



**National Interscholastic Athletic Administrators Association
Strategic Plan 2011 - 2015**

PROGRAMS | OPERATIONS | FINANCE

Showing the Way – Leadership, Education and Service



Mission Statement



The National Interscholastic Athletic Administrators Association preserves, enhances and promotes the educational values of interscholastic athletics through the professional development of its members in the areas of education, leadership, and service. The NIAAA's commitment to leadership programs, resources and services support the athletic administrator's efforts in providing quality athletic participation opportunities for students. The NIAAA promotes a positive working relationship with state athletic administrator and state and national athletic/activity associations in addition to developing strategic alliances with other education based agencies.

2011-2015 NIAAA STRATEGIC PLANNING LEADERSHIP



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NIAAA President
Greenville, SC



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Executive Director,
NIAAA



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NIAAA

NIAAA Third Strategic Plan 2011 - 2015



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Recommendations of the Programs Subcommittee



PROGRAMS

RECOMMENDATIONS: CERTIFICATION	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
1. Establish a position of National Certification Coordinator.	Job Description: Coordinate with Leadership Training to facilitate the growth of certification.	NIAAA Board, Staff and Certification Committee	2012 \$
2. Establish a Certification Program coordinator in each state.	Recruit candidates for positions. Facilitate the growth of certification.	State Associations, Liaisons, Executive Directors	2012
3. Assess the need for a 4th level of Certification.	Review current Certification standards and assess the need for a 4th certification level.	NIAAA Staff, Certification and Leadership Training Committees	2013 \$
4. Explore the need for a recertification program.	Coordinate course updates and/or strategies for recertification (course/ test). There is a need for continued education and acknowledging so that best practices are continually evolving.	NIAAA Board, Leadership Training and Certification Committees	2014
5. Explore establishing a Middle Level School Athletic Administrators Certification level.	Establish the criteria for providing a certification specific to the Middle Level Athletic Administrators.	NIAAA Board, Staff and Certification Committee	2013 \$
6. Continue to review electronic format for all PDF forms.	Facilitate use of on line capabilities to expedite processing of PDF's.	NIAAA Staff	Ongoing

Recommendations of the Programs Subcommittee



PROGRAMS

RECOMMENDATIONS: LEADERSHIP TRAINING	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
7. Continue to seek accreditation through 'Advance ED'.	Continue to add credibility to Leadership Training through awareness initiatives, increased use of curriculum materials and partnerships with colleges and universities.	NIAAA Staff and Leadership Training Committee	2011 \$
8. Develop a means for state coordinators, national and state course chairs, and Leadership Training instructors for suggesting revisions.	Develop an on line suggestion box to provide input from all stakeholders.	NIAAA Staff and Leadership Training Committee	Ongoing
9. Recruit, train, and evaluate additional Leadership Training instructors.	More team teaching at all levels (National, State and Local).	NIAAA Staff and Leadership Training Committee	Ongoing
10. Create a training video of instructional techniques to enhance the quality and integrity of instruction.	Identify pool of instructors and incorporate in 790.	NIAAA Staff and Leadership Training Committee	2013 \$
11. Develop a succession plan for the Leadership Training Coordinating Committee.	Research structure and criteria to provide continuity and insure future members.	NIAAA Board, Staff and Leadership Training Committee	2012
12. Provide conference workshops based on the Leadership Training course content.	Address challenges facing educators and athletic administrators.	NIAAA Staff and Leadership Training Committee	2012

Recommendations of the Programs Subcommittee



PROGRAMS

RECOMMENDATIONS: LEADERSHIP TRAINING	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
13. Select CMAA projects to be presented as a workshop at the National Conference.	Promote CMAA Certification and provide future candidates with project ideas.	NIAAA Staff and Certification Committee	2011
14. Explore and implement non-traditional course delivery methods (IDL).	Continue to investigate new teaching methodologies in order to provide more individualized learning opportunities.	NIAAA Staff and Leadership Training Committee	2011 \$

RECOMMENDATIONS: AWARDS	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
15. Explore establishing an NIAAA "Unsung Heroes" award to be presented at State Conferences.	Recognize 50 more individuals who might not otherwise be honored.	NIAAA Board, Staff and the National and State Awards Committees	2015 \$
16. Present awards to State level Leadership Training instructors.	Develop criteria for recognizing instructors at the State, Regional, National level.	NIAAA Board, Awards Committee and State Leadership Training coordinators	2012 \$

Recommendations of the Programs Subcommittee



PROGRAMS

RECOMMENDATIONS: EMERGING TRENDS	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
17. Establish a mentor training program to develop a model/ template that will enhance mentoring beyond AA to AA.	Develop a program which creates a pool of current and retired AA's to assist less experienced AA's.	NIAAA Board, Staff and LTC 705 course chairs	2014 \$
18. Establish a Sports Medicine advisory committee to address current issues.	Provides current information. Network with NATA.	NIAAA Board, Publications Committee	2013 \$
19. Promote the classified section on the NIAAA website.	Use various communication resources to increase membership awareness.	NIAAA Board, Staff and Publications Committee	Ongoing

Recommendations of the Operations Subcommittee



OPERATIONS

RECOMMENDATIONS: COMMITTEES	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
20. Encourage the NIAAA to continue diversity in committee appointments relative to demographics, gender, ethnicity and geography.	Review pool of candidates and encourage committee applications.	NIAAA Board, Secretary and Committee Chairs	Ongoing
21. Revise the following “Article 4 Section 10 the term of the secretary shall be three years” to read “the term of the secretary shall be one five year term, the last four years with voting privileges”.	a) Create a more prepared and knowledgeable secretary. b) Ensure better continuity due to unique nature and complexity of the position.	NIAAA Board and Delegate Assembly	Immediate \$
22. Begin the process for selecting the committee for the Fourth Strategic Plan beginning in 2014.	Begin the process for the Fourth Strategic Plan in order to continue the growth of the organization.	NIAAA Board and Staff	2014 \$\$
23. Continue to seek additional opportunities for retired AA’s to support the NIAAA and State organizations.	Identify areas of contributions in order to utilize the strength, knowledge and experience of retired Athletic Administrators.	NIAAA Board, Staff and Retired Athletic Administrators	Ongoing

Recommendations of the Operations Subcommittee



OPERATIONS

RECOMMENDATIONS: COMMUNICATION	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
24. Develop new and enhance existing relationships with our educational alliances and partners.	Promote the NIAAA as a professional, education-based organization. Demonstrate the resources of the NIAAA.	NIAAA Board and Staff	Ongoing \$
25. Continue to organize meetings of the NIAAA officers and staff with NFHS on a semi-annual basis.	Keep open communication lines between the NIAAA and the NFHS.	NIAAA Board and Staff	Ongoing
26. Continue to promote the benefits of the NIAAA.	Use the NIAAA and State Association websites.	NIAAA Board, and Publications Committee	Ongoing

RECOMMENDATIONS: CONFERENCE	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
27. Provide a National Conference session for NIAAA members interested in serving on a committee.	Identify and seek potential committee members and promote committee applications.	NIAAA Board, Staff, Committee Chairs and Conference Advisory Committee	2011
28. Explore the inclusion of a middle school athletic administrator on the National Conference Planning Committee.	Increase middle school involvement and membership.	NIAAA Staff, and Conference Advisory Committee	2011 \$

Recommendations of the Operations Subcommittee



OPERATIONS

RECOMMENDATIONS: CONFERENCE	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
29. Develop a plan for a potential sole management of the National Conference including a resources and cost analysis.	Form an 'Ad Hoc' committee.	NIAAA Board, Staff, and NEDC	2011 \$

RECOMMENDATIONS: STAFF OPERATIONS	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
30. Add an additional National Office staff member.	Provide best services to the membership by meeting additional needs.	NIAAA Board and Staff	Immediate \$\$
31. Devise a process for the orderly succession of NIAAA office staff to prepare for the next generation of leadership within the organization.	Develop a plan for continued leadership.	NIAAA Board and Staff	2011
32. Explore the feasibility of purchasing an office building versus the continued leasing of current office space.	Is it cost-effective? Is it logistically effective?	NIAAA Board and Staff	2015 \$\$\$
33. Study current transportation practices and consider other alternatives.	Compare costs of purchasing/leasing (including driver costs and insurance) vs. renting transportation as needed.	NIAAA Board and Staff	2013 \$\$

Recommendations of the Operations Subcommittee



OPERATIONS

RECOMMENDATIONS: TECHNOLOGY	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
34. Ensure the association's ability to upgrade technology.	Continue to increase communication and services to membership.	NIAAA Board and Staff	Ongoing
35. Explore the potential to incorporate a distance learning concept for meetings and training. Go Green.	a) Explore more ways of conducting 'virtual' meetings, seminars, and delivery systems. b) Explore a digital delivery of IAA; LTC manuals on CD's; and all other written materials.	NIAAA Board and Staff with input from the various committees	2014 and ongoing (potential \$ savings)
36. Explore the concept of a membership benefits information kit.	Increase services to membership by developing a (2) DVD set; one DVD geared towards superintendents, school boards, and principals. One geared towards prospective members.	NIAAA Board and Staff	2015 \$\$

Recommendations of the Finance Subcommittee



FINANCE

RECOMMENDATIONS: LEADERSHIP TRAINING	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
37. Continue to increase the number of states offering dual memberships.	a) Grow membership and promote membership benefits. b) Target MS, private, parochial and charter schools.	NIAAA Board, Staff, State Liaisons and Executive Directors	Ongoing
38. Increase membership by identifying states with low membership.	Identify and promote membership in big return states.	NIAAA Board, Staff, State Liaisons and Executive Directors	Ongoing
39. Recruit and retain new members though mentoring and “promotional” out reach campaigns.	a) Two years of membership for the cost of one the first year; b) Offer a renewal incentive for current members; c) Support states in mentoring new AA’s; d) Member versus non-member price in cost of various products; e) Go with the power of one; have a membership drive to have a current member recruit a new member; f) Survey and target non-renewing members.	NIAAA Board, Staff, State Liaisons and Executive Directors	Ongoing

RECOMMENDATIONS: DUES/FEES/REVENUE	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
40. Continue to aggressively recruit new and maintain current corporate sponsors.	Focus our marketing efforts long term and across the country.	NIAAA Board, Staff and Marketing Director	Ongoing

Recommendations of the Finance Subcommittee



FINANCE

RECOMMENDATIONS: DUES/FEES/REVENUE	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
41. Monitor the budget and increase membership dues as needed.	Assess services and programs before considering a dues increase.	NIAAA Board and Staff	Ongoing with an annual review
42. Continue to annually evaluate the current Finance and Investment policy specifically as it pertains to the Endowment and Reserve Funds.	Seek input from Financial advisors.	NIAAA Board, Staff and Endowment Committee	Ongoing

RECOMMENDATIONS: BUDGET	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
43. Maintain the 'Reserve Fund' at 50% of the current operating costs.	Continue to support this current practice. Develop a strategy for utilizing any surplus fund balance beyond 50%.	NIAAA Board and Staff	Ongoing
44. Maintain budget guidelines and strategies for reducing expenses.	Review line items.	NIAAA Board and Staff	Ongoing

Recommendations of the Finance Subcommittee



FINANCE

RECOMMENDATIONS: ENDOWMENT	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
45. Investigate the desirability of a private foundation for the Endowment Fund.	Investigate the financial merit of a private foundation of the Endowment Fund from the NIAAA, Inc. to minimize the risks of Endowment Fund exposure.	NIAAA Board and staff with input from financial advisors, legal council and endowment committee.	Immediately
46. The Endowment Committee should continue to seek new sources of revenue and allow the Endowment Fund to grow naturally, without designating a target line.	Look for revenue from bequests, individual designation of the NIAAA as the beneficiary of the NIAAA member life insurance package and other atypical sources.	NIAAA Board with input from the marketing director and endowment committee.	Ongoing

RECOMMENDATIONS: GRANTS	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
47. Seek grants for project funding.	The use of a grant writer.	NIAAA Board and Staff	2011 \$

RECOMMENDATIONS: PUBLIC RELATIONS	STRATEGIES FOR IMPLEMENTATION	RESPONSIBLE FOR IMPLEMENTATION	INITIATE BY & RESOURCES NEEDED
48. Consider creating a part time position of Public Relations Director.	<ul style="list-style-type: none"> a) Promote NIAAA's educational assets as a form of CEU's b) Market the advantages of membership and the value of the organization - "Education-Service-Leadership" NIAAA slogan: "Showing the Way" c) Target superintendents, principals and other administrative agencies through emails, PSA's, etc. 	NIAAA Board and Staff	2011 \$\$

2010 NIAAA Board of Directors

Darryl Nance, CMAA	Greenville, SC	President, Section III
Annette Scogin, CMAA	Springdale, AR	President-Elect, At-Large C
Holly Farnese, CMAA	Upper Darby, PA	Secretary
Sam Rasmussen, CAA	Valparaiso, IN	Past President
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Lawrence Johnson, CAA	Alamogordo, NM	Section 6
Marc Hunter, CMAA	Sandy, UT	Section 7
Dave Williams, CAA	Billings, MT	Section 8
Tommy Marshall, CMAA	Atlanta, GA	At-Large A
Rich Bechard, CMAA	Overland Park, KS	At-Large B
Jerry McGee, CAA	Elizabeth City, NC	NEDC Liaison



State Athletic Administrator Associations

Alabama High School Athletic Directors Association
Alaska Interscholastic Athletic Administrators Association
Arizona Interscholastic Athletic Administrators Association
Arkansas High School Athletic Administrators Association
California State Athletic Directors Association
Colorado Athletic Directors Association
Connecticut Association of Athletic Directors
Delaware Association of Athletic Directors
District of Columbia Athletic Directors Association
Florida Interscholastic Athletic Administrators Association
Georgia Athletic Directors Association
Hawaii Interscholastic Athletic Administrators Association
Idaho Athletic Administrators Association
Illinois Athletic Directors Association
Indiana Interscholastic Athletic Administrators Association
Iowa High School Athletic Directors Association
Kansas Interscholastic Athletic Administrators Association
Kentucky High School Athletic Directors Association
Louisiana High School Athletic Directors Association
Maine Interscholastic Athletic Administrators Association
Maryland State Athletic Directors Association
Massachusetts Secondary School Athletic Directors Association
Michigan Interscholastic Athletic Administrators Association
Minnesota Interscholastic Athletic Administrators Association
Mississippi Athletic Administrators Association
Missouri Interscholastic Athletic Administrators Association

Montana Interscholastic Athletic Administrators Association
Nebraska State Interscholastic Athletic Administrators Association
Nevada Athletic Directors Association
New Hampshire Athletic Directors Association
Directors of Athletics Association of New Jersey, Inc.
New Mexico Athletic Directors Association
New York State Athletic Administrators Association
North Carolina Athletic Directors Association
North Dakota Interscholastic Athletic Administrators Association
Ohio Interscholastic Athletic Administrators Association
Oklahoma Interscholastic Athletic Administrators Association
Oregon Athletic Directors Association
Pennsylvania State Athletic Directors Association
Rhode Island Interscholastic Athletic Administrators Association
South Carolina Athletic Administrators Association
South Dakota Interscholastic Athletic Administrators Association
Tennessee Interscholastic Athletic Administrators Association
Texas High School Athletic Directors Association
Utah Interscholastic Athletic Administrators Association
Vermont State Athletic Directors Association
Virginia Interscholastic Athletic Administrators Association
Washington Secondary School Athletic Administrators
West Virginia Athletic Director's Association
Wisconsin Athletic Directors Association
Wyoming Interscholastic Athletic Administrators Association
Alberta Interscholastic Athletic Administrators Association (Affiliate Member)





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