



NFHS

Strategic Plan

2025-2029



PLAY.
PERFORM.
COMPETE.
TOGETHER.

2025-2029 NFHS Strategic Plan

We are pleased to present the 2025-2029 NFHS Strategic Plan. This four-year plan to guide the NFHS was approved by the NFHS Board of Directors June 27, 2025 at the NFHS Summer Meeting in Chicago. The Plan was effective August 1, 2025, and will serve as the organization's guide through the 2028-29 fiscal year.

Dr. Karissa Niehoff
NFHS Chief Executive Officer



Davis Whitfield
NFHS Chief Operating Officer



The 17-member Strategic Planning Committee met January 26-28, 2025, to formulate the organization's ninth Strategic Plan since the process was started in 1996. **Dr. Robert Zayas**, executive director of the New York State Public High School Athletic Association, chaired the committee, and **Dr. Bob Lombardi**, president of the NFHS for 2024-25 and executive director of the Pennsylvania Interscholastic Athletic Association, represented the NFHS Board of Directors to help guide discussion.

This is the second consecutive four-year Strategic Plan after five three-year plans and two five-year plans. To help facilitate discussion during the three-day meeting, the committee was divided into three subcommittees at various times. Chairs of the subcommittees were **Andy Warner**, executive director of the Maryland Public Secondary Schools Athletic Association; **Que Tucker**, commissioner of the North Carolina High School Athletic Association; and **Stephanie Hauser**, executive director of the Wisconsin Interscholastic Athletic Association.

The NFHS is the national leader and advocate for education-based athletics and activities. Within its 51-member state associations, the NFHS serves 19,800 high schools and more than 12 million young people. The top priority of the NFHS is to develop resources to support state associations and those working with young people as they provide opportunities for students to participate in education-based athletics and activities in a manner that is safe, developmental and positive.

Dr. Robert Zayas, New York
Strategic Planning Committee Chair



Dr. Bob Lombardi, Pennsylvania
NFHS Board of Directors, President



The 2025-2029 NFHS Strategic Plan has been developed to provide a structured approach to addressing the priorities of the NFHS, state associations and relevant stakeholders. The **five Strategic Directions** outline key initiatives aimed at enhancing collaboration, promoting innovation and advocating for the value of education-based activities. Each strategic direction is supported by a rationale, expected outcomes and focus areas that underscore the NFHS's commitment to driving measurable progress, fostering a culture of continuous improvement, and empowering state associations to achieve their shared mission of enriching the educational experience through education-based athletics and activities.

The NFHS staff and Board of Directors are appreciative of the work of the Strategic Planning Committee and the leadership provided by Dr. Zayas. We are excited about these goals for the next four years as the NFHS continues to provide opportunities for students to participate in education-based athletics and activity programs.

History of Previous NFHS Strategic Plans

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|--|---|--|--|
| 1. 1996-1999
Chair: Doug Chickering, Wisconsin | 3. 2002-2005
Chair: Bill Farney, Texas | 5. 2008-2011
Chair: Dan Ross, Ohio | 7. 2016-2021
Chair: Lance Taylor, Arkansas |
| 2. 1999-2002
Chair: Dave Stead, Minnesota | 4. 2005-2008
Chair: Marty Hickman, Illinois | 6. 2011-2016
Chair: Kenny Henderson, Louisiana | 8. 2021-2025
Chair: Julian Tackett, Kentucky |

2025-2029 Strategic Planning Committee

Section 1

Dr. Bob Baldwin, Executive Director
Massachusetts Interscholastic Athletic Association

Colleen Maguire, Executive Director
New Jersey State Interscholastic Athletic Association

Section 2

Shawn Knight, Assistant Director
Virginia High School League

Andy Warner, Executive Director
Maryland Public Secondary Schools Athletic Association

Section 3

Craig Damon, Executive Director
Florida High School Athletic Association

Que Tucker, Commissioner
North Carolina High School Athletic Association

Section 4

Stephanie Hauser, Executive Director
Wisconsin Interscholastic Athletic Association

Mark Uyl, Executive Director
Michigan High School Athletic Association

Section 5

Matt Fetsch, Executive Director
North Dakota High School Activities Association

Dr. Jennifer Rukstad, Executive Director
Missouri State High School Activities Association

Section 6

Dr. Jamey Harrison, Executive Director
Texas University Interscholastic League

Dusty Young, Executive Director
New Mexico Activities Association

Section 7

Dr. Jim Dean, Associate Executive Director
Arizona Interscholastic Association

Ron Nocetti, Executive Director
California Interscholastic Federation

Section 8

Julie Hammons, Assistant Director
Idaho High School Activities Association

Brian Michelotti, Executive Director
Montana High School Association

NFHS Vision and Mission Statements

Vision Statement

The National Federation of State High School Associations (NFHS) is the national leader for education-based high school athletics and activities that prepare tomorrow's leaders for the next level of life through innovative programs, healthy participation, achievement and development of positive relationships.

Mission Statement

The National Federation of State High School Associations (NFHS) serves its members by providing leadership for the administration of education-based high school athletics and activities through the writing of playing rules that emphasize health and safety, educational programs that develop leaders, and administrative support to increase participation opportunities and promote sportsmanship.

Core Beliefs and Values

WE BELIEVE

Student participation in education-based high school athletics and activities:

- Is a privilege.
- Enriches the educational experience.
- Encourages academic achievement.
- Promotes respect, integrity and sportsmanship.
- Prepares for the future in a global community.
- Develops leadership and life skills.
- Fosters the inclusion of diverse populations.
- Promotes healthy lifestyles and safe competition.
- Encourages a positive school/community culture.
- Should be fun.

THE NFHS:

- Serves as the national authority that promotes and protects the defining values of education-based high school athletics and activities in collaboration with its member state associations.
- Serves as the national authority on competition rules while promoting fair play and seeking to minimize risk of injury for student participants in education-based high school athletics and activities.
- Promotes lifelong health and safety values through participation.
- Develops and delivers impactful, innovative and engaging educational programs to serve the changing needs of state associations, administrators, coaches, directors, officials, students and parents.
- Provides professional development opportunities for member state association staffs.
- Promotes cooperation, collaboration and communication with and among state associations.
- Collects and provides data analysis in order to allow its membership to make informed decisions.

OBJECTIVES

The objectives of the NFHS shall be:

- (a) to serve and enhance the education-based high school athletics and activities programs provided by the members for their schools and students;
- (b) to promote the educational value of education-based high school athletics and activities programs;
- (c) to administer those activities which, in the determination of the members, can best be conducted on a national level;
- (d) to sponsor meetings, publications and activities for the benefit of members, related professional groups and their constituents;
- (e) to promote efficiency in the administration of education-based high school athletics and activities programs;
- (f) to formulate, copyright and publish competition rules for education-based high school athletics and activities programs;
- (g) to preserve the records, tradition and heritage of education-based high school athletics and activities programs;
- (h) to provide programs, services and resources to members, and individual professionals involved in the conduct and administration of education-based high school athletics and activities programs;
- (i) to identify and address current issues related to education-based high school athletics and activities programs and work toward their solution;
- (j) to serve in the collection and dissemination of data and best practices to state associations; and
- (k) to promote safety and encourage healthy lifestyles in education-based high school athletics and activities programs.

1

Strategic Direction

Establish the NFHS as the leading voice in advocating for the enduring relevance and importance of education-based athletics and activities, ensuring their continued prominence and valued integration into the educational experience.

Rationale:

Due to movement away from an educational philosophy within other levels of sport in our nation, as well as increased external challenges to the work of NFHS member state associations, there is a need to establish stronger advocacy efforts to elevate the relevance and uniqueness of education-based athletics and activities, and the work of NFHS member state associations.

Strategic Priorities:

■ Develop the “Case for Education-Based Athletics and Activities”

- Create compelling, research-based advocacy materials that outline the academic, social, emotional and physical benefits of student participation.
- Include real-world success stories, data-driven outcomes and testimonials from students, educators and parents to personalize and strengthen the message.

■ Develop the “Value of State High School Associations”

- Describe the critical role of state associations in supporting and governing high school activities, reducing the risk of injury, equity and opportunity for all participants.
- Showcase the associations’ impact on policy development, professional development and resource allocation at the state and national levels.
- Provide a detailed summary of the economic, cultural and community benefits of high school athletics and arts programs.

■ Engage Key Stakeholders

- Collaborate with external organizations, educational institutions and policymakers to highlight the message and build coalitions of support.

■ Enhance Relationships with Outside Groups

- Share information with outside groups regarding the value of state high school associations and the value of education-based athletics and activities.
- Offer resources to help state associations navigate regulatory developments.

● **Advocate Through Multiple Channels**

- Leverage digital platforms, social media, toolkits and traditional media to distribute information.
- Develop a campaign that reinforces the value of participation in education-based athletics and activities.

● **Monitor and Respond to Emerging Issues**

- Establish a system for addressing external trends that may affect education-based athletics and activities.
- Be proactive in addressing misconceptions or policy proposals that could undermine the relevance of programs.

● **Empower Membership with Advocacy Skills**

- Offer resources such as talking points, presentations and toolkits to support advocacy efforts.

Expected Outcomes:

- **National Awareness:** Increased awareness among policymakers, educators and communities about the benefits and value of education-based athletics and activities.
- **Support and Funding:** Stronger support and funding for programs, ensuring their sustainability and growth.
- **Credibility of State Associations:** Enhanced recognition of state associations as essential partners in education and student development.
- **National Narrative:** A unified message that reinforces the importance of participation and state associations' role in providing equitable and high-quality opportunities.

Actionable Timeline:

2025-2027:

- The NFHS will enhance its efforts to capture research and collect data to support "The Case for High School Athletics and Activities," and the "The Value of State High School Associations."
- Research and data will be used to develop a variety of advocacy materials for use by state associations, including data summaries, success stories and testimonials.
- The NFHS will engage additional external partners in collaborative advocacy work to support state associations (e.g., education groups, policymakers, national coalitions).
- The NFHS will enhance training for state associations on advocacy techniques and engagement.

2027-2029:

- Informed by improved monitoring of external trends and emerging challenges, the NFHS will continue to expand advocacy efforts through targeted campaigns, toolkits and media outreach.
- The NFHS will provide the membership with advocacy updates and success stories.
- The NFHS will engage in ongoing evaluation of the effectiveness of advocacy efforts and refine materials and strategies as needed.

2

Strategic Direction

Advance and promote student physical, mental and emotional wellness through targeted initiatives that support education-based athletics and activities.

Rationale:

Since education-based athletics and activities are critical in shaping students' physical, mental and emotional well-being, there is a need for schools to create a supportive environment that fosters a culture conducive to growth through these programs.

Strategic Priorities:

Foster Student Leadership

- Provide resources and leadership initiatives for use by state associations.
- Utilize students' feedback to support the positive impact of participation in activities and the Case for Education-Based Athletics and Activities.
- Continue to review resources for relevance in leadership and life skills development.

Promote Physical Health and Risk Minimization

- Provide best practices and resources for overall wellness, injury prevention and risk minimization.
- Utilize technology to improve data collection and research that will support decision-making by the NFHS.

Sportsmanship

- Emphasize the ideals of good sportsmanship through character education and leadership training.
- Develop initiatives that promote respect for the playing rules of the game, other participants, coaches and officials.

Expected Outcomes:

- **Enhanced Student Well-Being:** Access to mental, physical and emotional health resources and increased awareness of risk minimization strategies.
- **Empowered Leadership Programs:** Enhanced leadership programs for state associations and relevant stakeholders that strengthen life skills and character development for students.
- **Enforced Standards of Behavior:** A culture of respect and sportsmanship fostered through education, engagement and accountability.
- **Elevated Student Voice** - Greater utilization of student voice and perspective in consideration of NFHS initiatives.

Actionable Timeline:

2025-2027:

- The NFHS will continue to assess existing wellness programs and resources within state associations, including the National Student Advisory Committee (NSAC) and state-based student leadership groups, to gather input on current wellness challenges and leadership opportunities.
- Using this feedback, the NFHS will continue to update wellness and leadership resources for state associations, including digital and in-person opportunities.
- With the guidance of the NFHS Sports Medicine Advisory Committee, the NFHS will seek to provide best-practice materials on injury prevention, mental health and risk minimization.

2027-2029:

- The NFHS will continue to support state association student leadership experiences, the National Student Advisory Council and the National Student Leadership Summit. As a part of these experiences, the NFHS will enhance its efforts to gather impact data and offer related training to state associations.
- Through improved participation data and other data mechanisms, the NFHS will seek wellness-related data (e.g., participation in leadership programs, sportsmanship trends, injury reports) from state associations.
- The NFHS will continue to highlight success stories and case studies to showcase wellness improvements.
- Formalize ongoing professional development on wellness, leadership and safety for state associations.
- Conduct a full review of programs and adjust based on feedback and data.

This strategic direction ensures that NFHS and its member associations actively champion the complete health of students, creating environments where participants thrive both on and off the field or stage.

3

Strategic Direction

Expand the role of the NFHS as a relationship builder and collaborative entity for state associations and relevant stakeholders through multiple digital and in-person growth opportunities.

Rationale:

Due to the external challenges outlined in this Strategic Plan, there is a need for the NFHS to create an enhanced variety of professional development experiences and opportunities to connect as an NFHS community – virtually and in-person – to support the work of state associations.

Strategic Priorities:

■ Design and Build a Digital Hub for State Association Collaboration.

- Develop a centralized digital platform tailored to the needs of state associations.
- Include easy navigation, a strong search feature, and tools to upload, organize and access resources.
- Ensure security protocols are in place to protect sensitive information and allow controlled access.
- Develop a collaborative space, such as an online portal or forum, where state associations can discuss emerging issues, share insights, and learn from each other's experiences.

■ Support Collaboration Between State Associations

- Introduce forums and discussion boards where state associations can engage in real-time discussions on challenging issues and important topics.
- Host workshops, webinars and roundtables focused on current issues, featuring expert speakers, case studies and interactive discussions.
- Organize an annual current issues summit to bring together state associations and policymakers for networking and education.

■ Enhance and Develop Professional Growth Opportunities for All State Association Needs

- Expand onboarding and NFHS introduction for new staff members beyond NFHS member state association executive directors.
- Use personal and digital means to create support networks for state association staff job duties and responsibilities.
- Engage NFHS directors at state level events and conferences.

Expected Outcomes:

- **Mission Alignment:** A strengthened sense of community and shared purpose among state associations, and between state associations and the NFHS.
- **Strategy Alignment:** Increased collaboration on key topics, shared challenges and solutions-oriented results.
- **Resource Alignment:** Access to an assortment of resources and collaborative opportunities to address the business of state associations and emerging issues.

Actionable Timeline:

2025-2027:

- The NFHS will execute surveys and meetings with state associations to gather input on collaboration needs and challenges; considering both in-person and digital needs and opportunities.
- Using this information, the NFHS will begin mapping out a professional development and engagement strategy utilizing both personal and digital connections.
- The NFHS will conduct pilot forums for early user feedback and initial workshops or webinars focused on common challenges and leadership development.

2027-2029:

- Current technology upgrades including digital platforms, the NFHS website and MyGroups potential will be launched featuring information and learning resources, and secure access.
- The NFHS will offer regular roundtables and online events to promote engagement within the membership and within NFHS associations.
- The NFHS will offer improved peer-support networks to connect staff by roles (e.g., operations, compliance, marketing) as well as onboarding programs.
- Through a variety of networking and communication opportunities, the NFHS will collect and share success stories showing improved collaboration and problem-solving across states.

By strengthening its role as a connector, the NFHS will foster a more unified network of state associations, enhance collaboration on shared challenges, and increase its effectiveness in addressing the evolving needs of education-based athletics and activities.

4

Strategic Direction

Strengthen the position of the NFHS as the data leader in education-based athletics and activities by developing an infrastructure for data collection, analysis and dissemination to support the needs of the NFHS, state associations and relevant stakeholders.

Rationale:

With the goal of substantiating the positive impact of education-based athletics and activities for our nation's youth, there is a need for the NFHS to develop an infrastructure to collect, analyze and disseminate data that would support the work of its member state associations.

Strategic Priorities:

■ Build Infrastructure for Data Collection

- Develop standardized protocols and tools for data collection across associations to ensure consistency, accuracy and comparability.
- Implement a secure, centralized data management system to collect and store association-wide data while maintaining privacy and compliance standards.

■ Identify Key Data Metrics

- Collaborate with state associations to determine the most impactful data points (e.g., participation rates, program effectiveness, equity measures and student outcomes).
- Prioritize metrics that align with organizational goals and stakeholder needs.

■ Enhance Data Accessibility and Transparency

- Provide state associations with user-friendly dashboards and reporting tools to access, interpret and apply data insights.
- Share data to encourage the adoption of best practices.

■ Support Data-Driven Decision-Making

- Facilitate the use of data insights to shape policy recommendations, improve resource allocation and measure program success.

■ Promote the Value of Data to Stakeholders

- Highlight the impact of data-driven initiatives through success stories and case studies.
- Engage schools, administrators and other stakeholders in conversations about the benefits of data collection, fostering a culture of accountability and continuous improvement.

Expected Outcomes:

- **Improved Decision-Making:** Access to timely and accurate data will enhance strategic planning and decision-making.
- **Program Effectiveness:** Access to data will improve program outcomes, enhance participation growth, and provide equitable access to education-based athletics and activities.
- **Stronger Advocacy:** Access to data will provide data-backed insights that will strengthen stakeholder support and influence policy considerations.
- **Operational Efficiencies:** Access to data will streamline processes resulting in better coordination at state and national levels.

Actionable Timeline:

2025-2027:

- NFHS staff are engaged in analysis of data needs and development of strategies to gather data.
- As new and current data needs are identified, the NFHS will consider hiring or outsourcing services to support data collection and management. This work will likely coincide with targeted research initiatives.
- Identification of the most important data points (e.g., participation rates, program outcomes) as well as research questions will occur alongside the development of data and research collection methods.

2027-2029

- Data currently gathered from state associations will be collected through revised methods.
- Research initiatives and data reports will be shared with state associations and larger audiences as appropriate through an upgraded reporting system.
- NFHS staff will continue to share results, best practices and success stories.

By leading this advocacy effort, the NFHS will solidify its position as the champion of high school athletics, activities and performing and fine arts, ensuring their relevance.

By positioning itself as the data leader, the NFHS will strengthen its role as a trusted resource, enhance its capacity to support state associations with evidence-based solutions, and solidify its leadership in advancing education-based athletics and performing arts.

5

Strategic Direction

Evaluate the NFHS rules-making and workflow process to assess committee efficiencies, data collection processes, engagement and participation of the membership, and production delivery platforms.

Rationale:

Due to evolving expectations, reduction in print sales, advancements in technology and production challenges, there is a need to assess the overall efficiency of the NFHS rules-making process while maintaining its integrity.

Strategic Priorities:

Assess Stakeholder Needs and Preferences

- Evaluate all aspects of the NFHS rules-making process, including communication.
- Engage state associations, officials, coaches and administrators to understand their preferences and requirements for rules publication access.
- Identify potential barriers to accessing digital or non-printed formats, including technology gaps in certain regions or among specific user groups.
- Develop strategies to ensure all stakeholders have equitable access to rules publications, regardless of format.

Evaluate Costs, Sustainability and Risk Minimization

- Subject to ongoing risk assessment, analyze the financial impact of the rules-making process, to include rules publications and rules committee meetings.
- Consider the potential cost savings and efficiency gains associated with digital or hybrid models.
- Assess the feasibility of incorporating multimedia enhancements, such as video explanations and interactive diagrams, to improve rules comprehension.

Expected Outcomes:

- **Efficient Rules-Making Process:** Streamline workflows to reduce any identified inefficiencies in the rules-making process.
- **Increased Use of Data to Support Rules Changes:** Expand data collection and analysis to support rules that enhance risk minimization, competitive balance, consideration of emerging trends, and the overall experience of participants.
- **Innovative, Accessible and Secure Rules Publications:** Provide rules materials in multiple formats, including interactive digital guides, video explanations and mobile-friendly content, to improve accessibility, rules comprehension. Enforce secure distribution methods to ensure appropriate use of NFHS intellectual property.
- **Stronger Membership Engagement and Education:** Enhance strategies for membership engagement throughout the rules-making process. Expand resources that serve to educate the membership on the rules-making process and associated responsibilities.

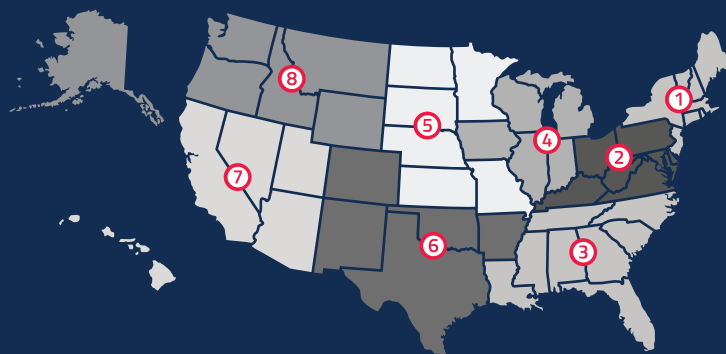
Actionable Timeline:

2025-2027:

- The NFHS will conduct a full review of the current NFHS rule-making process through surveys of stakeholders (state associations, coaches, officials, administrators) to gather feedback on current publications, communication and accessibility.
- Using data gathered from stakeholders, the NFHS will create draft recommendations for the potential modernization of rule-making workflows (e.g., data collection, committee meetings, publications process).
- The NFHS is currently developing more technology-based rules access methods and learning opportunities.

2027-2029:

- Based on recommendations for refinements to the rules-making process, the NFHS will roll out improvements alongside learning opportunities for stakeholders.
- The NFHS will continue collecting feedback from stakeholders through regular review cycles to assess ongoing efficiency in the development process, stakeholder satisfaction, and adaptability to emerging technologies.
- The NFHS will achieve a more efficient, transparent and accessible rule-making process that enhances stakeholder satisfaction, reduces costs, and positions the organization as a leader in innovation and equity in high school athletics.



Directory of Member State Associations

ALABAMA HIGH SCHOOL ATHLETIC ASSOCIATION

ALASKA SCHOOL ACTIVITIES ASSOCIATION

ARIZONA INTERSCHOLASTIC ASSOCIATION

ARKANSAS ACTIVITIES ASSOCIATION

CALIFORNIA INTERSCHOLASTIC FEDERATION

COLORADO HIGH SCHOOL ACTIVITIES ASSOCIATION

CONNECTICUT INTERSCHOLASTIC ATHLETIC CONFERENCE

DELAWARE INTERSCHOLASTIC ATHLETIC ASSOCIATION

DISTRICT OF COLUMBIA STATE ATHLETIC ASSOCIATION

FLORIDA HIGH SCHOOL ATHLETIC ASSOCIATION

GEORGIA HIGH SCHOOL ASSOCIATION

HAWAII HIGH SCHOOL ATHLETIC ASSOCIATION

IDAHO HIGH SCHOOL ACTIVITIES ASSOCIATION

ILLINOIS HIGH SCHOOL ASSOCIATION

INDIANA HIGH SCHOOL ATHLETIC ASSOCIATION

IOWA HIGH SCHOOL ATHLETIC ASSOCIATION

KANSAS STATE HIGH SCHOOL ACTIVITIES ASSOCIATION

KENTUCKY HIGH SCHOOL ATHLETIC ASSOCIATION

LOUISIANA HIGH SCHOOL ATHLETIC ASSOCIATION

MAINE PRINCIPALS' ASSOCIATION

MARYLAND PUBLIC SECONDARY SCHOOLS ATHLETIC ASSOCIATION

MASSACHUSETTS INTERSCHOLASTIC ATHLETIC ASSOCIATION

MICHIGAN HIGH SCHOOL ATHLETIC ASSOCIATION

MINNESOTA STATE HIGH SCHOOL LEAGUE

MISSISSIPPI HIGH SCHOOL ACTIVITIES ASSOCIATION

MISSOURI STATE HIGH SCHOOL ACTIVITIES ASSOCIATION

MONTANA HIGH SCHOOL ASSOCIATION

NEBRASKA SCHOOL ACTIVITIES ASSOCIATION

NEVADA INTERSCHOLASTIC ACTIVITIES ASSOCIATION

NEW HAMPSHIRE INTERSCHOLASTIC ATHLETIC ASSOCIATION

NEW JERSEY STATE INTERSCHOLASTIC ATHLETIC ASSOCIATION

NEW MEXICO ACTIVITIES ASSOCIATION

NEW YORK STATE PUBLIC HIGH SCHOOL ATHLETIC ASSOCIATION

NORTH CAROLINA HIGH SCHOOL ATHLETIC ASSOCIATION

NORTH DAKOTA HIGH SCHOOL ACTIVITIES ASSOCIATION

OHIO HIGH SCHOOL ATHLETIC ASSOCIATION

OKLAHOMA SECONDARY SCHOOL ACTIVITIES ASSOCIATION

OREGON SCHOOL ACTIVITIES ASSOCIATION

PENNSYLVANIA INTERSCHOLASTIC ATHLETIC ASSOCIATION

RHODE ISLAND INTERSCHOLASTIC LEAGUE

SOUTH CAROLINA HIGH SCHOOL LEAGUE

SOUTH DAKOTA HIGH SCHOOL ACTIVITIES ASSOCIATION

TENNESSEE SECONDARY SCHOOL ATHLETIC ASSOCIATION

TEXAS UNIVERSITY INTERSCHOLASTIC LEAGUE

UTAH HIGH SCHOOL ACTIVITIES ASSOCIATION

VERMONT PRINCIPALS' ASSOCIATION

VIRGINIA HIGH SCHOOL LEAGUE

WASHINGTON INTERSCHOLASTIC ACTIVITIES ASSOCIATION

WEST VIRGINIA SECONDARY SCHOOL ACTIVITIES COMMISSION

WISCONSIN INTERSCHOLASTIC ATHLETIC ASSOCIATION

WYOMING HIGH SCHOOL ACTIVITIES ASSOCIATION



National Federation of State High School Associations

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