



# **Michigan Interscholastic Athletic Administrators Association**

## **2018-2023 Strategic Plan**

(draft 8/4/17)

## Proposed Vision Statement

The MIAAA provides leadership, innovation and opportunity to its members allowing them to achieve their highest level of competency in an ever-changing profession.

## Proposed Mission Statement

The MIAAA educates, represents, promotes, and communicates with its members through service and leadership; and fosters ethical behavior, integrity and sportsmanship for all involved in interscholastic athletics.

## Proposed Guiding Principles of the MIAAA Strategic Plan

- To serve members in cooperation with the MHSAA
- To provide professional development and leadership training opportunities
- To represent members at the state and national levels
- To promote the proper perspective of educational athletics
- To provide effective communication to members
- To diversify member involvement in all aspects of the MIAAA
- To implement a plan for leadership succession
- To demonstrate fiscal responsibility

## Proposed Goals

- **PROFESSIONAL DEVELOPMENT** - To design and provide professional development opportunities that attract, retain, advance and support MIAAA members
- **FINANCES** - To develop a plan that will provide financial responsibility for the MIAAA
- **ORGANIZATIONAL DEVELOPMENT** - To establish processes which evaluate the organizational functions and structures
- **COMMUNICATION** - To enhance services for MIAAA membership and constituents through effective communication
- **MEMBERSHIP** - To engage Michigan's diverse population of athletic administrators and staff
- **ADVANCEMENT** – To advance interscholastic athletic administration

### Attendees:

Fred Smith, CMAA – Facilitator and Past President; Deb VanKuiken, CMAA - Co-Chair and Past President; Dr. Dallas Lintner, CMAA - Co-Chair and 1<sup>st</sup> Vice President; Karen Leinaar, CAA – Asst. Executive Director and Past President; George Lovich, Executive Director; Tom Flynn; Meg Seng, CMAA – Past President; Barry Hobrla, CAA – Past President; Don Watchowski, CAA; Cody Inglis, CAA; Mike Bakker, CMAA and Past President

# 2018-2023 Strategic Plan (draft 8/3/17)

\$ = minor \$\$ = moderate \$\$\$ = major

## GOAL #1 - Professional Development

To design and provide professional development opportunities that attract, retain, advance and support MIAAA members

		Timeline	Resources	Responsible for Implementation	Supporting Points
<b>Strategy 1</b>	<b>Encourage all athletic administrators to earn their CAA within 5 years of assuming their position, and earn their CMAA within 5 years of earning their CAA</b>				
Action Plan 1	Continue to offer all required LTI certification courses	Ongoing	0	Professional Development Committee	
Action Plan 2	Promote online LTI courses	Ongoing	0	Professional Development Committee & Member Services	Email blasts and social media
Action Plan 3	Provide incentives and recognize members who obtained additional certification levels	2018	\$\$\$	Professional Development Committee & Board of Directors	Annual Meeting, email blast, Michigan AD, etc...

Action Plan 4	Develop strategies to market the value of the MIAAAA/MHSAA Leadership Academy, LTI courses and national certification levels	2018	\$	Professional Development & Publications	Request time at MHSAA AD-Inservice & Update meeting This should be done annually Pair CAA's with a non-
Action Plan 5	Develop a mentorship program for NIAAAA certification	2019	0	Professional Development Committee	CAA Pair a CMAA with a CAA
<b>Strategy 2 Provide opportunities for continuing education and training</b>					
Action Plan 1	Assign chairs for every LTI course taught in Michigan	2019	\$	Professional Development Committee	Lead instructor Manage the faculty pool Continue to provide current trends in technology trends for conference sessions
Action Plan 2	Facilitate workshops to focus on the development of tools to assist athletic administrators with changing media and technology	March, Annually	0	Annual Conference Committee	
Action Plan 3	Actively promote and develop more LTI opportunities	Ongoing	\$	Professional Development Committee President, Executive Director, Membership Services Committee & Bridges Committee	Offer at multiple times during the year and at a variety of locations MASB, MSBO, MASSP, MEMSPA, MATS/NATA, SHAPE
Action Plan 4	Collaborate with affiliated professional organizations to develop programs to educate and support dual-role athletic administrator Work with MHSAA, Detroit area schools, the Upper Peninsula Athletic Council and other underrepresented groups to increase opportunities for professional development	Ongoing	\$		
Action Plan 5		Ongoing	\$\$\$	Professional Development Committee	NIAAAA Outreach Grants Leadership Institute Model

**Strategy 3**

**Continue to develop and promote the Exemplary Athletic Program**

Action Plan 1	Promote the use of the MIAAA self-audit tool for athletic programs	Ongoing	0	Exemplary Athletic Program Committee	Announce at Annual March Business Meeting and in online publication
Action Plan 2	Update the Exemplary Athletic Program application	Ongoing	0	Exemplary Athletic Program Committee	Annually in June

# GOAL #2 - Finances

**To design and provide professional development opportunities that attract, retain, advance and support MIAAA members**

		Timeline	Resources	Responsible for Implementation	Supporting Points
<b>Strategy 1</b>	<b>Increase corporate sponsorship revenues</b>				
Action Plan 1	Review and evaluate current corporate sponsorship policies	Ongoing	0	Executive Director & Assistant to the Executive Director	Continue to keep current, July and January depending on individual contract
Action Plan 2	Contact current sponsors regarding new policies	Ongoing	0	Executive Director & Assistant to the Executive Director	Continue to keep current Continue to follow up on leads and recommendations
Action Plan 3	Recruit new sponsors from members recommendations	Ongoing	0	Executive Director & Assistant to the Executive Director	without conflict of current sponsorships Continue to follow up on leads and recommendations
Action Plan 4	Recruit new sponsors from National Conference vendors	Annually	\$\$	Executive Director & Assistant to the Executive Director	without conflict of current sponsorships

<b>Strategy 2</b>	<b>Explore ways to increase revenues and decrease expense of the Annual Conference.</b>						
Action Plan 1	Annual evaluation of vendor booth rates	Ongoing	0	Financial Committee & Executive Board & Conference Committee	Done in concert with listed committees and evaluation of surrounding state fees		
Action Plan 2	Develop a fee scale for additional services, i.e., inserting materials in conference registration packets, and sponsorship of conference activities	Ongoing	0	Financial Committee & Executive Board	Continue to update and review annually		
Action Plan 3	Notify current vendors of policy changes, when they occur	Ongoing	0	Annual Conference Committee	Continue to update and review annually		
<b>Strategy 3</b>	<b>Explore ways to increase revenues and decrease expenses for the Summer Workshop</b>						
Action Plan 1	Explore a tiered-rate system	2018	0	Executive Director, Assistant Executive Director, & Summer Workshop Committee	Evaluate cost - due to LTI course being offered annually		
Action Plan 2	Explore vendors to attend the Summer Workshop	2018 - 2020	\$	Summer Workshop Committee, Executive Director & Assistant Executive Director	Evaluate cost to charge vendors to attend workshop vs decreasing expenses		
Action Plan 3	Explore eliminating a gift for workshop attendance	2018	0	Summer Workshop Committee & Board of Directors	What is this worth to attendees, it is an expectation		
Action Plan 4	Develop a fee scale for additional services, i.e., inserting materials in workshop registration packets, and sponsorship of workshop activities	Ongoing	0	Financial Committee & Executive Board	Continue to update and review annually		
<b>Strategy 4</b>	<b>Explore the benefits and risks of diversifying our investments</b>						

Action Plan 1	Define a monetary policy for future growth	2018-2020	\$	Financial Committee & Executive Board	Explore options and define association goals
Action Plan 2	Explore diversification of current investments	2018-2020	\$	Financial Committee & Executive Board	Explore options and define association goals
Action Plan 3	Establish guidelines for scholarship procedures	2018-2020	0	Scholarship Committee & Board of Directors	Increasing the number of scholarships provided each year and to whom



# GOAL #3 - Organizational Development

**To establish processes which evaluate the organizational functions and structures**

		Timeline	Resources	Responsible for Implementation	Supporting Points
<b>Strategy 1</b>	<b>Create an assessment process for leadership positions</b>				
Action Plan 1	Review status of strategic plan at each Board of Directors meeting	Ongoing	0	President, Strategic Plan Committee & Board of Directors	Review ongoing and current year action plans All in leadership positions establish goals annually;
Action Plan 2	Establish annual goals for each leadership position	March and May, Annually May and June,	0	Committee Chairs & Executive Board	Submit to the 1st Vice President
Action Plan 3	Review annual goals for each committee	Annually	0	Executive Board	
Action Plan 4	Leadership submits self-reflection on progress toward goals	Annually	0	Board of Directors	
Action Plan 5	Conduct an annual audit of committees for their purpose and relevance	February, Annually	0	1st Vice President	
<b>Strategy 2</b>	<b>To implement a plan for leadership succession</b>				

					Identified on membership registration form, recruiting from committee
Action Plan 1	Actively identify and recruit members to leadership positions	Ongoing	0	Executive Board & Board of Directors	membership lists & personal contact Inservice training
Action Plan 2	Provide inservice for leadership position transitions	May, Annually	0	Region Reps & Executive Board	prior to or after the May meeting Must be completed and posted in the MIAAA archive system
Action Plan 3	Review and archive job descriptions and duties with timelines for elected officers and committee chairs	March and May, Annually	0	President	
<b>Strategy 3</b>	<b>Encourage diversity in committee appointments relative to geography &amp; demographics</b>				
Action Plan 1	Review pool of candidates	Ongoing	0	Committee Chairs	Review committee membership pool of candidates Utilize information provided through membership registration
Action Plan 2	Actively recruit new members	Ongoing	0	Committee Chairs	

# GOAL #4 - Communication

**To enhance services for MIAAA membership and constituents through effective communication**

		Timeline	Resources	Responsible for Implementation	Supporting Points
<b>Strategy 1</b>	<b>Strengthen the MIAAA website</b>			Website Committee & Assistant to the Executive Director	Visible when opening webpage
Action Plan 1	Add imbedded calendar	2018	\$	Website Committee & Assistant to the Executive Director	
Action Plan 2	Continue to enhance member only resources	Ongoing	0	Website Committee & Assistant to the Executive Director	Create & include the YouTube channel More dynamic front page, include sponsor logos in a more predominant way
Action Plan 3	Maintain aesthetic/user friendly navigation	Ongoing	\$	Website Committee & Assistant to the Executive Director	
Action Plan 4	Regular evaluation of website content to verify accuracy	Ongoing	0	Website Committee & Assistant to the Executive Director	Include job postings
Action Plan 5	Research alternative methods to enhance membership communication experience	2018 - 2020	\$	Website Committee & Assistant to the Executive Director	Google suite and other types of technology See what we can add & change and look a
Action Plan 6	Evaluate trends of other state association websites	Ongoing	\$\$	Assistant to the Executive Director	new platforms

Action Plan 7	Research opportunities to host video presentations on members only	2018 - 2021	\$\$	Website Committee & Assistant to the Executive Director	Video every Conference presentation
<b>Strategy 2</b>					
<b>Increase communication to all eligible members</b>					
Action Plan 1	Monthly communication of MIAAA update from the Executive Board	Ongoing	0	Board of Directors	Various Board member writings to share
Action Plan 2	Message to membership when items are posted to website	Ongoing	0	Board of Directors	Send email blast or RSS when information is posted on website Use current and emerging technology available - teach how to use technology, including posting PSA to website
Action Plan 3	Increase social media presence	Ongoing	0	Board of Directors	Use current and emerging technology available
Action Plan 4	Explore and implement video/voice conferencing for the Board of Directors and other committee meetings	Ongoing	\$\$	Board of Directors & Recording Secretary	Newsletter or other written documents
Action Plan 5	Reestablish The Michigan Athletic Director publication - member only online	2018	\$\$	Board of Directors	
<b>Strategy 3</b>					
<b>Enhance communication with non-member schools</b>					
Action Plan 1	Tell our story - why important to join	Ongoing	\$\$	Regional Reps & Alternates	Utilize YouTube video, create a marketing tool to share

Action Plan 2	Develop a template for outreach to non-member schools	2018	0	Board of Directors	Template so anyone could hold a recruiting meeting and share the same message
Action Plan 3	Develop a survey for non-member schools	2018	\$	Board of Directors	Why do people not join?

# GOAL #5 - Membership

**To engage Michigan's diverse population of athletic administrators and staff**

		Timeline	Resources	Responsible for Implementation	Supporting Points
<b>Strategy 1</b>	<b>Increase membership</b>				
Action Plan 1	Establish a marketing program to encourage membership in the MIAAA	2018 - 2019	\$	President, Executive Director, & Membership Services Committee	Develop items that are able to be shared and attractive to use in various situations
Action Plan 2	Promote and enhance membership benefits	Ongoing	\$\$	President, Executive Director, & Membership Services Committee	Brochure of reasons to become a member
Action Plan 3	Identify and actively recruit members from underrepresented areas	Ongoing	\$	Regional Representatives & President, Executive Director, Membership Services Committee	Use designed template and other items to share when recruiting in these areas Discount at 1st annual conference, possible
Action Plan 4	Provide an incentive for attending the annual conference in the first year of membership	Ongoing	\$\$\$	President, Executive Director, & Conference Committee	reduce rates, LTI course Provide documents, brochures, potential
Action Plan 5	Contact post secondary institutions about our organization	Ongoing	\$\$	President, Executive Director, Membership Services Committee & Bridges Committee	speakers and other items

Action Plan 6	Reach out to other educationally related organizations	Ongoing	\$\$	President, Executive Director, & Membership Services Committee	Provide documents, brochures, potential speakers and other items
Action Plan 7	Reach out to retired / past MIAAA members	Ongoing	\$	President, Executive Director, Membership Services Committee & Life Member Committee	Renew involvement in organization Contact MHSAA for list to email
Action Plan 8	Send email to every school Superintendent to invite registration	Ongoing	0	President, Executive Director, Membership Services Committee & Bridges Committee	information to reach out to all schools, include documents and brochures
<b>Strategy 2</b>	<b>Continue to work with the MHSAA to encourage membership in the MIAAA</b>				
Action Plan 1	Schedule opportunities to speak at MHSAA gatherings Provide all athletic administrators in attendance at New AD In-Service with a membership	Ongoing	0	President, Executive Director & Membership Services Committee	AD Inservice, Update Meetings, New AD Inservices Create card with immediate
Action Plan 2	information	Ongoing	\$	Membership Services Committee	information on it
Action Plan 3	Seek opportunities to promote MIAAA membership at MHSAA-sponsored functions	Ongoing	\$\$	President, Executive Director & Membership Services Committee	Distribute information, PSA, PA announcements

# GOAL #6 - Advancement

## To advance interscholastic athletic administration

		Timeline	Resources	Responsible for Implementation	Supporting Points
<b>Strategy 1</b>	<b>Ensure recognition for members</b>				
Action Plan 1	Identify qualified candidate pool for statewide honors	March, Annually	0	Awards Committee	MIAAA & MHSAA awards
Action Plan 2	Identify qualified candidate pool for NIAAA honors	March, Annually	0	Awards Committee	
Action Plan 3	Send press release to school of award recipients	March, Annually	0	Public Relations	Request emails of supt.'s & principals on awards appliation
<b>Strategy 2</b>	<b>Promote Member Publications and Presentations</b>				
Action Plan 1	Encourage members to write articles for the The Michigan Athletic Director and IAA Magazine	Ongoing	0	President & Publications	Highlight need for articles/information at all board meetings Annual Conference, Award recipients, Leadership Academy, Incoming President, etc...
Action Plan 2	Write press releases for the MIAAA and NIAAA	Ongoing	0	Publications & Public Relations Committee	Have a presentation prepared so when needed, we have it
Action Plan 3	Develop a presentation that can be used to present to education based agencies	2019	0	Bridges Committee & Executive Board	
<b>Strategy 3</b>	<b>Advocacy for Athletic Administration</b>				



Action Plan 1	Develop new strategic alliances with education based agencies	2018	\$	Bridges Committee	Every 5 years -
Action Plan 2	Publish and distribute new edition of Effective Elements of Athletic Administration	2018 & 2023	\$\$\$	Executive Board	hardcopy; annually -
Action Plan 3	Explore creation of advocacy documents for athletic administration	2018	0	Communications and Bridges Committees	electronic copy Tri-fold document about MIAAAA
Action Plan 4	Create advocacy documents	2019	\$\$	Publications Committee	If G6, S3, AP3 is approved
<b>Strategy 4</b>	<b>Push information to our membership</b>				
Action Plan 1	Use various communication resources to keep members informed	Ongoing	\$	Regional Reps	Website, social media, print publications Proposing blending current Publications, Public Relations, and Website committees
Action Plan 2	Establish a standing Communications Committee	2019	0	President & Board of Directors	
Action Plan 3	Develop a benefits of membership publication	2018	\$\$	Communications & Membership Services	
Action Plan 4	Improve our online presence	Ongoing	0	Website & Communications Committee	Social media, website upgrades, enhancement