

### **Strategic Priority 1: Education & Development**

- 1.1.1 11,000+ coaches have completed to-date.
- 1.1.2 11,621 coaches have completed to-date.
- 1.1.3 14,201 coaches have completed AIC certification including 436 NC coaches (NC is 7<sup>th</sup> in nation);  
Note: Of 429 CIC certifications, North Carolina has 54 CICs (1<sup>st</sup> in the nation).
- 1.1.4 List of 160 mentors posted on NCHSAA website in Fall 2014.
- 1.1.5 NCHSAA has promoted the certification at various meetings including 8 Regional Meetings, 2 CCAD Meetings, and the New School/AD Orientation Meeting.
- 1.1.6 A committee was appointed and program has been devised/implemented.
- 1.1.7 Presentations have been created and presented at various conferences/meetings/through other vehicles: Powerpoint presentation at 2 CCAD Meetings, 1 New School/AD Orientation Meeting, 1 New Superintendents' Symposium, Superintendents' Annual Meeting (Jack Hoke), RESA Meetings, NCSBA Meeting, 8 Regional Meetings, during 300+ school visits, information posted on NCHSAA website and included within Eligibility Powerpoint posted online, links to NFHS Education portals, Case for HS Athletics posted on website
- 1.1.8 NIAAA Certification Courses (RAA, CAA, CMAA), AD Conference and Coaches Clinic (NCADA/NCCA respectively) – Principal's -Distinguished Leadership in Practice (DLP) through NCDPI, UNC Learn NC, also DLP for Digital Learning with the Friday Institute  
Assistant Principals- Future Ready Leadership, through NCDPI, Superintendents- hosted New Superintendents' Orientation Meetings (Jack Hoke), Regional Meetings (8), presentations posted on NCHSAA website.
- 1.2.1 A plan created by commissioner, presented and approved by Board; implemented in August 2014.

### **Strategic Priority 2: Communications & Public Relations**

- 2.1.1 Committee was named and meetings scheduled and completed; Evaluation of communication efforts completed and results are as follows: NCHSAA video - shown during all TWC championship broadcasts (682 plays), Championship Program inserts (10,500) programs, PSA program (350radio stations), reciprocal relationship with Public Information Officers (35 of 115 school systems responses), Regular Season PA's sent to all schools (402 HS's), Commissioner's Message posted on website (6-10 per year).
- 2.1.2 Evaluated and revised: "Inspiring Individuals and Encouraging Excellence Through Education-Based Athletics".
- 2.1.3 Utilized in: Commissioner's presentations: Regional Meetings (8), AD Meetings (2), City/Co. AD Meetings (2), New School/New AD Orientation, New Superintendents Meetings (2), NCSBA, School Visits (300+); Other: Pre-Championship conference Calls (1 per sport – regional & state championships), Student Services Program (30+), Coach Leadership Workshops (5), State Rules Clinics (24), TWC Video (682 Plays), AD Monthly Communications, Stories on Website, Commissioner's Message (6-10), Cards provided to Officials (7,500+), Corporate Partner proposals.
- 2.1.4 AAHPERD, NCADA, NCCA, NCSBA, City/Co. AD, NC/SC Recreation Directors – Initiatives and Activities Used Include: Commissioner's presentations, Website Postings (Association Spotlights), PA scripts, Commissioner's Message (6-10), Hall of Fame, Student Services (SASI, Dream Team, ETC.), Scholar-Athlete Program (13,374 individuals, 14,901 team members, 910 schools), Championship souvenir programs (10,500+ printed and distributed), Toby Webb Coach of the Year Awards (2), Charlie Adams Scholarships (2), Gainey Student Awards (2), Tony Cullen Memorial Scholarship Award (1), Clary Medals (2), Jerry McGee Scholarships (2).
- 2.2.1 Post-Championship Event Surveys to Coaches (23), End of Year Surveys to Schools (399), Pre-Regional Meeting Agenda posted on NCHSAA Website, Pre-Board Meeting Agenda posted on Website.
- 2.2.2 Formal Appeal Process outlined and instituted for Hardships, Eligibility, etc. with two (2) notifications to schools for complete due process (instituted August 1, 2013). Formal appeal for Officiating issues re: ejections (instituted August 1, 2014).
- 2.2.3 "Report a Problem" module developed and posted on NCHSAA website for Parents and others to inform Association of issues and/or concerns in writing.
- 2.2.4 Provided listing of Conference Meetings to Board Members (2012-13 academic year); Pre-Board Meeting agendas distributed to membership which includes a list of Board Members.
- 2.2.5 Attend bi-annual in-person meetings and solicit feedback through straw pole votes (ex. Handbook).
- 2.2.6 In-person report at December and May Board Meetings – documented in Board Meeting minutes.

### **Strategic Priority 3: Budget, Funding and Revenues**

- 3.1.1 Pending = Direct distributions have been implemented –(50% of operating budget overage has been distributed to member schools = \$243,691.50 in 2011-12; \$250,000 in 2012-13; \$218,312 in 2013-14) Operating Budget has not exceeded two years operating Revenue.

- 3.1.2 Implemented direct fund distribution to member schools based on championship participation - 50% of all Interest and Dividends earned (\$150,000 shared with schools in 2011-12 ; \$242,267.50 in 2012-13 ; \$258,350 in 2013-14).
- 3.1.3 Information about the Endowment Funds and purpose/distribution process shared at Regional Meetings (8), AD Meetings (2), City/Co AD Meetings (2), Commissioner's Message (6-10), NCHSAA Video, NCHSAA Website – special portal.
- 3.1.4 2010-11 – Increased reimbursement mileage rates, hotel/meal allowances (\$103,996 paid out in initial year); Winter 2011 –
  - a. Reduced NCHSAA gate shares in basketball sectionals from 25% to 15% (\$40,000 more funds back to schools in first year);
  - b. Implemented a revenue sharing plan in volleyball with 60% NCHSAA/40% school split (\$6,700 paid out in first year);
  - c. Corporate partner revenues designated for specific programs with cash awards or royalties to schools (i.e. Scholar Athlete Program - \$48,000 paid out to-date)
  - d. LRG licensing program - \$91,422 paid out to-date)
  - e. Spring 2012 –Implemented 25% of \$1 surcharge split amongst all member schools (\$168,480 sent back in 2011-12, \$174,240 in 2012-13; \$165,186 in 2013-14).
  - f. Spring of 2013 - No First-Round share to NCHSAA except in Football and Basketball.
  - g. New Reimbursement formula for Football Playoffs.
  - h. New ticket sales incentive program implemented for 2014-15- Membership will offer \$1 of every Pre-Championship Ticket sold (FB/Basketball).
- 3.2.1 Corporate Sponsorships have fluctuated year-to-year with loss of some partners (AAA, Daktronics, etc. and addition of new partners - Subway, NC National Guard, New Balance, and several vendors); % Increase/(decrease) from year relative to previous year:
  - 2010-11: 20.75% increase from 2009-10
  - 2011-12: 3.9% decrease from 2010-11
  - 2012-13: 3.7% increase from 2011-12
  - 2013-14: 4.1% decrease from 2012-13
  - 2014-15: on budget for 13.25% increase above 2013-14
- 3.2.2 Economic Impact Study analyses, minimum of 4 outreaches per partner (VIP event tickets offered, site visits, holiday e-cards, monthly newsletters, conference calls, emails, etc.).
- 3.3.1 The 2012-13 and 2013-14 annual Operating Budgets have been posted on NCHSAA website.
- 3.3.2 This has been done.
- 3.4.1 December of 2012: Building Plan was presented and approved – Construction scheduled to begin May 2014.
- 3.4.2 Plan presented and approved December of 2013 by Board; Loan documents signed May 30, 2014; Staff vacated NCHSAA offices on June 12, 2014.

#### **Strategic Priority 4: Policy & Procedure**

- 4.1.1 Committee Appointed May 2012; Initial meeting held October 17, 2012; Recommendations made for Board of Directors' consideration at December 2012 BOD Meeting. Board Representatives from NCCA and NCADA are provided with pre-Board meeting topics and are requested to provide feedback; NCCA and NCADA Representatives serve on Policy and Sports Committees of the NCHSAA Board and are offered opportunity to provide feedback; documentation of discussion from Sports Committee and Policy Committee Minutes; Commissioner serves as Ex-Officio member of both the NCCA and NCADA boards and feedback related to NCHSAA issues is provided at Board Meetings; Individual Coaches Associations are provided opportunities to respond to specific issues through written surveys and telephone inquiries, and send specific recommendations. Golf Advisory Committee: spring 2013-Regional and State Championship Qualifiers; Swimming Advisory Committee, Spring 2014- number of referees and judges based on number of pool lanes; Wrestling Coaches Association 4.3.14 - weight loss management/mat cleaning/skin checks and another option to weekly combination of allowed matches; Tennis Coaches Association June 2013; Basketball Coaches Association 3.28.14 - endorsed mercy rule and change of days for 1<sup>st</sup> 3 rounds of playoffs; Football Coaches: 6.19.14- all-star games/combines and reclassification model. Opportunities for input available through: Regional Supervisor Meetings (24), Technology Workshop (March 21, 2013), Think Tank Workshop, HUDL Workshop (March 20, 2014), Annual NFHS Rules Meetings.

- 4.2.1 Committee met July 31, 2012 and November 2, 2013; Two email sessions (late spring & early fall- 1/2014); National/International Award earned – 2014 Blue Drop Award (Best sports website using Drouple) awarded to Design Hammer, NCHSAA contracted web developer.
- 4.2.2 Quanta Holden was Web Manager and MacVantage is currently our Programming entity; after Quanta's departure (fall 2014), IT position has been posted online and no one hired to-date.

#### **Strategic Priority 5: Safety and Well-Being of Students**

- 5.1.1 Annual Sportsmanship Award to member school; Sportsmanship Award given to two (one from each competing team) individuals participating in NCHSAA Championships (172 awarded in 2013-14); Sportsmanship issue addressed in presentations at: Regional Meetings (8) - Ejection Free School Awards; AD Meetings (2); City/Co AD Meetings (2); Annual Team Recognition Awards (3 students – free t-shirt); Commissioner's Message (6-10); NCHSAA Video; NCHSAA Website; 7 fewer ejections in 13-14 (465) academic year than 12-13 (472); Recognition of 8 Who Make a Difference (8) at Annual Meeting; Student Services Logo on Officials Pass and Sportsmanship Cards Distributed to all Game Officials in 13-14; Require Star Sportsmanship course and now NFHS Sportsmanship Course for Ejections; Student Services Programs require Sportsmanship Component in Action Plans; Coach Captain Retreat; NFHS Ethics and Integrity Award available; NFHS Spirit of Sport Award available;
- 5.2.1 Offered in Fundamentals of Coaching Course – required of all Coaches by August 2015; Mandatory Concussion Course required – approved in December 2013 beginning with 2014-15 academic year; Offered in AIC Certification.
- 5.2.2 Required in Gfeller-Waller law to have Emergency Action Plan - requires annual review - To date all 402 schools have EAP; Eligibility Certification completed by Member Schools to denote compliance; May 2014 - ATC or First-Responder required at all Wrestling competition, discussed with SMAC in Oct. 2013 and on 3.25.2013; NOCSAE standards in place for Equipment safety, SMAC Meetings.
- 5.2.3 Minimum Monthly Memo from Deputy Commissioner (12-16) about facility and equipment safety checks; Lighting Standards in Handbook, posted on website, and addressed Annually at Regional Meetings (8); Addressed in Fundamentals of Coaching Course; Addressed in NFHS Rule Books; Bat Compression Testing at State Championships – initiated 2013-14; Support for Heads-Up Football Program.
- 5.2.4 Minimum Monthly Memo from Deputy Commissioner (12-16) about environmental conditions; Handbook Contains: Section about Health and Safety to include -Heat Index, Schedule of Pre-Season Practice, Lighting Standards; Addressed in Coaches Clinic Presentations, at 8 Regional Meetings, 2 City/Co AD meetings 2013, AD Conference in spring 2014. Eligibility Certification completed by Member Schools Denote Compliance.