



**KENTUCKY HIGH SCHOOL ATHLETIC ASSOCIATION
2017-2018 THROUGH 2021-2022 STRATEGIC PLAN
ADOPTED - JULY 15, 2017**

KHSAA Vision Statement

To provide diverse and equitable opportunities for all students to enjoy the privilege of participation in school and education-based sports or sport-activities as part of the educational experience to teach and hone life skills, learn perspective, have fun and develop character.

KHSAA Mission Statement

To provide governance and leadership to regulate and progressively administer the highest quality interscholastic athletic sports and sport-activities in an efficient manner, and promote the values of participation for all involved in education-based athletics and school-based sports. The KHSAA will work collaboratively with its member schools to recognize and promote the primary focus of high school academic success and college and career readiness for the student participants, risk minimization for all participants in the programs, and ensure the efficient administration of the education-based athletic program in the schools.

KHSAA Values and Basic Principles

- High School sports and sport-activities programs are education-based;
- Emphasis on the research findings that “fun” remains the primary reason for a student’s participation;
- Participation in high school sports and sport-activities is a privilege;
- Participation in high school sports and sport-activities teaches life skills and perspective and supports the development of positive character; and
- Participation in high school sports and sport-activities supports the academic mission of the school.

Organization Commitment

The staff of the KHSAA, under the leadership of its Commissioner and with the oversight of the Board of Control, will serve its member schools by striving to be the most efficient organization possible for the management of its assigned duties through the Kentucky General Assembly and the Kentucky Board of Education, and by modeling and teaching best practices throughout its operations.

To achieve this commitment, the KHSAA will:

- Operate with a commitment to the Vision and Mission of the organization;
- Promote education and the role of athletics in that process;
- Provide exemplary athletic oversight through efficient, fair, consistent and impartial regulatory decisions;
- Operate with openness that generates trust and with strict fiscal accountability;
- Provide strong impartial, responsive and inclusive leadership at all levels within the association;
- Conduct and administer tournaments of nationally recognized excellence;

- Promote and require accountability and integrity at the highest level within the membership including administrators, coaches, student-athletes and officials at all levels;
- Honor its ultimate purpose, which includes the fostering of lifelong values, good citizenship, ethics and a fair-play approach to life among student-athletes, while promoting safe and sporting-like athletic environments;
- Provide an environment that enhances personal development through sporting behavior, character education, teamwork, leadership, and citizenship while increasing values that partner the educational standards of the Commonwealth of Kentucky;
- Recognize the outstanding accomplishments of Kentucky athletes, teams, coaches, and administrators throughout the KHSAA academic and activity awards programs;
- Promote a year-round consistent message with unrelenting expectations for sportsmanship and citizenship;
- Hold student-athletes accountable when necessary, but ensure that student-athletes are not unjustly sanctioned or otherwise penalized; and
- Preserve the heritage of interscholastic athletics in the Commonwealth.

The efforts for 2017-2018 through 2021-2022 will focus on the following six measurable areas:

PROMOTION AND ENHANCEMENT OF INTERSCHOLASTIC PARTICIPATION

- Promote participation opportunities and the value of participation to all constituencies;
- Promote increased opportunities, specifically for females, in both existing and potential new championship programs (i.e. dance, field hockey, lacrosse);
- Require PA announcements regarding participation at all KHSAA events and provide standard scripts for use at regular season contests in all sports as well as promoting standards for public address announcers;
- Make available electronic public service announcements to all schools for use in promoting all sports and sport-activities;
- Promote all aspects of participation including the social aspect; expanding on the NFHS #MyReasonWhy campaign;
- Promote the fact that participation IS success, not just winning;
- Promote new opportunities for students (sport-activities) which are generally very low cost;
- Recognition for schools appreciably increasing participation;
- Recognition of postseason participation (patches, etc.);
- Develop a recognition program for multi-sport participation (like academic all-state, etc.); and
- Promote continued expansion of inclusive participation within unified/adaptive sports.

EDUCATION OF PARTICIPANTS, COACHES, ADMINISTRATORS, PARENTS AND GENERAL PUBLIC ABOUT BENEFITS OF PARTICIPATION AND NECESSARY REGULATIONS FOR PARTICIPATION

- Renewed and continued emphasis on education of participants, coaches, administrators, parents and the general public about requirements for participation;

- Educate all constituencies on the basic guiding lifetime principles taught through participation including:
 - 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; and
 - Fair Competition- competitors within a competition should have equal opportunity to compete, not necessarily equal opportunity to win or capture a trophy; and
- Emphasize overall development of student-athletes. Participation in athletics should aid in the physiological and psychological development of the student-athlete.

EDUCATION OF SCHOOLS AND SUPPORT ATHLETIC ADMINISTRATORS

- Continue the professionalization of the position of Athletic Administrator in conjunction with the Kentucky High School Athletic Directors Association and the National Interscholastic Athletic Administrators Association, and emphasize the value of that position to the students, schools, school districts, and state;
- Expand the regional administrator's meetings and consolidate the requirements for principal training to allow the Designated Representative (per Bylaw 1) to meet school requirements;
- Review and continually enhance training and regulatory requirements for serving as an Athletic Administrator;
- Conduct focused training into the education of Athletic Administrators early in the school year, particularly those that are new to the position;
- Continue Athletic Administrator training using both in-person training at the onset of a school year and continual training through technology that would be available without travel;
- Assist, as needed, with procuring specialized training surrounding the Accounting Procedures for Kentucky School Activity Funds (the Red Book) and the differences between School Activity Funds and District Activity Funds;
- Continue efforts to assist KHSADA in the movement of their annual conference to the fall to help with new administrator training and absent that move, collaboratively work to bookend the KHSAA fall training and KHSADA spring conference into continued improvement for Athletic Directors, and

- Collaborate with organizations such as NIAAA and KHSADA to develop strategies for long-term Athletic Administrator retention, including realistic expectations for the position;

OFFICIALS AND OFFICIATING

- Provide educational materials to officials for use at the local level in developing and refining skills used in officiating;
- Provide educational materials to emphasize to officials their responsibilities both administratively, and in managing contests;
- Continued emphasis to assigning secretaries regarding the professional conduct expected of officials at all times;
- Emphasize assigning secretary responsibility to schools and students, and its place as a higher priority than a commitment to officials;
- Target recruitment of all demographics, and in particular the recruitment of African Americans and Females per the Federal Court decree, to better serve and mirror participants;
- Target recruitment and retention of officials in all sports with pre-packaged ads, traditional and social media and related posts; and
- Continue to focus on communication with policy boards including required assistance with assigning secretary selection, evaluation, and retention.

RECOGNITION AND PRESERVATION OF THE HISTORICAL IMPORTANCE OF THE KHSAA TO THE CITIZENS OF THE COMMONWEALTH

- Continue to enhance Association archive projects including the KHSAA website and the ECU Archives to ensure the preservation of history and ability to make available to all who desire to see the material;
- Leverage the momentum from the recently concluded 100th-year activities to ensure proper placement of the KHSAA as a leader in education-based athletics;
- Refine Museum project development to allow for continued emphasis and development without de-prioritizing essential KHSAA objectives;
- Refine and implement potential new strategies for display of the Hall of Fame given both space and budget restriction;
- Redirect resources and talent to the movement of much of the ECU Archives project to the KHSAA website for preservation and posterity;
- Annual Meeting recognition of schools with no disqualifications and active participation in the meeting;
- Recognition of 25, 50-year Anniversary teams and other special team recognitions;
- Recognition of Association Outstanding Officials of the Year; and
- Use of all available NFHS Recognition Programs (Spirit of Sport, Heart of the Arts, Coach of the Year, Official of Year, Citations and others).

EFFICIENT AND EFFECTIVE CONDUCT OF THE ATHLETIC PROGRAM INCLUDING ALL ASPECTS OF ORGANIZATIONAL DEVELOPMENT AND ENHANCEMENT

- Activate the Commissioner's student advisory committee to help determine the "real" desires of the participants and educate all entities on their conclusions;
- Activate the Commissioner's Media Advisory Committee to protect the intellectual properties of the KHSAA, be prepared for newer forms of media, and allow for efficient administration of the media aspects of events;
- Help to ensure the long-term viability of the many special programs sponsored by the KHSAA through the development of a functioning foundation, managed separately from the General Fund of the KHSAA;
- Ensure Staff development, retention, growth, cross-training and stability;
- Continue a thorough review leading to simplification (where possible) of rules and regulations;
- Continue expansion of tools within budget constraints for local athletic administrators to take on key roles in the process of bylaw and policy implementation;
- Review the feasibility for development and completion of Parents Information website and information portal (khsaaparents.com) to determine if this long-standing objective is a practical, worthwhile and realistic objective; and
- Continue the work in Sports Medicine and Injury Prevention to benefit the participation of students and the minimization of risk, including the sharing of available resources and playing rules development to stress participant safety.