



Virginia High School League Strategic Plan

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Below is the new VHSL mission statement followed by the actual Strategic Plan adopted by the VHSL Executive Committee on May 2, 2007. The plan includes goals in five critical areas with specific action steps to accomplish them.

The Virginia High School League is an alliance of Virginia 's public high schools that promotes education, leadership, sportsmanship, character and citizenship for students by establishing and maintaining high standards for school activities and competitions.

A. Operations and Personnel

I. **GOAL 1: Develop and implement staffing to meet member and program needs.**

- a. Use VASS Study recommendations and other resources as feasible.
- b. Implement professional development programs to enhance VHSL staff effectiveness.

II. **GOAL 2: Ensure that the physical plant meets program and staff needs.**

- a. Enlist consultants to work with staff and Executive Committee to identify necessary building projects.
- b. Enlist consultants to work with staff and Executive Committee to accomplish necessary building projects.

III. **GOAL 3: Improve organization structure and operations to enhance members' knowledge and participation.**

- a. Modify schedules and formats for Executive Committee and membership meetings.
- b. Provide orientation, education and mentoring for new administrators, including training for district and region officers.
- c. Provide orientation, education and mentoring for officials, coaches and activities directors.
- d. Inform members of composition, selection and responsibilities of Executive Committee and advisory committees.
- e. Continue to explore relationships with non-member school communities.
- f. Educate school personnel to maintain consistency in interpretations and enforcement of VHSL rules and regulations.
- g. Create recognition program for individuals and school divisions who meet training guidelines.



B. Policy and Programs

I. GOAL 1: Enhance district, region and state events, venues and experiences for all participants.

- a. Create positive, "big time," special atmosphere for VHSL events.
- b. Develop standard kit containing comprehensive instructions for directors, including resources and plan to promote events.
- c. Create incentives for hosting events and for increasing attendance and sponsorship at those events.
- d. Review admission and pass policies and ticket price structure and modify as appropriate.
- e. Ensure adequate procedures are in place to control entry access at playoff events.

II. GOAL 2: Regularly evaluate VHSL rules, policies and penalties.

- a. Determine most significant problem areas and trends and recommend appropriate actions.
- b. Develop methods to deter violations.

III. GOAL 3: Continue emphasis on sportsmanship initiatives at all levels.

- a. Define and communicate expectations and responsibilities to VHSL stakeholders.
- b. Hold schools accountable for maintaining proper institutional control.

C. Presence and Advocacy

I. GOAL 1: Enhance presence by creating specific tools that may be used at the local level and establish branding efforts to increase awareness of the VHSL.

- a. Secure better positioning of VHSL messages in Virginia 's schools.
- b. Develop and execute comprehensive public relations campaign, including preliminary plans to recognize the League's 100th Anniversary in 2013.

II. GOAL 2: Create and deliver outreach initiatives to specific audiences.

- a. Build greater student awareness of the VHSL and the importance of participation in activities.
- b. Build greater parent and community awareness of and support for VHSL activities.
- c. Build greater awareness of and support for VHSL activities among administrators, athletic and activities directors, coaches, officials and school board members.
- d. Build greater awareness of and support for the VHSL among government officials.



- e. Annually review state and national legislative issues.

D. Technology and Communication

I. GOAL 1: Develop and implement a five-year technology plan based on VHSL needs.

- a. Enlist consultants to work with staff to implement technology projects.
- b. Ensure appropriate and regular upgrades for hardware and software.

II. GOAL 2: Secure staffing and resources to improve delivery and receipt of information.

- a. Maintain website to ensure timely, complete and consistent information.
- b. Pursue expanded broadcast delivery of VHSL events.
- c. Use technology to educate and inform officials, coaches and administrators.

E. Finance

I. GOAL 1: Determine funding options and secure resources to meet program needs.

- a. Amend regulations to increase scheduling of Benefit Games.
- b. Seek means to reimburse state playoff schools in all activities.
- c. Examine membership dues, activities fees, registration fees and other revenue sources to meet current and future operations.
- d. Intensify VHSL and Foundation fundraising and corporate sponsorships.
- e. Evaluate playoff scheduling practices to maximize revenue potential.



VHSL Strategic Planning Introduction

During the 2006-07 school year, one of the primary goals of the VHSL is to conduct its latest strategic planning initiative. This will be a year-long process, and we encourage participation of all member schools and individuals with a keen interest in supporting VHSL programs.

Strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it. A critical outcome is determining how to achieve what is best for the League now and in the years to come.

The timeline for this process, which began with Executive Committee discussion and approval in September is:

December	Conduct survey and compile results
January	Action Teams meet at four region sites
February	Consolidate findings of Action Teams
March 7-9	Initial Report to Executive Committee and Membership
March (late)	Action Teams refine initial work
April	Consolidate refined work into proposed Action Plan
May 2	Present Action Plan to Exec. Committee for approval

To deliver the best results, strategic planning requires broad yet effective information gathering. Among the early steps in the process are making internal and external assessments, paying attention to the needs of key stakeholders and identifying key issues.

We ask you to complete and return to the League the following survey: [click here](#) Responses are anonymous, but a compilation of the results will be shared with the entire membership and will be the basis for a thorough review and discussion by Strategic Planning Action Teams that include representatives from each VHSL district and a variety of other interests.

One principal and one athletic/activities director from each VHSL district are being asked to serve on Strategic Planning Action Teams (SPATs). These teams will meet on a regional basis at eastern, northern, central and western sites for a one-day work session (10:00 a.m. until 2:00 p.m.) during the period January 16-30. The SPATs will review survey results and begin the process of identifying goals, objectives and strategies to meet those objectives in the areas of (1) Operations and Personnel, (2) Policy and Programs, (3) Presence and Advocacy, and (4) Technology and Communication. SPATs will also review critical issues related to Finances. Results of the discussions and preliminary findings of the SPATs will be presented to the Executive Committee and membership in early March, followed by another series of regional SPAT meetings later that month. The final reports and recommendations of SPATs will be consolidated into a Strategic Plan that will be presented for adoption by the Executive Committee at its May 2 meeting.

Below are draft versions explaining some potential critical issues and points to consider as we look at VHSL Finances, Operations and Personnel, Policy and Programs, Presence and Advocacy, and Technology and Communication.



Ultimately, the Strategic Plan product will be designed to identify major goals and critical issues along with action plans to reach them. The Strategic Plan is designed for the long term. It can help us focus on producing effective decisions and actions that further the organization's mission, meet its mandates, and satisfy key stakeholders. It will not sit on the shelf, but rather will be a living document that receives regular evaluation and attention throughout the next five-year period.

Thank you for reviewing this material and for responding to the survey. We welcome your participation in this most important project.

Strategic Planning

Financial Critical Issues

This category should receive attention and be discussed by each Action Team. All members should receive information concerning VHSL finances (i.e., major sources of income and expenses). They need to consider what revenue is necessary to maintain present programs as well as how to fund program additions and offset rising costs related to present offerings.

1. Understand major revenue streams
 - a. Tournament income (state and region; no district)
 - b. Membership fees
 - c. Activity fees
 - d. Registrations
 - e. Corporate sponsors
2. Promote Foundation
 - a. Annual Giving
 - b. Century Club
 - c. Special events (auction, golf tournament, celebrity dinner)
 - d. Benefit Games
 - e. Major gifts
3. Grants and State/Federal Funding
4. New ideas
 - a. Speakers Bureau
 - b. Fee for passes
 - c. Conference fees



- d. Exhibitors
 - e. Marketing blitz (with schools)
 - f. Web/radio/TV
 - g. Printed products and increased advertising
5. Examine expenses to cut costs

Operations/Personnel Critical Issues

This category encompasses VHSL staff, its organization and operation; the League office building, physical plant and property; and the VHSL organization structure including the relationship between member schools and the executive committee and how the League functions. Several findings and recommendations of the March 2006 Compensation and Organizational Structure Study conducted by the VASS Study Team will be incorporated into the Operations/Personal Critical Issues.

- VASS Recommendation Area I: Organizational Structure
 - Reconfigure and add depth to the current organizational chart and chain of command
 - Add a position for Public Relations/Communication/Marketing
- VASS Recommendation Area II: Job Descriptions/Job Titles
 - Revise job descriptions to fit new organizational structure and accurately reflect the responsibilities of each defined position
- VASS Recommendation Area III: Compensation Scale
 - Expand the number of position categories
 - Increase salaries to "market competitive" levels
- VASS Recommendation Area IV: Use of Technology
 - Develop an equipment and cost plan for upgrading technology needs, and include staffing considerations
- VASS Recommendation Area V: Building and Grounds
 - Develop a maintenance plan for upgrading building needs
 - Employ a professional firm to analyze the current building site and possibilities for renovation



Operations/Personnel Topics

1. How do we retain a quality, diverse staff for the VHSL?
2. Consider evaluating effectiveness of Executive Committee members and meetings.
3. Determine improvements to enhance value of October and March League meetings.
4. Determine methods to improve the quality of membership on VHSL committees.

Policy and Programs Critical Issues

This category includes all regulations, policies and programs with special emphasis on eligibility and school regulations, athletic and academic activities and competitions, sportsmanship, officiating and sports medicine. Because these are so extensive, the VHSL Student Services programs are included under Presence/Advocacy rather than Policy and Programs.

- What VHSL eligibility rules are most in need of review or revision?
- How can we best enhance the state playoffs and championships?
- Where are we in terms of division playoffs in sports other than football (special advisory committee)?
- Are there new sports or academic activities that should be included for state competition and recognition?
- What can be done to improve sportsmanship efforts at local and state levels?

Presence/Advocacy Critical Issues

This category includes all aspects of establishing awareness of the League and the values of its programs. How is our organization perceived by members and the public? What can we do to strengthen our visibility and our message?

- How is an enhanced presence related to the VHSL mission?
- What strategies must be implemented to develop a stronger presence for the VHSL?
- With what organizations can the VHSL build stronger working partnerships?
- Explore presentations at state and national conferences of allied organizations.
- How can recognition programs (Hall of Fame, VHSL awards, scholarships) be strengthened?
- What improvements can be made with regard to Student Services (Student Leaders Conference, Coaches Education, speech and publications workshops, community service programs)?



Technology/Communications Critical Issues

This category encompasses the burgeoning realm of Internet Technology (IT) as well as print and broadcast (video and audio) capabilities. How does the League best deliver its message and information, and how do we receive messages and information? What resources and systems are necessary in order for the VHSL to stay at the forefront of organizations that communicate effectively to constituents and stakeholders?

- Develop an equipment and cost plan for upgrading technology regularly (VASS study team recommendation).
- Determine member school priorities relative to technological needs.
- Evaluate effectiveness of VHSL website.
- Besides Internet and web-related areas, how can we enhance communication (TV, radio, print)?
- What staffing needs are associated with this category?

A Summary

Introduced September 1999, Adopted May 2000

Organizational Image

Strategy

The VHSL will define itself in a way that is understood internally by members and staff and externally by stakeholders. The definition communicated to these diverse publics will reflect the League's role in the total education of Virginia's youth.

Action Plans

- 1.** Conduct an audit of multiple populations, including internal targets (students, coaches advisers, administrators, teachers, parents, boosters and vendors), as well as external targets (taxpayers, media and the General Assembly) to determine what they know about the League, what they think about the League and how they get their information.
- 2.** Develop a procedure and materials, possibly including a handbook and/or video, for working with schools to promote an understanding by school boards, central administrators, school administrators, faculty, parents and current and future students of League rules and regulations, as well as services. Such material should articulate the value of activities and the League philosophy.
- 3.** Produce materials which might include a brochure and/or PSA announcements and videos that can be used to communicate the VHSL message to the general public or taxpayers, with special concern for parents and state legislators, as a means of promoting support. Develop a strategy for distributing this information through the media and other resources.



Advocacy for Activities/Events

Strategy

The Virginia High School League must promote the positive values of participation in League activities including sportsmanship and citizenship. Virginia High School League activities, events and competitions must offer quality experiences taking into consideration students' loss of instructional time.

Action Plans

1. Provide schools with suggestions on how to reduce the loss of instructional time.
2. Examine the Virginia High School League's state championship events to explore the reduction of loss of instructional time. This should include considering Sunday competition where possible.
3. Where needed and where feasible establish event promotion committees in areas where state events are to be held. They would coordinate with the VHSL staff member responsible for that event, the event director and the local chambers of commerce or sports interest groups, a plan of promotion. They would consider not only local promotions, but also statewide promotions.
4. Semi-permanent sites have been successful for some state events. The League should examine this possibility for other events.
5. Maintain an emphasis on sportsmanship as an integral part of all activities.

Finances and Foundation

Strategy

The VHSL will increase revenue for support, maintenance and expansion of VHSL services and programs.

Action Plans

1. Identify funding needs in terms of name recognition, student services, reserve fund, recognition program, tournament support, non-revenue activities and team reimbursement.
2. Organize an annual fund drive to build constituency support from individuals and a foundation for a capital campaign.
3. Construct a professionally designed case statement for use as a fundraising tool, as well as a modified version for use in League publications.
4. Increase sponsorships by identifying new sources of revenue and seek additional funds by promoting increased attendance at state events and conducting special events.
5. Build the VHSL Foundation through large annual fund donations and League support, as well as grants from other Virginia foundations.

Eligibility and Policy

Strategy

VHSL will identify conflicts in eligibility regulations with the SOL requirements, and scheduling conflicts with required remediation programs.

Action Plans

1. Meet with the Department of Education to identify problem areas between SOL and VHSL eligibility rules.
2. Distribute identified problem areas to member principals, and survey principals to determine the best plan for reducing conflicts with rules and remediation schedules.
3. Make necessary changes in the Handbook.



Member School and Student Services

Strategy

VHSL will assess its role in fulfilling its mission statement of service to youth and member schools.

Action Plans

1. Present a revised staff plan reflecting how best to meet the future needs of the VHSL membership.
2. Develop a technology plan and appoint a Technology Advisory Committee for monitoring the technology services.