

2025-2028 MSADA STRATEGIC PLAN

Programs

Goal #1 –

Promote and increase numbers of Registered Middle School Athletic Administrator (RMSAA), Certified Athletic Administrator (CAA) and Certified Master Athletic Administrator (CMAA) certifications across the state.

Responsible for Implementation

- Executive Council
- Certification Coordinator
- Leadership Training Institute (LTI) Coordinators
- Officers
- Executive Director

Year of Initiation

- Ongoing

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.
- Acknowledge individuals who attain certification (through newsletter and correspondence with those athletic administrators)
- Lobby the Maryland State Department of Education (MSDE) to establish certification for the athletic administrator position. The NIAAA certification program will qualify for that certification.
 - Include Registered Athletic Administrators working towards their Certified Athletic Administrator or better within 3 years.

Goal #2 –

Continue the 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.
- Recruit additional people to become Certified Test Administrators by taking the workshop at the NIAAA conference.
- Continue the in-person prep course at the State Conference as well as implement an online prep for those taking the exam virtually.
- Online prep for CAA
 - <https://www.youtube.com/watch?v=jRvkYxkUQPU&feature=youtu.be>

Goal #3 –

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

Responsible for Implementation

- Officers
- 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 the **LEA** or league supervisor to gain support and approval.
- Certain districts reward athletic administrators who seek out advancement opportunities in certification with increases in salary/stipends.
- Can this be recognized by the MSDE instead of by individual districts?
- Publication or press release that specifically recognizes those who've attained their certifications.

Goal #4 –

Continue to recruit LTI instructors.

Responsible for Implementation

- Executive Council
- LTI Coordinators

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$\$

Supporting Points

- Due to course expansion and instructor's attrition, additional instructors are needed.
- Plan conference courses for 9-12 months and pay for instructors to take courses at the NIAAA, if they are willing to teach for the MSADA.
- 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.

Goal #5 –

Ensure conference workshop topics and speakers represent the membership.

Responsible for Implementation

- Executive Council
- 1st Vice President

Year of Initiation

- Ongoing

Additional Resources Necessary

- None

Supporting Points

- Plan workshop topics that meet the needs of the membership
- Recruit speakers who adequately represent the membership
- Potential for multiple simultaneous workshops

Goal #6 –

Create a position for an additional LTI Coordinator

Responsible for Implementation

- Executive Council
- LTI Coordinators

Year of Initiation

- 2025

Additional Resources Necessary

- \$\$

Supporting Points

- Help with providing additional course offerings throughout the year.
- Potential to continue outreach to local colleges for LTI offerings.
- Rotate September State Coordinators travel so that two people go.

Operations

Goal #7 –

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

Responsible For Implementation

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

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$\$

Supporting Points

- To promote the benefits of the MSADA to the general 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 hand out the publication to their county ADs to promote the MSADA

Goal #8 –

Continue to update the Policies, Operations and Procedures (POP) manual and distribute it to all members of the Executive Council.

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$

Supporting Points

- 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 manual each year as needed.

Goal #9 –

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

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$

Supporting Points

- To offer to other associations the availability of professional development and participation in MSADA activities.
- To annually meet with the executive directors of the states' athletic associations.
- To have officers continue to attend sectional and national NIAAA meetings.
- To reach out to vendors to improve the conference experience for them.
- Continue with a liaison with the MPSSAA

Goal #10 –

Create a committee to review and update the next Strategic Plan.

Responsible For Implementation

- Executive Council

Year of Initiation

- 2027

Additional Resources Necessary

- None

Supporting Points

- To review and evaluate the original Strategic Plan initiated in 2015.
- To create a new Strategic Plan for the years 2028-2031 which will include adjustments due to changing developments in athletics and education.

Goal #11 –

Create a Publications Committee/Chair to oversee the creation of materials and oversee website for the MSADA.

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$

Supporting Points

- To continue to produce a pamphlet that promotes the history, mission and benefits of the MSADA.
- 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 have consistency in updating the website.
- To utilize the skills of membership in the production of these resources.

Goal #12 –

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

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$

Supporting Points

- Utilize knowledge and experience.
- Utilize strengths as a resource person (mentorship)
- Utilize mentorship with New ADs

- Utilize knowledge and experience to promote CMAA projects.

Goal #13 –

Continue to use social media platforms to effectively communicate with ADs and future ADs.

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$

Supporting Points

- Continue to support MSADA by having Facebook, X and Instagram

Goal #14 –

Strategically develop a series of Surveys.

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$

Supporting Points

- To better meet the needs of our membership

Goal #15 –

Create a Toolbox/References page on the website.

Responsible For Implementation

- Publication Committee

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$\$

Supporting Points

- Added resources for ADs to use for implementation into their programs. The list should include PSAs, website links, Application Forms, Scholarship Forms...

Goal #16 –

Develop new and enhance existing relationships with local colleges to develop a program with LTIs and earn a degree in Athletic Administration.

Responsible For Implementation

- LTI Coordinators

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$

Supporting Points

- To expand and improve the relationship with the local colleges and universities.
- To offer future athletic administrators the opportunity of professional development and participation in MSADA activities.

- To build future athletic directors.
- To Create a liaison with the colleges and universities.

Goal #17 –

Hire a Website Manager to oversee the website and regularly update all information.

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$\$

Supporting Points

- To continue to provide instant and accurate information for all interested parties.
- To continue to provide tools and resources for all interested parties.
- To produce any relevant professional development materials and position statements representing the MSADA.
- To continue to provide an updated history of MSADA.
- To provide connections to various organizations important to the athletic directors.

Goal #18 –

Increase our membership to represent and engage our athletic administrators.

Responsible For Implementation

- The Executive Council including the District Representatives

Year of Initiation

- Ongoing

Additional Resources Necessary

- \$\$

Supporting Points

- To organize the website to provide current and relevant information
- To communicate to superintendents and principals the importance of athletic directors.
- To aid in the recruitment of new and aspiring athletic directors in Maryland and provide mentors for each new AD.

Finance

Goal #19 –

Continue the MSADA/NIAAA dual membership to both organizations at a reduced rate for an athletic administrator and a group rate 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. Continue the MSADA/NIAAA dual membership to both organizations for retired athletic administrators

Responsible For Implementation

- Executive Council

Year of Initiation

- Ongoing

Additional Resources Necessary

- Increase the rates of all the MSADA membership levels, due to the increased rate of the NIAAA membership.

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 has at least 300 members and five delegates to the General Assembly of the NIAAA

Goal #20 –

Increase membership to the MSADA by targeting public school athletic administrators, private school athletic administrators, middle school athletic administrators, college students, District of Columbia athletic administrators and university/college athletic administrators and professors involved in athletic management programs.

Responsible For Implementation

- The Executive Director and Assistant Executive Director will lead a membership committee.

Year of Initiation

- Ongoing

Additional Resources Necessary

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

Supporting Points

- E-mail a copy of the most recent newsletter and notices to all private and public schools.
- Update the website continually with all necessary registration forms and information.
- District Representatives 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 (LTI) courses with a college institution.
- Create a partnership with a Junior/Community College to offer and teach LTI courses.
- Assign this duty to the Assistant Executive Director who will head the membership committee and enlist additional members for support.

Goal #21 –

Continue to build and maintain a cash reserve which could sustain the MSADA for one fiscal year which would amount to \$55,000.

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 the Board of Directors 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 the Board of Directors and Executive Council
- Look for continued membership growth and sponsorships to generate additional funds.

Goal #22 –

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 scholarships, sending state representatives to national meetings (National Athletic Directors Conference, NIAAA Section 2 Summer Meeting, National Executive Directors Council Summer Meeting, LTI/Certification Coordinators Fall Meeting)

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
- Include as an option on our online and printed membership application.

Goal #23 –

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
- Increase amounts for the Corporate Sponsorships

Supporting Points

- Publish sponsors logos in newsletters, websites and state conference publications and golf hole sponsorships.
- Actively recruiting 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.

Goal #24 –

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 for first year athletic directors.

Goal #25 –

Maintain a cash reserve of \$18,000.00 to help fund upcoming Section 2 meetings and future host of the National Athletic Directors Conferences

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 the financial report given by the Executive Director to Officers and Executive Council

Goal #26 –

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
- Monthly submission of names and payment of new and renewed NIAAA memberships to the NIAAA