

MSADA Strategic Plan
2022-2025

Recommendations of the Operations Subcommittee

Recommendation #1

Update a pamphlet that explains the history, mission and programs offered by the MSADA and the NIAAA for public distribution

Responsible for Implementation

- Publication Committee made-up of at least three individuals from the Executive Council

Year of Initiation

- Ongoing

Additional Resources

- \$\$

Supporting Point

- To promote the benefits of the MSADA to the public
- To aid in the recruitment of new and aspiring athletic directors in Maryland
- To post the pamphlet online to further reach potential new members
- To place in the registration packets of the MSADA Conference
- To ask Supervisors to handout to their county ADs to promote MSADA
- Make a video “A Day in the Life of an Athletic Director” and distribute to Supervisors

Recommendation #2

Update the Policies, Operations and Procedures (POP) manual and distribute to all members of the Executive Council

Responsible for Implementation

- Executive Council

Year of Initiation

- 2021 and then ongoing

Additional Resources

- \$

Supporting Point

- To form a sub-committee to update the current POP manual and remind individuals of responsibilities, timelines for all annual tasks performed by the officers and members of the Executive Council
- To include current examples of letters and forms used during the year
- To update the annual each year as needed

Recommendation #3

Develop new and enhance existing relationships with associations in neighboring states and vendors

Responsible for Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources

- \$

Supporting Point

- To continue to expand and improve the relationship with the Delaware Association of Athletic Directors (DAAD) and Washington DC
- To offer to other associations the availability of professional development and participation in MSADA activities
- To annually meet with the executive directors of the state's athletic association
- To have officers continue to attend sectional and national NIAAA meetings
- To continue to reach out to vendors to improve the conference experience for them

Recommendation #4

Create a committee to review and update the next Strategic Plan

Responsible for Implementation

- Executive Council

Year of Initiation

- 2025-26

Additional Resources

- \$

Supporting Point

- To review and evaluate the original Strategic Plan initiated in 2020-21
- To create a new Strategic Plan for the years 2026-2030 which will include adjustments due to changing developments in athletics and education

Recommendation #5

Create a Publications Committee to oversee the creation of materials for the MSADA

Responsible for Implementation

- Executive Council/Assistant Executive Director

Year of Initiation

- 2020-21

Additional Resources

- \$

Supporting Point

- To continue to produce a pamphlet that promotes the history, mission, and benefits of the MSADA and the NIAAA

- To continue to produce and improve the existing newsletter that is published three times a year
- To produce any relevant professional development materials and position statements representing the MSADA
- To utilize the skills and knowledge of the membership in the production of these resources

*** Items are being done now with No committee. It is recommended that Assistant Executive Director is selected to oversee the process

Recommendation #6

Continue to seek additional opportunities for retired ADs to support the MSADA

Responsible for Implementation

- Executive Council

Year of Initiation

- ongoing

Additional Resources

- \$

Supporting Point

- To utilize the knowledge and expertise of retired AD's
- To utilize strengths as a resource person (mentorships)
- Mentorships with New AD's

Recommendation #7

Explore with the possibility of implementing more technology with the organization

Responsible for Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources

- \$\$

Supporting Point

- Continue the use of Twitter and Facebook
- Continue to promote online courses and webinars
- Continue online newsletter.
- Online registration for the conference

Recommendation #8

Strategically develop a series of Surveys to our membership

Responsible for Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources

- \$

Supporting Point

- To better meet the needs of our membership

Recommendation #9

Create a toolbox/reference on the website

Responsible for Implementation

- Publications Committee

Year of Initiation

- Ongoing

Additional Resources

- \$\$

Supporting Point

- To add resources for Athletic Directors to use for implementation into their programs
- The list should include PSA's, website links, application forms, scholarship forms and CMAA project information

Recommendation #10

Create a Section 2 meeting committee

Responsible for Implementation

- Executive Council

Year of Initiation

- 2022-23

Additional Resources

- \$\$

Supporting Point

- To secure and encourage committee members to join forces for hosting Section 2 meeting
- Create a plan, purpose, and organize in preparation for the Section 2 meeting

Recommendations of the Finance Sub-Committee

Recommendation #1

Continue the MSADA/NIAAA dual membership to both organizations at a reduced rate of \$105.00 for an athletic administrator and \$120.00 for an athletic administrator and school. The school rate would include MSADA/NIAAA membership for the athletic director and MSADA membership for the principal and up to two assistant athletic directors

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- None

Supporting Points

- To track membership in both organizations since the national trends indicate that there is increased membership in both organizations by using dual or modified membership
- To increase the NIAAA membership to ensure that the MSADA continue to have at least 300 members and five delegates at the General Assembly of the NIAAA

Recommendation #2

Increase membership to the MSADA by targeting private school athletic administrators, middle school athletic administrators, college students, urban athletic administrators and university/college athletic administrators and professors involved in athletic management programs

Responsible For Implementation

- Assistant Executive Director who will lead a membership committee

Year of Initiation

- Ongoing

Additional Resources Necessary

- Assistant Executive Director dedicated to membership as one of their duties.
- Money

Supporting Points

- E-mail a copy of the most recent newsletter and notices to all private and public schools.
- Update website continually with all necessary registration forms and information
- District representative should make personal contact with all new athletic administrators in their district
- Mail or e-mail to all college athletic administrators and professors involved in sport management programs in Maryland and the District of Columbia
- Find a master's degree program in sports management that includes Leadership Training Institute courses with a college institution
- Create a partnership with a Junior College to offer and teach LTC courses

- Assign this duty to the Assistant Executive Director who will head the membership committee and enlist additional members for support

Recommendation #3

Continue to build and maintain a cash reserve which could sustain the MSADA for one fiscal year which would amount to \$50,000

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- None

Supporting Points

- Create a yearly budget with a small finance committee that will be approved by Executive Board and voted for approval by the Executive Council
- Monitor monthly spending and make appropriate changes to the budget after reviewing financial report given by the Executive Director to Officers and Executive Council
- Look for continued membership growth and sponsorships to generate additional funds.

Recommendation #4

Continue to expand the Professional Sponsorship Program at \$100.00 per school

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- Money to cover the expense of a certificate of appreciation

Supporting Points

- Support the male/female NIAAA scholarship state award winners with a check of \$500.00 each and two MSADA scholarships for \$500.00 each given at the state conference
- Promote continued growth by publishing the names of the sponsors in newsletters, website and state conference publications
- Distribute information regarding the Professional Sponsorship Program to athletic administrators in the state and district representatives
- Participation numbers will be reported annually to the Executive Council by the Executive Director

Recommendation #5

Aggressively seek and maintain current corporate sponsors and conference vendors

Responsible For Implementation

- Executive Council and 2nd Vice-President

Year of Initiation

- Ongoing

Additional Resources Necessary

- Money for recognition and appreciation

Supporting Points

- Publish sponsors logos in newsletters, website and state conference publications and golf hole sponsorships
- Actively recruit potential sponsors at the state and national conferences
- Participation will be reported to the Executive Council by the 2nd Vice-President
- 2nd Vice-President will lead a committee to help recruit potential sponsors

Recommendation #6

Ensure adequate funding is available to fund various state outreach programs at the county, league or district level each year. This can also include providing outreach programs for first year athletic directors and first-time attendees to the state conference. Such as reduced price for conference registration

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- Money to cover expenses of this program which is designed to provide professional development and encourage membership in counties, leagues or districts that currently have not seen adequate growth

Supporting Points

- Provide funding to cover LTI 501, 502 and/or 503 for participants of an outreach program
- Provide funding to cover LTI 501, 502 and/or 503 at the "Fall Institute" for first year athletic directors

Recommendation #7

Maintain a cash reserve of \$10,000.00 to help fund the upcoming Section 2 meeting (2023) and when hosting the National Conference

Responsible For Implementation

- Executive Officers

Year of Initiation

- Ongoing

Additional Resources Necessary

- None

Supporting Points

- Monitor monthly spending and make appropriate changes to the budget after reviewing financial report given by the Executive Director to Officers and Executive Council

Recommendation #8

Use of an in-kind online platform for membership, conference and vendor registrations

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- None

Supporting Points

- Daily monitoring of all membership, conference and vendor registration
- Bimonthly, submit names and payment of new and renewed NIAAA memberships to the NIAAA

Recommendations of the Programs Subcommittee

Recommendation #1

Promote and increase numbers of RMSAA, CAA and CMAA certification across the state

Responsible for Implementation

- Executive Council
- Certification Coordinator
- LTI Coordinators
- Officers
- Executive Director

Year of Initiation

- 2020-21

Additional Resources Necessary

- None

Supporting Points

- Select CMAA projects to be presented as a workshop at the state conference
- Implement CMAA information booth at the state conference
- Lobby the Maryland State Department of Education to establish certification for the position of athletic administrator. The NIAAA certification program will qualify for that certification
 - Include Registered Athletic Administrator working towards their Certified Athletic Administrator or better within 3 years

Recommendation #2

Establish a private school liaison to work with LTI coordinators

Responsible for Implementation

- Executive Council
- LTI Coordinators

Year of Initiation

- 2020-21

Additional Resources Necessary

- Financial support for those AD's who are interested in PD offerings

Supporting Points

- The liaison will help establish the professional development needs of private school athletic administrators and offer suggestions or insight on how to make independent schools more involved

Recommendation #3

Revamp New AD Workshop and incorporate into Fall Institute

Responsible for Implementation

- Executive Council
- LTI Coordinators

Year of Initiation

- 2020-21

Additional Resources Necessary

- \$

Supporting Points

- The revamped workshop will present new athletic directors with current practices and interscholastic rules including a round table discussion with experienced athletic directors
- LTI 501, 502 and 503 certificates will be earned during the workshop
- Offer LTI courses using an online format and pooling LTI instructors to serve in that capacity
 - Based on need with new AD's using a mobile format as opposed to a fixed location
 - NIAAA webinars are offered asynchronous and do not have specific time frame
 - MSADA courses could be taught over a synchronous platform
 - Register, pay, receive course certificate, course evaluation for tracking purposes

Recommendation #4

Continue CAA test review workshop at the annual MSADA conference

Responsible for Implementation

- Executive Council
- Certification Coordinator

Year of Initiation

- Ongoing

Additional Resources Necessary

- None

Supporting Points

- To familiarize and prepare Athletic Administrators for the 100-question exam
- Continue the in-person prep course at the State Meeting as well as implement an online prep for those taking the exam virtually
- Online prep for CAA
 - <https://www.youtube.com/watch?v=iRvkYxkUQPU&feature=youtu.be>

Recommendation #5

Continue to target the State Principals and Superintendents' Association information concerning the value of both athletic administrators' certification and LTI courses, especially with respect to risk management, liability, staff development and support for the educational mission of interscholastic athletics

Responsible for Implementation

- Officers and Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$

Supporting Points

- Provide a grant from the endowment fund each year. The LTI Coordinators will determine which LEA or league will be selected and work with LEA or league supervisor to gain support and approval
- Certain districts reward athletic administration who seek out advancement opportunities in certification with increases in salary/stipends
- Can this be recognized by the MSDE instead of by individual districts?
- A publication or press release that specifically recognizes those who've attained their certifications

Recommendation #6

Continue to recruit LTC instructors

Responsible for Implementation

- Executive Council
- LTI Coordinators

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$\$

Supporting Points

- Due to course expansion and instructor attrition, additional instructors are needed
- Develop a cadre of instructors to ensure a minimum of two instructors for each course
- Recognize LTI instructors for years of service
 - Recognize on 5 year increments up to 30?
- Expand recruitment and create more opportunities to teach to increase accessibility to learning and opportunities for teaching

Recommendation #7

Statewide Acknowledgement for RMSAA, CAA, CMAA recipients

Responsible for Implementation

- Executive Council
- Certification Coordinator
- Assistance Executive Director

Year of Initiation

- 2020-21

Additional Resources Necessary

- \$\$

Supporting Points

- Acknowledgement in conference program
- Announce names at conference banquet
- Recognize associations and league ADs when they receive NIAAA certification
 - Will require more education on what the certifications mean and why they are important/valuable