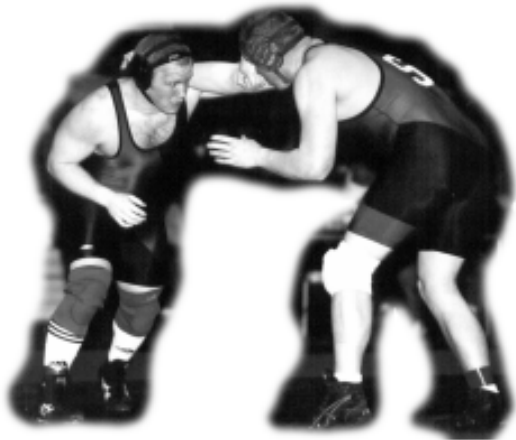


KENTUCKY HIGH SCHOOL ATHLETIC ASSOCIATION

- Executive Summary
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KHSAA

www.khsaa.org

(a kentucky.com affiliate)

1999-2003

STRATEGIC PLAN

**KENTUCKY HIGH SCHOOL ATHLETIC ASSOCIATION
1999-2003 STRATEGIC PLAN GOALS AND OBJECTIVES**

KHSAA BOARD OF CONTROL

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INTRODUCTION AND EXECUTIVE SUMMARY

A. Background

This 1999-2003 Kentucky High School Athletic Association Strategic Plan was prepared under the auspices of the Board of Control of the Association. The KHSAA is a private non-profit organization and operates within Internal Revenue Service code 501 (c) 3 as an independent entity. The Association gets its authority to manage interscholastic athletics from the Kentucky Board of Education through 702 KAR 7:065, an enabling and restricting regulation that affects the makeup of the organization.

In 1992-93, the State Board for Elementary and Secondary Education (now known as the Kentucky Department of Education) directed Kentucky Department of Education staff to conduct a Management Review of the association and its operations. After weeks of analysis, sixty-seven (67) recommendations were delivered to the State Board. In 1993-94, a Task Force commissioned by the Kentucky Board of Education recommended changes in many of the associations' rules, regulations and the governance structure. As a result, the Board of Control now contains 16 members, including four at-large, "non-school" members who are appointed by the State Board.

In 1993-94, the Association also completed a major refinancing package that restructured the organization's long-term debt, consolidating obligations from the 1991 bond issue for construction of the KHSAA headquarters building and the 1992 operating loan from Montgomery and Traders Bank in Mt. Sterling. This refinancing resulted in immediate savings over the short term due to the relief from the operating loan and shortened the length of the loan from 18 years prior to the refinancing, to a 15-year term. This package was refinanced at its anniversary in 1999 to allow the Association to lock in its interest rate for the duration of the loan and seriously move forward toward debt retirement.

With the help and support of the member schools and other constituents, this Association has been able to maintain a stable program. The KHSAA operates under a higher level of disclosure, scrutiny and accountability than ever in its history, and the benefits of the Association to the student-athletes in Kentucky continue to be the primary focus of the organization.

Introduction

In 1917 the principals of a few schools organized the Kentucky High School Athletic Association to regulate, develop and purify high school athletics. Since then each high school accredited by the Kentucky Department of Education has been eligible to join through application by the Principal and the approval of the local Superintendent. In 1998-99 there were 283 members. The Association is a self-managing entity through which the schools may work cooperatively for the betterment of the program. The rules and regulations are made by representatives at the KHSAA Annual Meeting, and then must be approved by the Kentucky Board of Education.

The general control is lodged with a Board of Directors, generally referred to as the Board of Control, which is elected by the member schools. The Association is operated by direction of the Kentucky Board of Education and the Kentucky Commissioner of Education. The Board of Control selects a Commissioner for the Association and the Commissioner is to hire such assistants as deemed necessary to administer the many details of the program. The duties and authority of the Commissioner are defined by the Constitution and Bylaws. These are as binding on the Commissioner and staff as they are on the member schools.

The Association has many responsibilities, a few of the most important being to:

1. Enforce the eligibility regulations pertaining to the student-athletes;
2. Register, train and assign officials;
3. Publish "The Kentucky High School Athlete" containing records of state championships in all sports, as well as reports and information for school administrators, coaches and officials;
4. Enforce the regulations pertaining to member schools;
5. Establish and administer plans for determining state champions in football, wrestling and baseball for boys; basketball, cross country, soccer, swimming, golf, tennis, track for both boys and girls; also volleyball and fast and slow pitch softball for girls.

Authority

The KHSAA is a designated agency of the Kentucky Board of Education as per Kentucky Administrative Regulation 702 KAR 7:065, and as such, the State Board and KHSAA Board must attempt to have a professional yet harmonious relationship. This designation and relevant regulations have developed since the late 1970s when control of all facets of the educational process was reinforced to be with the State Board but authority given to that group to designate an outside agency to manage athletics.

702 KAR 7:065. Designation Of Agent To Manage High School Interscholastic Athletics.

NECESSITY, FUNCTION, AND CONFORMITY: KRS 156.070 requires the Kentucky Board of Education (KBE) to manage and control the common schools, including interscholastic athletics in the schools, and authorizes the KBE to designate an agency to manage athletics. This administrative regulation designates an agent for high school athletics; establishes the financial planning and review processes for the agent; and incorporates by reference the bylaws, procedures and rules of the agent.

Section 1. The Kentucky High School Athletic Association (KHSAA) shall be the Kentucky Board of Education's agent to manage interscholastic athletics at the high school level in the common schools, including a private school desiring to associate with KHSAA and to compete with a common school.

Section 2. To remain eligible to maintain the designation as the agent to manage interscholastic athletics, the KHSAA shall:

- (1) Accept four (4) at-large members appointed by the Kentucky Board of Education to its governing body;
- (2) Sponsor an annual meeting of its member schools;

- (3) Provide for each member school to have a vote on constitution and bylaw changes submitted for consideration at the annual meeting;
- (4) Provide for regional postseason tournament net revenues to be distributed to the member schools in that region participating in that sport, utilizing a share approach determined by the schools within that region playing that sport;
- (5) Require its governing body to establish goals and objectives and perform a self-assessment and submit them annually to the KBE.
- (6) Advise the Department of Education of all legal action brought against the KHSAA;
- (7) Permit a board of control member to serve a maximum of two (2) four (4) year terms with no region represented for more than eight (8) years;
- (8) Employ a commissioner and evaluate that person's performance annually and establish all staff positions upon recommendation of the commissioner;
- (9) Permit the commissioner to employ other personnel necessary to perform the staff responsibilities;
- (10) Permit the Board of Control to assess fines on a member school;
- (11) Utilize a trained independent hearing officer instead of an eligibility committee for an appeal;
- (12) Establish a philosophical statement of principles to use as a guide in an eligibility case;
- (13) As a condition precedent to membership, require each member school and superintendent to annually submit a written certification of compliance with 20 USC Section 1681 (Title IX);
- (14) Conduct all meetings in accordance with KRS 61.805 through 61.850; and
- (15) provide written reports of any investigations into possible violations of statute, administrative regulation, KHSAA Constitution, bylaws, and other rules governing the conduct of interscholastic athletics conducted by KHSAA or their designees to the superintendent and principal of the involved school district and school prior to being made public.

Section 3. Financial Planning and Review Requirements.

- (1) KHSAA shall submit the following financial documents to the KBE:
 - (a) Draft budget for the next two (2) years in November of each year;
 - (b) Annual audit with KHSAA Commissioner's letter addressing an exception within thirty (30) days of receipt of the audit; and
 - (c) Midyear and end-of-year budget status reports by July 30 and January 30, respectively.
- (2) KHSAA shall submit a strategic plan to KBE by June 1 of each year.
- (3) KHSAA shall submit a midyear and annual report by July 30 and January 30, respectively.
- (4) KHSAA shall complete an annual review of its bylaws by October 30 of each year, including the following:
 - (a) Athletic appeals;
 - (b) Eligibility rules;

- (c) Duties of school officials;
 - (d) Contests; and
 - (e) Requirements for officials and coaches.
- (5) KHSAA shall submit to KBE a report of all athletic appeals and their disposition by September 1 of each year. The annual report on appeals shall include the name of the individual, grade, school, and the action taken by KHSAA.

Section 4. The bylaws, tournament rules, due process procedures, and officials' guidebook of the KHSAA Handbook, October, 2000 shall apply to high school interscholastic athletics in Kentucky.

Section 5. Incorporation by Reference. (1) "Kentucky High School Athletic Association Handbook, October, 2000", Kentucky High School Athletic Association, is incorporated by reference.

(2) This material may be inspected and copied at the Office of Legal Services, Department of Education, First Floor, Capital Plaza Tower, Frankfort, Monday through Friday, 8 a.m. through 4:30 p.m.

B. Strategic Planning Process

To prepare the plan, the members of the Board of Control and staff participated in a Strategic Planning Workshop in the fall of 1999 at the Holiday Inn South in Lexington. The Association retained David Bryant of the consulting firm of Bryant and Associates to conduct the seminar. This was the second Strategic Plan utilizing this process as the first plan covered the period from 1995 to 1997 followed by a 1997 to 1999 update / supplement. Previous strategic planning by the Association had been in the form of short-term goal setting driven by the current association needs.

During the seminar, the groups conducted several sessions allowing for equal input by all parties and conducted many exercises in goal setting and consensus building prior to reaching any conclusions.

Near the end of the last biennium cycle, the Association staff and Board of Control reviewed the adopted goals and objectives, making the necessary adjustments to address the 1999-2003 period. After consideration, the Board of Control adopted the revised plan and goals.

C. Values, Missions and Goals

The visionary process that the Board undertook at the beginning of the seminar took the form of ten values, a mission statement and motto, and five goals for the Board and the Association. Values must be the basis for the Association philosophy and are the building blocks for the future. The mission statement must then reflect the broad perspective that the Board and staff must use to guide future actions. From that mission, the goals are developed and an implementation scheme designed.

D. Plan Structure

In addition to the goals outlined above, there are two principal elements in the parts of the strategic plan:

Strategies - These are broad areas of emphasis for the Association's efforts, the areas of greatest importance for overcoming any weaknesses and capitalizing on strengths. The strategies reflect an awareness of the association's current situation and an appreciation for the need for improvement in the future.

Tactics - Tactics are specific actions to be taken in support of the strategies. For each of the tactics, implementations have been identified which allow for the fulfillment of the objective.

The strategies for the Association are linked by a desire to do what is best for all of the young student-athletes in the state, mindful of organizational reviews that have occurred during the past few years.

1999-2003 Strategic Planning Process Values, Missions and Goals

The visionary process that the Board undertook at the beginning of the seminar took the form of ten values, a mission statement and motto, and six goals for the Board and the Association for this strategic planning period. Values must be the basis for the Association philosophy and are the building blocks for the future.

The ten values that are the basis and building blocks for the future are:

- 1. The opportunity for participation for all student athletes who comply with adopted association regulations.*
- 2. Appropriate leadership at all levels within the association.*
- 3. The role of athletics in the education process.*
- 4. Promotion and recognition of good sportsmanship, conduct and citizenship.*
- 5. Quality of the total program of offerings by the association.*
- 6. The highest level of integrity and ethics among all entities of the association.*
- 7. Efficiency and professionalism within all levels of the association.*
- 8. Fairness and consistency as it relates to the application of rules.*
- 9. Accountability of the student athlete, contest official, school representatives, staff and Board of Control members to adhere to association rules.*
- 10. Preservation and recognition of the history and traditions of interscholastic athletics.*

The mission statement must then reflect the broad perspective that the Board and staff must use to guide future actions and is as follows:

The KHSAA shall establish, promote and deliver the highest quality interscholastic athletic programs and activities in an efficient and progressive manner that emphasize participation, safety, sportsmanship and integrity to enhance the educational experience of the student-athlete.

The goals for the Association for this strategic planning period are:

- 1. Develop and implement additional strategies to, and maintain current successful strategies that ensure financial stability and allow for the retirement of the debt on the KHSAA building complex.*
- 2. Study impact of all association rules on effected constituencies, make necessary changes, and develop a plan to educate the member schools and other entities of the policies and procedures of the Association.*
- 3. Produce informational and education materials, conduct workshops and seminars and provide resources to ensure that member schools are fully aware of the provisions of 20 USC Section 1681 (Title IX) and require mandatory certification from schools as to compliance.*
- 4. Develop a plan that will serve to enhance the image of the KHSAA that includes the preservation and recognition of the history and traditions of interscholastic athletics and a positive promotional strategy to educate all constituencies about KHSAA activities and ensure a positive experience for the*

- participants. Emphasize and promote good citizenship and conduct at interscholastic events involving coaches, officials, athletes and spectators.*
- 5. Formulate and monitor strategies and action plans to study the potential development of the KHSAA Hall of Fame and Museum.*

In response to the goals established by the Board of Control, the following strategies and objectives are proposed.

GOAL 1.0- Develop and implement additional strategies to, and maintain current successful strategies that ensure financial stability and allow for the retirement of the debt on the KHSAA building complex.

Strategy 1.1- Pursue an aggressive fund raising and promotional strategy seeking additional ancillary revenue for the Association while protecting existing programs.

The KHSAA will continue to pursue new and unique approaches regarding corporate involvement in stabilizing its financial operations. In addition, it is imperative that all possible steps be taken to protect the revenue and limit the expenses that are generated by current operations.

Tactic 1.1.1- Through corporate, novelty and other royalty producing programs as well as other sources, increase the revenue line items of the KHSAA budget.

Implementation 1.1.1.1 - Strengthen the marketing position for KHSAA events through advertising and the involvement of host communities.

Implementation 1.1.1.2 - Expand the current novelty and licensing program, including enforcement of trademarks.

Implementation 1.1.1.3 - Develop and evaluate a program to sell officiating supplies and equipment to KHSAA registered officials.

Implementation 1.1.1.4 - Expand the use of the Sweet Sixteen® and Sweet 16® trademarks to include other sports such as football, soccer, volleyball, baseball and softball.

Tactic 1.1.2- Seek corporate sponsorship dollars through marketing.

Implementation 1.1.2.1 - Maintain open lines of communication with regional and national marketing firms for corporate sponsorship packages that are being introduced across the country to support state high school associations.

Implementation 1.1.2.2 - Continue making strong efforts to maintain sponsorship dollars with long-term commitments including title sponsorship of KHSAA events.

Implementation 1.1.2.3 - Develop contracts regarding athletic equipment and supplies for KHSAA sponsored championships and distribute this information to member schools in a timely manner.

Implementation 1.1.2.4 - Explore and expand opportunities to utilize professional marketing and promotional firms to increase revenues for all championship events.

Strategy 1.2 - Practice fiscal restraint and management controls over the current business operations of the Association.

The KHSAA has completed a multi-year review of its operating budget and made substantial expense cuts and operational revisions. With proper training and the continued use of outside professional advice to complement internal expertise, these controls have now become standard operating procedure.

Tactic 1.2.1- Maintain expense controls through current pattern of budget review on a quarterly basis.

Implementation 1.2.1.1 - Analyze the budget and utilize professional agencies for financial advice.

Implementation 1.2.1.2 - Ensure that staff and Board of Control members are educated as to the budget for particular activities and the need to comply with these budgetary limits.

Tactic 1.2.2- Educate staff on technology to improve efficiency and maintain highest possible performance standards.

Implementation 1.2.2.1 - Schedule staff education through seminars and training conducted by state government, other state agencies, outside businesses and videotape programs. Utilize in-house training on KHSAA equipment where practical and feasible.

Implementation 1.2.2.2 - Conduct periodic training programs in-house or using outside sources based on the needs of new employees and those in need of "refresher" courses.

Implementation 1.2.2.3 - Training will be ongoing as technology is upgraded including updates to videotapes and other training materials.

Tactic 1.2.3- Maintain physical plant facility and equipment in optimum condition to maintain high efficiency level.

Implementation 1.2.3.1 - Assign responsibilities for specific equipment.

Implementation 1.2.3.2 - Maintain equipment including the use of service contracts to ensure longest possible useful life.

Implementation 1.2.3.3 - Conduct analysis to justify equipment purchases to make certain the needs exist.

Implementation 1.2.3.4 - Review physical plant and building needs on a bimonthly basis and reports from the physical plant director at regular staff meetings.

Tactic 1.2.4- Market all revenue line items including tickets to events, Hall of Fame fund raising, advertising, novelties and publication sales.

Implementation 1.2.4.1 - Complete the evolution of the KHSAA into a business form of operation.

Implementation 1.2.4.2 - Sell event tickets to all attendees while keeping complimentary tickets to a minimum.

Implementation 1.2.4.3 - Ensure that the Hall of Fame banquet, Hall of Fame Golf and other related programs are self-supporting.

Implementation 1.2.4.4 - Develop a school service program through publication sales and by aggressively marketing the Associations' positive benefits that will have a long-term impact on Association fund raising.

Strategy 1.3- Exercise control and optimize usage of Association funds.

The member schools expect the staff and Board of Control to be financially prudent with Association funds. All decisions related to Association funds must be carefully analyzed when analyzing or impacting the financial stability of the Association.

Tactic 1.3.1- Annually review the schedule of school dues versus KHSAA financial needs to better predict the need for future changes in the fee structure.

Implementation 1.3.1.1 - Review dues structure annually following the receipt of the Association audit. Should changes be made in this structure, give schools as much notice as feasible.

Implementation 1.3.1.2 - Annually inform the member schools of the financial status of the Association through publications and presentations.

Tactic 1.3.2- Study services provided to all members, including schools and officials.

Implementation 1.3.2.1 - Offer services to member schools which will maintain a high level of support and participation in the development of Association rules, regulations and policies to ensure financial stability. The level of services provided should be determined by routine needs assessment surveys of the membership.

Implementation 1.3.2.2 - Maintain and upgrade services for officials including recruitment, training, clinics and seminars, postseason assignments and insurance.

Implementation 1.3.2.3 - Continue to develop programs for the member schools, coaches, athletes and general public that emphasize sportsmanship.

Implementation 1.3.2.4 - Recognize member schools and athletes for maintaining a high level of sportsmanship in cooperation with outside groups via recognition programs.

Tactic 1.3.3- Continue to study controlled school dues rebate pool of general fund income over expenses for implementation when the long-term debt on the KHSAA headquarters is retired.

Implementation 1.3.3.1 - Any rebate plan should be structured to where the KHSAA is not placed in an adverse financial position before all revenue-producing events are completed.

Implementation 1.3.3.2 - Any rebate program calculations should consider the services supplied to and provided for the membership by the Association.

Implementation 1.3.3.3 - The rebate program must be based on the actual revenue and expenses incurred during each fiscal year.

Strategy 1.4- Analyze event structures and financial management practices

The KHSAA must continually analyze the financial impact of its tournament structures. Constant analysis and review will ensure that tradition does not inhibit progress as it relates to the financial stability of the organization.

Tactic 1.4.1- Study time frames for all events, including optimum times for conducting state basketball tournaments.

Implementation 1.4.1.1 - Maintain advance tournament sites, dates and times for all postseason play to lessen conflicts with public and private facilities and events where feasible. Special consideration should be afforded the potential conflict between the state basketball tournaments and NCAA basketball tournament games, and the conflict with other events

that may impact other high revenue events such as the football championships.

Implementation 1.4.1.2 - Study sports programs and the impact of outside influences such as event conflicts, weather and sports seasons.

Implementation 1.4.1.3 - Conduct all KHSAA championships to maximize exposure for the event while minimizing conflicts with other offerings.

Tactic 1.4.2- Study event formats in all sports as necessary to ensure the balance between competitive fairness and financial stability.

Implementation 1.4.2.1 - Study all sports programs in relation to school enrollment classifications where applicable.

Implementation 1.4.2.2 - Study alternative alignments for all sports programs on a regular basis.

Implementation 1.4.2.3 - Determine the impact of changes in tournament formats and particularly the financial impact. Where practical, this could be done with the involvement of the sports advisory committees.

Implementation 1.4.2.4 - Maintain a strong geographic basis for the alignment of teams, emphasizing limited travel and time missed from school, and localizing competition.

Tactic 1.4.3- Implement final wording for policies related to site selection for all events.

Implementation 1.4.3.1 - Develop criteria to ensure optimum revenue at all events.

Implementation 1.4.3.2 - Consideration of all factors including maintenance and other "hidden" charges as the primary criteria for site selection.

Implementation 1.4.3.3 - Utilize revised site selection policies for postseason basketball tournaments, including desired dates of play.

Tactic 1.4.4- Develop consistent event expense policies and procedures.

Implementation 1.4.4.1 - Continually review the expense reimbursement policy of the Association for team sports (soccer, football, volleyball, basketball, baseball and softball).

Implementation 1.4.4.2 - Review feasibility of expense reimbursement for schools participating in individual sports (cross country, golf, swimming, wrestling, tennis and track).

Implementation 1.4.4.3 - Develop guidelines for compensation of event managers and other support personnel.

GOAL 2.0- Study impact of all association rules on effected constituencies, make necessary changes, and develop a plan to educate the member schools and other entities of the policies and procedures of the Association.

Strategy 2.1 - Conduct a thorough review of each proposed regulation change to the KHSAA Constitution and Bylaws prior to final consideration by the Board of Control.

A thorough analysis of all possible impacts should be done prior to any change in KHSAA regulations. The Board of Control must have as its final objective, the recommendation of any changes necessary for the well being of the student-athlete.

Tactic 2.1.1 - Appoint new and utilize existing committees and organizations to complete a regular thorough review process prior to making changes and conduct focused committee sessions to ensure consideration of all issues.

Implementation 2.1.1.1- Select committee members with varied interests and involvements.

Implementation 2.1.1.2 - Include all affected groups in discussions and considerations.

Implementation 2.1.1.3 - Seek input from participants, parents and school administrators regarding the impact of any change.

Tactic 2.1.2 - Utilize all available resources and consult related organizations when considering changes to KHSAA rules including a thorough review of possible ramifications.

Implementation 2.1.2.1 - Utilize KHSAA input on National Federation committees and utilize other National Federation resources when studying the impact of additional or revised regulations.

Implementation 2.1.2.2- Consider changes in utilization of school resources in any regulation change discussion.

Implementation 2.1.2.3- Study and compare application of rules to different sports, the need for consistency vs. the need for exceptions and variances. Also consider the impact of "variations" of KHSAA offerings such as 4-person volleyball and 3-on-3 basketball.

Implementation 2.1.2.4- Consider impact of additional regulations on sports and preseason practice and on insurance policies and provisions.

Implementation 2.1.2.5- Continue studying impact of the Americans with Disabilities Act on KHSAA sport offerings.

Tactic 2.1.3 - Recommend changes to KHSAA rules.

Implementation 2.1.3.1 - Draft any necessary language changes to KHSAA regulations.

Implementation 2.1.3.2 - Ensure adequate opportunity for input of member schools via discussion at the Annual Meeting or in another alternative forum.

Implementation 2.1.3.3 - Ensure Board of Control consideration and discussion of any change in KHSAA regulations approved by the member schools and determine a recommendation for implementation of the proposal to the Kentucky Board of Education.

Implementation 2.1.3.4 - Draft changes necessary to be made by Kentucky Board of Education in conjunction with Kentucky Department of Education legal counsel to reduce contradictory regulations.

Implementation 2.1.3.5 - Request submission of any legislation should it be deemed necessary and work in a pro-active manner with members of the General Assembly prior to and during any legislative session to ensure that all views and impacts of an issue are considered.

Strategy 2.2- Expand communication with KHSAA member schools, registered officials, student-athletes, the general public and all other effected constituencies.

The KHSAA must use its communication tools to educate its target constituents and to ensure the distribution of appropriate information.

Tactic 2.2.1- Utilize "The Athlete" magazine to report Board action, KHSAA news, officials' items of interest and current calendar of events.

Implementation 2.2.1.1 - Establish deadlines for timely and regular distribution.

Implementation 2.2.1.2 - Explore alternative formats to decrease the number of periodicals.

Implementation 2.2.1.3 - Include a particular section dedicated to officials on a regular basis.

Tactic 2.2.2 - Expand usage of communication tools such as publications and KHSAA Web Site to summarize current KHSAA issues for member schools, student-athletes, parents, and other related constituents.

Implementation 2.2.2.1 - Include any changes in the Annual Meeting informational seminars and in the regional meetings with schools and require information distribution to student-athletes.

Implementation 2.2.2.2. - Establish deadlines for timely and regular distribution and update of information and adequately monitor adherence to these deadlines.

Implementation 2.2.2.3 - Utilize releases and publications to publicize results of investigations and any penalties levied against member schools and officials.

Implementation 2.2.2.4 - Utilize the Association Web Site for the distribution of timely information to the member schools, officials, media and other constituents.

Implementation 2.2.2.5 - Publish penalties and fine schedule in "The Athlete" and other publications and communication outlets on a regular basis

Implementation 2.2.2.6 - Develop methods to educate student-athletes on KHSAA rules.

Tactic 2.2.3- Develop periodic public service announcements such as "Did You Know?" segments for use in television, radio and print campaigns.

Implementation 2.2.3.1 - Include regular "Did you know?" public service announcements as a reminder tool regarding KHSAA Bylaws. This should be done throughout the year as well as during "peak" publicity times.

Implementation - 2.2.3.2 - The focus of the "Did You Know?" segments will be KHSAA bylaws that govern student-athletes.

Implementation - 2.2.3.3. - Establish statewide broadcasting network for distribution of public service announcements.

Implementation - 2.2.3.4 - Utilize all broadcast avenues for distribution -- radio, TV, cable, etc.

Strategy 2.3- Conduct on-site seminars with membership constituencies on a regular basis.

The "Regional Meeting" concept used successfully by the KHSAA and other states is vital to communication with the membership. This educates the constituents as to the role of the KHSAA and its operations.

Tactic 2.3.1- Conduct a series of meetings on KHSAA rules, policies and procedures.

Implementation 2.3.1.1. - Emphasize current bylaw interpretations and changes approved by the Annual Meeting or through referendum and distribute these as part of the final agenda.

Implementation 2.3.1.2 - Review changes made by Board of Control as part of annual review of KHSAA operations required by 702 KAR 7:065.

Implementation 2.3.1.3 - Inform school personnel of the schedule and forms changes for the coming school year.

Tactic 2.3.2- Expand sports rules clinic formats as necessary to educate coaches and officials on Association rules and policies in addition to sports playing rules.

Implementation 2.3.2.1 - Include current issues such as sportsmanship, ethics, integrity, safety and communicable disease issues in meetings with coaches and officials.

Implementation 2.3.2.2 - Include relevant bylaws and Association policies in the meeting format.

Tactic 2.3.3 - Maintain and develop auxiliary training programs.

Implementation 2.3.3.1- Assist with the implementation of National Federation Interscholastic Coaching Education Program to include assistance with training of instructors.

Implementation 2.3.3.2 - Assist the Kentucky Medical Association in the planning and evaluation of the biennially required medical symposium.

Strategy 2.4- Utilize the KHSAA Annual Meeting for education and training purposes for KHSAA members.

The KHSAA has its membership at one site one time per year. This forum must be used for the education of its delegates as to the expectations of the Association.

Tactic 2.4.1- Include seminar topics on current issues as they relate to the KHSAA.

Implementation 2.4.1.1 - Conduct seminars on specific KHSAA Bylaws and/or Tournament Rules.

Implementation 2.4.1.2 - Conduct seminars on KHSAA current operations.

Implementation 2.4.1.3 - Conduct seminars on the operation and management of postseason events including security, safety and health concerns.

Implementation 2.4.1.4 - Conduct seminars on legal issues such as Title IX and the American with Disabilities Act as they relate to high school athletics.

Tactic 2.4.2- Conduct round table discussion groups on KHSAA regulations and proposed changes to those regulations.

Implementation 2.4.2.1 - Conduct question and answer sessions with staff and membership on current topics.

Implementation 2.4.2.2 - Conduct targeted discussion groups on most common bylaw violations and most frequently asked questions.

Implementation 2.4.2.3 - Provide opportunity for input from the membership for improvement of the Association operations. This can be done at the Annual Meeting or through regular survey instruments.

Tactic 2.4.3- Educate delegates on meeting procedures and ensure compliance with these procedures.

Implementation 2.4.3.1 - Develop communication tools to ensure efficient meeting operations.

Implementation 2.4.3.2 - Compile meeting results and communicate unresolved issues to the delegates.

Implementation 2.4.3.3 - Annually evaluate the format of the meeting for potential revision and improvement.

Implementation 2.4.3.4 - Conduct the business meeting in accordance with adopted policies and procedures.

Strategy 2.5- Continue to refine procedures to manage KHSAA affairs.

The KHSAA must continue to formalize and document its policies and procedures to ensure Association credibility and defensibility.

Tactic 2.5.1- Continue to refine procedures for the use of KHSAA forms including production of a "forms directory". Consider cooperation with outside organizations to produce the directory.

Implementation - 2.5.1.1 - Include instructions and timetable for completion of individual forms and specify a contact person at the Association.

Implementation 2.5.1.2 - Compilation of forms manual to include the most up-to-date versions and distribute to all member schools.

Implementation 2.5.1.3 - Prepare all forms in a consistent manner so that they can easily be placed on the KHSAA web site.

Implementation 2.5.1.4 - Establish a regular review of all forms to verify that all KHSAA decisions are accurate.

Implementation 2.5.1.5 - Expand forms needs where required.

Tactic 2.5.2- Continue to emphasize standardization of penalties for all violations to ensure consistent and fair treatment.

Implementation 2.5.2.1 - Insist on members of school administration passing information on to players, parents and coaches.

Implementation 2.5.2.2 - Impose proper penalties for non compliance or failure to adhere to deadlines.

Implementation 2.5.2.3 - Eliminate verbal decisions and make certain written rulings take precedence over verbal statements.

GOAL 3.0 - Produce informational and education materials, conduct workshops and seminars and provide resources to ensure that member schools are fully aware of the provisions of 20 USC Section 1681 (Title IX) and require mandatory certification from schools as to compliance.

Strategy 3.1 - The KHSAA shall produce informational and educational materials, workshops and seminars for use by the memberships.

By directive, the KHSAA is to assist the Kentucky Department of Education and other interested agencies and groups to educate the member schools on the provisions of such legislation and regulations as Title IX and work to monitor compliance.

Tactic 3.1.1 –The KHSAA shall produce and update on a routine basis, a complete manual related to Title IX Compliance Material and Require Submission of verification materials on an annual basis.

Implementation 3.1.1.1 – Include in the manual a checklist and forms to be used by the school representatives in verifying compliance.

Implementation 3.1.1.2 – Include recent interpretations of Title IX for use by the membership as distributed by the Office of Civil Rights, National Federation of State Association, Kentucky Department of Education and other groups.

Implementation 3.1.1.3 – Maintain through all forms of due diligence, all applicable copyrights to these documents.

Tactic 3.1.2 – Use KHSAA Annual Meeting and other available workshops and public relations tools to educate the member school on the provisions of Title IX.

Implementation 3.1.2.1 – Include Title IX as an annual workshop topic at the Annual Meeting.

Implementation 3.1.2.2 –Conduct or help to conduct workshops with agencies such as Kentucky School Boards Association, Kentucky Department of Education and others to educate the membership.

Implementation 3.1.2.3 – Use KHSAA public relations tools such as a weekly coach’s show, news releases, other publications and news access to highlight not only this legislation regarding Title IX, but to focus on female participants.

Strategy 3.2 – The KHSAA shall develop a mandatory certification system whereby its member schools pledge compliance.

The KHSAA must develop and maintain a written system of checklists, forms and publications to assist the membership and then require submission of these items.

Tactic 3.2.1 – Require verification from membership on a regular basis as to compliance with the provisions of Title IX.

Implementation 3.2.1.1 – Require completion of a form on an Annual basis signed by the Principal verifying compliance as a condition of membership in the Association.

Implementation 3.2.1.2 –Require submission of audit materials on a regular basis with documentation verified as to its being received by the Association.

Tactic 3.2.2 – Provide forms and documents.

Implementation 3.2.1.1 – Develop and maintain a list of forms to be completed by the membership on a regular basis.

Implementation 3.2.1.2 – Make all forms available via notebook, other forms of distribution, and a secure location on the KHSAA web site.

Strategy 3.3 – The KHSAA shall conduct field visits by staff and designated representatives to audit compliance of schools

The KHSAA must continually strive to be visible to its membership and comply with Kentucky Board of Education directives by visiting with the membership, examining facilities, and assisting with analysis of the Title IX compliance monitoring within each school.

Tactic 3.3.1 – Designate Twenty (20) percent of association membership per year to be included in random audits of Title IX Compliance.

Implementation 3.3.1.1 – Provide checklist of requested material to Superintendent, Principal and Athletic Director within each school.

Implementation 3.3.1.2 – Provide school permanent Title IX folder for inspection upon request.

Implementation 3.3.1.3 – Specify necessary attendance at any meeting held during the audit visit.

Tactic 3.3.2 – Review information gathered on visits and issue summary report for schools with specific concerns addressed along with any remedies.

Implementation 3.3.2.1 – Review any corrective action plan and recommend revisions if necessary.

Implementation 3.3.2.2 – Continual monitoring of corrective action timetable for implementation.

Implementation 3.3.2.3 – Recognize schools or programs that are in compliance.

Implementation 3.3.2.4 – Retain copy of report for analysis and comparison.

GOAL 4.0 - Develop a plan that will serve to enhance the image of the KHSAA that includes the preservation and recognition of the history and traditions of interscholastic athletics and a positive promotional strategy to educate all constituencies about KHSAA activities and ensure a positive experience for the participants. Emphasize and promote good citizenship and conduct at interscholastic events involving coaches, officials, athletes and spectators.

Strategy 4.1 – Utilize public relations, media and Internet partners as well as using other promotional tools to promote KHSAA events, their participants and the Association.

Regardless of how long an event has been in existence, it is critical that the KHSAA continue to market and promote its activities to maintain the current level of support, or increase that level of support in the face of extreme competition for the entertainment dollar.

Tactic 4.1.1 – Use KHSAA existing partnership with Host USA as well as other public relations and marketing options to test market a television and/or radio show to promote current activities and high school sports in general.

Implementation 4.1.1.1 – Highlight all sanctioned sports and officials through consistent promotions.

Implementation 4.1.1.2 – Promote the Host USA Student Athlete-of-the-week, Team-of-the week, and School-of-the-week concepts while ensuring equal treatment for all KHSAA constituencies.

Tactic 4.1.2 – Continue and potential expand ancillary programs such as Academic All-State, Sportsmanship, Game Guy, and Scholarship Recognition.

Implementation 4.1.2.1 – Secure long-term partnership contract to ensure the continuance of the Academic All-State program.

Implementation 4.1.2.2 – Secure long-term partnership contract to ensure the continuance of the Sportsmanship Banquet and Scholarship Program.

Implementation 4.1.2.3 – Promote other KHSAA awards programs such as Game Guy and Academic Scholarships to improve participation and ensure that all Association entities are represented.

Tactic 4.1.3- Pursue an aggressive strategy to promote the positive benefits of athletic participation on the lives of young people.

Implementation 4.1.3.1 - Expand usage of "Commissioner's Notes" and other tools to inform and educate the member schools and the general public about the KHSAA programs.

Implementation 4.1.3.2 - Develop new or utilize existing programs that will illustrate the benefits of athletic participation to the general public such as the National Federation Activities Weeks Promotion Material.

Implementation 4.1.3.3 - Support educational seminars on the positive benefits of athletics and its influence on the lives of young people. Emphasis should be placed on all facets of the interscholastic program that promote and enhance gender equity and increased opportunities for participation and involvement by females and previously underrepresented populations.

Strategy 4.2 – Use the KHSAA web site to continue to promote the Association and as a means of ensuring consistent information.

During this information age, it is critical that the Association remain current in its efforts to promote its students, activities and organization as well as supply basic information through its web site.

Tactic 4.2.1- Complete the transformation of all available association information to the KHSAA web site.

Implementation 4.2.1.1 – Place all KHSAA publications on the web site in such a manner as to protect existing revenue while utilizing the site as a means of distributing consistent information.

Implementation 4.2.1.2 – Place all KHSAA tournament site information, instructions and details on the web site to ensure the highest level of public participation.

Tactic 4.2.2- Expand the use of the KHSAA web site for e-commerce and revenue building activity as well as using the site as a means of communication with the schools and officials of the Association.

Implementation 4.2.2.1 – Use the KHSAA web site to sell tickets, publications, videotapes, and event souvenirs to encourage attendance and participation.

Implementation 4.2.2.2 – Add the capability for officials and schools to update their information on a constant basis to help ensure good communication with the Association.

Implementation 4.2.2.3 – Use the web site to announce new events and promote upcoming events, activities and association undertakings.

Strategy 4.3 – Ensure that the past traditions and histories of the Association are preserved and maintained for use by future generations and for promoting current and future activities.

Despite the ever-changing technology, etc., it is imperative that the Association preserve its proud history, records and traditions to better understand the history and evolution of high school sports in the Commonwealth.

Tactic 4.3.1- Maintain the traditions of the Association by promoting the Dawahares / KHSAA Hall of Fame.

Implementation 4.3.1.1 – Streamline and clarify the nomination and induction process to remove any perceptions or misperceptions as to the integrity of the process.

Implementation 5.3.1.2 – Actively promote ticket sales to the induction banquet to ensure the proper recognition for the individuals who have been selected.

Implementation 5.3.1.3 – Use all methods possible to increase the pool of available nominees prior to the screening committee meeting.

Tactic 4.3.2- Maintain the archives and records of the Association in accordance with Association policy.

Implementation 4.3.2.1 – Assess the inventory of the Association archives at Eastern Kentucky University and ensure their availability through all reasonable methods.

Implementation 4.3.2.2 – Preserve and protect Association records to make certain that no useful record is destroyed or damaged.

Implementation 4.3.2.3 – Study alternative methods for the storage of videotapes and past films of Association events including the championship games.

Strategy 4.4 – Enhance participation experience of fans and participants at KHSAA events and ensure adequate coverage of officials at contests.

Using all methods available, the Association must continue to try to add new things to its events, as it must recognize that there are many alternatives for paying fan's entertainment choices.

Tactic 4.4.1 – Add social and special activities to each state event to promote attendance and enhance the experience.

Implementation 4.4.1.1 – Utilize handouts, fliers, distributed novelties and other items to encourage an air of enthusiasm at events.

Implementation 4.4.1.2 – Expand the usage of pre-event ceremonies such as pyrotechnics, light shows, and other props that contribute to an atmosphere conducive to attendance by today's young people as well as veteran fans.

Tactic 4.4.2- Actively promote the recruitment of officials.

Implementation 4.4.2.1 - Produce media advertisements and public service announcements to promote recruitment.

Implementation 4.4.2.2 - Produce and distribute posters and other promotional material to recruit officials.

Implementation 4.4.2.3 - Produce camera-ready ad copy to be distributed to local schools for use in recruitment of officials.

Implementation 4.4.2.4 - Utilize local league contacts to allow new officials entry-level opportunities for experience.

GOAL 5.0 - Formulate and monitor strategies and action plans to study the potential development of the KHSAA Hall of Fame and Museum.

Strategy .1- Pursue an aggressive fund raising and promotional strategy to retire the long-term debt on the KHSAA building and begin development of the Hall of Fame and Museum area.

The KHSAA must involve itself with outside organizations to secure financial assistance. This will include nontraditional approaches regarding corporate involvement. It may also involve the KHSAA directly soliciting private corporations. In addition, it may become vital to involve the member schools in a manner that would offer a financial return to the schools willing to help in an effort to retire the Association debt.

Tactic 5.1.1- Final development of a Foundation to retire debt and begin development of the KHSAA museum utilizing a network of state banks and businesses, and the designation of trust funds with the Association as the beneficiary.

Implementation 5.1.1.1 - Legally organize the Foundation as a separate educational and professional business entity and maintain operations and funds outside of the KHSAA General Fund.

Implementation 5.1.1.2 - Integrate all Association efforts to ensure the retirement of the long-term debt and development of the KHSAA museum.

Implementation 5.1.1.3 - Develop Foundation Board of Directors and ensure cross-demographic representation with a strong emphasis on the ability to adequately monitor the financial impact of all decisions made by the Building Fund Raising and Hall of Fame and Museum Development Committee.

Tactic 5.1.2 - Revise the composition and clearly develop the mission of the KHSAA Building Fund Raising and Hall of Fame and Museum Development Committee.

Implementation 5.1.2.1 - Develop a Building Fund Raising and Hall of Fame and Museum Development Committee and ensure cross-demographic representation.

Implementation 5.1.2.2 - Criteria for selection and appointment to this committee must include the proven ability to raise funds and influential access to various constituencies.

Implementation 5.1.2.3 - The committee's efforts should be divided among conceptual development, implementation and fund raising.

Tactic 5.1.3- Through brick sales, facility rental, and other sources, increase the building fund revenue line items of the KHSAA budget.

Implementation 5.1.4.1 - Continue Court of Support brick sales efforts local organizations and marketing firms with commissions paid on sales. Review current commission sales agreement to determine if it is competitive with the market place.

Implementation 5.1.4.2 - Enhance the financial stability of the KHSAA through the rental of the museum space with funds targeted for museum development.

Strategy 5.2- The Board of Control and the Commissioner must aggressively pursue the development of the KHSAA Hall of Fame and Museum.

The Association and its Board of Control made commitments during the construction of its new headquarters to the development of its 16,500 square foot museum space. After financial stabilization and fund raising procedures are in place, the actual development of the museum must continue to maintain Association integrity with its membership.

Tactic 5.2.1 - The Board of Control must maintain an active role in the oversight and development of the project.

Implementation 5.2.1.1 - The Board of Control should appoint a Standing Committee to oversee the development of the KHSAA museum, and work as an oversight entity with the Building Fund Raising and Hall of Fame and Museum Development Committee.

Implementation 5.2.1.2 - The Board of Control shall ensure that regular reports are made in public Board of Control meetings as to the status of the project and any financial impact.

Tactic 5.2.2 - The Building Fund Raising and Hall of Fame and Museum Development Committee shall pursue the development of a model image of the proposed museum.

Implementation 5.2.2.1 - Proposals should be solicited from companies experienced in the conceptual development of similar project to aid the committee in decisions relative to implementation.

Implementation 5.2.2.2 - A model or simulation of the proposed Hall of Fame and Museum should be developed for presentation to potential contributors, sponsors or other entities interested in donating funds or items to the museum.

Tactic 5.2.3 - The Building Fund Raising and Hall of Fame and Museum Development Committee shall develop a formal fund raising plan to finance any development of the KHSAA museum area.

Implementation 5.2.3.1 - The KHSAA Board of Control should ensure that representative donations and commitments for donations are made to the museum project to demonstrate to the corporate community that there is genuine support for the project.

Implementation 5.2.3.2 - The committee should consider the development of grant proposals to seek federal and other funds for the project by ensuring the recognition of previously underrepresented populations and entities.

Implementation 5.2.3.3 - The committee should ensure that no funds are expended or recommended to be expended for which treasuries do not already exist.

Implementation 5.2.3.4 - The committee should recommend to the Board of Control through the standing committee any additional fund raising strategies to be utilized in the development of this project.