

2018



**Saskatchewan High Schools  
Athletic Association. (SHSAA)  
Strategic Plan update  
November 29, 2018**



***MANAGEMENT INC.***

*Expert Advice You Can Count On*

December 05, 2018

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## INTRODUCTION

This document represents the results of the Saskatchewan High Schools Athletic Association (SHSAA) strategic planning session held on November 29<sup>th</sup>, 2018 at Regina, Saskatchewan.

The following Board members and staff participated in the session:

-  Shelley Sargent
  -  Graham Comfort
  -  Shannon Stephenson
  -  Al Wandler
  -  Ryan Fowler
  -  Kirby Frey
  -  Kelly Adams
  -  Darren Nordell
  -  Nathan Noble
  -  Val Gordon
  -  Donna Banks
-  Staff:
- Lyle McKellar
  - Jessica Blair
  - Stefanie Lewis
  - Dave Sandormirsky

The session was facilitated by Larry Lang, Senior Partner, HMC Management Inc. (HMC)

## VISION 2024

***The SHSAA will be recognized as a valued and integral partner within the education system in the overall development of all students.***

## MISSION 2018

***The purpose of the SHSAA is to foster educational opportunities for all students through interschool sport.***

## **SHSAA VALUES**

### **Student-Athlete Welfare**

The SHSAA is committed to amateurism, student-athlete welfare, gender equity, sportsmanship and fair play within an ethical framework, cultural diversity and the overall athletic experience. This will be reflected in every aspect of the athletic administrative operations and decisions.

### **Fair Competition**

The competition among teams in SHSAA activities is genuine yet fair to ensure that each participating team has opportunity to advance through the playoff structure for that activity and achieve the educational goals of school sport.

### **Personal Development**

The encouragement of an active healthy life style, the competitive environment, application of rules and conduct of student-athletes, coaches and officials contribute positively to achievement of the social, personal and citizenship goals of education.

### **Celebration of Excellence**

The overriding purpose of SHSAA programs is to celebrate school team and student-athlete success, participation and demonstration of the benefits and qualities of sportsmanship. Every effort is made to recognize each of these benefits of high school athletic competition.

### **Equity of Access**

SHSAA will endeavour to provide equity of access to participation across the province..

## OPERATIONS PLANS

### Partnerships

Strategic Direction Title		Partnerships
<p><b>Strategic Direction Statement</b></p> <p>Creating partnerships will be critical to ensure SHSAA sustainability. Creating those partnerships will require an increased awareness of the value of SHSAA as an organization and of the programs it offers. Partnerships must be developed with groups and organizations within and outside of the education system that we operate in. We must recognize our valued volunteer teachers as our partners.</p>		
<p><b>Association Accountability:</b></p>		<p><b>Staff Accountability: Executive Director</b></p>
		<b>Completion Date Yr</b>
<b>Milestones</b>	Meet as required with Provincial Sport Governing Bodies (PSGB).	
	Develop "campaign" to promote the value, for the student, of a multi-sport philosophy in our schools.	
	Work with Saskatchewan Teachers' Federation (STF) and others to promote the value of volunteering in school sports.	
	Develop a "coaches' development page" on our website to gather links for coach development opportunities.	
	Develop a value proposition to STF and meet with them to discuss our value to the education system. An initial awareness meeting could set the foundation for further meetings.	
	Develop a strategy to get more School Board support and awareness of SHSAA's value.	
<b>Measures of Success</b>	Increase in the number of teacher volunteers.	
	Formal validation/recognition by STF that SHSAA is a valued and integral partner within the education system in the overall development of all students.	
	Roles determined and strategies developed.	

## Association Development

Strategic Direction Title		Association Development	
<b>Strategic Direction Statement</b>			
SHSAA must ensure that its governance, administrative structures, systems, and communications evolve with the environment we operate within. This means constant review and revitalization of those systems to ensure they meet the needs of our members and stakeholders now and in the future.			
<b>Association Accountability:</b>		<b>Staff Accountability: Executive Director</b>	
			<b>Completion Date Yr</b>
<b>Milestones</b>	Seek direction from the members regarding an overall review of our constating and governance documents.		
	Initiate discussions regarding succession planning for the organization.		
	Develop communication strategy.		
	Update this plan annually beginning in November of 2019.		
<b>Measures of Success</b>	Plan updated in November 2019, 2020, 2021 etc.		
	Governance systems and documents reviewed and recommendations put before the members.		
	Communications strategy developed and implemented.		

## Programs and Services

<b>Strategic Direction Title</b>		<b>Programs and Services</b>	
<b>Strategic Direction Statement</b> SHSAA must ensure that its programs and activities and their delivery are always relevant for our stakeholders.			
<b>Association Accountability:</b>		<b>Staff Accountability: Executive Director</b>	
			<b>Completion Date Yr</b>
<b>Milestones</b>	Monitor the classification system for the next year or so to see if this needs further changes.		
	Conduct a program/activity review and report back to the membership specific to next steps if any.		
<b>Measures of Success</b>	A completed compilation of SHSAA programs, services and functions.		

## PROGRAMS DISCUSSION

The Planning team discussed program development structures considering suggested changes to Association values; the effect of those changes on existing program “Guiding Principles”; and upcoming meetings. More specifically the team discussed how the Provincial Championship Program and other programs could be presented for input by a wider group such as District Presidents. The following was provided subsequent to the planning session for the planning team’s consideration and as an example:

**In their development and implementation, all programs of SHSAA must follow and reflect the values of SHSAA and identify clear goals the program is to achieve. The programs are then structured in a manner to achieve the goals of the program.**

	<b>Provincial Championships Program</b>	<b>Program 2</b>
	<p><b>Program Description</b> The SHSAA plans and coordinates all playoffs leading to the provincial championships. Districts and school divisions plan and coordinate interschool athletic competitions and organize and support playoffs at the school division and SHSAA district level as proposed by the SHSAA.</p>	<p><b>Program Description</b></p>
<p><b>Values</b></p> <ul style="list-style-type: none"> <li>✓ Student-Athlete Welfare</li> <li>✓ Fair Competition</li> <li>✓ Personal Development</li> <li>✓ Celebration of Excellence</li> <li>✓ Equity of Access</li> </ul>	<p>Association Values do not have to be stated but the program and the goals of the program must follow and reflect the values.</p>	<p>Association Values do not have to be stated but the program and the goals of the program must follow and reflect the values.</p>
	<p><b>Program Goals</b></p>	<p><b>Program Goals</b></p>
	<p><b>Goal 1 Playoffs</b> The advancement of school-athletes and school teams to a provincial championship is by a series of playoff competitions. It is generally given that playoffs leading to the provincial championship may include playoffs at the school, school division, SHSAA district or conference, regional and provincial final levels. <b><i>The number of meaningful and manageable playoffs necessary to eliminate to the provincial final event will determine the number of levels and sequence of playoffs.</i></b></p>	<p>Goal 1 to however many Goals are required or desired to guide the development of the program.</p>

	<p><b>Goal 2 Efficient Scheduling</b></p> <p>The scheduling of all playoffs must respect ‘instructional time in the classroom’; however, it is also acknowledged that there is great educational value derived from participation in competitive playoffs leading to the provincial championship. Considering the unique aspects of each sport it is inevitable that some classroom instructional time will be directed into the athletic opportunities for student athletes. <b><i>Playoffs leading to the provincial championship should respect economic implications, travel time and absence from school.</i></b></p>	
	<p><b>Goal 3 Consistent Application</b></p> <p>The program goals and SHSAA approved structures including the classification structure for team sport and the playoff structure leading to the provincial championship are applied consistently across all sports and levels of championship competition and from year to year to ensure meaningful and manageable levels of play. Individual sports should also follow a consistent level of playoffs albeit they may differ from team sport playoffs.</p>	
	<p><b>Goal 4 Number of Teams in Championships</b></p> <p>The maximum number of teams permitted to play in playoffs leading to a provincial championship is the least reasonable number in consideration of the sport to ensure efficient management and delivery of a safe and competitive event.</p>	
	<p><b>Goal 5 Character Development</b></p> <p>Although winning a championship will be a goal of many teams it is but a pleasant by-product of the journey. The true value in the journey of school sport and ensuing playoffs is character development consistent with the goals of education.</p>	
	<p><b>ADD AS MANY GOALS AS MAY BE REQUIRED OR DESIRED</b></p>	
	<p><b>NOTE</b></p> <p>Classification is identified as a separate guiding principle for this program. It likely does not need to be here as it is alluded to in Goal 3. Classification is an approved policy already.</p>	