Developing & Implementing a
Interscholastic Athletic Strategic Plan

NIAAAA National Athletic Director’s Conference

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Why It’s Important

• Focus Energy, Resources, & Time.
• Helpful in Guiding your day to day Decisions.
• Critical in gaining funding for projects.
• Spells out where you are going & how you will get there!
• Communicates direction to Staff.
• The better you understand your “Wish List” the better Plan you can create.
I. Importance of the Planning Process

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Get Ready!! Plan for the Process

• Identify Specific issues to address
• Clarify Roles (Who does what in the process)
• Identify your Stakeholders
• Create a Planning Committee-SAAC, Parents, Coaches, Community Leaders, Teachers, Sponsors, Booster Members
• Develop of Profile (What & Who are We?)
• Identify the information that must be collected
• Determine Where you are?
• Identify What is Important? Brief Survey
• Define what you must achieve?
• Determine who is accountable? Athletic Pursuits List
• Discuss your common vision, focus, goals & strategies
  Determine Where you Are?
A Guide to Strategic Planning

- Define your process
- Environmental Scan—Surveys, Meetings, Fact Findings
- Identify Key Issues
- Define your Values, community vision & mission
- Develop a shared mission
- Develop Goals—The Nuts & Bolts of the Plan
- Agree upon strategies to reach your goals
- Develop your action plan
- Finalize your written strategic plan
- Make your plan a living document—Review & Re-plan
NIAAA QPA & The Strategic Planning Process

- Philosophy
  - Mission & Vision
- Educational Compatibility
- Mentoring
- Safety & Risk Management
- Access & Equity

- Budget & Fundraising
- Program Assessment
- Technology
- Sports Medicine
- Innovation & Creativity

Use the NIAAA QPA to guide your planning process
II. SWOT

Strengths-Weaknesses, Opportunities & Threats

DEVELOPING & IMPLEMENTING A INTERSCHOLASTIC STRATEGIC PLAN
Identify your Athletic Department

**Internal Community**
- SWOT
- Interviews
- Focus Groups
- Informal Discussions
- Identify Allies & Enemies
- Review Financial & Human Resources
- Review Operating Methods
- Discover the History of your Department
- Review your Organizational Values
  - Define your Athletic Department
- Identify Critical Success Factors
  - Program Success
  - Relationships
  - Program Strategies
  - Staff Skills & Style

**External Community**
- Define your Community
- Define your Values
- Define your Needs
- Consider Opportunities & Challenges
- Identify Potential Collaborators
- Funding Sources
- Survey your student-athletes, coaches, parents & community!

**Identify What’s Important!**
What are your Department Strengths

• Identify what your Athletic Department does great?

• Where do you stand in your conference?
  – Competitively
  – Facilities
  – Budget
  – Staffing
  – Academically
  – Socio-Economically
III. Identify Key Issues
Define your - Gotta Have it!

- Analyze your internal & external studies
- Define Issues within your Athletic Department that need to be addressed.
  - Facilities - Turf Proposal
  - Staff
  - Professional Development-
  - Equipment
  - Leadership Training
  - Financial-Budget Issues
- Determine what can solve your key issues
  - New Programming
  - New Staffing
  - Funding Sources
- Set Priorities by using your vision & goals
- Plan your Strategic Plan Retreat Agenda - Athletic Pursuits List

Define What you Must Achieve!
IV. Athletic Department Values, Vision & Mission

NIAAA DEVELOPING & IMPLEMENTING A STRATEGIC PLAN
Develop Athletic Department Values, Vision, & Mission

• Define your Athletic Department **Core Values**
  Captains & Coaches Conference

• Athletic Department Core Values are those beliefs that guide the athletic department; These must be shared by student-athletes, coaches, & staff.

• Community Vision- A shared vision by student-athletes, coaches, & staff. Captains & Coaches Conference.

• Mission-The stated purpose of your Athletic Department to accomplish the vision.
Mission Statement

• Write a mission statement & list of objectives that will serve as your map of what your strategic plan will ultimately accomplish.
• How will you measure success?
• If you have issues facing your athletic department, your objectives can focus on methods of resolving these issues.

• The mission statement should clearly and completely state your vision, reflecting the purpose and values of your athletic department represents.
• The objectives should be a list of goals that keep your coaching staff focused on your mission.

*The Mission Statement helps align actions & decisions to where your Athletic Department wants to go!*
Mission Statement

• The mission statement should clearly & completely state your vision, reflecting the purpose & values of your Athletic Department.
• **Example**

Objectives & Goals

• The objectives should be a list of goals that keep your department focused on your mission & that reflect the methods used to measure your success.
• If you have issues facing your department, your list of objectives can focus on methods resolving issues.
V. Athletic Department
Shared Vision

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Share Your Vision

• Where do you want to be in 3 to 5 Years?
• Define Strategies will help you get there
• Determine Who is accountable?
  – This is how you are going to get there & where you want to go.
  – Strategies
  – Action Plans
  – Budgets
  – Timelines
Communicate Your Plan

- Communicate the strategic plan to your staff once you have finished compiling it.
- Your staff will need to know what parts fall under their specific responsibilities.
- Sets the direction of your staff to make sure that everyone has the same vision.
- Allow your staff to make suggestions!
- Allowing your staff to make changes within the structure of the strategic plan will help you secure their buy-in & create ownership.
VI. Athletic Department Goals

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Goal Setting

• Strategic Plan
  – Find Expert AD’s (Research)
  – Research History of your Athletic Department
    • History gives us insight to plan for the future
  – Develop a plan for Success
    • Example Strategic Plan
  – Know what you want to achieve
  – Captains & Coaches Conference
  – Challenge your Coaches to Set goals
    • Head Coaches challenge lower level & Asst. Coaches
    • Challenge your Student-Athletes to set goals
Developing Goals

• It is valuable to transform the vision into a series of key goals
• Goal
• Strategic Goal
• Specific Objective
• Implementation
• Example

• Program
• Resources
• Status
• Relationships
• Development
• Structure
VII. Athletic Department

Strategies

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Key Strategies to Reach Goals

- Will the strategy contribute to meeting the goal?
- Is the strategy consistent with your mission and values?
- Is the strategy practical?
- Is the strategy acceptable?
- Is the strategy likely to lead to benefit-Cost, Time, & Resources?

- Value
- Appropriateness
- Feasibility
- Acceptability
- Cost-Benefit
- Timing
VIII. Athletic Department
Action Plan

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Develop Your Action Plan

- Develop an action plan that addresses goals & specific objectives and work plans on an annual basis.

- **STRATEGIC GOAL 1** To develop the student-athlete as a total person requires staff and programs to support academic integrity, social responsibility, and competitive athletic excellence. This fundamental goal focuses on attaining excellence in all programs to ensure life-long achievement by student-athletes.

- *Strategic Goal 1:* Develop and maintain outstanding programs that produce championship results in the classroom and in life.

- Specific objectives and implementation strategies include:

- **Specific objective #1:** Expect coaches and staff to be positive role models for student-athletes.

  - *Implementation strategies:* Expect all coaches & staff to serve as positive role models, demonstrating a commitment to academic integrity and social responsibility.

- Specific objectives and implementation strategies include:

  - **Specific objective #1:** Expect coaches and staff to be positive role models for student-athletes.

    - *Implementation strategies:* Commit to a hiring process that reflects coaches and staff who possess the Department of Athletics’ three established priorities of academic integrity, social responsibility, and competitive excellence and Burnsville’s values of respect, responsibility, discovery, and excellence.

    - a. Develop and implement a standard process for the entire Department including appropriate interview questions and a diverse selection committee to ensure candidates’ qualifications are compatible with the mission and core values of the Department of Athletics.

    - b. Hire individuals who have experience in demonstrating the core values of your High School and the Department of Athletics.

    - c. Ensure the Department of Athletics’ commitment to a diversified workplace is adhered to in the hiring process.

    - *Implementation strategies:* Expect all coaches & staff to serve as positive role models, demonstrating a commitment to academic integrity and social responsibility.

    - a. Establish consistent behavioral expectations for coaches and staff and review them annually. Develop a standard process including appropriate review criteria to ensure staff behaviors are compatible with the mission and core values of the Department.

    - b. Encourage all coaches and staff to participate in community service initiatives.

    - c. Hold seminars and in-service training sessions for staff that address issues such as diversity, self-esteem, and speaking to the media.
Develop Your Action Plan

- **Specific objective #2:** Stress the importance of academic achievement, the pursuit of and desire for knowledge, and progress towards graduation.
  - Implementation strategies: Make a stronger commitment to the academically-motivated and socially responsible student-athletes who value personal growth in all areas.
  - a. Hold all coaches accountable for graduating and developing student-athletes both in and out of the classroom.
  - b. Hold head coaches accountable for maintaining staff who demonstrate a commitment to academic integrity and social responsibility.
  - c. Continue local, statewide, and national initiatives with youth that emphasize the importance the Department of Athletics places on academic achievement and overall personal development of students of all ages.

- **Specific objective #3:** Enhance the effectiveness of the Total Person Program by providing appropriate resources for the academic and life skills programs.
  - Implementation strategies: Continue the commitment to the Total Person Program and its focus on academic integrity by developing and maintaining high quality staff and other appropriate resources.
  - a. Maintain high expectations regarding professional staff in this area to attract and retain high caliber personnel.
  - b. Continue to develop and grow resources, including implementation of current and emerging technology and enhanced facilities.
  - c. Maintain the commitment to provide ongoing life skills programming.

- **Specific objective #4:**
  - Expect the involvement of student-athletes in policy formation and execution and increase their personal interaction with the Department of Athletics staff.
  - Implementation strategies:
    - 1. Further develop and increase the effectiveness of the Student-Athlete Advisory Council.
      - a. Hold head coaches accountable for selecting a diverse group of SAAC representatives who display the ability and desire to develop as leaders.
      - b. Provide the necessary training and opportunity for SAAC representatives to be visible agents for the entire student-athlete population.
Get Online-Social Media

• Push Positive Communication
• Facebook
• Twitter
• Website
  – Newton Cardinals
• Join online Networking groups
  – Linkedin
IX. Athletic Department

Your Written Plan

NIAAA DEVELOPING & IMPLEMENTING A STRATEGIC
Your Written Plan

• There is no set format
• Set your goals
• Define strategies to reach your goals
• Develop a committee to review your plan
• Strategic Plan is a Management Tool
  – Focus Energy, Time, & Resources
  – Ensures your department is working towards the same goal
  – Assess & adjust direction as needed
  – Shapes & Guides the Athletic Department
• Strategic Plan Example
X. Athletic Department

Strategic Plan

NIAAA DEVELOPING & IMPLEMENTING A STRATEGIC PLAN
Review, Review, Review

• It’s not over!!! The Strategic plan is a living document not a fancy book for your shelf.
• Use the plan to keep you on track
• Hold regularly schedule review sessions
  – Meet at least 4 times annually
Review your plan to assure your focus on the future of your athletic department
Conclusion

- A strategic plan is a great tool. It can take your athletic department to feats never thought possible. If you have not already done so, take time to lay out a strategic plan now. It will help narrow your focus to what is truly important and keep your athletic department on track and focused on the future.
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