

## Strategic Goals and Objectives

2021-2026



### Mission Statement

The Virginia Interscholastic Athletic Administrators Association preserves, enhances, and promotes the educational values of interscholastic athletics through the professional development of its members in the areas of education, leadership, and service. The VIAAA's commitment to provide leadership programs, resources, and services support the athletic administrator's efforts in providing quality athletic participation opportunities for students. The VIAAA promotes positive working relationships with the Virginia High School League, the Virginia Independent Schools Athletic Association, and the National Federation of High Schools.

Goal 1: The VIAAA will promote Diversity, Equity and Inclusion among all of our members.

Measurable Objectives	Action Steps	Responsibility	Timeline
1. The VIAAA Board of Directors will provide opportunities for membership that will increase Diversity, Equity, and Inclusion by 200% by the year 2024.	Create resources and initiatives for DEI on the VIAAA Website ex. updated website information  Create established goals to recruit underrepresented groups for various VIAAA Committees	Technology & DEI Committee	By the 2024 VIAAA State Conference
2. Increase opportunities for Diversity, Equity, and Inclusion among the VIAAA Officers by 100% by the year 2024.	Develop community resources/guides to support each Strategic Committee  Establish Professional Development activities/sessions on DEI	Professional Development Comm.	On-going
3. Provide educational opportunities to continue to educate the membership on the value of increasing Diversity, Equity, and Inclusion by 50% by the year 2024.	VIAAA & NIAAA to include sessions during annual conferences ex. NOMAD  Establish Professional Development activities/sessions on DEI	DEI, Board of Directors, VIAAA Officers, LTI Comm.	By the 2024 VIAAA State Conference  Annually



Goal 2: The VIAAA will promote high quality professional development opportunities for Athletic Administrators in the Commonwealth.

Measurable Objectives	Action Steps	Responsibility	Timeline
<p>1. The number of athletic administrators achieving professional certification (RAA/CAA/CMAA) will increase by 15% annually.</p>	<ul style="list-style-type: none"> <li>A. Recruit and train VIAAA Region Representatives to be able to attend VHSL/VISAA meetings (district, region, conference, etc) to provide information on the value of certification and the process for becoming certified.               <ul style="list-style-type: none"> <li>a. Develop educational processes for School Administrators/Supervisors on the value of certification.                   <ul style="list-style-type: none"> <li>i. Role of Incentives for Certification -                       <ul style="list-style-type: none"> <li>1. Educational value</li> <li>2. Immediate takeaways for AAs in their buildings (Personal/Job Growth)</li> <li>3. Monetary options</li> </ul> </li> </ul> </li> </ul> </li> <li>B. Advertise, recruit, and attract all new administrators, assistants, Middle School AD's, and independent school administrators, to participate in the New AD's Workshop.               <ul style="list-style-type: none"> <li>a. Receive all requirements for RAA certification through NADW.</li> <li>b. Continue to track NADW COHORTS and offer certification assistance/motivators</li> </ul> </li> <li>C. Introduce CAA Worksheet through Mentors/Region Representatives (create Webinar) to educate members of needs for CAA (points, years, requirements, etc.)               <ul style="list-style-type: none"> <li>a. Promote ADMission article writing by all AA's.</li> <li>b. Promote committee involvement and becoming an LTC Instructor.</li> </ul> </li> <li>D. Recruit and train Certified Test Administrators (CTA)               <ul style="list-style-type: none"> <li>a. Offer workshop at State Conference</li> </ul> </li> <li>E. Set up and offer CAA exams in various regions of the Commonwealth throughout the year.</li> <li>F. Offer CMAA Project Workshop at State Conference annually.</li> </ul>	<p>A Officers/Executive Director</p> <p>A.a. Officers/Executive Director (w/VHSL/VISAA) Professional Development Public Relations Region Representatives DEI Committee Technology Publications</p> <p>B. Professional Development Public Relations NADW Committee Publications Technology Mentorship Committee</p> <p>C. Mentorship Committee Region Representatives DEI Committee Professional Development Publications Technology</p> <p>D. Professional Development</p> <p>E. Professional Development Mentorship Committee</p> <p>F. Professional Development</p>	<p>Annually</p> <p>By the Conference Annually</p> <p>By the Conference Annually</p> <p>By the Conference Annually</p> <p>By the Conference Annually</p> <p>By the Officers Retreat Annually and By the January BOD meeting Annually</p> <p>By the Conference Annually</p>
<p>2A. Increase the number of athletic administrators taking LTI courses by 35% annually and attendance at organization-sponsored professional growth opportunities by 15% annually.</p>	<ul style="list-style-type: none"> <li>A. Continue to build on the educational plan for School Administrators of the importance of Professional Growth and continuing education for AAs (encouragement/support from School Administrators increases enrollment - time given for courses to be taken).</li> <li>B. Explore opportunities to expand OutReach/Out Teach               <ul style="list-style-type: none"> <li>a. Regionally Based</li> <li>b. Virtual Courses</li> <li>c. Funding -                   <ul style="list-style-type: none"> <li>i. Apply for NIAAA Grants, utilize event money for Professional Development, reach out to District Supervisors about sponsoring courses for AAs in their district.</li> </ul> </li> </ul> </li> <li>C. Continue to offer Foundation Courses through NADW.</li> <li>D. Increase 600/700 Level Courses being offered.</li> <li>E. Develop a faculty training /mentoring program, to include guidelines and expectations for course delivery.</li> <li>F. Increase faculty pool by offering/encouraging completion of 790               <ul style="list-style-type: none"> <li>a. Annual Instructors Workshop (State Conference or Summer Institute)</li> <li>b. Build comprehensive faculty list</li> <li>c. 2-4 Instructors per course (for every offering)</li> </ul> </li> <li>G. More people taking courses = more courses can be offered.</li> <li>H. Offer as many courses throughout the year as possible through -               <ul style="list-style-type: none"> <li>a. NADW</li> </ul> </li> </ul>	<p>A. Officers/Executive Director (w/VHSL &amp; VISAA) LTI Professional Development Region Representatives Public Relations Technology Publications</p> <p>B. LTI Officers/BOD Technology Public Relations</p> <p>C. NADW Committee LTI</p> <p>D. LTI Professional Development Officers/Executive Director</p> <p>E. LTI</p> <p>F. LTI</p>	<p>A. Annually</p> <p>B. By Officers Retreat and By January BOD Meeting</p> <p>C. Annually</p> <p>D. By Officers Retreat Annually</p> <p>E. By Officers Retreat Annually and Conference Annually</p> <p>F. On-Going</p>

<p>2B. Provide leadership opportunities to our members by expanding the number of high-quality LTI instructors available while increasing the number of instructors used to deliver courses.</p>	<ul style="list-style-type: none"> <li>b. Summer Institute</li> <li>c. Fall Institute</li> <li>d. Spring Institute</li> <li>e. State Conference</li> <li>f. Out Teach Courses</li> <li>g. Virtual Opportunities</li> <li>h. NIAAA Webinars</li> <li>i. National Conference</li> <li>I. Unmediated Courses/Innovations Think Tank <ul style="list-style-type: none"> <li>a. Create courses that are application-based. <ul style="list-style-type: none"> <li>i. 30 minute PD sessions</li> <li>ii. Table Talks</li> <li>iii. Webinars</li> <li>iv. Podcast</li> <li>v. College Courses/NFHS Courses</li> <li>vi. Book Clubs</li> </ul> </li> </ul> </li> </ul>	<p>Officers/Executive Director Publications Public Relations Technology</p> <p>I. Professional Development DEI Committee Publications Technology Mentorship Committee BOD</p>	<p>I. On-Going</p>
<p>3A. Provide mentors to all new athletic administrators each year.</p> <p>3B. Develop an Aspiring Athletic Administrator Academy</p>	<ul style="list-style-type: none"> <li>A. Identify first-year athletic administrators through the NADW and from the VHSL/VISAA and provide them with a regionally similar mentor. <ul style="list-style-type: none"> <li>a. Need to develop a system of identifying new AAs across the Commonwealth if they do not attend NADW</li> <li>b. Develop a Two Mentor Program - <ul style="list-style-type: none"> <li>i. One Mentor that is 2-3 years on the job and one that is seasoned (5+years)</li> </ul> </li> </ul> </li> <li>B. Monthly newsletter provided to all mentees/mentors</li> <li>C. Monthly meeting with New AAs with VIAAA/VHSL</li> <li>D. Develop the role of the Region Representatives in the Mentorship Program (sharing mentees/mentors names in that Region for further support)</li> <li>E. Aspiring AA's Academy - <ul style="list-style-type: none"> <li>a. Offer courses/webinars (unmediated) on aspects from the job/help with getting a job</li> <li>b. Precursor to Certification</li> <li>c. Designed for Assistant AA's that currently don't receive a mentor but could be recommended to this academy by a full-time AA</li> </ul> </li> </ul>	<p>A. Mentorship Committee (w/VHSL, VISAA, &amp; NADW)</p> <p>A.b. Mentorship Committee</p> <p>B. Mentorship Committee</p> <p>C. Mentorship Committee Executive Director VHSL</p> <p>D. Officers/Executive Director Mentorship Committee</p> <p>E. Mentorship Committee Professional Development DEI Committee LTI Publications Technology Officers/Executive Director</p>	<p>A. Annually</p> <p>B. On-Going</p> <p>C. On-Going</p> <p>D. By Officers Retreat Annually</p> <p>E. By Summer Institute Annually</p>

<p>Goal 3: The VIAAA will effectively and efficiently manage resources to ensure ongoing support of our members.</p>			
Measurable Objectives	Action Steps	Responsibility	Timeline
<p>1. Annual income, derived from all sources, will exceed annual operating costs allowing the</p>	<p>A) Committee chairs will submit an annual budget for Board review. Utilize committee to review the budget.</p>	<p>A) Committee chairs - must be presented by all committee chairs</p>	<p>A) Annually - At the business meeting</p>

Association to establish a reserve fund of at least 75% of operating costs.	B) Investigate strategies to earmark income for specific use. C) Utilize the services of an independent auditor bi-annually.	B) Exec Director/Treasurer/Finance Committee C) Treasurer/Officers/Finance Committee	B) Quarterly Finance committee meetings C) Annual tax documents and finance committee review of books. Also anytime there is a transition in the treasurer position (Question about do we legally have to do an audit every so often?)
2. Increase the use of Final Forms by 5% per year until 100% of the membership use Final Forms for membership/registration.	A) Continue to encourage the membership to use Final Forms (understand that some school divisions may not be able to use this option)	A) Officers/Membership Committee/Finance Committee/Conference Committee	A) Board of Director's Meeting and posted in Admission
3. Conduct an official audit or internal review annually	A) Schedule an official audit with an auditor or contact Finance Committee members to set up an internal review of the book after July 1 each year.	A) Auditor/Finance Committee	A) Rotates between an official audit and an internal review by the Finance Committee annually. Will be conducted after July 1 each year.

**Goal 4: The VIAAA will develop and maintain a positive and productive relationship with VHSL, NIAAA and VISAA**

Measurable Objectives	Action Steps	Responsibility	Timeline
1. Increase frequency in which the VIAAA reaches out to the VHSL, NIAAA and VISAA to communicate VIAAA business.	A) At a minimum each quarter make efforts to reach out to the VHSL, NIAAA, and VISAA to inform them about current business information concerning the VIAAA and encourage involvement.	A) Officers/Secretary/Exec Director	A) Quarterly
2. Attend and Invite members to conferences, meetings, seminars, and other professional development opportunities.	A) Select members of the VIAAA to attend meetings at the VHSL, NIAAA, and VISAA. They must report back to the VIAAA board of directors. B) Reach out o the VHSL, NIAAA and VISAA and officially invite members of their organization to our annual conference.	A) Officers and BOD B) Officers and BOD	A) Quarterly B) Annually
3. Utilize current Board of Directors cross-over positions and roles to foster increased relationship and transparent communication between all professional groups.	A) Conduct a survey and gather input from stakeholders on how we can increase communication. B) Create opportunities between all groups to share ideas and share experiences.	A) Officers B) Board of Directors	A) Annually B) Bi-Annually

