



ENAS Strategy

2014/15 to 2016/17

Executive Summary



Introduction

ENAS formed in 1997 with the purpose of linking professionals in Sport and Recreation Service Departments in European Higher Education Institutions, for the benefit of Student Sport. ENAS recognises that sport and recreation is organised differently in some Institutions but very often with common goals. ENAS is the forum which harnesses these goals through its network, events and knowledge sharing, thus strengthening the development of student sport for all. The importance of this network can be measured by the interactions of members, partners, sponsors and other European sport agencies and by events such as the Annual Conference which has grown in size, content and professionalism over the years. ENAS employed an Officer in 2013 to support the Executive Committee to carry out administrative, operational and development functions. ENAS endorses the importance of sport and recreation in the development of students and their education experience and therefore makes strategic links with European polices, key stakeholders and agencies in this regard.

It is within this context that ENAS is continuing on its journey guided by this Strategy.

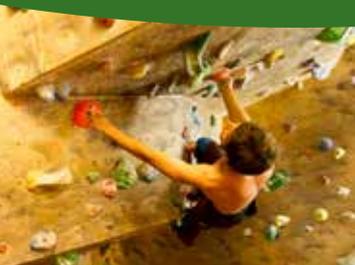
Presidents Foreword

I am delighted in my first year to introduce an ENAS Strategy that aims to deliver improvements and further professionalise our services to members. This strategy is built on the foundations of those who have worked tirelessly for ENAS since its inception in 1997 and I would like to thank them for their enormous efforts on behalf of all the members. Each and every one of our members are valued and it is this ethos that drives the Executive team to work together for us all. I believe we are at an exciting juncture in our development, with opportunities to expand and make a difference to lives of those we serve. We know that sport matters and we want to demonstrate that sport positively impacts on people and the strategic mission of our Institutions. To the members, this is your strategy, based on your feedback, focused on your needs, make it yours, own it, be proud of ENAS. To those who have links with or an interest in ENAS and want to develop this further, tell us what you think, get involved, be a part of this exciting and inspiring network.

Michelle Tanner

Executive Summary

The purpose of the ENAS Strategy is to produce a clear set of objectives and key performance indicators for the next 3 years. The Executive Committee of ENAS started planning this strategy at the 2013 Limerick Conference, when members were asked to contribute to the process. The feedback from members serves as the foundation and hence 'member services' is the main theme of this Strategy, which runs throughout each of the Strategic Pillars and Objectives. The strategy objectives are divided into the three Pillars; Conference, Knowledge Sharing, and Representation and Recognition, which are supported by four Enablers; People, Finance, Governance and Technology. The main outcome of this plan is to deliver more and improve services to current and potential members. The strategy aims for growth in the number of members, interactions and activities, and it is underwritten by a commitment to maintain the friendly family culture which has been an important and essential feature of the network.



Vision

Connecting and Inspiring University Sports Services by sharing values, innovation and knowledge through best practices and excellent member networking opportunities

Purpose

To Network for Better Student Sport

Strategic Pillars

Conference



Knowledge Sharing



Representation & Recognition



Foundation Theme

Member Services

The 3 Pillars are the basis by which the strategy objectives will be delivered to members. Each Pillar has the theme of member service as a core foundation.

1. CONFERENCE

The objectives of this Pillar are that the Conference will continue to be the showcase event and provide for greater member interactions. We will build on current practices to develop excellence and create more diversity in the programme with informative and interesting themes, that are attractive to members.

Success will be achieved when member institutions are well represented at the Conference which is well received by members, is self-financed and attracts key partners, stakeholders and sponsors.

2. KNOWLEDGE SHARING

The Knowledge Sharing objectives ensure that members will have greater awareness and uptake of the ENAS staff visit programme and will host more events, exchanges and site visits. That communication mediums will be developed to ensure greater information accessibility for existing and potential members.

Success will be achieved when the growing database of members are aware and are availing of the greater range of options for networking and knowledge sharing to supplement the development of their sports service.

3. REPRESENTATION AND RECOGNITION

The third Pillar of Representation and Recognition seeks to address that members will be supported and represented in efforts aimed to increase the profile and recognition of student sport services, linking with key strategic partners and their mission.

Success will be achieved when recognition of ENAS events are well publicised and endorsed by key partners and/or sponsors, and members seek to receive support and recognition through awards.



Enablers

The enabling objectives outlined a set of key supporting actions which facilitate the delivery of the key objectives.

People

That the work of ENAS is delivered by at least a full time professional staff member supported by a team of motivated volunteers, and utilising self-financed resources and expertise as required.

Finance

That the funding model is sustainable and identifies

opportunities for income growth that supports the activities and programmes.

Governance

That ENAS is governed and managed effectively at all levels and adapts to the changing environment in which we operate.

Technology

That resources are better utilised and developed to enhance all aspects of operations.

Success will be achieved when ENAS attracts and retains key staff, Executive Committee members and volunteers. That ENAS has secure and robust finances to support development in communication, projects and events for members benefit.

Responsibilities

The Executive Committee will have delegated responsibility for the delivery of the strategic objectives. They will review and assess periodically, and update the objectives on a yearly basis for approval by members at the General Assembly.

Budget & Strategy Cost

The ENAS budget plans a change in the way we do our business to support increased investment in staffing resources and projects. This will be enabled by a gradual increase in membership fees, sponsorships and reduction of the ENAS subsidy for the annual Conference. This will ensure a more robust financial model that is sustainable and effective, manages and reduces deficits and which ultimately offers a more valuable service for members.

Overview cost of the Strategy is estimated at €25,000 which includes the clearing of a deficit, bringing ENAS, a not for profit organisation, to a break even outcome.

For more details please see budget and cost implementation of the Strategy, available from the Honorary Treasurer and as presented at General Assembly 2014.

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Acknowledgements

ENAS Executive Committee 2013/14

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