

## Recommendations of the Programs Sub-Committee

<b>Recommendations: EDUCATIONAL VALUES</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
1. Emphasize and affirm the educational value of interscholastic athletics	Board of Directors State AD Associations	2006	TBD	a. emphasize means highlighting b. affirm means put into practice c. may require sub-committee study

<b>Recommendations: CERTIFICATION</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
2. Establish a Certification Program coordinator for each state	Certification Committee	2007	\$	a. think of LTC and Certification as programs b. states need time to determine needs
3. Seek endorsement of the Certification Program by other agencies	Certification Com. Office Staff	2007	\$	a. principals, superintendents, school boards associations and dept of Ed b. cost of communication with agencies
4. Review current PDF requirements in section 2A of CMAA PDF	Certification Committee	2006	none	a. undergraduate degree used for CAA b. graduate degrees used for CMAA (ie- masters, doctorates, specialists)
5. Provide examples of successful CMAA projects on the NIAAA web site	Certification Com Office Staff	2006	none	a. implement current "Keys to Success" located in CMAA PDF form
6. Communicate with and provide certification opportunities to students at colleges/universities	Cert Committee Office Staff State AD offices	ongoing	\$	a. groups such as sport management and PE majors b. funding is to conduct communication

<b>Recommendations: LEADERSHIP TRAINING</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
7. Establish a plan for revision of existing courses	LTP Coordinating Committee	2006	\$	a. provide a document that clearly defines for course chairs
8. Establish a plan for developing new courses	LTP Coordinating Committee	2007	\$	a. involves writing of new courses and authors
9. Establish a plan to recruit additional LTC instructors	LTP Coordinating Committee	2006	none	a. course expansion and instructor attrition b. Minimize instructor travel costs c. ex: one instructor per course per section

<b>Recommendations: LEADERSHIP TRAINING (cont)</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
10. Establish a plan to enhance instructional practice	LTP Coordinating Committee	2006	none	a. balance between theory and practical application processes
11. Establish a plan for course sequencing	LTP Coordinating Committee	2006	none	a. define the order in which courses should be taken
12. Continue to explore and implement non-traditional course delivery methods	LTP Coordinating Committee	ongoing	\$\$	a. web-casting, on-line graduate programs
13. Review and revise, if necessary, the LTP Coordinating Committee structure to ensure that it meets the current needs of the LT Program	LTP Coordinating Committee  Board of Directors	2006	\$	a. current committee job descriptions and responsibilities should be reviewed, revised and additional leadership positions may need to be added b. international outreach c. university outreach d. increasing number of courses/revisions
14. Review, discuss and implement a transitional plan for LTP Coordinating Committee members	LTP Coordinating Committee Board of Directors	2006	none	a. identify replacements b. provide mentoring c. stagger transition of positions when need arises

<b>Recommendations: AWARDS</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
15. Establish recognition for all DSA nominees	Awards Committee Board of Directors	2006	\$	a. certificates b. minimal cost to acknowledge administrative success
16. Establish recognition for State Coordinators and State Liaisons	Awards Committee LTP Committee Board of Directors	2007	\$	a. determined by Awards Committee b. long term service to NIAAA
17. Establish an NIAAA Hall of Fame	Board of Directors Hall of Fame Com	2007	\$	a. difficult to get candidate into NFHS Hall of Fame b. have committee currently in place
18. Establish a National Athletic Administrator of the Year award	Awards Committee Board of Directors	2007	\$	a. national showcase for NIAAA values and programs b. potential program sponsor

<b>Recommendations: EMERGING TRENDS</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
19. Establish a mentoring model/template that will enhance mentoring beyond AD to AD.	LTP Curriculum Coordinator  LTP 505 Course Chair	2007	\$	a. AD to AD b. Coach to Coach c. Athlete to Athlete d. Parent to Parent e. ad hoc committee
20. Create an awareness of sports turf initiatives	Sports Turf Committee	ongoing	none	a. working relationships with sports turf b. staff committee as needed
21. Assist State Athletic/Activities Associations with recruitment, retention and development of contest officials	Board of Directors Office Staff  State AD Associations	ongoing	none	a. ad hoc committee b. establish list of best practices

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## Recommendations of the Operations Sub-Committee

<b>Recommendations: STAFFING NEEDS</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
22. Reorganize NIAAA staff structure to include an Associate Executive Director and appropriate number of administrative assistant positions	Executive Director  Board of Directors	2006	\$\$\$	a. to meet operational and organizational needs b. executive director has initial input

<b>Recommendations: COMMUNICATION</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
23. Create an employee policy manual	Executive Director  Board of Directors	2006	\$	a. include job descriptions, salary ranges, evaluation process, transition planning and employment procedures b. legal input c. document available upon request d. section in POP Manual
24. Address emerging trends and timely issues through resolutions or position statements in conjunction with our strategic partners and alliances	Publications Committee  Delegate Assembly	ongoing	\$	a. opportunity to use our partners and alliances to promote our position b. official position of NIAAA by Delegate Assembly action c. executive director to work with media d. will be expense involved
25. Seek to enhance the relationships between the State Athletic Administrator Associations and State Athletic/Activities Associations	Executive Director State AD Association Executive Directors/Presidents	ongoing	\$	a. conduct survey to evaluate relationships, identify issues/develop plan b. possible ad-hoc committee c. cost involved in travel/meetings
26. Create a tri-fold explaining the history of the partnership of the NIAAA and NFHS	Publications Committee Office Staff	2007	\$	a. tool to educate the membership b. LTC 501 does not reach all members
27. Design a workshop at the national conference on the NIAAA/NFHS partnership	Publications Committee Office Staff	2007	none	a. tool to educate the membership b. LTC 501 does not reach all members
28. Develop a national membership data base for the NIAAA office and member state athletic administrator associations	Staff	ongoing	\$	a. no such data base currently exists b. improve accuracy of membership data c. will require technology expertise

<b>Recommendations: COMMUNICATION (cont)</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
29. The NIAAA enters into a full and equal partnership with the NFHS regarding the planning and operation of the annual conference for athletic administrators	Office Staff Board of Directors	2006- 2008 ongoing	\$	a. currently are very limited planning partner b. must honor all signed contracts c. NIAAA membership drives conference d. full transition will require two to three years
30. Develop new and enhance existing relationships with our strategic alliances and partners	Executive Director	ongoing	none	a. organizations with shared values and goals b. organizations that assist NIAAA in communicating our values and goals

<b>Recommendations: COMMITTEES</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
31. Activate the committee for Strategic Planning for the year 2009	Board of Directors	2009	\$	a. begin the process for the third strategic plan b. expenses for committee meeting
32. Re-define NIAAA committees moving them from the By-Laws to the POP Manual with the elimination of the term "Standing Committee"	Board of Directors Delegate Assembly	2006	\$	a. expands opportunities for membership on committees b. assign committees as necessary to conduct business of the association c. removal from by-laws makes less restrictive

<b>Recommendations: BOARD STRUCTURE</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
33. Evaluate and re-align the functions, duties and responsibilities of the officers and Board of Directors	Executive Director Board of Directors Delegate Assembly	2006	none	a. is make up of the board functional? b. are officer positions functional? c. secretary, executive director, NFHS advisory person as voting members?
34. Study the feasibility of adding ex-officio positions to the Board of Directors representing our strategic alliances and partners	Executive Director Board of Directors Delegate Assembly	2007	\$	a. enhance communication between board and alliances and partners b. national Executive Director's Council is one example c. will require by-law change
35. Implement a plan to have reciprocal non-voting representatives on the NIAAA and NFHS Boards of Directors	Executive Director Board of Directors	2006	\$	a. expand communication b. improve full and equal partnership c. POP Manual entry
<b>Recommendations:</b>	<b>Responsible for</b>	<b>Initiate</b>	<b>Resource</b>	<b>Supporting Points</b>

<b>BOARD STRUCTURE (cont)</b>	<b>Implementation</b>	<b>by</b>		
36. Organize meetings of the leadership of the NIAAA and the NFHS on, at least, a semi-annual basis	Executive Director	2006	\$	a. recommend NIAAA and NFHS executive directors, board presidents, board president elects, NFHS COO and NIAAA associate executive director
<b>Recommendations: TECHNOLOGY</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
37. Conduct a needs assessment of our shared NFHS office space and implement the results of the assessment	Office Staff Board of Directors	2006	\$\$\$	a. lack of office space b. lack of storage space c. difficult to expand d. no meeting space
38. Conduct a needs assessment of our technology requirements and implement the results of the assessment	Office Staff Board of Directors	2006	\$\$	a. ongoing technology developments b. increased technology demands c. national data base
39. Continue to support and expand web-site technology	Office Staff Board of Directors	ongoing	\$	a. evolving growth process

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## Recommendations of the Finance Sub-Committee

<b>Recommendations: MEMBERSHIP</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
40. Increase the number of states offering dual memberships	Office Staff Board of Directors State AD Associations	2006	none	a. to increase NIAAA membership b. trend indicates increased membership in state AD associations
41. Increase membership by targeting urban athletic administrators, middle school athletic administrators and college students	Office Staff Board of Directors Publications Com State AD Assoc Delegate Assembly	2006	\$	a. to increase NIAAA membership b. to create a professional growth awareness c. student membership category requires by-law change
42. Create corporate memberships	Board of Directors  Delegate Assembly	ongoing	none	a. exhibitors want to join the NIAAA b. corporate partners may want to join c. assists in holding line on individual membership fees
43. Survey the membership as to the need of term life insurance as a member benefit	Publications Committee	2006	\$	a. is it of value to the membership? b. premiums are increasing c. will eventually affect dues structure
44. Increase organizational dues to \$75 per delegate, with \$25 going to the NIAAA/Mildred Hirt Jennings Endowment Fund	Board of Directors  Delegate Assembly	2006	none	a. to assist in holding the line on individual membership dues b. to assist with rising operational costs c. \$25 continues to go to endowment fund

<b>Recommendations: DUES/FEES/REVENUES</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
45. The NIAAA enters into a full and equal partnership with the NFHS regarding revenue sharing from the annual conference for athletic administrators	Executive Director  Board of Directors	2006- 2008 ongoing	\$	a. currently no sharing of revenue b. 95% of all attendees are NIAAA members c. full transition will require two to three years

<b>Recommendations: DUES/FEES/REVENUES (cont)</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
46. Transition to full ownership of IAA magazine	Executive Director  Board of Directors  Publications Committee	2007	\$	a. NIAAA writes and screens all content b. NIAAA pays expenses for Publications committee to work on magazine content c. NIAAA pays 50% more to NFHS for printing and mailing than actual cost d. additional revenue source e. opportunity to showcase NIAAA sponsors
47. Increase the cost of LTP course offering to non members when given at a national site	Board of Directors LTP State Coordinators	2006	none	a. encourage this to be a member benefit b. recommend states also increase fees when teaching at state level for non members – states keep extra revenue c. national conference increase to NIAAA
48. Aggressively seek new and maintain current corporate sponsorships	Executive Director Board of Directors Marketing Person	ongoing	none	a. important source of revenue to assist in holding the line on membership dues b. increase in vendor interest in NIAAA c. board approval protects integrity
49. Create an NIAAA Director of Marketing/Development position to generate funds	Executive Director  Board of Directors	2006	none	a. commission based on revenue b. no benefits package c. must have a defined job description d. increases revenue

<b>Recommendations: BUDGET</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
50. Maintain a cash reserve which would sustain the operation of the NIAAA for a minimum of six months and a maximum of twelve months	Executive Director  Board of Directors	ongoing	none	a. pro-active planning b. fiscal responsibility c. a clearly defined upper parameter for cash reserve fund

<b>Recommendations: ENDOWMENT</b>	<b>Responsible for Implementation</b>	<b>Initiate by</b>	<b>Resource</b>	<b>Supporting Points</b>
51. Establish written policy for the acquisition, management and utilization of NIAAA/Mildred Hirt Jennings endowment funds	Executive Director Endowment Committee Board of Directors	2006	none	a. none currently exists b. accountability to membership c. items to be planned include financial analysis, long range plan for growth, potential use of funds and timetable for use of funds
52. Continue to seek new sources of revenue	Endowment Committee	ongoing	none	a. provide future revenue to support operations, programs and membership benefits

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