



North Carolina High School Athletic Association, Inc.

Strategic Plan

2017 THROUGH 2022





NCHSAA Strategic Plan 2017-22

Committed to Excellence

The North Carolina High School Athletic Association, Inc. (NCHSAA) is committed to strategic planning. The NCHSAA developed a strategic plan in 2012 to guide its programs, initiatives and governance through 2017. The staff and the Board of Directors implemented the majority of the strategies and accomplished the goals of that strategic plan. Some of the major accomplishments realized by the NCHSAA as a result of the 2012-2017 strategic plan are:

- More than 11,000 North Carolina coaches have completed the National Federation of High Schools' Fundamentals of Coaching course.
- The financial operations of the NCHSAA have become more transparent including the posting of budgets on the NCHSAA website.
- More funds have been returned to member schools than ever before.
- The NCHSAA Building was beautifully and functionally renovated.
- The Education and Athletics Committee has been formed and is a functional committee to study, address and make recommendations to the Board of Directors on pertinent issues.
- Significant website improvements have been made.
- Sportsmanship has been a focus of the NCHSAA and has resulted in improved sportsmanship.
- Safety of student-athletes has been improved through focus on facilities, equipment and improved risk management.

In February 2017, the staff initiated the development of a new five-year strategic plan. The plans for the next five years are contained on the following pages. The staff and leadership of the NCHSAA takes its role of providing leadership for the development and improvement of high school athletics in North Carolina seriously. They are always looking forward. This strategic plan is the result of that forward thinking.



Our History

The North Carolina High School Athletic Association, Inc. (NCHSAA), was founded early in the 20th century. Even though the NCHSAA has witnessed dramatic growth in the scope of its programs and has had to deal with the changing face of education, one thing

has remained constant: The NCHSAA's commitment to providing a wholesome athletic environment.



The NCHSAA is a voluntary, non-profit corporation which administers the state's interscholastic athletic program. Any North Carolina public or non-boarding parochial high school is eligible for membership, provided it is accredited by the North Carolina Department of Public Instruction and that the school adopts and maintains a prescribed code to guarantee fair competition.



University of North Carolina professor Dr. Louis Round Wilson spearheaded the founding of the NCHSAA. In 1912, he approached University president Dr. Francis P. Venable about starting a University Extension Division. After a year of heated debate, a total of \$600 was approved for this project, with one-third of that amount earmarked for a Board of Directors as it is presently operating. In June of 2010, the NCHSAA became an independent organization no longer affiliated with the University.

As of 2017, the NCHSAA has 414 member schools and certifies the eligibility of well over 200,000 athletes annually. Other organizations which have contributed greatly to high school athletics in the state have merged with the NCHSAA. Member schools of the North Carolina High School Athletic Conference, the organization for black high schools, joined the NCHSAA in 1967. The Western North Carolina High School Activities Association (WNCHSAA) joined the NCHSAA in 1977, leaving one primary body working with high school athletics in North Carolina.



The NCHSAA Vision

Throughout the history of high school athletics in North Carolina, high school athletics have changed. While the importance of competition and rivalries has not diminished and winning is still important, educators began to see the importance of participation in athletics as a component of the development of the entire student. The focus began to shift to the “student-athlete,” a term that emerged in the late 20th century to add a focus to creating athletes who were good students, and



good people as well.

In that context, the NCHSAA began to add programs to its services to provide support for the students who were also athletes. The NCHSAA added staff and programming to provide student services programming. Those additions were made because NCHSAA leaders, school administrators, coaches and athletic directors had a vision that the NCHSAA should be the vehicle for providing such services.

The Board of Directors and the staff leadership of the NCHSAA evaluated the vision statement they developed in 2012 and decided to continue using it for the next five years. The vision that has guided the NCHSAA's work for the past five years has been to simply be the best in America at developing young people through high school athletics. The vision statement developed in 2012 and continuing through the next five years

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

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

The NCHSAA's vision statement is simple and direct, and at the same time, clearly challenges everyone affiliated with the NCHSAA to strive to be their best. The NCHSAA wants to be the high school association that its sister associations across the country look to for examples, guidance and programming to develop greatness among high school athletes and to inspire the athletes to be their best--all through their experiences in high school athletics.

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

In its guide for strategic planning, the University of Kansas says that the next piece of the puzzle in strategic planning is to ground the organization's vision in practical terms. This is where developing a mission statement--the next step in the strategic planning process--comes in. An organization's mission statement describes what the group is going to do and why it is going to do it.

The vision statement should inspire people

The NCHSAA Mission

to dream; the mission statement should inspire them to action. Mission statements are concise, outcome-oriented and inclusive. The mission statement serves as a “North Star” that provides clarity to everyone about the organization's direction. It is the vehicle used to achieve the vision for the organization.

While the NCHSAA has accomplished the majority of the goals in the 2012-2017 strategic plan, the leadership proposed and the Education and Athletic Committee (who served as a quasi-strategic planning focus group) agreed, that the mission statement previously developed was still pertinent and should continue to be used in the 2017-2022 strategic plan. That said, this mission statement gives direction to the Board of Directors, staff and committees to do the work to which they are assigned or have responsibility to complete, with the backdrop

that everything they do is to “support and enrich the educational experience of students.” While all of the adults who participate in high school athletics in North Carolina are important, the mission statement clearly states that students are the focus.

Together, vision and mission guide the development of strategies, help communicate to stakeholders the organization's purpose and provide information about the goals and objectives which help determine if the strategies are on track.



Core Values

Sportsmanship - Inherent in athletic contests are winners and losers. The presence of sportsmanship in athletic contests means that the sport is to be enjoyed for its own sake, not driven by winning. The rules are followed and one's competitors are valued and dignified, regardless of the outcome of the competition.

Integrity - A personal rudder that causes one to do the right thing, to be honest, ethical and moral with consistency and without wavering, regardless of the impact on the outcome of the athletic competition.

Fair Play - A complex concept that comprises and embodies fundamental values that are not only integral to the sport, but relevant in everyday life. It includes respect, friendship, team spirit, equality, sports without doping, respect for written and unwritten rules, solidarity, tolerance, care, excellence and joy. (From the International Fair Play Committee)

Honesty - Being truthful, fair, trustworthy, sincere and loyal regardless of the personal advantage to be gained by not being so.

Respect - Admiring one's competitors regardless of one's abilities, qualities, or achievements and highly regarding the game and its rules.

Equity - Fairness and impartiality towards all concerned, giving as much advantage, consideration, or latitude to one competitor or team as is given to another.

Fair Competition - All schools, athletic teams and individuals compete within the framework of eligibility, amateurism, the absence of recruiting, the absence of creating advantages or disadvantages in competition due to student assignment plans or creation of teams in schools through recruiting for athletic purposes.

Education and Development of Student-Athletes - Athletics fosters student development, promotes mental and physical growth, builds confidence and self-image and helps develop time management. Through athletics, students learn to deal with disappointments and accomplishments, learn the values of cooperation and teamwork, develop strong health-related habits and acquire a sense of responsibility for one's actions and a commitment to a unified cause.



Strategic Priorities & Issues

- **Governance and Leadership**
 - Compliance
 - Eligibility
 - Rules and Policies
 - Leadership Development
- **Communication and Public Relations**
 - Brand Awareness
 - Effective Communications
 - Technology
- **Education and Development**
 - Education and Development of the Student Athlete
 - Education and Development of Adult Stakeholders
- **Health and Safety**
 - Licensed Athletic Trainers
 - First Responders
 - Injury Prevention and Management
- **Emerging Issues**
 - 21st Century Schools' Models
 - Inclusion
 - Government Relations
 - Event Management

Goals & Strategies

The following pages provide the goals that the NCHSAA has determined will help it accomplish its vision and mission over the next five years. These goals have been carefully created to address the issues identified by the NCHSAA staff, Board of Directors and the Education and Athletics Committee. The development of these goals and the associated strategies has been governed by the Core Values identified in this document.

The diligent work of everyone associated with the NCHSAA will be required to satisfactorily complete these goals and strategies. The end result will be a better and stronger NCHSAA.

Governance & Leadership

1.1 Compliance

Goal: Educate stakeholders on rules and regulations.

Strategies: Identify all of the NCHSAA stakeholders.
Identify rules and regulations pertinent to each stakeholder group, focusing on transparency.
Provide complete digital access to the NCHSAA Handbook.

Goal: Review current compliance oversight and enforcement procedures and revise accordingly.

Strategies: Utilize Education and Athletics Committee to review and update the fines and penalties, including structure. Create a tier structure for fines and penalties. Provide definitions for reprimand, probation and other consequences. Conduct random compliance checks/audits of member schools.

Goal: Update the current system for reporting violations and infractions

Strategies: Facilitate the creation of a new violation reporting system and database.

1.2 Eligibility

Goal: Identify core eligibility standards that will apply across various education delivery systems and LEAs.

Strategies: Identify core eligibility standards and promote to the membership using various communication systems. Create a new and improved School Central page on the website, updating periodically through the lens of younger stakeholders.

Goal: Review the eligibility certification process and governing rules and revise accordingly.

Strategies: Engage in dialogue on eligibility with membership utilizing various means of communication.

Goal: Examine existing eligibility processes relative to less traditional education delivery systems.

Strategies: Identify the newer and emerging systems being utilized in member schools' educational settings. Examine and adjust/change eligibility rules and regulations to accommodate the changing education delivery systems. Create an interactive tool on the NCHSAA website to help students and parents determine athletic eligibility.





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Governance & Leadership (continued)

1.3 Rules and Policies

Goal: Review the Articles of Incorporation and Bylaws for relevancy.
Strategies: Assign this review to the Education and Athletics Committee.
 Provide recommendations regarding classification, requirements for membership and sanctioning of new sports.

Goal: Increase online access to handbook rules and regulations.
Strategies: Provide complete digital access (free of charge) to the NCHSAA Handbook.

1.4 Leadership Development

Goal: Educate key stakeholders and other leaders about the value of high school athletics to the student-athlete and the school environment.
Strategies: Increase NCHSAA visibility and communication at various stakeholder meetings and other public forums (Ex. Superintendent's Annual Meeting, Television, Radio, Billboards).
 Increase number of video spots that involve student athletes.
 Increase SAAC involvement by requiring meetings (a minimum of 2) with their Regional Board Representatives.

Goal: Increase involvement of principals and superintendents in regional and state meetings.
Strategies: Utilize Regional Board representatives to recruit participation at regional meetings.
 Review format of meetings to incentivize attendance, making sure that meetings are not solely information-based, but provide opportunity for meaningful and collegial relationships.

Communication & Public Relations

2.1 Brand Awareness

Goal: Increase the awareness of the NCHSAA brand.
Strategies: Develop a campaign to educate the publics about the NCHSAA-who it is and what it does.
 Publicize sportsmanship initiatives and positive coaches-officials relationships in PSAs for radio, television and/or video streaming, specifically targeting different publics.
 Reach out to publics who do not know us. Pitch stories that educate the membership that they, too, are the NCHSAA, not just the staff in Chapel Hill.
 Enhance the branding of the NCHSAA events through continued research and implementation of new and creative branding elements pertinent to the various event playing venues and facilities.

2.2 Effective Communications

Goal: Cultivate relationships with outside groups that could positively impact student experience through delivery of NCHSAA brand and values.
Strategies: Identify groups and organizations that can impact the effectiveness of the NCHSAA and develop communication plans and strategies to reach out to these entities and develop partnerships.
 Host an annual media day to promote the association with media.
 Continue to collaborate with sports organizations and governing bodies to partner/sponsor events.

Goal: Use virtual meeting platforms for appropriate meetings and communications.

Strategies: Survey coaches, athletic directors, principals and superintendents to determine which types of meetings could be conducted virtually.
 Survey coaches, athletic directors, principals and superintendents to determine their technology capabilities for participating in virtual meetings.

Goal: Evaluate stakeholder information delivery systems.
Strategies: Survey the stakeholders to determine how to deliver information effectively, efficiently and up-to-date.
 Educate and encourage best practices for schools and student-athlete social media platforms. Evaluate new technologies and continue up-to-date and successful efforts.
 Evaluate officials' and coaches' rules meetings and make appropriate changes.
 Evaluate preseason meetings to discuss expectations, rules and inform parents/student-athletes.
 Evaluate the current regional meetings process and make appropriate changes.
 Evaluate board meetings and make appropriate changes. Consider real time, online reporting of board discussion and action as well as web-based video of the meetings.
 Develop an NCHSAA communications committee and hold meetings to lead monitoring and implementation of new digital media trends.

Goal: Continue to develop financial transparency to membership.
Strategies: Post the budget on the website.
 Share budget updates at the regional meetings.
 Show revenue and expenses in simple format so stakeholders can understand (e.g. by region and dollar amounts received during an academic year).
 Show how coaches' education fine monies have been used for educational programs.

2.3 Technology

Goal: Monitor trends in the digital media space, including live video/streaming and social media, and find ways to benefit schools through new technologies.
Strategies: Continuously monitor the use of digital media and provide education opportunities for the membership on how to utilize the new technologies used by the NCHSAA.
 Develop an NCHSAA model for use of digital media for delivery of information to the membership.
 Provide National Federation of State High School Associations (NFHS) courses to the membership utilizing digital media.

Education & Development

3.1 Education and Development of the Student Athlete

Goal: Evaluate current Student Services programs - scope of reach, intended purpose(s) and relevancy.
Strategies: Review and restructure Coach Mentor Training Program (CMTTP) goals and objectives.
 Redefine expected outcomes of the CMTTP.
 Tailor current CMTTP to match funding parameters.
 Collect evidence-based data relative to new goals/initiatives.



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Education & Development (continued)

Goal: Better utilize student-athlete involvement in NCHSAA programs.

Strategies: Continue to incorporate the Student Athlete Advisory Council (SAAC) in NCHSAA programs and activities. Survey student athletes regarding their championship experiences. Continue to promote the student services program. Continue and increase participation in the "My Reason Why" Campaign.

Goal: Increase awareness of programs beneficial to student-athletes.

Strategies: Promote the student leadership conference through NCHSAA social media accounts. Communicate the benefits of broad-based, multi-sport participation. Promote scholarship opportunities to NCHSAA membership and school guidance counselors. Improve aesthetics and functionality of the scholarship webpage.

3.2 Education and Development of Adult Stakeholders

Goal: Develop a plan to attract and recruit officials.

Strategies: Recruit high school graduates to be officials. Incorporate new training programs as part of instruction and development of officials - NFHS Hub; local association website(s) and social media interactive instructional opportunities; increased use of video in training sessions. Utilize the NFHS National Officials' Recruitment Campaign. Waive first year registration fees for new officials. Offer scholarships for college students interested in becoming an NCHSAA official.

Goal: Provide advocacy and professional development opportunities for involvement in the athletic administration field.

Strategies: Provide funding for staffs/individuals to become AIC and/or CIC certified through "NFHS Learn"; also provide funding for RAA, CAA, CMAA certification through National Interscholastic Athletic Administrators' Association (NIAAA).

Goal: Provide advocacy and professional development opportunities for involvement in the athletic administration field.

Strategies: Provide funding for staffs/individuals to become AIC and/or CIC certified through "NFHS Learn"; also provide funding for RAA, CAA, CMAA certification through National Interscholastic Athletic Administrators' Association (NIAAA).

Goal: Develop a plan to educate and train key stakeholders concerning rules and regulations as well as best practices in their area of administration.

Strategies: Facilitate the opportunity for head coaches to take NFHS sports' exams.

Health & Safety

4.1 Licensed Athletic Trainers

Goal: Facilitate member schools' access to athletic trainers.

Strategies: Identify and demonstrate the value of services and economic impact of licensed athletic trainers to NCHSAA member schools. Encourage private medical practices to reach out to local high schools - or encourage schools to reach out to other counties where the model is being used. Encourage schools to include sports medicine as a curriculum offering. Encourage schools of higher education to provide licensed athletic trainers in secondary schools.

Goal: Encourage licensed athletic trainers and coaches to work in partnership to promote the health and safety of student athletes.

Strategies: Collaborate with North Carolina Coaches Association (NCCA) and North Carolina Athletic Directors' Association (NCADA) to educate coaches regarding best practices relative to appropriate management of injuries, both non-and life-threatening in nature. Educate coaches and Licensed Athletic Trainers (LAT) as to their respective and shared roles and responsibilities when providing health and safety care.

Goal: Facilitate statewide communication between athletic trainers.

Strategies: Establish an electronic directory of licensed athletic trainers. Send periodic request to LAT's to update personal information.

Goal: Facilitate educational opportunities for legislators, superintendents and boards of education relative to health and safety benefits of licensed athletic trainers.

Strategies: Identify and demonstrate the value of services and economic impact of licensed athletic trainers in secondary and middle schools. Provide a link to NC Athletic Trainers' Association (NCATA) educational information on NCHSAA website and direct superintendents, legislators, boards of education to this information. Plan, coordinate and conduct a Health and Safety Summit. Provide links to other health and safety stake holders groups (i.e. - PTA, NCADA, and principal and superintendent organizations.).

4.2 First Responders

Goal: Increase education resources for schools' first responders.

Strategies: Provide statewide access to training curriculum that encourages best practices.

Goal: Encourage recruitment of school personnel to become first responders

Strategies: Collaborate with DPI and NCADA to provide training opportunities for first responder training courses (i.e. - first aid, CPR, AED, NFHS courses).

4.3 Injury Prevention and Management

Goal: Promote health and safety education relative to NCHSAA and NFHS rules and regulations.

Strategies: Communicate safety updates relative to rule changes impacting health and safety.

Goal: Provide appropriate insurance and medical coverage information for athletic events.

Strategies: Provide insurance information to schools (link to NCHSAA insurance provider). Encourage schools to utilize multiple medical personnel for all athletics events including practices.

Goal: Educate public about overuse injuries caused by sport specialization, year-round participation, school vs. "club sports", etc.

Strategies: Encourage schools to utilize current and developing technology to share best practice tools and resources for injury prevention and care with parents, coaches, administrators and health care providers.

Goal: Acknowledge and celebrate successful lifesaving interventions.

Strategies: Identify and recognize individuals who provide successful lifesaving interventions by awarding them the NCHSAA LifeSaver Citation.

Emerging Issues

5.1 21st Century School Models

Goal: Develop plans to address the effects of the evolving education landscape and the impact on athletics.

Strategies: Survey membership school administrators to better understand their specific concerns with charter and non-boarding parochial schools.
Develop education plan based on the results of the survey and disseminate information to the membership and public, after approval by the Board of Directors.
Research other state association policies for including students who are homeschooled or participate in a virtual school and develop a policy for athletic participation in NC.
Audit schools/systems to determine their curriculum model and add that information to the database.

5.2 Inclusion

Goal: Expand inclusionary efforts for ALL student populations.

Strategies: Survey membership to determine inclusion policies, specific to athletic participation.
Survey other state associations to determine inclusion policies.
Develop plans to address inclusion of ALL students.
Obtain number of schools that are Unified Champion Schools through Special Olympics of North Carolina and develop plans to increase number/percentage.

5.3 Government Relations

Goal: Develop plans to increase legislative understanding of NCHSAA rules and regulations.

Strategies: Consult lobbyists on best practices and plans of action.

Goal: Develop plans to educate legislators and government officials/agencies on the significance of high school athletics and how they can be involved.

Strategies: Develop a legislators' record in our database that identifies which schools are in their respective districts.
Include legislators on correspondences related to activities, events, etc. that occur in their respective districts.
Encourage attendance of legislators at regional meetings.



5.4 Event Management

Goal: Review, update and continue NCHSAA Sportsmanship Initiative.
Strategies: Continue current initiative but update/change graphics and dates on materials and information.

Publicize ejection report and encourage Athletic Directors to share in preseason meetings.

Find out what schools are currently doing in terms of sportsmanship initiatives and share with membership as tools and best practices.

Develop a seasonal sportsmanship recognition program, including criteria and award type.

Goal: Develop updated sportsmanship and crowd control guidelines for all schools.

Strategies: Research other state associations' sportsmanship policies and initiatives specific to crowd control.

Goal: Review and update all sports' playoff processes and rules.

Strategies: Continue utilizing Sports Ad Hoc committee or utilize the existing coach advisory groups to examine their respective sports playoff processes and rules.

Based on individual committee findings, present recommendations to Board of Directors to update playoff rules/processes as appropriate.

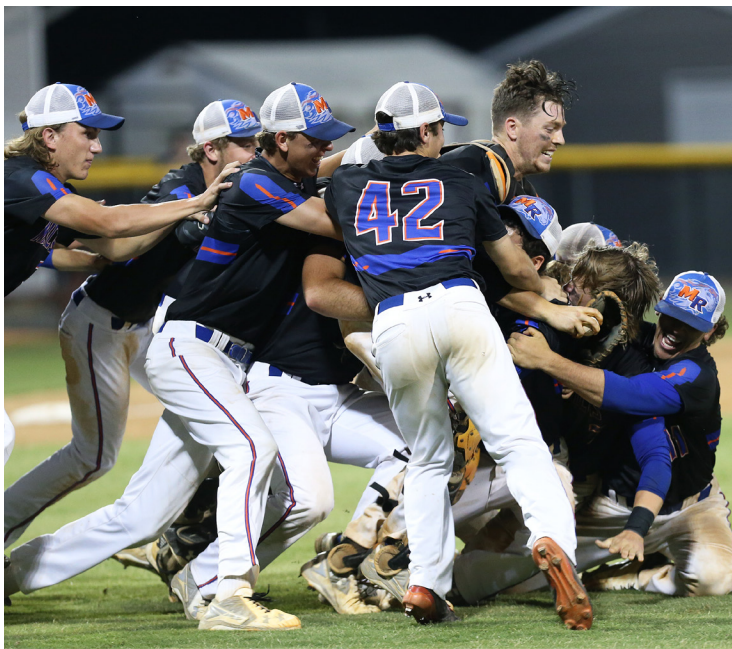
Goal: Examine and study All-Star and national events opportunities.

Strategies: Survey membership regarding interest in All-Star participation and/or how many schools currently have athletes participating in All-Star events.

Survey membership regarding interest in national events participation.

Examine pros and cons of involvement in national events.





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