

2003-07



Kentucky High School Athletic Association

Operational Strategic Plan

STARTING OUR 87th YEAR OF SERVICE TO KENTUCKY SCHOOLS

MISSION STATEMENT

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.

Goal 1.0- Financial Stability and Debt Retirement

Goal 2.0- Educate KHSAA Constituencies

Goal 3.0 - Staff Growth and Development

Goal 4.0 - Monitor and Audit Compliance with KHSAA Rules.

Goal 5.0 - Enhance and Promote Current Programs and Preserve History.

Goal 6.0 - Promote Citizenship and Sportsmanship.

www.khsaa.org

(a kentucky.com affiliate)



*Member of
National Federation
of High School Associations*

**KENTUCKY HIGH SCHOOL
ATHLETIC ASSOCIATION**

**2003-2007 STRATEGIC PLAN
GOALS AND OBJECTIVES**

KHSAA BOARD OF CONTROL

Chuck Broughton, 2007, Owensboro
Lonnie Burgett, 2005, Mayfield
Gary Dearborn, 2007, Cynthiana
Paul Dotson, 2004, Belfry
Cynthia Elliott, 2007, Jackson
Betsy Glover, 2004, Lewisport
Paula Goodin, 2007, Pineville
Sally Haeberle, 2006, Ashland
Stan Hardin, 2006, Louisville
Ken Hurt, 2005, Lancaster
Kathy Johnston, 2003, Lexington
L.V. McGinty, 2004, Paducah
Steve Parker, 2005, Lexington
Jeff Perkins, 2005, Somerset
Eddie Saylor, 2004, Molus
Bob Schneider, 2008, Newport
James Sexton, 2006, Louisville
Bob Stewart, 2006, Louisville
Jerry Taylor, 2006, Munfordville

KHSAA EXECUTIVE STAFF

Brigid DeVries, Commissioner
Larry Boucher, Assistant Commissioner
Julian Tackett, Assistant Commissioner
Roland Williams, Assistant Commissioner
Butch Cope, Director of Promotions and Media Relations
Ken Tippet, Fund Raising Consultant

July, 2003

2280 Executive Drive
Lexington, KY 40505
(859)299-5472
(859)293-5999 (FAX)

CONTENTS

Review of Background and Process	3
Authority	4
Strategic Planning Process	7
Values, Missions, Goals	7
Goal 1	9
Goal 2	13
Goal 3	18
Goal 4	20
Goal 5	22
Goal 6	25

BACKGROUND

This Kentucky High School Athletic Association Strategic Plan, adopted for 2003-2007, 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 which affects the makeup of the organization.

In 1992-93, the State Board for Elementary and Secondary Education (now known as the Kentucky Board 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 was revised to contain 16 members, including four at-large, "non-school" members who are appointed by the Kentucky Board of Education. The limit of games was changed in many sports, and the Association has appointed committees to study the governance of middle school athletics and additional rules concerning cheerleading. These are only a few of the changes which could plot the Association's course for the next several years.

In 2002, the General Assembly of the Commonwealth of Kentucky passed a piece of legislation, expanding the Board of Control to 18 members, to include two representatives elected specifically from the non-public members of the Association. During the 2002-2003 school year, the Association made an

advance payment on its long term debt which reduced the overall length of the original bond issue by more than two years. The building debt is on schedule to be retired in 2007.

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 2002-2003 there were 284 members. The Association is a self-managing entity, through which the schools work cooperatively for the betterment of the program. The rules and regulations are made by the local board appointed representative selected by school personnel.

The general control is lodged with a Board of Directors, generally referred to as the Board of Control, who are elected by the member schools. The Association is operated under the direction of the Kentucky Board of Education and the State Commissioner of Education. The KHSAA Board of Control selects a Commissioner for the Association and the Commissioner hires the assistants necessary to administer the many functions of the association. 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 are to:

- (1) enforce the eligibility regulations pertaining to participants;
- (2) license, 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.
- (6) Monitor Title IX compliance

Authority

The KHSAA is the designated agency of the Kentucky Board of Education as per Kentucky Administrative Regulation 702 KAR 7:065. This designation and subsequent regulations have developed since the late 1970s when it was determined that the ultimate jurisdiction for all scholastic related programs was under the authority of the Kentucky Board of Education.

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

NECESSITY, FUNCTION, AND CONFORMITY: KRS 156.070(2) 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;
- (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 annually establish goals and objectives for its commissioner and perform a self-assessment and submit the results annually to the KBE by October 31;
- (6) Advise the Department of Education of all legal action brought against the KHSAA by October 31;
- (7) Permit a board of control member to serve a maximum of two (2) consecutive four (4) year terms with no region represented for more than eight (8) consecutive years;
- (8) Employ a commissioner and evaluate that person's performance annually by October 31, 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)(a) Conduct field audits of the association's entire membership over a five (5) year period regarding each school's compliance with 20 USC Section 1681 (Title IX) and submit summary reports including the highlighting of any deficiencies in compliance on a regular (not less than three (3) times annually) basis to the Kentucky Board of Education as requested; and
(b) 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 annually submit the following documents to the KBE:
 - (a) Draft budget for the next two (2) fiscal years, including the current year;
 - (b) End-of-year budget status report for the previous fiscal year;
 - (c) Revisions to the KHSAA Strategic Plan as a result of an annual review of the plan by the KHSAA governing body;
 - (d) A summary report of operations including financial, legal and administrative summaries of actions taken and other items ongoing within KHSAA. This report shall also include a summary of items affecting:
 1. Athletic appeals and their disposition including the name of the individual, grade, school, and the action taken by KHSAA;
 2. Eligibility rules;
 3. Duties of school officials;
 4. Contests and contest limitations;
 5. Requirements for officials and coaches; and
 6. Results of a biennial review of its bylaws that results in a recommendation for a change, directing any proposals for change in association rules to be considered for vote by the member schools at the next legislative opportunity; and
 - (e) A review of all items which have been submitted to the membership for approval through the processes established in the KHSAA Constitution and the result of the voting on those issues.
- (2) The KHSAA shall annually submit by December 31, audited financial statements with the KHSAA Commissioner's letter addressing exceptions or notes contained in management correspondence, if any.

Section 4. The bylaws, tournament rules, and due process procedures of the KHSAA Handbook, Fall 2002, shall apply to high school interscholastic athletics in Kentucky.

Section 5. Incorporation by Reference.

- (1) "Kentucky High School Athletic Association Handbook, Fall 2002, as amended", Kentucky High School Athletic Association, is incorporated by reference.
- (2) This material may be inspected, copied or obtained, subject to applicable copyright law, at the Office of Legal and Legislative Services, Department of Education, First Floor, Capital Plaza Tower, Frankfort, Monday through Friday, 8 a.m. to 4:30 p.m. (13 Ky.R. 835; eff. 11-11-86; Am. 14 Ky.R. 989; eff. 12-11-87; 15 Ky.R. 1153; eff. 1-7-89; 16 Ky.R. 1255; eff. 2-3-90; 2459; eff. 7-12-90; 17 Ky.R. 451; 1484; eff. 12-7-90; 18 Ky.R. 1200; eff. 12-8-91; 19 Ky.R. 514; eff. 10-1-92; 1419; eff. 2-4-93; 20 Ky.R.

2900; 3203; eff. 6-14-94; 22 Ky.R. 1728; eff. 5-16-96; 24 Ky.R. 174; 573; eff. 9-4-97; 25 Ky.R. 127; 1046; eff. 11-5-98; 26 Ky.R. 1448; eff. 3-10-2000; 27 Ky.R. 1869; 2438; eff. 3-19-2001; 28 Ky.R. 2446; 29 Ky.R. 108; eff. 7-15-2002.)

STRATEGIC PLANNING PROCESS

To prepare the original plan, the members of the Board of Control and the Commissioner developed the six main goals for the Association. After consideration, the goals were adopted by the Board of Control.

VALUES, MISSIONS AND GOALS

The visionary process which the Board has undertaken over the last few years has taken the form of nine values, a mission statement and motto, and six 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 ten values are:

1. The opportunity for participation for all student athletes.
2. Strong leadership at all levels within the association.
3. Education and the role of athletics in that process.
4. Sportsmanship and citizenship.
5. Quality of the total program.
6. Integrity of the membership.
7. Professionalism and efficiency within the organization.
8. Fairness and consistency as it relates to the enforcement of rules.
9. Accountability of the student athlete.
10. Preservation of the heritage of interscholastic athletics.

The mission statement reflects the perspective which the Board and staff uses to guide future actions and is as follows:

The KHSAA shall establish and deliver the highest quality interscholastic athletic programs and activities in an efficient manner which emphasizes sportsmanship and integrity and enhances the education of the student-athlete.

The six goals for the Association are:

- Goal 1.0- Continue current successful strategies that maintain and ensure financial stability and allow for the retirement of the debt on the KHSAA building complex.**
- Goal 2.0- Operate as a support base developing plans to educate the member schools and affected constituencies of the policy, procedures, and activities of the Association.**
- Goal 3.0 - Provide opportunity for staff professional growth and development.**
- Goal 4.0 - Continue to monitor and audit compliance guidelines of member schools through the regulations set forth by the Association and other entities.**

Goal 5.0 - Formulate and monitor strategies to enhance and promote the programs of the Association, the preservation of its history and the traditions of interscholastic athletics.

Goal 6.0 - Emphasize and promote good citizenship and conduct at interscholastic events and other activities involving coaches, officials, athletes and spectators.

PLAN STRUCTURE

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

Strategies - These are areas of emphasis for the Association's efforts, which are 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 for the future.

Tactics - Tactics are specific activities suggested which support each 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 student-athletes in the state.

GOAL 1.0- Continue current successful strategies that maintain and 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 to supplement financial operations. 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 promotions and the involvement of host communities.

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

Implementation 1.1.1.3 - Continue the program to sell officiating supplies and equipment to KHSAA licensed 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.

Implementation 1.1.1.5 - Aggressively pursue trademark enforcement including all publications and materials.

Tactic 1.1.2- Seek corporate sponsorship dollars through marketing initiatives.

Implementation 1.1.2.1 - Utilize professional marketing and promotional firms to increase revenues for all championship events and sell corporate partnership packages. Expand current agreements to include ability to seek sponsorship dollars to offset itemized expense items.

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 - Maintain and expand 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 - Scrutinize all aspects of external and internal fund raising to maximize net revenue.

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

The KHSAA continually reviews its operating budget, making essential expense cuts and operational revisions. Staff will continue to use outside professional advice to complement internal expertise as 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 using a variety of formats and comparative statements.

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

Implementation 1.2.2.1 - Assign responsibilities for specific equipment.

Implementation 1.2.2.2 - Maintain equipment including the use of service contracts to ensure longest possible useful life.

Implementation 1.2.2.3 - Conduct analysis to justify equipment purchases to make certain the needs exist.

Implementation 1.2.2.4 - Set aside prior year carry forward dollars, when possible.

Implementation 1.2.2.5 - Review physical plant and building needs on a bimonthly basis and reports from the physical plant director at regular staff meetings.

Implementation 1.2.2.6 - Begin planned replacement schedule for capital improvement such as roof, heating and air conditioning, carpet, paint, etc.

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 for possible or impact on the financial stability of the Association.

Tactic 1.3.1- Annually review the schedule of school dues versus KHSAA financial needs to predict the need for any future changes in the fee structure, including the continued review of a rebate plan when the long term debt of the KHSAA headquarters is retired.

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

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

Implementation 1.3.1.3 - 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 1.3.1.4 - Any rebate program calculations should consider the services supplied to and provided for the membership by the Association.

Implementation 1.3.1.5 - The rebate program must be based on the actual revenue and expenses incurred during each fiscal year.

Tactic 1.3.2- Illustrate and promote 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 that ensure financial stability. The services provided should be determined by a routine needs assessment surveys of the membership.

Implementation 1.3.2.2 - Review services provided to members and additional requests versus financial resources to maintain balance.

Implementation 1.3.2.3 - Illustrate and review the services provided to the membership on a regular basis.

Implementation 1.3.2.4 - Maintain and upgrade services for officials including recruitment, training, clinics and seminars, postseason assignments and insurance.

Strategy 1.4- Analyze event structures and financial management practices

The KHSAA must continually analyze the financial impact of each tournament format and operation. 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- Continually evaluate optimum time frames for all KHSAA events.

Implementation 1.4.1.1 - Conduct all KHSAA championships to maximize exposure for the event while minimizing conflicts with other events. Special sensitivity should be given to the impact on the regular season schedule by the movement of any championship dates.

Implementation 1.4.1.2 - Maintain advance tournament sites, dates and times for all postseason play to lessen conflicts with public and private facilities and events where feasible.

Implementation 1.4.1.3 - Continue to afford special attention to 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, in order to protect Association revenue lines.

Implementation 1.4.1.4 - Study sports programs and the impact of outside influences such as event conflicts, weather and sports seasons.

Tactic 1.4.2- Structure events 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 (cross country, football, track and field).

Implementation 1.4.2.2 - Study alternative alignments for all sports programs on a regular basis with regular opportunity for school input when more than one school is impacted.

Implementation 1.4.2.3 - Use the sports advisory committees for research and suggested information concerning event formats.

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.

Implementation 1.4.2.5 - Carefully consider any tournament format change to ensure financial impact, particularly if the impact is negative to the Association or the member schools, is evaluated prior to finalizing any changes.

Tactic 1.4.3- Complete review and compilation of sports management manual and policies in all sports.

Implementation 1.4.3.1 - Develop criteria to ensure optimum revenue at all events and at all levels of these events.

Implementation 1.4.3.2 - Consider all factors including maintenance and other "hidden" charges as the primary criteria for site selection, particularly in levels of play where Association revenue is involved.

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

Implementation 1.4.3.4 - Develop consistent site selection criteria for postseason play in all sports in an effort to ensure that schools continually update and improve facilities.

Tactic 1.4.4- Develop and refine 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.

Tactic 1.4.5- Market all revenue line items including tickets to events, Hall of Fame fund raising, advertising, novelties and publication sales.

Implementation 1.4.5.1 - Sell event tickets to all attendees while keeping complimentary tickets to a minimum.

Implementation 1.4.5.2 - Continue to develop additional pre-event ticket sales programs.

GOAL 2.0- Operate as a support base developing plans to educate the member schools and affected constituencies of the policies, procedures, and activities 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 rules review process prior to making changes and conduct focused committee sessions to ensure consideration of all issues.

Implementation 2.1.1.1 - Include all affected groups in discussions and considerations.

Implementation 2.1.1.2 - Consider input from participants, parents and school administrators regarding the impact of any change.

Implementation 2.1.1.3 - Select advisory committee members with varied interests and involvements. Continue to broaden the geographic, ethnic and gender based representation on all KHSAA committees.

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 the utilization of school resources in any regulation change discussion.

Implementation 2.1.2.3- Study and compare application of rules to different sports, and weigh the need for consistency vs. the need for exceptions and variances. Evaluate 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 - Follow a consistent procedure for recommended changes to KHSAA rules.

Implementation 2.1.3.1 - Draft any necessary language regarding 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.

Implementation 2.1.3.4 -Determine a Board of Control recommendation for implementation of the proposal to the Kentucky Board of Education.

Implementation 2.1.3.5 - Draft changes necessary to be made by Kentucky Board of Education in conjunction with Kentucky Department of Education legal counsel to reduce contradictory regulations.

Tactic 2.1.4 – Maintain open communication lines with the Kentucky Board of Education, the Kentucky Department of Education and the General Assembly to ensure consistency between the regulations of the Association and the initiatives and desires of each entity.

Implementation 2.1.4.1 – Regularly attend and participate in the meetings of the Kentucky Board of Education.

Implementation 2.1.4.2 – Regularly consult with representatives of the Kentucky Department of Education in order to stay current with the initiatives and programs of the Department.

Implementation 2.1.4.3 – Attend and participate as requested in meetings of the Local Superintendents Advisory Committee (LSAC), Kentucky School Boards Association (KSBA), Kentucky Association of Secondary Schools Principals (KASSP), Kentucky Association of School Administrators (KASA), Kentucky High School Athletic Directors Association (KHSADA) and each of the local Education cooperatives.

Implementation 2.1.4.4 - 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 impact of an issue are considered.

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

The KHSAA must use its communication capabilities to educate its target audiences 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 frequency of publication 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 resources 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 - Develop a video on the mission, function and operation of the KHSAA.

Implementation 2.2.2.2 - Include any changes in the Annual Meeting informational seminars and in the regional meetings with schools and require information distribution to student-athletes.

Implementation 2.2.2.3 - Establish deadlines for timely and regular distribution and update of information and adequately monitor adherence to these deadlines.

Implementation 2.2.2.4 - Utilize releases and publications to publicize results of investigations and any penalties levied against member schools and officials.

Implementation 2.2.2.5 - Utilize the Association Web Site for the distribution of timely information to the member schools, officials, media and other constituents.

Implementation 2.2.2.6 - Publish penalties and fine schedule in "The Athlete" and other publications and communication outlets on a regular basis

Implementation 2.2.2.7 - Develop methods to educate student-athletes on KHSAA rules.

Implementation 2.2.2.8 - Continue to develop on line registration for officials

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 on KHSAA bylaws throughout the year as well as during "peak" publicity times.

Implementation - 2.2.3.2 - Focus the "Did You Know?" segments on KHSAA bylaws that govern student-athletes and include a positive message regarding value based activities.

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.

Tactic 2.2.4- 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 - 2.2.4.1 - Include instructions and timetable for completion of individual forms and specify a contact person at the Association.

Implementation 2.2.4.2 - Compilation of a forms manual to include the most up-to-date versions and distribute via the website to all member schools.

Implementation 2.2.4.3 - Prepare all forms in a consistent manner so that they can easily be placed on the KHSAA web site.

Implementation 2.2.4.4 - Establish a regular review of all forms to verify that all KHSAA decisions are accurate.

Implementation 2.2.4.5 - Expand forms needs where required.

Strategy 2.3- Conduct New Administrators Workshops and on-site seminars with KHSAA athletic directors and 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.

Implementation 2.3.1.4 - Continue to conduct annual regional meetings.

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

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

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

Implementation 2.3.2.3 - Continue to stress sports medicine issues and liability considerations.

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.

Implementation 2.3.3.3 - Review sports-specific educational opportunities to distribute current and updated safety information for events such as pole vault and wrestling weight control.

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

The KHSAA has its member voting delegates 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- Educate delegates on meeting procedures and ensure compliance with these procedures.

Implementation 2.4.1.1 - Develop additional communication guidelines to ensure efficient meeting operations.

Implementation 2.4.1.2 - Compile meeting results and communicate unresolved issues to the delegates.

Implementation 2.4.1.3 - Annually evaluate the format of the meeting for potential revision and improvement.

Implementation 2.4.1.4 - Conduct the business meeting in accordance with adopted policies and procedures.

Tactic 2.4.2- Include seminar topics on current issues as they relate to the KHSAA.

Implementation 2.4.2.1 - Conduct seminars on specific KHSAA Bylaws and/or Tournament Rules.

Implementation 2.4.2.2 - Provide information on KHSAA current operations.

Implementation 2.4.2.3 - Conduct seminars on the operation and management of postseason events including security, safety and health concerns.

Implementation 2.4.2.4 - Conduct seminars on legal issues such as Title IX and the American with Disabilities Act as they relate to high school athletics.

Implementation 2.4.2.5 - Develop materials for school personnel to use to educate their coaches and parents regarding KHSAA rules and regulations.

Tactic 2.4.3- Conduct round table discussion groups on KHSAA regulations and proposed changes to those regulations.

Implementation 2.4.3.1 - Facilitate question and answer sessions with staff and membership on current topics.

Implementation 2.4.3.2 - Conduct targeted discussion groups on the most common bylaw violations and frequently asked questions.

Implementation 2.4.3.3 - Provide opportunity for input from the membership for improvement of the Association operations.

Goal 3.0 - Provide opportunity for staff professional growth and development.

Strategy 3.1 – The staff shall participate fully in the National Federation process and shall ensure Kentucky’s representation where feasible and practical.

An important part of the Association is its work with the National Federation. Through committees, periodic meetings and professional development opportunities, the staff can acquire information to better serve the member schools and other KHSAA constituencies.

Tactic 3.1.1- Participate in the NFHS Committee Process at every level.

Implementation 3.1.1.1 - Assist in the identification of committee members when the Association’s rotated spot on committees arrives, emphasizing staff involvement where possible.

Implementation 3.1.1.2 - Utilize Association and NFHS resources to ensure consistent application of all provisions of the playing rules of the Association.

Implementation 3.1.1.3 – Participate, when asked, on selected NFHS panels and committees with specific purposes not within the normal scope of rotated assignments.

Tactic 3.1.2- Participate in all National Federation functions where the Association is afforded such an opportunity.

Implementation 3.1.2.1 – Send all appropriate Executive staff members to the NFHS Summer Workshop meeting, NFHS Fall Section meeting, NFHS Winter meeting and NFHS Legal Conference for applicable professional growth and development and for the benefit of the members of the Association, subject to feasibility analysis.

Implementation 3.1.2.2 – Send Executive staff members to the NFHS Athletic Directors Conference for the applicable professional growth and information retrieval and exchange opportunities, such subject to feasibility analysis.

Implementation 3.1.2.3 – Send appropriate Executive and professional staff members to other NFHS functions such as the Student Leadership Conference, for the applicable professional growth and information retrieval and exchange opportunities, such subject to feasibility analysis.

Strategy 3.2 – The Commissioner shall continually provide the opportunity for professional development through training and other initiatives that allow for personal and professional growth.

The strength of the Association’s operations rests on the capabilities and in terms of knowledge and ability to assist the membership.

Tactic 3.2.1- Educate staff on technology to improve efficiency and maintain highest possible performance standards.

Implementation 3.2.1.1 - Schedule staff education through seminars and training conducted by other state agencies, outside businesses, videotape or interactive programs.

Implementation 3.2.1.2 - Conduct periodic training programs in-house or using outside sources based on the needs of new employees or those in need of "refresher" courses.

Implementation 3.2.1.3 - Training will be ongoing as technology is upgraded including updates to multi-media and other training materials.

Implementation 3.2.1.4 - Utilize a "bottom-up" methodology where applicable for training utilizing support staff expertise to ensure that all executive staff members can fully utilize all technology.

Tactic 3.2.2- Cross train selected job functions within the Association's operations to ensure no loss of service to the schools and other constituencies due to the absence or other obligations of staff members.

Implementation 3.2.2.1 - Cross train staff on essential office operations to allow for smooth transitions between assigned employees when vacancies occur or during vacation time.

Implementation 3.2.2.2 - Ensure that all key tasks related to the safety and security of the headquarters facility, its occupants, and its contents, are documented, and distributed to employees.

Implementation 3.2.2.3 - Assign a backup person for Executive staff members for major job assignments

Tactic 3.2.3- Annually review Association benefit packages offered to employees along with other employment policies.

Implementation 3.2.3.1 - Review and study feasibility of cafeteria style benefit plans to enable the employees to fully develop their talents.

Implementation 3.2.3.2 - Study the feasibility of providing for an Employee Education Plan to assist personnel willing to continue their education and better fulfill their job responsibilities.

Implementation 3.2.3.3 - Refine and further enhance the evaluation plan for employees to ensure complete individual growth and Association improvement.

GOAL 4.0 – Continue to monitor and audit compliance guidelines of member schools with through regulations set forth by the Association and other entities.

Strategy 4.1 – The KHSAA shall monitor the compliance of its membership with Association rules and ensure consistent application.

Monitoring compliance with KHSAA rules is paramount, not only from an enforcement perspective, but so that compliant members feel that the rules are consistently applied.

Tactic 4.1.1 - The KHSAA shall annually assess compliance with Association rules to ensure consistent application and identify areas for revision.

Implementation 4.1.1.1 – Develop an annual audit tool to assess and monitor compliance with KHSAA bylaws, policies and procedures. Require submission of materials on a regular basis with documentation verified as to its being received by the Association.

Implementation 4.1.1.2 – Explore electronic mechanisms for tracking compliance issues, actions and rulings related to Association rules.

Implementation 4.1.1.3 – Recognize schools in a positive way who can document compliance with Association rules.

Implementation 4.1.1.4 – Require completion of form(s) on an Annual basis signed by the Principal verifying compliance as a condition of membership in the Association.

Implementation 4.1.1.5 – Maintain and expand the list of forms to be completed by the membership on a regular basis.

Implementation 4.1.1.6 – Continue to make all forms available through the KHSAA web site.

Tactic 4.1.2- Continue to emphasize standardization of penalties for all violations to ensure consistent and fair treatment.

Implementation 4.1.2.1 - Insist that school administrative personnel inform players, parents and coaches regarding Association rules and regulations.

Implementation 4.1.2.2 - Impose proper penalties for non compliance or failure to adhere to Association deadlines.

Implementation 4.1.2.3 - Eliminate verbal decisions and make certain written rulings take precedence over verbal statements.

Strategy 4.2 – The KHSAA shall produce informational and educational materials, workshops and seminars for use by the memberships related to compliance with the provisions of 20 USC Section 1681 (Title IX).

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 Title IX regulations and assist in monitoring compliance.

Tactic 4.2.1 –The KHSAA shall produce and update on a routine basis, Title IX Compliance Material and Require Submission of required forms on an annual basis.

Implementation 4.2.1.1 – Include in the manual a checklist and forms to be used by the school representatives in verifying compliance.

Implementation 4.2.1.2 – Provide 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 4.2.1.3 – Catalogue and enforce all applicable copyrights to Title IX and other documents.

Tactic 4.2.2 – Use KHSAA Annual Meeting and other available workshops and public relations mechanisms to educate the member school on the provisions of Title IX.

Implementation 4.2.2.1 – Include Title IX as an annual workshop topic at the Annual Meeting.

Implementation 4.2.2.2 – Conduct workshops in conjunction with agencies such as Kentucky School Boards Association, Kentucky Department of Education and others.

Implementation 4.2.2.3 – Utilize KHSAA public relations activities such as coach's radio shows, news releases and news access to highlight legislation regarding Title IX, as well as the accomplishments of female participants.

Tactic 4.2.3 – Select a percentage of the association membership per year to be included in random audits of Title IX Compliance.

Implementation 4.2.3.1 – Provide a checklist of requested material to Superintendent, Principal and Athletic Director within each school on an annual basis.

Implementation 4.2.3.2 – Maintain a permanent Title IX folder for each school to be available for inspection upon request.

Implementation 4.2.3.3 – Specify necessary attendance at any meeting held during a Title IX audit visit.

Implementation 4.2.3.4 – Continue to identify the Title IX coordinator for each school and/or school district and include them in the Title IX audit process.

Tactic 4.2.4 – Review information gathered on Title IX visits and issue a summary report for schools with specific concerns addressed along with any remedies.

Implementation 4.2.4.1 – Review corrective action plan and recommend revisions if necessary.

Implementation 4.2.4.2 – Continue monitoring the corrective action plan timetable of each school for implementation.

Implementation 4.2.4.3 – Recognize and highlight schools or programs that are viewed as compliant with Title IX by the audit staff.

Implementation 4.2.4.4 – Continue reporting Title IX deficiencies to the Kentucky Board of Education.

GOAL 5.0 – Formulate and monitor strategies to enhance and promote the programs of the Association, the preservation of its history and the traditions of interscholastic athletics.

Strategy 5.1- Pursue fund raising and promotional strategies to continue development of the Hall of Fame and Museum area.

With the completion of the initial phase of development of the Hall of Fame exhibit, the Association must continue to work towards completion of an area to honor past Association participants while maintaining vital information for current operations.

Tactic 5.1.1 - The Board of Control must maintain an active role in the oversight and development of the project.

Implementation 5.1.1.1 - The Board of Control should continue the use of 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 5.1.1.2 - 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 5.1.2- Continue the active work within the Foundation to continue the development the KHSAA museum utilizing any mechanism available such as developing a network of state banks and businesses, and the designation of trust funds with the Association as the beneficiary.

Implementation 5.1.2.1 - Maintain the Foundation as a separate educational and professional business entity and maintain operations and funds outside of the KHSAA General Fund.

Implementation 5.1.2.2 - Maintain Foundation Board of Directors and ensure cross-demographic representation.

Implementation 5.1.2.3 - Criteria for selection and appointment to this foundation must include the proven ability to raise funds and influential access to various constituencies.

Implementation 5.1.2.4 - The Foundation efforts should be divided among conceptual development, implementation and fund raising.

Implementation 5.1.2.5 - Proposals should be solicited from companies experienced in the conceptual development of similar project to aid the committee in decisions relative to implementation.

Tactic 5.1.3 - The Board through its Committees shall develop a formal fund raising plan in conjunction with the Foundation to finance any development of the KHSAA museum area.

Implementation 5.1.3.1 - The Board 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 5.1.3.2 - The Board should ensure that no funds are expended or recommended to be expended for which treasuries do not already exist and that at no time, should general fund dollars be spent on this project.

Tactic 5.1.4- Through brick sales, facility rental, additional corporate fund-raising, 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 - Continue rental of the museum space with funds targeted for museum development.

Strategy 5.2- Continue to promotion of the Hall of Fame banquet and related program activities.

The Association and its Board of Control shall continue to annually evaluate activities surrounding the Hall of Fame including the golf outing as well as the induction banquet.

Tactic 5.2.1 - The Association Staff must maintain an active role in the oversight and execution of the Hall of Fame activities.

Implementation 5.2.1.1 - Annually meet with hotel, audio visual and banquet staff to ensure success of banquet and revise plans if necessary.

Implementation 5.2.1.2 - Annually meet with golf course and support personnel to secure site, promotion and direction of golf outing.

Implementation 5.2.1.3 - Association full-time staff must take the lead role in ensuring that Hall of Fame activities are conducted in an appropriate manner and that the Association is fully accountable for the success of the programs.

Tactic 5.2.2 - Continue to solicit worthy Hall of Fame Induction candidates.

Implementation 5.2.2.1 - Include information on induction and selection process in Rules Clinics handouts.

Implementation 5.2.2.2 - Ensure that the general public and all other avenues of communication are used to solicit nominees, particularly as it relates to previously under-represented demographic populations.

Implementation 5.2.2.3 - Ensure that contact information on all former inductees is maintained to afford them a lifetime benefit to the induction.

Implementation 5.2.2.4 - Communicate with coaches association and other constituents to seek nominations as well as participation and support.

Tactic 5.2.3 - Continue to work to promote and expand the Hall of Fame induction banquet and golf outing.

Implementation 5.2.3.1 - Expand the list of invited players in the golf outing to include mass media, officials, school representatives and prior inductees to expand and ensure success of the golf outing.

Implementation 5.2.3.2 - Actively promote ticket sales to the induction banquet to ensure the proper recognition for the individuals who have been selected.

Implementation 5.2.3.3 - Ensure that the Hall of Fame banquet is a self-supporting event, minimizing the dependency on the Dawahares endowment.

Implementation 5.2.3.4 - Ensure that the Hall of Fame Golf Outing and other related programs are self-supporting without impact on the General Fund of the Association.

Strategy 5.3 – Ensure that the past traditions and history of the Association are preserved and maintained for use by future generations and for promoting current and future activities.

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

Implementation 5.3.1.1 – Assess the inventory of the Association archives at Eastern Kentucky University and ensure their availability through all reasonable methods.

Implementation 5.3.1.2 – Regularly consult with lead archivist and other representatives to maintain the currency of the inventory.

Implementation 5.3.1.3 – Study alternative methods for the storage of videotapes and past films of Association events including the championship games.

Tactic 5.3.2- Maintain other Association records in-house in a consistent and workable manner.

Implementation 5.3.2.1 – Preserve and protect Association records to make certain that no useful record is destroyed or damaged.

Implementation 5.3.2.2 – Study alternative methods for the storage of other materials for such projects as Title IX, school archive information, and other annual records.

Implementation 5.3.2.3 – Consult with legal counsel and Kentucky Department of Education representatives to ensure that Association records are kept as needed, but are also maintained in a manner not to jeopardize the Association’s legal position.

GOAL 6.0 - Emphasize and promote good citizenship and conduct at interscholastic events and other activities involving coaches, officials, athletes and spectators.

Strategy 6.1 – Utilize public relations, media and Internet partners to promote KHSAA events, athletic 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 6.1.1 – Use KHSAA existing partnership with a third party marketing agency 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 6.1.1.1 – Highlight all sanctioned sports and officials through consistent promotions.

Implementation 6.1.1.2 – Promote the Student Athlete-of-the-week, Team-of-the week, and School-of-the-week concepts while ensuring equal treatment for all KHSAA constituencies.

Tactic 6.1.2- Pursue an aggressive strategy to promote the positive benefits of athletic participation on the lives of young people, and the need for constant emphasis on sportsmanship.

Implementation 6.1.2.1 - Expand usage of "Commissioner's Notes" and communiqués to inform and educate the member schools and the general public about the KHSAA programs.

Implementation 6.1.2.2 - Develop new or utilize existing programs that illustrate the benefits of athletic participation to the general public such as the National Federation Activities Weeks Promotion Material.

Implementation 6.1.2.3 – Participate in new initiatives with the NFHS such as Special Olympics, Make the Point program.

Implementation 6.1.2.4 - 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.

Implementation 6.1.2.5— Continue to promote good sportsmanship by reading the "Sportsmanship Card" at all KHSAA sporting events.

Strategy 6.2 – Continue and potentially expand ancillary programs for the development of the student-athlete experience.

Tactic 6.2.1 - Continue to Expand and Publicize the KHSAA Academic All-State Program

Implementation 6.2.1.1 - Ensure that all schools are aware of the program and fully recognize worthy recipients.

Implementation 6.2.1.2 – Secure long-term partnership contract to ensure the continuance of the Academic All-State program.

Tactic 6.2.2 - Continue to Expand and Publicize the KHSAA Sportsmanship/Citizenship Scholarship Program

Implementation 6.2.2.1 - Ensure that all schools are aware of the program through all KHSAA resources and fully recognize worthy recipients.

Implementation 6.2.2.2 - Secure a long-term partnership contract to ensure the continuance of the Sportsmanship Banquet and Scholarship Program.

Implementation 6.2.2.3 - Recognize member schools and athletes for maintaining a high level of sportsmanship.

Tactic 6.2.3 - Continue to Expand and Publicize Other KHSAA student recognition programs.

Implementation 6.2.3.1 - Continue to develop and publicize the KHSAA HYPE Conference

Implementation 6.2.3.2 - Promote other KHSAA awards programs such as Sportsmanship Recognition Scholarship, Game Guy and other Academic Scholarships to improve participation and ensure that all Association entities are represented.

Implementation 6.2.3.3 - Secure long-term partnership contract to ensure the continuance of the HYPE Student Leadership Conference.

During the 1992-93 School Year, the State Board for Elementary and Secondary Education directed the Kentucky Department of Education to assign staff to conduct a Management Review of the association and its operations. After weeks of analysis, the following sixty-seven (67) recommendations were delivered to the State Board. Following each recommendation is the KHSAA Board of Control approved response to the recommendation.

Review Recommendation 1. There should be a complete review of essential services and associated costs to determine which services could be eliminated until the financial condition improves. The review process should include individuals with financial and management experience as well as representatives from member schools.

Approved Board of Control Response to Recommendation 1 - The Board of Control and staff feel strongly that this was the purpose and ultimate outcome of this review. This has been an almost constant subject of discussion since Commissioner Wise took office in 1991.

The staff will work over the next few weeks prior to presentation of the Association budget in July, to compile a list of services provided to the membership, and the associated costs of these services. This information would be reviewed by a panel including Board of Control and staff members, and representatives of our auditing firm, legal counsel, and a other professional volunteers. This group would serve also as our Budget/Audit Review Committee as referenced in other recommendations. The staff is especially sensitive to any reduction in services to the membership in light of the current dues structure.

There have *already been a great many cuts made in the Association budget including -*

- 1) Revision in the Health care plan offered to KHSAA employees including re-assigning Commissioner Sanford's widow and another staff member to other optional, less expensive coverages. This savings is between \$8,000 and \$10,000 per year since July of 1991. In addition, members who are contractually guaranteed family insurance coverage have sought cross referencing and co-matching of insurance plans with working spouses, further reducing insurance costs for two employees from approximately \$1160 per month to about \$500 per month with no reduction in benefit and still continuing to meet contractual obligations.
- 2) Insurance costs have also been reduced through the work of the staff with our new insurance carrier allowing the association to save money through reclassification in the workers compensation area.
- 3) Staff salaries were frozen for the 1992-93 year, which actually amounts to a cut of about 4% for each employee due to the cost of living index.
- 4) Sectional Directors were eliminated at a cost savings of \$48,000 per year, and the consultant position was reduced to a percentage yield position, thereby saving around \$30,000 per year.
- 5) Catastrophic Insurance coverages were revised and re-bid with a net savings of around \$50,000 per year.
- 6) Printing costs will be reduced as well through the bidding process as well as \$25,000 to \$30,000 savings with the new trophy vendor.

As part of the regular procedures of the office, the auditors will routinely appear before the Board of Control to answer questions and other types of inquiries along with the presentation of the audit.

In addition, the staff recommended and the Board of Control approved compliance with an addition to the KARs which mandates regular financial reporting by the Association to the State Board of Elementary and Secondary Education.

Review Recommendation 2. In conjunction with the review of services there should be an analysis of what is an appropriate level for member schools to pay for the services received.

Approved Board of Control Response to Recommendation 2 - The current dues structure is based on a need of school dues to generate approximately \$300,000, and scaled based upon school size. The current dues structure is also due in part to the fact that the Association retains no proceeds from post-season play prior to the championship round, and the dues structure is a contingency on the obligation to Montgomery and Traders Bank. The Board of Control and staff are on record and constantly reiterating the stance as being desirous of lowering the dues structure at the first feasible opportunity and are constantly reviewing this item.

Review Recommendation 3. A review should be completed to ensure that the services provided to officials are paid for by officials.

Approved Board of Control Response to Recommendation 3 - The following represents the findings of the review of the officials fees and the services provided. Officials annually pay a fee of \$25 to register with the KHSAA, and an additional \$15 per additional sport. This represents an increase from the \$20 and \$10 rates charged prior to this year. The additional \$5 is placed in a reserve fund to be used for awards, recognition and training programs for officials and to help recognize their contribution to high school sports.

The officials receive the following services from the KHSAA -

- 1) Membership in the National Federation Interscholastic Officials Association (NFIOA) which includes the National Federation News Magazine (published 9 times annually), a \$1,000,000 blanket liability insurance policy, Optional Medical Insurance Coverage (for an additional fee from the official), representation on National Rules Committees, Discounted Rates on Hotels, Rental Cars, etc. The KHSAA pays \$9 per registered official for this service.
- 2) Rules Books are provided for each sport in which the official is registered, at an average cost of \$4 per official, per sport.
- 3) Registration patches which denote level of registration (Registered / Approved / Certified), at a cost of \$1 per registered official annually.
- 4) Whistle Bits, A quarterly publication begun in 1992-93 for Officials and Assigning Secretaries, at a cost of \$1.50 per registered official annually
- 5) An annual awards and recognition banquet, begun in 1992-93 to identify and show appreciation for Kentucky's outstanding high school officials, at an average cost of \$2 per registered official annually.
- 6) Annual rules clinics and rules interpretations, at a cost of \$1.00 per official annually.
- 7) New registration and re-registration forms, disqualification forms, Officials evaluation forms, meeting attendance and examination forms, etc. with an average annual cost of \$2 per official.
- 8) KHSAA Annual Handbook, at an average cost of \$2 per official
- 9) Championship bags, certificates, and other mementos to recognize and honor officials working in championship events. This began in 1992-93 at an average cost of .60 per official.
- 10) For multiple sport officials, items 2, 3, 6, and 7 would also be costs for the officials registering in each additional sport, and would be covered by the \$15 fee for additional sports.

A sampling of contiguous states shows that Tennessee charges \$20 for the first sport, \$15 for each additional; Ohio charges \$30 for the first sport, \$13 for each additional; West Virginia charges \$20 per sport; and Indiana charges \$25 for the first sport, and \$3 for each additional.

The total cost of a first sport registrant is approximately \$23.10, while the additional sport official costs approximately \$9.

Review Recommendation 4. In light of the tight fiscal situation the Association faces, it is recommended that the following practices be considered:

No more than two complimentary tickets be provided to Board of Control Members.

No more than two complimentary tickets be provided to each Association staff member.

Corporate sponsors be given complimentary tickets only when it is in the best interest of the Association or when included in a contract for services or goods rendered.

All other individuals that the Association feels it would be beneficial to acknowledge be given the opportunity to purchase tickets in choice locations within the arena, but at the full ticket price.

The practice of priority tickets at reduced rates be eliminated.

Approved Board of Control Response to Recommendation 4 - The Board of Control, after much discussion and considering various financial impacts, has approved the following ticket policy for immediate implementation -

- 1) Complimentary tickets (2 each) be given to the current members of the Association staff, and the current members of the Board of Control. Each person would be required to sign a statement upon receiving the tickets that the tickets were for personal use and would not be sold for personal gain. The Board of Control or staff member will be afforded the option of purchasing the two seats adjacent to the complimentary seats at full price.
- 2) Complimentary ticket (1 each) to Tournament Workers with option to purchase adjacent seat at full price. Same as current policy. Approximately 25 issued per tournament.
- 3) Complimentary ticket (1 each) to Game Officials with option to purchase adjacent seat at full price. Currently, game officials are issued two (2) each. Twenty-four issued per tournament.
- 4) Complimentary ticket (1 each) to former Board of Control members with option to purchase adjacent seat at full price. For 1992-93, former Board of Control members were allowed to purchase two (2) seats at the priority ticket price (\$2 per session). Approximately 50 ordered tickets this year.
- 5) Complimentary ticket (1 each) to State Board of Elementary and Secondary Education members with option to purchase adjacent seat at full price. For 1992-93, SBESE members were offered the option of purchasing two tickets at the priority ticket price (\$2 per session).
- 6) Complimentary ticket (1 each) to Basketball Assigning Secretaries with option to purchase adjacent seat at full price. For 1992-93, Assigning Secretaries were entitled to purchase two (2) seats at the priority price (\$2 per session).
- 7) Other complimentary tickets as in approved Board of Control policy (grand total of all complimentary tickets not to exceed 250), at the discretion of the Commissioner when in the best interest of the Association. Only eight (8) complimentary tickets are currently given to corporate sponsors, and these tickets go to Frank Shoop Chevrolet in compliance with a car contract. All future sponsor complimentary tickets in conjunction with a corporate sponsorship, would be required to be approved by the Board of Control as they approve the contract. For

1992-93, the Commissioner was authorized at the July, 1992 meeting of the Board of Control to issue not more than 250 complimentary tickets, and he did not issue the full amount allowable.

- 8) Until the dues structure is revised, the practice of "Priority" tickets be continued. The principals of each member school may continue to receive two (2) tickets to each state basketball tournament, while paying only the \$2 per ticket (\$16 total per set) service fee. Each member school superintendent may continue to receive one (1) ticket to each state basketball tournament, while paying only the \$2 per ticket (\$16 total per set) service fee. The current location plan would continue in the future.

It is estimated that this change could yield a total of \$13,920 in revenue to the Association based upon 1993 sales figures related to tickets sold to staff and Board of Control (\$4608), tournament workers and referees (\$1152), State Board of Elementary and Secondary Education members (\$2880), Former Board of Control members (\$4160) and Assigning Secretaries (\$1120).

Review Recommendation 5. In order to reduce the cost of order forms and the associated postage, consideration should be given to consolidating forms.

Approved Board of Control Response to Recommendation 5 - This is already in progress. Various forms will be examined, consolidated and numbered. A forms directory will be published by the staff to aid schools and others in compliance.

Review Recommendation 6. The board minutes should include the options considered by the Board, especially when it concerns expenditures, and a justification (explanation) of the action taken.

Approved Board of Control Response to Recommendation 6 - This is being done now, beginning with the March, 1993 meeting. It should be noted that committee chair persons have been directed to insure that accurate minutes are taken, and perhaps designate a committee secretary.

Review Recommendation 7. Meeting files should be created following each meeting, including the minutes and all documents presented to the Board.

Approved Board of Control Response to Recommendation 7 - This recommendation was placed into effect with the March meeting, and we will attempt to re create meeting folders for all previously conducted 1992-93 meetings, and will continue the practice in the future.

Review Recommendation 8. Board members should receive an explanation of all bill payments so they know what has been paid and to have sufficient knowledge to act on the document.

Approved Board of Control Response to Recommendation 8 - This recommendation was implemented beginning in March, and will be made easier by a revision in the accounting package currently in use by the Association.

Review Recommendation 9. Board minutes should include the time of adjournment.

Approved Board of Control Response to Recommendation 9 - This has been done effective March, 1993.

Review Recommendation 10. The Board needs to spend more time on policy development and direction to staff. To more aptly do this, there should be training provided for Board members on their fiduciary responsibilities.

Approved Board of Control Response to Recommendation 10 - The Board of Control fully accepts responsibility for past actions, and for its duties in the future. This was part of a 1992 recommendation from Board of Control members and Commissioner Wise. The staff will develop a seminar, to be approved by the Board of Control, which beginning in July will offer more training for Board of Control members in a variety of areas. To do this, the idea of requiring the members of the Board of Control to spend at least one complete day in the office following their election to the Board of Control is a necessity. This would allow for seminar time and this "in-service" could be used as a briefing period for Association Constitution, Bylaws, Tournament Rules, policies and procedures, as well as observation of the staff and an appreciation for their duties and capabilities. Several of these types of seminars could also be conducted in conjunction with the state basketball tournaments. The policy direction should be made more feasible by the continued use of eligibility committee meetings to ease the burden of the regular meetings.

Review Recommendation 11. If there is no interest in assuming or fulfilling the fiduciary role, then there should be a restructuring of the Board of Control so that individuals with financial, management, and possibly legal expertise are included in the composition of the Board.

Approved Board of Control Response to Recommendation 11 - Though the Board of Control realizes it has made past mistakes, it takes exception to the statement that it has no interest in its fiduciary responsibility. The current Board of Control has worked with diligence to fulfill its fiscal and other positional responsibilities and is receptive to continuing to use any additional training and expertise

available to makes its decisions. This will include utilizing the Budget/Audit Review committee to insure that proper standards are being used, and that the full Board of Control is better able to interpret results and predict future outcomes.

Review Recommendation 12. In light of the Association's fiscal situation, the net gain of holding a championship or tournament must be considered when determining future locations. It may be necessary to require a guarantee of a certain amount of revenue of a guarantee maximum on the amount of expenses. Unless the revenue structure changes, the Association cannot afford to depend on the weather or other factors beyond its control to bring in the needed revenues, especially in basketball and football.

Approved Board of Control Response to Recommendation 12 - The staff annually provides the Board of Control members with financial recaps on the revenue generating sports programs, and a regular status report on all budget categories. These items are available to be used when sites and dates are selected, and must be utilized first and foremost above geographic and political preferences. In addition, for the 1994 situations, the staff will be consulting with the representatives of the host cities prior to the April meeting of the Board of Control, and will report their ability to insure the tournament success through guarantees or through efforts to sell tickets at the local level. The Board of Control will use this information to help make an informed decision as it relates to tournament sites.

Review Recommendation 13. Staff should be directed to compile all policies adopted by the Board of Control into a single document so that future board members and staff have ready access to Association policies.

Approved Board of Control Response to Recommendation 13 - Staff has begun to assemble a Policy and Procedure Manual for the Association. Included will be the Board of Control Handbook, staff policies and procedures, event management guidelines, purchasing and procurement regulations, and many other decision making guides which have previously been included only in Association minutes, or committee minutes. This will be helpful with Association Board of Control and staff turnover. The tentative time table calls for the Board of Control Handbook to be revised for the April meeting, with the full book compiled in tentative form for Board of Control approval before the July meeting of the Board of Control. In the interim, state purchasing and procurement policies will guide Board of Control and staff decisions until final policies are in place. This has been the case since July of 1992.

Review Recommendation 14. Where policies and procedures are not written, staff should put them in writing. These should be submitted to the Board of Control for approval. Then staff should maintain a Policies and Procedures Manual that is amended as need by the Board of Control.

Approved Board of Control Response to Recommendation 14 - To be done by staff as part of Recommendation 13.

Review Recommendation 15. There should be written policies and procedures adopted by the Board of Control that set specific authorization limits for when staff, Commissioner, and Board of Control approval is required when making purchases.

Approved Board of Control Response to Recommendation 15 - To be done by staff as part of Recommendation 13.

Review Recommendation 16. A formal process should be developed which requires solicitation of price quotes for expenditures exceeding \$1,000.

Approved Board of Control Response to Recommendation 16 - To be done by staff as part of Recommendation 13 with these guidelines in place.

Review Recommendation 17. A policy should be adopted that requires staff to advertise when expenditures on goods or services are to exceed \$10,000.

Approved Board of Control Response to Recommendation 17 - To be done by staff as part of Recommendation 13 with these guidelines in place. This process has been in development and initial implementation stages since April of 1992.

Review Recommendation 18. All requests for bids on major goods or services should be advertised so all vendors capable of responding have the opportunity to do so. Following such a process, there should be a contract drawn up with the successful vendor with specific language of what is to be provided when, where, how, who is responsible for what, and the contract period with appropriate cancellation, re-negotiation and/or renewal clauses.

Approved Board of Control Response to Recommendation 18 - This will not only be a part of the Procedure Manual, but is essentially in effect now. Any item with an annual line item expenditure, or receipt if applicable, of \$10,000 will be advertised, and final acceptance contracts/letters of agreement will be signed when approved. In addition, letters of agreement/contracts will be signed with the trophy,

novelty and printing contracts which were awarded in July of 1992, and expire in July of 1995. State purchasing and procurement policies will guide Board of Control and staff decisions until final policies are in place, and will be the framework for the Association final policy.

Review Recommendation 19. All services and the associated charges to be rendered by a vendor should be presented in writing when proposals are sought by the Association.

Approved Board of Control Response to Recommendation 19 - To be done as part of contracts / letters of agreement.

Review Recommendation 20. Consideration should be given either to adopting the state travel regulations which provide for \$.22 per mile and \$20 per day for meals or to canvassing some member schools and adopting the rates used by the majority of those surveyed.

Approved Board of Control Response to Recommendation 20 - Effective retroactive to March 16, 1993 for Board of Control members and effective immediately for staff members, the standard state government reimbursement schedules and regulations shall be utilized. This projects a \$2,500 savings per year in Board of Control expense reimbursements based on 1992-93 payments and should represent a savings in staff reimbursements of about \$500 to \$750 per year.

Review Recommendation 21. The practice of providing travel advances should be eliminated and staff should be encouraged to join institutions such as the Commonwealth Credit Union which provide travel loans for employees.

Approved Board of Control Response to Recommendation 21 - Though the number of occurrences have been minimal, this practice will be discontinued. Staff is currently investigating the options related to membership in the Commonwealth Credit Union.

Review Recommendation 22. A control process should be developed to determine the amount of miles the cars are being driven by each person for business related travel.

Approved Board of Control Response to Recommendation 22 - This recommendation will be implemented with a full scale travel log required for each employee who is furnished company transportation beginning May 1, 1993.

Review Recommendation 23. Once a control procedure is in place, an analysis should be completed to see if it would be more economical to pay employees for business related travel instead of supplying a car.

Approved Board of Control Response to Recommendation 23 - The Board of Control approved this recommendation as listed. In addition, the Procedures manual will include regulations on who can drive the cars, and about their general usage on behalf of the Association.

Review Recommendation 24. If the decision is to retain vehicles, consideration should be given to purchasing less expensive cars with maximum fuel efficiency and developing written policies and procedures on the appropriate use and maintenance of vehicles.

Approved Board of Control Response to Recommendation 24 - The Board of Control approved this recommendation as listed. In addition, the purchase will be advertised as required by the purchasing guidelines, and will require final approval of the Board of Control.

Review Recommendation 25. Eliminate automobile coverage and ask each employee to obtain an insurance rider through their individual coverage and then reimburse the employee at the end of a year.

Approved Board of Control Response to Recommendation 25 - The Board of Control has directed staff to investigate the feasibility and costs savings related to this item and report back to the full Board of Control at the earliest opportunity, not later than the July meeting of the Board of Control.

Review Recommendation 26. The planned inventory control numbering system should be implemented as soon as possible.

Approved Board of Control Response to Recommendation 26 - Companies in this business have been contacted and price quotations solicited. This procedure will be implemented during the May/June period when the annual inventory is normally taken.

Review Recommendation 27. A realistic replacement schedule should be established, especially for the computer equipment, that sets aside funds and evaluation should then be completed to see if the replacement is necessary. If not, the funds could be carried forward for future use.

Approved Board of Control Response to Recommendation 27 - The staff will be consulting outside organizations including auditing firms, state agencies and other companies with expertise in this area and will be attempting to develop this schedule prior to the July meeting of the Board of Control.

Review Recommendation 28. The Board of Control Handbook should be revised and updated to use for training with new board members after a policies and procedures manual is completed.

Approved Board of Control Response to Recommendation 28 - This will be done as a part of Recommendation 13. In addition, the Board of Control and staff point to the implementation of the seminar for new Board of Control members to help familiarize themselves with KHSAA procedures, policies, etc.

Review Recommendation 29. Until the financial condition improves, all Board meetings should be held in Lexington so that the expenses related to staff travel can be eliminated.

Approved Board of Control Response to Recommendation 29 - The staff recommendation, approved by the Board of Control, is to hold all regular meetings for the 1993-94 academic year in Lexington with the exception of the meeting to be held in conjunction with the football championships, and the state tournament meeting. This will begin with the July meeting of the Board of Control. A complete proposed meeting schedule will be presented to the Board of Control in April. This will result in a savings of more than \$2,000 in travel and per diem reimbursements for the three meetings held out of Lexington this past year.

Review Recommendation 30. There should be clear policies on when travel reimbursement rates are to be paid. If a meeting is over by 4:30 p.m. then the Association should not pay expenses for that night unless it is more than a certain distance for the member to drive and likewise if the meeting begins after 10:00 a.m. expenses should not be paid for the night before.

Approved Board of Control Response to Recommendation 30 - This recommendation was approved as part of Recommendation 20.

Review Recommendation 31. There should be consideration given to restricting the number of individuals that travel to the National Federation of State High School Associations' annual meeting.

Approved Board of Control Response to Recommendation 31 - Due to budget concerns, the Board of Control has adopted the following policy-

"Effective until further altered by the Board of Control, only the Commissioner shall be reimbursed for attendance at the Fall, Winter, and Summer meetings of the National Federation."

This is the only staff and Board of Control development function offered which can help with the performance of the job as it relates to the business of athletics. The chance to interact and exchange with other members of the Federation family is invaluable and prevents time lost from "re-inventing" the wheel in certain situations. How another state handled a matter is invaluable as a resource to help with our daily functions. Frequently, representatives of our staff and Board of Control serve as panel moderators and discussion leaders, and the staff attends every available seminar to help with enhanced job performance. Many seminars are held for Board of Control members as well as staff, and this professional development is an asset to the person's service as a Board of Control representative or staff member.

Review Recommendation 32. The payment of Board of Control members expenses for being in attendance at the boys and girls state basketball tournaments should be severely reduced if not eliminated. Expenses should only be paid when fulfilling function of a Board member, either for attending a meeting or representing the Association in an official capacity.

Approved Board of Control Response to Recommendation 32 - The Board of Control should, while being reimbursed, hold committee meetings and appeals hearings during one tournament, and its general session during the other tournament. The Board of Control member is acting as a representative, and each individual is frequently called upon by constituents in attendance to discuss association business as the football and basketball tournaments allow for the greatest number of constituents to be gathered and vital information exchange occurs during this time. The Board of Control intends to incorporate training and appeals hearings in addition to participation in awards and other ceremonies into the activities surrounding the state basketball tournaments.

Review Recommendation 33. Continue the use of eligibility committees to reduce the amount of time needed at regular board meetings for appeals hearings.

Approved Board of Control Response to Recommendation 33 - The Board of Control has adopted this regulation. In addition, the feasibility of a central eligibility committee to hear all appeals will be investigated.

Review Recommendation 34. Accounting control procedures should be developed and included in the Policies and Procedures Manual in the event that something should happen to an employee involved in the process.

Approved Board of Control Response to Recommendation 34 - Staff will incorporate these items into the Procedures Manual.

Review Recommendation 35. The revenue structure should be analyzed to determine if there are other methods to generate revenue with more certainty since expenditures are barely covered by revenues.

Approved Board of Control Response to Recommendation 35 - This is currently being done and is an ongoing process.

The very nature of this association leads to a great many variable receipts and expenditures. The only certainty is the school dues and for the most part, the officials revenue. All other revenue items are dependent upon the market place. The staff has encouraged the Board of Control over the last two years to look at a variety of income options and a couple are to be considered at the April meeting.

It should also be noted that this is a private, non profit association, and other than trying to build reserves, a significant profit is not the primary objective of the Association, and has never been.

Review Recommendation 36. A thorough analysis should be completed on the potential revenues that may be generated before deciding future tournament sites.

Approved Board of Control Response to Recommendation 36 - Certainly the complete financial history and projections, not just revenue and actual paid attendance, should be considered, and this information is provided to the Board of Control on a routine basis. This will be provided as discussions of tournament sites are held, as well looking into the timing of these tournaments and their conflicts with collegiate events.

Another subject which must be discussed should be the potential revision of the state basketball tournament format, in order to eliminate and/or reduce expenses, and perhaps, increase revenue at the same time.

Review Recommendation 37. Fund-raising firms should be contacted to determine if there are more effective ways to raise funds, especially to pay for the cost of the building. However, serious consideration should be given to contracting with a firm that specializes in corporate solicitation to see if greater revenue can be generated for day to day operations.

Approved Board of Control Response to Recommendation 37 - This is ongoing as several firms have been contacted concerning the brick sales, and about marketing the Association including corporate and tournament sponsorship. The number of companies with success dealing with athletics is very limited, but every viable alternative will be considered.

Review Recommendation 38. Eliminate dependency on advance funds at the earliest possible date.

Approved Board of Control Response to Recommendation 38 - This dependency will be reviewed and hopefully eliminated when our long term obligation to Montgomery and Traders Bank is fulfilled and our reserve is satisfactory. It should be noted that these advances are due strictly to the timing of the billings, and necessary only to insure cash flow during the summer months. Research into the feasibility of revising the Association fiscal year may also yield a solution to the problem.

Review Recommendation 39. Review current distribution of free publications to determine if greater sales or cost savings could be obtained by reducing the number of free publications provided.

Approved Board of Control Response to Recommendation 39 - To be done by staff as Part of Recommendation 1, then reviewed by the Budget/Audit Review Committee. The staff and Board of Control is especially sensitive to any cutback in services as long as the current dues structure is necessary.

Review Recommendation 40. Change the way a school schedules Hall of Fame games to close the loophole that currently permits the circumvention of the rules.

Approved Board of Control Response to Recommendation 40 - The Hall of Fame games and the procedure for their contract is to be reviewed at the April meeting of the Board of Control. It is the staff recommendation based on discussions with representatives of member schools that the date for scheduling and payment be moved to February 28 to allow for maximum participation as this is a \$25,000 line item in the Association budget.

Review Recommendation 41. Consider implementing the sharing of net proceeds of Hall of Fame games with the Association and ask participating schools to market the game as such.

Approved Board of Control Response to Recommendation 41 - To be discussed in April as mentioned in Recommendation 40, but staff and Board of Control are concerned that a percentage might deter participation and therefore be a financial detriment. This is a potential survey item for the membership.

Review Recommendation 42. Seek the assistance of former state golf champions and corporate sponsors to turn the Hall of Fame golf outing into a true fund raiser.

Approved Board of Control Response to Recommendation 42 - Staff has been directed to begin work in this area immediately as other benefit golf tournaments raise a substantial amount of money.

Review Recommendation 43. There should be written procedures and forms to control any compensatory leave, program and they should be incorporated into the policies and procedures manual. These procedures should set maximum amounts that can be earned and carried.

Approved Board of Control Response to Recommendation 43 - To be included in KHSAA Procedures manual. Many of these types of items are included in past Board of Control minutes, and will only require compilation.

Review Recommendation 44. Since the work is somewhat cyclical, it is recommended that until the financial situation improves, the receptionist position be converted from full-time to part-time.

Approved Board of Control Response to Recommendation 44 - The staff and Board of Control disagree with the notion that the work is cyclical. As a compromise, the staff recommends a revised job description with a lower salary comparable to others in similar positions in state government while allowing for relief of some of the administrative and secretarial duties handled by the executive staff. Depending upon what is legally allowable, consideration may be given to full time, temporary status, thereby reducing job benefit costs. Final determination will be made following study and budget considerations.

Review Recommendation 45. There should be consideration given to having the office manager report to the business manager to relieve some of the administrative responsibilities placed on the Commissioner.

Approved Board of Control Response to Recommendation 45 - This is being done as a practical matter now as it relates to the business and accounting functions, and the office manager's authority and responsibility for all of the clerical personnel has been reinforced to redistribute a portion of this administrative load. This will be revised on the Association flow chart, though the secretarial duties for the Commissioner will continue to be handled by the Office Manager to insure consistency.

Review Recommendation 46. Position descriptions should be updated to current expectations so the evaluations will be more effective.

Approved Board of Control Response to Recommendation 46 - This will be part of the Procedures Manual for the Association.

Review Recommendation 47. Consideration should be given to making the Fun Raising Consultant position a salaried position and the duties one of coordinating fund raising activities with outside firms that are in the fund raising business. This task should be given high enough priority that the salary is set with the expectation that if sufficient funds are not raised, the person would be replaced.

Approved Board of Control Response to Recommendation 47 - This full time position should be given consideration by the Board of Control and staff as funds become available. It is possible that a successful contract with an outside marketing firm could eliminate the need for this position. Certainly the current incentives should be addressed and potentially revised, and any staff member who fails to meet the job expectations can be relieved of duty.

Review Recommendation 48. Family coverage should be eliminated and those employees given the option to purchase coverage for their spouse and children.

Approved Board of Control Response to Recommendation 48 - The Board of Control has voted to defer consideration of this item until the full impact of health care reform can be determined. This is a benefit which was contracted with certain employees as a condition of their accepting their position. The staff has revised coverages over the past year, saving \$8,000 to \$10,000 from prior years with the changes in coverage and options, and another sizable amount with the matching and cross referencing done this year. The staff would recommend raising deductible amounts to reduce costs,

bidding the coverage to other carriers, and checking into the viability of state coverage as in Recommendation 49, before this contractual obligation is eliminated or changed. Currently the family rate per month is approximately \$580, and this has been reduced to \$275 for one employee, and \$220 for another through cross referencing and matching. This item will be revisited when further data is available as to the inquiry contained in Recommendation 49.

Review Recommendation 49. Legislation should be considered to permit the Association to participate in the state health insurance plan. Presently, KRS 18A.225 and KRS 18A.228 prohibits participation by anyone not paid by the Commonwealth. Health care reform may impact this area. If it is not possible to participate in the state plan, then consideration should be given to shifting coverage to a health maintenance organization.

Approved Board of Control Response to Recommendation 49 - Staff is currently researching with state government agencies as to the necessary legal steps to allow for our participation. Preliminary indications are that the only step necessary is State Department of Education endorsement as a designated agency.

Review Recommendation 50. When the compensatory leave policy is developed, consideration should be given to possibly increasing the number of legal holidays provided to employees and eliminate the shortened work schedule.

Approved Board of Control Response to Recommendation 50 - The Board of Control recommends that the eleven holidays observed by most state agencies be observed which would include Thanksgiving and the day after; Christmas and one day; New Years Eve and Day; Martin Luther King Day; Presidents Day; Memorial Day; July 4; and Labor Day. Any other reduction in schedule could only be made at the discretion of the Commissioner after assuring that the work load of the Association is able to be continued satisfactorily.

Review Recommendation 51. The taxable benefit on cars should be reviewed to ensure that the appropriate allowance is being shown for each employee.

Approved Board of Control Response to Recommendation 51 - In conjunction with Recommendation 22, accurate records will be given to each employee through the auditing firm.

Review Recommendation 52. A position should be created for an in-house attorney and the position should be advertised to ensure the greatest number of applicants. When litigation services are required, then proposals should be sought and reviewed to determine the best course of action for the Association at that time.

Approved Board of Control Response to Recommendation 52 - Currently, attorneys are only utilized for litigation and as needed for Board of Control meetings. Day to day interpretations are adequately handled by staff. Preliminary cost analysis indicates that an in house attorney would be much more costly than the current expenditures. Initial indications show a minimum of \$60,000 in start up costs to include library, materials, and liability insurance. This is in addition to salary, clerical staff, benefit packages, and other incentives and may not eliminate any of the current legal expenses. Even with an in house counsel, most major court cases would continue to be referred to counsel with athletics and other non profit experience. The staff and Board of Control feel that with the recent accountability standards required by the Board of Control of Control, the Association is certainly in better stead with regards to its legal expenditures.

Review Recommendation 53. Reduce the frequency of the "Athlete" magazine to four time a year. This would generate at least \$7,500 just in printing cost savings. Additional savings would be made in labeling and postage.

Approved Board of Control Response to Recommendation 53 - The production will be reduced to six (6) of issues to allow for bi-monthly publication and to insure the timeliness of the information. With the exception of selected state associations, state universities and our member schools, the staff will eliminate complimentary copies of the magazine and solicit the \$10 subscription fees. It is felt that these two steps should save the Association \$3,000 to \$4,000 in printing and processing costs for the magazine.

The staff also notes the reduction of \$6,000 to \$9,000 in costs for this years magazine due to the reduction in the number of printed copies from 3,600 per issue to 1,400 per issue with the elimination of the officials.

Review Recommendation 54. Reconsider paper stock, number of ink colors, and bindings on all publications. Specifically, move away from offset enamel text to regular stock on Handbook and the "Athlete" magazine.

Approved Board of Control Response to Recommendation 54 - This change will be made with our printer, and the most efficient combination of workable product and costs savings will be utilized, including the elimination of coated stock where possible. In addition, a total revision of the Handbook format is being studied which could drastically reduce its costs.

Review Recommendation 55. Reconsider the number and use, in some cases, of photos in publications. For example, elimination of Board member photos would reduce cost of handbook and programs.

Approved Board of Control Response to Recommendation 55 - This is an extremely negligible cost savings and the Board of Control has voted to fund this cost in all publications as a personal expense.

Review Recommendation 56. Once there have been major changes in quantity and makeup of documents, the printing service should be re-bid to see if the same quality service can be obtained at a lower price.

Approved Board of Control Response to Recommendation 56 - During the second and third year of the current printing contract, we will continue to revise and cut costs of our publications. We will re-bid our printing services at the end of 1994-95 in conjunction with the term of our current contract with the revised quantities and specifications.

Review Recommendation 57. The binding of the "Athlete" magazine at the end of the year should be delayed until the financial situation improves.

Approved Board of Control Response to Recommendation 57 - The staff will research different binding options and vendors to preserve some form of archival copy.

Review Recommendation 58. A more realistic charge should be added to all orders for tickets and documents. Perhaps a rate structure based on weight should be developed.

Approved Board of Control Response to Recommendation 58 - Effective July 1, the postage and handling charge for items such as tickets will raise from \$2 to \$5, which is certainly more realistic. A revised shipping and handling chart will be developed by staff for mailing of such items as the calendars, Handbooks, and perhaps included in face charges to eliminate confusion.

Review Recommendation 59. If the fee structure is changed, there may need to be charges for purchased publications. The books could be purchased in bulk to benefit from any large quantity pricing and then the cost could be passed on to the schools and officials.

Approved Board of Control Response to Recommendation 59 - The staff concurs that when the membership fee structure is changed, certainly these publication charges should be considered. The cost of these types of items was part of the analysis done by staff in proposing the current fee structure. The office already buys in bulk whenever possible, and will continue to do so. Until the dues structure is revised, the staff recommends that these items continue to be distributed to the membership as in the past, or at least until the review in Recommendation 1 is complete.

Review Recommendation 60. A complete review/analysis should be completed to determine if restructuring the current debt is an appropriate course of action.

Approved Board of Control Response to Recommendation 60 - This is ongoing. Since the January meeting, discussions have been held with three banks, including the original issuer of the bonds, and one outside bond refinancing agency. In addition, discussions are now under way with state government representatives who are reviewing the bonding documents and advising as to possible alternatives.

Review Recommendation 61. The transfer from the retirement trust fund to the general fund should be transferred back as soon as possible.

Approved Board of Control Response to Recommendation 61 - The retirement trust fund is a separate interest bearing checking account and as of this writing, has a balance of over \$30,000. Its only expenditure is for the monthly liability to Mrs. Nelle Sanford, the widow of the former Commissioner, and the interest receipts are more than adequate to cover the payment. The only other liability to the fund would be the sick time compensation payment made to employees who retire from service with the Association, and it is adequate for that purpose at this time. In conjunction with our audit review, a regular line item expense will be incurred each year as we will transfer reserves from the yearly operations to this fund to insure its solvency and ability to meet future calls.

Review Recommendation 62. Catastrophic insurance is a service that is very costly and should be provided on a fee per student basis or be offered only for those sporting events (tournaments and championships) that the Association manages.

Approved Board of Control Response to Recommendation 62 - Currently bids have been solicited for the 1993-94 school year. Early indications are that the service will not increase substantially in price. This service is invaluable to our membership and despite only paying a few claims due to the high deductible, certainly affords a level of protection unavailable to our schools and students at the price we can obtain. Representatives of the insurance industry tell this office that the cost to an individual school for the same policy would be over \$6 per student compared our current expenditure of \$2.10 per student this year.

Review Recommendation 63. If team expenses are going to continue to be paid, then provisions should be made to pay expenses for participants in individual sports.

Approved Board of Control Response to Recommendation 63 - This item is under constant scrutiny by the Board of Control and the staff, and this 1992-93 cut should be the first restored should the financial picture allow. The staff recommendation, approved by the Board of Control, revises the basketball expense policy immediately to allow for payment only through the day following elimination, which could save approximately \$6,000 to \$8,000 per tournament.

Review Recommendation 64. Should attempt to get into the state government telecommunication system since the bulk of their phone calls are to and from schools.

Approved Board of Control Response to Recommendation 64 - Staff is currently consulting state agencies as to this option. Preliminary indications are that the only step necessary is State Department of Education endorsement as a designated agency.

Review Recommendation 65. A review should be completed of all tournament expenditure practices to first find a system that treats all students equally and second that is most economical.

Approved Board of Control Response to Recommendation 65 - The staff recommended that effective 1993-94, all team sports be reimbursed \$7 per night for necessary lodging, \$4 per meal, and \$1 per mile traveled in all sports where reimbursement is made to make fair and equal distributions. This was approved by the Board of Control. This would have represented a savings of \$1,378 on the 1992 Football playoff expenses for the teams, and over \$4,500 per tournament on the two 1992 basketball tournaments, or a total of \$10,450, and would represent the same payment schedule for all sports in which expenses are paid.

Review Recommendation 66.

(#1A) Budget/Audit Committee should be appointed in accordance with the action of the Board of Control. The committee role and scope of responsibility should be developed. The committee should immediately begin to meet to advise the Commissioner on financial matters.

(#1B) There should be consideration given to adding individuals outside the Board of control with finance backgrounds to the Budget/Audit Committee to assist in advising on the finances of the Association.

Approved Board of Control Response to Recommendation 66 - (1A and 1B) - The staff and Board of Control concurs with this recommendation as mentioned in Recommendation 1. It is the feeling that enough expertise is available in a combination of the Board of Control, Staff, auditing firm, legal counsel, and other professional volunteers as mentioned in Recommendation 1 to allow the Board of Control to make informed decisions. It should be noted that legal counsel and the auditing firm are much more involved on a daily basis since July of 1991 at the request of the Commissioner.

Review Recommendation 67. The Board of Control should reconsider the composition of the Board and the methods used to elect/select Board members.

Nevertheless, the State Board questions whether the present composition of the Board (school and athletic administrators) and the method of selecting Board members, should not be reconsidered to (a) broaden the base of the Board and (b) bring talents and experiences which might not be present. Issues the Board of Control should consider and respond to would include:

Should non-school related individuals have a seat on the Board (community leader, business people, etc.)?

Should the current election process be redesigned to eliminate or restructure the current "region" election process?

Should "at large" members be elected?

Should the State Board appoint a certain number of Board positions in addition to the elected positions, or appoint all Board members?

Approved Board of Control Response to Recommendation 67 - To make any change to increase the number of members would require a change in the Federal Court Decree. Secondly, there is nothing to prohibit the Board of Control President from appointing ad hoc or advisory committees with members other than Board and staff members. This is currently being done in reference to the Hall of Fame selections, and in conjunction with the Budget/Audit Review Committee and may be the best way to satisfy all interested parties.

During the 1993-94 school year, the State Board for Elementary and Secondary Education appointed a twenty-person Task Force on Interscholastic Athletics. This group met and received public commentary throughout the state and eventually released its report with 23 recommendations for changes and/or refinements within the Association. The State Board accepted many of the changes, while revising others, and deferring some of the recommendations to the KHSAA Board of Control for response.

EXECUTIVE SUMMARY OF ORIGINAL COMMISSION REPORT

The State Board for Elementary and Secondary Education (State Board) established the Commission on Interscholastic Athletics (Commission) to "*Study what are the optimum methods and best practices to deliver quality high school interscholastic athletic programs to student athletes throughout the Commonwealth.*"

Eighteen citizens from across Kentucky were appointed to the Commission on Interscholastic Athletics, one of which was a State Board member. Two were current Kentucky High School Athletic Association (KHSAA or "the Association") Board of Control members. The Commission divided into three committees to consider the issues presented in its charge by the State Board. Those issues focused on organization, eligibility, and sports management. Each committee was given a list of questions to consider and asked to address anything else that the members felt was appropriate.

The Commission addresses the following areas in its report:

Governance. The State Board's, Department of Education's, KHSAA Board of Control's, KHSAA Staff's and Member Schools' roles are expanded and clarified. The Commission concluded that:

- The State Board has the ultimate responsibility for athletics and should continue to designate an organization to manage athletics. However, the State Board must establish a process to monitor and provide oversight for that organization.
- The Board of Control is too passive; it must be more assertive to take positions and to provide leadership to the staff as well as the member schools.
- The Department of Education liaison should be an ex officio (non-voting) member of the Board of Control and should report to the State Board on the actions of the Association.
- The KHSAA staff should present all alternatives to the Board of Control and develop a communication process that keeps the public informed on all Association business.
- The member schools should take ownership of the Association and become active participants.

Eligibility. There are several problems that the Association continues to face because of the few who feel compelled to circumvent the rules or because the Association has in effect tied its hands by requiring all complaints to be filed in writing by a principal or superintendent. The Commission recommends that the Association aggressively enforce its rules and feels that the member schools must hold one another accountable if the rules are to be enforced. It is also recommended that the Association pursue any complaint and act on any violation regardless of the source. Other eligibility problems surface because of middle school athletics. Other than the self-imposed rules schools place on themselves, there are no controls on middle school athletics or students. It is recommended that middle school athletics should be governed by the Kentucky High School Athletic Association.

Sports Management. The major areas of concern focused on the number of regular season games and length of seasons. The Commission recommends reducing the number of games in most sports. Another area the Commission addressed was nonschool participation especially for team camps and summer leagues. It is recommended that school personnel and resources should not be involved in these activities. This would not prevent community leagues from using school facilities.

Revenue Structure. The Association raised member school dues substantially in 1992-93. Revenue from the boys' and girls' Sweet Sixteen Basketball Tournaments, which accounts for over fifty percent of the Association's total funds, is the main revenue source while profits from regional tournaments are retained by the participating schools. This arrangement benefits only a few schools (i.e. those participating in the regional tournament) to the detriment of all other schools. It also puts too much monetary emphasis on winning the regionals. Therefore, it is recommended that the Association receive net revenue from all post-season play beyond the district level and in all levels of the football playoffs, and the Association should distribute the excess proceeds to all schools.

Accountability/Enforcement. The Association holds the principal accountable for all actions taken by the school. In line with this policy, the Association only pursues complaints regarding possible rule violations if

the principal or superintendent files a written complaint. The Commission recommends that the Association investigate all reasonable complaints and establish a mechanism to encourage individuals to report possible violations.

Appeals. All Board of Control rulings may be appealed to the State Board for Elementary and Secondary Education. During the late 1980's, the State Board overturned some of the Board of Control's rulings which led to an undermining of the Board of Control's authority. As long as the Due Process procedures have been followed, State Board review is not needed since the individual always has the option to appeal any decision to the courts. Therefore, it is recommended that KRS 156.070 be amended to remove the requirement that Board of Control decisions be appealable to the State Board.

Extracurricular Activities. Interscholastic athletics appear to be the only extracurricular activity managed by the State Board. The same issues that need to be regulated in athletics are also prevalent in other activities such as classroom interference, overlapping of activities, health and safety of participants, and academic standards. It is recommended that the State Board for Elementary and Secondary Education undertake a study to determine if all extracurricular activities should be coordinated by a single entity.

Insurance. The Association does not require student athletes to have insurance to participate in interscholastic athletics. However, insurance is not mandated for any school related activity; therefore, it is recommended that athletes not be required to have insurance unless the State Board requires insurance coverage for all students.

Cheerleading. The Association does not control cheerleading activities because it does not sponsor a championship or sanction competition. However, the lack of statewide parameters permits some schools to put too much emphasis and unrealistic expectations on students. Therefore, it is recommended that the Association govern cheerleading.

Gender Equity. The Commission concluded that the Association is responsible for gender equity and recommended that its efforts should focus on barriers to participation instead of the number participating in athletics.

In summary, the Commission concluded that athletics are an integral part of the education process and offers the recommendations noted below to strengthen the management of high school athletics and the Kentucky High School Athletic Association. The Commission felt that there was not adequate time to fully review some areas. In those cases, the recommendations are suggestions of possible actions that should be considered by the State Board, recognizing that the Commission concluded a problem exists which needs to be addressed but the proposed recommendation may not be the ideal solution. This applies mostly with eligibility issues. On items such as governance and revenue structure, the Commission felt strongly that specific action should be taken, and the recommendation is worded accordingly.

- (1) *The State Board for Elementary and Secondary Education should continue to designate the Kentucky High School Athletic Association as the entity to manage interscholastic athletics to ensure consistent standards are set for all student athletes. In doing so, the SBESE retains the ultimate responsibility for interscholastic athletics and must fulfill a monitoring and oversight role. The State Board should take the following actions:***
 - (a) *Require the Commissioner of the Kentucky Department of Education to appoint an ex-officio (non-voting) member to the Board of Control.***
 - (b) *Require the KDE ex-officio member to provide an update on KHSAA actions at each State Board meeting.***
 - (c) *Appoint an oversight committee to review the KHSAA operating and capital budgets, audit and financing. The committee should include a minimum of:***
 - *One State Board member;***
 - *One KHSAA Board of Control member;***
 - *One KHSAA staff person; and***
 - *One KDE staff person.***
 - (d) *Approve the KHSAA budgets.***
 - (e) *Require the KHSAA Board of Control to annually set goals for achievement and perform a self-assessment of its achievements and submit both to the State Board.***
 - (f) *The KDE legal counsel should be properly advised of all legal action brought against the KHSAA and report significant matters to the State Board.***
- (2) *The following action should be taken:***
 - (a) *Amend the Constitution to:***
 - *Permit a maximum of two consecutive four-year terms on the Board of Control with no region represented for more than eight (8) consecutive years.***

- *Have only the Commissioner employed by the Board of Control and permit the Commissioner to employ all other personnel needed to fulfill the responsibilities of the Association.*
 - *Require an annual evaluation of the Commissioner by the Board of Control.*
 - (b) *Implement a procedure to ensure the selection of three Board of Control members each year.*
 - (c) *Maintain the current eligibility criteria for the Board of Control.*
 - (d) *Provide a clear duty description for Board of Control members which should focus on policy making and training for new Board of Control members not only on KHSAA rules and procedures but also on responsibilities of a board member and how to fulfill them.*
 - (e) *Encourage the development of athletics so that the maximum number of students may benefit from participating in sports.*
- (3) *The Association should eliminate the Delegate Assembly and replace it with an annual meeting of all member schools. The annual meeting should focus on current issues facing the Association and ways to promote athletics such as sports medicine, transfer rules, foreign exchange, and intramurals. All schools should have a vote on amendments during the annual meeting. This approach will allow for direct participation and create greater ownership in the Association.*
- (4) *Academic standards for student athletes should be consistent with academic standards for all students.*
- (5) *KHSAA Bylaw 4 should be amended to permit eight consecutive semesters of eligibility upon entering the ninth grade.*
- (6) *The KHSAA should consider amending Bylaw 6 to permit open choice with the opportunity to transfer.*
- (7) *The KHSAA should address any areas of abuse with foreign exchange students. Any rule inhibiting stopping this abuse of the rules should be amended.*
- (8) *Consider taking the following actions regarding the number of games and length of seasons:*
- (a) *Reduce the number of contests for each sport to:*

<i>Baseball</i>	<i>30</i>
<i>Basketball</i>	<i>22</i>
<i>Cross Country</i>	<i>13</i>
<i>Golf</i>	<i>16</i>
<i>Soccer</i>	<i>17</i>
<i>Softball</i>	<i>30</i>
<i>Wrestling</i>	<i>17</i>
 - (b) *Reconsider how tournament games are counted so that a team cannot play six games more than a school that does not participate in tournaments. One possibility is to count basketball, baseball, and softball tournaments as two games instead of one since most teams play at least two games. Single elimination tournaments should continue to be counted as one game against the limit.*
 - (c) *Consider setting some limitations on weekly participation for each sport.*
 - (d) *Require all regular season contests to be held Monday through Thursday to be completed by 10:30 PM to enable students to return home in a timely manner.*
- (9) *Consider taking the following action regarding scrimmages:*
- (a) *Establish clear guidelines for scrimmages to ensure that they are controlled instructional opportunities and not exhibition games.*
 - (b) *Establish a reporting system which includes input from schools and officials on all scrimmages.*
 - (c) *Require all team camps to submit a copy of all activities to ensure that Association rules are being followed, especially regarding scrimmages.*
- (10) *Consider taking the following action regarding tournaments:*
- (a) *Establish a selection criteria to determine tournament sites.*
 - (b) *Leave the Sweet Sixteen basketball structure intact. However, KHSAA should study the Sweet Sixteen basketball structure to determine if a sectional format should be used for enhancing the Association's revenue structure.*

- (c) **Require all regular season tournaments to be reported to the Association with specific information submitted regarding the financial and contractual arrangements to ensure compliance with the KHSAA bylaws.**
- (11) **Consider taking the following action regarding nonschool and nonseason participation:**
 - (a) **Prohibiting member schools from using their resources to support summer programs, leagues, and team camps. This would include but not be limited to personnel, facilities, equipment, and transportation. This does not prohibit the use of facilities for community recreational programs.**
 - (b) **Limiting the number of players from a school team that can play on any organized team together if the coach is involved.**
 - (12) **Consider rotating membership on sport committees to ensure representation from all individuals involved in each sport.**
 - (13) **Consider taking the following action regarding officials, Local Policy Boards and Assigning Secretaries:**
 - (a) **Establish a job description and performance requirements so that officials can be evaluated on pre-established expectations.**
 - (b) **Establish minimum physical requirements for officials.**
 - (c) **Establish minimum training standards for officials.**
 - (d) **Establish guidelines for Local Policy Boards to use to determine if the Assigning Secretary is fulfilling job requirements.**
 - (e) **Hold Assigning Secretaries accountable for completing their jobs.**
 - (f) **Develop a recruitment program for officials.**
 - (g) **Consider the use of observers to evaluate officials and lessen the weight of coaches' evaluations.**
 - (14) **The practice of paying for Hall of Fame games should be eliminated.**
 - (15) **702 KAR 7:065 should be amended to designate the KHSAA as the entity responsible for managing middle school interscholastic athletic programs. However, before that is done, there should be a study of middle school athletics to determine what regulations are needed to provide a quality athletic program for middle school students. This should include, but not be limited to, number of games, length of seasons, age and/or weight limits, academic requirements, dues structure and whether tournaments should be held at this level. The final report should include recommended changes and a realistic time frame for implementation.**
 - (16) **The State Board for Elementary and Secondary Education should require the KHSAA to change its revenue structure to ensure the financial viability of the Association as follows:**
 - (a) **The Association should manage all post-season play beyond the district level and all rounds of the football playoffs with net revenues coming directly to the KHSAA. The Association should contract with appropriate entities for management of the tournaments, utilizing revenues generated by the contests.**
 - (b) **At the end of each fiscal year, member schools should receive all funds in excess of one-third of the upcoming unrestricted budget. The net effect of this action should be the rebating of dues to all member schools.**
 - (c) **Member school dues should be reexamined to determine if a reduction can occur and still provide reasonable assurances that the budget will be properly funded via the revenue structure.**
 - (17) **The Board of Control should amend its Constitution and Bylaws as follows:**
 - (a) **Bylaw 13 should permit anyone to report a violation to the Association. The staff should then investigate and bring appropriate charges against any violating party.**
 - (b) **Article IV of the Constitution should permit the assessment of fines for any violation of the Association's rules to ensure that schools violating those rules are the ones to suffer the consequences for their actions.**
 - (c) **The bylaws should include a penalty code that sets forth a minimum and maximum penalty for infractions.**
 - (18) **The Kentucky High School Athletic Association and its member schools should:**
 - (a) **Aggressively enforce its rules.**
 - (b) **Develop educational programs to inform principals, coaches, athletic directors, teachers, students and parents of all Association rules.**

- (c) *Establish appropriate penalties for infractions to deter schools from violating the rules.*
 - (d) *Develop a "hotline" to encourage individuals to report possible violations.*
 - (e) *Accept responsibility for the Association and hold each other accountable. Documentation should be put forth instead of just allegations.*
- (19) *The State Board for Elementary and Secondary Education should seek legislation to remove the right to appeal any decision made by the Board of Control to the State Board. Any appeal of the Board of Control decisions should be made to the courts.*
- (20) *Take the following actions regarding appeals:*
- (a) *Replace the East and West Eligibility Panels with an independent hearing officer.*
 - (b) *Additional rules interpretations should augment the bylaws to increase the lay person's understanding of the rules.*
 - (c) *Establish clear guidelines regarding what is appealable. The other items should go directly to the courts for resolution.*
 - (d) *Develop a philosophical Statement of Principles to guide the Association's action when ruling on eligibility cases. This statement should balance the right of the individual with the need to guarantee a level playing field for all athletes.*
 - (e) *Require the Commissioner to provide, quarterly, to the Board of Control a summary of all waivers granted to enable the Board of Control to judge if consistent rule interpretations are being made by the Commissioner.*
- (21) *The State Board should undertake a study to see if there should be an organization responsible for coordinating all extracurricular activities.*
- (22) *Encourage member schools to require student athletes to have insurance. However, it should not be required unless the State Board requires insurance for all students.*
- (23) *KRS 156.070 should be amended to enable the State Board to designate the KHSAA as the entity responsible for managing cheerleading. To determine what should be regulated, there should be a study of what is needed to provide a quality cheerleading program. This should include what activities should be permitted, number of competitions, skill requirements, and dues structure.*

SUMMARY OF FINAL ACTION FOLLOWING COMMISSION REPORT

Following the completion of the study, the State Board for Elementary and Secondary Education accepted the report, and divided the alternative actions into two groups.

Recommendations 5-13, and 22 were submitted to the Board of Control which took the following actions -

- (5) *The Board of Control adopted the recommendation with a phase out of current rule for those students currently in high school.*
- (6) *Amended Bylaw 6 to the previous rule by deleting the "evident injustice" clause. Rejected open choice with opportunity to transfer. It was felt that open choice would create uncontrollable recruiting which would threaten the integrity of athletics.*
- (7) *Directed staff to study and bring forth a recommendation.*
- (8) *Adopted the following amendments*
 - (a) *Adopted with one amendment and that increased the number of basketball games to 24 instead of 22. It was the opinion of the Board of Control that four basketball games had already been eliminated and the loss of revenue would impact the athletic budget at many schools.*
 - (b) *Adopted Commission recommendations on how to count tournament games.*
 - (c) *Amended limitation of season rules to prohibit competition on four consecutive days, Monday to Thursday.*
 - (d) *Directed staff to study the need for a Monday through Thursday completion time.*
- (9) *Adopted the following amendments regarding scrimmages*

- (a) **Adopted scrimmage rules to address the recommendation**
 - (b) **Directed staff to study this situation to determine what action should be taken to address team camp activities.**
- (10) **Adopted the following action regarding tournaments**
- (a) **Directed staff to develop criteria by May to implement in fall of 1994-95.**
 - (b) **Referred to basketball committee for development of a board/staff study of alternative structures**
 - (c) **Directed staff to implement**
- (11) **Directed Commissioner to do a study and develop a plan for implementation to present to 1995 annual meeting.**
- (12) **Directed staff to develop committee structure to include rotation and appropriate representation including race and gender.**
- (13) **Directed staff to bring recommendations to July meeting to implement proposed changes.**
- (22) **Directed staff to survey schools and insurance industry and bring proposal to March meeting.**

Recommendations 1-4, 14-21 and 23 were submitted to the State Board for Elementary and Secondary Education which took the following actions -

- (1) **Took the following action directing KDE staff to submitted revised 702 KAR 7:065 to implement recommended changes -**
- (a) **Address Board of Control composition by incorporating requirement for four at-large members appointed by State Board on Board of Control.**
 - (b) **KDE liaison reports on KHSAA action at each State Board meeting.**
 - (c) **State Board approves KHSAA budgets each year.**
 - (d) **Board of Control sets goals and objectives and performs a self-assessment each year; Goals, achievements and self-assessments are submitted to State Board each year.**
 - (e) **KHSAA advises KDE legal counsel of all legal action brought against the KHSAA; KDE legal counsel reports significant matters to State Board.**
- (2) **Took the following action directing KDE staff to submitted revised 702 KAR 7:065 to implement recommended changes -**
- (a) **Permit Board of Control members to serve consecutive terms, with no region represented for more than eight (8) consecutive years; have only the Commissioner directly employed by the Board with all other personnel employed by the Commissioner and the Commissioner being evaluated annually.**
 - (b) **Amend Board of Control selection procedure to ensure the selection of three (3) members per year.**
 - (c) **No action necessary.**
 - (d) **Establish a duty description for Board of Control members; Develop Board of Control training procedures; Encourage development of athletics in the annual goals and objectives of the KHSAA.**
- (3) **Took the following action directing KDE staff to submitted revised 702 KAR 7:065 to implement recommended changes -**
Amend the Constitution to eliminate the Delegate Assembly and replace it with an annual meeting of schools; Amend the Constitution to give each school a vote; Plan the annual meeting as an educational and working meeting to address the current issues facing the association.
- (4) **The State Board will notify all school districts of its position that academic standards should be consistent for all students, regardless of the student's activity.**
- (14) **Amend KHSAA Bylaws to eliminate the ability to pay for Hall of Fame games.**
- (15) **Directed the following action be taken-**
- (a) **A study should be undertaken to determine what regulations are needed to provide a quality middle school athletic program.**
 - (b) **Amend 702 KAR 7:065 to designate the KHSAA as the entity to manage middle school interscholastic athletics.**

- (16) Directed the following action be taken-**
- (a) Amend the Constitution to enable post-season revenue to come to the KHSAA; The KHSAA contracts with appropriate entities for management of postseason tournaments. **** NOTE **** This recommendation was ultimately amended to require that postseason revenue be distributed to all schools in a particular classification by a method determined by majority vote of all schools in the classification**
 - (b) Amend the Constitution and Bylaws to provide for any excess revenues to be returned to member schools.**
 - (c) Study budget revenue situation to determine if a reduction in member dues can occur.**
- (17) Directed the following action be taken-**
- (a) Amend Bylaw 13 to permit anyone to report a violation.**
 - (b) Amend the Constitution to permit the assessment of fines on member schools.**
 - (c) Establish a penalty code within the KHSAA bylaws.**
- (18) Directed the following action be taken-**
- (a) KHSAA staff to follow up on all possible violations**
 - (b) Establish educational programs for all individuals involved with the KHSAA.**
 - (c) Penalties to be established in penalty code.**
 - (d) The KHSAA establishes a "hotline" for reporting violations.**
 - (e) Schools accept responsibility for following rules and reporting possible infractions.**
- (19) Amend KRS 156.070 to remove the right to appeal KHSAA decisions to the State Board and provide for the right to appeal to the courts.**
- (20) Directed the following actions be taken-**
- (a) Amend due process procedure to replace eligibility committees with an independent hearing officer.**
 - (b) Add rule interpretations to increase the lay person's understanding.**
 - (c) Establish guidelines for appealable items.**
 - (d) Adopt a philosophical Statement of Principles to guide future action on eligibility cases.**
 - (e) Commissioner reports, quarterly, to the Board of Control a summary of all waivers granted.**
- (21) Undertake a study to determine if there should be an organization responsible for coordinating all extra-curricular activities.**
- (22) No additional action needed unless the State Board requires insurance for all students.**
- (23) Amend KRS 156.070 to permit State Board to designate an entity to manage cheerleading; undertake a study to determine regulations needed to provide a quality cheerleading program.**