plan for the sustainability of the Association.

- BOD develops and proposes a revenue generating plan to maintain association operation and projected growth by March 2011.
- Establish new price points for association sources of revenue to detail how the funds are applied and what they are expected to cover by mid-year 2010.
- Create line items within budget for missing or anticipated costs based on current SOP's by December 2009.

7. Propose and put to action a complete marketing plan for the Association.

- Determine and define marketing outcomes and delegate responsibility by the conclusion of the 2009 conference.
- Expand our influence at the Outdoor Retailer show by adding two (2) additional vendor members whose vision and strategy are in line with the AORE by the 2010 conference.
- Identify and analyze the purchasing patterns of our membership to demonstrate the value of sponsorship of the Association by January 2010.
- Educate our current and potential vendor members of the value and benefit to their participation in the AORE Conference during the Outdoor Retailer show in January 2010.
- Propose and implement Marketing Intern position by August 2009.

8. Review and expand member benefits

- Research and identify a plan for the Association to support collective purchasing arrangements with vendors by November 2011.
- Add documentation to the member packet and member area of website on how to best utilize member benefits by 2010 mid-year BOD meeting.
- Develop a proposal for a web-based calendar of open enrollment professional development opportunities hosted by AORE members by 2011.
- Expand the number and type of professional development scholarships by 10% (unit) each year.
- Develop proposals for implementing an AORE Career Fair at the conference and an online job database by mid-year 2011.

9. Increase dialogue and communication with regulatory agencies for the benefit of the Association and its membership.

- Update, analyze and report the membership's use patterns of public lands by June 2011.
- Draft "White Papers" that inform regulatory agencies of the AORE's continued need of access to public lands and waterways as well as how program practices support the sustainable use of public lands by 2010.

Future Considerations for the BOD

- Adjacent annual conferences with other outdoor organizations and associations
- Regional conferences among AORE members.
- Utilizing the environmentally friendly practices of organizations and sharing the results with other members.
- Potential for having shared user days from regulatory agencies as an association.