



# STRATEGIC PLAN

2013 - 2018

The MIAAA Strategic Planning Committee is pleased to present the 2013-2018 Strategic Plan to the MIAAA membership. This plan of the envisioned future represents the work of a dedicated group of athletic administrators who met on August 1<sup>st</sup> and 2<sup>nd</sup>, 2012 at the Comfort Inn in Mt. Pleasant, MI. Final adoption is projected for the Annual Conference in March 2013.

The strategic planning process began with an in-depth assessment of the strengths and areas needing improvement to examine our core values and purposes. Every step in the process challenged each committee member to “think outside the box”, and in doing so, they developed vision and mission statements which reflected the envisioned future. Identifying goals with great enthusiasm by the committee resulted in the writing of strategies to achieve those goals. The outcome represents the direction of the MIAAA as a forward-thinking, high-performance organization. This strategic plan is intended to be an evolving project, requiring ongoing review and revision as directed by the Executive Board.

Congratulations to the following members of the MIAAA Strategic Planning Committee who dedicated themselves to developing Goals, Strategies and Action Plans for the purpose of building a stronger organization as a primary way of creating the future:

**Mike Bakker, CMAA**  
**Van Dickerson, CAA**  
**Rick Dorn, CAA**  
**Jim Feldkamp, CAA**  
**Tom Flynn**  
**Barry Hobrla, CAA**  
**Cody Inglis, CAA**  
**Karen Leinaar, CAA**  
**Dallas Lintner, CAA**  
**George Lovich**  
**Tom Mecsey, CMAA**  
**Ken Mohny, CMAA**  
**Meg Seng, CAA**  
**Deb VanKuiken, CMAA**

**Fenton High School.**  
**Kalamazoo, Central High School**  
**Waterford Schools**  
**L'Anse Cruese Schools**  
**Birmingham Groves High School**  
**Lowell High School**  
**Traverse City Central High School**  
**Bear Lake High School**  
**Owosso High School**  
**MIAAA Executive Director**  
**Kingsbury Country Day School**  
**Mattawan Consolidated School**  
**Greenhills School**  
**Holly Area Schools**

**Fred Smith, CMAA, Facilitator**

**Buchanan Community Schools**

# **VISION**

**The MIAAA shall continuously strive to be leaders and innovators in developing athletic administrators to their highest level of competency in an ever-changing society.**

# **MISSION**

**It is the mission of the MIAAA to educate, represent, promote, and communicate with Michigan athletic administrators through service and leadership; and to foster ethical behavior and integrity**

**through effective professional development for all involved with interscholastic athletics.**

# **Guiding Principles of the MIAAA Strategic Plan**

- To serve Michigan athletic administrators and interscholastic athletics in cooperation with the MHSAA
- To teach and provide professional development & leadership training opportunities
- To be the voice for athletic administrators at the state & national levels
- To promote the proper perspective of educational athletics
- To provide effective communication to the athletic administrators within the state

- To diversify involvement in all areas of the MIAAA

**Goal #1**

**PROFESSIONAL DEVELOPMENT**

**To design and provide professional development opportunities that attract, retain, advance and support Michigan athletic administrators.**

**Strategy 1:** 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

Action Plans:

1. Continue to offer all required LTC certification courses.
2. Promote delivery of online LTC offerings.
3. Explore incentives for members obtaining additional level of certification.
4. Develop strategies to market the value of both the LTI courses and national certification.

Responsibility: Professional Development Committee

**Strategy 2:** Provide opportunities for continuing education and training.

Action Plans:

1. Continue to actively promote and develop the leadership academy to reach aspiring and new athletic administrators.
2. Facilitate workshops to focus on the development of tools to help athletic administrators with changing media and technology (i.e. Facebook, Twitter, Arbiter, website development, etc.).
3. Collaborate with the MASSP to develop programs to educate and support the dual-role athletic administrator.
4. Work with MHSAA, Detroit area schools, the Upper Peninsula Athletic Council and other underrepresented groups to increase opportunities for professional development.

Responsibility: Bridges, Professional Development, Annual Conference, and Program Committees

**Strategy 3:** Continue to develop and promote the exemplary athletic program.

- Action Plans:
1. Market the use of the MIAAA self-audit tool for athletic programs.
  2. Explore a multi-tiered certification program for the exemplary athletic program.
  3. Develop an exemplary athletic program for the middle school level.

Responsibility: Exemplary Athletic Program Committee

## Goal #2

# FINANCES

**To develop a plan that will provide financial growth and stability for the MIAAA.**

**Strategy 1:** Increase corporate sponsorship revenues.

- Action Plans:
1. Review and evaluate current corporate sponsorship policies.
  2. Create sponsorship program brochure.
  3. Contact current sponsors regarding new policies.
  4. Recruit new sponsors from current members.

Responsibility: Executive Director and Assistant to the Executive Director

**Strategy 2:** Explore ways to increase revenues and decrease expenses of the Annual Conference and Summer Workshop.

- Action Plan:
1. Increase vendor booth rates.
  2. Develop a fee scale for additional services, i.e., ads in conference program, inserting materials in conference registration packets, and sponsorship of conference speakers.
  3. Notify current vendors of policy changes.

Responsibility: Conference Committee, Executive Director and Second Vice-President

**Strategy 3:** Ensure accountability of all MIAAA funds.

Action Plan: 1. Develop a 30 day process for deposit of funds.  
2. Provide documentation to the Executive Director for auditing purposes.

Responsibility: Executive Director

**Strategy 4:** Explore the benefits and risks of establishing an Endowment Fund.

Action Plan: 1. Create an endowment committee.

Responsibility: President and Executive Board

### Goal #3

## ORGANIZATIONAL DEVELOPMENT

**To review and evaluate the organization as it relates to the function and structure of committees and elected positions.**

**Strategy 1:** Create a process for annual evaluation of MIAAA Committees and elected positions.

Action Plan: 1. Gather information regarding past and current initiatives including future plans of every committee.  
2. Create a template for the annual State of the Association report.  
3. Develop and implement an assessment process.

Responsibility: Committee Chairpersons, President & Past President

**Strategy 2:** Develop a process that ensures the continuity of leadership

Action Plan: 1. Actively recruit members to leadership positions.  
2. Establish a plan for balanced representation to diversify committees and elected positions.  
3. Explore term limits for the Board of Director's positions.

Responsibility: Board of Directors and Committee Chairs

**Goal #4**

**COMMUNICATION**

**To develop a communication plan that enhances services for MIAAA membership and constituents.**

**Strategy 1:** Enhance the MIAAA website.

- Action Plan:
1. Publish annual master MIAAA calendar.
  2. Reorganize website resources for members only.
  3. Improve aesthetic/user friendly navigation.
  4. Evaluate the website content semi-annually to verify its accuracy.
  5. Offer a members' only chat room.
  6. Create a job postings section.
  7. Use MIAAA resources (website and newsletter) to promote MHSAA CAP courses.
  8. Assign the duties of webmaster to Assistant to the Executive Director.

Responsibility: Assistant to the Executive Director and Website Committee



**Strategy 2:** Utilize technology to further reach membership.

Action Plan:

1. Develop an efficient and relevant email update.
2. Explore and implement video/voice conferencing for BOD and other committee meetings.
3. Increase social media presence.

Responsibility: President, Assistant to the Executive Director, Website Committee and Committee Chairs

**Strategy 3:** Support and promote coaches education programs.

Action Plan:

1. Explore ways the MIAAA can partner or better support the MHSAA CAP.
2. Continue to offer MHSAA CAP courses at the MIAAA Annual Conference for Athletic Directors
3. Promote the availability of NFHS courses. ([www.NFHSLearn.com](http://www.NFHSLearn.com))
4. Enhance relationships with Michigan coaches' associations.

Responsibility: Professional Development and Bridges Committees

## Goal #5

# MEMBERSHIP

**To establish a membership that involves Michigan's diverse population of athletic administrators and staff**

**Strategy 1:** Increase membership.

Action Plan:

1. Establish a marketing ad-hoc committee to develop plans to enhance MIAAA membership.
2. Promote and enhance membership benefits.
3. Create a Secretary/Administrative Assistant membership and provide membership benefits.
4. Identify and actively recruit members from underrepresented areas.
5. Provide an incentive for attending the annual conference in the first year.
6. Explore the feasibility of an online payment system for financial transactions.

**Responsibility:** President, Executive Director, Membership Services Committee and Bridges Committee

**Strategy 2:** Continue to partner with the MHSAA to encourage membership in the MIAAA.

**Action Plans:**

1. Schedule opportunities to speak at MHSAA gatherings.
2. Provide all athletic administrators in attendance at New AD In-Service with a membership form and addressed (stamped) envelope
3. Seek opportunities to promote MIAAA membership at MHSAA-sponsored functions.

**Responsibility:** President and Executive Director