

Applied Strategic Plan For the South Carolina Alliance for Health, Physical Education, Recreation and Dance

Vision

The Alliance provides leadership and unites associations devoted to health, physical activity and wellness to reach common goals.

Mission

The mission of the South Carolina Alliance for Health, Physical Education, Recreation and Dance is to promote health, physical activity and wellness among the state's citizens through effective leadership, professional development, education and advocacy.

Purpose of the Alliance

The Alliance for Health, Physical Education, Recreation and Dance unites professional associations engaged in dance, fitness, health, physical education, recreation, sport, athletics, wellness and other related professional fields in an organization that allows members of diverse interests to pursue common goals.

The Alliance exists to:

- Provide benefits and professional development opportunities for the members.
- Support communication and collaboration among associations.
- Strengthen advocacy for political, professional and educational change.

Leadership and Professional Development

Issues

The Alliance has an important role in supporting professional development and leadership for the professions. The Alliance membership includes a diverse group of professionals who care about their practice. The Alliance needs to develop leadership skills within its associations' membership and expand involvement. This will require funding support and development of effective systems of implementation. SCAHPERD needs to support the development of younger professionals by getting them involved in presentations and other activities. In-services or workshops should be offered that help members develop leadership skills.

Current Situation and Future Outlook:

Professional Development. The Alliance provides a vehicle for professional development. It plays an important role in keeping members up to date with current practices in the association fields. The member associations provide many learning opportunities for professionals and future professionals. To maintain high quality programs, the convention and training sessions must have respected and knowledgeable presenters. The South Carolina Physical Education Assessment Project (SCPEAP) is an example of an initiative directed at strengthening a professional discipline. Similar efforts could be developed to support professional development for other associations. The expense of this initiative may be a barrier to such an approach.

Leadership. Leadership experiences are a valuable part of professional development and of establishing the Health, Physical Education, Recreation and Dance (HPERD) disciplines as valued partners with educational, governmental and community organizations. Service in leadership positions offers a variety of benefits:

- meeting people from many professions,
- participating in leadership development experiences, and
- building relationships with organizational partners.

There are a small number of members who are active in the leadership of the Alliance. The Alliance Board of Directors needs to better engage its standing committees in carrying out the work of the Alliance, based on a plan of action with time frames. New leaders may need training and skill development to be effective board members and to understand the legal issues and financial issues of non-profit organizations. Alliance leadership must map out a plan that outlines the major goals of the Alliance to enable consistency, continuity and direction for the leadership of the Alliance over time. Empowerment of members is important. It is essential to report and provide feedback to the Alliance's members regarding achievement of these goals and objectives to ensure that the organization is responsive to membership needs and expectations. Currently, many officers are recycled into various offices and committees. Strategies are needed

for encouraging broader participation among members.

Professional Standards. The Alliance can create a platform for professionals to share ideas regarding professional practice issues, practice standards, and recognition for exemplary work. It is particularly important for professionals to share and communicate with young professionals to encourage and assist them in their development and integration into professional practice. For some of the associations, professional practice standards and continuing professional education are important issues that may be related to national standards.

Reputation. The Alliance needs to maintain a strong national reputation as a model state HPERD organization. The Alliance has a strong linkage to the leadership of the Southern District and national level organizations. SCAHPERD is unquestionably one of the best state Health, Physical Education, Recreation and Dance alliances in America. SCAHPERD also enjoys a very good reputation and working relationship with several state agencies and non-profit organizations. It is critical for SCAHPERD to maintain that reputation, meet the needs of its professionals, and serve the public interests as capably as it has in the past.

Students and Young Professionals. Presently, there are several opportunities for younger professionals to become involved in association activities, including SCPEAP, Physical Education Institutes (PEI), and pre-convention workshops. The associations are losing membership in the student population. This has an effect on the young professionals' involvement. Incentives, presentations, and rewards for student professionals should be provided to increase participation in the SCAHPERD journal, SCAHPERD convention, and other activities. The associations could pay for student attendance at regional or state conventions through grants. The Alliance and associations need to do a better job at communicating through publications, mailings, and other channels about the opportunities for student involvement. A full-fledged campaign for student and young professional involvement should be initiated.

Most members first joined their association while they were students in college. The main reason for joining was to belong to a specific professional association. This has implications for the way SCAHPERD is organized. Emphasis should be placed on integrating students into their primary association, welcoming and recognizing them, and mentoring their involvement as they make the transition to professional work. Each association should have a student section. There should be at least one HPERD faculty advisor at each college, and a plan for actively encouraging student involvement in the associations. The role of the present Student Association needs to change from that of a separate organization to an inter-association committee to plan for a student session at the convention. These changes will require modification of the Alliance constitution.

Strategies

1. The Alliance will strengthen the member associations.
2. The Alliance will expand partnerships with other non-profit and professional

organizations to strengthen its ability to advocate and influence decisions that are related to its mission.

3. The Alliance and associations will mentor students and professionals to become leaders in the associations. Student sections will be integrated into each association, and not be a separate student association.

Objectives

1. To encourage associations to provide opportunities to engage their members in leadership positions.
2. To build leadership skills in members.
3. To provide benefits or incentives for leaders, within the available funding.
4. To provide leadership opportunities for students and young professionals.
5. To promote increased sharing of ideas, employment and training opportunities among members.
6. To increase outreach for membership, visibility, and communication.

Specific Tasks

1. The Alliance and associations will offer additional professional development opportunities for recreation, sport, and athletics disciplines, including athletic trainers and coaches, during the convention and outside of the convention. The Alliance and associations will sponsor and promote additional annual workshops, seminars, and special events for members.
2. The Alliance and associations will provide opportunities for interaction and involvement at the state level and to recognize members for their contributions.
3. The Alliance and associations will offer regional and local training in addition to the activities at the state level.
4. The Alliance will collaborate with the Southern District officers to offer joint sponsored programs.
5. The Alliance and associations will sponsor and financially support a speaker's bureau and a workshop/seminar coordinator.
6. The Alliance and associations will provide incentives such as travel money to promote greater involvement.
7. The Alliance and associations will continue to provide in-services and workshops, such as SCPEAP.
8. Meetings will be conducted in an efficient manner. Committees will be streamlined to reduce the number of meetings and amount of travel required. Productivity will be improved by distributing materials in advance of the board meetings and by using technology, including teleconference and internet capabilities, to reduce travel to meetings.
9. Each association will have specific roles and responsibilities. For example:
 - New members will be welcomed into their association with a membership package and recognition at the annual meeting.
 - The associations will identify faculty advisors to assume responsibility for recruiting and mentoring students.

- Associations will encourage their members to produce at least two articles for each journal issue.
- Associations will maintain current membership lists and communicate with members on a regular basis.
- Associations will collaborate through the Alliance to conduct surveys or other assessments to obtain feedback from members and foster participation.
- Associations will hold annual membership drives.
- Associations will collaborate through the Alliance in planning for the annual convention and for other workshops or events.
- Associations will work together through the Alliance Board to monitor and implement the strategic plan.

10. The Alliance and associations will use the Leadership Development meeting held each January as an opportunity for leaders to learn more about each Association.
11. The Alliance will consider appointing an ad hoc committee to recommend outside organizations with common interests that might join the Alliance.
12. The associations will provide articles describing their goals, objectives and practices for the Alliance's publications and website.

Membership

Issue

Key issues related to membership in the Alliance include: recruiting and retaining members; providing benefits and incentives for members; and setting directions for future growth. The Alliance needs to establish a balanced membership within the associations. The organization is losing the involvement of students and future professionals.

Current Situation and Future Outlook

Membership. Membership is very important to each association and therefore, the Alliance. Satisfied members help to keep the associations moving forward in terms of practice and policy issues. Members' needs change over time and a mechanism should be in place to help gauge their changing interests, continuing education needs, and communication needs.

There needs to be a significant membership growth for all associations. Recruitment of more members in the associations is essential so that there is a representative membership, including students, faculty, and professionals.

The Alliance and the associations provide positive benefits to members: they advocate for the various professions, show recognition through awards, and offer continuing education through annual conventions and workshops. The convention offers opportunities for sharing, professional development, and for networking in and across disciplines. The Associations offer pre-convention workshops and training. The Alliance and the associations offer opportunities to develop leadership skills through participation in committees and officer positions. Members can be spokespersons for best practices, leadership, and quality training. Alliance and association activities provide opportunities for fellowship.

The Alliance needs to improve its capacity to change to meet the needs of its membership. The state's population is rapidly growing more diverse, as is the membership of the Alliance. Members should be asked for their perspectives on what they want from membership. The availability, type and diversity of its services for members should be improved. The diversity of membership could be improved through recruiting members with diverse racial and ethnic heritage, and through involving more college students and faculty.

Students. The student association has experienced a decline in membership and participation. The Alliance and Associations need to figure out how to get college students more involved. There is increased specialization in all fields that creates fragmentation and divisions within the fields and changes how people identify

themselves with their professions. The Alliance can serve an integrative function that brings young and new professionals to a broader understanding of professional activities and health issues. They can see better how their specialty fits in with the bigger picture, and relate to a more general professional identity. Students entering or considering professional careers in the areas supported by the Alliance ought to recognize it as an organization they should join for their continuing education, professional standards and camaraderie. It is important to maintain contact with students after graduation, to encourage continuing membership.

Student involvement allows students to learn about their future professions. Faculty members can relay information to their students and raise student awareness of the importance of participation in professional development activities. Some colleges and departments emphasize this more than others. There are also indirect benefits to students. The Alliance's activities help teachers and professors share knowledge and become better teachers. To attract students, the associations will need to provide additional incentives for them, programs that meet their needs and professional development specifically for them.

Barriers and Incentives. The Alliance faces the challenge of trying to maximize member benefits while minimizing member costs. Membership fees have been kept at relatively low levels, and are not sufficient to support the organization's operations or provide expensive benefits. Consideration should be given to raising membership fees in order to fund operations and benefits.

Another consideration is that the Alliance is primarily directed toward education professionals. Recruitment efforts should emphasize attracting students and professionals who are not in public school settings. The services provided by the associations will need to meet the specific needs of these groups. Development of leadership skills may be an area the associations can offer to these potential members, through service on committees or as officers.

Strategies

1. The Alliance will emphasize attracting more professional fields such as athletic training, coaching and other related professions.
2. The Alliance and associations will coordinate recruitment and retention efforts.
3. The Alliance and associations will tailor publications, website, programs and advocacy events to attract and retain members.

Objectives

1. To coordinate membership functions to improve recruitment and retention of members.
2. To advocate for the opportunity to purchase legal protection, training, and liability safeguards for members.
3. To increase the involvement of students and young professionals in each association.

4. To increase the diversity of the Alliance's membership base.

Specific Tasks

1. The Alliance and associations will develop and maintain a quality website.
2. The associations will increase personal contact to keep people involved.
3. The associations will become more attuned to technologies such as teleconferencing and the internet, to better meet the changing needs of members.
4. The Alliance will raise membership fees to provide money to improve member benefits and services.
5. The money allocated for student scholarships in HPERD will be systematically increased.
6. Each association will devise a plan to recruit members and provide incentives for joining.
7. The Alliance and associations will create and maintain a directory of member contact information, including email addresses and websites.
8. The Alliance Executive Director will make campus visits to college programs to promote recruitment and SCAHPERD programs.

Staffing and Funding

Issue

Funding is a critical issue for the Alliance and its associations.

Current Situation and Future Outlook

Staffing. The Alliance needs to look at staffing, secretarial support, and office space. Currently, the Alliance operates out of the Executive Director's home, so a new office location must be found. The functions that the Executive Director carries out must also be addressed. The Alliance provides administrative management and support for grants and serves as a fiscal agent for other organizations for handling funding for conferences and projects. With the gradual growth of the Alliance, the Executive Director will probably need to become a full time position and will need at least part-time secretarial support. The Board should consider paying for a part-time Journal and publications editor.

Funding. Funding issues include maintaining contracts with state agencies, concerns about the present economic climate; obtaining finances needed to achieve goals; developing sufficient funding to support a full-time executive director; and securing grants with the state Department of Education and other organizations or foundations. It is important to make sure that funds are concrete and readily available before committing to any long-term revenue-generating service projects. Funding the assessment program is a priority, but there is a need to develop support for this program from all associations.

Recommendations

Strategies

1. The Alliance Board of Directors will review its current financial strategies to ensure they are complete and up to date.
2. The Board will update its funding strategy.

Objectives

1. To ensure that a viable financial plan is in place, with a process for on-going review.

Specific Tasks

1. The Alliance will establish a permanent office for SCAHPERD. The Alliance will explore options for office space and secretarial support. It will consider the possibilities for co-location with another organization.
2. The Board will review current assets to determine the Alliance's ability to fund a full-time Executive Director.

3. The Board will explore options for hiring a grants writer to assist the Alliance and its associations to develop competitive proposals for funding from various sources.

Communication

Issue

Good communication is essential, both within the Alliance and with external audiences. Communication between associations and within associations needs to be improved.

Current Situation and Future Outlook

Internal Communications. There is a high priority need to improve internal communications. Major methods for communicating within the Alliance include newsletters, journals, correspondence, e-mail and the internet site. The Alliance should focus on improving the effectiveness of communication and using technology to enhance communication and participation. Communication could be improved through expanded internet services within the state and readily available listservs linked to the organization's webpage. This would be greatly facilitated by having one person be responsible for both internet communication and webpage development for all the associations. This could be the responsibility of the secretary or a function that is done through a contract.

Communication among the associations should promote the sharing of information about each association, its goals and activities. This would help the members gain a greater appreciation for all the associations and professions. Each association needs to communicate how it contributes to meeting the Alliances' mission, through shared sessions at the conference or retreats. Communication within each association needs to be enhanced as well.

Publications represent an important service that the Alliance provides in collaboration with the Associations. The Alliance needs to examine its publications and other products carefully, and consider re-designing, re-developing and re-implementing the publications. The biannual publication of the Journal should be examined, along with its quality and frequency. It might be used as a venue involving students and young professionals.

Marketing the Alliance. The goal for the Alliance should be that all health, physical education, recreation and dance professionals be a part of SCAHPERD. The Alliance should be seen as an important organization that professionals and students should join. The Alliance and associations need to study potential membership: what are the numbers of each type of professionals in the state, compared with the numbers of members? New sources of potential members and support could be reached through events that create awareness of the associations.

Overall, communication with other related organizations in South Carolina could prove to be mutually beneficial to all organizations that hold an interest in health, physical activity and wellness. This could be accomplished by facilitating a discussion with other

leaders and executive directors throughout the state

Public Communications. The Alliance needs an emphasis on public awareness. In the general public, most people recognize the organization as strictly a Physical Education organization, as it originally was. There should be efforts to promote public awareness for all of the associations. Other public awareness efforts should center on raising awareness of public health risks and of the benefits of physical activity. Emphasis should be placed on promotion of health and fitness, including targeting programs to specific at-risk populations.

The Alliance should consider its impact at the state level on the health of South Carolinians and support the broader concept of improving the quality of life in South Carolina. Sedentary lifestyles are dangerous: the Alliance should be getting this message out to the public. There are many physical activity issues for the general population. Many non-professionals are interested in the issues of physical activity, sports and health.

Strategies

1. The Alliance and associations will improve the quality and quantity of internal and external communications.
2. The Alliance and associations will develop a regional approach to communication and marketing.
3. The Alliance and associations will explore marketing tools and approaches to improve external communications and public awareness.

Objectives

1. To improve internal and external communications.

Specific Tasks

1. The Alliance and associations will provide more information on the website, including member contact information and webpage links to related organizations.
2. The Board will consider holding a leadership conference or retreat on improving communications.
3. Communications within each association need to be enhanced through mailings and electronic methods.
4. The Alliance and associations will identify specific marketing methods for increasing public awareness.

Advocacy

Issue

Advocacy represents a critical function for the Alliance and member organizations. The Alliance supports public policies and programs that promote the mission of the Alliance and associations.

Current Situation and Future Outlook

Advocacy. Political advocacy is an important aspect of the Alliance. Advocacy is needed at the local, state and national level. Alliance members are active in promoting health and physical education, which is essential in present political and economic circumstances. The Alliance needs to explore new avenues for local advocacy. Many decisions that affect community wellness are made by the state legislature and local government officials. Advocacy efforts must rely on local association members who can speak effectively to community leaders about issues in health, physical activity and wellness. The Alliance and associations could organize and support local advocacy efforts. Representatives and faculty from schools and colleges will be involved.

Strategies

1. The Alliance's Political Action Committee will be charged with organizing and mobilizing advocacy efforts.
2. The Alliance and associations will offer skills building in advocacy for members.
3. The Alliance and associations will develop advocacy efforts at the regional and local level.

Objectives

1. Maintain and update the listing developed by SCPEAP that identifies members and their local representation as part of the SCAHPERD website and listserv.
2. Develop collaborative relationships and partnerships with at least one organization or association per year for enhancing advocacy efforts.

Specific Tasks

1. Each association will identify, train and support advocates throughout the state.
2. The Alliance and associations will develop and offer positions on bills or initiatives to communicate to legislators and local officials.

Convention, Products, and Services

Issue

The Alliance and the associations need to identify and provide the key services and products that members want.

Current Situation and Future Outlook

The annual convention is of critical importance to the organization: it is linked to all other topic areas, because it is the main event of the Alliance. It provides forums for communication, opportunities for cross-over, learning from experts in many fields, and speakers for joint sessions. The willingness to host out-of-state professionals as guest speakers at the convention has been a major benefit to Alliance members and helps in building the national reputation of the organization.

The convention is a major incentive for recruiting and retaining members. Strategies could be developed for promoting the convention through each association's activities. For example, over 450 SCDA members attended this year's dance festival, but fewer SCDA members attended the SCAHPERD convention. To improve recruitment among dance professionals, the convention could be held at a facility that has space nearby that is suitable for dance performances. Workshops and in-service training events are other opportunities for the associations to promote the SCAHPERD convention.

The Alliance and associations provide many products and services, including:

- Identity products - featuring clothing and products with the Alliance and association logos
- Information from SCPEAP
- framework for dance education
- Physical education assessment project has produced books and CD-ROMS
- Dance Association festival
- Continuing education with contact hours for maintaining certifications
- Speaker's bureau
- Publications: journal. Newsletters, flyers
- Fitness gram
- Workshops
- Jump Rope for Heart
- Website and links
- Bi-annual student sport management convention
- Scholarships
- Awards (recognition and monetary)
- Grants for projects

Strategies

1. The Alliance and associations will provide products and services for the benefit of the members.

Objectives

1. To prioritize products and services based on input of members
2. To develop a marketing plan to better advertise services and products
3. To ensure that services and products are promoted on the Alliance and associations' websites.

Specific Tasks

1. The Alliance will consider scheduling the convention so that the dates are convenient for more members.
2. The associations will provide more programs at the convention that involve student participation, young professionals, and offer sessions to attract other disciplines and professionals in related fields such as coaching, athletic training or exercise science.
3. The associations will collaborate to offer joint educational sessions and workshops at the convention.
4. The associations will assure that there are appropriate facilities at or near the convention site for dance performances.
5. The Board will consider supporting certification workshops for first aid, CPR, Fitness Trainer, Aerobic Dance Instructor, Coaching, and other topics.

**Prepared by the Applied Strategic
Planning Committee
Michael Monroe, Chair
September 17, 2002**