



# **Michigan Interscholastic Athletic Administrators Association**

**2018 – 2023 Strategic Plan**

## 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.**

## 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.**

## 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**

## 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. Exec. Director and Past President; George Lovich, Executive Director; Tom Flynn; Meg Seng, CMAA – Past President; Barry Hobrla, CMAA – Past President; Don Wachowski, CAA; Cody Inglis, CAA; Mike Bakker, CMAA – Past President

# 2018-2023 Strategic Plan

\$ = 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 MIAAA/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
Action Plan 5	Develop a mentorship program for NIAAA certification	2019	0	Professional Development Committee	Pair CAA's with a non-CAA Pair a CMAA with a CAA
<b>Strategy 2</b>	<b>Provide opportunities for continuing education and training</b>	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>
Action Plan 1	Assign chairs for every LTI course taught in Michigan	2019	\$	Professional Development Committee	Lead instructor Manage the faculty pool
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	Continue to provide current trends in technology trends for conference sessions
Action Plan 3	Actively promote and develop more LTI opportunities	Ongoing	\$	Professional Development Committee	Offer at multiple times during the year and at a variety of locations
Action Plan 4	Collaborate with affiliated professional organizations to develop programs to educate and support dual-role athletic administrator	Ongoing	\$	President, Executive Director, Membership Services Committee & Bridges Committee	MASB, MSBO, MASSP, MEMSPA, MATS/NATA, SHAPE

Action Plan 5	Work with MHSAA, Detroit area schools, the Upper Peninsula Athletic Council and other underrepresented groups to increase opportunities for professional development	Ongoing	\$\$\$	Professional Development Committee	NIAAA Outreach Grants Leadership Institute Model
<b>Strategy 3</b>	<b>Continue to develop and promote the Exemplary Athletic Program</b>	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>
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

	<b>To design and provide professional development opportunities that attract, retain, advance and support MIAAA members</b>				
		<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>
<b>Strategy 1</b>	Increase corporate sponsorship revenues				
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
Action Plan 3	Recruit new sponsors from members recommendations	Ongoing	0	Executive Director & Assistant to the Executive Director	Continue to follow up on leads and recommendations without conflict of current sponsorships
Action Plan 4	Recruit new sponsors from National Conference vendors	Annually	\$\$	Executive Director & Assistant to the Executive Director	Continue to follow up on leads and recommendations without conflict of current sponsorships
<b>Strategy 2</b>	<b>Explore ways to increase revenues and decrease expense of the Annual Conference.</b>	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</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>	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</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>	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</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**

	<b>To establish processes which evaluate the organizational functions and structures</b>				
		<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>
<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
Action Plan 2	Establish annual goals for each leadership position	March and May, Annually	0	Committee Chairs & Executive Board	All in leadership positions establish goals annually; Submit to the 1st Vice President
Action Plan 3	Review annual goals for each committee	May and June, Annually	0	Executive Board	



Action Plan 4	Leadership submits self-reflection on progress toward goals	March, 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>	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>
Action Plan 1	Actively identify and recruit members to leadership positions	Ongoing	0	Executive Board & Board of Directors	Identified on membership registration form, recruiting from committee membership lists & personal contact
Action Plan 2	Provide inservice for leadership position transitions	May, Annually	0	Region Reps & Executive Board	Inservice training prior to or after the May meeting
Action Plan 3	Review and archive job descriptions and duties with timelines for elected officers and committee chairs	March and May, Annually	0	President	Must be completed and posted in the MIAAA archive system
<b>Strategy 3</b>	<b>Encourage diversity in committee appointments relative to geography &amp; demographics</b>	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>
Action Plan 1	Review pool of candidates	Ongoing	0	Committee Chairs	Review committee membership Review pool of candidates
Action Plan 2	Actively recruit new members	Ongoing	0	Committee Chairs	Utilize information provided through membership registration

<b>GOAL #4 - Communication</b>					
	<b>To enhance services for MIAAA membership and constituents through effective communication</b>				
		<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>
<b>Strategy 1</b>	Strengthen the MIAAA website				
Action Plan 1	Add embedded calendar	2018	\$	Website Committee & Assistant to the Executive Director	Visible when opening webpage
Action Plan 2	Continue to enhance member only resources	Ongoing	0	Website Committee & Assistant to the Executive Director	Create & include the YouTube channel
Action Plan 3	Maintain aesthetic/user friendly navigation	Ongoing	\$	Website Committee & Assistant to the Executive Director	More dynamic front page, include sponsor logos in a more predominant way
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
Action Plan 6	Evaluate trends of other state association websites	Ongoing	\$\$	Website Committee & Assistant to the Executive Director	See what we can add & change and look a 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>	Increase communication to all eligible members	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</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
Action Plan 3	Increase social media presence	Ongoing	0	Board of Directors	Use current and emerging technology available - teach how to use technology, including posting PSA to website
Action Plan 4	Explore and implement video/voice conferencing for the Board of Directors and other committee meetings	Ongoing	\$\$	Board of Directors & Recording Secretary	Use current and emerging technology available

Action Plan 5	Reestablish The Michigan Athletic Director publication - member only online	2018	\$\$	Board of Directors	Newsletter or other written documents
<b>Strategy 3</b>	Enhance communication with non-member schools	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</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

	<b>To engage Michigan's diverse population of athletic administrators and staff</b>				
<b>Strategy 1</b>	Increase membership	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</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

Action Plan 4	Provide an incentive for attending the annual conference in the first year of membership	Ongoing	\$\$\$	President, Executive Director, & Conference Committee	Discount at 1st annual conference, possible reduce rates, LTI course
Action Plan 5	Contact post secondary institutions about our organization	Ongoing	\$\$	President, Executive Director, Membership Services Committee & Bridges Committee	Provide documents, brochures, potential 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
Action Plan 8	Send email to every school Superintendent to invite registration	Ongoing	0	President, Executive Director, Membership Services Committee & Bridges Committee	Contact MHSAA for list to email information to reach out to all schools, include documents and brochures

<b>Strategy 2</b>	Continue to work with the MHSAA to encourage membership in the MIAAA	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>
Action Plan 1	Schedule opportunities to speak at MHSAA gatherings	Ongoing	0	President, Executive Director & Membership Services Committee	AD Inservice, Update Meetings, New AD Inservices
Action Plan 2	Provide all athletic administrators in attendance at New AD In-Service with a membership information	Ongoing	\$	Membership Services Committee	Create card with immediate 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

	<b>To advance interscholastic athletic administration</b>				
<b>Strategy 1</b>	<b>Ensure recognition for members</b>	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</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 application
<b>Strategy 2</b>	<b>Promote Member Publications and Presentations</b>	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</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
Action Plan 2	Write press releases for the MIAAA and NIAAA	Ongoing	0	Publications & Public Relations Committee	Annual Conference, Award recipients, Leadership Academy, Incoming President, etc...



Action Plan 3	Develop a presentation that can be used to present to education based agencies	2019	0	Bridges Committee & Executive Board	Have a presentation prepared so when needed, we have it
<b>Strategy 3</b>	Advocacy for Athletic Administration	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>
Action Plan 1	Develop new strategic alliances with education based agencies	2018	\$	Bridges Committee	
Action Plan 2	Publish and distribute new edition of Effective Elements of Athletic Administration	2018 & 2023	\$\$\$	Executive Board	Every 5 years - hardcopy; annually - electronic copy
Action Plan 3	Explore creation of advocacy documents for athletic administration	2018	0	Communications and Bridges Committees	Tri-fold document about MIAAA
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>	<b>Timeline</b>	<b>Resources</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>
Action Plan 1	Use various communication resources to keep members informed	Ongoing	\$	Regional Reps	Website, social media, print publications
Action Plan 2	Establish a standing Communications Committee	2019	0	President & Board of Directors	Proposing blending current Publications, Public Relations, and Website committees

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