



MIAA Re-structuring Plan

On Tuesday March 8, 2022, the Finance and Personnel Committee of the Massachusetts Interscholastic Athletic Association (MIAA) voted unanimously to allow the Executive Director to move forward with his plan for Growth and Improvement. At the forefront of this initiative was to re-imagine the efficiencies of the tasks performed to effectively serve all of our member schools in a fiscally responsible manner.

This process was done in concert with our FY23 Budget Proposal. This year's budget process was developed using a "zero based" budgeting philosophy. This approach does not begin by simply adding a percentage increase to the bottom line based upon the "way we have always done business."

The goal of our budget development process was to "right size" the personnel needed for responsive service to the membership. In doing so, we began by analyzing the roles and responsibilities needed to better serve our members. It was evident immediately that we needed to re-structure the roles and responsibilities of key personnel to better serve the needs of the Association.

Our salary budget was approved by the Finance and Personnel Committee in March 2022. By analyzing the budgetary allocations of the Executive Director position, transitioning from part-time retired Assistant Directors to a full-time current Assistant Director, and restructuring through attrition in the category of support staff, we were able to down-size the number of personnel and remain under the approved salary budget. It is important to note, that the FY 23 salary budget is less than the salary budget from one year ago. It is my pleasure to provide a summary of this re-structuring plan.

1. We are proud to inform you that **Sherry Bryant** will be named Deputy Director of the Massachusetts Interscholastic Athletic Association (MIAA). Sherry is the ultimate professional who has made significant contributions and has impacted the Association throughout her successful career. She is an individual with a longstanding and distinguished record of involvement with high school activities programs at the state and national level and is an individual who is recognized as among the best in her profession by colleagues.

Sherry is currently an Associate Executive Director and has served the Association for over 30 years. Her contributions have been multiple and extensive. She has been at the forefront of our Women in Leadership, Tournament Management, and Blue-Ribbon Committees. At the national level she has served as Field Hockey Chair and has been appointed to the National Federation of High Schools (NFHS) Strategic Planning Committee. She has been a constant National Federation resource for Women in Sport issues. This is clearly a well-deserved appointment.

2. In April 2022, we posted for a full time MIAA Assistant Director. This move was a result of our transitioning from part-time retired assistants to full time current personnel. The position was advertised with a number of qualities that we were seeking from the successful candidate(s). Most notably:

- A current educational leader with professional experiences consistent with the position.
- Fully credentialed with an advanced degree in education, and/or educational leadership/administration preferred.
- A proven track record and administrative success in all previous professional positions.

We received twenty-three (23) applications and conducted eighteen (18) initial interviews after a paper screening process. Six (6) candidates were moved to the next phase of the professional vacancy process. This set of panel interviews resulted in four (4) candidates that were considered for the final appointment.

The goal of the process was to match the core values and beliefs of the successful candidate with those of the Association. We are extremely fortunate to share with you the results of a process that not only met the qualities sought from the posting, but also secured an educational leader that has a proven track record of success. We are proud to inform you that **Steven Dubzinski** has chosen to become a part of our team.

Steve is the current building principal at Leominster High School. Since 1997, he has served in the role of teacher, coach, counselor, Assistant Principal, and Principal. For nearly two decades Steve was the varsity boys' basketball coach as well. He currently serves as a member of our MIAA Basketball Committee, and this past year was regional tournament director for the MIAA Statewide Basketball Tournament. Steve is also a major contributor as a member of the Urban Principal's Committee for the Massachusetts School Administrators Association (MSAA). Steve received his Bachelor of Science from Middlebury College and his Master's in Education from the Harvard University Graduate School of Education. In 2017, he earned his Educational Doctorate Degree from Creighton University.

The professional vacancy process found Steve to be extremely personable and felt that his vast perspective and experiences would be beneficial for the Association and our team. Throughout his entire career he has demonstrated the ability to make difficult decisions, even if viewed as unpopular, to benefit the whole over the individual. He is a courageous leader, an effective communicator, and is a team player that genuinely cares about what is in the best interest of students first and foremost. Steve's immense experiences will allow him to effectively serve athletic directors and building administrators throughout the Commonwealth.

Throughout the process, it became clear that Steve would be a great fit to the culture we are trying to build in the Association and within the membership. He will begin his duties on August 15, 2022.

3. The MIAA and the MSAA are committed to engaging deeply in the work of eradicating racism and all other forms of bias through the platform of athletics and student activities. To that end, we are working in collaboration with the Attorney General's Office, the Department of Elementary and Secondary Education, the Massachusetts Association of School Superintendents, the Northeastern University Center for the Study of Sport in Society, the Anti-Defamation League and other key stakeholders throughout the Commonwealth.

I believe the MIAA has a significant opportunity to begin placing greater emphasis on our core responsibility of educational athletics, which includes behavioral health,

diversity, equity, inclusion, and leadership – rather than always leading with our regulatory authority.

In order to position our Association with the capacity to serve as a connector and an advocate in these areas we are expanding and enhancing our ability to provide resources and supports to member schools and districts to help them become better equipped in dealing with the dis-regulated behaviors that currently plague our schools. This will build on the hard work of our Diversity, Equity, and Inclusion initiatives coordinated by Mike Rubin under the umbrella of Educational Athletics. We are extremely fortunate to have secured **Pam Gould** to serve in this capacity.

Pam has inspired students, staff, coaches, and colleagues since 1993 when she started her public education career as a teacher-coach. Her leadership skills have matriculated over 30 years in education from her beginnings as an athletic coach, teacher, and building administrator to her current role as Superintendent of the Sandwich Public Schools, as well as Collegiate teaching in Educational Leadership.

Pam’s knowledge and enthusiasm for sports and supporting MIAA student-athletes have been evident in her active participation on many MIAA committees including the Tournament Management Committee, Blue Ribbon Committee, Massachusetts Interscholastic Athletic Council, and more recently, the Board of Directors. As with most of us, her leadership style is a direct result of everything she learned as an athlete and coach.

She was the recipient of the 2022 William N. Gaine, Jr. Sportsmanship Award and the MIAA Distinguished Service Award. These honors recognize her dedication to upholding the ideals of ethics, integrity, fair play, and respect in interscholastic athletics. The consummate professional, we are excited for Pam to share her wisdom, ideas, thinking, and infectious personality with our Association and its members.

We are extremely enthused and confident that this coming together of these key players will both clarify and enhance our vision of “growing the courageous leaders of tomorrow.”

