

## *CoSIDA Board of Directors Strategic Initiatives Progress Update*

### *Organizational and Management Based*

- *Strategic Plan developed and approved in June of '08*
- *Strategic Plan has enabled the organization to be much more focused and it has enabled the organization to better concentrate on not only managing but leading the organization, and it has also enabled it to be more pro-active with regard to leading the profession in general*
- *A emphasis was put on developing a more “federated” structure and as a result a new management tier- University and College Division Management Advisory Committees- was instituted and implemented*
- *Due to the new management tiers, there are many more groups and people actively involved in leading/managing multiple aspects of the organization and profession*
- *New management concepts as it relates to BOD and management tiers has resulted in a feeling that we are more pro-active – both internally and externally- as it relates to dealing with organizational and professional issues.*
- *BOD Management Structure Improvements*
  - *all BOD members now have assigned duties, responsibilities, task/project assignments*
  - *all BOD members, not just officers, are more actively involved in various organizational matters*
  - *BOD duties/responsibilities are better spread-out so that some people don't have a huge amount to do and others have virtually no duties/responsibilities. There is still work to be done in this area*
  - *BOD has been restructured so that it is clearly spending more time on numerous organizational and professional matters, not just the convention as has been the perception*
  - *There is more “project based” focus, especially in areas other than the convention based matters*
  - *All fund-raising based efforts have been more centralized in terms of management and accountability with the Marketing and Executive Director. 2<sup>nd</sup> VP position has been divested significantly in fund-raising time as a result of this move.*
  - *Specific monthly organizational/management checklists have been developed to aid in future planning*
- *Discussions have begun relative to redoing officer duties/main functions so that more emphasis is placed on enabling them to deal with issues/leading and managing the profession vs. primary convention related duties as has been the case for quite some time. Discussions have begun how to better use the three Past Presidents on the Board in that regard as well.*
- *Committee Based Improvements*

- *More active BOD liaison management with each and every committee*
- *More accountability has been put into place for each committee chair and each BOD liaison as there is more monthly communication and reports to BOD than in the past*
- *Each committee chair has now been asked to provide a specific list of goals and objectives for the upcoming year as to how they will specifically support the organization strategic plan and seek to improve membership based performance*

#### *Enhanced Visibility/Leadership Role Within Collegiate Community*

- *Worked with Bob Vecchione- Deputy Exec. Director of NACDA- and Joan Cronan- Women's AD at Tennessee and President of NACDA- to determine short-term ways that CoSIDA and NACDA could better work together to aid each group's appropriate membership. Those conversations eventually led to a proposal from NACDA with regard to a unique partnership arrangement which enabled CoSIDA to keep control over its association matters while benefiting it with more direct access to the other leadership groups within the collegiate community and regular exposure to other groups within that community via email/magazine visibility- both things that CoSIDA did not have in either regard- and moving our convention to the NACDA site on a trial basis beginning in 2013*
- *Partnership arrangement with NACDA provided CoSIDA with the immediate ability to provide a monthly "CoSIDA Corner" column that will appear in the NACDA membership magazine- 9,000 university and athletics administrators receive. Partnership allows for us to use each others websites to share appropriate information and news. This enables CoSIDA to reach 13,000 additional university and athletics administrators relative to appropriate items*
- *Partnership with NACDA enabled organization's leadership to represent CoSIDA in-person at the annual NACDA mid-year meeting in late January- a first for CoSIDA. CoSIDA is now one of 15 college management affiliations at that meeting and CoSIDA was given the opportunity to address the NACDA Executive Committee and each of the affiliates with regard to the organization/profession over the course of the three-day meeting*
- *As a result of appearance/presentation at NACDA mid-year meeting in Jan. '09, relationships were started and developed with several groups- DIA AD Assoc., FCS AD Assoc., DIAAA Athletics Directors Assoc., D2 AD Association, D3 AD Association, NAIA, National Two-Year Institutions Assoc., Marketing Directors, Compliance Directors, Development Directors, Event Managers Association, Licensing Directors Assoc.,*
- *CoSIDA was invited to have a seat on the monthly National Communications Directors teleconference (PR Directors for six BCS conferences, rep from NCAA Communications Dept, CoSIDA rep and Coordinator for BCS (Bill Hancock). Purpose of group is to discuss communications-based issues and possible strategies for assisting the athletics community.*
- *Established a strong working relationship with Erik Christenson and Bob Williams of the NCAA Communications Dept. that better ensures us being put*

- into more pro-active situations to deal with forthcoming news and NCAA legislative matters that would effect our organization/membership/profession.*
- *Improved relationship with NCAA led to them approaching CoSIDA in early March of 2009 relative to the Div. 1 Recruiting Cabinet preparing to perhaps advance legislation dealing with the elimination of printed media guides. That advance info enabled CoSIDA to then take on a coordinating role in terms of informing DI communications leadership throughout the country, having CoSIDA's newly formed UD Management Advisory Committee – chaired by Charles Bloom- to coordinate this national discussion so that our thoughts and ideas would be presented to this NCAA Cabinet prior to the finalization of the proposed legislation instead of after that stage which has been the norm in the past for our organization. The Div 1 Recruiting Cabinet then extended an invitation for CoSIDA to attend this group's meeting in June, the first time in organizational history CoSIDA has had a opportunity to participate in-person with a NCAA committee prior to legislation being written/proposed*
  - *Worked with Grant Taeff and Mel Puliam of American Football Coaches Assoc. with regard to better affiliation/relationship between our two groups. That led to an invitation for CoSIDA to address the AFCA Board of Trustees in Nashville on Jan. 11, 2009. This was the first time that CoSIDA has ever been invited to address this group.*
  - *Pro-actively reached out to Dutch Baughman- Exec. Director of Div. 1A Athletics Directors Assoc.- to indicate that CoSIDA would like to work with him/that group relative to issues that jointly involve both groups in the areas of “communications.” That resulted in CoSIDA's first-ever invitation to attend the annual D 1-A Athletic Directors Assoc. meetings in Sept. of '08. That appearance resulted in further dialogue relative to ways that CoSIDA could be of resource value to that meeting in the future as well as regular correspondence on appropriate issues with that group. CoSIDA then was one of a few groups that had its Executive Director extended an opportunity to participate in a forum in Sept. of '09 that will deal with economic based issues facing college athletics. Also, Dutch, after reviewing our pro/con document on “printed guides discussion” decided to distribute that to all D1A Athletics Directors in mid May.*
  - *CoSIDA leadership asked by communications leadership of BCS to work with the media relations committee at the 2009 National Championship Game.*
  - *CoSIDA leadership helped the FWAA coordinate a “Roundtable Discussion” on media based issues at the 2009 National Championship Game.*
  - *Interviews/ Q&A's conducted with NCAA News, Athletics Management magazine, AFCA Newsletter- First Down- and International Sports Journal*

#### *Fund Raising/ Sponsorship*

- *A commitment has been put into place to start the yearly fund-raising efforts much earlier and to change the philosophy of the fund-raising from being a primary convention based concept to one that is more yearly based*

- *All sponsorship/fund-raising efforts have been centralized with the Marketing Director and Executive Director coordinating that entire process instead of much of that responsibility falling to 2<sup>nd</sup> VP post as in the past*
- *2<sup>nd</sup> VP has been divested of a significant number of organizations/firms to contact. Many of those “accounts/clients” have been shifted to Marketing Director and Executive Director*
- *A commitment has been put into place to provide sponsor based inventory throughout the year, not just primarily as it relates to the convention*
- *A “tracking chart” program has been put into place that enables the leadership to more routinely stay abreast of the fund-raising efforts.*
- *All sponsorship levels have been evaluated and much more inventory is being provided throughout the year to appropriate sponsors for their support of the organization*
- *More people on BOD are being asked to use their personal/professional relationships to help fund-raise instead of all of those responsibilities falling to just a few people. That has also led to more year –to-year consistency in fund raising efforts as the given sponsor is not always dealing with a new person each and every year.*
- *BOD and organization leadership positions are being more pro-active with regard to sponsor relations*
- *Relationship/agreement with IMG as “sales/advertising rep” has put us in a position to be much more pro-active in the future with regard to selling pure advertising space for online ventures (website, E-Digest, E-Directory).*
- *CoSIDA leadership has personally visited with key sponsors in a much more pro-active manner than the past*
- *Progress has been made in establishing strategic partnerships that will enhance membership benefits in the future in terms of content on website, professional development, webinars and the CoSIDA Community*
- *Arrangement with Sports Services Inc. (official convention online registration partner ) enabled the organization to garner its first-ever direct sponsorship cash revenue arrangement with regard to website.*
- *Arrangement with Collegiate Images has provided us with legal and strategic advice as it relates to Academic All-America program matters*
- *BOD is being more pro-active with regard to seeking out additional corporate support. Since July of last year alone, the organization has attracted five new corporate partners at the \$7500 or above levels (FOX Sports Interactive, Collegiate Images, Lowe’s Senior CLASS Award, Sports Systems, ASAP Sports*
- *Number of \$7500-plus sponsors has grown from eight in 2008 (ESPN, ICS, CollegeFanz, DigiPix Art, NBA/WNBA, NCAA, CBS Sports, TRZ Sports ) to 12 in 2009 (ESPN, ICS, CollegeFanz, DigiPix Art, FOX Sports Interactive Media, CBS College Sports, Lowe’s, ASAP, NCAA, Collegiate Images, Sports Systems, TRZ Sports)*
- *From 2007 to 2009 conventions the number of sponsors who have contributed \$10,000-plus in cash has risen from one to seven, the number who have provided \$5,000-plus has grown from four to ten and the total cash sponsors who have given \$2,000-plus has grown from six to sixteen.*

- *“Cash” sponsorship revenue -outside of the rights fee for the AAA program- has increased from \$46K in 2007 to \$98K for 2008 and \$135K '09.*
- *“Cash” sponsorship revenue- outside of Academic All-America program rights fee- has nearly tripled in the past two years ( \$46K to \$135K)*
- *The \$134,900 in cash sponsorship revenue- outside of AAA program rights fee- for 2009 was the best total in that regard for the organization in the last seven years and the second best yearly total in organizational history trailing only the \$151,500 generated in 2002.*
- *Total cash sponsorship money (AAA rights fee plus convention/website sponsorship packages) has grown from \$212K in 2007 to just over \$301,000 in 2009, a 40% increase*
- *The \$301,000-plus in total cash from fund-raising efforts for 2009 was the largest single-year total in organizational history surpassing the previous high of 264,400 set in 2008.*
- *The 2009 and 2008 years rank first and second in organizational history in total combined cash financial support from fund-raising/AAA rights-fee programs*
- *For 2009, the organization has generated \$425,000 in total organizational financial support (\$301K in cash and \$124K in trade-based arrangements)*
- *The \$425,000 in total financial support to the organization (cash and trade out ) is the largest single year total in organization history.*
- *\$55,500 in “new client” sponsorship cash revenue was raised this past year vs. '08 despite a rough economy*
- *Cash revenue from direct web-based sponsorships has grown from 0 in 2007-08 year to \$4500 in 2008-09*
- *An “internal management checklist” has been put together with regard to specific inventory requirements for each sponsor/partner so that appropriate management in taking place in that regard and things do not slip through the crack and cause issues with a sponsor.*

### *Academic All-America Program*

- *Worked with AAA Committee to provide a more pro-active organizational structure that would ensure more attention was being paid to marketing/PR aspects in addition to the nomination/selection process.*
- *Started process of seeking to establish AAA Foundation as a way of eventually generating funds that would assist the organization in advancing the program in the future in a variety of marketing and branding based ways*
- *Started process of seeking “grants” from organizations on behalf of AAA program and mission*
- *Worked with AAA Committee leadership to setup a Strategic Advisory Board to work with the Committee relative to marketing/PR initiatives.*
- *Academic All-America Hall of Fame nomination process was put online.*
- *Reached a sponsorship agreement with Collegiate Images that includes that organization providing legal-based services on behalf of AAA program and*

- infringement based issues. CI was successful in then halting a long-term infringement case with the Collegiate Swim Coaches Assoc.*
- *Worked with ESPN so that we could get more attention for the program/teams*
  - *Worked with the Marketing/Sales Units at ESPN to assist them with presentation materials as it relates to attracting a sponsor/co-sponsor for ESPN and CoSIDA for AAA core team programs and AAA Hall of Fame.*
  - *Worked with ESPN to start the renegotiation process in Dec. '08 for AAA program contract which expires in June of 2010. In the past, such renegotiations did not start until a few months before expiration of contract*
  - *AAA Hall of Fame selection process timeline was put back into place so that it was completed in February instead of later in the spring*
  - *Discussions regarding the possible expansion of a third “divisional program” for AAA started*
  - *Established a working relationship with Velocity Sports and Entertainment. John von Stade of Velocity was one of the key executives within Millsport that managed the AAA program and AAA Hall of Fame when GTE and then Verizon were sponsors. John has indicated that if ESPN/possible new corporate partner are not interested in AAAHF, or don't show CoSIDA enough interest in that property, Velocity would likely be interested in seeking sole corporate sponsorship for that property. They are in holding pattern in that regard until we see what transpires with potential new sponsor for AAA program via ESPN.*

### *Marketing*

- *Arrangements made with NACDA that CoSIDA would have column in their organizational magazine that is mailed to over 9,000 members and use of their daily blast email system, which goes to over 13,000 university and athletic administrators, to provide appropriate news from CoSIDA. Dozens of CoSIDA generated stories have then been sent out to AD's/Univ. Presidents/Marketing, etc. via that email blast system providing exposure to groups/people we have not been getting to directly.*
- *Discussions regarding the development of primary and secondary “branding” concepts have begun*
- *A concept for a new logo has been developed*
- *Setup task forces to start working on image based pieces which could be used in a variety of different ways- inside and outside the organization*

### *Web-Based*

- *Developed a new contract with ICS that ensures that working relationship for at least three years*
- *Compiled a elevated list of “inventory items” with the web-based area that are now provided to sponsors*
- *Online post significantly upgraded in May of 2009 as part of creation of organization's first ever Director of Communications positions. Elevated post*

*funded by moving money spend for AAA awards fulfillment aspects to this position. In short, newly formed position was funded without any new dollars being spent.*

- *On-line membership renewal process became fully operational*
- *On-line convention registration process put into place*
- *AAA Hall of Fame nomination process was put online.*
- *A CoSIDA membership-based association community was setup by CollegeFanz Network*
- *First cash revenue sponsorship/arrangement regarding website was established (Sports Systems, Inc.)*
- *Arrangement with IMG to sell pure advertising packages for website was established.*
- *Cash sponsorship revenue from website grown from 0 in 2007-08 to \$4500 in 2008-09*
- *CoSIDA Directory went to full on-line and E-Directory arrangements*
- *CoSIDA Digest went to a full E-Digest based arrangement*
- *Significant increase in sponsor based exposure on website*
- *“Membership Repository/Library” concept developed with CollegeFanz Network which will enable articles/seminars, etc. to be placed into it for use by membership in a variety of areas.*
- *In Feb. '09 organization's first membership-wide webinar took place*

#### *Membership Services*

- *A CoSIDA membership-based association community was setup with CollegeFanz Network*
- *A “membership repository/library” concept for website was setup as part of CoSIDA Community*
- *First-ever membership webinar took place in Feb. '09*
- *On-line convention registration system was established*
- *On-line membership renewal system was established*
- *Academic All-America Hall of Fame nomination process placed online.*
- *On-line Directory was instituted as per membership request*
- *E-Newsletter/Digest was established on line per request of membership*
- *Multiple membership-based teleconferences were setup from Feb-June of '09 to discuss cost-containment with AD reps, social media, printed media guide discussion*

#### *Educational Based*

- *Leadership cabinet role is being developed for this concept*
- *First organizational webinar conducted in Feb. '09*
- *Strategic initiatives have been started relative to arrangements where groups would provide content/webinars/podcast- as part of “sponsorship*

- *Started to seek out “Continuing Education Providers” concept for sponsorship and web-based content*

### *Convention*

- *Online registration process finalized and setup.*
- *Arrangement with Populous (formerly HOK) to print badges- advance and onsite- at no cost to organization in exchange for some convention based inventory*
- *Change in philosophy regarding planning of workshop aspect of convention. Three prong approach- sessions that are put together that should be of interest to entire group, sessions that bring the entire group together to discuss and then is followed by several breakout type sessions dealing with that subject matter that membership can choose, and sessions specifically put together by the Management Advisory Committee for UD and CD so that relevant matters are discussed. This concept has particularly been embraced by the CD segment of the organization*
- *Exhibitors: per their request hours were reduced for the exhibitor hall and a social-based reception in the exhibitor hall was established.*

### *Fiscal Management*

- *Decade-long studies/reports were compiled in areas of yearly operational fund, convention, fund-raising to assist the leadership in getting a better feel/understanding for the business-based aspects of the organization*
- *Established some new fiscal reporting charts that enabled the BOD to get a better feel for flow of rev/expenses per year and some historical reports in that regard*
- *Cost-containment. CoSIDA Digest and Directory became purely online versions, saving the organization nearly \$50K yearly in printing/ mailing costs*

### *Legal-Based*

- *CoSIDA now writes contract arrangements relative to sponsorship/partnership arrangements to protect its best interest rather than having the sponsor/partner write the contract and CoSIDA approves and signs.*
- *Sponsorship arrangement signed with Collegiate Images which includes that organization taking an active role in protecting AAA infringement. That arrangement resulted in a positive resolution for CoSIDA in a long-standing “infringement” matter with the College Swim Coaches Assoc.*
- *AAA Foundation concept continues to be reviewed in terms of legal setup for the future*

### *Professional Survey/Data Collection*

- *Worked with Dr. Heather Barber of the Univ. of New Hampshire with regard to a specific survey/study on our profession in general, and within each divisional group within our membership, as it relates to job satisfaction, reasons for*

*professional turnover, issues within the profession. This data, when provided in executive summary report in the future, should provide the leadership with more specific quantitative data to help it discuss the level of burnout, turnover, issues within the profession with the intercollegiate community at-large.*

- *Began to work with Joe Moore, former SID at Central Missouri who is now teaching in J-School at Central Missouri and seeking his PhD. He wants to do his dissertation/thesis (scheduled for completion in June of 2011) on “Earned Influence in Sports Communications at the College Level: Why do and don’t PR professionals Have It ?”. Joe wants to work with the leadership of CoSIDA to develop a survey and compile results for this study which the leadership can then use to help it advance its strategic plan and initiatives.*