



# **Michigan Interscholastic Athletic Administrators Association**

## **2023 – 2028 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 prioritize diversity, equity, and inclusion within our organization*
- *To develop and implement the plan for board and committee leadership succession*
- To demonstrate fiscal responsibility

## Goals

- **MEMBERSHIP** - *To engage all of Michigan's athletic administrators and staff*
- **PROFESSIONAL DEVELOPMENT** - To design and provide professional development opportunities that attract, retain, advance and support MIAAA members
- **ADVANCEMENT** – To advance and promote the role of the interscholastic athletic administrator
- **COMMUNICATION** - To enhance services for MIAAA membership and constituents through effective and *transparent* communication
- **ORGANIZATIONAL DEVELOPMENT** - *To establish processes that allow for an annual audit of MIAAA leadership (Board of Directors and Committee Chairs)*
- **FINANCES** - *To execute financial responsibility within the MIAAA*

2023-2028 Strategic Plan Committee Members:

Don Watchowski, CMAA Co-Chair; Allison Sartorius, CAA Co-Chair; Fred Smith, CMAA; Karen Leinaar, CAA; Tom Flynn; Meg Seng, CMAA; Cody Inglis, CAA; Mike Bakker, CMAA; Kevin Guzzo, CMAA; Mike Mohn, CAA; Ross Gauthier; Casey Lombard, RAA; Shane Finney, CAA; Nick Kocsis, CMAA; Kim Thornton, CAA

<b>GOAL #1 - Membership</b>	<b>Timeline</b>	<b>Resources: \$ minor, \$\$ moderate, \$\$\$ major</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>	
<i>To engage all of Michigan's athletic administrators and staff</i>					
<b>Strategy 1 Increase membership</b>					
<i>Action Plan 1</i>	<i>To strive for 100% membership from our schools/districts in each region</i>	<i>annually</i>	\$	Regional Representatives & President, Executive Director, Membership Services Committee	<i>Data collection, including # of district/schools and participation data</i>
<i>Action Plan 2</i>	Review, promote and enhance membership benefits	<i>annually</i>	\$\$	President, Executive Director, & Membership Services Committee	<i>Published posts, social media, website, digital presence</i>
<i>Action Plan 3</i>	Provide an incentive for attending the annual conference in the first year of membership	2023-2025	\$\$\$	President, Executive Director, Membership Services Committee & Conference Committee	<i>Free membership for first year, Discount at/Free 1st annual conference, possible reduce rates, LTI course</i>
<i>Action Plan 4</i>	Increase outreach to post secondary institutions and educationally related organizations about the MIAAA	annually	\$\$	<i>President, Executive Director; Membership Services Committee</i>	Provide documents, digital presence, brochures, potential speakers, <i>encourage more student-interns from colleges and other items</i>
<i>Action Plan 5</i>	Engage and support involvement of retired / past MIAAA members, to promote and grow membership, and provide member support	annually	\$	<i>President, Executive Director; Membership Services Committee &amp; Life Member Committee , Retiree Committee</i>	<i>Renew involvement in organization, region representation, creating a new region for retirees and/or give lifetime members more of a role</i>

<i>Action Plan 6</i>	<i>Send quarterly emails to every member school Superintendent/Administration about general membership, pre &amp; post conference attendance, certifications, leadership roles, news and updates.</i>	<i>annually</i>	<i>\$\$</i>	<i>President, Executive Director, Membership Services Committee, PR Committee, possible new stipend position</i>	<i>Be sure to include documents and brochures</i>
<i>Action Plan 7</i>	<i>Develop and implement a paid stipend position to assist with Action Plan 6</i>	<i>2023-2024</i>	<i>\$\$</i>	<i>President, Executive Director</i>	
<b>Strategy 2</b>	<b><i>Membership retention</i></b>				
<i>Action Plan 1</i>	<i>Develop a mentorship program promoting MIAAA involvement, best practices, and retention</i>	<i>2023-2025</i>	<i>\$</i>	<i>Mentoring Committee</i>	<i>New AD's with veterans/retirees, Retiree involvement supporting New AD's, Develop an ongoing best practices/support program for ADs in years 1-5</i>
<b>Strategy 3</b>	<b><i>To prioritize diversity, equity, and inclusion within our membership</i></b>				
<i>Action Plan 1</i>	<i>Identify underrepresented geographical areas and populations</i>	<i>annual fall review</i>	<i>\$</i>	<i>President, Executive Director, Region Reps, Membership Services Committee, DEI Committee</i>	<i>Survey, analysis of data</i>
<i>Action Plan 2</i>	<i>Increase participation of underrepresented geographical areas and populations</i>	<i>annually</i>	<i>\$</i>	<i>President, Executive Director, Region Reps, Membership Services Committee, DEI Committee</i>	<i>Survey, analysis of data, intentional contact by the region reps</i>
<b>Strategy 4</b>	<b><i>Continue to work with the MHSAA to encourage membership in the MIAAA</i></b>				
<i>Action Plan 1</i>	<i>Promote MIAAA membership at MHSAA-sponsored functions, including attendance at the New AD In-Service, and all state-wide update meetings</i>	<i>annually</i>	<i>\$\$</i>	<i>President, Executive Director &amp; Membership Services Committee</i>	<i>Distribute information, PSA, PA announcements, create card with immediate information on it, AD Inservices and Updates, New AD Inservice</i>

GOAL #2 - Professional Development	Timeline	Resources: \$ minor, \$\$ moderate, \$\$\$ major	Responsible for Implementation	Supporting Points	
To design and provide professional development opportunities that attract, retain, advance and support MIAAA members					
<b>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</b>					
<i>Action Plan 1</i>	<i>Collect, gather, and review CAA and CMAA data and encourage our membership to pursue the next step</i>	<i>annual</i>	\$	<i>Certification State Coordinator</i>	<i>Pre data (Fall) vs Post data (Spring)</i>
<i>Action Plan 2</i>	Market the value of the MIAAA/MHSAA Leadership Academy, LTI courses and national certification levels	<i>annual</i>	\$	Professional Development & Publications	<i>Request time at MHSAA AD-Inservice, Update meeting, MIAAA conferences and Board of Directors' meetings. This should be done annually. Promote NIAAA accreditation, by COGNIA, in marketing the importance to MASSP, MASB, MASA</i>
<i>Action Plan 3</i>	<i>Collaborate with affiliated professional organizations to develop programs to educate and support dual-role athletic administrator</i>	<i>annual</i>	\$	<i>President, Executive Director, "Communication Director", Membership Services Committee &amp; Bridges Committee</i>	<i>MASB, MSBO, MASSP, MEMSPA, MATS/NATA, SHAPE</i>
<i>Action Plan 4</i>	<i>Develop and communicate a support program for starting and continuing the NIAAA certification process</i>	2023-2025	\$	Professional Development Committee	<i>Pair CAA's with non-CAAs, Pair CMAAs with CAAs, Continuing Development of Cohorts</i>
<i>Action Plan 5</i>	Continue to offer and promote LTI certification courses	annual	\$	Professional Development Committee	Email blasts and social media

<i>Action Plan 6</i>	Recognize members who obtain additional certification levels	annual	\$\$\$	Professional Development Committee & Board of Directors	Annual Meeting, email blast, Michigan AD, district leadership email, list on website, develop a congratulations package from MIAAA for members who obtain certification
<b>Strategy 2 Provide opportunities for continuing education and training</b>					
<i>Action Plan 1</i>	<i>Expand and maintain pool of LTI instructors</i>	<i>annual review</i>	\$	Professional Development Committee	Lead instructor Manage the faculty pool
<i>Action Plan 2</i>	<i>Increase professional development opportunities for underrepresented geographical areas and populations</i>	<i>annual review</i>	\$\$\$	<i>Professional Development Committee, Diversity, Equity, and Inclusion Committee</i>	<i>NIAAA Outreach Grants, Leadership Institute Model, Satellite School,</i>
<i>Action Plan 3</i>	<i>Develop and implement DEI continuing education courses and sessions at our professional development offerings</i>	<i>annually</i>	\$	<i>President, Executive Director, Region Reps, Membership Services Committee, DEI Committee</i>	
<i>Action Plan 4</i>	<i>Develop support services for members in Athletic Director/combo positions</i>	<i>annual review</i>	\$	<i>Professional Development Committee</i>	<i>Monthly cohort, MIAAA conference presentation</i>
<b>Strategy 3 Continue to develop and promote the Exemplary Athletic Program</b>					
<i>Action Plan 1</i>	Promote the use of the MIAAA self-audit tool for athletic programs	annual	\$	Exemplary Athletic Program Committee	Announce at Annual March Business Meeting and in online publication
<i>Action Plan 2</i>	Update the Exemplary Athletic Program application	annual	\$	Exemplary Athletic Program Committee	Annually in June
<i>Action Plan 3</i>	Support for member athletic programs to go through the Exemplary Athletic Program process.	annual	\$	Exemplary Athletic Program Committee	<i>Online cohort to meet 4-6 times per year</i>

<b>GOAL #3 - Advancement</b>	<b>Timeline</b>	<b>Resources: \$ minor, \$\$ moderate, \$\$\$ major</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>	
To advance and promote the role of the interscholastic athletic administrator					
<b>Strategy 1 Ensure recognition for members</b>					
Action Plan 1	Identify qualified candidate pool for MIAAA and MHSAA statewide honors	March, Annually	\$	<i>Awards Committee &amp; Region Reps</i>	MIAAA & MHSAA awards
Action Plan 2	Identify qualified candidate pool for NIAAA honors	March, Annually	\$	<i>Awards Committee &amp; Region Reps</i>	NIAAA Distinguished Service Awards, NFHS Federation Citation, NIAAA Hall of Fame, etc.
<i>Action Plan 3</i>	<i>Increase recognition to include a Newcomer of the Year Award (3-5 years)</i>	2023-2024	\$	<i>Awards Committee &amp; Region Reps</i>	<i>Develop criteria, awarded at the annual MIAAA conference</i>
Action Plan 4	Send press release to school of award recipients	March, Annually	\$	Public Relations, "Communication Director" position	Request emails of supt.'s & principals on awards application
<b>Strategy 2 Promote Member Publications and Presentations</b>					
<i>Action Plan 1</i>	<i>Re-establish the MIAAA Publications Committee</i>	2023-2025	\$	<i>Board of Directors &amp; Publications Committee</i>	<i>MIAAA committee openings, check in with past practice to gather details</i>
Action Plan 2	Encourage members to write articles for the The Michigan Athletic Director and IAA Magazine	annual	\$	President & Publications Committee	Highlight need for articles/information at all board meetings
Action Plan 3	Write press releases for the MIAAA and NIAAA	annual	\$	Publications Committee & Public Relations Committee	Annual Conference, Award recipients, Leadership Academy, Incoming President, etc.
<b>Strategy 3 Advocacy for Athletic Administration</b>					
Action Plan 1	Develop new strategic alliances with education based agencies	annual review	\$	<i>Executive Board</i>	<i>MASA, MASSP, etc</i>

Action Plan 2	<i>Publish and distribute new edition of Effective Elements of Athletic Administration and other advocacy resources</i>	<i>3-5 years minimum or as necessary</i>	\$\$\$	<i>Executive Board</i>	<i>On website, include in the new AD welcome packet</i>
<b>Strategy 4</b> <i>Ensure transparency with our membership</i>					
Action Plan 1	Use various communication resources to keep members informed	annual	\$	President, Executive Director, Regional Reps	<i>Website, social media, and FinalForms</i>
Action Plan 2	<i>Develop "Benefits of Being a Member" publication</i>	2023-2025	\$\$	<i>Communications &amp; Membership Services</i>	<i>Website and Email push-out</i>
Action Plan 3	<i>Maintain our social media presence</i>	<i>annual review</i>	\$	<i>Website &amp; Communications Committee</i>	<i>Social media, website upgrades, enhancement</i>



<b>GOAL #4 - Communication</b>		<b>Timeline</b>	<b>Resources: \$ minor, \$\$ moderate, \$\$\$ major</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>
To enhance services for MIAAA membership and constituents through effective and transparent communication					
<b>Strategy 1 Strengthen the MIAAA website</b>					
<i>Action Plan 1</i>	Maintain aesthetic/user friendly navigation	annual review	\$	Website Committee & Assistant to the Executive Director	More dynamic front page, include sponsor logos in a more predominant way
<i>Action Plan 2</i>	Regular evaluation of website content to verify accuracy	annual review	\$	Website Committee & Assistant to the Executive Director	<i>Include job postings/To be completed at each Board Meeting</i>
<i>Action Plan 3</i>	Continue to enhance membership communication experience	annual review	\$	Website Committee & Assistant to the Executive Director	<i>Google suite, Final Forms, and other types of technology</i>
<i>Action Plan 4</i>	Evaluate trends of other state association websites	ongoing	\$	Website Committee, 5 State Exchange Committee & Assistant to the Executive Director	See what we can add & change and look a new platforms
<b>Strategy 2 Increase communication to all members</b>					
<i>Action Plan 1</i>	<i>Monthly communication/recognition/celebration of the MIAAA from the Board of Directors</i>	<i>monthly</i>	\$	<i>Board of Directors, Spread out among the executive board</i>	<i>Various Board member writings to share, Gipper, Smore</i>
Action Plan 2	Message to membership when new items are posted to website	As needed	\$	Board of Directors	Send email blast or RSS when information is posted on website
Action Plan 3	Increase social media presence	ongoing	\$	Board of Directors	Use current and emerging technology available - teach how to use technology, including posting PSA to website
Action Plan 4	<i>Consider Zoom/virtual communication options when possible</i>	ongoing	\$	Board of Directors	Use current and emerging technology available

<b>GOAL #5 - Organizational Development</b>	<b>Timeline</b>	<b>Resources: \$ minor, \$\$ moderate, \$\$\$ major</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>	
<i>To establish processes that allow for an annual audit of MIAAA leadership (Board of Directors and Committee Chairs)</i>					
<b>Strategy 1 To develop and implement a plan for Committee Chair and Board of Directors' leadership succession</b>					
<i>Action Plan 1</i>	<i>Actively identify and recruit new members to leadership positions</i>	<i>annually</i>	\$	Executive Board & Board of Directors	Identified on membership registration form, recruiting from committee membership lists & personal contact
<i>Action Plan 2</i>	<i>Create a virtual playbook, including job descriptions, evaluations, and duties for Committee Chairs and Board of Directors</i>	<i>2023-2025</i>	\$	Executive Board & Board of Directors	
<i>Action Plan 3</i>	Create and provide an inservice for leadership position transitions	May-June, Annually	\$	Region Reps & Executive Board	<i>Inservice training prior to or after the May meeting (summer workshop/virtual training)</i>
<b>Strategy 2 Create an assessment process for leadership positions</b>					
<i>Action Plan 1</i>	<i>Review the Committee and Board of Directors responsibilities located within the strategic plan</i>	<i>Each Board of Directors' meeting</i>	\$	President, Strategic Plan Committee & Board of Directors	Review ongoing and current year action plans
<i>Action Plan 2</i>	<i>Establish and review annual goals for each Committee Chair and Board of Director position</i>	<i>September and June, Annually</i>	\$	Committee Chairs & Executive Board	All in leadership positions establish goals annually; Submit to the 1st Vice President, google survey
<i>Action Plan 3</i>	<i>Committee Chair and Board of Directors submit self-reflection on progress toward goals</i>	<i>May, Annually</i>	\$	Board of Directors	<i>google survey</i>

<i>Action Plan 4</i>	Conduct an annual audit of committees for their purpose and relevance	<i>May &amp; June, Annually</i>	\$	1st Vice President	
<b>Strategy 3</b>	<b>Encourage diversity in committee appointments and leadership positions</b>				
<i>Action Plan 1</i>	<i>Actively recruit new members to leadership positions</i>	<i>annually</i>	\$	Committee Chairs & Region Reps	<i>Utilize information provided through membership registration, send out a general survey</i>
<i>Action Plan 2</i>	<i>Explore pool of candidates, current co-chairs succession plans</i>	<i>annually</i>	\$	Committee Chairs & Region Reps	Review committee membership Review pool of candidates

<b>GOAL #6 - Finances</b>	<b>Timeline</b>	<b>Resources: \$ minor, \$\$ moderate, \$\$\$ major</b>	<b>Responsible for Implementation</b>	<b>Supporting Points</b>	
<i>To execute financial responsibility within the MIAAA</i>					
<b>Strategy 1 Increase corporate sponsorship revenues</b>					
Action Plan 1	Review and evaluate new and current corporate sponsorship policies	<i>Annual</i>	\$	Executive Director & Assistant to the Executive Director	Continue to keep current, July and January depending on individual contract
Action Plan 2	Communicate with new sponsors from members recommendations	<i>Annual</i>	\$	Executive Director & Assistant to the Executive Director	Continue to follow up on leads and recommendations without conflict of current sponsorships
Action Plan 3	Recruit new sponsors/vendors from border states and National Conference	<i>Annual</i>	\$\$	Executive Director & Assistant to the Executive Director	Continue to follow up on leads and recommendations without conflict of current sponsorships
<b>Strategy 2 Explore ways to increase revenue and limit expense of our MIAAA conferences and workshops</b>					
Action Plan 1	Annual evaluation of vendor booth rates and communicate policy changes when they occur, while checking in on border states	<i>Annual</i>	\$	<i>Executive Board &amp; Conference Committee</i>	Done in concert with listed committees and evaluation of surrounding state fees
<b>Strategy 3 Define a monetary plan for future growth</b>					
Action Plan 1	Explore the options of diversifying our capital	<i>2023-2024</i>	\$	<i>Executive Board</i>	Explore options and define association goals
Action Plan 2	Explore options to give back to our membership	<i>Annual</i>	\$	<i>Executive Board</i>	<i>Such as death benefit program, EAP, scholarships for LTIs, certification awards/gear</i>
Action Plan 3	Review guidelines for scholarship procedures and explore possible increases	<i>2023-2025</i>	\$	Scholarship Committee & Board of Directors	Increasing the number of scholarships provided each year and to whom

Action Plan 4	Support the incentive for attending the annual conference in the first year of membership (see Goal #1, Strategy 1, Action Plan 3)	2023-2025	\$\$\$	President, Executive Director, Membership Services Committee & Conference Committee	<i>Free membership for first year, Discount at/Free 1st annual conference, possible reduce rates, LTI course</i>
Action Plan 5	<i>Support the communication director stipend position enhancing communication with school district leadership (see Goal #1, Strategy #1, Action Plan 7)</i>	2023-2024	\$\$	<i>President, Executive Director</i>	