

NDHSAA



Strategic Plan
Drafted: August 2012
Approved: November 2012

Introduction

Strategic Planning Process

In February 2012 representatives of the North Dakota High School Activities Association (NDHSAA) engaged in a planning session to identify the main things the organization needed to pay attention to and plan for during the next three to five years. During this session, participants were divided into small groups and were asked to respond to questions in order to identify the organization's strengths and weaknesses, new opportunities the organization might pursue, and current or emerging threats and trends that might affect the organization in the next three to five years. Throughout the planning process, the concept of "building from strength" was emphasized. The following major strengths were identified:

- The association does a very effective job of administering activities in all areas.
- The association promotes good citizenship, character, and sportsmanship in all activities.
- Bylaws contain standards to protect students and serve their best interests.
- The association administration and staff are competent and knowledgeable about issues and trends at the state and national level.
- The association has broad, diverse representation on the board of directors.
- The association recognizes and promotes academic achievement and student achievement in a wide range of activities not just athletics.
- The association fosters cooperation among other related organizations (e.g., athletic directors, music educators, etc.).
- The association is structured to allow for local control in administration of local activities.
- The association has mechanisms to secure input and feedback a variety of advisory groups.
- The association promotes consistency in rules for events.
- The association sponsors training programs for coaches and officials.
- The association promotes opportunities for participation in activities through cooperatives.

The philosophy adopted by the group was that nothing in a Strategic Plan should diminish the strengths of the NDHSAA, which have enabled the organization to be successful to this point.

In addition to strengths, the planning groups identified a cluster of “main things” the NDHSAA might pay attention to and plan for during the next three to five years. These included the following:

1. **POLICY:**

- It appears the current bylaws document could be enhanced by reorganizing, updating, and making it more user-friendly.
- It appears that current student policies, especially those dealing with drug/alcohol violations and academic eligibility need to be updated.
- It appears there is a need to develop policies to address the problem of out-of-season activities and unregulated organizations sponsoring activities.
- It appears that representation based on student enrollment is an unresolved issue. *This will need more clarification to define the problem before proceeding.

2. **DEMOGRAPHIC TRENDS:**

Rapid demographic changes seem to be disrupting the current classifications systems and divisions schools are assigned to play in and it is becoming more and more difficult to hold events in cities in the oil impacted region of the state. While NDHSAA may have little control regarding these changes, it appears the association should to be proactive and try to address them as much as possible.

3. **LONG-RANGE PLANNING NEEDS:**

It appears there are several critical, long-range issues that require additional planning.

- Increasing revenue and increasing financial stability. Several groups mentioned what appears to be possible solutions or strategies including establishing a foundation and securing more corporate partners.
- Selecting state tournament sites to a point more years out than is currently practiced.
- Succession of key association staff.

4. **SOCIAL TRENDS:**

Although NDHSAA has minimal control over the following problems, there appears to be a need for the organization to try to do something to address them.

- Uncivil behavior at events
- Shortage of qualified coaches
- Shortage of quality officials/judges
- Declining student participation

* Using non-traditional media might be a strategy for the first three problems, while revamping schedules might be a strategy to address declining student participation.

In April 2012 the group convened again. Potential goals had been written to address each of the four clusters. Four small groups were formed with each group focusing on one of the potential goals. The task of each group was as follows: 1) Review the language of the goal and make recommended changes, 2) List the rationale for the goal that included the desired outcomes wished to be achieved and the undesired outcomes wished to be avoided, 3) List potential strategies to achieve the potential goal, 4) Explore the implications of each strategy and eliminate those that are not promising, 5) List special considerations during implementation, and 6) List potential assessments to monitor progress or measure success during implementation. All of the recommendations were displayed online, and the planning session participants were invited to rate how much they agreed with the recommendations made by each group. They also ranked the degree of priority the NDHSAA should give each recommended goal. The response rate was 17 of 21 or 81%, and the results are displayed in a document titled "Strategic Priorities Summary Report," which is on file at the NDHSAA office and may be reviewed upon request.

Strategic Goals

The goals and strategies on the following pages are intended to address current and emerging problems, issues, and trends facing the NDHSAA.

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STRATEGIC GOAL 1

Goal 1 The NDHSAA will review and update current bylaws and policies.

RATIONALE:

Desired outcomes we want to achieve:

1. Bylaws are updated and user friendly. Updates include but are not limited to the following: 1) There is a table of contents (currently, it is time consuming to find applicable bylaw); 2) Language is concise (Currently, too much time must be spent looking through scenarios or interpretations for the answer); 3) The bylaw section is linked interpretations, so one does not need to look in different sections to find an answer; and 4) Outdated language is removed and/ or modernized (e.g., middle school references need to be added and clarified).
2. Student policies are updated and standardized, especially those dealing with students, drugs/alcohol/tobacco violations, crimes against society, and academic eligibility (e.g., There are inconsistent eligibility standards from district to district, no summer standards, consequences are the same as they were thirty years ago, student has a fresh start at the start of each school year, and there are no treatment requirements. Some schools use "guilt by association" while others require law enforcement involvement.)
3. There are consistent policies in regulating out of season activities and unregulated organizations who sponsor activities (e.g., there need to be policies that address what awards a student can accept and when a student can be gone from school to participate).
4. The needs and concerns of all member schools are addressed.

Undesired outcomes we want to avoid:

1. Continuing to do nothing about this problem. As a consequence, the Association continues to field numerous phone calls about the problem and provides inconsistent interpretations.
2. A complex policy manual that is complex and difficult to understand.
3. An uneven playing field resulting from maintaining the status quo.
4. Students are not allowed to participate in activities (e.g., in schools where students are guilty by association even though they did not participating in the illegal activity, they share the same punishment as those students who did participate in the illegal activity).
5. Creating unreasonable ("nightmare") record keeping requirements.
6. Maintaining the status quo.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
1, 2, & 3	Appoint committees to update the bylaws and policies. The committees should be comprised of representatives of all activities regulated by the NDHSAA, NDHSAA staff member, NDHSAA board member, parent, student, attorney, local school board member and local school administrator.	<ul style="list-style-type: none"> • October 2012 - Select format style • June 2013 - Reformat Constitution & By-Laws • October 2012 - Begin review and revision of Constitution & By-Laws. • October 2012 – Begin reviews on: <ul style="list-style-type: none"> - Eligibility 	NDHSAA Constitution & By-Laws Committee and Staff Gather input from NDASPA	Take care that concerns of all the affected parties are addressed. Consider tradition, costs, time required to review. Utilize Sherm's expertise while he is available.	Revised bylaws are adopted and are user friendly.

	Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
4	Work with the legislature to change the law relating to allowing school administrators to learn of criminal activity of students.	-Under 50 Rule: • January 2013 – Begin working with legislative session • Ongoing	NDHSAA Staff	Pay attention to legalities of minors.	Laws are changed. Law enforcement and school officials cooperate.
5	Identify the needs and concerns of member schools that are not being addressed and that promote inequality. Develop a revised voting system, based on school enrollment.	Ongoing	NDHSAA Constitution & By-Laws Committee	Be prepared for resistance resulting from tradition, existing voting system, NDHSAA Board	Voting system revised.

Goal 1 Status Reports:
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STRATEGIC GOAL 2

Goal 2 The NDHSAA will develop new policies, and/or practices to address changing demographic trends in the state.

RATIONALE:

Desired outcomes we want to achieve:

- Ensure there are balanced levels of play with appropriate levels of competition across the state (e. g., there is population/enrollment growth in extreme east and extreme west, while the central part has stable or declining enrollments).
- Ensure that all regional and state venues are in places that have easy access to food, reasonably priced lodging, and are safe for all participants and patrons.

Undesired outcomes we want to avoid:

- NDHSAA is reactive instead of proactive in response to the rapid change in demographics throughout the state.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
1	Evaluate enrollment numbers that affect classifications on a two-year basis for all activities. Recommend any necessary changes.	Ongoing	NDHSAA Re-alignment Committee	May need to create new committees.	NDHSAA Board has been supplied with this information every two years.
2	Study the need for new classifications in all activities.	Ongoing	NDHSAA Re-alignment Committee	May need to create new committees.	NDHSAA Board has been supplied with this information every two years.
3	Update By-Laws concerning enrollment for classification as needed.	Ongoing	NDHSAA Re-alignment Committee then NDHSAA Constitution & By-Laws Committee	Policy Group and Constitution/ByLaw committee work to revise and update current policies.	By-Laws have been changed as recommended by this group.
4	Review and revise the criteria the NDHSAA Board uses for approving co-op applications.	Ongoing	NDHSAA Re-alignment Committee then NDHSAA Constitution & By-Laws Committee	Criteria might include: Are co-ops necessary to continue current levels of competition? Is a new classifications needed? Is a more detailed application form needed? Should schools wishing to co-op be required to appear before the Board to ensure clarification or understanding?	Changes have been made to the co-op application process.

Approved: 11/16/12

Goal 2 Status Reports:
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STRATEGIC GOAL 3

Goal 3 The NDHSAA will develop long-range plans to address financial stability and operation of the organization.

RATIONALE:

Desired outcomes we want to achieve:

1. Ensure financial stability of the organization.
2. State tournament sites are set well in advance to ensure they are profitable and in a desired location.
3. Ensure the effective and efficient operation of the association office during times of transition.

Undesired outcomes we want to avoid:

- Tournament sites that are less profitable.
- Student athletes have a less than desirable state tournament experience.
- Promotion of corporate sponsor(s) overshadows the NDHSAA event.
- NDHSAA image becomes too commercialized.

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
1	Pursue additional corporate sponsorships.	Ongoing	NDHSAA Finance Committee and NDHSAA Staff	Be sure the sponsor's image reflects values of NDHSAA.	Additional sponsors are contracted.
2	Create a Foundation for gifts.	Continue discussion. Develop a purpose for a foundation.	NDHSAA Finance Committee	May want to work with ND Community Foundations.	Foundation is established.
3	Music and Speech advisory boards evaluate ways to reduce expenditures and increase revenues.	<ul style="list-style-type: none"> • June 2013 - Review and evaluate. • 2013/14 - Gather feedback. • June 2014 - Action to implement changes. 	NDHSAA Fine Arts Committee then NDHSAA Finance Committee	May want to charge admissions to fine arts events.	Advisory Board recommendations are submitted to the NDHSAA Board.
4	Expand the use of new media (e.g., streaming).	June 2013 – separate television from web casting/streaming in contract	NDHSAA Media Committee	Seek to sell broadcast rights to additional events.	New events broadcasts are contracted.
5	Pursue sponsors for individual events or awards.	June 2014 - Continue to study different degrees of sponsorship.	NDHSAA Finance Committee & NDHSAA Staff	Seek award sponsors for non-revenue activities.	Sponsors are contracted.
6	Hire a media manager/specialist.	• June 2015 – pending action with current television contract.	NDHSAA Media Committee then NDHSAA	Will require money/budget.	There are contracts for broadcast rights and a greater social

Strategies/Action Steps		Timelines	People Responsible or Involved	Considerations	Assessment
			Finance/Personnel Committee	Work closely with current staff.	media presence.
7	Create a smart phone app(application) for NDHSAA.	• June 2013	NDHSAA Staff	Most likely will need to employ and outside company for development.	Application is developed and works.
8	Place tournaments in profitable locations.	• December 2012 – send to Combined Tournament Committee • Annual review by NDHSAA Tournament Committee	Combined Tournament Committee and NDHSAA Tournament Committee	Will need to update the tournament site selection process.	Financial statements after tournaments show pattern of increased profits.
9	Place tournaments in desirable locations.	• December 2012 – send to Combined Tournament Committee • Annual review by NDHSAA Tournament Committee	Combined Tournament Committee and NDHSAA Tournament Committee	Will need to update the tournament site selection process.	There is a pattern of increased attendance.
10	Create a system for cross-training of staff.	Ongoing	NDHSAA Staff	Will most likely require creating or updating job descriptions and an operations manual	Documents and systems are in place.

Goal 3 Status Reports:
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STRATEGIC GOAL 4

Goal 4 The NDHSAA will develop new policies, programs, or practices to address changing social trends in the state.

RATIONALE:

Desired outcomes we want to achieve:

- Improved sportsmanship demonstrated by participants, coaches/advisors and fans.
- An increase in the number of qualified coaches and officials/judges.
- Opportunities for students are increased both in individual schools as well as statewide.

Undesired outcomes we want to avoid:

- Ineffective programming. Alienation of fans, parents, students.
- Resistance to requirements. Offending and loss of coaches, advisors, officials.
- Loss of participation in activities.

	Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
1	Continue exploring and promoting sportsmanship programs (e.g., public announcements, game/activity program, online course, meeting, and participation sign off).	Ongoing with annual review.	NDHSAA Media Committee	Look for new ideas nationally; find out what is working in other states, schools.	Some type of reporting system that reveals the effectiveness of programs/activities.
2	Develop more student driven promotional materials (e.g., videos, pre-game announcement, buttons/certificates, etc.).	Ongoing <ul style="list-style-type: none"> • Request videos from schools on sportsmanship • Create new sportsmanship pre-game and game announcements • Distribute Distinguished Student PSA's 	NDHSAA Promotions & Programs Committee	Promotion by students in the state may have bigger impact. Will require budget planning and implementation. May want to seek partnerships with booster organizations.	A combination of subjective observation and a reporting system that reveals the effectiveness of the programs/activities.
3	Continue and, as appropriate, expand advertising and promoting the need for officials.	Ongoing <ul style="list-style-type: none"> • PSA's recruiting officials 	NDHSAA Officials Committee	Will likely need to promote through public media. May want to work with colleges and universities. May enlist corporate sponsors.	Some type of a reporting system that reveals an increase in the number of officials.
4	Increase incentives for officials. (e.g., (pay, bonuses,	Ongoing	NDHSAA Officials	Will result in increased	Some type of a

	Strategies/Action Steps	Timelines	People Responsible or Involved	Considerations	Assessment
	mentorship, etc.).		Committee	costs for activities.	reporting system that reveals the impact on increasing incentives on the number of officials.
5	Conduct a needs assessment survey of students every three to five years to determine level of interest in activities.	April 2016	Staff can provide instrument for schools to use.	Guard against unreasonable expectations that answering a survey will automatically result in a change. The demographics of area (e.g., oil impacted) may affect survey results.	Survey is completed and results are analyzed and reported.

Goal 4 Status Reports:
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