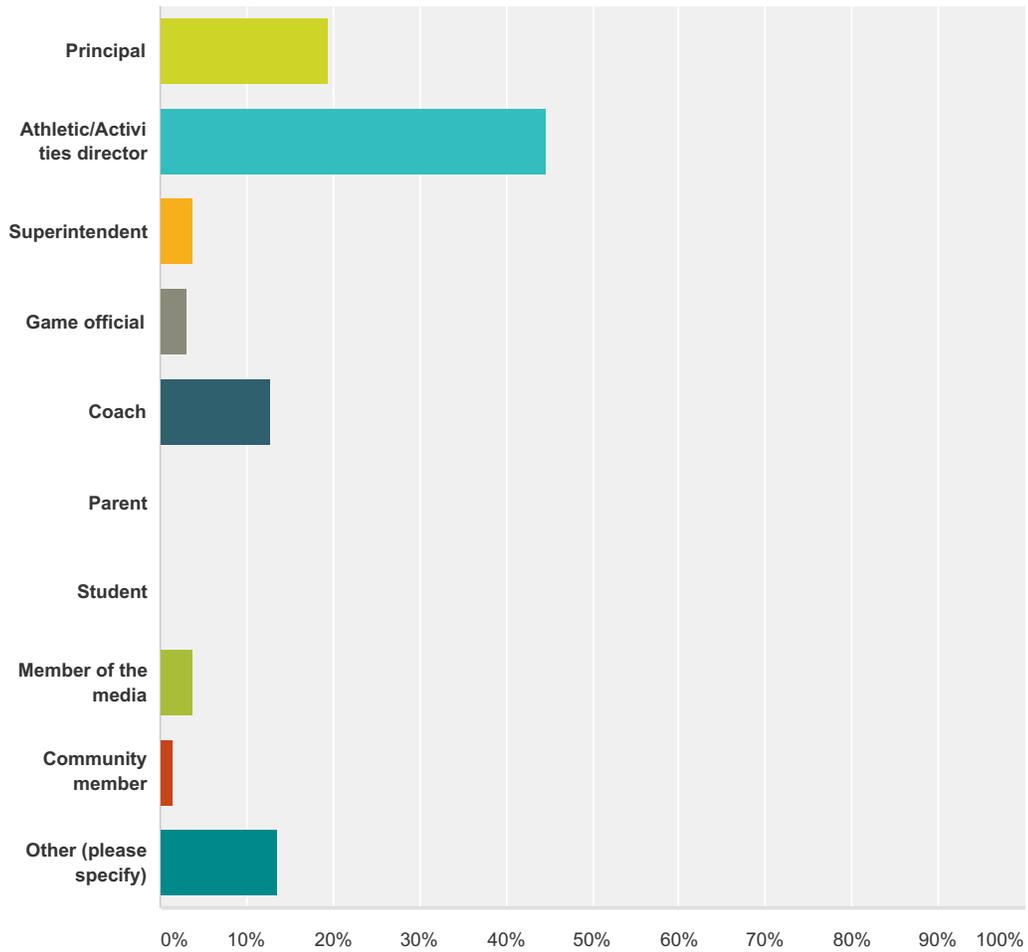


Q1 My primary role with the VHSL is:

Answered: 434 Skipped: 0



Answer Choices	Responses
Principal	19.35% 84
Athletic/Activities director	44.70% 194
Superintendent	3.69% 16
Game official	3.23% 14
Coach	12.67% 55
Parent	0.00% 0
Student	0.00% 0
Member of the media	3.69% 16
Community member	1.38% 6
Other (please specify)	13.59% 59
Total Respondents: 434	

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#	Other (please specify)	Date
1	Assistant Principal	1/9/2017 1:00 PM
2	Advisory Board Member	1/5/2017 5:23 PM
3	Athletic Trainer	11/30/2016 3:21 PM
4	Central office athletics personnel	11/20/2016 7:09 PM
5	District AD	11/18/2016 2:53 PM
6	Athletic Trainer	11/18/2016 11:56 AM
7	publications adviser	11/18/2016 10:45 AM
8	Athletic Trainer	11/18/2016 9:57 AM
9	ADSA	11/18/2016 9:45 AM
10	Foundation Member	11/9/2016 10:04 AM
11	sponsor	11/9/2016 8:30 AM
12	School board member	11/8/2016 2:45 PM
13	retired Activities Director	11/8/2016 9:47 AM
14	Central Athletic Office	11/7/2016 2:38 PM
15	Athletic Trainer	11/7/2016 12:50 PM
16	Asst. Activities Director	11/7/2016 10:16 AM
17	Partner	11/7/2016 9:57 AM
18	VHSL Foundation Board Member	11/7/2016 7:42 AM
19	Jostens Regional Manager	11/6/2016 6:56 PM
20	Philanthropy	11/6/2016 6:31 PM
21	Retired administrator and supporter	11/5/2016 10:54 PM
22	medical	11/5/2016 10:09 AM
23	Retired High School Principal	11/4/2016 9:23 PM
24	Basketball assigner	11/4/2016 9:14 PM
25	Assignor	11/4/2016 4:49 PM
26	Board member	11/4/2016 4:00 PM
27	foundation baord	11/4/2016 2:54 PM
28	counserlor	11/4/2016 2:47 PM
29	retired administrator	11/4/2016 1:46 PM
30	Work in School Leadership with VB Schools	11/4/2016 1:42 PM
31	Athletic trainer	11/4/2016 1:28 PM
32	Athletic Trainee	11/4/2016 1:13 PM
33	Athletic trainer	11/4/2016 12:54 PM
34	Athletuc trainer	11/4/2016 12:34 PM
35	Sponsor	11/4/2016 12:27 PM
36	Athletic Trainer	11/4/2016 12:19 PM
37	Athletic Trainer	11/4/2016 12:15 PM
38	Athletic Trainer	11/4/2016 12:10 PM
39	Athletic Trainer	11/4/2016 11:44 AM
40	Fund raiser	11/4/2016 11:43 AM

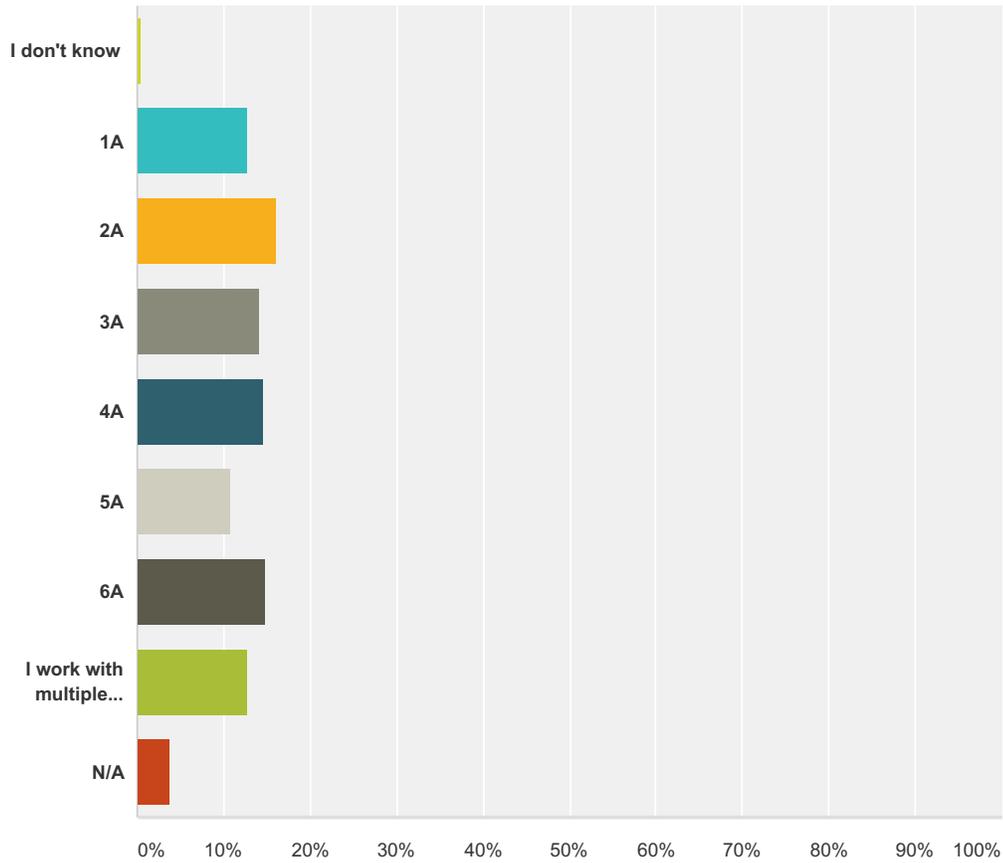
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41	Athletic trainer	11/4/2016 11:41 AM
42	ATC	11/4/2016 11:40 AM
43	Athletic Trainer	11/4/2016 11:38 AM
44	School Board member	11/4/2016 10:30 AM
45	Assistant Athletic/Activities Director	11/4/2016 10:24 AM
46	Coach	11/4/2016 10:19 AM
47	Was AD	11/4/2016 10:05 AM
48	Coordinator of Athletics	11/4/2016 10:05 AM
49	Asst. Principal	11/4/2016 10:02 AM
50	Central Office Athletics	11/4/2016 9:57 AM
51	Rules Interpreter	11/4/2016 9:56 AM
52	soccer commissioner	11/4/2016 9:55 AM
53	VHSL committee member	11/4/2016 9:53 AM
54	Official Commissioner	11/4/2016 9:51 AM
55	Director of Athletics for School Division	11/4/2016 9:49 AM
56	Executive Director	11/4/2016 9:46 AM
57	Central Office overseeing athletics	11/4/2016 9:42 AM
58	Supervisor of Athletics for Loudoun County	11/4/2016 9:41 AM
59	Central Office Administrator-Former AD	11/4/2016 9:41 AM

Q2 My school is in VHSL Group

Answered: 434 Skipped: 0

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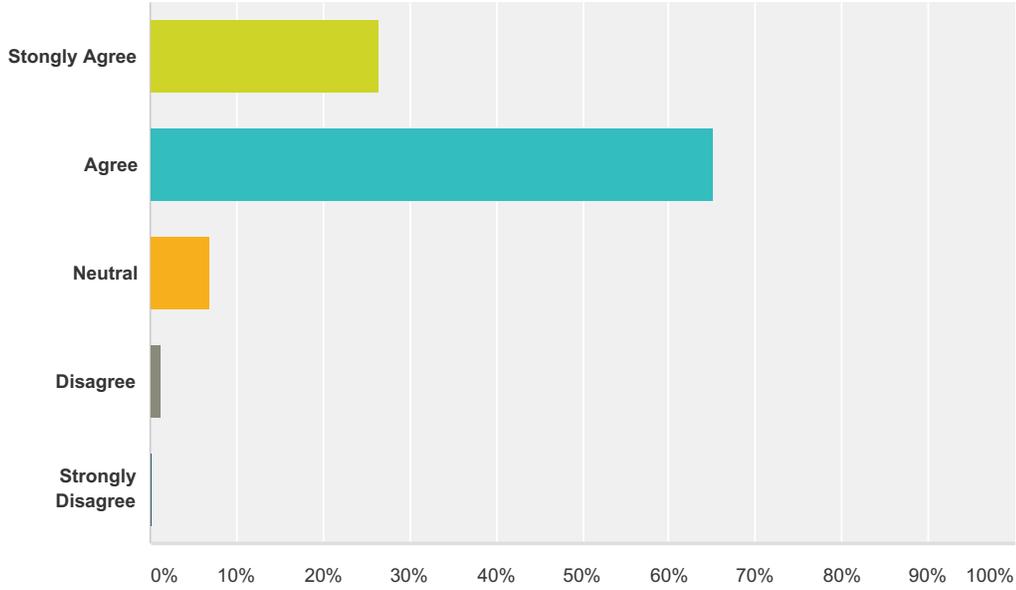
Answer Choices	Responses
I don't know	0.46% 2
1A	12.67% 55
2A	16.13% 70
3A	14.29% 62
4A	14.52% 63
5A	10.83% 47
6A	14.75% 64
I work with multiple schools in multiple classifications.	12.67% 55
N/A	3.69% 16
Total	434

Q3 Current VHSL Mission: The Virginia High School League is an alliance of Virginia's public and approved non-boarding, non-public high schools that promotes education, leadership, sportsmanship, character and citizenship for students by establishing and maintaining high

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standards for school activities and competitions. Is this an effective description of VHSL's mission?

Answered: 429 Skipped: 5



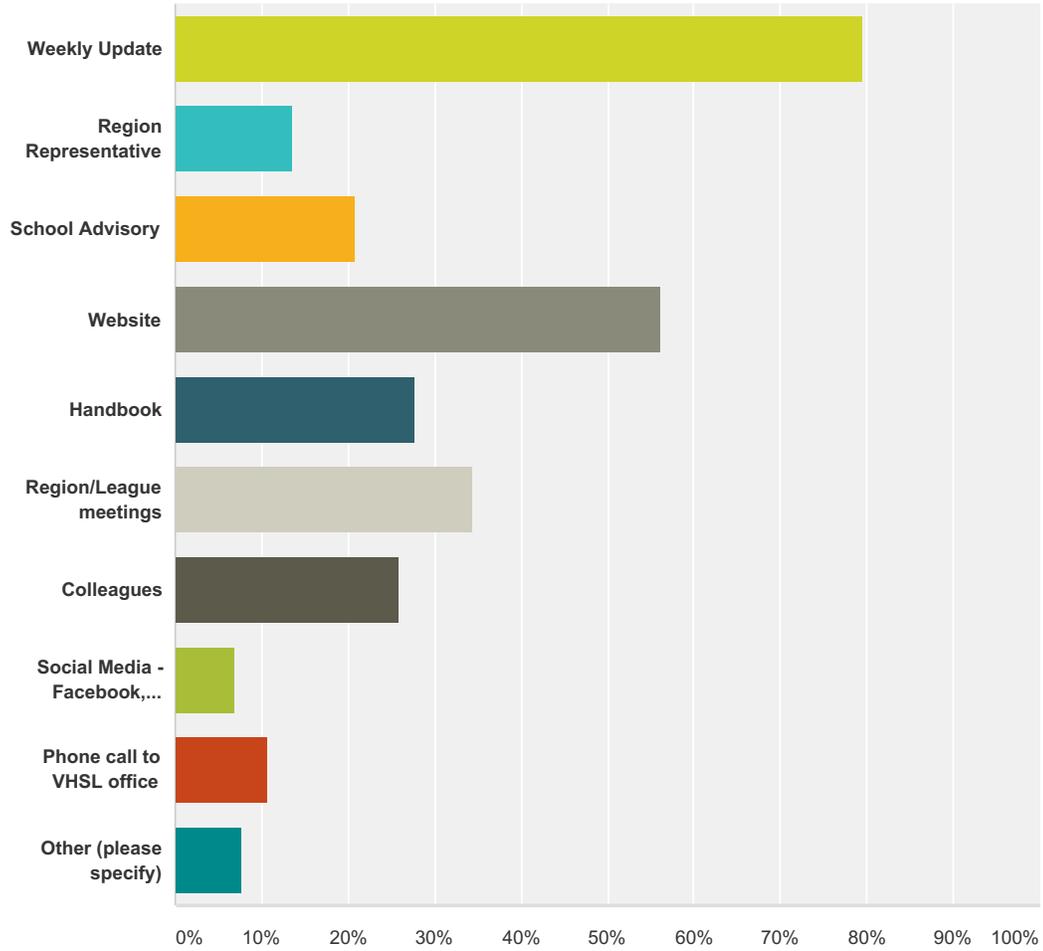
Answer Choices	Responses	
Stongly Agree	26.57%	114
Agree	65.03%	279
Neutral	6.99%	30
Disagree	1.17%	5
Strongly Disagree	0.23%	1
Total		429

#	Other (please specify)	Date
1	You need to add that recruiting will not be tolerated under sportsmanship and fair play.	11/21/2016 7:22 PM
2	need to add "voluntary alliance"	11/8/2016 9:47 AM
3	no idea	11/4/2016 2:54 PM
4	If we are really promoting education then student athletes should have nothing lower than a C in all classes.	11/4/2016 2:10 PM
5	I think coaches and administrators should be included with students	11/4/2016 10:29 AM
6	I would suggest you add, "in education based programs".	11/4/2016 9:46 AM

Q4 Name the top three ways you receive VHSL related information.

Answered: 433 Skipped: 1

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Answer Choices	Responses
Weekly Update	79.45% 344
Region Representative	13.63% 59
School Advisory	20.79% 90
Website	56.12% 243
Handbook	27.71% 120
Region/League meetings	34.41% 149
Colleagues	25.87% 112
Social Media - Facebook, Twitter	6.93% 30
Phone call to VHSL office	10.62% 46
Other (please specify)	7.62% 33
Total Respondents: 433	

#	Other (please specify)	Date
1	U.S. Mail	1/5/2017 5:23 PM
2	H.S. coaches	11/21/2016 1:45 PM
3	School Athletic Director	11/21/2016 9:35 AM

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4	forwarded messages from AD	11/18/2016 3:09 PM
5	Athletic Director	11/18/2016 1:25 PM
6	Athletic Director	11/18/2016 1:15 PM
7	AD	11/18/2016 12:51 PM
8	Annual rules clinic	11/18/2016 11:19 AM
9	now on weekly update	11/17/2016 9:42 AM
10	direct emails to VHSL Staff	11/10/2016 10:59 AM
11	VHSL Foundation/Advisory Meetings	11/9/2016 10:04 AM
12	Newspaper	11/8/2016 2:45 PM
13	news media	11/8/2016 9:47 AM
14	Usually I don't receive information	11/7/2016 12:50 PM
15	Email	11/7/2016 9:57 AM
16	VHSL Foundation Events	11/7/2016 7:42 AM
17	e-mail	11/6/2016 11:17 PM
18	VIAAA	11/6/2016 10:14 PM
19	Lisa Giles	11/6/2016 6:56 PM
20	Email, news media	11/6/2016 6:31 PM
21	committee work	11/5/2016 10:09 AM
22	Very rarely... I used to get mailings etc...	11/5/2016 6:11 AM
23	Direct mail	11/4/2016 9:23 PM
24	Newspaper and other official's	11/4/2016 9:14 PM
25	information provided at board meetings	11/4/2016 4:00 PM
26	email	11/4/2016 2:54 PM
27	Athletic Director	11/4/2016 2:10 PM
28	Conference/Region Meetings	11/4/2016 2:03 PM
29	emails	11/4/2016 12:28 PM
30	AD	11/4/2016 11:40 AM
31	VIAAA Meetings	11/4/2016 10:11 AM
32	email	11/4/2016 9:55 AM
33	School Directory	11/4/2016 9:49 AM

Q5 Please list any suggestions you have for improving communication between VHSL staff and stakeholders.

Answered: 105 Skipped: 329

#	Responses	Date
1	Get online coaching clinics up sooner (or even eliminate them as we make our coaches do so much as it is). Redo the mandatory VHSL test - it is ridiculously hard for no discernible reason. Just proves they can check the handbook and spit out the answer. Lighten up about off season rules. Redo the physical forms. Why must the parent sign 3 pages (with one signature one half inch from another) and the kid has to sign 2 pages? Wouldn't once be enough? Just thoughts from the trenches...	1/9/2017 1:04 PM

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2	- Mike McCall does an excellent job of sending out information on a weekly basis. - Finding information for conference, region and state tournament is difficult to find on the webpage - some are posted and some you can't find at all	1/9/2017 1:00 PM
3	Develop targeted communications for stakeholders - consider broadening the diversity of representatives on the executive council. Clarify responsibilities of committee members to include concrete methods of distributing information in meaningful ways. Update the website to a more engaging format. Consider placing PSAs or paid advertisements in state media outlets to get the brand and mission of VHSL more broadly distributed and understood. Tap into high school students who could help develop ideas of how to engage their peers.	11/28/2016 2:23 PM
4	Any VHSL head coach should be allowed/allowed to vent concerns without backlash through a "suggestion box."	11/21/2016 7:22 PM
5	Direct email to coaches or at least the AD of each school with the ad passing to the head coach.	11/21/2016 4:59 PM
6	The website is a joke for multiple sports (basically anything other than football/boy's basketball) and it reflects poorly on the region. How hard is it to get somebody to be a central figure for a sport that is capable of keeping up with the sport adequately in season? As it is right now, the website is a wasted resource that coaches largely ignore.	11/21/2016 1:45 PM
7	none.	11/21/2016 7:57 AM
8	That all VHSL personnel answer emails with good information in a timely manner	11/20/2016 7:09 PM
9	Less info, in the email updates.	11/19/2016 12:07 AM
10	I'm satisfied with the current communication outlets.	11/18/2016 2:42 PM
11	The website is hard to follow sometimes. Also, sometimes it needs updating.	11/18/2016 12:57 PM
12	The staff at the VHSL office should be polite and not rude when you have a question.	11/18/2016 12:28 PM
13	The weekly updates needs to be subdivided by activities. It becomes way too long and important information pertaining to a specific group can be missed.	11/18/2016 11:50 AM
14	I have no suggestions.	11/18/2016 11:31 AM
15	Have sport specific updates sent directly to those coaches around the state.	11/18/2016 11:19 AM
16	I would like to receive direct correspondence from the VHSL for my sport regarding any updates or important information	11/18/2016 11:19 AM
17	develop a system wherein decisions/information made by state/regions is directly communicated to each coach of the given sport. During the past several years, certain standards/qualification decisions made by regions and state were not effectively communicated to the various conferences and coaches.	11/18/2016 11:11 AM
18	Make the website a little more user friendly. It is hard to find what you are looking for on the site.	11/18/2016 10:26 AM
19	Improve your website. You need archived pages with past information on them such as Conference and Regional sites.	11/18/2016 10:01 AM
20	e-mails	11/18/2016 9:39 AM
21	Improving the VHSL website would be helpful. Many documents are outdated.	11/18/2016 9:36 AM
22	make sure schools are on weekly update-let schools know when coaches clinic is on line	11/17/2016 9:42 AM
23	just keep doing the weekly updates VIA email ..	11/17/2016 9:18 AM
24	improve the website by updating the website, the website needs to be cleaned up, have one person update the site daily	11/17/2016 7:21 AM
25	Mike McCall does an excellent job	11/11/2016 2:27 PM
26	Updating the VHSL in a timely manner	11/10/2016 10:04 PM
27	Take a look at current directors, a close look and evaluate who is in this business for kids.	11/10/2016 11:00 AM
28	Website needs to be more user-friendly and information posted further in advance (i.e. state tournament schedules and information, district/conference/regional results easy to locate, etc.).	11/10/2016 9:30 AM
29	The VHSL webpage needs to be updated to show scores of events on a scrolling screen. Many state associations have this feature and scores are much easier to find.	11/9/2016 2:09 PM
30	Please rework the VHSL website. It is very hard to find the needed information in a timely manner. The website needs to be more user friendly	11/8/2016 9:58 PM
31	Send info to School Board members via VSBA	11/8/2016 2:45 PM
32	The weekly updates are very lengthy. In the day and age of email, conciseness is key.	11/8/2016 11:44 AM

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33	Required attendance at ALL Regional Meetings by a VHSL office staff member...	11/7/2016 8:46 PM
34	Communication should travel up and down.	11/7/2016 4:33 PM
35	Notes for the SMAC meetings should be sent out to all the athletic trainers in VA.	11/7/2016 12:50 PM
36	The emails we receive from McCall each week are fine, but they have so much information in them that often times, they get lost in the shuffle. Is there a way we could have football information as the subject line, or wrestling information...etc.? maybe that could help clarify what needs to be paid attention to.	11/7/2016 11:35 AM
37	No issues at the moment. Communication for my school's needs have been handled in a timely manner.	11/7/2016 10:58 AM
38	Email Newsletter	11/7/2016 9:57 AM
39	Blog that allows me to subscribe and see current events, results of past activities and general VHSL News.	11/7/2016 7:42 AM
40	Set up text alerts for AD's and send text reminders of deadlines and due dates for VHSL reports and other information that has penalties for late submission. This would help new AD's and old.	11/6/2016 10:14 PM
41	I do not have any suggestions	11/6/2016 9:44 PM
42	Improved website with daily school highlights and a reason to go to the website	11/6/2016 6:56 PM
43	Keep the webpages updated so that we can plan for events for our schools.	11/6/2016 6:41 PM
44	More frequency of emails, minutes of meetings.	11/6/2016 6:31 PM
45	Improve your website to make it more user friendly, esp. the search engine.	11/6/2016 11:49 AM
46	Your Weekly Update e-newsletter is excellent. Using that standard, the fastest way to get information to most media sources these days is via social media, especially Twitter. A group direct message would be an excellent way. You could set up a network of people to contact, split them into districts, regions, etc, then just choose which group(s) to message. An hour or two of planning would help you send messages in seconds for years to come.	11/6/2016 10:00 AM
47	restructuring the representation and the ownership to the stakeholders will help move change. bringing more people into the information loop early will help move forward stronger	11/5/2016 10:09 AM
48	Today my interaction is primarily as an official and get almost nothing... need to develop a better communications flow if you desire officials engagement with the VHSL	11/5/2016 6:11 AM
49	Press releases	11/4/2016 10:12 PM
50	Add a retired list serve to reach this category of former high school administrators	11/4/2016 9:23 PM
51	Not sure	11/4/2016 9:14 PM
52	No suggestions at this time.	11/4/2016 7:13 PM
53	More regional meetings.	11/4/2016 3:46 PM
54	None	11/4/2016 2:56 PM
55	You do an excellent job.	11/4/2016 2:47 PM
56	Better website. More user friendly	11/4/2016 2:16 PM
57	Weekly updates.....	11/4/2016 2:10 PM
58	1-The website is terrible. It is very complicated to navigate and find information easily. 2-We were told we HAD to use rschool to help with the realignment etc. If schools are not using it, they should be fined. As an AD we should be able to navigate for tournaments easily.	11/4/2016 2:03 PM
59	Updated AT policies and procedures sent out biannually	11/4/2016 1:13 PM
60	Update website more often	11/4/2016 12:54 PM
61	Overall, happy about things and excited about new possibilities with a new ED. That is not meant to be critical of former person but when positions change, new ideas and approaches normally follow. Keep finding ways through weekly updates and keep them short and to the point.	11/4/2016 12:49 PM
62	A Google Calendar that is maintained by VHSL that can be subscribed to by members.	11/4/2016 12:39 PM
63	No problem in communication.	11/4/2016 12:28 PM
64	Only Tom Dolan consistently returns calls. All other associate AD's, are hit and miss.	11/4/2016 12:23 PM
65	Sometimes the web page is difficult to navigate.	11/4/2016 12:18 PM

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66	Have a contact person at vhs specifically for the Athletic Trainers who could handle all the questions an AT would have.	11/4/2016 12:15 PM
67	Website not user-friendly.	11/4/2016 12:10 PM
68	None...my coaches love the Weekly Updates that I forward to them!	11/4/2016 12:07 PM
69	None- Communication is adequate.	11/4/2016 11:56 AM
70	Conduct meeting with school division athletic administrators multiple times over the course of the year; Use Virtual meetings - travel for school staff to meetings is time-consuming and expensive	11/4/2016 11:49 AM
71	I would suggest a professional customer service dedicated receptionist.	11/4/2016 11:45 AM
72	The website is not very user friendly.	11/4/2016 11:44 AM
73	I feel the VHSL does a good job of communicating with the membership. A possible suggestion might be to have more detailed report of the meetings of the executive committee.	11/4/2016 11:32 AM
74	I have no suggestions as communication is effective.	11/4/2016 10:52 AM
75	A focus on social media communication. More and more high school age parents are very active on social media.	11/4/2016 10:45 AM
76	Information needed that is specific to conference or region chairs, it would be nice if an email went directly to the chairs and ADs of those schools. Tough when the only reminders are in updates and may get lost.	11/4/2016 10:32 AM
77	There needs to be better communication with conference chairmen to make sure all required paperwork is submitted. This communication should not occur after the deadline.	11/4/2016 10:30 AM
78	You guys are the best in the business	11/4/2016 10:29 AM
79	Keep up the good work.	11/4/2016 10:19 AM
80	Create a more user friendly website. Archiving material over 2 yrs old. Have a better system for searching the website.	11/4/2016 10:12 AM
81	That emergency legislation should only be exercised as a last resort under only the most extreme circumstances. The biggest heartache from a global standpoint was the reclassification vote which left schools at the ground level shouldering a multitude of dilemmas, finances notwithstanding.	11/4/2016 10:11 AM
82	Make the Website much easier to find information. Get more ADs involved in governance so they have the "inside" view/appreciation for the work done at executive committee level.	11/4/2016 10:11 AM
83	Continue to logically organize weekly updates in a viewer friendly format.	11/4/2016 10:08 AM
84	I HAVE NEVER HAD A PROBLEM REACHING THE VHSL	11/4/2016 10:05 AM
85	n/a	11/4/2016 10:03 AM
86	I think you do an outstanding job of communication, particularly with your weekly updates. Short of delivering personal messages to all stakeholders, I really don't see how you could improve you communication	11/4/2016 10:02 AM
87	Webinar instead of regional meetings	11/4/2016 10:02 AM
88	A user-friendly redesign of the VHSL website.	11/4/2016 9:58 AM
89	VHSL needs to enforce rather than coddle member schools to provide league office with accurate AND timely data. Financial penalties and potential denial of post-season activities need to be on the table as positive reinforcement to get members working for the greater good.	11/4/2016 9:57 AM
90	This is too much for a box! It would start with effecting good communication - as in reaching out to all parties, not just favorites of staff. The website should have more information ahead of time.	11/4/2016 9:57 AM
91	Improve website, increase social media	11/4/2016 9:56 AM
92	A weekly - "This is due in " days list. Maybe a part of the weekly update	11/4/2016 9:55 AM
93	We get a lot of emails. The folks don't need the updates of state teams outside of our classification. It is too much clutter.	11/4/2016 9:53 AM
94	It would be very helpful if VHSL staff attended more local (district) level meetings. Since the beginning of the 2016-17 SY, we have seen VHSL staff at more region meetings, which has been a welcome change.	11/4/2016 9:52 AM
95	Currently very satisfactory	11/4/2016 9:51 AM
96	If this is happening I'm not aware of it, but here goes. There needs to be a committee for each activity, represented by a member of each class, a coach at each class, and regional representation of officials. Review rules, conduct, and proposed changes, if any to our group for consideration.	11/4/2016 9:49 AM

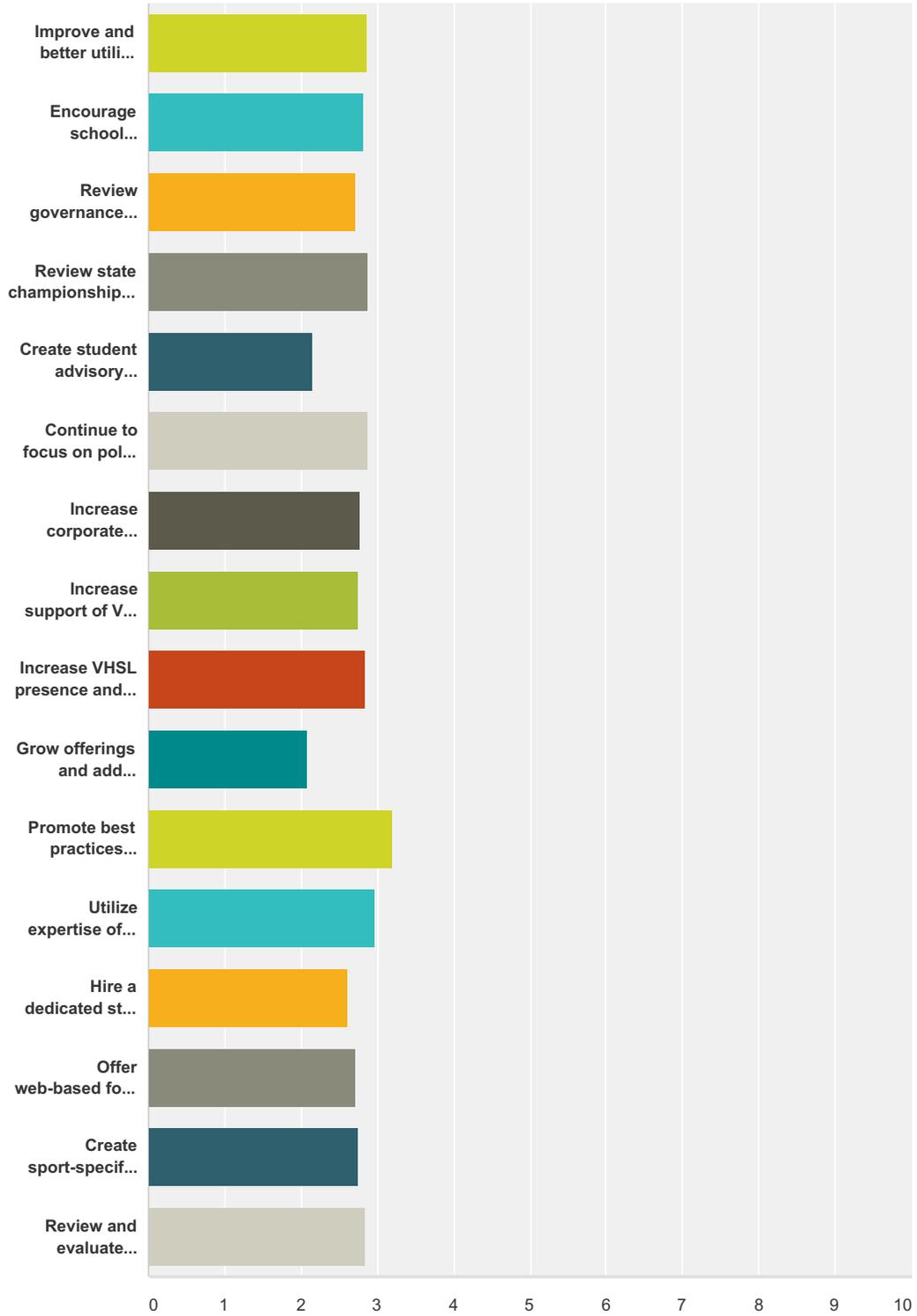
VHSL Member Survey 2016-17

97	I do wish the website was a little more user friendly	11/4/2016 9:49 AM
98	- I would recommend advisory committees for each sport - The website needs to be updated in a more timely fashion. - The VHSL needs a larger social media presence. Activities does a great. Athletics is is an area that can be approved.	11/4/2016 9:47 AM
99	More extensive use of social media	11/4/2016 9:46 AM
100	Making sure the website is updated on a regular basis and reaching out to school administrators to make sure conference, region, state brackets are up-to-date and on the VHSL website in a timely manner. Also, when re-updates are made to the VHSL football ratings after the initial update is sent out for each week, it would be nice if VHSL highlighted where the corrections were made so coaches/players/media don't have to scroll through the entire document to figure out where the mistakes were.	11/4/2016 9:45 AM
101	If there was a way to clean up the webpage and make it easier to navigate.	11/4/2016 9:43 AM
102	Website needs to totally be revamped and overall we need more professional development on handbook interpretation etc.	11/4/2016 9:43 AM
103	Have a seperate email for Deadlines for rules clinics, and other paperwork items. Don't include them all in the weekly update.	11/4/2016 9:43 AM
104	Please have the technology committee meet to discuss	11/4/2016 9:41 AM
105	When you call can the person answering please state their name.	11/4/2016 9:41 AM

Q6 Identify the relative importance of the following initiatives or goals the VHSL, as an organization, should undertake in the future.

Answered: 368 Skipped: 66

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	Most Important	Extremely Important	Important	Not Important	Total	Weighted Average
Improve and better utilize technology and on-line services	24.86% 91	39.07% 143	32.79% 120	3.28% 12	366	2.86
Encourage school administrator engagement in VHSL operations	19.02% 70	45.65% 168	32.34% 119	2.99% 11	368	2.81

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Review governance structure	18.96% 69	39.29% 143	36.26% 132	5.49% 20	364	2.72
Review state championship venues	25.90% 94	40.77% 148	29.75% 108	3.58% 13	363	2.89
Create student advisory council	6.30% 23	17.81% 65	59.73% 218	16.16% 59	365	2.14
Continue to focus on policy and monitor compliance	22.13% 81	44.54% 163	33.06% 121	0.27% 1	366	2.89
Increase corporate funding support	18.03% 66	44.81% 164	34.70% 127	2.46% 9	366	2.78
Increase support of VHSL through Foundation contributions to provide additional financial support for school activities	18.31% 67	41.53% 152	37.98% 139	2.19% 8	366	2.76
Increase VHSL presence and awareness throughout the state	21.25% 78	43.60% 160	31.61% 116	3.54% 13	367	2.83
Grow offerings and add additional programs	6.27% 23	22.07% 81	44.96% 165	26.70% 98	367	2.08
Promote best practices encouraging good sportsmanship	38.69% 142	42.51% 156	17.98% 66	0.82% 3	367	3.19
Utilize expertise of Sports Medicine Advisory Council to promote safety	26.85% 98	43.56% 159	28.77% 105	0.82% 3	365	2.96
Hire a dedicated staff person for technology and increased social media engagement	18.80% 69	32.70% 120	38.15% 140	10.35% 38	367	2.60
Offer web-based forms and a password protected website for school personnel	19.73% 72	40.55% 148	32.05% 117	7.67% 28	365	2.72
Create sport-specific coach and/or officials advisory committees in an effort to seek input on a sport-by-sport basis	17.93% 66	43.21% 159	34.51% 127	4.35% 16	368	2.75
Review and evaluate Coaches Education program	22.13% 81	42.62% 156	32.79% 120	2.46% 9	366	2.84

#	Additional comments	Date
1	improve rSchool as its schedules and results are very spotty	11/26/2016 11:06 AM
2	Someone has to put a stop to recruiting players from other teams!!!!!!!	11/21/2016 7:26 PM
3	Safety is extremely important for the student and the sports image.	11/21/2016 5:04 PM
4	The difference of field surfaces in the field hockey state championship is a huge (and unfair) home field advantage.	11/21/2016 1:51 PM
5	Money back to schools is very important. More money needs to go back to the schools.	11/19/2016 12:10 AM
6	Students should be the main focus and not making more money.	11/18/2016 12:38 PM
7	Chess should be offered as a VHSL activity. You may contact me at bkeith@k12albemarle.org .	11/18/2016 11:22 AM
8	Some of the comments checked with "not important" is due to my belief that are currently doing an above average job in that area.	11/18/2016 10:24 AM
9	Coaches education components are becoming excessive. Please look to streamline the process.	11/10/2016 4:18 PM
10	Improve rules and enforcement of anti-recruiting rules (HS to HS recruiting)	11/8/2016 9:54 AM
11	Coaches education needs to be evaluated.....not sure it is changing much	11/7/2016 3:42 PM
12	Revise the Tournament Pay Structures for Athletic Trainers	11/7/2016 12:54 PM
13	The VHSL needs to expand in their office. There are things that your staff do a great job of, and other that need improvement. I would like to see more diversity in the VHSL office because we have a very diverse group of students and athletes that fall under the VHSL.	11/7/2016 11:41 AM
14	Find ways to recognize character and sportsmanship	11/6/2016 6:59 PM

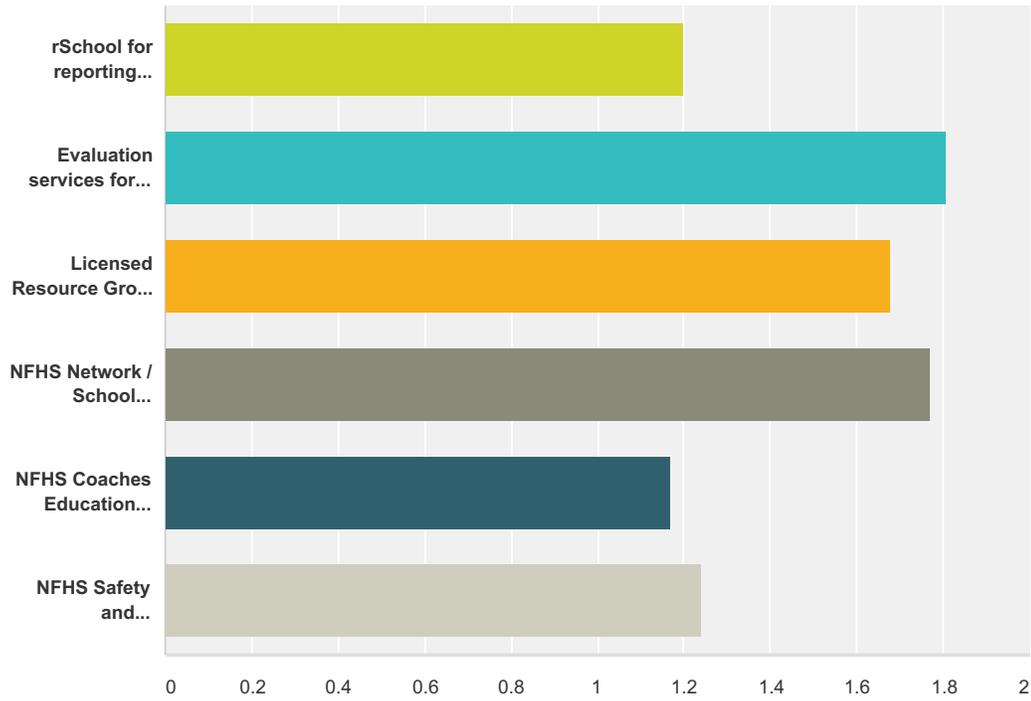
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15	Often orgs forget to involve key constituents until too late. Looking at the makeup of the EC and the national importance of the medical issues and legal across the nation, SMAC should be directly engaged with EC and Schools should be directly engaged with officials and coaching initiatives since they are promoting them.	11/5/2016 10:13 AM
16	Allow for more sport specific playing rules experimentation	11/4/2016 9:43 PM
17	Nothing at this time	11/4/2016 9:18 PM
18	You can always coordinate with the Virginia athletic trainers association (VATA) as well. We would love to help!	11/4/2016 12:57 PM
19	for tge safety of the athletes it should be top priority that SMAC come up with policies for limiting the number of out of season practices in a week. my injuries continue to go up every year because athletes are not getting a break.	11/4/2016 12:20 PM
20	In terms of governance, the VHSL should address its bylaws to ensure that it is fair and equitable for all participating school divisions. Additionally, there should be more support to divisions in dealing with issues that impact local athletics such as non-compliance with the national anthem. While we may not require the VHSL to generate policies on such matters, it is important that the one organization that represents student athletics provide some guidance when needed.	11/4/2016 12:02 PM
21	I support initiatives that don't involve any increase in cost to schools' membership applications and participation.	11/4/2016 11:55 AM
22	I wish the VHSL appeared to be more concerned with protecting athletes than making money. Too many post season games and too lengthy seasons say otherwise.	11/4/2016 11:49 AM
23	pLAYING IN A DISTRICT WHERE WE ARE A 3A AND WEEKLY HAVING TO PLAY 4A AND 5A SCHOOLS MAKES NO SENSE. EVEN THOUGH WE ARE COMPETITIVE- 15-20 EXTRA PLAYERS IS A COMPETITIVE ADVANTAGE AND YOU GET BEAT UP!	11/4/2016 10:17 AM
24	Hire a VHSL Director of Officials Programs to research, establish and implement state-wide standards for VHSL officials in all sports, as well as establish and implement recruitment strategies for new officials.	11/4/2016 10:01 AM
25	Lack of participation by Principals in VHSL meetings has hurt the league. There is a misconception that the league office runs the league yet we, the schools are the league. We run the league. The membership likes to fuss and argue about the league, that is just a cop out becasue those people who fuss just aren't willing to accept reponsibility and accountability of there own programs. They look for others to blame. The League just becomes an easy target for those who want to criticize. These are the same people who criticize about everything else in their lives as well.	11/4/2016 9:52 AM

Q7 What services and VHSL partnerships does your school use?

Answered: 357 Skipped: 77

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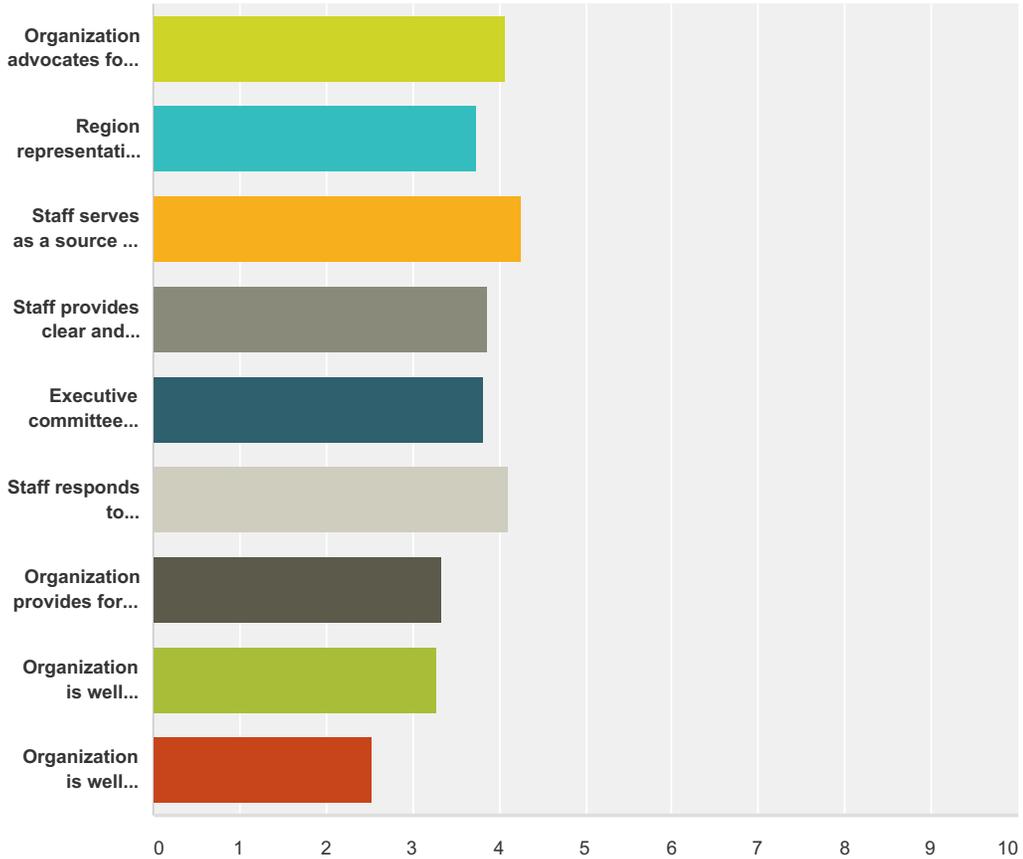


	Use service	Not applicable	Total	Weighted Average
rSchool for reporting scores and regular season communications	80.12% 274	19.88% 68	342	1.20
Evaluation services for school media and Creative Writing	19.25% 62	80.75% 260	322	1.81
Licensed Resource Group (LRG apparel sales in retail stores)	31.97% 102	68.03% 217	319	1.68
NFHS Network / School Broadcast Program	22.81% 73	77.19% 247	320	1.77
NFHS Coaches Education classes	82.52% 288	17.48% 61	349	1.17
NFHS Safety and Sportsmanship Courses	76.26% 257	23.74% 80	337	1.24

Q8 Please read each item carefully and then indicate your opinion. The VHSL :

Answered: 364 Skipped: 70

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	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Weighted Average
Organization advocates for participation in and values derived from high school activities	19.83% 72	67.77% 246	11.57% 42	0.83% 3	0.00% 0	363	4.07
Region representatives to the executive committee act as a conduit of information and communicate decisions effectively	14.05% 51	54.27% 197	22.87% 83	7.99% 29	0.83% 3	363	3.73
Staff serves as a source of information	36.26% 132	54.12% 197	8.52% 31	0.27% 1	0.82% 3	364	4.25
Staff provides clear and consistent interpretation of rules	22.31% 81	54.27% 197	14.33% 52	6.34% 23	2.75% 10	363	3.87
Executive committee carries out duties effectively and efficiently	17.36% 63	55.37% 201	21.21% 77	5.51% 20	0.55% 2	363	3.83
Staff responds to communications and inquiries in a timely fashion	34.62% 126	46.98% 171	14.01% 51	3.30% 12	1.10% 4	364	4.11
Organization provides for grassroots involvement through committees, meetings and communication	4.40% 16	43.68% 159	35.44% 129	15.66% 57	0.82% 3	364	3.35
Organization is well understood by its members	4.70% 17	42.27% 153	30.66% 111	21.55% 78	0.83% 3	362	3.28
Organization is well understood by non-members/public	1.92% 7	14.84% 54	28.02% 102	43.68% 159	11.54% 42	364	2.52

Q9 Secure additional revenue or create greater fiscal stability to meet needs.

Answered: 109 Skipped: 325

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#	Responses	Date
1	Cut the academic programs that are not self sustaining.	1/9/2017 1:04 PM
2	- state events and presale tickets - giving \$1 back to the schools is a great - patrons like the idea of schools receiving some of the profit. - Continue to look for corporate sponsors; would encourage league staff to speak with state funded universities and colleges to seek additional ideas	1/9/2017 1:00 PM
3	N/A	11/29/2016 7:10 AM
4	pursue corporate sponsorships	11/28/2016 2:30 PM
5	Inquire about corporate sponsorships. That is where the money is.	11/21/2016 7:31 PM
6	Seek more backing from business in area of school.	11/21/2016 5:13 PM
7	Not really sure how you do it currently.	11/21/2016 1:55 PM
8	I think the VHSL is trying to satisfy all of its constituents. I	11/21/2016 1:48 PM
9	Sponsorship.	11/19/2016 12:12 AM
10	increase the cost of those televising/broadcasting the game...media fee	11/18/2016 4:03 PM
11	Fundraise or seek business sponsorship form state wide business'.	11/18/2016 2:54 PM
12	1. Elimination of the conference level and implementation of four regions at each level should improve the situation. 2. The foundation personnel are doing an outstanding job, they should be encouraged to continue in their current direction.	11/18/2016 2:16 PM
13	Students should be the most important aspect of the VHSL not securing additional revenue.	11/18/2016 12:41 PM
14	Corporate membership?	11/18/2016 12:08 PM
15	Hiring outside marketing firms.	11/18/2016 12:08 PM
16	There needs to be the ability to effectively compare finances between events and classifications. It's hard to look at best practices with regards to finances when you can't make comparisons.	11/18/2016 11:58 AM
17	Go after the rich and famous from VA.	11/18/2016 11:50 AM
18	Make equal opportunities for all school organizations	11/18/2016 11:43 AM
19	No ideas at the moment.	11/18/2016 11:36 AM
20	Seek corporate sponsorships with companies who share VHSL mission	11/18/2016 11:24 AM
21	n/a	11/18/2016 11:23 AM
22	I believe going from 6 to 5 classifications would save money and increase the level of competition. To easy in most sports.	11/18/2016 11:02 AM
23	Try and solicit more cooperate sponsors.	11/18/2016 10:40 AM
24	Cost of sending all teams to post season is a burden on many of us. We need help in travel, food , etc. when we send teams	11/18/2016 10:21 AM
25	Corporate sponsorship	11/18/2016 10:05 AM
26	Increase revenue via corporate sponsorship. Assess ticket pricing, not blindly increasing costs.	11/18/2016 10:03 AM
27	Eliminate unnecessary travel for conference (district) games	11/18/2016 10:02 AM
28	Outside sponsorship	11/18/2016 9:56 AM
29	More VHSL advertisement at schools...it was great when you supplied each school with a flag to display.	11/18/2016 9:46 AM
30	Cut back on the sports offered. You have to say NO!	11/18/2016 9:46 AM
31	financial feasible and close to teams involved	11/17/2016 9:58 AM
32	seek Big corporate sponsors to provide you additional funds we have a lot of great companies in this state that need tax write offs ...	11/17/2016 9:25 AM
33	N/A	11/10/2016 9:29 AM

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34	Continue inviting corporations to know, understand the importance of VHSL activities, and contribute to the ongoing programs.	11/9/2016 10:11 AM
35	We need to look into cutting expenses. Too many conference, regions, and state events are just run to "get them done" and not much worry has been put into the budgeting of these events. We need to look at partnerships with local organizations that may help defray the costs of venues and staffing. We need more community involvement thru sponsorships and alumni programs.	11/9/2016 9:59 AM
36	We need a large corporate sponsor.	11/9/2016 8:31 AM
37	Promote Foundation contributions in honor/memory of coaches, administrators, etc.	11/8/2016 2:47 PM
38	Continue efforts to secure corporate sponsorships and grants - Pursue donations from VHSL alumni who have been ultra successful in business and pro sports.	11/8/2016 10:09 AM
39	Reconfigure state tournaments and add another round for all sports.	11/7/2016 11:56 AM
40	Partner with vendors (Under Armour, Nike, Addidas, etc.) as they provide monies for student-athletes and they have grants that can help out the VHSL with expenses.	11/7/2016 11:46 AM
41	Continue to lobby for corporate partnerships.	11/7/2016 10:26 AM
42	If I had this answer I would not be in public ed.	11/7/2016 9:30 AM
43	Need to look for non-donor or participating school fees as major funding sources. By reviewing stakeholders and their "true" or "potential" value received from VHSL, you must align services (info mgmt via technology, uniform/apparel sourcing from single buying source, etc.) with value to gain acceptance and participation for majority of stakeholders (i.e. school admin. (principals, ADs, Coaches), players, parents, fans, collegiate, media/marketing, etc.)	11/7/2016 8:03 AM
44	Product sales at events and offer after state tournament products.	11/7/2016 7:55 AM
45	Cut spending.	11/6/2016 10:28 PM
46	As many localized tournaments as possible. The new region format has led to greater travel, but there should be every effort to keep games closer to the bigger crowds. It is difficult for fans to travel long distances during the middle of the week.	11/6/2016 7:48 PM
47	work more closely with corporate sponsors	11/6/2016 7:01 PM
48	Connect with local colleges for dual source events	11/6/2016 6:45 PM
49	1) Rather than seek corporate partners for just the VHSL as a whole, I'm sure there are major companies that you could partner with on a regional basis, especially in Northern Virginia and Tidewater, who could provide additional income, letting them have a presence at VHSL-sanctioned events in said region, especially with the realignment of regions coming next summer. For example, a Richmond-based car company could be a corporate partner in the "Central Region" and have banners at district and region tournaments, announcements read during halftime/timeouts, just like statewide partners at state tournaments. Also, you have exclusive content, why not take advantage of it? The NCAA holds online "selection shows" for every sport at every level, except DI basketball and football, televised, of course. For example, you guys should host, online, a "selection show" for the official reveal of football playoff pairings. Have staff run the final numbers once the Saturday games are done and do the show live online either Saturday night around 8pm while college football primetime games are in their pre-game shows, or Sunday at 12noon before the NFL kicks off. You could increase by 5 percent the cost of an annual corporate sponsorship doing this alone, giving them "announcements" during the show. And you could use either "Facebook Live" or a "Google Hangout" to do it very inexpensively, or NFHS should have infrastructure in place to assist.	11/6/2016 10:31 AM
50	infrastructure first, securing funding second	11/5/2016 10:17 AM
51	There needs to be a closer link with corporate structures in the state...	11/5/2016 6:18 AM
52	Increase corporate donations; increase membership dues	11/5/2016 12:27 AM
53	Consider corporate spoonship of various events/activities/championships...naming rights	11/4/2016 9:50 PM
54	Get local and state wide corporate funds Try and get a corporate sponsor for each VHSL State Championship Sell VHSL State Championship Name rights	11/4/2016 9:28 PM
55	NA	11/4/2016 3:48 PM
56	Secure sponsorships	11/4/2016 3:11 PM
57	Growth of the Foundation	11/4/2016 3:07 PM

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58	For state championship events that are not profitable, look at how other states are doing it. One easy example is One Act Theater - We do not charge people to come watch the state championships. Oregon, California, West Virginia, Pennsylvania, Wisconsin, Minnesota, and Texas all do. Why the difference?	11/4/2016 2:43 PM
59	No Ideas	11/4/2016 2:20 PM
60	It seems from the financial statements that the VHSL has money. The money might not be liquid but it's there. It's hard for us schools when the VHSL continues raising membership dues. Why do you need more money?	11/4/2016 2:18 PM
61	Corporate Sponsorship	11/4/2016 2:15 PM
62	Explore revenue sharing opportunities across member schools and tournaments.	11/4/2016 1:39 PM
63	I don't know enough about how things work	11/4/2016 1:12 PM
64	Not familiar with current approach but may have to go back to basics. Make in person visits to donors and businesses to attract new sponsorship's and retain them too. Continue exploring less expensive state sites to assist with financial burden.	11/4/2016 12:58 PM
65	Have Championship Events at locations closer to the schools involved to promote higher attendance and reduce cost of travel, rooms, etc...for teams.	11/4/2016 12:48 PM
66	Revenue would be increased significantly if State Championships were held at night and on weekends.	11/4/2016 12:36 PM
67	Needs to completely take over coaches association.	11/4/2016 12:16 PM
68	Share a detailed budget that shows specific revenue and expenses to the general membership.	11/4/2016 12:13 PM
69	Higher a VHSL staff member with experience in running "giving" for other institutions such as private schools and colleges. We are currently running the VHSL as a check to check budget. There needs to be an endowment.	11/4/2016 12:12 PM
70	Reduce staffing at the VHSL Work the full week in the summer time Reduce Staff Salaries - the staff doesn't interact with students, rarely with parents and yet, the salaries are well above school staff who do so much more for kids	11/4/2016 12:02 PM
71	Hire part-time staff at events to carry out or implement sponsor activity that engages fans. This would assist in making activation turn-key for a sponsors who have small staffs. This could include handing out materials, collecting data from fans, etc.	11/4/2016 11:57 AM
72	Since I think that this just basically services the VHSL itself, I'm not encouraging it.	11/4/2016 11:51 AM
73	Increase corporate sponsorships	11/4/2016 11:40 AM
74	Continue Corp. sponsorships growing	11/4/2016 11:34 AM
75	Continue to build on sponsorship, corporate and private.	11/4/2016 11:31 AM
76	Less classifications, too many state championship events are watered down. Go back to AAA, AA, A	11/4/2016 11:21 AM
77	Acquire additional sponsors similar to the partnership with Subway. These partners could sponsor tournaments and even the student leadership conference.	11/4/2016 10:59 AM
78	Bid out our Championships to Cities around the state. Build corporate sponsorship portfolio by having schools more engaged in league wide partners. Marketing of tickets sales for championship events.	11/4/2016 10:51 AM
79	Look at more centrally located venues or Regional locations for State Championships. Cross Country is a long way for teams to travel from SW VA. Also, Single and Double A teams playing each other in Richmond or JMU will not promote as much spectator involvement as a more Regionally located Supersite or State Championship game could, in my opinion.	11/4/2016 10:49 AM
80	well the classification system was not well thought out and a number of schools were concerned with it fiscally. I think it could have been handled MUCH better.	11/4/2016 10:39 AM
81	Seek additional corporate sponsorships.	11/4/2016 10:34 AM
82	Corporate Sponsorship could be sought to offset costs. Allow districts and regions to seek corporate sponsors for events.	11/4/2016 10:25 AM
83	set a maximum %deduction for regional expenses. Too much variety from region to region of chargeable expenses.	11/4/2016 10:25 AM
84	Playoff have become a financial burden for the high schools!!!!	11/4/2016 10:22 AM
85	Consider contracting marketing firm to represent the VHSL and grow sponsorship revenues	11/4/2016 10:20 AM

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86	monitor budget and create a budget that matches forecast revenue. I was stunned when I learned that no budget spending adjustments were made when we KNEW our state playoff \$\$ would be less due to the restructuring. THAT was poor management and hopefully will not be repeated. Not so sure we need to look for more money as we need to look at the money we have coming in and plan programs accordingly	11/4/2016 10:20 AM
87	The VHSL should not only take it's cut of revenue from the regions, but it should also share in the losses. Huge concern with new regional format will be financial sustainability- non revenue offerings could break the bank in a hurry.	11/4/2016 10:18 AM
88	Broaden corporate sponsorships	11/4/2016 10:17 AM
89	?	11/4/2016 10:11 AM
90	Move State venues to more central locations	11/4/2016 10:08 AM
91	The venues need to be centrally located or alternate.	11/4/2016 10:05 AM
92	Greater investment in corporate partnerships.	11/4/2016 10:04 AM
93	Changing back to 4 regions per classification should bring back financial stability	11/4/2016 10:04 AM
94	Dont spend a lot of money for state sites that are not as nice as some high schools and are far away from the competing schools.	11/4/2016 10:00 AM
95	Marketing partnerships	11/4/2016 10:00 AM
96	Corporate sponsorships.	11/4/2016 10:00 AM
97	1. Secure additional corporate partnerships 2. Limit the amount of passes issued	11/4/2016 10:00 AM
98	- Create a tiered fundraising system and accept smaller cooperate sponsors - Plan earlier and engage more local officials (school and public) in the acquisition of state championship venues -	11/4/2016 10:00 AM
99	Sponsorship	11/4/2016 9:59 AM
100	corporate sponsorship	11/4/2016 9:58 AM
101	Cut down travel.	11/4/2016 9:57 AM
102	Continue to seek private corporate sponsorships	11/4/2016 9:57 AM
103	Class specific venues in basketball, football.	11/4/2016 9:56 AM
104	Add staff	11/4/2016 9:54 AM
105	I'm not sure	11/4/2016 9:53 AM
106	1. Use more high school venues until the finals 2.increase the activity fee \$5 each year until you reach \$50.	11/4/2016 9:50 AM
107	Advertise state championship contests to increase attendance.	11/4/2016 9:48 AM
108	Corporate Partners	11/4/2016 9:48 AM
109	Have State Championships Venues more centrally located to the two schools competing.	11/4/2016 9:46 AM

Q10 Improve communication and transparency of operations.

Answered: 116 Skipped: 318

#	Responses	Date
1	When we went from the three groups to six, I tried to follow the process but did not find sufficient information on your website.	1/9/2017 1:04 PM

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2	- Pick a model and stick with it; there is a ton of confusion because of the district, conference, region and state formats are always changing. Schools basically want to know who they are playing in the regular season, how they advance in the post season. Under the old format, district tournaments help provide the first step and the first step seems to be the confusion because of the inconsistency of how conferences advance teams - point systems, regular season finishes, overall records, etc. are different models that are used - it shouldn't be different from conference to conference, or region to region on how advancement works, or seeding of teams works. The average fan, or sometimes school administration doesn't understand things which leads to confusion and frustration - Advancement from conference to region, region to state needs to be more universal across the board; when schools move conferences or regions, these changes not only affect travel, but how things are run for seeding, advancement, etc. which leads to more confusion - Would recommend that you have over the summer a seminar/workshop/training for all new principals similar to your training for all new ADs. New principals need to understand the issues and responsibilities they have as voting members in the VHSL.	1/9/2017 1:00 PM
3	Continue efforts to communication and transparency...Weekly updates are great!	11/29/2016 7:10 AM
4	update website, hire full-time IT/communication staff, require committee members to share information to their constituents, ask HS students how to best engage their peers/parents, expand diversity on executive committee	11/28/2016 2:30 PM
5	Have DSA's distribute information to all coaches.	11/21/2016 7:31 PM
6	Better distribution of information to all and the media.	11/21/2016 5:13 PM
7	THE WEBSITE. Staff are crazy helpful when you call, but I feel like they have a lot of other things to do on their plate.	11/21/2016 1:55 PM
8	my opinion is that the league does a good job now of communication.	11/21/2016 8:08 AM
9	Consistency at the top needs to improved.	11/19/2016 12:12 AM
10	Make sure all decisions and changes that are made by the organization are clearly explained to the organization members and those effected by the changes etc...	11/18/2016 2:54 PM
11	At one time major decisions were left to the general membership at the October and March meetings. The Executive Committee does good work, these meetings have almost become a rubber stamp for the Executive Committee decisions.	11/18/2016 2:16 PM
12	e-mail or via text messages to the coaches	11/18/2016 1:31 PM
13	None	11/18/2016 12:41 PM
14	Provide a school/user login where detailed meeting info is provided in "real time", including results of votes, etc.	11/18/2016 12:08 PM
15	Give representation to every region.	11/18/2016 12:08 PM
16	24 hour rule. The staff at the VHSL need to adhere to this basic philosophy (some do, others are not responsive if they respond at all).	11/18/2016 11:58 AM
17	Outside consultant	11/18/2016 11:50 AM
18	Yes by communicating equally to all coaches and not just athletic directors.	11/18/2016 11:43 AM
19	No ideas at the moment.	11/18/2016 11:36 AM
20	I'm lucky here; my AD is a great communicator.	11/18/2016 11:24 AM
21	n/a	11/18/2016 11:23 AM
22	develop sport specific list serves of coaches in a particular sport and communicate all rules changes.	11/18/2016 11:15 AM
23	Doing a god job.	11/18/2016 11:02 AM
24	Continue to send out updates and put everything on your website for everyone to see.	11/18/2016 10:40 AM
25	To many times our stake holders think the driving force behind the decisions are the office staff there in Charlottesville...and don't realize that the schools / principals are the ones "Driving" the direction of the league. Continue communicating how the VHSL really works.	11/18/2016 10:32 AM
26	Improve the website	11/18/2016 10:29 AM
27	Website needs to be more up to date.	11/18/2016 10:15 AM
28	Better Website	11/18/2016 10:05 AM
29	Digitize, digitize, digitize.	11/18/2016 10:03 AM
30	Better website information and access	11/18/2016 10:02 AM

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31	Update website in a timely manner Committee meetings	11/18/2016 9:56 AM
32	None	11/18/2016 9:46 AM
33	The Regional rep's need to contact all parties with info once a week.	11/18/2016 9:46 AM
34	keep sending the weekly updates via email, and solicit the VHSL body to help when there is a need	11/17/2016 9:25 AM
35	I've had no problems in this area	11/10/2016 4:19 PM
36	N/A	11/10/2016 9:29 AM
37	Improve the VHSL website.	11/9/2016 2:13 PM
38	Increase visibility of VHSL and the many opportunities it provides for the youth of Virginia via mass media services.	11/9/2016 10:11 AM
39	A lot of the committees that are formed to make decisions are limited to the opinions of the very outspoken. I feel like the baseball pitch count stuff is a prime example of this. It is not that I disagree with their findings but a lot of legislation seems to be driven by the few and not the many.	11/9/2016 9:59 AM
40	Attand region meetings.	11/9/2016 8:31 AM
41	Facebook page	11/8/2016 2:47 PM
42	People are confused by all the changes in classification and playoff structure - need to better articulate this and reasoning - use names rather than numbers to identify regions	11/8/2016 10:09 AM
43	I think continued effort should be put into letting everyone know that the VHSL is the schools combined. It is not this separate organization removed from the schools. People do not know that the high schools are the VHSL.	11/7/2016 8:50 PM
44	Identify positions on topics of interest and keep focus on how policies support those positions (that then tie back to the mission and goals of the organization)	11/7/2016 4:33 PM
45	Provide financial reports to the membership.	11/7/2016 11:56 AM
46	Do a better job on the VHSL website. It is not user friendly. List out the decisions made from the committees dealing with playoff matchups, etc. People need to know about how things work because they have no idea otherwise.	11/7/2016 11:46 AM
47	Use technology for improved communication, ie. video conferences and information sharing.	11/7/2016 9:30 AM
48	1. Must improve format to be concise based on topics and stakeholder involved. 2. Must develop effective methods to transmit information to large audiences using mutiple media. Today no one way works for everyone any more because people must be motivated to read it (I want to or it is available to me) rather than being required to do something. 3. Must look forward integrated communication prtocols so that when information is introduced in one source, it is forwarded to next level with more info added and then formatted for release to stakeholders without each step having to manipulate or redo the early format or information before passing it on.	11/7/2016 8:03 AM
49	Disclose entire budget in excel to all	11/7/2016 7:55 AM
50	NFHS Broadcast executive committee meetings for members to view.	11/6/2016 10:28 PM
51	The website needs a great deal of improvement. It is very difficult to find information on it.	11/6/2016 7:48 PM
52	A better, more user friendly website	11/6/2016 7:01 PM
53	Post clear outline/agenda for Exec board meeting and meeting notes	11/6/2016 6:45 PM

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54	<p>There has to be a way for your office to be able to more effectively receive basic information from the district/conference and especially region levels. I feel bad for you, frankly, when we're a week away from conference and region tournaments in sports and half of said tournament directors or regions have not sent you where the tournaments are, when they are, and who is in charge. In my area, conference and region communication is non-existent unless I jump start it. Every year, with almost every sport, I have to begin the search for conference/region tournament schedules so I can plan coverage (I plan 4-8 weeks in advance minimum due to the volume of coverage we do), so, for example, I've told AD's in the past don't wait until brackets are set to finally send information. Send us the basics (dates, locations) a few weeks ahead of your tournament, then as soon as the brackets are set, email us, DM us on Twitter, whatever. The other big problem in terms of transparency, is regions, especially, determining rules for their tournaments and not publicizing them. Great example. Last year in 4A East for football. There was nothing on the VHSL weekly football pairings that indicated that there would be cross-bracketing between sub-regions after the second round. So, as second round games ended on that Friday night, we were promoting the next round of games live on the radio, only to be told later by an AD that they "thought" the next week would be cross-bracketed. I went online on my phone, confirmed the region did not list it on the VHSL Football Pairings, had a head coach beside me desperate to know who his next opponent was, and frantically had to contact the head of the region for a clarification of something they apparently decided a long time earlier, but simply didn't communicate to your office or to the media. Especially with the future new region set-up, it is imperative that, if you want the best possible coverage of your sporting events from local media, and I know you do, make sure that regions effectively and efficiently alert us of all pertinent information. When a team wins a playoff game in the NFL, MLB, NCAA, they automatically know who they would face in the next round. This is not the case in the VHSL, and that has to end.</p>	11/6/2016 10:31 AM
55	consistent information, including all team members of the organization and no pet projects of certain school districts just because they have the large numbers	11/5/2016 10:17 AM
56	improve the technology mgt of the resources you have	11/5/2016 6:18 AM
57	No issues here; schools need to just read the weekly update and the League blasts	11/5/2016 12:27 AM
58	Expand direct messaging to schools	11/4/2016 9:50 PM
59	NA	11/4/2016 9:28 PM
60	NA	11/4/2016 3:48 PM
61	Less Emergency Legislation	11/4/2016 3:11 PM
62	Improvement in technology	11/4/2016 3:07 PM
63	This will improve because of her retirement someone will now return telephone calls	11/4/2016 2:51 PM
64	No problem here. Your staff is responsive when called upon	11/4/2016 2:43 PM
65	Region representation in the new region structure. Utilize more technology in communication.	11/4/2016 2:39 PM
66	Better website	11/4/2016 2:20 PM
67	Good as is.	11/4/2016 2:20 PM
68	This is an area where more communication would be great.	11/4/2016 2:18 PM
69	I fully support the League handing down how Regions should structure playoffs and post season. This should be consistent across the state.	11/4/2016 1:39 PM
70	Provide financial statements to members	11/4/2016 1:12 PM
71	Staff needs to be better at getting back to people. Personally have not experienced issues but hear that from others. Put information out and hope they take advantage of knowing but also providing input to create changes.	11/4/2016 12:58 PM
72	Bi-weekly email communication from the Executive Director	11/4/2016 12:48 PM
73	Continue multi media	11/4/2016 12:36 PM
74	Specifically to SMAC they need to communicate with all the ATs some how and let us know what is being discussed. Also who the members are and how do we get n touch if we have a question.	11/4/2016 12:23 PM
75	Improve website	11/4/2016 12:16 PM
76	Weekly Updates are very important and useful, but some of the information is too "wordy".	11/4/2016 12:13 PM
77	Send out regular emails (I've never gotten one) to coaches and other members	11/4/2016 12:02 PM
78	Meet with school division administrators and involve these individuals in the decision-making Use virtual meetings Provide data on participation at the school, regional and state events by sport Provide budgets for state events More transparency with VHSL membership dues	11/4/2016 12:02 PM

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79	IT would be great if people at the VHSL would identify themselves when we call.	11/4/2016 11:47 AM
80	Streamline website	11/4/2016 11:40 AM
81	Make the handbook more user friendly.	11/4/2016 11:34 AM
82	Continue with next day minutes/updates to membership from executive committee meetings, ad hoc committee meetings, group board meetings, etc.	11/4/2016 11:31 AM
83	quarterly financial reports of what each region contributes from post season play to the league. breakdown by sport and region	11/4/2016 11:21 AM
84	Communication seems to be fine. Sometimes it's difficult to ascertain how much money the VHSL has, especially when schools struggle paying for transportation and other costs. I clear understanding of expenses and income would be helpful.	11/4/2016 10:59 AM
85	Give a State of the VHSL presentation at each membership meeting. I think the communication is there but some schools do not take an active role in listening.	11/4/2016 10:51 AM
86	More communication from the Executive Committee and Regions could allow for this. The last few years of Conference and Region Realignment has been difficult because everything is so new - there's a lot of confusion because of all the changes that have taken place and are getting ready to take place. The old 3A Class system was so much better than what we are currently doing. Relationships have been lost and Region/State meetings are not as effective and efficient as they seemed to be during the 3 Class system.	11/4/2016 10:49 AM
87	I am not sure. Staffing changes seem to really trying here, so that is exciting.	11/4/2016 10:39 AM
88	Email out the calendar of deadlines and make all conference chairmen aware of their responsibilities.	11/4/2016 10:34 AM
89	Better website	11/4/2016 10:34 AM
90	I think VHSL would benefit from an educational campaign to inform the public as to the VHSL's structure and decision-making process to include clarification as what things VHSL "controls" and what is "controlled" but he conferences and regions. I frequently encounter community members who assign responsibility/blame to VHSL for decisions made at the conference or region level.	11/4/2016 10:27 AM
91	Get more ADs involved in governance.	11/4/2016 10:20 AM
92	I honestly do not see how VHSL could communicate better than it does now. Weekly updates and a well maintained website should be enough for anyone who has the good sense to operate a computer	11/4/2016 10:20 AM
93	There needs to be an expectation among VHSL staff that phone calls and e-mails be returned.	11/4/2016 10:18 AM
94	The weekly updates are positive.	11/4/2016 10:17 AM
95	?	11/4/2016 10:11 AM
96	Expand the weekly update (one with pertinent facts for upcoming seasons) and another that provides "state of the league information"	11/4/2016 10:10 AM
97	Record Executive meetings that do not involve student information	11/4/2016 10:08 AM
98	I think its just an lack of understanding that makes it seem transparent	11/4/2016 10:05 AM
99	Website overhaul and perhaps VHSL area meetings in the spring in addition to the fall.	11/4/2016 10:04 AM
100	Improve website, have a consistent social media presence	11/4/2016 10:04 AM
101	New website	11/4/2016 10:04 AM
102	Make the handbook easier to navigate, read, and understand to the average person without a law degree.	11/4/2016 10:00 AM
103	Hire full time technology person.	11/4/2016 10:00 AM
104	Limit the number of non-pertinent emails, especially with regard to state teams outside of my school's classification.	11/4/2016 10:00 AM
105	1. The VHSL website seems outdated. Perhaps focusing on improving this platform could help with communication. 2. Providing staff at the local level (District) could assist with communication between the schools and the league.	11/4/2016 10:00 AM
106	- Update the website and make it more user friendly in its layout and accessing of documents - have timely updates with information - establish advisory committees for each sport - improved social media presence - utilize the VIAAA more for feedback, outreach and engagement	11/4/2016 10:00 AM
107	Request input prior to some decisions affecting supportive organizations and evaluate possibilities that favoritism is a factor.	11/4/2016 9:59 AM

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108	Difficult to do because it's like herding cats..Most people only hear what they want to hear..If it interferes with what they want to do then they get upset and blame the league..weekly updates have been helpful...Billy Haun is a good fit to for the job..I like Billie..He is a grassroots guy..Take that grassroots on the road and physically be present throughout the state..he would be well accepted	11/4/2016 9:57 AM
109	Don't allow special interests to dictate/over-rule established policy or decisions.	11/4/2016 9:55 AM
110	Add staff	11/4/2016 9:54 AM
111	Better use of technology. Maybe an Quarterly executive director newsletter to membership:-)	11/4/2016 9:53 AM
112	1..Communication is great among some staff 2. Transparency is improving 3.	11/4/2016 9:50 AM
113	Make sure a VHSL staff member participates in regional meetings.	11/4/2016 9:48 AM
114	Utilize technology to get communication out quickly	11/4/2016 9:48 AM
115	Hire someone full time to keep the website and social media platforms up-to-date.	11/4/2016 9:47 AM
116	Make sure a representative is attending regional and district meetings.	11/4/2016 9:46 AM

Q11 Enhance its technology and communication services.

Answered: 102 Skipped: 332

#	Responses	Date
1	Mike McCall does an outstanding job getting information out and responding to questions. Worked with Sean Knight, Faustina and Joyce as well. They are rock solid.	1/9/2017 1:04 PM
2	rSchool = great tool. confusion comes as district teams are listed together and it reads conference on it. Your playing a regular season schedule with conference. Is there a way the district standings can be kept, but as scores are entered, they are transfer to a separate section for conference standings? - Can rSchool track football points or other points in other sports so everything is transparent. This may encourage schools to keep up with entering scores.	1/9/2017 1:00 PM
3	N/A	11/29/2016 7:10 AM
4	hire full-time IT/communication staff, target emails to specific groups instead of the many emails which end up being more like SPAM	11/28/2016 2:30 PM
5	improve Rschool	11/26/2016 11:06 AM
6	Assess how much is needed and where, set a budget, prioritize needs and get to work.	11/21/2016 7:31 PM
7	Replace/Create role of website curator.	11/21/2016 1:55 PM
8	mandate the use of current technologies such as rschool. education has been provided multiple times.	11/21/2016 8:08 AM
9	Have more of a presence online and thru social media outlets.	11/18/2016 2:54 PM
10	The website could be made more efficient. Sometimes it is difficult to find information. Also needs to be regularly updated.	11/18/2016 2:16 PM
11	Have someone dedicated to this service and even using social media to broadcast events.	11/18/2016 1:31 PM
12	Create an App for phones that allows you to view scores and updates.	11/18/2016 12:41 PM
13	Make the website more user friendly by enhancing it for use on mobile devices.	11/18/2016 12:08 PM
14	Hire a full time technology person.	11/18/2016 12:08 PM
15	Using paper entry forms is redundant, all entries should be electronic and then approved by the DSA electronically.	11/18/2016 11:58 AM
16	Provide a position or positions for this purpose.	11/18/2016 11:50 AM
17	Yes	11/18/2016 11:43 AM
18	No ideas at the moment.	11/18/2016 11:36 AM
19	n/a	11/18/2016 11:23 AM
20	Doing a good job.	11/18/2016 11:02 AM

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21	Update technology and communication services every few years.	11/18/2016 10:40 AM
22	A must.	11/18/2016 10:15 AM
23	Overhaul of technology. More interactive forms and reporting of events/results/scores.	11/18/2016 10:05 AM
24	Improve website function and access	11/18/2016 10:02 AM
25	Dedicated website/technology staff.	11/18/2016 9:56 AM
26	YES....more web based programs that enable to store data on athletes in a way that is accessible from mobile phones. I. E. a way to access a signed and completed physical from phone to use emergency release on back page when at an away event.	11/18/2016 9:46 AM
27	hire a full time person to handle this type of stuff.. market yourselves	11/17/2016 9:25 AM
28	The website is confusing and lacks true organization. I believe that there should be 2 separate components to the website. one for the public and one for the AD's. To mix essential information and forms for AD's with accolades and public info seems irresponsible.	11/10/2016 4:19 PM
29	Consistent use of social media - Twitter, Facebook, Snapchat, Instagram	11/10/2016 10:24 AM
30	As noted, website needs to be improved.	11/10/2016 9:33 AM
31	N/A	11/10/2016 9:29 AM
32	School systems use text alerts and phone messages to parents / students for information. The VHSL could provide this type of communication to administrators and athletic directors.	11/9/2016 2:13 PM
33	Increase these services!	11/9/2016 10:11 AM
34	I think the website could use some updating and become a bit more user friendly. I think there should be a public side and a side for admin/AD's etc.	11/9/2016 9:59 AM
35	Please rework the vhs website. The website is not user friendly.	11/8/2016 10:02 PM
36	Continue to strive to improve	11/8/2016 2:47 PM
37	Publicize better the VHSL website, twitter account, etc. - everybody wants their news immediately today	11/8/2016 10:09 AM
38	Website updates; require the use of rSchool (or some similar program), Online forms	11/7/2016 4:33 PM
39	Use of social media---	11/7/2016 11:56 AM
40	Social media...have someone that understands the lingo and can get people on board and informed when events take place.	11/7/2016 11:46 AM
41	Continue to make the web page more user friendly.	11/7/2016 10:26 AM
42	Must do an information map to: 1. determine what information is available 2. what information needs to be available to what stakeholder(s). 3. What format/delivery methods are needed to accomplish Items 1 & 2. 4. Evaluate what integrated software platform (i.e. rSchoolToday) exists that offer the basics and many of the "wish" items. 5. Develop an implementation/migration plan to transition to that product once properly selected. 6. Develop an league-wide working group to address platform adoption, which is developing standard processes (workflows) for all roles and tailoring (configuring) software to allow efficient and effective use. Note: Effective adoption can takes as much as 1 - 3 years to complete.	11/7/2016 8:03 AM
43	online ticketing	11/7/2016 7:55 AM
44	COntinue to improve the handbook and website to be more user friendly.	11/6/2016 10:28 PM
45	Improved website. Create regional and district websites that are linked throughout the VHSL website.	11/6/2016 7:48 PM
46	Website improvement	11/6/2016 7:01 PM
47	improve and update webpages	11/6/2016 6:45 PM
48	Getting on your site via mobile, which I do from game sites all year long, makes it difficult to get to the individual sport pages, which is usually why I'm trying to get on a page of your site while on a sideline or in a gym. A mobile version of your site with easy access to each sport's page would be a giant step forward.	11/6/2016 10:31 AM
49	overhaul of client server interface, server storage and perhaps DNN ease of updating webpage issues.	11/5/2016 10:17 AM
50	NEEDS focus and folks who understand the issues and available resources --- VHSL is not using what technologies are readily available to them.	11/5/2016 6:18 AM
51	consistently review the website and keep it updated; review links to insure they are easily understood	11/5/2016 12:27 AM

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52	Create social media/marketing position	11/4/2016 9:50 PM
53	NA	11/4/2016 9:28 PM
54	It is ridiculous that voting still takes place by raising hands or paper paddles. with the number of smart phones, laptops, and tablets that people alone in use, we should be doing these sorts of things digitally. Additionally, there should be greater communication that involves all parties. Many individuals during these meetings or not fully aware or paying attention to items discussed due to the set up of the rooms.	11/4/2016 5:36 PM
55	NA	11/4/2016 3:48 PM
56	A more user friendly website	11/4/2016 3:36 PM
57	Improve search feature on web site. Have a staff only section with school log in's. Utilize new technology to get the word out in areas (twitter, snap chat, etc.)	11/4/2016 2:39 PM
58	More user friend forms and technology programs	11/4/2016 2:20 PM
59	Currently works well.	11/4/2016 2:20 PM
60	YES! Improve the website. Make it easier to navigate everything...forms, results, meeting notes etc. If using rSchool is mandatory...penalize those who don't do it. It's hard running tournaments when the school isn't using the common space for scores.	11/4/2016 2:18 PM
61	Shared Google Calendar.	11/4/2016 1:39 PM
62	May have to bite the bullet and pay the necessary amount to redo website and open us to more online possibilities with forms, records, etc.	11/4/2016 12:58 PM
63	Continue to utilize major social media outlets	11/4/2016 12:48 PM
64	Have multiple ways of communication through technology.	11/4/2016 12:36 PM
65	Better access to information on the web page. This will involve help from the member schools inputting information.	11/4/2016 12:22 PM
66	Update all of the Entry Forms...some of them seem out of date or older versions.	11/4/2016 12:13 PM
67	Use virtual meetings Provide web-based trainings & interactive webinars for athletic administrators and coaches Provide web-based trainings for coaches education-free of charge!	11/4/2016 12:02 PM
68	Need a better website.	11/4/2016 11:51 AM
69	Continue and increase on line coaching opportunities for schools and school divisions to meet current issues, i.e. hazing, sportsmanship, targeted training on bench decorum, social media posts, etc.	11/4/2016 11:31 AM
70	The website is not user friendly. You should be able to search for things much easier. Many times you type something in and nothing comes up in the search. Type "power points" or "rating points" nothing appears, only when you type "rating scale" does anything come up although "power", "rating", "points" all appear in rating scale. This is just one example. Staff does a good job of getting back to you through email or phone calls.	11/4/2016 11:10 AM
71	I have no new ideas on technology.	11/4/2016 10:59 AM
72	Designate Staff to focus heavily on enhancing our services. Virginia can be the model for the NFHSA	11/4/2016 10:51 AM
73	I am not sure.	11/4/2016 10:39 AM
74	Social media!!!	11/4/2016 10:34 AM
75	A dedicated staff member to oversees the website and other forms of electronic communications. Ensure updates to website are made in a timely fashion.	11/4/2016 10:27 AM
76	Utilize programs like scrimmage play and other high school dedicated forums to provide information.	11/4/2016 10:25 AM
77	Require all schools to use the same digital platform	11/4/2016 10:25 AM
78	Hire a dedicated person to manage all technology...especially website development.	11/4/2016 10:20 AM
79	See # 10	11/4/2016 10:20 AM
80	User friendly website	11/4/2016 10:17 AM
81	?	11/4/2016 10:11 AM
82	Have the technology group meet! 4 years no meeting has taken place.	11/4/2016 10:08 AM
83	Hire someone who specializes just in that	11/4/2016 10:05 AM

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84	Website.	11/4/2016 10:04 AM
85	Improve website, consistent social media	11/4/2016 10:04 AM
86	require all to use rschool	11/4/2016 10:04 AM
87	The website needs to be overhauled and updated. It is outdated and often confusing	11/4/2016 10:00 AM
88	Dedicated staff for social media, partnerships with local media where game results and special interest stories are shared on social media for all VHSL members to enjoy.	11/4/2016 10:00 AM
89	Hire full time technology person.	11/4/2016 10:00 AM
90	As society moves forward in the technological age, dedicating a staff member to oversee technology for the league is probably appropriate.	11/4/2016 10:00 AM
91	- Update the website and make it more user friendly in its layout and accessing of documents - have timely updates with information - establish advisory committees for each sport - improved social media presence - utilize the VIAAA more for feedback, outreach and engagement	11/4/2016 10:00 AM
92	Open communication of decisions	11/4/2016 9:59 AM
93	Technology is the key since society is based upon technology	11/4/2016 9:57 AM
94	webpage isn't very user friendly, i know other states have points system in all team sports, here is a link. http://www.sdhsaa.com/Athletics/GirlsSports/Volleyball/SchedulesB.aspx	11/4/2016 9:56 AM
95	Hire somebody to clean up and maintain website. There are an unacceptable number of broken links on the current version!	11/4/2016 9:55 AM
96	Add staff	11/4/2016 9:54 AM
97	1. Have the committee meet and discuss ideas. I have served on committee for the past 2 years and have not been notified once about meeting or if we had a meeting	11/4/2016 9:50 AM
98	Update the website to be more user friendly. WEb-based forms	11/4/2016 9:48 AM
99	Get rid of the clutter on the VHSL webpage and make it more user-friendly.	11/4/2016 9:48 AM
100	Continue to get out information quickly and send reminders of information needed by VHSL and deadlines.	11/4/2016 9:48 AM
101	Hire someone full time to keep the website and social media platforms up-to-date.	11/4/2016 9:47 AM
102	More workshops on using Rschool and other venues.	11/4/2016 9:46 AM

Q12 Pursue a stronger presence for the organization.

Answered: 81 Skipped: 353

#	Responses	Date
1	Would like to get the feeling that you all are 'on our team' rather than the people who look down on us. (Can you tell I'm from the Northern part of the state?)	1/9/2017 1:04 PM
2	N/A	11/29/2016 7:10 AM
3	create PSAs which market the purpose/mission of VHSL and how it positively impacts students and schools	11/28/2016 2:30 PM
4	All head coaches should be able to express concerns with those in charge and meet face to face at a location that is agreeable to all parties.	11/21/2016 7:31 PM
5	Involve coaches more in decision making about team selection for state selections when a team is involved in a state tournament and the conference saw fit to have no one the first team.They may play a great tournament and not be allowed to be on the first or second team ..	11/21/2016 5:13 PM
6	I have no idea who is even in charge of VHSL. Do you come to games? How are you elected/hired? Information is needed! Coaches corner is cool, but it's an "extra" and generally not super useful (i.e. not an email I really need to read).	11/21/2016 1:55 PM
7	recently, league staff has had a greater presence at games/events and this has been well received	11/21/2016 8:08 AM

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8	Attend smaller activities other than state activities	11/19/2016 12:37 PM
9	Signage at all VHSL events. All schools in the state should have some type of VHSL indicator.	11/18/2016 2:54 PM
10	Question not clear.	11/18/2016 2:16 PM
11	More consistent communication via social media	11/18/2016 1:31 PM
12	Be more visible at athletic events	11/18/2016 12:41 PM
13	Advertisement in programs, on announcements at games, etc. Also create "competition" like games on Twitter, Facebook, etc to advertise the goals and the name of the VHSL.	11/18/2016 12:08 PM
14	Improve the web site. Hire PR firm.	11/18/2016 12:08 PM
15	The VHSL person at the state events needs to be seen as the event director and as such be responsible for dealing with issues.	11/18/2016 11:58 AM
16	Must increase minority representation at all levels.	11/18/2016 11:50 AM
17	Yes	11/18/2016 11:43 AM
18	No ideas at the moment.	11/18/2016 11:36 AM
19	n/a	11/18/2016 11:23 AM
20	I believe the AD's should be that stronger presence with the VHSL's support.	11/18/2016 11:02 AM
21	Make it mandatory for all schools to send a representative to all meetings.	11/18/2016 10:40 AM
22	Find a means to more closely monitor compliance and reduce reliance on self-policing.	11/18/2016 10:03 AM
23	Increase representation from all areas.	11/18/2016 10:02 AM
24	More logos to school.	11/18/2016 9:46 AM
25	most parents arent aware until us coaches tell them who you are and that is an issue ... parents of participants need to know who you are so they can help us all reach our goals	11/17/2016 9:25 AM
26	N/A	11/10/2016 9:29 AM
27	See #10.	11/9/2016 10:11 AM
28	I think many people have a certain opinion of the VHSL in the communities if they know of the organization. A lot gets blamed on the VHSL-I think to defray some of the pressure from the school districts and conferences. If the VHSL made more of a grassroots effort with the communities people would see in a better light.	11/9/2016 9:59 AM
29	Continue going to conferences such as VSBA to present	11/8/2016 2:47 PM
30	Enforce eligibility rules consistently - "phantom" addresses and moves - have the balls to stand by your decisions -	11/8/2016 10:09 AM
31	Create more positions for qualified applicants that can work at the VHSL building or for the VHSL as an organization.	11/7/2016 11:46 AM
32	League staff needs to get into schools that do not participate in membership meetings and work with the administration to try to get them more involved.	11/7/2016 9:30 AM
33	Must introduce effective, digital marketing (including advertising) and associated funding to the overall business plan that meets today's market needs/methods.	11/7/2016 8:03 AM
34	be visable, hire a person to attend local events.	11/7/2016 7:55 AM
35	More contact with regions and districts from VHSL Staff. This would be hard with what time they have to visit district meetings.	11/6/2016 10:28 PM
36	Come out from the shadows	11/6/2016 7:01 PM
37	For today's generation, the quickest, most efficient way to increase awareness is on Twitter, Instagram and Snapchat with effective use of hashtags and content. You do this, to an extent, at some state events (forensics comes to mind). It should happen everywhere. Shoot 30 seconds videos of teams coming onto the field at state football championships and post. have someone do an ongoing Snapchat story people can follow from event sites. The other thing is, look for big supporters of high school sports in specific regions who would be willing to be representatives of the VHSL in specific areas of the Commonwealth. Ambassadors, if you will. Have them represent you at tournament championships at the district/conference and region level. Have them help present trophies. If they are media savvy, have them take over your Instagram or Snapchat for "live" coverage at the event. Or, partner with a local media outlet to get said material, and do it under a co-branded banner.	11/6/2016 10:31 AM

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38	public first, infrastructure first and getting all switched in the focus and ownership of communication. This is a program team based organization with many key administrative roles of reporting; those that do the work should receive the support. those that struggle should be mentored.	11/5/2016 10:17 AM
39	not sure what the question... stronger presence for VHSL???	11/5/2016 6:18 AM
40	No changes needed	11/5/2016 12:27 AM
41	Ask schools what they think and need from the League	11/4/2016 9:50 PM
42	Corporate sponsorships	11/4/2016 9:28 PM
43	NA	11/4/2016 3:48 PM
44	With strong replacement at assistant director	11/4/2016 2:51 PM
45	Not necessary, anything beyond the current presence will be perceived as heavy handedness in many communities around the state.	11/4/2016 2:43 PM
46	Be willing to make tough decision instead of pushing everything back to the membership (i.e., classification)	11/4/2016 2:20 PM
47	Presence good at this point.	11/4/2016 2:20 PM
48	I think this is the least important right now. Everyone knows the VHSL and what it stands for. Focus on the changes that are coming...The new boss, transgender and home school!!!	11/4/2016 2:18 PM
49	Care about districts, conferences, regions being uniform instead of washing their hands of everything and only worrying about getting your money off of events.	11/4/2016 2:12 PM
50	The sports medicine advisory council needs to let athletic trainers. Know what they are meeting about so we can express our opinions and concerns	11/4/2016 1:32 PM
51	Like how Billy has gotten out to meetings already. Appearing at various events and embracing new initiatives. Great opportunity to do the same with new hire to replace JS.	11/4/2016 12:58 PM
52	Have meetings twice a year around the state.	11/4/2016 12:36 PM
53	Question 9,10, and 11 will fix 12	11/4/2016 12:16 PM
54	Need to see more of a VHSL presence at Spring Jubilee and show appreciation for the work that combined schools hosting and workers helping at the event. Provide nice polos, t-shirts, hats, etc. that show who the directors or workers are...	11/4/2016 12:13 PM
55	To reduce the VHSL staff budget, salaries, and expenses - our schools are paying for these expenses and they should be reduced! Promote sportsmanship & take a bigger stance on these issues	11/4/2016 12:02 PM
56	Increase partnerships and programs with local television stations which can inform the communities about the VHSL goals. Examples might be live broadcast of championship games or recognizing Achievement Award winners.	11/4/2016 11:57 AM
57	yes	11/4/2016 11:34 AM
58	Virginia has a long list of prominent athletes, coaches, supporters. Making them available, if possible, to attend group board meetings with a minute to share or just be 'in the house' for big events and, of course, making sure they are waving the VHSL flag and wearing our apparel.	11/4/2016 11:31 AM
59	re-configure the exec comm structure. Representation should be based on school size	11/4/2016 11:21 AM
60	This is strongly needed among the Athletic Training community. AT's currently have little understanding about what role the VHSL plays in day to day safety operations.	11/4/2016 11:14 AM
61	I'm not sure how much non-school citizens are aware of the organization and what it does. This may be a difficult item to address. Although there would be a cost, it may be good for schools to have VHSL banners in their gyms to help promote the organization.	11/4/2016 10:59 AM
62	Continue to increase engagement with each school. Focus on marketing to the customer - i.e. fans, parents, students faculty and community members.	11/4/2016 10:51 AM
63	I think the more dissected the state organization has become, this has really hindered this because it seems that everything is spread VERY thin.	11/4/2016 10:39 AM
64	Public service ads on tv	11/4/2016 10:34 AM
65	Educational program targeted to community members designed to inform the public as to the VHSL's structure and decision-making process to include clarification as what things VHSL "controls" and what is "controlled" but he conferences and regions.	11/4/2016 10:27 AM

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66	Not sure what the purpose of a stronger presence would be. I would love to see a stronger presence with the intent of stressing/teaching/reinforcing sportsmanship. Beyond that, I don't understand the need for stronger presence	11/4/2016 10:20 AM
67	Not sure	11/4/2016 10:17 AM
68	?	11/4/2016 10:11 AM
69	We need to publish our mission better at each member school (much like our code of conduct or sportsmanship)	11/4/2016 10:10 AM
70	Hiring a Assistant Director for Officials Programs will allow the Assistant Director for Sport Programs to focus more time and attention on creating a stronger presence for the VHSL.	11/4/2016 10:04 AM
71	Improve website, consistent social media, use Hall of Famers more	11/4/2016 10:04 AM
72	Logos at all events, P.A. mentions of VHSL governance, greater recognition for local representatives	11/4/2016 10:00 AM
73	Perhaps an ad campaign to promote the League	11/4/2016 10:00 AM
74	Find a way to communicate to parents the role and nature of the VHSL.	11/4/2016 10:00 AM
75	In order to promote the organization, the staff needs to be seen as accessible. Aside from Tom Dolan, it has been my personal experience that VHSL staff is not very accessible.	11/4/2016 10:00 AM
76	- more engagement at the district and regional level. there seems to be a disconnect - utilize the VIAAA more for feedback, outreach and engagement - sportsmanship committee needs to be a working committee like the coaches ed - coaches ed needs more sport specific training for coaches. the ideal is what was done with cheer this past fall	11/4/2016 10:00 AM
77	see answer to number 10..	11/4/2016 9:57 AM
78	Add staff	11/4/2016 9:54 AM
79	Recognize the Independent schools athletic association as a partner in promoting education based athletics in the state	11/4/2016 9:53 AM
80	1. This is difficult with the limited staff you have in your office.	11/4/2016 9:50 AM
81	Making sure all rules and regulations are fair for the total group.	11/4/2016 9:46 AM

Q13 What does the VHSL do presently that it should continue doing in the future?

Answered: 108 Skipped: 326

#	Responses	Date
1	Weekly updates Bi Annual Membership Meetings	11/29/2016 7:14 AM
2	creates a defined structure in which student activities are fostered, regulated and supervised	11/28/2016 2:32 PM
3	Evaluate competition structure in all sports that is fair to all divisions.	11/21/2016 7:53 PM
4	I like the provided coach education, but I wish there were more face-to-face opportunities to grow.	11/21/2016 2:01 PM
5	More membership meetings. Weekly updates.	11/21/2016 1:57 PM
6	education of the coaches	11/21/2016 8:14 AM
7	Organization is good	11/19/2016 12:40 PM
8	Making things better for the schools.	11/19/2016 12:15 AM
9	classify the member schools into separate divisions based on population.	11/18/2016 3:05 PM
10	1. Office staff is extremely helpful and efficient. 2. Foundation personnel do an excellent job.	11/18/2016 2:27 PM
11	Organized events in each sport	11/18/2016 1:35 PM
12	rSchool is a great resource.	11/18/2016 12:45 PM
13	Promotion of the outstanding attributes of student athletes in the Commonwealth. Promoting sportsmanship.	11/18/2016 12:13 PM
14	Lobbying.	11/18/2016 12:10 PM
15	Creating rule books for coaches.	11/18/2016 11:40 AM

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16	The VHSL must insist upon good sportsmanship.	11/18/2016 11:28 AM
17	n/a	11/18/2016 11:23 AM
18	Area membership rule meetings in August	11/18/2016 11:16 AM
19	Give kids an opportunity to compete for a state championship each season.	11/18/2016 10:45 AM
20	Keep doing what you are doing	11/18/2016 10:24 AM
21	Be a leader in public schools	11/18/2016 10:16 AM
22	Monitoring eligibility of athletes Setting up rules and expectations for athletes	11/18/2016 10:06 AM
23	Self promote	11/18/2016 10:03 AM
24	Be open to changing venues for events to allow different areas of the state to be represented and utilized.	11/18/2016 9:56 AM
25	Weekly update	11/18/2016 9:56 AM
26	Championships!	11/18/2016 9:56 AM
27	send weekly updates via email	11/17/2016 9:27 AM
28	Meetings at the various levels to provide updated information about policy changes and potential upcoming changes	11/11/2016 4:25 PM
29	Continue to build	11/11/2016 2:31 PM
30	Staff presence at state tournament events and regional meetings has always been excellent.	11/9/2016 2:16 PM
31	Offer activities and championship opportunities for students	11/9/2016 1:23 PM
32	Approaching each and every concern with candor, straightforwardness, and expeditious action.	11/9/2016 10:15 AM
33	Continue to communicate with the schools and their administrators in the most transparent way possible. We all need to work together and if the members feel something is not being shared they will feel like they are not being heard.	11/9/2016 10:09 AM
34	Remain transparent regarding policy implementation.	11/9/2016 8:31 AM
35	Organize high school athletic and academic activities	11/8/2016 2:48 PM
36	Promote equality in competition and good sportsmanship	11/8/2016 10:24 AM
37	Provides strong leadership...	11/7/2016 8:51 PM
38	Most of the roles of the VHSL they should continue to do. Upgrading the VHSL experience at state and region meetings (i.e. make the sessions meaningful)	11/7/2016 4:39 PM
39	Keep sending emails on a daily/weekly basis.	11/7/2016 11:50 AM
40	Provide consistent enforcement of rules and policies.	11/7/2016 9:34 AM
41	maintain consistent and standard governance of all competitive activities in the member schools.	11/7/2016 8:10 AM
42	Continue on	11/7/2016 7:57 AM
43	Recognizing outstanding coaches--Hall of Fame	11/7/2016 7:26 AM
44	Developing and improving the Sportsmanship Policies. Working to better educate coaches and all members.	11/6/2016 10:52 PM
45	Determining the rules and regulations that member schools use to compete in interscholastic athletics and activities.	11/6/2016 8:08 PM
46	protecting public schools and participation for public school students	11/6/2016 6:47 PM
47	Its infrastructure, its emphasis on good sportsmanship, which is becoming more of a problem in some sports, and its ability to seek out and add appropriate opportunities for students to participate in events that promote their future growth, not just student-athletes, but student activities.	11/6/2016 10:34 AM
48	run championships, interpret rules, engage with the NFHS, have medical and legal input	11/5/2016 10:25 AM
49	better engage with the community at large - the roles and mission are in general poorly understood by the community it serves	11/5/2016 6:22 AM
50	Provide rules/championship supervision and communication with member schools.	11/5/2016 12:30 AM
51	NA	11/4/2016 9:31 PM
52	Emphasis on sportsmanship student athletes	11/4/2016 5:37 PM

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53	rules clinics and tests	11/4/2016 5:03 PM
54	NA	11/4/2016 3:49 PM
55	All current practices are appropriate.	11/4/2016 3:43 PM
56	Govern over all league activities	11/4/2016 3:10 PM
57	The VHSL has always maintained a cordial and friendly atmosphere with member schools giving them the feeling that the schools and VHSL are in it together. Please continue to do this.	11/4/2016 3:07 PM
58	Advertise its rules and regs Highlight its meetings	11/4/2016 2:56 PM
59	Evaluate successful and non successful programs.	11/4/2016 2:49 PM
60	Being accessible. Holding meetings for updates, clarification and communication all at the same time. Maintain the staff...they are all communicable and helpful. Losing Joyce is really sad for the league! Focusing on Sportsmanship and ejections. Keep raising the bar on penalties when the schools don't change when there's ejections! Keep the on-line rules meetings...it's helpful for everyone. Maybe the Charlottesville meeting could have a way to Skype in if you're unable to attend.	11/4/2016 2:35 PM
61	Weekly updates.	11/4/2016 2:30 PM
62	Sportsmanship and state championships	11/4/2016 2:22 PM
63	Jubilees	11/4/2016 2:15 PM
64	Keep the state sites for fall and spring.	11/4/2016 2:15 PM
65	Great open lines of communication and that regions' have a lot of input in decision making. Also groups are allowed to do things that fit their needs.	11/4/2016 1:49 PM
66	Be available to the membership.	11/4/2016 1:36 PM
67	Hire good people like Dolan. Staff that comes from the schools and has an understanding of what it is like on the front lines. Personable, friendly.	11/4/2016 1:06 PM
68	Mr. Tom Dolan does an excellent job interpreting rules and getting back to us principals. He is indeed an asset to the VHSL	11/4/2016 1:01 PM
69	Communicating by email to principals and athletic directors.	11/4/2016 1:00 PM
70	Grow/expand/change as the kids needs/wants change...	11/4/2016 12:19 PM
71	Regulating the rules of the VHSL	11/4/2016 12:18 PM
72	electronic communication - regular emails	11/4/2016 12:10 PM
73	Student Leaders Conference Achievement Awards Championships Games Engage students	11/4/2016 12:02 PM
74	Try to educate coaches.	11/4/2016 11:53 AM
75	Governance	11/4/2016 11:41 AM
76	recognizing schools for good sportsmanship	11/4/2016 11:34 AM
77	Providing safety guidelines for schools to follow to promote safe play by VHSL athletes.	11/4/2016 11:23 AM
78	The membership meetings are well organized and done at appropriate times of the year.	11/4/2016 11:23 AM
79	manage playoffs, eligibility, redistricting, promote sportsmanship, rules maintenance and interpretation	11/4/2016 10:59 AM
80	Keep a close eye on compliance by the schools regarding eligibility.	11/4/2016 10:56 AM
81	Having great office staff that are responsive to member schools needs.	11/4/2016 10:35 AM
82	Most everything it is doing.	11/4/2016 10:35 AM
83	Continue to be the face/voice of high school sports in Virginia. Policy making, rule interpretation, are all vital functions that should fall under VHSL purview.	11/4/2016 10:35 AM
84	Keep promoting Sportsmanship.	11/4/2016 10:33 AM
85	Good compliance	11/4/2016 10:30 AM
86	continue to provide as many programs as possible in as diverse of an offering as possible.	11/4/2016 10:28 AM
87	nc	11/4/2016 10:23 AM

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88	a great with public relations	11/4/2016 10:19 AM
89	Weekly updates Attending Regional meetings	11/4/2016 10:18 AM
90	continue to be who we are. Serve the student population with quality programs.	11/4/2016 10:13 AM
91	- consistency in rules applications - coaches ed is great, needs to be taken tot he next level with sport specific opportunities - activities does a great job getting info out, use of social media and coach engagement - these surveys are great. keep asking questions and seeking help	11/4/2016 10:12 AM
92	Continue to protect the integrity, fairness, and healthy participatory experience for students through athletics and activities	11/4/2016 10:11 AM
93	Seeking corporate partnerships that assist in funding of league operating expenses and student programs. Continue the support of the rSchoolToday scheduling program for member schools.	11/4/2016 10:09 AM
94	Good all meetings in Charlottesville and Richmond, consider requesting to have topic specific presentations at VASSP State Meetings.	11/4/2016 10:08 AM
95	Providing state championship opportunities at neutral, mostly collegiate, sites.	11/4/2016 10:07 AM
96	Continue to enforce sports rules as specified in the rules book and support organizations that adhere to those rules.	11/4/2016 10:05 AM
97	Provides knowledgeable staff that answer questions quickly and effectively.	11/4/2016 10:03 AM
98	Running state championships for sports and activities.	11/4/2016 10:03 AM
99	Being a strong advocate for student activities.	11/4/2016 10:03 AM
100	Rules clinics and eligibility meetings.	11/4/2016 10:02 AM
101	Govern with a firm hand. Continue to make the hard right decision against the easy wring answer	11/4/2016 10:02 AM
102	the use of committees	11/4/2016 10:01 AM
103	Allows for discussion of ideas and proposals from each of the classifications.	11/4/2016 9:55 AM
104	Be available for schools, AD's and principals.	11/4/2016 9:55 AM
105	1. Weekly updates 2. Meetings	11/4/2016 9:54 AM
106	Fair, consistent application of rules (in most cases)	11/4/2016 9:53 AM
107	Prmote student-athletes. Promote Sportsmanship	11/4/2016 9:49 AM
108	Rules Clinics	11/4/2016 9:48 AM

Q14 What does the VHSL not do presently that it should consider doing in the future?

Answered: 112 Skipped: 322

#	Responses	Date
1	Come visit schools - especially at the beginning of the season. See how hard we work to get kids compliant. Also, I've not figured out how you track our MEL's in RSchool. Do you???	1/9/2017 1:04 PM
2	- Volunteer coaches - shouldn't have to take the coaches course - you asking them to spend money on a volunteer basis; if the local school board approves the coach, that should be good enough.	1/9/2017 1:01 PM
3	Informational or training sessions for new Principals and ADs	11/29/2016 7:14 AM
4	emphasize effective, targeted communications to all stakeholders	11/28/2016 2:32 PM
5	1. Immediately, at the highest level, agree to hear all grievances from head coaches. 2. Suspend for 2 years any coach that disregards any sportsmanship/recruiting rule. Ban teams from play-offs where the coach has not strictly adhered to VHSL policies and procedures.	11/21/2016 7:53 PM
6	Face-to-face development opportunities (not just online things). More twitter updates!	11/21/2016 2:01 PM
7	Increase its	11/21/2016 1:57 PM
8	offer better guidance when big transitions, such as the implementations of the conference, a few years ago.	11/21/2016 8:14 AM

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9	Being seen on the lower levels. Everyone does not make it to the state levels.	11/19/2016 12:40 PM
10	Being consistent for all classes.	11/19/2016 12:15 AM
11	Involvement of local media from schools participating in the non-mainstream events. Coverage should sometimes be more important than the \$50 fee for someone to cover a game.	11/18/2016 3:45 PM
12	See answer to question #10.	11/18/2016 2:27 PM
13	More use of social media so non-school people will recognize the VHSL	11/18/2016 1:35 PM
14	Hire more personnel to evaluate athletics around the state.	11/18/2016 1:34 PM
15	More ways to promote the talent of student athletes	11/18/2016 12:56 PM
16	Be more visible	11/18/2016 12:45 PM
17	Regulating practice/activity timeframes during the school day. Setting limits or strongly recommending that the school divisions regulate how long practices run daily.	11/18/2016 12:13 PM
18	Hiring a marketing firm to promote and hiring a full time technology person.	11/18/2016 12:10 PM
19	Making competition for cheer more bracketed so that all squads have an equal opportunity to make it past regional.	11/18/2016 11:44 AM
20	No ideas at the moment.	11/18/2016 11:40 AM
21	Offer Chess as a VHSL activity and explain the steps to take to apply for VHSL accreditation for a new activity. What financial implications or other barriers may exist to consider a new activity?	11/18/2016 11:28 AM
22	n/a	11/18/2016 11:23 AM
23	Have some more structure for the new regions so that we are consistent from region to region.	11/18/2016 11:07 AM
24	Making the divisions bigger so that you have maybe 4 state champions.	11/18/2016 10:45 AM
25	Help financially with all post season play and consider closer/different venues for state events.	11/18/2016 10:22 AM
26	Need more direction from the staff on how things should be. Too many different things going on when we leave it up to the district and regions to decide how things are to be done. Should have a set template to follow for the basics that allows a local flexibility if needed.	11/18/2016 10:21 AM
27	Allowing home schoolers	11/18/2016 10:10 AM
28	Partnering with other state organizations (VATA and SMAC)	11/18/2016 10:06 AM
29	More web based programs.	11/18/2016 9:56 AM
30	include coaches!! They are in the trenches, they are the ones who are directly responsible for reaching VHSL goals. We are here for the Kids!	11/18/2016 9:56 AM
31	market yourselves better in our communities	11/17/2016 9:27 AM
32	Restructure the points system, or convert back to the best record in the conference to qualify for playoffs.	11/10/2016 9:32 AM
33	Structure of the new executive committee is an important task with the upcoming changes in regions.	11/9/2016 2:16 PM
34	Collaborating with the independent schools to create economies of scale	11/9/2016 1:23 PM
35	Address the academic/fine arts contributions of teachers/students at a higher level; not letting sports be the main thrust.	11/9/2016 10:15 AM
36	I think just being present around the state. I know it is hard to have someone from the VHSL at every conference or region event but maybe there is a way for the community to see that the VHSL is a part of all the events.	11/9/2016 10:09 AM
37	Secure large college/city/gov't venues for state championships.	11/9/2016 8:31 AM
38	Add music to program	11/8/2016 2:48 PM
39	Consistently enforce rules - Better promotion of its championship events - penalize more strongly schools, coaches, teams, and players who do not follow the VHSL rules	11/8/2016 10:24 AM
40	Revisit the pay structures for ATs for playoffs.	11/7/2016 12:55 PM
41	The membership meetings seem to be a waste of time for many who travel from long distances. I think providing professional development opportunities other than the LTC classes would be a great opportunity for us to network and learn from each other.	11/7/2016 11:58 AM
42	Revamp the VHSL website. It is bland at best.	11/7/2016 11:50 AM

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43	Find ways to engage all administrators in membership and group meetings.	11/7/2016 9:34 AM
44	1. Consider involvement in the middle school level. 2. Consider exploiting the community level (i.e. little league, AAU) as a fee-based revenue source. All the same information is relevant and these organizations don't have the infrastructure nor can afford it to address organizational issues on an large scale (larger that one community)	11/7/2016 8:10 AM
45	Provide more coaches education.	11/7/2016 7:57 AM
46	Work with Official Associations to improve poor officials. Many or some sportsmanship violations come from officials who are not prepared for their job. This creates a poor environment for players and coaches to participate. Thus an ejection or frustrated fans show disgust toward officials.	11/6/2016 10:52 PM
47	Increase track and field training for officials	11/6/2016 6:36 PM
48	You are mostly thought of as a "sports league". Do more to show that you sponsor many more events than that, and showcase the variety of them. Demand better communication to you from the local level.	11/6/2016 10:34 AM
49	communicate, engage volunteer resources within a reporting pattern versus sidebar relationships....keep it transparent	11/5/2016 10:25 AM
50	better engage with the community - be a leader not a follower...	11/5/2016 6:22 AM
51	all OK	11/5/2016 12:30 AM
52	Use more "Regional sites" for the VHSL State Chamionships	11/4/2016 9:31 PM
53	Parental training programs supporting sportsmanship.	11/4/2016 5:37 PM
54	NA	11/4/2016 3:49 PM
55	No suggestions at this time	11/4/2016 3:43 PM
56	Be more visible to the entire state, not just those who participate in Athletics and Activities. Even if you don't play sports or follow a team in college, you probably know who the NCAA is. It should be the same for VHSL in Virginia. It should be an organization that is visible and "out there" for everyone to see and know.	11/4/2016 3:36 PM
57	Enforce the transfer rule and not allow schools to "nit pick" the rules and find loopholes that allows them to recruit players from other school zones. Make the rules concrete and unbendable. For those schools who choose not to follow them, make the penalties very harsh as in monetary fines.	11/4/2016 3:07 PM
58	Allow officials to buy uniforms from more than one supplier	11/4/2016 2:57 PM
59	Keep everyone updated and informed.	11/4/2016 2:56 PM
60	Rotate state championship venues (make it policy). There is no reason the state wrestling meet should forever be stuck in Salem, this is just one example. Move it around, look to other areas to host. I don't feel like enough effort has been made to explore other options.	11/4/2016 2:49 PM
61	Being more present at all REGION meetings. There is always questions about the league.at the meetings and that will help with communication.	11/4/2016 2:35 PM
62	Allow media outlets the opportunity to use drones to capture some aerial footage before at half-time and end of football games.	11/4/2016 2:30 PM
63	Limit transportation costs for schools and divisions.	11/4/2016 2:15 PM
64	Moving the state basketball tournament away from Richmond and going back to 3 classes!	11/4/2016 2:15 PM
65	Mens soccer moved to fall.	11/4/2016 1:49 PM
66	Change the format of the Fall and Spring meetings. Possibly add more breakout sessions. I feel that people think the meetings aren't worth the time they are away from school.	11/4/2016 1:36 PM
67	A full takeover of All-State from the VHSCA.	11/4/2016 1:34 PM
68	Dual Meet State champion in wrestling	11/4/2016 1:14 PM
69	Not that you do not do it but provide more clarity and stances on region make up, playoff structures, etc. We hear too often it is up to the region, up to the district, maybe the league staff can provide more direction here.	11/4/2016 1:06 PM
70	Host championship events closer to the schools involved (if applicable) so that parents and community can attend these events.	11/4/2016 1:01 PM
71	Collaborating with VATA	11/4/2016 1:00 PM

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72	The state went from 3 classifications to 6, go back to 3 classifications and have a big and little State Championship. Have conferences and the regular season champion advance to the state playoffs along with the tournament champion. Divide the state into two regions per classification and have four teams advance to region and only one team from the region advance to the State Championship. Teams should not have to defeat an opponent twice to win a state championship unless it was softball and baseball having to win two out of three.	11/4/2016 1:00 PM
73	Mandate the use of RSchool. Also, don't allow regions and districts to 'make up' their own criteria. What happens at state tournaments should be expected at lower levels of post season play. All regions, districts should be consistent.	11/4/2016 12:27 PM
74	Limit the number of out of season practices in a week. It is out of control. Some teams are practicing 6 days a week.	11/4/2016 12:26 PM
75	Equal or fair representation of voting from the members.	11/4/2016 12:19 PM
76	Virtual meetings Greater presence in education for schools More females in top VHSL positions	11/4/2016 12:10 PM
77	Allow for more Classification based decisions as it applies to participation numbers.	11/4/2016 12:08 PM
78	Town Hall meetings with communities	11/4/2016 12:02 PM
79	Need to do a better job educating officials.	11/4/2016 11:53 AM
80	Coaches need consistent, quality education in the sport.	11/4/2016 11:49 AM
81	Help with fundraising on local levels	11/4/2016 11:41 AM
82	making the March Meetings one day, no need to waste two half days for administration to be out of the schools.	11/4/2016 11:34 AM
83	Athletic Trainers' in VA currently have little understanding of their role in the VHSL policies and procedures. As well there is a lack of understanding in the role of the VHSL in the day to day safety operations of the AT. Perhaps an educational component could be added to ensure better understanding and effective collaboration as to AT/VHSL promotion of safe play.	11/4/2016 11:23 AM
84	Don't know how but if there is any way we could be more active in promoting sportsmanship that would be phenomenal	11/4/2016 10:59 AM
85	Engage with schools to get them actively engaged in league business such as supporting VHSL corporate sponsors.	11/4/2016 10:56 AM
86	Go back to policing out of season practice rules. There will ALWAYS be dishonest people breaking rules, but this free-for-all for year round athletes is disgusting. I do not like what it is doing to the culture of schools - particularly the smaller schools.	11/4/2016 10:35 AM
87	Develop more sport-specific educational opportunities for coaches, either as an adjunct to a foundational coach education program or perhaps as continuing ed for coaches. While a foundational coach education program is necessary, many sports have unique attributes that cannot be adequately addressed in a foundational course. Sport-specific courses would help new (and perhaps veteran) coaches better understand the realities of coaching their sport in today's high school environments. Consider establishing an advisory group of school division-level athletic administrators. This group would offer a unique perspective into a number of topics impacting our schools and athletic programs, a perspective that would be difficult to get from those primarily based at the school-level.	11/4/2016 10:35 AM
88	Increase PR focus	11/4/2016 10:30 AM
89	encourage smaller schools and rural schools to expand offerings by possibly providing grants or subsidies for newly created sports. Consider moving the VHSL coaches meeting around the state instead of the same location each year.	11/4/2016 10:28 AM
90	nc	11/4/2016 10:23 AM
91	Athletic Trainers should be required for the safety of our athletes.	11/4/2016 10:23 AM
92	Work more on classification, to many schools getting killed by teams in same conference, football.	11/4/2016 10:19 AM
93	Continue look at the differences in how each size school functions and what effect this has on how that classification might function.	11/4/2016 10:18 AM
94	have a stronger stance on recruiting of student athletes. Add an extra employee to monitor cheating.	11/4/2016 10:13 AM
95	- advisory committees for each sport - more engagement at the local level for state events - utilize the VIAAA more. there are people there ready and willing to help	11/4/2016 10:12 AM
96	You currently do what the membership guides you to do unfortunately and in general the membership is only driven by their own personal interest which makes direction from them full of ambiguity...Billy getting around the state so people can put a memory of a hand shake with a face goes along way even in the age of technology..I believe in Billie 100%..Good man...My son goes to college six hours from home..I enjoy getting a text (technology) from him each day but nothing replaces seeing his face...relationships matter	11/4/2016 10:11 AM
97	Establish a sportsmanship oversight group.	11/4/2016 10:10 AM

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98	Try to increase an interest between the various sports/activities with each other. Also use the HOF members more.	11/4/2016 10:10 AM
99	Consider moving state tournament games back to campuses rotating among the regions.	11/4/2016 10:09 AM
100	Virginia lacks consistency, VHSL should set the rules and points systems, not each region/district etc....officials groups should be under direct supervision of VHSL, A five year plan of venues and contracts should be in place for each activity, continue to fight home school students in activities.	11/4/2016 10:08 AM
101	It's frustrating to hear how each state does things differently. Aligning contest limits, and how each sport is governed, to best match those of states of of similar region would be a goal of mine.	11/4/2016 10:07 AM
102	Include supportive organizations in its processes that affect those supportive organizations.	11/4/2016 10:05 AM
103	Coordinate opportunities for schools to compete beyond the state level. For instance Virginia vs. NC challenge for championship teams in events where it makes sense.	11/4/2016 10:03 AM
104	More promotional activities.	11/4/2016 10:03 AM
105	Continued to promote the importance of all school programs	11/4/2016 10:02 AM
106	educating the membership on potential changes prior to the change	11/4/2016 10:01 AM
107	Actively pursue student-athletes for inclusion in the Hall of Fame instead of relying on nominations from the various regions. So many people at the school level don't have the historical awareness of the accomplishments of athletes that should be considered for Hall of Fame status.	11/4/2016 9:55 AM
108	Just like LCA has to count students not in their selected districts as 1 1/2 schools that get students outside of their attendance zones should have to do the same thing.	11/4/2016 9:55 AM
109	1. Use technology in the most effective way 2.school is a difficult platform for many to use 3. more training for rschool 4 Maybe look at Schedule Star--I heard it is cheaper	11/4/2016 9:54 AM
110	Keep the website and social media platforms up-to-date.	11/4/2016 9:48 AM
111	Allow more regular season games.	11/4/2016 9:48 AM
112	Putting Tournaments back at the high school sites.	11/4/2016 9:46 AM

Q15 What does the VHSL currently do that it should cease to do?

Answered: 71 Skipped: 363

#	Responses	Date
1	Making coaches take that test. The days are over. I am actually embarrassed to make coaches do it. Lose the drama, debate etc. We have a hard time finding schools to host and kids to participate. Let the school club people have it back. You guys are spread too thinly as it is.	1/9/2017 1:04 PM
2	- Coaches education courses - waste of time and money	1/9/2017 1:01 PM
3	Stop allowing teams that recruit to continue to do so. Investigations are incomplete, too political, local and biased.	11/21/2016 7:53 PM
4	Send teams great distances and require them to play on surfaces that they are not used to.Grass vs Turf.	11/21/2016 5:20 PM
5	Charging high prices for State competition-\$10/person; that is a lot for a family of five; Stop charging double for 2 day state track meets	11/21/2016 9:51 AM
6	nothing that i know.	11/21/2016 8:14 AM
7	Just worrying about making money for state games.	11/19/2016 12:40 PM
8	Have too many emergency legislation items from Staff.	11/18/2016 3:45 PM
9	A positive step was the elimination of the conference and implementing the four region organizational structure.	11/18/2016 2:27 PM
10	On some sports, there are way too many rules and the kids suffer because they get confused or don't understand them. Simplify rules for competition.	11/18/2016 1:35 PM
11	Hold meetings in venues that do not cost so much	11/18/2016 12:45 PM
12	Continue doing what it is doing.	11/18/2016 11:40 AM

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13	n/a	11/18/2016 11:23 AM
14	Do away with the 6 divisions for state championships.	11/18/2016 10:45 AM
15	N/A	11/18/2016 10:24 AM
16	Taking a percentage of benefit games. Schools should be able to pay a sanction fee and that's it. The schools involved should benefit financially from those.	11/18/2016 10:10 AM
17	Sticks with venues that are not suitable only because its what we have always done.	11/18/2016 9:56 AM
18	Do away with conferences. (Done) Good Job!	11/18/2016 9:56 AM
19	not sure at this time	11/17/2016 9:27 AM
20	Maintain the current model of governance	11/9/2016 1:23 PM
21	Beats me!	11/9/2016 10:15 AM
22	I understand the VHSL needs funding but don't continue to increase our fees or take 35% of profits from events. By taking that money you might stay afloat but the regions, conferences, and schools are struggling to make ends meet.	11/9/2016 10:09 AM
23	Greater presence at region meetings.	11/9/2016 8:31 AM
24	??	11/8/2016 2:48 PM
25	The free for all that is out of season practice is not helping kids or our smaller programs needs to be revisited.	11/7/2016 4:39 PM
26	Sending out mass emails with so much information that it is not easy to follow.	11/7/2016 11:50 AM
27	Looking back (rear-view mirror) at what didn't work so we don't try again. Every 5 years, sufficient changes occur that warrant reconsidering whether current and past practices are relevant and new or past tried methods should be considered.	11/7/2016 8:10 AM
28	Get rid of 1/4 finals in State Basketball Tournament. The new region format should take care of this problem.	11/6/2016 10:52 PM
29	Have SMAC outside of reporting structure to the EC and engaged on the EC	11/5/2016 10:25 AM
30	get out of its own way... it is stumbling over itself.	11/5/2016 6:22 AM
31	all OK; seems like all activities/communications that the VHSL does need to be done.	11/5/2016 12:30 AM
32	NA	11/4/2016 9:31 PM
33	NA	11/4/2016 3:49 PM
34	No suggestions at this time	11/4/2016 3:43 PM
35	Stop just using power point system for football. We have to be able to find a mechanism out there that will allow us to calculate this easily for ALL our sports. I think this would be the absolute best improvement we could make and it would allow us to structure our post season seedings for all sports just as we do Football. We can create a new iPhone with 400 new apps every year, we have to be able to create a computer program (if it doesn't already exist) that can do this for us easily.	11/4/2016 3:36 PM
36	Have only one supplier for uniform	11/4/2016 2:57 PM
37	No reponse	11/4/2016 2:56 PM
38	The off season practice rule and the 6 classification system were terrible decisions. I'm not sure those can be undone at this point, but they were not well thought out.	11/4/2016 2:49 PM
39	Raises membership dues. With the new classifications, we are all struggling with \$.	11/4/2016 2:35 PM
40	Nothing at this time.	11/4/2016 2:30 PM
41	Not let Private School Participate VHSL sanctioned games or Tournaments	11/4/2016 2:16 PM
42	Have the state basketball tournament in Richmond.	11/4/2016 2:15 PM
43	Allow so many superintendents on executive meetings.	11/4/2016 1:49 PM
44	Cannot say one thing that must stop right now.	11/4/2016 1:06 PM
45	Hosting Championship events at locations that parents and community cannot attend due to travel and financial burdens.	11/4/2016 1:01 PM
46	Allowing teams to advance in the playoffs after being defeated should not happen.	11/4/2016 1:00 PM

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47	too many "emergency legislation" issues...	11/4/2016 12:19 PM
48	Reduce expenses for executive board Summer Fridays off - work the full week!	11/4/2016 12:10 PM
49	Have too many postseason games.	11/4/2016 11:53 AM
50	Cease isn't the right word, but demands from the VHSL continue to grow year after year. The latest is scores in rSchools which is why 56/316 schools reported football scores last week. Many of us have little to no help as AD's and we send scores to many other sources. Although this would take only a minute it seems like every year there is something new the VHSL requires.	11/4/2016 11:23 AM
51	not really aware of anything you are doing now that I'd like to see cease	11/4/2016 10:59 AM
52	Put minimum requirements on sponsor involvement and financial commitment.	11/4/2016 10:56 AM
53	In the rural and poorer areas we are STRUGGLING to get coaches. the Coaches Education requirement is a great idea . . . But I can't BEG people to coach anymore(the way the kids and parents have become), and a coaches education "requirement" generally means I might be able to talk someone into coaching for 3 years, but that's it. I like "initiative" over "requirement". Seriously, its killing us.	11/4/2016 10:35 AM
54	Do we really need to central sites/college venues for our state-level competitions? Do student-athletes really value competing at these locations? Are schools really able to absorb the costs associated with transportation to these sites?	11/4/2016 10:35 AM
55	Holding the VHSL coaches meeting in the same location each year. Moving it around the state would allow for more access.	11/4/2016 10:28 AM
56	nc	11/4/2016 10:23 AM
57	?	11/4/2016 10:19 AM
58	N/A	11/4/2016 10:13 AM
59	- doing things the "way we have always done them" We have to get out of the mold and do what is best for each sport. To grow the organization through grass roots effort to the most recent and best practices	11/4/2016 10:12 AM
60	No issues here	11/4/2016 10:11 AM
61	.	11/4/2016 10:09 AM
62	Officiating under direct supervision of VHSL	11/4/2016 10:08 AM
63	Multi-class districts are frustrating. I'm not sure this problem can be fixed, however.	11/4/2016 10:07 AM
64	Require that certain products be acquired from a sole supplier when the quality is not as good as other suppliers or manufacturers	11/4/2016 10:05 AM
65	Host state events at large expensive venues far away from teams competing.	11/4/2016 10:03 AM
66	The executive committee MUST stop passing legislation as "emergency" that is not an emergency. It is clear that this is often done as a way to circumvent the will of the entire membership and make it difficult to overturn unpopular legislation.	11/4/2016 10:02 AM
67	No opinion	11/4/2016 10:02 AM
68	Executive Committee should not be allowed to impose its "better judgment" on decisions that have already been voted on by the membership.	11/4/2016 9:58 AM
69	Better describe the term "emergency legislation" for the membership. Right now, the term carries a negative connotation.	11/4/2016 9:55 AM
70	Assign schools to activities/athletics early in the school year not at last minute. Ex. Debate, Girls Soccer	11/4/2016 9:55 AM
71	coaches ed needs to be looked at.	11/4/2016 9:44 AM

Q16 What do you think is the most important action the VHSL can take to be a stronger organization?

Answered: 102 Skipped: 332

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#	Responses	Date
1	Don't have all your executive board meetings in Charlottesville. Move them around. Get to know us. Maybe you'd get more Principal's involved in what we do.	1/9/2017 1:04 PM
2	- Continue to support public schools - keep homeschool students from participating in public school activities - those students made their choice not to participate in a public education and along with that comes athletics and other school programs - With all the changes in classifications, begin to develop a consistency for advancement of schools from district to region - provide funding for travel/hotel for all sports, not just a select few	1/9/2017 1:01 PM
3	Continue strong Leadership and Governance	11/29/2016 7:14 AM
4	market itself better, solicit input from all stakeholders	11/28/2016 2:32 PM
5	Fair play for every school at every level. Get rid of the cheaters! Respect will be ten fold on this issue alone.	11/21/2016 7:53 PM
6	Allow rural teams to play each other and the City group to play each other as they have more chance to play sports year around.	11/21/2016 5:20 PM
7	Create a better system of dispersing information.	11/21/2016 2:01 PM
8	The VHSL needs to do something about AAU basketball, volleyball, Fall baseball and softball, travel soccer and lots of out of season practice. Sports are suffering because too many athletes are doing one thing year round.	11/21/2016 9:51 AM
9	educate the parents on the great efforts that the league and coaches already make and sacrifices made to make their child better as a person and athlete.	11/21/2016 8:14 AM
10	Add black employees on the higher levels. And let them be seen working at the activities.	11/19/2016 12:40 PM
11	Work on policies that are consistent across the state.	11/19/2016 12:15 AM
12	Proportional representation or allow each classification to control its own governance within broader VHSL rules. A classification should be able to determine what is bet for them without having to get approval from other classifications. Publish all the comments from this survey so that everyone can see the whole picture rather than a summary (or nothing at all)	11/18/2016 3:45 PM
13	Involve it's current members and look for ways to attract new members.	11/18/2016 3:05 PM
14	Review all programs and tournaments to determine fiscal soundness.	11/18/2016 2:27 PM
15	Have a higher representative of minorities,	11/18/2016 1:34 PM
16	None	11/18/2016 12:45 PM
17	Maintain fiscal viability of the entire organization, including all regions/conferences, either through corporate or individual sponsorship/donation.	11/18/2016 12:13 PM
18	Better representation of regions in order to foster communication.	11/18/2016 12:10 PM
19	No ideas at the moment.	11/18/2016 11:40 AM
20	n/a	11/18/2016 11:23 AM
21	Evaluate how the new classification system is working and modify if the need is there. Compare other states with the same amount of schools to see how many classifications they have for the number of schools.	11/18/2016 11:07 AM
22	Continue to involve kids in the decision making process for athletics.	11/18/2016 10:45 AM
23	Better communications and follow up	11/18/2016 10:24 AM
24	More consistent across the state.	11/18/2016 10:21 AM
25	Ensure that championship games are scheduled all across the state and not just in one region. All teams should have to travel sometimes instead of some teams that always have to travel for state championships. Venues should be identified in all regions and there should be a rotation. The VHSL falls short in this area. This should be done by the Executive committee and not voted on by the body as the body will return a regional result where the most schools are and nothing will change.	11/18/2016 10:10 AM
26	Better websites and information	11/18/2016 10:06 AM
27	Recognize Athletic Directors as Administrators.	11/18/2016 9:56 AM
28	Make sure everyone knows how the legislation process works.	11/18/2016 9:56 AM
29	hire a marketing person to grow peoples awareness of who you are	11/17/2016 9:27 AM
30	Work closer with ADs -	11/10/2016 11:03 AM

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31	Increased communication with all stakeholders.	11/9/2016 2:16 PM
32	Allow the membership to control its destiny,not the Exec Comm.	11/9/2016 1:23 PM
33	Publicizing what VHSL participation has meant to so many students.	11/9/2016 10:15 AM
34	Establish an executive committee that is well rounded and dedicated to serving the entire state not just the views of a few. If the new exec committee is respected then the members can move forward in a positive direction.	11/9/2016 10:09 AM
35	Transparency.	11/9/2016 8:31 AM
36	Continue to stress that WE are the VHSL *(schools)	11/8/2016 2:48 PM
37	Go back to one vote per school and let each classification be self-governing on most matters	11/8/2016 10:24 AM
38	Get the membership more involved in committees	11/7/2016 5:22 PM
39	Give students more of a voice and employ more people to work for the VHSL. It takes 20 years before positions open and that is discouraging for those interested in working for the league.	11/7/2016 11:50 AM
40	Greater transparency.	11/7/2016 9:34 AM
41	More active, public role advertising itself both through its own means and its stakeholders (school, collegiate and national levels).	11/7/2016 8:10 AM
42	Be smart about location of state events.	11/7/2016 7:57 AM
43	Build from the bottom up. Strong member schools make the VHSL Stronger. Good policies and firm regulation of them will make us stronger.	11/6/2016 10:52 PM
44	Re-evaluation of the state championship sites, in particular those for basketball and volleyball. VCU is a great venue, but it is a long way to travel for some of our smallest and least financially able schools.	11/6/2016 8:08 PM
45	Continue to build connections with school divisions for a more informed base.	11/6/2016 6:47 PM
46	Better communication internally with your regions and districts, which will, in turn, provide better communication to your schools, media partners and staffs.	11/6/2016 10:34 AM
47	you may need more staffing, but, direct, timely communication and recognition of each districts worth not just the number of students in the school	11/5/2016 10:25 AM
48	take a leadership position and get some folks in the front office that understand the issues and not enjoy being figure heads	11/5/2016 6:22 AM
49	Continue to involve all principals; reach out to those principals who don't either understand the League or who don't consider VHSL activities their responsibility	11/5/2016 12:30 AM
50	na	11/4/2016 9:31 PM
51	keep home bound students out of program	11/4/2016 5:03 PM
52	Improve collaboration	11/4/2016 3:49 PM
53	Be transparent with all procedures and policies. When applicable attempt to get 'grass roots' input. Maintain high visibility of staff with attendance at all meetings, sessions, events, etc.	11/4/2016 3:43 PM
54	I think we can and should standardize how we qualify teams to the Region and State tournaments for all classifications. I'm not a "big federal government" kind of person,and this surprises me about myself. But I feel it is in our best interest to standardize how many teams make it to Region, and advance from there to State. And lay out how that works. There will be some push back with perceived "loss of control," but I think in the end, everyone will see the wisdom in it, they just won't like it. But I think it creates a fair and understandable system of advancement to a State Championship.	11/4/2016 3:36 PM
55	Greater presence across all regions to variety of stakeholders	11/4/2016 3:10 PM
56	Continue to make the organization a unified group.	11/4/2016 3:07 PM
57	Hiring good people like Larry Johnson and Caudlie Dodson	11/4/2016 2:57 PM
58	Monitor the fields for which it is responsible	11/4/2016 2:56 PM
59	I'm not sure. The appearance of being indecisive and making the state less competitive has not helped. Transfer rules are at best loosely enforced, district rivalries have been ruined by recent alignment decisions, and sportsmanship is suffering across the state.	11/4/2016 2:49 PM

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60	Continue allowing equal representation from the 6's to the 2's. There should be more AD's on the executive committee since we are the ones who are in it the most.	11/4/2016 2:35 PM
61	No opinion	11/4/2016 2:30 PM
62	Make more definitive decisions	11/4/2016 2:22 PM
63	Eliminate private school participation in VHSL competitions and scrimmages.	11/4/2016 2:16 PM
64	Work with schools and divisions on helping save mine on extra-curricular activities.	11/4/2016 2:15 PM
65	Actually care about how regions and districts are doing things. Having one uniform way of doing things instead of allowing each to do whatever they see fit.	11/4/2016 2:15 PM
66	Work closer with DOE	11/4/2016 1:49 PM
67	This answer is for 16 and 17. At some point I feel that the membership (especially principals) has become estranged from the VHSL. Instead of an organization made up of member schools it has become an US v. THEM. Possibly more involvement of the members would help people realize that an executive director is one who directs the members not a person who makes and dictates policy. I think the VHSL does a great job but I don't think the principals realize that we are all in this together.	11/4/2016 1:36 PM
68	Be a stronger decision maker in aligning Districts / Regions.	11/4/2016 1:34 PM
69	Finalize how future executive committee will look and operate.	11/4/2016 1:06 PM
70	Ask professional athletes who are good outstanding role models to take an active role in the VHSL. A good example is Heath Miller (Pittsburg Steelers/ UVA Grad/ Honaker High Grad) who now lives in Charlottesville.	11/4/2016 1:01 PM
71	Have meetings throughout the state. Smaller meetings people are more tentative. Adults can attend meetings better when travel is cut.	11/4/2016 1:00 PM
72	Increased visibility at State Events; a stronger & more efficient budget; review of VHSL Activities and their current relevance.	11/4/2016 12:19 PM
73	Figure out how to keep high schools sports relevant with travel programs taking over.	11/4/2016 12:18 PM
74	Engage the membership in approving new regulations - improve the voting/approval process to involve as many athletic administrators as possible	11/4/2016 12:10 PM
75	Create a product worthy of promotion	11/4/2016 11:49 AM
76	helping regions establish guidelines for the new alignment	11/4/2016 11:34 AM
77	be consistent, be financially viable, continue to be a force for equity among schools and sportsmanship	11/4/2016 10:59 AM
78	The school administrators have to support the League. To be financially stable, it will take a commitment on behalf of the schools for the good of all schools in the state.	11/4/2016 10:56 AM
79	make it clear to the entire state (all stakeholders) what the system actually looks like in terms of districts, regions and state level. I think very few people on the outside really get it regardless of how hard local schools try to explain.	11/4/2016 10:44 AM
80	Create an opportunity for VHSL committees to have greater access to the Executive Committee. To often, ideas/requests and most importantly, the rationale behind committee decisions, are lost when the message is carried from the committee to the EC through league staff, through another committee prior to being shared with the EC. Questions from the EC should be directed back to committee chairs/members themselves rather than league staff when possible, including during EC meetings.	11/4/2016 10:35 AM
81	Attempt to increase revenues via sponsorships	11/4/2016 10:30 AM
82	It's already a very strong organization with a clear message. I don't think you're lacking in that area.	11/4/2016 10:28 AM
83	nc	11/4/2016 10:23 AM
84	I think you do a great job.	11/4/2016 10:19 AM
85	Continue to make the process as democratic as possible so school feel like they have a voice	11/4/2016 10:18 AM
86	Have a stronger position in public politics	11/4/2016 10:13 AM
87	- establish advisory committees for each sport. this will help build strength in each sport, take pressure off of the vhsI in the decision making process, allow the vhsI to have more transparency, provide more authentic feedback for each sport	11/4/2016 10:12 AM
88	See #14	11/4/2016 10:11 AM

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89	Increase knowledge of who/what the VHSL is.	11/4/2016 10:10 AM
90	Add a Director of Officials Programs. There are many sportsmanship concerns, the officials can play a vital role with additional training in situation management. Also numbers of officials are decreasing, a recruitment and retention program is necessary.	11/4/2016 10:09 AM
91	sport specific committees	11/4/2016 10:08 AM
92	VHSL staff need to be seen more often. Visibility would help with communication and the transfer of communication throughout the league.	11/4/2016 10:07 AM
93	Solidarity among its members and supportive organizations	11/4/2016 10:05 AM
94	Improve their national footprint.	11/4/2016 10:03 AM
95	Continue to consider the interests of each part of the state. The highly populated areas of the state sometimes have different needs and objectives than the less populated areas of the state.	11/4/2016 10:03 AM
96	Develop a stronger understanding of its goals and mission with the general public.	11/4/2016 10:03 AM
97	Balance the budget. Increase the rainy day fund. Continue to review the Conference alignments	11/4/2016 10:02 AM
98	use Athletic Director input more	11/4/2016 10:01 AM
99	Do not let special interest groups dictate!	11/4/2016 9:58 AM
100	Establish some balance and stability. Let's now stay with 4 regions and not change for the next 10 years.	11/4/2016 9:54 AM
101	Take charge of recruiting violations	11/4/2016 9:48 AM
102	show leadership for the new alignment so everyone isn't doing there own thing	11/4/2016 9:48 AM

Q17 The VHSL has a new executive director. What specific suggestions do you have for him?

Answered: 104 Skipped: 330

#	Responses	Date
1	TALK TO DSA'S. Have some fun. Get to know the different schools. Wouldn't it be great if some of the schools doing well could help mentor some that aren't? Oakton helped me start a lax program at a smaller school and I'll never forget it.	1/9/2017 1:04 PM
2	Be proactive; don't be afraid to make the tough decision; don't give so-so answers and never really make a decision	1/9/2017 1:01 PM
3	Be visible, listen to input, keep students first in all activiites	11/28/2016 2:32 PM
4	Listen to concerns from all DSA's. Plan conferences with location and travel in mind.	11/21/2016 7:53 PM
5	Review the entire system and improved the image and conditions,and other factors that improve the system.	11/21/2016 5:20 PM
6	Get your face out there!!!	11/21/2016 2:01 PM
7	Travel around the state. Make it a point to visit every school. Meet the administrators, athletic directors, coaches and student-athletes .	11/21/2016 9:51 AM
8	none at this time.	11/21/2016 8:14 AM
9	Be seen working at activities.	11/19/2016 12:40 PM
10	Communicate with the schools.	11/19/2016 12:15 AM
11	The VHSL staff need to understand there role in the complexities of the state athletics. They need to be there for everyone involved from athletes, parents, coaches, schools, districts, regions and classifications. They are paid to fill all these roles and that is not the case for all staff at the VHSL. Allowing honest feedback on staff can only help them improve and the VHSL become better.	11/18/2016 3:45 PM
12	Review previous administrations to determine programs and actions that have made the VHSL strong.	11/18/2016 2:27 PM
13	Advance with technology.	11/18/2016 1:35 PM

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14	Visit the different schools and see the issues for himself.	11/18/2016 1:34 PM
15	None	11/18/2016 12:45 PM
16	Maintain the districts that we are going back to next year. Streamline the regions based upon proximity.	11/18/2016 12:13 PM
17	Listen for a year and then act.	11/18/2016 12:10 PM
18	None at the moment.	11/18/2016 11:40 AM
19	Ask him to share a message with coaches so we know who he is and what his vision is.	11/18/2016 11:28 AM
20	n/a	11/18/2016 11:23 AM
21	Keep up the good work of the VHSL.	11/18/2016 11:07 AM
22	Always put kids first in all of your decisions.	11/18/2016 10:45 AM
23	Be decisive.	11/18/2016 10:21 AM
24	Fix the districts (stop changing so much) Make unified playoff requirements not by region or conference	11/18/2016 10:06 AM
25	Don't try to please everyone. Make the best decisions in the manner of the overall good.	11/18/2016 9:56 AM
26	Make decisions and put the kids first	11/18/2016 9:56 AM
27	not sure right now	11/17/2016 9:27 AM
28	The make up and the number of members on the Executive Committee needs to be reviewed and changed.	11/10/2016 9:59 AM
29	Evaluate non-traditional sports to improve student participation and to reach a broadening interest (i.e. bowling, roller hockey, cycling). Some of these could be done at minimal expense to the VHSL and schools.	11/10/2016 9:35 AM
30	The new executive director has many important tasks ahead of him. The financial aspect of the organization should be first addressed. The league can not continue to operate in the red.	11/9/2016 2:16 PM
31	Reach across the isle to find ways to form close alliances with independent schools. Share resources, take the lead in offering and increasing the number of pathways for leadership development and opportunities for all students. Obtain funding streams from the corporate sector to offset costs of operation...sponsorships of events/activities/championships, work on addressing the image of the League only being a regulatory agency, market the league and what it really does for students...most folks don't know...use a sports marketing consultant, tap into the resources available at UVa....Darden School/Curry School projects/case studies to do some of this pro bono. This is a new beginning and an opportunity for a fresh start with a different perspective. You only have this opportunity during the "honeymoon phase", when all bets are off. Strike now and make a difference!	11/9/2016 1:23 PM
32	Be still and listen. Then act in the best interest of all.	11/9/2016 10:15 AM
33	BE present and get to know the member schools. This will take time of course but we need this leader to seem more attainable and approachable. I am hoping he has new and fresh ideas for the organization. With all of the changes over the last 5 years, I felt that past leaders were not necessarily looking to create something new and fresh but just to get by.	11/9/2016 10:09 AM
34	Be very visible.	11/9/2016 8:31 AM
35	Learn from the past, strive to make VHSL better for future. Use your good communication skills to reach out to VASS, VSBA, VASSP, etc.	11/8/2016 2:48 PM
36	Be positive and enthusiastic about high school activities -	11/8/2016 10:24 AM
37	Continue to keep lines of communication open. Continue to listen and want to change for the better.	11/7/2016 8:51 PM
38	Seek input of long time coaches and athletic directors	11/7/2016 5:22 PM
39	Be a voice for the organization. Keep the message focused upon the role of the organization and the issues that it is working on addressing.	11/7/2016 4:39 PM
40	Be as visible as possible!!	11/7/2016 11:50 AM
41	He is doing a great job. Keep it up!	11/7/2016 9:34 AM
42	Buy some running shoes...	11/7/2016 8:10 AM
43	Be visible and present at local events or meetings.	11/7/2016 7:57 AM
44	Be a leader for the VHSL. Keep us working toward common goals and we will all be stronger. Look to make us better and not the same. Change will come with resistance but we will all grow when it happens.	11/6/2016 10:52 PM

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45	Review effectiveness and responsiveness of current staff with constituents and heads of officials associations.	11/6/2016 10:50 PM
46	I am glad to have someone in this position who has been a high school principal and central office administrator. I think it is important that he knows where we are.	11/6/2016 8:08 PM
47	Learn the challenges of each region and the issues that continue to create challenges for each group as it votes on issues.	11/6/2016 6:47 PM
48	See 16.	11/6/2016 10:34 AM
49	SMAC can be advisory but needs to have a seat on the EC and be able to bring its concerns, and its experience directly to the EC. The physician leaders have been strong and are respected in the public eye. May need to rotate, but, transparency and working members are key.	11/5/2016 10:25 AM
50	from those of us in the community --- we do not even know who the new guys is... COMMUNICATION and engagement...	11/5/2016 6:22 AM
51	Stay calm! Communicate often with DOE and state legislative bodies.	11/5/2016 12:30 AM
52	Attend and meet the VHSL sports official's assigners	11/4/2016 9:31 PM
53	surround yourself with qualified people	11/4/2016 5:03 PM
54	Reach out to all VHSL member school individually.	11/4/2016 3:49 PM
55	Remain positive, upbeat, and excited about the VHSL regardless of situations/circumstances. Be on the front end of upcoming high school sport and activities issues Continue, along with staff, our strong position within the nation as a leader in high school athletics and activities. Attend, present, and provide programs to and for NFHS conference(s) and at other venues.	11/4/2016 3:43 PM
56	Dr. Haun is doing a great job being genuine and transparent. Continue to be that. There can't be any impression of "behind closed doors" or "we didn't know that was coming" with the members and schools. The more transparent and open the processes and structures are, the less anyone can poke holes in them and create issues. Tight, understandable processes, policies and structures will create balance and calm in the organization.	11/4/2016 3:36 PM
57	"Enhance and Improve" Conduct a complete evaluation of all VHSL functions.	11/4/2016 3:10 PM
58	Work Hard and be willing to have a personality that is helpful and friendly.	11/4/2016 3:07 PM
59	Be more open to schools and officials	11/4/2016 2:57 PM
60	Remain visible Stay open to suggestions Reach out to the audience regularly.	11/4/2016 2:56 PM
61	Good luck	11/4/2016 2:49 PM
62	Be more visible, accessible and seen. Come to all of the state Championships. Verbalize your philosophy, ideas and maybe an ED blog on the website. What's happening week to week in the office? What events have you been to? What events has the staff been to? What events have you been to that you've seen something that supports the mission and share it in your blog.	11/4/2016 2:35 PM
63	Continue to keep districts and media outlets informed of VHSL rules, plans and updates.	11/4/2016 2:30 PM
64	Eliminate private school participation in VHSL competitions and scrimmages.	11/4/2016 2:16 PM
65	Be visible and open to suggestions	11/4/2016 2:15 PM
66	Listen to the schools. People are unhappy for a reason! Actually listen!	11/4/2016 2:15 PM
67	Be open minded.	11/4/2016 1:49 PM
68	Just take time to learn the landscape and continue getting out in front of people. Let folks get to know you and when you see things you truly believe need adjustment, make them. Great time to review and open the office and membership to new ideas and more importantly, new ways to obtain goals.	11/4/2016 1:06 PM
69	To please take into consideration factors that the Principals feel are important to making decisions concerning their student/athletes.	11/4/2016 1:01 PM
70	Be more visible throughout the state.	11/4/2016 1:00 PM
71	Didn't know there was a new executive director.	11/4/2016 12:26 PM
72	Communication, communication, communication!	11/4/2016 12:19 PM
73	Get out and attend events throughout the state and not just championships Meet regularly with the state's school division athletic administrators Support schools for state championship expenses for all sports.	11/4/2016 12:10 PM

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74	Invest in continued education of staff, have the correct department heads in place, delegate and then manage the process.	11/4/2016 12:02 PM
75	Rely on your staff. They have decades of valuable experience and should be your first choice when seeking opinion/input.	11/4/2016 10:59 AM
76	Engage. Don't be seen as the Chief Legislator on Rules. Focus on communicating with ADs, Principals, Sponsors, Venue Hosts and all those to impact the brand of the VHSL.	11/4/2016 10:56 AM
77	I think he is off to a great start and comes off with a ton of energy. I truly think the state if is good hands.	11/4/2016 10:44 AM
78	Get to know the Schools all across the state! 1A 2A 3A etc.	11/4/2016 10:33 AM
79	Utilize experience with general assembly to improve relationship between the assembly and the VHSL... working on the Homeschool issue would be a could start.	11/4/2016 10:30 AM
80	Develop a plan to encourage new sports and activities at high schools by providing grants to support start up. For example, mountain biking seems to have taken off in some areas but not all. Perhaps there are other sports that are on the verge of getting started but need support.	11/4/2016 10:28 AM
81	Be a confident leader.	11/4/2016 10:23 AM
82	Listen to his staff to start with,	11/4/2016 10:19 AM
83	Be visible	11/4/2016 10:18 AM
84	Figure out a way to have all three organizations work together - VHSL, VIAAA, and the VHSCAA	11/4/2016 10:18 AM
85	Be present. be visible. Be accessible. Stay awake :)	11/4/2016 10:13 AM
86	Continue to be who he is.	11/4/2016 10:13 AM
87	- keep up with the engagement and accessibility - there is a clear welcomed difference in engagement from the ED	11/4/2016 10:12 AM
88	See #14 and previous ansers	11/4/2016 10:11 AM
89	Send out/post an occasional director's update.	11/4/2016 10:10 AM
90	Keep communication lines open with all stakeholders.	11/4/2016 10:09 AM
91	check and see what other states do to get ideas that may fit Virginia.	11/4/2016 10:08 AM
92	Visit schools. Get to know the professionals, and students, that make up the VHSL as best as possible.	11/4/2016 10:07 AM
93	Keep up current platforms and ideals.	11/4/2016 10:05 AM
94	Listen to member schools and media of concerns and act on them in a timely fashion	11/4/2016 10:03 AM
95	Get more involved than the previous director.	11/4/2016 10:03 AM
96	Communicate, connect, and listen.	11/4/2016 10:03 AM
97	Good luck as you hear from the membership and understand the mission and vision of the League. Be open to all. Listen and hear others opinions. Answer all concerns in a timely manner (within a 24 hour period)	11/4/2016 10:02 AM
98	I think he will do an outstanding job. My only suggestion is stay in touch with the issues of the schools and be there for all the schools. Don't let the larger classifications dictate policy for the entire state. Always ask the question: " What is best for kids". If this happens everything else will take care of it self. Best of luck.	11/4/2016 9:58 AM
99	Do not let special interest groups dictate!	11/4/2016 9:58 AM
100	Continue on the path he has started. He is approachable and seems to genuinely care about the member schools.	11/4/2016 9:55 AM
101	Observe for a year before changing anything	11/4/2016 9:55 AM
102	1.Reduce the classifications from 6 to 4 2. Better use of technology	11/4/2016 9:54 AM
103	Transparency	11/4/2016 9:49 AM
104	Be fair, trustworthy, and be available for the schools.	11/4/2016 9:48 AM

Q18 Use this space to provide any additional comments or feedback that you feel might benefit the VHSL.

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Answered: 31 Skipped: 403

#	Responses	Date
1	Obviously, I am extremely disgusted with the transfer of certain students for athletic reasons only. It has been going on for years and there are too many loopholes in the system that allow it. When teams win consistently, there is a reason. How can Western Branch track qualify 75 athletes to the state meet? Thirteen coaches scowering the state for talent to transfer there. EVERYONE knows it, yet in continues. Check out Hylton and Freedom where players are being recruited while in middle school. Local investigations are a joke. High school sports will be like college before you know it. It's bad enough that colleges are looking at 8th graders and now certain high school coaches are doing the same. Hire people to investigate legitimate claims that will be totally objective. Either a kid lives in that school's boundary or they don't. Period. If they enroll in a specialty program, then they still must return for athletics at their base school. Simple solution.	11/21/2016 7:53 PM
2	Technology has to be utilized to help the day to day operations of the league. The website needs to be updated to help all those that use it.	11/18/2016 3:45 PM
3	I have been a member of the VHSL for over 40 years and overall I think that it is an outstanding organization.	11/18/2016 2:27 PM
4	None	11/18/2016 12:45 PM
5	None at the moment.	11/18/2016 11:40 AM
6	n/a	11/18/2016 11:23 AM
7	Be transparent	11/9/2016 1:23 PM
8	Involve some former executive committee members more!	11/8/2016 2:48 PM
9	VHSL has a great future and can increase its funding and effectiveness amazingly if it want to get out of the box.	11/7/2016 8:10 AM
10	Stay thirsty my friends!	11/6/2016 10:52 PM
11	Transparency and communication will grow the positive esteem and changes in policy sought. Power trips and needs to leverage certain school districts or individual agendas for home institutions needs to cease. More lobby attention in the Fall and may need to retain a lobbyist for short sessions pre and during the general assembly if universal change.....youth leagues and MS look to the VHSL. Don't go after changes in policy or financial to please politics.	11/5/2016 10:25 AM
12	11/5/2016 6:22 AM
13	NA	11/4/2016 9:31 PM
14	As with most states, Virginia has regional bias that is pervasive. I'm originally from Richmond, but the world doesn't revolve around Central Virginia. There needs to be some work done to allow each part of the state to recognize the needs of the others. That, I believe, could lead to better understanding and cooperation.	11/4/2016 4:15 PM
15	NA	11/4/2016 3:49 PM
16	I would like to have an update maybe once a month on the update of the violations. Could this be posted on the website and on the weekly updates. Maybe if a school gets the stay-the-game award they get a discount on their dues?	11/4/2016 2:35 PM
17	Thank you for putting out the survey.	11/4/2016 1:06 PM
18	The economy in far Southwest Virginia has take a turn for the worse and our schools are struggling to keep our athletic programs due to the financial obligations.	11/4/2016 1:01 PM
19	Athletic trainers at most schools have 4 sports in the fall (football, xc, field hockey, volleyball) but 9 in the spring (boys tennis, girls tennis, baseball, softball, girls soccer, boys soccer, girls lax, boys lax and track/field). Would the VHSL be open to moving soccers to the fall to better balance the work load in the spring?	11/4/2016 1:00 PM
20	The tournaments and districts should have the same way of doing business throughout the state. One region should not be doing one thing while one region is doing something else.	11/4/2016 1:00 PM
21	DSA's are here to help...please don't hesitate to ask us!	11/4/2016 12:19 PM
22	Use technology to improve communication Look at VHSL staffing for ways to reduce expenses Public schools pay for the VHSL - be transparent with expenses & budgets	11/4/2016 12:10 PM

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23	Keep fighting the good fight. Don't pick battles you cannot win or aren't worth fighting - the money we spent on fighting private school membership sickens me, esp. after I learned that 48 other states have high school athletic associations that INCLUDE private schools. Work hard to attract a dedicated Executive Committee who will be your best agents in the field RE spreading and reinforcing your message and mission	11/4/2016 10:59 AM
24	I think it should be said, the staff has been wonderful, but if I were to really say who is someone that has been incredible to all local levels, Tom Dolan has been the gold standard.	11/4/2016 10:44 AM
25	A lot of good people doing good things...need more people...thus need to figure out additional revenue streams.	11/4/2016 10:30 AM
26	Pay raises for league staff in times of economic hardship, in times of ground level financial hardship for regions & conferences, at times have been a Led Zeppelin among the rank & file. The league needs to have a thorough assessment of economic matters at large and be mindful therein.	11/4/2016 10:23 AM
27	?	11/4/2016 10:19 AM
28	- the vhsl is a great organization with one of the greatest missions in the world. truly. we need to adapt to contemporary challenges, remain true to the founding principles in service, value differences, keep students at the front of the list in terms of how we make decisions, be open to growth and keep grinding.	11/4/2016 10:12 AM
29	.	11/4/2016 10:09 AM
30	thanks	11/4/2016 10:08 AM
31	Lets let the new 4 region/group play out over a 4 year cycle before any changes are made	11/4/2016 10:02 AM