



North Carolina High School Athletic Association



2012-2017 Strategic Plan



The North Carolina High School Athletic Association (NCHSAA) is the governing organization of high school athletics in North Carolina. The association maintains the official rulebooks and governs the officiating program across the state. The NCHSAA also organizes the state playoffs and championships for each of the sanctioned sports.

Since 1913, NCHSAA has had a constant commitment to providing a wholesome athletic environment. The association was created to standardize rules and regulations for high school athletes and ensure fairness. The association administers North Carolina's interscholastic athletic program in an effort to guarantee fair competition. The NCHSAA has 390 member schools and annually certifies the eligibility of thousands of athletes each year.

The NCHSAA has an outstanding reputation and enjoys tremendous support among coaches, athletic directors, principals and superintendents. Many parents of today's athletes were student-athletes at NCHSAA member schools and enjoyed the NCHSAA governed high school athletics programs. Many great athletes have participated in high school athletics at North Carolina member schools and have been coached by legendary coaches. High school athletics is a very important part of the high school experience and contributes to the overall high school education for thousands of North Carolina students.

In 2010, two significant events occurred in the history of the NCHSAA. Davis Whitfield became the sixth chief executive of the association and the association became an organization independent of its longtime relationship with the University of North Carolina. Commissioner Whitfield discussed his vision for the association with the Board of Directors and commissioned the development of a strategic plan to identify and plan for the association's strategic priorities.

In February 2012, a team of 58 superintendents, principals, athletic directors, coaches and students assembled in Research Triangle Park, North Carolina to develop a five-year strategic plan for the association.

<p>Adopted by the North Carolina High School Athletics Association Board of Directors May 1, 2012</p>

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Strategic Planning Committee

Superintendents

Melvin Hawkins
Tony Tata
Robert Taylor
Jeff Moss
Kent Byrd
Diane Frost
Judy Grissom
Bruce Boyles
Darrin Hartness
Brock Womble

Principals

Tonya Faison
John Wheeler
Craig Baker
Andy McCormick
Charles Perkins
Kathy Rogers
Lynn Rhymer
Will Leach
Wayne Shepard
Larry Rogers
Dale McDonald
Chante Lassiter

Retirees

Chris Norman
Rick Strunk McMahon
Ralph Holloway
Bob Catapano

Athletic Directors

Barbara Hill
Keith Moore
Larry McDonald
Dexter Cooley
Troy Lindsey
Marty Stanley
Doug Jones
Sue Doran
Ericia Turner
Larry Brow

Coaches

Doug Kidd
Pam Gainey
Reggie Lucas
Gil Bowman
Melvin Palmer
Sharon Parks
Laura Foster
Rob Bliss
Brad Levine
Melvin Morrison
Karlyn Stephens
Ruby Sutton
Crystal Molina

Students

Julia Roberts
Jake Jensen

Introduction

For 99 years, the North Carolina High School Association has been an advocate for high school athletics in North Carolina. The association has provided leadership and support for this very special and important component of the high school education experience. From a few sports in its inception, to offering 23 state championships opportunities in 2012, the association has grown to fulfill its responsibility to keep high school athletics in North Carolina as a model of true amateur competition among the high schools of North Carolina. There have been significant challenges over its history, but the association has always stood for what was good about high school athletics and has provided leadership to school administrators and coaches to keep this jewel from being tarnished.

The association is highly regarded by its stakeholders. Surveys for this strategic planning process revealed that 79 percent of the participants in the survey gave the association a grade of A or B for its work over the past several years. Other aspects of the survey also showed that while there is disagreement from time to time with some of the decisions made or some of the initiatives of the association, there is a high level of support for the association.

A	29%
B	50%
C	19%

The Strategic Plan

Vision Statement

A vision statement outlines what the organization wants to be, or how it wants the world in which it operates to be. It focuses on the future. It is a source of inspiration. It provides clear decision-making criteria. The vision statement is the commitment to create a reality that currently does not exist. An organizational “To-Be” three to five years out. Vision defines the desired or intended future state of an organization or enterprise in terms of its fundamental objective and/or strategic direction. Vision is a long-term view.

The vision statement for the association:

The NCHSAA will be the national model for developing and inspiring greatness through interscholastic athletic experiences.

Mission Statement

Mission defines the fundamental purpose of an organization, succinctly describing why it exists and what it does to achieve its vision.

A mission statement provides details of what is done and answers the question: "What do we do?" The mission statement describes what the NCHSAA will do to realize its vision and provides the fundamental purpose of the organization. It identifies the desired level of performance.

The mission statement for the NCHSAA:

The mission of the NCHSAA is to provide governance and leadership for interscholastic athletic programs that support and enrich the educational experience of students.

Core Values and Beliefs

Core values and beliefs are shared among the stakeholders of an organization. Values drive an organization's culture and priorities and provide a framework in which decisions are made. The core values and beliefs are the principles that guide the association.

- ◎ **Sportsmanship** - following the rules of the game, respecting the judgment of referees and officials, treating opponents with respect, respect for one's opponent and graciousness in winning or losing
- ◎ **Integrity** - consistency of actions, values, methods, measures, principles, expectations, and outcomes – the truthfulness or accuracy of one's actions
- ◎ **Fair Play** – a shared interpretation of the rules, the equal treatment of all concerned, sticking to the agreed rules, not using unfair advantages
- ◎ **Honesty** – uprightness and fairness, truthfulness, sincerity, or frankness, freedom from deceit or fraud. To consistently seek and speak the truth
- ◎ **Respect** - a positive feeling of esteem for a person or other entity and specific actions and conduct representative of that esteem
- ◎ **Equity** – fairness, just and right, equitable treatment of all, dealing fairly and equally with all concerned
- ◎ **Fair Competition** – competitors within a competition should have similar performance potential and performance strength
- ◎ **Development of student-athletes** – participation in athletics should aid in the physiological and psychological development of the student-athlete.

State of the Association

The NCHSAA has outstanding senior leadership, who possess the knowledge, expertise, skills and experience to effectively lead the association. Three of the five senior leaders of the NCHSAA are retired state employees through the North Carolina State Retirement System. When the NCHSAA became an independent entity, these three returned to work with the association. A fourth senior leader may follow this same retirement path. Therefore, the next several years may bring significant changes in senior leadership and appropriate planning is necessary. There may be challenges in finding individuals with the attributes and willingness to leave positions within school districts prior to state retirement eligibility in those positions.

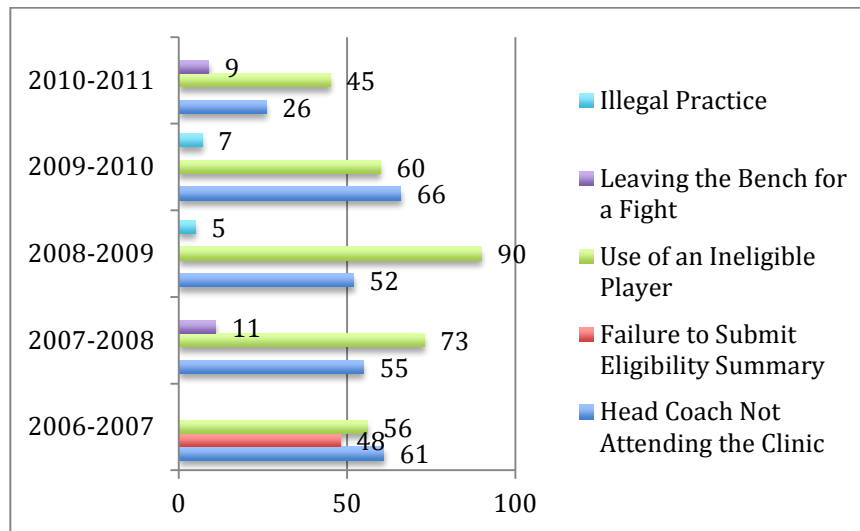
The NCHSAA is financially sound and has operated with positive financial balances every year since its inception. It is the practice of the association to annually underestimate revenues and overestimate expenses. The 2011-12 budget is based on estimated revenues of \$3.8 million and estimated expenses of \$3.65 million. It is the policy of the Board of Directors to have two years of operating funds in reserves. The association has approximately \$7.4 million in reserves.

The NCHSAA Endowment, begun in 1991, has a balance of approximately \$13 million. The income earned on the Endowment is used to insure that there is no pay-for-play in NCHSAA playoffs and championships. Should the association's revenues decrease due to lower playoff or championship ticket sales or reduction in the financial support of corporate sponsors, the Endowment earnings could be used to provide operating funds. Funds from the endowment have been used to fund an automated external defibrillator program for all member schools. Funds from the Endowment earnings have also been used in recent years to provide \$1,000 in payments to schools to help offset some athletic expenses.

The staff and Board of Directors are focused on supporting the school-level athletic programs by developing revenue streams for schools. The focus is on developing revenue streams for schools to provide increases in travel allowances and increased payments back to schools.

Incidents and penalties are fined pursuant to the penalty code in the NCHSAA Handbook. All incident and penalty fines go into the Endowment so it can be used to benefit schools. From January 2006 to December 2011, fines totaled \$363,073.09, averaging approximately \$50,000 per year. The top three incidents for which fines were assessed were: Use of an Ineligible Player, Head Coach Not Attending Required Clinics and Failure to Submit Eligibility Summary.

Incidents & Penalties Chart



Playoff revenues have been relatively healthy, but cyclical. Weather, participating schools, community support and the costs of the events affect the revenues. Playoff revenues accounts for about one-third of the operating budget. Football and basketball playoffs are generate the majority of funds for the sports program, similar to the local level. Increased basketball shares and a new revenue split for volleyball provided \$46,655 to participating schools last year. Increased travel reimbursements in playoffs provided an additional \$64,041 back to participating schools.

Corporate revenues fund specific programs and/or events, and like playoff revenue, accounts for about one-third of the operating budget. The association seeks corporate partners that can potentially benefit the member schools through services and/or products. The association pursues corporate sponsors that have products or services that would

be of interest to targeted audiences (students, parents, school administrators, coaches, etc.) depending upon the companies marketing objectives.

Increased support of the NCHSAA from corporate funding, allows more funds from gate shares from playoffs and championships to be shared with the participating schools. Corporate partner revenues have grown from approximately \$706,000 in 2003-04 to just over \$1 million in 2011-12. Economic impact of NCHSAA events on their respective host communities last year: was \$7.04 million.

Analysis of NCHSAA revenues and comparisons to sister state associations indicated that NCHSAA membership dues are near the average for state associations. Only one state association surpasses NCHSAA corporate revenues. NCHSAA revenue from the playoffs through the state championships is also near the average of other states.

Since 1993-94, schools participating in Endowment games have received a cumulative total of \$7.268 million in gate receipts while \$2.82 million has gone into the NCHSAA Endowment. In 2011-12, the NCHSAA share of endowment game revenues dropped by about 45% due to changes in the schedule of football games.

The strategic planning survey of principals, superintendents, coaches and athletic directors revealed strong support for increasing the professional development requirements of officials. Complaints about officiating are common at every level of athletic completion and it was evident that many high school coaches and athletic directors believe that officials need to be much better. The staff reported that there were 6,474 officials involved in officiating high school athletics in North Carolina and each official must, on an annual basis, pay a registration fee, insurance fee, background check fee, booking agent fee, pay for uniforms and travel, participate in a minimum of six (6) 2-hour local clinics, participate in a one-half day NCHSAA association meeting, participate in a state rules clinic, participate in minimum of three (3) pre-season scrimmages for no payment, and take a National Federation of High Schools annual exam. In the survey and in the strategic planning meetings, concerns were raised about the quality of game officials and consequently, a clear belief that the standards for officials should be

increased. Data and NCHSAA staff experience support a conclusion that coaches have not regularly participated in opportunities to evaluate officials when pilot programs have been conducted.

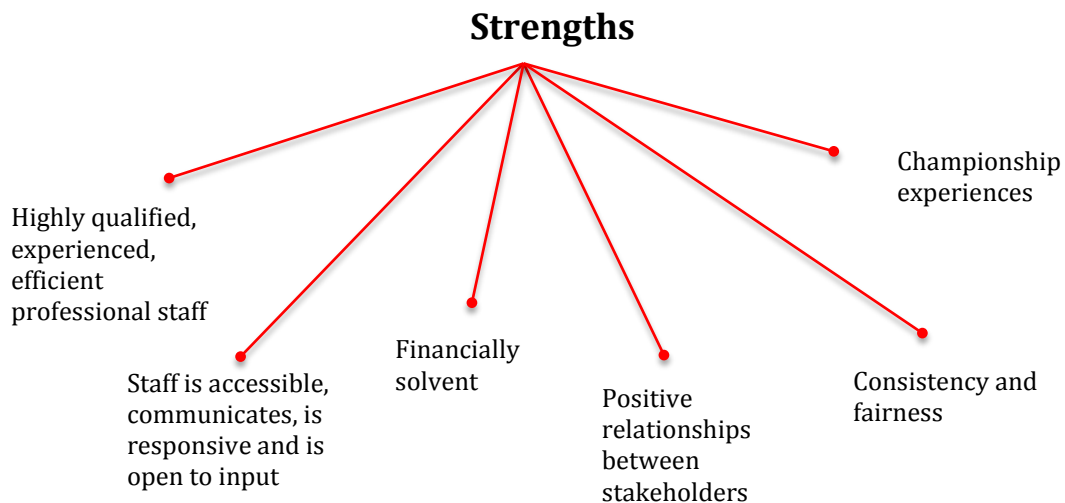
North Carolina coaches are not participating in professional development programs as they have previously. North Carolina ranks 29th nationally for participation in the National Federation of High Schools (NFHS) Fundamentals of Coaching certification courses for 2011-12 academic year. North Carolina's rank has fallen from as high as 5th in part to an increase in the states requiring this certification for its coaches.

For the past 10 years, the NCHSAA has received over 2,200 hardships for waivers of various eligibility rules. The number of hardships during the November-April period of 2001-02 was 56; the number for the November-April period of 2009-10 was 173, essentially three times as many as the number from 2001-02. Only once during the last 13 six-month periods has the number been under 113. Almost 1,500, or 80% of the hardships are for attendance. Approximately 85% of those attendance hardships were approved.

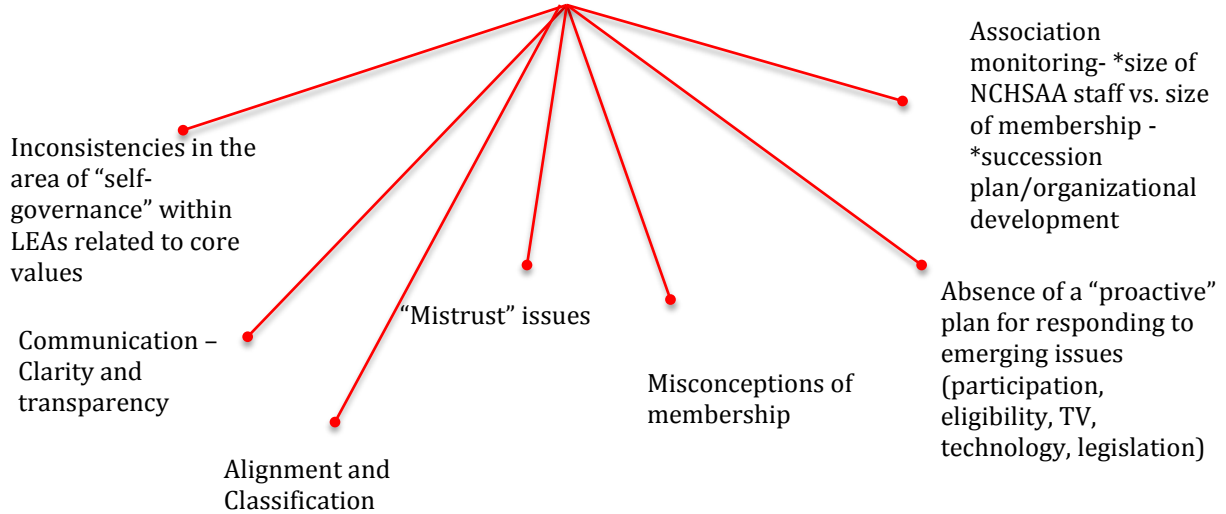
The NCHSAA association ranks 12th in the nation in the total number of athletes participating in its sports programs. More than 121, 000 men and 83,000 women participate in NCHSAA sports programs. In playoff events, more than 10,000 individual awards are presented throughout the year.

SWOT Analysis

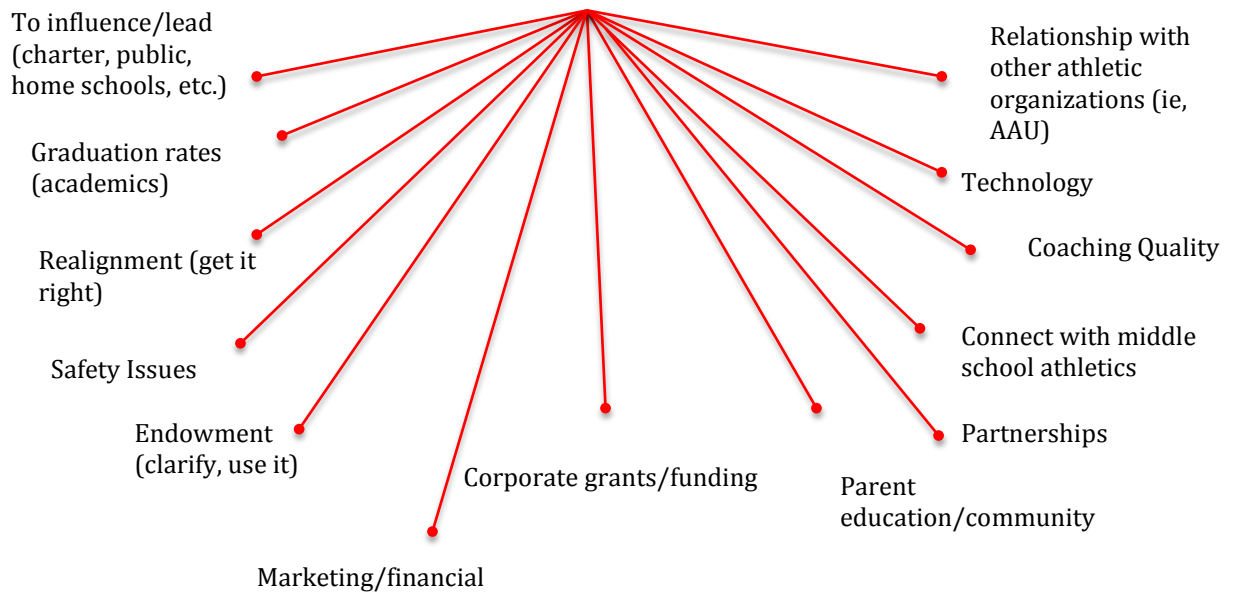
The SWOT is an analysis of the environment within which the strategic plan was developed and is to be implemented. It includes **strengths** to be maximized, **weaknesses** to overcome, **opportunities** of which to take advantage and **threats** to be addressed. The Strategic Planning Task Force conducted a SWOT analysis of the environment within which the North Carolina High School Athletic Association exists. The task force found that numerous strengths and opportunities exist that will serve the association well. They also found weaknesses and threats that must be addressed for the association to perform at its highest performance level.

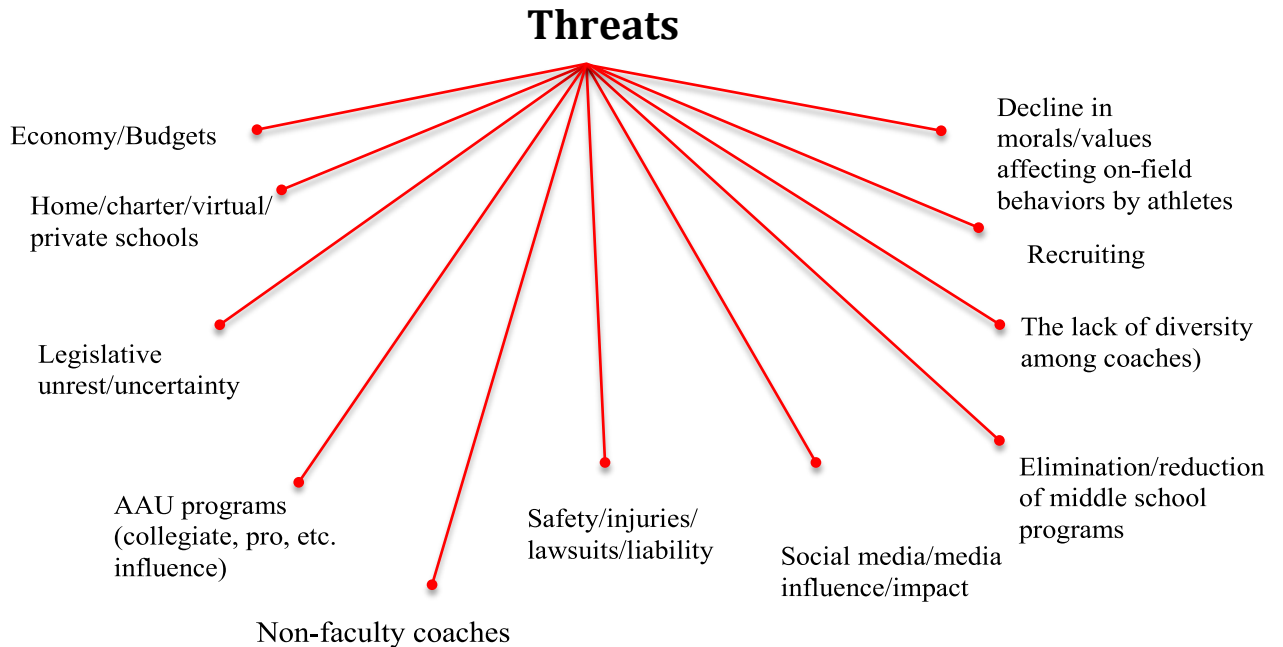


Weaknesses



Opportunities





Important NCHSAA Functions

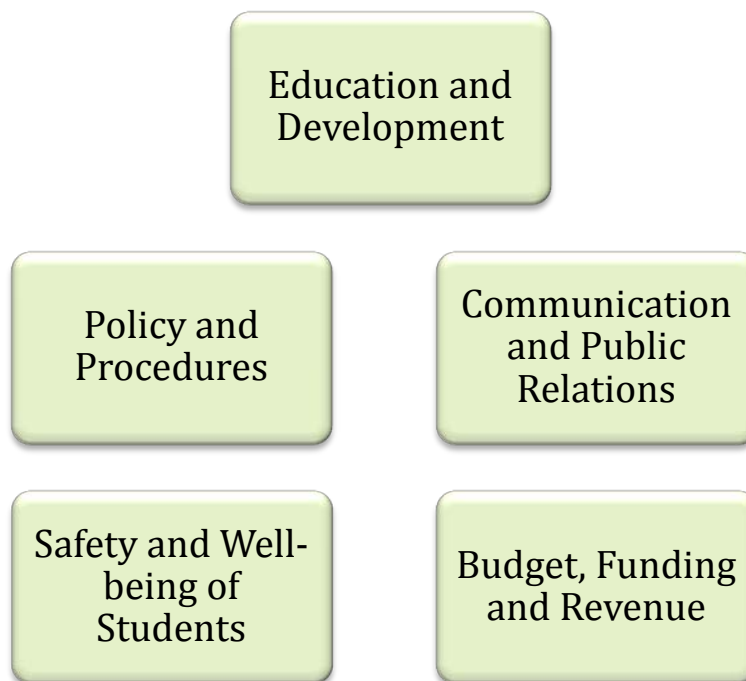
The following activities were determined by the survey participants and the strategic planning team to be the most important functions of the NCHSAA.

- Student-Athlete Eligibility
- Health and Safety (formerly Sports Medicine)
- Providing Information for Member Schools
- Championships
- Playoffs
- Playoff experience for athletes
- Interpretation of Rules
- Officiating Program
- Conference Alignment
- Provide structure (a level playing field) for athletic competition
- Provide rules and regulations for governance of high school athletics

- Ensure that rules and regulations are enforced
- Answer the questions, address the issues and provide guidelines as a resource and service organization to member schools
- Relationship between middle and high school athletics
- Professional development for athletic directors
- Professional development for coaches
- Professional development for officials
- Concussion and heat management
- Student-athlete insurance \$0 - \$25,000
- Student-athlete insurance \$25,000+ catastrophic injuries

Strategic Priorities

Strategic Priorities are the major areas of institutional focus that were derived from the SWOT analysis and the identification of the association's important functions. Through the analysis of data and the SWOT analysis, the strategic planning team identified five strategic priorities as the foundation for the strategic plan.



3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
Strategic Priority – Education and Development –				
All athletic personnel will be highly qualified	Develop a plan for national certification of all coaches.	All new and non-faculty coaches will complete the NFHS Fundamentals of Coaching Course	100% each year	Mark Dreibelbis
		All existing coaches complete the NFHS Fundamentals of Coaching Course	100% each year	Mark Dreibelbis
		All coaches achieve Accredited Interscholastic Coach (AIC) national certification	100% each year	Mark Dreibelbis
	Develop a plan for a coaching cadet program	Collaborate with the NC Coach's Association to develop and implement the program	The plan developed and implemented	Davis Whitfield Mark Dreibelbis
	Develop a plan for national certification of all athletic directors	Incorporate the NFHS athletic administrators' certification program including the Registered Athletic Administrator (RAA), Certified Athletic Administrator (CAA) in the and Certified Master Athletic Administrator (CMAA) certifications into the plan.	The plan developed and implemented	Que Tucker

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	Develop a plan for a system of qualifications and classifications for officials'	Appoint a committee to develop a plan for an athletic officials development program	Committee appointed and meetings scheduled	Mark Dreibelbis
	Develop a plan to orient and educate school leadership on high school athletics	Develop and/or identify resources and materials and make them available to principals and superintendents	The resources and materials assimilated and distributed to principals and superintendents	Davis Whitfield
		Develop a leadership institute for athletic directors, principals	The creation and implementation of the leadership institute	Davis Whitfield Mark Dreibelbis
The NCHSAA will be led by great leaders	Determine the association's future senior leadership requirements	Develop a succession plan for association senior leadership	The presentation of the plan to the Board of Directors	Davis Whitfield

Strategic Priority – Communications and Public Relations				
Communicate the value of high school athletics to all publics.	Develop a communications plan that conveys the value of high school athletics	Establish a communications committee to evaluate the existing communication efforts and address opportunities for improvement	Committee named Meetings scheduled Evaluation results	Rick Strunk
		Evaluate the existing association tag line	Evaluation Results	Rick Strunk

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	Utilize the core values and beliefs about athletics in providing leadership	Include the three most significant values and beliefs (Sportsmanship, Integrity and Fair Play) in association communication and presentations	The use of theses three core values and beliefs by the staff	NCHSAA Staff
	Champion the programs of the NCHSAA	Create state advocacy efforts to support signature programs	The initiatives and activities used to promote and support the NCHSAA signature programs	Rick Strunk
Develop a feedback collection mechanism to improve association effectiveness	Identify an annual process to gather feedback from member schools	Seek input from schools on preferred means of providing annual feedback	A list of the preferred means of providing feedback to the staff	NCHSAA Staff
	Create an issue resolution system	Determine a process for addressing issues raised by the membership in the areas of Hardships, Eligibility, Officiating, Regulations	A delineated process for addressing issues printed in the handbook and posted in an appropriate place on the NCHSAA website	NCHSAA Staff
		Determine a process for addressing issues raised by the general public	A delineated process for addressing issues posted place on the NCHSAA website	NCHSAA Staff

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	Utilize existing groups to solicit and receive feedback	Utilize Board members in collecting feedback from members within regions	Board members listening sessions conducted at regional meetings	Davis Whitfield
		Obtain feedback from the City-County Athletic Directors	Documentation of the feedback solicited from the athletic directors on NCHSAA issues	Que Tucker
		Obtain feedback from the Student Athlete Advisory Council (SAAC)	Documentation of the feedback solicited from the student advisory council on NCHSAA issues	Mark Dreibelbis

Strategic Priority – Budget, Funding and Revenues				
Distribute available funds to member schools	Develop a plan for expending operating funds in excess of 2 years operating revenue	Board of Directors will evaluate its policy on operating fund reserves.	Board action on its policy relative to operating reserves	Davis Whitfield Karen DeHart
	Develop a plan to govern the expenditure and distribution of interest income generated on the Endowment funds principal	Appoint an Endowment Advisory Committee	Board action to appoint an advisory committee	Davis Whitfield Karen DeHart
	Develop a plan to educate the publics about the purpose and benefits of the	Utilize the Endowment Advisory Committee to develop the education	The campaign developed and executed	Davis Whitfield Karen DeHart

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	Endowment	campaign		
	Determine other sources of funds for possible distribution	Board of Directors will evaluate funding sources and possible availability	Finance Committee report to the Board of Directors on other funds for possible distribution	Davis Whitfield Karen DeHart
Expand corporate sponsorships	Expand corporate sponsorships by 10% each year	Identify potential new partners and determine mutual benefits of a partnership	Semi-annual reports to the Board of activity on the development of new corporate partners	Davis Whitfield Karen DeHart
	Maintain existing sponsorships	Develop strategies to retain and expand existing partnerships	A plan to retain and explore expansion of existing sponsorships	Davis Whitfield Karen DeHart
Increase transparency of the annual budget	Publish the annual budget by September 1	Post the budget on the School Central site on the association website	The posting of the annual budget on the website	Davis Whitfield Karen DeHart
	Present the budget at fall regional meetings	Share and discuss the budget with the membership	Regional meeting agenda including budget discussion	Davis Whitfield Karen DeHart
Renovate the NCHSAA building to bring it up to 21st century standards	Assess the feasibility of renovating the NCHSAA Building and provide a report to the Board of Directors' in May 2014 on the need for renovation	Use year-long 100th year celebration in 2013 to promote the need for an office renovation project and secure financial support	Feasibility study and report to the Board 100 th year celebration plan	Davis Whitfield Karen DeHart
	Present a plan to the Board of Directors in December of 2014 and begin construction	Develop a timeline, budget, financing plan and construction plans	Presentation to the board	Davis Whitfield Karen DeHart

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
	in 2015	and present to the Board		
Strategic Priority – Policy and Procedures				
Conduct in-depth studies to review NCHSAA policies and procedures	Appoint an Education and Athletics Committee	Identify policies and procedures that need to be reviewed and make appropriate recommendations	The appointment of the committee and minutes of the first meeting	Davis Whitfield Que Tucker Rick Strunk
	Utilize existing sports associations to provide input on potential changes	Identify policies and procedures that need to be reviewed and make appropriate recommendations	Minutes of discussion on potential policy procedure changes	Davis Whitfield Que Tucker Rick Strunk
	Utilize existing officials associations to provide input on potential changes	Identify policies and procedures that need to be reviewed and make appropriate recommendations	Minutes of discussion on potential policy procedure changes	Mark Dreibelbis
Provide easy access to answers to questions/issues about NCHSAA policies and procedures	Make the NCHSAA website more user-friendly	Appoint an ad-hoc committee to evaluate the present website and offer recommendations on needed changes	The committee appointments and minutes of the website discussion	Rick Strunk
		Add full-time webmaster position to manage programming	The creation and filling of a position for this purpose and the implementation of a more user-friendly website	Rick Strunk

3-5 Year Goals	1 Year Goals	Strategies	Measure	Responsible
Strategic Priority – Safety and Well-Being of Students				
Improve sportsmanship among all stakeholders	Increase sportsmanship education and awareness	Collaborate with sports associations and schools to create local programs to emphasize good sportsmanship	Documentation of local programs developed as a product of this initiative	Carolyn Shannonhouse Mark Dreibelbis
Reduce the risk of athletic injuries	Devise a professional development strategy for all athletic staff on signs, symptoms and treatment of athletic injuries	Utilize the existing Sports Medicine Advisory Committee to develop professional development strategies	Documentation of the professional development strategy	Que Tucker Mark Dreibelbis
	Annual review of safety procedures	Collaborate with the NC Athletic Trainers Association and the Sport Medicine Advisory Committee	Documentation of the annual review of safety procedures and the distribution of the procedures	NCHSSA Staff
	Provide greater awareness of overall equipment and safety upkeep	Develop communication to athletic directors and coaches on the importance of proper equipment, in the proper condition	Annual audit of equipment condition and durability of equipment currently used by student-athletes	Que Tucker Carolyn Shannonhouse
	Increase awareness of environmental conditions which pose threats to the safety and overall well-building of athletes	Review and emphasize risk management, practice limitations, lighting standards, temperature and other safety measures	Gfeller-Waller compliant Examples of communication and emphasis on standards	Que Tucker Carolyn Shannonhouse