



Association of Outdoor Recreation and Education
Advancing the Profession of Outdoor Recreation and Education

AORE Strategic Plan 2015 – 2020

(Approved by AORE BOD on October 16, 2014)



Education
Relationship Engagement
Organizational Health
Advocacy

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.

Vision

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.

Values

1. **Education:** Through developmental opportunities and experiences, we empower individuals and groups to serve themselves and their communities with programs and services that are relevant and impactful.
2. **Inclusiveness:** We welcome diversity, aim to be accessible and inclusive, and work to remove barriers to participation. We strive to be an organization that reflective of the current and expanding community.
3. **Stewardship:** In all actions, we shepherd and safeguard our environment, our economy, our belongings, our name and each other.
4. **Professionalism:** We are committed to the pursuit of individual and organizational excellence. We strive to improve ourselves and are accountable as individuals so we can contribute toward benefiting the organization and the profession we serve.
5. **Advocacy:** We exemplify and encourage healthy access to our natural resources for people of all abilities, backgrounds and cultural identities.
6. **Innovation:** We are a catalyst for new ideas, approaches and creative programming. We accept the risks that go along with innovating and see them as opportunities for deeper learning and ultimately greater outcomes and impact.
7. **Transparency:** We are open and honest with ourselves and others, work with integrity, and are always willing to share best practices, lessons learned, our knowledge and skills, as well as discuss our strengths and weaknesses.

Strategic Planning Filter:

The Association of Outdoor Recreation and Education will undertake strategies that:

1. Are consistent with our mission, vision, and values
2. Build on the value of our organization
3. Will target a significant constituent population
4. Will break even/produce a surplus/or have a source of dedicated funding
5. Will yield a result that is sustainable – not fleeting
6. Meet criteria related to our organization's geographic scope
7. Will demonstrate measurable outcomes (SMART)
8. Will reinforce and reflect our community's viewpoints
9. Are sustainable in moving to the next stage of our organization's development
10. Are financially viable and won't expose the AORE to financial risk

In 2014, the AORE Board of Directors and the National Office (now recognized as the AORE Leadership Team) conducted a comprehensive Membership Survey. Through extensive data collection, Board meetings, professional consultation and web-based focus groups with the membership, the Leadership Team has identified four key focus areas that will guide the Association through the 5-year Strategic Plan. These four areas are: *Advocacy*, *Organizational Health*, *Relationship Engagement*, and *Education*.

Advocacy

AORE supports member programs that have far reaching impact beyond the walls of their individual programs and strives to promote and conserve diverse geographic locations, navigate over lands and rivers, caves and mountains, while serving a range of participants and communities. We take responsibility for serving all outdoor enthusiasts and aim to provide value to diverse populations and constituents as it relates to their outdoor experiences and education. We foster a connection for these populations to the land, wellness, and personal identity. We aim to effectively develop and deliver learning outcomes and encourage healthy lifestyles.

Strategic Anchor: *To influence, educate and provide value to diverse populations and communities through accessible learning opportunities in the natural environment*

Organizational Health

AORE embraces and invests in the resources, individuals, and it's community to ensure the AORE is a strong, healthy, and effective organization. The entire membership is involved in this process and the integrity of the volunteer-driven national organization is the responsibility of all members and staff. Together, we will identify, engage, and embrace leaders who possess the skills and expertise to move us onward. As an organization, we will increase opportunities for individuals to build high-level skills in service to AORE; to develop and practice hands-on leadership and decision making; to coach and teach others; and to assume responsibility for building and maintaining the integrity of a volunteer-driven national organization.

Strategic Anchor: *To build and maintain an integrated and thriving, volunteer-driven national organization that embraces open communication and shared leadership*

Relationship Engagement

AORE will strengthen relationships and opportunities to provide hands-on leadership opportunities, resources, and information to the membership. Furthermore, AORE promotes the development of industry relationships to help individuals and the organization development and thrive. The AORE is intentional in delivering its mission through the identification of resources and implementation of strategic marketing efforts. All members are committed to servicing the advancement of the Association as an advocate, a promoter, and educator for others to join and support the mission at large.

Strategic Anchor: *To cultivate relationships that strengthen and expand the Association so it can provide strategic professional development and connection to the industry and our partners.*

Education

AORE has strong communities of practice and expertise in a variety of subjects. The Association will increase the variety of identified and relevant topic areas, venues, and means to develop leadership skills, enhance productivity, increase effectiveness and to teach specific content and outcomes.

Strategic Anchor: *To design and deliver transformational learning opportunities that advance individuals, programs and organizations in the field of outdoor and adventure education*