



# STRATEGIC PLAN

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2024-2027

# FUTURE PLANNING + 2024-27

This plan is designed to be a dynamic, working document that addresses key areas of the Minnesota Intercollegiate Athletic Conference (MIAC) and its membership for guidance over the next three academic years, running from August 2024 through May 2027. The purpose of this strategic plan is to provide a framework for administrators and stakeholders to establish realistic goals and objectives consistent with our mission in a defined period. This plan is meant to be flexible in order to respond to a changing higher education and collegiate athletics environment.

## PILLARS & SCOPE

### ATHLETICS

Maintain exceptional, competitive, broad-based athletic programs that allow student-athletes, coaches, and administrators to pursue their passion at a high level.

### ACADEMICS

Commit to exemplary academic standards emphasizing student-athletes' pursuit of knowledge and undergraduate degrees while promoting academic excellence.

### WELL-BEING

Support the physical and emotional health and safety of student-athletes while working to ensure a holistic and well-rounded collegiate experience.

### INTEGRITY

Govern with the highest degree of fairness while maintaining a commitment to outstanding conduct by fostering an atmosphere of enthusiastic and positive support for all participants, officials, and spectators through the tenets of respect and civility.

### COMMUNITY

Enhance and celebrate community by cultivating welcoming environments in which all members of the conference community feel safe, seen, and supported.

Each year, the plan will be reviewed at administrative meetings and updated to document progress and adjust for opportunities and challenges. Amendments to the plan will be communicated annually at governance meetings. The MIAC strategic plan contains five overarching pillars that coincide with our Core Values. Each pillar includes objectives and actions, followed by a timeline to address the topic, as well as committees charged with taking action. The plan recommends the creation of seven subcommittees.

The plan was conceived with input from various key constituents, including presidents, athletic direct reports, faculty athletic representatives, athletic directors, assistant athletic directors, senior woman administrators, certified athletic trainers, sports information directors, student-athletes, and conference office staff.

### SUBCOMMITTEES

Eight new subcommittees were identified to address key components contained in the plan. The composition of subcommittees is designed to be flexible based on individual interest. MIAC Presidents, Athletic Direct Reports, Faculty Athletic Representatives, Athletics Directors, Senior Woman Administrators, and any other campus athletics administration and staff are welcome and encouraged to participate on MIAC Strategic Planning subcommittees.

# SUBCOMMITTEES

## COMPETITION

The Competition Subcommittee will look to establish a scheduling philosophy to optimize competitiveness, enhance conference championships, and further membership comprehension of NCAA Power Index (NPI).

**Composition:** 2 ADs, 2 SWAs, 1 Asst AD  
**Timeline:** Begin efforts Fall 2024

## COUNCIL REVIEW

The Council Review Subcommittee will discuss ways to enhance the effectiveness of MIAC meetings by optimizing meeting structures, schedules, and processes.

**Composition:** 2 ADs, 2 SWAs, 1 FAR  
**Timeline:** Begin efforts Fall 2024

## EVENT MANAGEMENT

The Event Management Subcommittee is asked to consider ways to enhance safety, elevate event experiences, foster positive environments, and address sport-specific concerns through targeted initiatives and training.

**Composition:** 1 AD, 1 SWA, 1 SID,  
 4 Event Managers  
**Timeline:** Begin efforts Fall 2025

## HEALTH & SAFETY STANDARDS

The Health & Safety Standards Subcommittee will work to establish medical coverage standards, improve health protocols, enhance weather policies, and utilize NCAA resources for professional development opportunities and best practices.

**Composition:** 1 AD, 1 SWA, 4 ATCs  
**Timeline:** Begin efforts Fall 2024

## NEW REVENUE GENERATION

The New Revenue Generation Subcommittee aims to identify potential opportunities for financial partnerships, sponsorships, and advertising, while also evaluating video revenue models and ensuring transparent financial practices in the MIAC.

**Composition:** 3 ADs, 1 SWAs, 2 SIDs  
**Timeline:** Begin efforts Fall 2024

## PROFESSIONAL DEVELOPMENT

The Professional Development Subcommittee is tasked with identifying development opportunities for MIAC student-athletes, administrators, and coaches, focusing on programming, mentorship, national committee involvement, and additional partnerships.

**Composition:** 1 AD, 2 SWAs, 2 Asst ADs,  
 2 SAAC Advisors, 1 SID  
**Timeline:** Begin efforts Fall 2024

## STUDENT-ATHLETE EXPERIENCE

The Student-Athlete Experience Subcommittee seeks to define and improve the quality of the MIAC student-athlete experience, encompassing regular season, conference play, and championships.

**Composition:** 1 ADs, 2 SWAs, 1 Asst ADs,  
 1 SAAC Advisor, 1 FAR  
**Timeline:** Begin efforts Fall 2025

## COMMUNITY

The Community Subcommittee will evaluate initiatives to uphold and enhance the MIAC's efforts of creating a welcoming environment on campus and at events where all involved feel safe, seen, and supported.

**Composition:** 3 ADIDs, 1 AD, 1 SWA, 1 FAR  
**Timeline:** Begin efforts Fall 2024

# PILLAR 1: ATHLETICS

## SCHEDULING

**+Scheduling Philosophy:** Establish a written scheduling philosophy for team sports, develop matrices that maximize each sport's scheduling preferences, and ensure fairness in opportunities to earn and celebrate regular season championships.

**+Competitive Excellence:** Optimize the configuration for team sports schedules to improve competitive excellence, enhance the value of conference championships, and distinguish regular-season and postseason event atmosphere and experience.

**+NCAA Power Index:** Create a roadmap detailing the impact of the NCAA Power Index (NPI) and best practices to increase overall conference strength of schedule.

**-Subcommittee:** *Competition Subcommittee*

**-Timeline:** *Fall 2024*

## FINANCIALS

**+Revenue Generation:** Explore opportunities for financial partnerships, sponsorships, and advertising across areas including streaming, championships, website, and awards.

**+Streaming Revenue:** Review potential video streaming revenue models (i.e. pay per view, subscription, playoff fee, advertising).

**+Stewardship:** Continue to implement transparent financial practices to responsibly steward MIAC operations.

**-Subcommittee:** *New Revenue Generation Subcommittee, Budget Committee, Councils*

**-Timeline:** *Fall 2024*

## AWARDS & HONORS

**+Trophies:** Consider a transition from plaques to more substantial trophies for championships and ensure fairness, equity, and consistency in physical awards across all sports.

**-Subcommittee:** *Awards Committee*

**-Timeline:** *Annually*

# PILLAR 1: ATHLETICS

## GOVERNANCE & OPERATIONS

**+Meetings:** Maximize the effectiveness of MIAC meetings by reviewing meeting structure, scheduling, and process.

**+Coaches Meetings:** Scheduled a minimum of one week after the conclusion of the NCAA Championship Event. Consider embracing video meetings to save on travel and costs. (Golf - Minimum two weeks after the conclusion of MIAC Championships.)

**+AD Council Meetings:** Explore potential to meet more frequently via video conference to act on coaches' proposals in a timelier manner. Consider adding the first Tuesday in August, September, January, February, and April.

**+Bylaw Change Process:** Require that for submission of rule changes, an individual making the request must include page and bylaw number, bylaw intent change and revised bylaw language, rationale, and indicate if there is a financial or academic impact.

**+Joint Council Meetings:** Establish and commit to Joint Council meetings (AD, FAR, President) annually.

**+Council Roles:** Clearly define each Council's roles, responsibilities, and focus areas to streamline governance. Articulate a clear organizational structure, roles, and decision rights with effective governance and leadership.

**+AD Liaisons and Coaches Chair Review:** Improve opportunities in coaches' meetings with specific involvement from the AD Liaison and Coaches Chair that clearly defines roles and expands engagement. Consider the potential to rotate AD Liaison assignments every few years, while avoiding a Liaison from serving in a sport if they are a current coach in that sport.

**+Communication:** Review opportunities for collaborative communication and engagement efforts between Council members and identify opportunities for optimizing conference staff communication with membership.

**+Trial Review:** Review data and feedback to assess both two-year trials matching NCAA Division III Eligibility and Playing & Practice Season bylaws. Consider future adjustments to Mission and Core Value Statements if trials are adopted. Determine if additional policies should match NCAA guidelines.

**-Subcommittee:** Council Review Subcommittee, AD Council

**-Timeline:** Fall 2024

# PILLAR 1: ATHLETICS

## BRANDING

**+The MIAC Brand:** Enhance the articulation of MIAC's identity and offerings, both locally and nationally, across athletics, academics, branding, opportunities, and the student-athlete experience.

**+Branding Opportunities:** Discuss consistent branded appearance/apparel for event staff to create a more consistent and professional look that elevates our brand. Consider increasing the MIAC brand through additional signage on campus.

**+Streaming Network:** Continue to enhance the MIAC Sports Network, including the addition of campus branding and signage. Increase opportunities for best practice sharing and identify opportunities for improved broadcasts.

**+Recruiting:** Curate identifiable language and materials for MIAC member institutions to utilize in recruiting efforts.

**-Subcommittee:** Sports Information Directors, Event Management

**-Timeline:** Fall 2025

## INDIVIDUAL SPORT CHAMPIONSHIPS

**+Philosophy:** Develop a championship philosophy for individual sports, assessing member expectations and event needs, including analyzing ticketing options, contemplating directors of championships for each sport, exploring officiating options, and enhancing the quality and efficiency of individual sports championships.

**+Budget Review:** Conduct comprehensive budget reviews to ensure appropriate championship budgets.

**+Hosting:** Establish a longer-term hosting rotation for championship sports.

**+Atmosphere:** Clearly articulate the goals and expectations for postseason events to distinguish from the regular season.

**-Subcommittee:** Coaches Subcommittees (individual sports), AD Council, Budget Committee

**-Timeline:** Fall 2024

## PILLAR 2: ACADEMICS

### STUDENT-ATHLETE ADVISORY COMMITTEE

**+SAAC Voice:** Empower Conference SAAC to actively contribute to issues facing collegiate athletics and academics on campus and within the conference structure. Explore additional opportunities to engage with our National SAAC representative.

**+SAAC Advisors:** Establish SAAC Advisors as an official conference committee. Organize annual meetings with SAAC Advisors throughout the academic year to share ideas and experiences throughout the conference.

**+National Involvement:** Actively seek opportunities to increase student participation and exposure in NCAA programming.

**+Special Olympics:** Strengthen and sustain the partnership with community-based organizations including Special Olympics.

**-Subcommittee:** SAAC, SAAC Advisors, AD Council

**-Timeline:** Fall 2024

### PROFESSIONAL DEVELOPMENT

**+Development Opportunities:** Identify and implement professional development opportunities for student-athletes, administrators, and coaches. Develop forward-looking programs that prepare student-athletes, administrators, and coaches for evolving challenges in collegiate athletics, aligning with emerging trends and best practices. Continue to provide opportunities for SWAs, and identify opportunities to engage and grow ADIDs, ADRs, FARs, SIDs, and Assistant ADs.

**+Mentorship:** Create mentorship opportunities across the membership, including Assistant Coaches and Assistant Athletic Directors.

**+National Committee Involvement:** Continue to emphasize the importance of service on national committees.

**+Partnerships:** Collaborate on programming and initiatives with other Division III conferences.

**-Subcommittee:** Professional Development Subcommittee, AD Council, ADRs, SAAC Advisors

**-Timeline:** Fall 2024

### ACADEMICS

**+Academic Success:** Continue to enhance academic recognition opportunities. Integrate the Faculty Athletics Representative (FAR) Council into the academic recognition framework.

**+Holistic Excellence:** Focus efforts to ensure student-athletes receive a robust holistic collegiate experience to excel in competition, the classroom, and the community.

**-Subcommittee:** FAR Council, ADRs

**-Timeline:** Fall 2025

## PILLAR 3: WELL-BEING

### HEALTH & SAFETY

**+Minimum Coverage Standards:** Evaluate and establish baseline expectations for medical coverage at MIAC events. This review will include host/visitor responsibilities, the jurisdiction of treatment, student worker roles, and sport-specific requirements.

**+Mental and Physical Health:** Establish a process to handle health and safety items as they arise to better position coaches, athletic staff, and broader campuses about the responsibility of care.

**+Weather Policy:** Commit to annually reviewing the MIAC Weather Policies; additional focus on considering sport-to-sport differences.

**+Athletic Trainers Workforce:** Utilize findings from the NCAA D3 Athletic Trainer Working Group to assist in discussions focused on workload, communication and culture, service and support, and recruitment and retention strategies. Identify opportunities for professional development and further integrate ATCs into the athletic structure.

**+National Resources:** Utilize NCAA Sport Science Institute (SSI) resources on campus and in conference discussions. Encourage sharing of best practice opportunities.

**-Subcommittee:** *Health & Safety Standards Subcommittee, Athletic Trainers, AD Council*

**-Timeline:** *Fall 2024*



# PILLAR 4: INTEGRITY

## QUALITY STUDENT-ATHLETE EXPERIENCE

**+Define The Experience:** Articulate the meaning of a quality student-athlete experience in the MIAC, through segments including regular season, conference season, and championships. Evaluate opportunities to enhance the student-athlete experience in the regular season, conference season, and championships across all MIAC sports and create opportunities for student-athlete feedback.

**-Subcommittee:** *Student-Athlete Experience Subcommittee*

**-Timeline:** *Fall 2025*

## EVENT ENVIRONMENT

**+Hosting:** Establish consistent hosting expectations that offer a safe and fun environment, including providing an atmosphere that enhances the student-athlete experience and embraces good conduct by everyone attending the event.

**+Event Management:** Provide opportunities and training for event personnel that elevate the event experience. Recommit to all event managers utilizing “Game Day the DIII Way” on all campuses. Seek conference-wide de-escalation training opportunities.

**+Positive Environment:** Emphasize establishing positive environments through event signage, programming, and additional opportunities throughout venues. Consider creating a banner template for consistent in venue messaging.

**+Sport Culture:** Consider opportunities to target concerns in specific sports that could include bylaw changes, pre-season meetings with conference staff, athletic director, AD liaisons, and coordinators with each team.

**-Subcommittee:** *Event Management Subcommittee, AD Council*

**-Timeline:** *Fall 2025*

## PILLAR 4: INTEGRITY

### OFFICIATING

**+Address Officiating Challenges:** Implement comprehensive measures to meet officiating needs, ensuring MIAC members receive high-quality officiating services. Key areas of focus encompass recruiting, training/education, hosting standards, and refining our philosophy on assigning officials (managing conflicts of interest, setting policies, and optimizing travel accommodations).

**+Recognition:** Develop opportunities that honor and acknowledge the impactful and essential efforts of MIAC officials.

**+Coordinators of Officials:** Identify opportunities for Coordinators to interact with the AD Council and hold Coordinator meetings focused on development and sharing.

**+Recruitment:** Identify opportunities that provide emphasis on student-athletes becoming officials.

**+Video Review:** Continue exploring opportunities for in-game video review where permitted by NCAA sport policies.

**-Subcommittee:** AD Council, Event Management, Coordinators of Officials

**-Timeline:** Fall 2024

# PILLAR 5: COMMUNITY

## COMMUNITY

**+DEI Framework Review:** Collaboratively undertake a comprehensive examination of the community by leveraging the NCAA's established framework for institutions and conferences through a collective member review process.

**+Educational Programming:** Analyze, enhance, and implement programming to foster a welcoming environment across the MIAC. Provide opportunities to share best practices and resources regarding topics of equity and Title IX with intentional discussions on these topics.

**+NCAA Experiences:** Increase participation of student-athletes in NCAA programs (i.e. Immersion, Career in Sports Forum, Student-Athlete Symposium) to further expose student populations to broader collegiate athletic professional experiences.

**+Contest Environments:** Continue creating welcoming environments during contests held at MIAC member institutions.

**+ADID Engagement:** Strengthen engagement with campus ADIDs by facilitating open discussions to share experiences, challenges, and best practices.

**+Engagement:** Explore and identify additional community engagement opportunities within the conference and our member locations. Provide opportunities for membership to discuss best practices and identify areas of service.

**-Subcommittee:** *Community, ADIDs, SAAC Advisors, AD Council*

**-Timeline:** *Annually*

## VALUES

**+Guiding Philosophies:** Annually review the MIAC Mission Statement and Core Values to ensure these items continue to accurately reflect the conference.

**-Subcommittee:** *AD, FAR, and Presidents Councils*

**-Timeline:** *Annually*