

OHIO HIGH SCHOOL ATHLETIC ASSOCIATION

2019-2024 STRATEGIC PLAN



MEMBERS OF THE OHSAA STRATEGIC PLANNING TEAM

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WHY DOES OHSAA NEED A STRATEGIC PLAN?

Strategic Planning is the process of looking at all aspects of our operation and planning how we wish to move the OHSAA forward. It provides the “big picture” of where we are, where we are going, and how we are going to get there.

Strategic Planning looks at three main questions:

- Where is the Association now?
- Where does the Association want to be in five years?
- How are we going to get there?

The point of a Strategic Plan is to improve our organization by outlining the direction we wish to take, identifying the issues impacting on our organization, and deciding on the priorities for action.

All Associations should have a Strategic Plan. Without one, the organization’s key stakeholders don’t know where we are going. With a Strategic Plan, everyone is working towards the same mission, trying to reach the same goals and building commitment to the Association.

A Strategic Plan also makes everyone’s work easier.....for example:

- It reduces the number of decisions management has to make since most decisions are made on the basis of whether or not they fit in the Association’s mission and goals.
- It ensures the staff will focus on the essentials as determined by key stakeholders.
- It provides direction, so all stakeholders have a clear vision of what the Association is trying to accomplish, and some understanding of the strategies agreed upon.

The worst time to do a Strategic Plan is when the Association is in crisis. A Strategic Plan is worthless if it is so prescriptive and rigid it cannot adapt to meet changing circumstances. This is why the Plan should be reviewed annually. Change in organizations takes time. This is why our Strategic Plan will initially be developed for the next five years. There is one thing worse than not having a Strategic Plan: Having one and ignoring it.

Why is a Mission Statement important?

A Mission Statement is a declaration of an organization’s core purpose. A Mission Statement answers the question, “Why do we exist?” It is essential for our Strategic Plan. Our Mission Statement needs to be easy to remember, and it needs to provide actual direction. There is nothing worse than a Mission Statement that is a bunch of “education-speak”.

OHSAA MISSION STATEMENT:

“To serve our member schools and enrich interscholastic opportunities for students.”

Notes on Mission Statements:

--A Mission Statement is a one-sentence statement describing the reason an organization exists and is used to help guide decisions about priorities, actions, and responsibilities.

--A Mission Statement is concise. No “buzzwords”, jargon, or fluff.

--A Mission Statement is brief. The goal is 5-14 words

--A Mission Statement is clear. It has concrete language and is kept simple.

--A Mission Statement is useful. It must inform others about what you do and helps to guide decision-making.

DEVELOPMENT OF THE ACTION PLANS

An Action Plan is a statement that lists what steps must be taken in order to achieve a specific goal/strategy. The purpose of an Action Plan is to clarify what resources are required to reach the goal and formulate a timeline for when specific tasks need to be completed. It is imperative that the Action Plans be reviewed annually and reported to the Board of Directors.

--What are the challenges for OHSAA? *“Where are we now?”*

--Prioritization of those challenges and establish Strategies. *“Where do we want to be?”*

--Assignment of Action Plan Development Teams. *“How do we get there?”*

--Development of consensus on Action Plans

“Decision making is by consensus. Consensus means unified support. Consensus is reached when all members agree they can live with a decision or position, after every effort has been made to meet any outstanding interests.”

Per the Strategic Planning Committee, these represent the top five challenges facing the OHSAA over the next five years:

--*Financial/Revenue/Budget*

--*District Board structure/relationship with OHSAA*

--*Communications*

--*OHSAA Scope of Influence*

--*OHSAA Governance Structure*

STRATEGIES DEVELOPED THROUGH IDENTIFIED CHALLENGES

#1--*“We will establish budget and operational strategies to ensure the long-term financial health of the Association.”*

#2--*“We will establish a common purpose for the practices of the District Athletic Boards (DAB’s) in order to ensure consistency of operations.*

#3--*“We will develop and implement a comprehensive technology communication and public relations plan to further the mission of the OHSAA.”*

#4--*“We will expand the OHSAA’s influence with stakeholder groups to communicate our purpose and regulations, as well as develop positive working relationships with those stakeholders.”*

#5--*“We will clarify governance/structure of the OHSAA by developing streamlined and consistent association operations.”*

*Strategies are NOT listed in order of importance/priority.

STRATEGY #1:

“We will establish budget and operational strategies to ensure the long-term financial health of the Association.”

ACTION PLANS:

A. --Investigate other state athletic associations regarding budget structure, accountability, and “best practice”. (Spring 2020)

B. --Refine the Investment Policy to give the Association the best opportunity for financial growth while maintaining acceptable market risk. (Fall, 2020)

C. --Examine the past and anticipate the future revenues and expenditures in order to develop key financial data, ratios, and analysis to assist in decision-making. (Summer, 2022)

D. --Establish clear financial objectives for the organization’s cash reserve. Including, but not limited to, target balances, outline of uses to guide the Board of Directors and to plan for funding the reserve. (Summer, 2022)

E. --Establish a clear and concise presentation for Board Members, DAB members and member schools that clarifies the financial status of the Association: Where funds come from, where they are expended, current trends, issues and solutions. (Spring, 2023)

STRATEGY #2:

“We will establish a common purpose for the practices of the District Athletic Boards (DAB’s) in order to ensure consistency of operations.”

ACTION PLANS:

- A. --Designate Association staff member to serve as the single “point of contact” for all DAB operations/accountability (Fall, 2020)
- B. --Consistently utilize OHSAA logo in communication formats. (Fall, 2020)
- C. --Begin implementing standard and consistent tournament operating procedures. (Fall, 2021)
- D. --Develop a unified team store for all DAB’s to utilize for OHSAA logo items. (Fall, 2021)
- E. --Utilize a member survey and/or committee to analyze the current term limits for DAB’s and Board of Directors and make recommendation for membership vote. (Spring, 2023)
- F. --Design and implement a more effective financial reporting methodology to assist members of the DAB in understanding the cash flow between District Boards and the OHSAA. (Fall, 2023)

STRATEGY #3:

“We will develop and implement a comprehensive technology communication and public relations plan to further the mission of the OHSAA.”

ACTION PLANS:

A. --Determine an understanding of the internal and external public relations needs of the Association (Spring, 2020)

B. --Survey member schools to determine usefulness of mailings and potential transition to electronic delivery. (Spring, 2020)

C. --Coordinate efforts with partner organizations (OASSA, BASA, OIAAA, etc.) to understand and best leverage the Association for legislative influence. (Summer, 2020)

D. --Develop a more robust digital strategy that delineates between the needs of member schools and the utilization of fans/communities (similar to NCAA model). (Spring, 2021)

E. --Ensure a clear and consistent message from the OHSAA to stakeholders—including, but not limited to, branding and marketing. (Spring, 2021)

STRATEGY #4:

“We will expand the OHSAA’s influence with stakeholder groups to communicate our purpose and regulations, as well as develop positive working relationships with those stakeholders.”

ACTION PLANS:

- A. --Analyze current communication methods to identified stakeholders and establish new methodologies if required. (Continual)
- B. --Enhance communication to coaches by providing bi-weekly, in-season and periodic out-of-season newsletters and informational communications. (Fall, 2019)
- C. --Identification of key stakeholders/groups. (Spring, 2020)
- D. --Creation of “talking points” for specific stakeholder groups, utilizing OHSAA current communication staff to be proactive about the Association. (Spring, 2020)
- E. --Develop and distribute a monthly newsletter to all stakeholders. (Spring, 2020)
- F. --Partnering with other educational organizations and allied groups to communicate legislative issues with elected officials. (Fall, 2020)
- G. --Develop and implement informational workshops for stakeholders including conference commissioners, athletic directors and coaching associations. (Spring, 2021)

STRATEGY #5:

“We will clarify governance/structure of the OHSAA by developing streamlined and consistent association operations.”

ACTION PLANS:

A. --Develop Job Descriptions for OHSAA Staff. (Spring, 2020)

B. --Clarify and adjust the Organizational Chart with defined responsibilities. (Fall, 2020)

C. --Following the clarification of the Organizational Chart, review staffing to determine efficiency/effectiveness and placement. (Spring, 2021)

D. --Create Committee to foster “One Organization” mentality comprised of Central Office and District Athletic Board representatives. (Spring, 2021)

E. --Establish a clear and concise goal setting and evaluation process for each position. This process should include, but not be limited to, performance indicators and improvement plans. (Spring, 2022)