



Association of Outdoor Recreation and Education

Strategic Plan

2012 – 2014

Mission Statement

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.

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 in and impact the issues and policies that affect our membership and industry.

Goals and Objectives

MEMBERSHIP

1. Provide benefits and development opportunities to members
 - a. Continue to develop and assess additional educational and training opportunities
 - b. Enhance networking and information sharing opportunities, through publications, technology, partnerships and conference initiatives
 - c. Assess membership categories and benefits that reflect all constituent groups within the Association
 - d. Expand member benefits to meet assessed needs of the membership
 - e. Explore website redevelopment
2. Provide opportunities for members to contribute to the Association and to the advancement of the profession
 - a. Develop a structure and resources to guide leadership succession of volunteers within the Association
 - b. Identify areas where the profession could benefit from coordinated advocacy and create structures where this coordination can occur
3. Actively engage a larger proportion of the profession through membership recruitment and retention efforts
 - a. Measure, document, and increase membership among groups that are underrepresented in proportion to their numbers in the profession
4. Augment the ability of the outdoor profession/industry to contribute to a sustainable future.
 - a. Engage academics, practitioners, industry, and government in dialogue on sustainability
 - b. Develop resources for programs to use in minimizing their environmental footprint
 - c. Develop resources for educators to aid in developing pro-environmental behaviors in participants

CONFERENCE

5. Propose a conference structure that develops the membership, furthers the profession, and is financially viable
 - a. Develop a Standard Operational Procedures Manual to clarify and define ownership of conference-related decision-making processes
 - b. Define, coordinate and evaluate the roles of the Conference Host Committee, Conference Development Committee, Presenter Relations Committee and National Office
 - c. Create continuity between conference management personnel and National Office operations to meet benchmarks and ensure the financial solvency of the Association
 - d. Explore the potential addition of a regional conference format as a mechanism to broaden the national reach of the Association

SPONSORSHIP

6. Develop and increase revenue streams and sponsorship initiatives that are in-line with our long-term financial projections
 - a. Create a Brand Recognition Plan
 - b. Provide better exposure and deliverables for current and potential sponsors through technological advancements in marketing, member communication and conference development
 - c. Investigate additional initiatives that diversify the Association's sources of revenue
 - d. Collect, analyze, and utilize Association data to better understand and communicate AORE influence on the industry
 - e. Better articulate to the membership the benefits of vendor relationships

GOVERNANCE

7. Evaluate and enhance the governance and organizational structure of the Association of Outdoor Recreation and Education
 - a. Assess existing governance structure through an inclusive governance review project that provides for member input, participation, review and approval
 - b. Propose a new governance structure for BOD review and approval
 - c. Recruit and hire National Office staff in alignment with new governance
 - d. Develop and implement training for BOD, Executive Committee, Committee liaison/chairs, and membership to navigate organizational change

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- STRATEGIC PLAN APPROVED BY BOD on 11/10/10 at the BOD Pre-Conference Meeting in Keystone, CO
 - STRATEGIC PLAN REVISED AND APPROVED BY BOD on 11/02/11 at the BOD Pre-Conference Meeting in San Antonio, TX