

# 2007 - 2011

## KENTUCKY HIGH SCHOOL ATHLETIC ASSOCIATION



# STRATEGIC PLAN



SPORTSMANSHIP

PARTICIPATION

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TEAMWORK

INTEGRITY



## **KENTUCKY HIGH SCHOOL ATHLETIC ASSOCIATION**

### **2007-2011 STRATEGIC PLAN GOALS AND OBJECTIVES**

#### **KHSAA BOARD OF CONTROL**

Michael Barren, 2009, Wilmore  
Lonnie Burgett, 2009, Mayfield  
Chuck Broughton, 2007, Owensboro  
Gary Dearborn, 2007, Cynthiana  
Alan Donhoff, 2010, Louisville  
Paula Goodin, 2007, Pineville  
Arthur "Ozz" Jackson, 2008, Whitesburg  
Jerry Keepers, 2010, Louisville  
L.V. McGinty, 2008, Paducah  
Marvin Moore, 2008, Morehead  
Steve Parker, 2009, Lexington  
Jeff Perkins, 2009, Somerset  
Lea Wise Prewitt, 2010, Mt. Sterling  
Jeffrey Schlosser, 2011, Cincinnati  
Bob Schneider, 2008, Newport  
Bob Stewart, 2010, Louisville  
Donna Wear, 2008, Paducah  
Dave Weedman, 2010, Buckner

#### **KHSAA EXECUTIVE STAFF**

Brigid L. DeVries, Commissioner  
Larry Boucher, Assistant Commissioner  
Julian Tackett, Assistant Commissioner  
Roland Williams, Assistant Commissioner  
Butch Cope, Director of Promotions and Media Relations  
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Approved, December, 2006

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### BACKGROUND

This Kentucky High School Athletic Association Strategic Plan, adopted for 2007-2011, 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 enacted 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 was retired early, in December 2006.

### *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 2007-2008 there were 281 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 2006, 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.
- 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 - Ensure adequate staffing of KHSAA administration and continued Professional 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 sportsmanship/citizenship and conduct at KHSAA interscholastic sponsored events and other activities involving coaches, officials, athletes and spectators.
- Goal 7.0 – Evaluate the composition and operations of the Board of Control and communication systems to ensure inclusion of the membership.

## **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 for the KHSAA.**

**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 development of a unique identity for each sport.*

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

*Implementation 1.1.1.4 – Utilize 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, and in particular the events that have the largest impact on revenue such as football.*

*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 – Maximize 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 a high efficiency level.***

*Implementation 1.2.2.1 – Assign maintenance 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 quarterly basis and reports from the physical plant director at appropriate staff meetings.*

*Implementation 1.2.2.6 - Begin planned replacement schedule for capital improvement such as heating and air conditioning, 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.*

***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 event formats in all sports as necessary to ensure the balance between competitive fairness and financial stability.***

*Implementation 1.4.2.1 - Study all sports programs in relation to school enrollment classifications where applicable (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, as well as localize 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. Utilize creative resources to target potential new attendance groups.*

**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 – Work with related professional organizations to complete a regular rules review prior to making Bylaw changes. Conduct focused review 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 changes.*

*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.*

***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. Following the deadline for submission for change.*

*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 – Continue quarterly production of the Athlete to allow for cost efficiency.*

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

***Tactic 2.2.2 - Expand usage of communication resources such as Commissioner's Notes and other publications and the KHSAA Web Site to summarize current KHSAA information 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 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 "Athlete" 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 – Develop a DVD/CD for use by school personnel, parents, students and coaches regarding KHSAA rules and regulations.*

*Implementation 2.2.2.7 - Continue to develop on line registration for officials*

***Tactic 2.2.3- Continue to develop periodic public service announcements segments for use in television, radio and print campaigns.***

*Implementation 2.2.3.1 - Include public service announcements on KHSAA bylaws throughout the year as well as during "peak" publicity times.*

*Implementation - 2.2.3.2 - Focus on the segments of the 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 KHSAA radio and television partners as well as all broadcast avenues for distribution -- radio, TV, cable, etc.*

*Implementation 2.2.3.5 – Continue to utilize announcements through "Hold Time" positive and informative telephone waiting messages.*

***Tactic 2.2.4- Continue to refine procedures for the use of KHSAA forms including 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, and expand forms needs where required.*

**Strategy 2.3- Conduct Required Regional Administrators Workshops and on-site seminars with KHSAA athletic directors and membership constituencies on a regular basis.**

The required "Regional Meeting" concept used successfully by the KHSAA and other states is vital to communication with the membership. This is a good way to educate 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.*

*Implementation 2.4.2.6 – Conduct mandatory meetings on current issues for school principals or designated with Administrative certification and A.D.*

*Implementation 2.4.2.7 - Include middle school personnel in the distribution materials regarding KHSAA Regulations that could impact middle school students.*

***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.*



**Goal 3.0 – Ensure adequate staffing of KHSAA administration and continued Professional 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 Rules Committee Process at every level.***

*Implementation 3.1.1.1 - Assist in the identification of committee members when the Association's rotated position 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.*

***Tactic 3.1.2- Participate in all National Federation Conferences and Workshops when the Association is afforded such an opportunity.***

*Implementation 3.1.2.1 – Send 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 internal 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.*

***Strategy 3.3 – Increase staffing levels when appropriate to meet the ever increasing service demands by the membership.***

*Implementation 3.3.1 Hire an additional Assistant Commissioner.*

*Implementation 3.3.2 Hire part time or full time compliance officer.*

**GOAL 4.0 – Continue to monitor and audit compliance guidelines of member schools 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 internal electronic mechanisms for tracking compliance issues, actions and rulings related to Association rules.*

*Implementation 4.1.1.3 – Continue to recognize schools in a positive way who can document compliance with Association rules through publications such as the Commissioner’s Notes.*

*Implementation 4.1.1.4 – Continue to refine 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 wherever possible 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 consistent 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.*

*Implementation 4.1.2.4 – Gear penalties towards school personnel responsible for rules violations where possible and not the student athletes.*

**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 Regional Title IX workshops utilizing the services of agencies such as Kentucky School Boards Association, Kentucky Department of Education and others whenever possible.*

*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 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 Museum 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 - 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.*

*Implementation 5.2.1.3 - Create a silent auction component as part of the Hall of Fame banquet activities.*

*Implementation 5.2.1.4 – Actively promote ticket sales to the induction banquet to ensure the proper recognition for the individuals who have been selected.*

*Implementation 5.2.1.5 - Ensure that the Hall of Fame banquet is a self-supporting event, minimizing the dependency on the Dawahares endowment.*

***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 – Annually meet with golf course and support personnel to secure site, promotion and direction of golf outing.*

*Implementation 5.2.3.2 – 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 5.2.3.3 - Ensure that the Hall of Fame Golf Outing and other related programs are self-supporting without impact on the General Fund of the Association.*

*Implementation 5.2.3.4 – Expand hole Sponsorships for the HOF Golf Tournament as a means of generating revenue.*

**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 sportsmanship/citizenship and conduct at KHSAA interscholastic sponsored 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 - 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 6.1.1.3 – Continue to develop recognition award programs such as boys and girls coach of the year awards in all sports.*

**Strategy 6.2 – Maintain and continue to expand programs for the development of the "student" in the student athlete experience.**

*Implementation 6.0.1.1 - Continue to promote sportsmanship by creating activities at KHSAA events.*

*Implementation 6.0.1.2 - Continue to create innovative activities that reward those who exhibit good sportsmanship.*

*Implementation 6.0.1.3 - Create items such as signs and or banners for display at schools and event venues that encourage appropriate behavior by spectators and participants.*

*Implementation 6.0.1.4 - Continue to promote good sportsmanship by reading the "Sportsmanship Card" at all KHSAA sporting events.*

***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.*

**Goal 7.0 – Evaluate the composition and operations of the Board of Control and communication systems to ensure inclusion of the membership.**

**Strategy 7.1 –To ensure that the Board is optimally representing all groups, Board of Control members shall establish a formal and routine communication system for ensuring that all effected constituencies are involved in understanding the Board’s role within the.**

Communication is the hallmark of a good organization. And an efficiently functioning Board of Control is vital to the success of the Association. The designated members of the Board of Control, as well as those elected from specific regions must ensure that the business of managing interscholastic athletics is communicated to all effected groups. In addition, the at-large representatives need to ensure that members of the Kentucky Board of Education are updated not only by the office staff, but by those individuals directly appointed to represent the Kentucky Board of Education.

***Tactic 7.1.1- The Board shall review its current composition and ensure that it is representing all needed constituencies.***

*Implementation 7.1.1.1 – In a comprehensive manner, the Board shall review proposals and other items for consideration that call for potential Board of Control expansion in order to identify the desired outcomes and rationale for change.*

*Implementation 7.1.1.2 – The Board shall review the current election procedures for the Board of Control along with its current makeup, and determine any possible revisions to its composition based on the identified desired outcomes.*

*Implementation 7.1.1.3 – Along with Association staff, members of the Board of Control shall meet with representatives of the Kentucky Department of Education to attempt to use the existing at-large member framework to help in underrepresented areas.*

*Implementation 7.1.1.4 – Prior to adoption of any changes to the Board composition, the Board shall conduct a cost analysis and review of the fiscal impact of any change and its impact on the Association.*

*Implementation 7.1.1.5 – Prior to adoption of any changes to the Board composition, the Board shall ensure that any adopted changes to help underrepresented areas does not disproportionately add to the representation of any area.*

*Implementation 7.1.1.6 – Prior to adoption of any changes to the Board composition, the Board shall work with legal counsel to ensure that all proposed changes adhere to the Federal Court Order of 1971 as amended in 1987.*

***Tactic 7.1.2- Communicate with school representatives and other effected groups as to the activities of the Board of Control and of upcoming action items. Ensure that all constituent groups are adequately represented.***

*Implementation 7.1.2.1 – Using email, fax and other phone communication, the regional representatives must ensure that items that are on the current agenda are known to the schools, including references to web site postings and other information.*

*Implementation 7.1.2.2 – Regularly and routinely notify schools following the meetings as to specific concerns of the effected schools and how they were dispensed with in the meeting..*

*Implementation 7.1.2.3 – Emphasize that the section representatives are to routinely meet and communicate with the member schools of the region in which the Board member is not employed.*

*Implementation 7.1.2.4 – Make special emphasis among the designated representatives, to routinely address special concerns necessary to those groups, and actively communicate such concerns both to the Board and to the Commissioner’s office.*

**Tactic 7.1.3- Ensure that the membership is aware of the unique functions of the Board of Control and the role that the Board member is serving.**

*Implementation 7.1.3.1 – Reiterate the legal obligations of the Board members as they relate to student eligibility appeals and emphasize the need to minimize ex-parte communication.*

*Implementation 7.1.3.2 – Ensure that the schools are aware of the need for the Board to regularly and consistently exercise its fiduciary responsibilities in managing the finances of the Association.*

*Implementation 7.1.3.3– Reinforce the Board of Control’s responsibility in making decisions in the best interest of the Association and not a particular school.*

*Implementation 7.1.3.4– Reinforce the stance that the Board does not desire to reject any change proposed by the membership, but must accept the responsibility to do such if it is in the best interest of the Association, per the Constitution.*

**Strategy 7.2 – The Board of Control shall review its operational procedures to ensure that it functions in an efficient and progressive manner.**

The Board shall review its meeting schedule, basic operations and procedures to ensure that the meeting and workload of the members doesn’t preclude qualified candidates from seeking the positions, while at the same time, keeps the needs of the student-athletes foremost in the mind of the Board of Control.

**Tactic 7.2.1- Evaluate the Board of Control role in the Due Process Procedure.**

*Implementation 7.2.1.1 – Annually review with counsel, Kentucky Department of Education, and other state agencies, the adopted Due Process Procedure and continue to refine deadlines and operations.*

*Implementation 7.2.1.2 – Evaluate current operations within the Due Process Procedure to ensure that the process of reviewing student eligibility cases is done in the most efficient and expedient manner.*

*Implementation 7.2.1.3 – Evaluate the current procedure and determine if a procedure whereby all eligibility cases are heard by 100% of the seated Board of Control is the most effective and efficient.*

**Tactic 7.2.2- Review the meeting schedule of the Board of Control and its committee system to ensure efficient operations.**

*Implementation 7.2.2.1 – The Board shall regularly schedule its meetings so that an optimal number of members can attend.*

*Implementation 7.2.2.2 – The Board shall determine if a more effective means of committee operations is possible and feasible, to minimize the amount of time that Board members are taken away from administrative and obligated responsibilities at their school or employer.*