



**NHIAA  
Strategic Plan  
2020 – 2027**

**“Winning is for a day, Sportsmanship is forever.”**

**NHIAA MISSION STATEMENT**

**The mission of the New Hampshire Interscholastic Athletic Association, as the leader of high school athletics, is to ensure fair play in competition and equal opportunity in interscholastic programs.**

**2018 - 2019 NHIAA REPRESENTATIVE COUNCIL**

**President:** Bruce Parsons  
**Vice President:** Steve Beals  
**Executive Director:** Jeffrey T. Collins

**Council Members**

		June Exp. Date
Steve Beals, Alvirne	NHASP	2019
Linda Brodeur, Bishop Guertin	NHASP	2020
Dean Cascadden, Bow	NHSAA	2019
Jim Collins, Mascoma	NHASP	2020
Sheila Colson, Spaulding	NHC	2020
Andy Coppinger, Moultonborough	NHASP	2020
Gary Dempsey, Pelham	NHASP	2019
Richard Dichard, Manchester West	NHASP	2019
TBD	State Dept. of Education	
Paul Hoiriis, Newfound	NHASP	2021
Robert Malay, Keene	NHSAA	2020
Frank McBride, Goffstown	NHASP	2019
Steve Mello, Concord	NHADA	2019
Dan Meserve, Hopkinton	NHADA	2019
Sean Moynihan, Sunapee	NHASP	2019
Kelly Owen, Bishop Brady	NHC	2019
Victoria Parady-Guay	NHADA	2021
Jason Parent, Londonderry	NHASP	2019
Bruce Parsons, Plymouth	NHASP	2020
Buddy Trask, Colebrook	NHADA	2019
Jack Widmer, Meredith	NHSBA	2020

## **The New Hampshire Interscholastic Athletic Association**

In 1947 the New Hampshire State Athletic Association was formed. In 1948 the name was changed to the New Hampshire Interscholastic Athletic Association (NHIAA). The primary reason for the creation of this organization was to establish the state athletic programs as an integral part of the entire school curriculum. It was believed that athletics, properly directed and administered on a state-wide basis, has a contribution to make to the educational program of schools.

Since 1947 the NHIAA has made progress in organizing, supervising and coordinating a state wide athletic program. Superintendents, principals, athletic directors, coaches, state school board association members, and State Department of Educational personnel have served on the Council, the governing body of the organization. The administration of the sports has been carried out by committees chosen from school and non-school people throughout the state.

In addition to the administration of athletics, the Association has formulated standards to insure competition is equalized. Regulations have been adopted to meet changing times and conditions. Changes, when necessary, are implemented by constitutional or by-law amendments.

The NHIAA is a voluntary organization operated by a continually changing committee structure and an athletic council. Committee membership is voluntary. Positions on the Council are rotated over a period of years giving the opportunity for all viewpoints to be considered. By this process, athletics takes its proper place in the entire educational program of the member schools and makes a great contribution to the development of New Hampshire youth.

### **The 2020–2027 NHIAA Strategic Plan**

In July of 2019 a Strategic Planning subcommittee came together to review the current NHIAA Strategic Plan and the accomplishments made over this period of time. While the NHIAA is proud of their accomplishments, as an organization we realize the importance of continuously improving high school sports in the state of New Hampshire. With this in mind, we have recently completed and approved the 2020-2025 NHIAA Strategic Plan.

This plan was developed by the Strategic Planning subcommittee which was made up of superintendents, principals, athletic directors, coaches, NHIAA Executive Director, and NHIAA office staff. A facilitator focused the group during this three day planning period. A draft of the new plan was developed and will be shared with the NHIAA Representative Council for their input.

The NHIAA Mission has not changed. We have developed Guiding Principles that will help guide committee members and Council members when making decisions. We have established Five Strategies along with a Goal or Goals under each strategy. In following this plan you will also find a Rationale for that specific strategy and Strategic Initiatives to meet each goal. Using the Strategic Initiatives we will develop Action Plans designed specifically to meet each Goal. We will post these action plans on the Web site so our constituents can follow our progress in meeting each goal over the next five years. We thank all the people who were involved in developing this plan and to all the people who provided us feedback on this plan.

## Strategic Theme #1: Membership

**Goal:** Enhance and promote a symbiotic relationship between the membership and the NHIAA, committed to a shared belief that involvement increases student growth and success

### Rationale:

- The strength of the organization is membership dependent
- “We” are the NHIAA

<b>Strategic Initiatives to achieve Goal</b>	<b>Actions/Activities to achieve Strategic Initiative</b>
1. Provide membership with logo and branding material(s) to reinforce, “We are the NHIAA”	
2. Facilitate “regional focus/listening” sessions/groups. Fall 2019 – Spring 2020	<i>ED with Council members develops questions to inform NHIAA’s future decisions and actions so that there is increased buy-in and support for a shared connection to the NHIAA mission (Added by Consultants based on Retreat Discussions)</i>
3. Create/revise expectations and responsibilities of membership (schools, principals, AD’s, Committees, Council, SAIC/Athletes)	
4. Explore emerging technologies to enhance the symbiotic relationships (efficiencies in communication)	
5. Establish a new high school principal mentor program	
6. Marketing	

## Strategic Theme #2: Identity

**Goal 1:** Define and articulate the Identity of the NHIAA by June 2020

**Rationale:** To identify our purpose for all stakeholders

- Why we do what we do
- Who we are
- What we do

<b>Strategic Initiatives to achieve Goal</b>	<b>Actions/Activities to achieve Strategic Initiative</b>
1. Identify/define core values (replace Code of Ethics) and Update Mission. Establish a shared definition of terms, to include, but not limited to: Fairness, Equity, Sportsmanship, Competitiveness Year 1, in advance of Goal 2	1. Council appoints task force (possible outsourced) to: a. Solicit input from all stakeholders: ADs, parents, students, principals, superintendents, NHIAA staff, officials, coaches, sponsors b. Draft Core Values c. Draft Mission d. Present/recommend to Council
2. Marketing of the Identity of NHIAA begins in 2020	

**Goal 2:** Review and refine the operations of the NHIAA to meet current and future needs (ongoing) after finalization of data.

**Rationale:** Articulate how we support our Identity

<b>Strategic Initiatives to achieve Goal</b>	<b>Actions/Activities to achieve Strategic Initiative</b>
1. Review and refine procedures for <ul style="list-style-type: none"> <li>• Classification (initial/sports specific)</li> <li>• Petitioning</li> <li>• Co-op's</li> <li>• Timelines/length of cycles</li> </ul>	1. Council forms study committee to gather and analyze data and input; to report recommendations back to Council
2. Review and update (as needed) all existing By-laws	1. Council delegates committees to look at their by-laws to review and revise them. Committees solicit input from stakeholders <ul style="list-style-type: none"> <li>• 4 By-laws: policy, protest, sanctioning, seeding and tie breaking; when no committees, Council determines how to handle</li> <li>• Legal checks as necessary</li> </ul>
3. Evaluate the functions and efficiencies of operations	1. Define and articulate roles, responsibilities and relationships of NHIAA office staff, its Council members, and their Committee members 2. Develop and revise (over time) positions to support enhanced operation; which may include positions to support new programs and partnerships 3. Research and evaluate new technology options/software
4. Marketing	1. Timely, transparent, effective communication of how we do things with a rationale (ongoing)

## Strategic Theme #3: Growth

**Goal 1:** Explore new programs and avenues to expand student involvement

### Rationale:

- To continue to be the leader in interscholastic opportunities for students
- Participation and involvement are linked to improved attendance, discipline and academic performance

Strategic Initiatives to achieve Goal	Actions/Activities to achieve Strategic Initiative
1. Create a committee (AD's and principals) to evaluate current and future programs	
2. Collect data on other activities not associated with NHIAA currently	
3. Create and encourage sub-varsity opportunities/events	
4. Marketing	

**Goals 2:** Expand collaboration with related organizations to increase participation, mentorship, obtain buy-in; i.e. Principals Associations; Superintendents; Business Sponsors

**Rationale:** Clarify roles so they can be met. Work together to make a better/stronger organization

Strategic Initiatives to achieve Goal	Actions/Activities to achieve Strategic Initiative
1. Facilitate meeting with representatives from related organizations to develop partnerships that support and enhance student growth	1. Specific attention to a stronger link with the Principal's Association
2. Establish mentorship program for principals	1. FAQ for new principals
3. Evaluate partnership opportunities for internships	
4. Marketing	

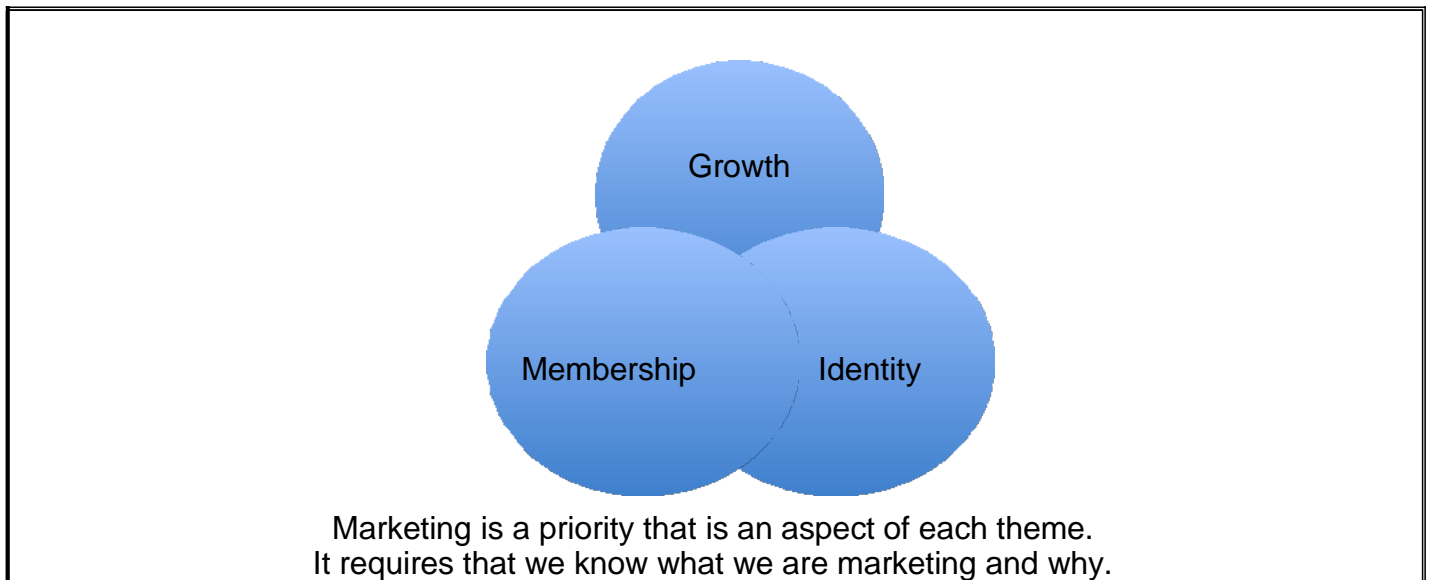
## Supporting Documents

Below is a summation of the thoughts and ideas of those who participated in the 2019 Strategic Planning Retreat addressing critical topics.

These priorities reflect discussions on vision for NHIAA success in 2027 and how this success will be achieved.

### **The NHIAA Strategic Themes do not stand-alone: Their success is interdependent**

It is important to recognize and coordinate the overlaps.



### **Priorities: Where NHIAA should focus its resources and attention**

#### **Membership**

- Value added for member schools; schools need to feel they are getting value out of their membership.
- Communication of the rationale for decisions and quantify consensus with data regarding NHIAA priorities and decisions. Allow clarity and get buy-in and back up from all members.
- Create an open dialogue. Survey schools about concerns to give us a better understanding of problems.
- Feedback.
- Clearly define membership, roles and responsibilities for office personnel, Council Members, Committee chairs and members, member schools. Include By-Law review.
- Increase understanding, collaboration and partnership. Build a culture of “We” across NHIAA and member schools.
- Utilize technology to increase efficiencies; to make the AD’s work with the NHIAA easier.
- Unified software system for communication and scheduling. Centralized system for records and communication. Full technology integration of all aspects of our organization.

## Identity

- Articulate our purpose: Why? How? What? We need to define ourselves before the market does (Starbucks).
- Sportsmanship, equity, fair play: what do these mean? Get everyone on the same page. Consider “sportsmanship in the stands” and improved “parent sportsmanship”.
- More Council time spent on these philosophical concepts that are at the center of our issues; not simply problem solving.
- Continue to look at keeping competition fair and as equal as possible with divisions, scheduling and cooperatives, etc.
- Codify and streamline the NHIAA handbook. Complete review and update of the Handbook to reflect current practices and to establish a shared understanding and buy-in.
- By-Law review. Revisit what’s working and what’s outdated. Evaluate current validity and appropriateness; why we have it; it’s importance to all schools. Verify that our By-Laws accurately reflect the NHIAA mission and identity. Review all By-Laws; By-Law of the month.
- Should specific sports be governed differently, i.e. hockey/football?
- Review classification and co-ops with both a rationale and consensus to be fair and equitable. Is school size the best way or consideration for team size, location, tradition, enrollment, playoffs?
- Solve competition/classification. Do a one-year extension on classification with no changes. Use the time to study classification with a Fall 2020 revision.
- Petitioning: if petition up, the entire school goes up; eliminate positioning down (not working), AD’s can control for this with how/who they schedule games. Add a 5<sup>th</sup> division for major sports to create more championship opportunities.
- Make transparent, informed and public decisions with respect to issues such as classification, cooperative programs, etc.

## Growth

- Increase student desire to participate in interscholastic activities. We’re being out marketed by the “business” of athletes and single sport enthusiasts. Highlight the benefits, the value of education-based athletics; the benefits of the experience of participation beyond winning/losing. Celebrate the scholar athlete, the three sport athlete, the SALC.
- Continue to grow opportunities for student involvement. Highlight/identify the opportunities. How can NHIAA participate and partner versus take over other activities?
- Student involvement is a cornerstone of NHIAA; our overarching vision must include all our students. Participation and involvement are linked to improved attendance, discipline and academic performance.
- Continue to expand offerings (Life of an Athlete, unified sports, healthy choices, programs for leadership development, etc.) and new programs for students (i.e. E-sports, debate, music, robotics, etc.). Link student athlete leaders across schools.
- Expand to include sub-varsity (a philosophy change) and middle school.
- Thoroughly explore the impact of growth opportunities on the organization in order to make informed decisions on the reality of implementation.
- Counter the loss of participation, a decline in most schools. NHIAA involvement in helping to promote and implement middle school policies. Contact with coaches between seasons (something AAU does).



- Identify, explore, and evaluate opportunities for partnerships and joint ventures: member schools; mentorships for new AD's and principals; NHASP; NHSBA; business sponsorships. Be clear on purpose/rationale and roles. Rationale: more and greater diversity of stakeholders at the table; a wider and stronger reach.
- Expand membership to include the Principal's Association; perhaps a joint venture. Rationale: more resources and hands on for both; opportunities beyond athletics; new professional development opportunities.
- Identify and evaluate partnership opportunities for Internship possibilities to stay involved in athletics.

## Marketing

- A secondary priority after the other priorities. We have to know what we are marketing/communicating.
- Develop and implement a comprehensive marketing plan to widely deliver the who, what and why of the NHIAA.
- Develop a clear communications and PR plan. Two-way: listen as well as inform. Celebrate and promote what we do, the opportunities we offer, the benefits of participation, sports and membership. Let people know what is good. Improve perceptions and reputation. It's clear from the conversations that this is needed.
- Establish a new position, a Marketing/Communications/Media Relations Director, to improve NHIAA communication and image (branding) and to promote NHIAA as a resource. Improve social media presence and messaging.