

A Survival Kit for the New Athletic Director

Section I -- What To Do

The following items are a list of important "to do" after becoming an Athletic Administrator:

- Attend OADA New Athletic Director Workshop
- Contact League and OADA to get information about the Mentoring Program and services available
- Join OADA
- Join NIAAA
- Visit OADA, OSAA, and NIAAA web sites
- Attend League meetings
 - Create a personal contact with a veteran A.D., in your league or an acquaintance elsewhere, to "run things by" or answer questions
- Become aware of Athletic Code/Discipline procedures
- Explore Risk Management Issues
- Become acquainted with school district policies
- Become acquainted with school district financial practices

Section II -- Support Groups

The following is a list of Support Groups that you, as a new Athletic Director, can turn to for help in answering questions, finding information, and receiving moral or financial assistance:

OREGON SCHOOL ACTIVITIES ASSOCIATION (OSAA), (503) 682-6722 / www.osaa.org

The OSAA is the governing body of High School Athletics in the State of Oregon. They can answer any questions regarding eligibility, sportsmanship, rules and regulations, etc. Tom Welter is the Executive Director.

OREGON ATHLETIC DIRECTORS ASSOCIATION (OADA), (503) 577- 1564/ www.oadaonline.org

The OADA is the professional organization that encourages educational agencies to respect the concept that interscholastic athletics is an integral part of the educational process. It works to advance the standards of teaching and leadership in the profession. OADA works closely with OSAA, the Oregon Athletic Coaches Association (OACA), the Oregon Athletic Officials Association (OAOA) and NIAAA. Contact Co-Executive Director Terry Hanson, CMAA, at (503) 7577 – 1564, or email to terrychanson@gmail.com and Craig Rothenberger, CAA (541) 520-2045 or email to crothenberger@junctioncity.k12.or.us for more information.

NATIONAL INTERSCHOLASTIC ATHLETIC ADMINISTRATORS ASSOCIATION (NIAAA) / www.niaaa.org.

This is the organization that provides the same function as the OADA but on a national level. It also provides Leadership Training classes that are offered at state conferences as well as national conferences.

LOCAL SERVICE ORGANIZATIONS

- > Lions Club
- > Rotary Club
- > Kiwanis Club

Section III -- Athletic Director and Secretary Responsibilities

An Athletic Director and his/her secretary are responsible for the following areas:

1. Supervision of athletic contests
 - A. Crowd control
 - B. Emergency Plan
 - a) Injury
 - b) Weather
 - c) Disturbance
 - C. Security at all athletic events
2. Scheduling of athletic events
3. Admission Procedures
4. Transportation to all athletic events
 - A. Staff
 - B. Athletes
 - C. Support groups (cheerleaders and spectators)
5. Scheduling officials for all athletic events
 - A. Coordination with commissioners of each sport
 - B. Follow-up with assigned officials
 - C. Meeting and greeting game officials upon arrival
 - D. Safe escort after contest to dressing area
6. Concessions (with Booster groups)
7. Financial Reports
 - A. School District
 - B. School
 - C. League
 - D. Special Events – Hosting OSAA state playoffs
8. Getting workers for games
 - A. Clock operator
 - B. Scorekeepers
 - C. Announcers
 - D. Ticket sellers and takers
 - E. Officials Host
 - F. Security
9. League Responsibilities
 - A. Scheduling League Events
 - B. Hosting league tournaments, meets, and playoffs
 - C. Attend league meetings
 - D. Make league policy recommendations to Principals
10. Cheerleaders
 - A. Coaches
 - B. Transportation
 - C. Policies
11. Practice Scheduling
 - A. Coordinating facilities, indoor and outdoor
 - B. Publish weekly schedule
 - C. Work with custodial staff to allow proper cleaning

12. State Activities Association – OSAA
 - A. Attend meetings to represent School, League and OADA
 - B. Host OSAA athletic events
 - C. Serve on OSAA committees
 - D. Promote OSAA programs
 - E. Attend state (OADA) and national (NIAAA) functions, meetings, and workshops
 - F. Be an active member of the OADA and NIAAA
 - G. Become a Registered Athletic Administrator (RAA), Certified Athletic Administrator (CAA), or Certified Master Athletic Administrator (CMAA)
13. Fund Raising
 - A. Athletic Boosters
 - B. Individual sports
 - C. Collection of donations
14. Budget
 - A. Preparation according to school district expectations
15. Equipment
 - A. Inventories
 - B. Recommendations
 - C. Ordering
 - D. Receiving
 - E. Reconditioning
16. Evaluation
 - A. All coaches
 - B. All facilities
 - C. Inventories
17. Eligibility of athletes
18. Coordinating support groups at athletic contests
 - A. Band
 - B. Dance Teams
 - C. Drill Teams
 - D. National Anthem Singers
19. Coordinate special events
 - A. Homecoming
 - B. Parent Night
 - C. Senior Night
 - D. Awards Presentations (Banquets)
 - E. Assemblies
20. Media
 - A. Work with press, TV, radio
 - B. Game coverage, scores reported
 - C. Media releases
21. Coordinate athletic printed programs
 - A. Fall
 - B. Winter
 - C. Banquets (fall, winter, and spring)
 - D. OSAA events
22. Hiring and firing of coaches (when necessary with Principal)
23. Discipline of coaches
24. Discipline of student athlete

25. Registering of non-faculty coaches
26. Supervision and evaluation of volunteer coaches
27. Recording and updating school records
 - A. Individual sports
 - B. Award winners
 - C. Athletic record books
 - D. Hall of Fame
 - E. Team pictures
 - F. Bulletin boards
28. Review District Policies/Procedures
 - A. Athletic policies
 - B. Coaches and handbooks
29. Insurance
 - A. Educate parents/athletes
 - B. Collecting information
 - C. Filing forms
 - D. Payments
 - E. Follow ups
 - F. Catastrophic Insurance
30. First Aid Supplies
 - A. Inventory
 - B. Order

Section IV -- Additional A.D. Responsibilities

1. Responsibility to Family & Self:

- Take time for your family
- Do not take problems home
- "Model" your health habits so that they mirror your athletic philosophy
- Take time to organize & manage your time; develop timelines, checklists, LTC 508
- Be consistent

2. Responsibility to Student-Athletes:

- Communicate to students what the role of athletics may be in high school/middle school curriculum
- Provide the student-athlete proper atmosphere to compete on a level field-proper coaches, budget, facilities
- Properly recognize student-athletes with appropriate awards/rewards
- Provide each student an opportunity to participate in the school's athletic program
- Treat each student with dignity & respect
- Communicate eligibility requirements clearly and completely

3. Responsibility to Coaches:

- Develop a strong rapport & effective communication system
- Know & communicate League, OSAA, and NFHS regulations
- Provide a coaches' handbook
- Be available to your coaches to support program needs, budget issues, and coaching ideas
- Be cognizant of all pre-season, in-season, and post-season deadlines

4. Responsibilities to Community/Parents:

- Communicate the "chain of command" in dealing with program issues (i.e., talk to coach, AD, Principal, etc.)
- Promote the philosophy of the athletic program & inform the community on the educational value of athletics through parent meetings & other communications

4. Responsibilities to Community/Parents, cont

- Inform parents about insurance requirements
- Inform parents about department and school district regulations, practices, and policies
- Communicate eligibility requirements clearly and completely

5. Responsibilities to Administration:

- Review job description (know district expectations)
- Be familiar with the district's vision statement for the student's education
- Know the administrative structure of your district (be respectful of communication channels & working relations)
- Educate & communicate information regarding OSAA handbook, NIAAA, Coaches Association, plus local organizations such as the booster clubs and parents/students groups)
- Support the student-athlete concepts-respect due process-educational outcomes- What are right choices?

6. Responsibilities to Support Staff:

- Follow procedures & policies of maintenance, transportation, and custodial departments
- Communicate effectively the eligibility policies & procedures to the teaching staff
- Show appreciation to all support groups (custodians, secretaries, administration, etc.)

Section V – Organization

1. Check Lists/Task Lists:

Timelines by season, year, sport, and event
Seasonal (pre-, in-, post-)
Game management

2. Calendar

- Personal planner - keeping track of appointments and meetings
- Visible event calendar with all events (i.e., dry erase boards)
- OSAA quick reference & wall calendar - also rules meetings, due dates
- OSAA cutoff/playoff dates
- Maintain current copy of OSAA Handbook on computer

3. Planning

- Meetings - coaches, administration, parents, boosters, secretaries
- Tasks - to do lists
- Facilities (checks, safety review)
- Budget
- Master schedule book accessible for scheduling contests

4. Communication

- Accessible mailboxes for coaches
- Telephone / E-mail
- School newsletter/web site

5. Process/Procedures

- Budget - system for ordering, inventories, district policy
- Finance - gate receipts, tickets, deposits, activity accounts, deadlines, district & building procedure
- Grounds maintenance - maintenance requests
- Transportation - schedules, checklists, rescheduling
- Fund raising (follow district policies)
- Eligibility of Athletes

6. Technology

- Utilizing computer - internet
- Telecommunications - voicemail, e-mail
- Fax machines
- Copy machines

7. Statistics/Public Relations

Media numbers accessible
End of year report - participation #'s, accomplishments, etc.

8. Documentation System

Meetings with coaches & parents
Maintenance requests
Memos, e-mails, correspondence
Phone calls
Suspensions

9. Resources for Better Organization

- NIAAA, OSAA handbooks/manuals
- Board policies & procedures
- OSAA, OADA, NIAAA web sites
- Other Athletic Directors

MONTHLY CHECKLIST (sample)

August

- Verify Fall Schedules
- Order Busses for Year
- Verify schedules with commissioners for Fall Events
- Check Request for Fall Events
- Officials – verify assignment
- Tournaments
- Eligibility
 - Football
 - Girls Soccer
 - Volleyball
 - Boys Cross Country
 - Girls Cross Country
 - Cheerleaders
 - Boys Soccer
 - Parents Meeting
 - Send Notices
 - Collect Attendance Report
 - Schedule Team Picture Dates for Fall, Winter & Spring Sports
 - Set up Booster Schedule for Year
 - Send Schedules to Local Media, Print Media, Electronic Media, School District Offices
 - Athlete/Student of Month for September
 - Custodial Checklists for Fall
 - Maintenance Checklist
 - Pre-Season Coaches Meeting
 - Send Reminder for September Events
 - Fall Souvenir Programs

September

- Verify Busses (weekly)
- Verify Officials and times
- Get Workers for Fall Events
 - Football
 - Volleyball
 - Girls Soccer
 - Boys Soccer
 - Cross Country
 - Athlete/Student of Month for September
 - Send Reminders for October Events

October

- Verify Buses (weekly)
- Verify Officials (weekly)
- Verify Winter Schedules
- Send Winter Schedules to Printers
- Athlete/Student of Month for November
- Custodian Checklist for Winter sport events
- Send Reminders for November Events

November

- Verify Buses (weekly)
- Verify Officials (weekly)
- Athlete/Student of Month for December
- Make Arrangements for Fall Awards Night
- Eligibility – Basketball, Swimming, Wrestling, & Cheerleading
- Order Checks for Winter Sports
- Verify schedules with Commissioner of Officials
- Invitational Tournaments
- Send Winter Schedules to Local Media
- Winter Souvenir Programs
- Set up Winter Parents Meeting
- Evaluation of Fall Coaches
- Winter Sports Coaches Meeting
- Send Reminders for December Events

December

- Send Thank You Cards to Fall and Winter Workers
- Eligibility
 - Boys Basketball
 - Girls Basketball
 - Cheerleading
 - Wrestling
 - Boys/Girls Swim
- Verify Buses (weekly)
- Verify Officials (weekly)
- Athlete/Student of Month for January
- Send Out Reminders for January Events

January

- Verify Buses (weekly)
- Verify Officials (weekly)
- Second Semester Eligibility
- Verify Spring Schedules
- Send Schedules to Printers
- Athlete/Student of Month for February
- Send Out Reminders for February Events

February

- Verify Buses (weekly)
- Verify Officials (weekly)
- Athlete/Student of Month for March
- Send Out Reminders for March Events

March:

- Verify Buses (weekly)
- Verify Officials (weekly)
- Spring Sports Eligibility
- Coed Track
- Boys Tennis
- Girls Tennis

- ___ Baseball
- ___ Softball
- ___ Boys/Girls Golf
- ___ Set up Spring Parents Meeting
- ___ Check Field Schedules
- ___ Spring Sports Coaches Meeting
- ___ Order Checks for Spring Officials
- ___ Tournament
- ___ Athlete/Student of Month for April
- ___ Send Out Reminders for April Events

April

- ___ Verify Busses (weekly)
- ___ Verify Officials (weekly)
- ___ Work on Schedules for Next Year
- ___ Athlete/Student of Month for May
- ___ Evaluation of Winter Coaches
- ___ Send Spring Schedules to Local Media, Print Media, Electronic Media,
- ___ Send Reminders for May Events

May

- ___ Verify Busses (weekly)
- ___ Verify Officials (weekly)
- ___ Finalize Schedules for Next Year
- ___ Order Busses for Next Fall
- ___ Set Up Spring Awards Night
- ___ Have Coaches Vote for Senior Award
- ___ Athlete/Student of Month for June
- ___ Send Reminder for June Events
- ___ Send Thank You Cards to Spring Workers

June

- ___ Verify Busses (weekly)
- ___ Verify Officials (weekly)
- ___ Send Schedules to Printers for Fall Season
- ___ Prepare Yearly Financial Report
- ___ Prepare Year in Review Book
- ___ Update Award Winners Book
- ___ Update Records Book
- ___ Update Directions Book
- ___ Update Athletic Code Book
- ___ Send Books to Print Shop for Printing
- ___ Have Plaques Engraved
- ___ Do Senior Awards for Assembly
- ___ Evaluation of Spring Coaches
- ___ Inventory supplies for Next year
- ___ Stationery/Envelopes
- ___ Certificates
- ___ Letters
- ___ Forms (eligibility, contracts, travel permits, officials/schools reminder cards, injury report forms)

Section VI -- Coaches Meeting Information

1. Meeting Dates

- Prior to each season
- Monthly meeting during season

2. Items you MUST cover:

Physicals

Eligibility information

- a. Rosters (additions and deletions)
- b. Signed forms

Supervision

- a. Athletes
- b. Facilities - gym, weight room, locker rooms, outdoor fields
- c. Transportation

Indefensible Acts - Administration will NOT support these behaviors/actions

- a. Profanity
- b. "Hands on" the athlete
- c. Alcohol/Tobacco use while supervising students

Discipline Procedures

Communication

a. A.D. - If a problem/situation occurs, the A.D. needs to hear it from the coach. Phone calls from an "outsider" are NOT the way an A.D. wants to hear about problems/situations

- b. Parents
- c. Athletes

Parent Meeting Information

- a. Meet the team night
- b. Parent representatives
- c. Coaches rules: practice time, travel, contests

OSAA Regulations

- a. Rules meetings
- b. Tournament entry information & deadlines
- c. Practice limitations

Policies

- a. "Cuts", selection of team members
- b. Award winners/varsity letters
- c. Travel
- d. League policies pertaining to specific sport

Teams Rules & Consequences

- a. A copy must be on file in the AD's office

Emergency Procedures

- a. Each coach should have a procedure for their sport/team/facility
- b. Phone tree

Personal Information

Volunteer Coach Information

- a. You must have district provide a background check
- b. Application/standard expectation form

Banquet Information & Dates

Coaches' Handbook

Student-Athlete handbook

Media Coverage (win or lose)

- a. Yearbook
- b. Announcements
- c. Local media contacts
- d. Expected responses to officiating matters

Schedules

- a. Bus
- b. Practice
- c. Team Pictures

Building Security

- a. Make sure all doors are shut and locked
- b. Keys never given to students

NCAA Clearinghouse

Coaches Associations

- a. OACA – www.oregoncoach.com

3. Optional Items to Cover:

Inventory information

- a. Student-athlete fines
- b. Lost equipment replacement

Budget Information

Copy of the Evaluation Form

Booster Clubs

- a. Fundraisers
- b. Meeting dates

League

- a. Meeting information
- b. Responsibilities

CPR/First Aid

- a. Must have a current First Aid Card
- b. Must be certified to transport students in district vehicles

Videos

- a. Blood borne pathogens
- b. Sportsmanship
- c. Risk Management

Section VII -- Forms

You should familiarize yourself with these forms that are used on a regular basis:

1. OSAA (located at www.osaa.org)
2. Educational Transfer Form - to be used when new student did not move with persons with whom he/she had previously lived
3. Master Eligibility Form - lists, alphabetically and by semester, all eligible athletes in a sport (includes DOB, # years in high school, # of semesters in sport, # credit hours, and signed by principal)...phone a friend for help)
4. New Student Transfer Information - designed to assist determining the athletic eligibility at OSAA member schools for students in grades 9-12 (except those entering 9th grade for the first time). This form is to be used by the school only and should not be sent to the OSAA.
5. Physical Form - to be filled out by proper medical personal. Essential to keep these on file in a location that is secure. Be certain that any athlete has his/her form on file before any type of participation (practice or competition). It is helpful to create a master list of all who do have a physical exam form completed.
6. Registration of Non-Faculty Coaches - alphabetical list of all non- faculty coaches, paid or unpaid, who coach at your school.
7. Athletic Department Internal Forms:
 - Equipment Inventory
 - Emergency/Release for Medical Treatment/Information Form
 - Accident/Injury Report
 - Coaches Evaluation Form
 - Coaches Pre-season and End of Season Checklists
 - Season Summary
8. In-District Forms:
 - Budget Forms
 - Transportation Request, (in/out of District)
 - Purchase Order Request
 - Maintenance Request

Section VIII -- Financial Issues

It is important for the Athletic Administrator to meet with the school book keeper, or representative of the district ASAP to review the regulations, procedures, and expectations regarding finances:

1. Budget
 - Establish yearly
 - Should be developed with input from coaches
 - Be aware of issues of equity (title IX)
2. Equipment Expenditures
 - Utilize purchase orders/tax exempt status
 - Maintain an inventory of equipment & purchases
 - Establish an equipment purchase/replacement cycle
3. Athletic Personnel Pay
 - Coaching salaries (know contractual policies & procedures)
 - Support staff (event workers, trainers, security, etc.)
 - a. Establish a pay schedule that is consistent & equitable
 - b. NEVER pay cash!
 - c. Keep records of payment
4. Officials
 - . Report failure of officials to fulfill to specific sport commissioner
5. Gate Receipts/Revenues
 - Document all income & maintain records
 - You must use tickets. Record numbers and keep first and last ticket stubs
 - Develop forms to help maintain records that include date of event, personnel, ticket prices, accounting of funds
 - Deposit money nightly or secure it in a locked safe
 - Stamp/endorse all checks promptly
 - Create protocol and follow it
6. DO NOT Create Petty Cash Funds
 - Document all income and expenditures (utilize a form)
 - Keep all receipts
 - Have a second party involved for "checks & balances"/accountability
 - Be careful!!! (C.Y.A. - file/system)
7. Fundraised Money
 - All fundraised money is school money and is subject to regulation as such (Booster \$, individual team account, etc.)
 - AD's should monitor funds to insure that expenditures are made equitably (title IX, different sports)
 - Insure that records are properly kept
8. Utilize Technology
9. Financial Records Maintenance - at least 3 years
10. Compile a yearly financial report that details Athletic Department expenditures & revenues
11. If you do not know the procedures, ASK! Be sure to follow the "chain of command" in financial matters.

Section IX -- Evaluations

While evaluations may be the last thing on your mind as a new AD, it will become one of the most important duties you will be expected to perform.

There are several types of evaluations that you may be responsible for. Listed below are some of the aspects of each, which you should start becoming familiar with ASAP:

1. Evaluations of Personnel (Coaches)
 - District posting/hiring processes
 - Contractual obligations with bargaining units
 - Due process procedures
 - Current evaluation process and timelines (who evaluates and when - hierarchy of evaluation.
Ex.: AD evaluation head coaches, head coach evaluates varsity assistants and sub varsity coaches)
2. Current Forms or Evaluation Tools
 - Objective checklist/subjective narrative/hybrid
 - Self evaluation by coaches
 - Tips on observation and documentation
 - Practice observation forms
 - Scheduling evaluations
3. Evaluation/Inspection of Facilities and/or Equipment
 - AD pre-season evaluation of facilities
 - Coach inspection of facilities & equipment
 - a. pre-season
 - b. daily
 - c. post-season
 - Schedule a walk-thru with head coach
 - Report concerns to district (in writing) on a timely basis
 - Utilize officials reports of facility issues
4. Evaluation of Programs
 - Existing programs
 - Additions of programs
 - Additional coaches
 - Surveys (parents/athletes)

A suggestion is to distribute sample copies of the evaluation forms or checklists to the coaches prior to their season. Include the criteria that you will be basing each evaluation on. This step can improve the coach's awareness of the evaluation process.

Section X -- Publications

Existing types of publications for first-year A.D.'s:

1. OSAA handbook – available on CD disc
2. IAA bulletin produced by the NIAAA/NFHS
3. NIAAA reference guide
4. Conference bylaws and rules & regulations
5. NIAAA Comprehensive Guide

Section XI -- Yearly Things to Do

FALL (Aug. - Oct.)

- Contact commissioner and give them schedules for fall sports
- Prepare eligibility lists
- Order checks for tournaments
- Check requests for officials
- Do winter bus requests once winter schedule is completed
- Enter winter bus schedule on computer in bus data folder (this gives you your weekly log and log by sport)Mail rosters to other schools
- Get workers for fall events
- Double-check busses (weekly)
- Weekly athletic events for announcements
- Weekly voice mail for sports and school activities
- Order athletic stationary with update of new coaches names, etc.
- Send winter schedules to printer
- Athlete/Student of the Month (monthly)
- Officials reminder cards - mail out weekly
- School reminder cards - mail out weekly
- Winter schedules to printer
- Mail officials contracts for winter sports
- Send area A.D. copy of fall schedules
- Parent Night invite letter
- Enter winter schedules on computer for the weekly events list
- Fall financial report
- Receive fall officials rating forms

November

- Fall Sports Awards Nights - prepare programs/certificates for coaches
- Work on hockey eligibility
- Get officials for volleyball and wrestling
- Send area A.D. a copy of winter schedules
- Get workers for winter events
- Enter spring bus schedule on computer in bus data folder (this gives you your weekly log)
- Prepare bus requests for spring sports
- File fall officials rating form
- OSAA Playoff Information for qualifying teams (Girls Soccer, Boys Soccer, Volleyball, Football)

December

- Eligibility for winter sports
- Update Year In Review book for fall records
- Check requests for spring tournaments
- Give winter coaches a list of students who have already signed a handbook from fall sports.

WINTER (Jan. - Feb.)

- Verify officials
- Work on spring schedules
- Second semester eligibility
- Winter Awards Night
- Spring schedule to printers

Update Year in Review for winter records
Parent Night invite letter
Copy of baseball/softball schedules to Officials Commissioner
Copy of spring schedule to District A.D. in charge
Winter Financial Report
Mail rosters to other schools
OSAA Playoff Information for qualifying teams (Comp Cheer, Wrestling, Swimming, Girls Basketball, Boys Basketball)

SPRING (March - May)

Eligibility for spring sports
Mail officials contract for fall sports
Spring Sports Awards Nights
Parent Night invite letter
Check request for spring officials
Fall schedule to printers
Copy of fall schedule to media
Reminder cards to officials and schools
Enter fall bus schedule on computer in bus data folder
Prepare bus requests for fall sports
Spring Financial Report
Send Sports Interest cards to 8th graders at Middle Schools
Mail rosters to other schools
Give coaches a list of students who turned in handbook signature page
Football, soccer, and volleyball schedules send to Commissioner Officials
OSAA Playoff Information for qualifying teams (Baseball, Softball, Track, Girls Tennis, Boys Tennis, Boys/Girls Golf)

END OF YEAR

Update Year In Review book
Update Coaching Records book
Update Individual Records book
Update Athletic Handbook
Update Coaches Handbook
Update Football Records
Order Supplies for next year (stationary/envelopes, etc.)
Prepare Yearly Financial Report
Receive spring officials rating forms

MONTHLY

Calendar of Activities
Booster Agenda

WEEKLY

Verify busses
Voice mail - sporting events/school activities
Bulletin Board - weekly events
Weekly sporting events for announcements
Copies of rosters of weekly competitions

Reminder cards sent to schools & officials for sporting events
Newspaper articles cut from newspaper & posted in showcase
Check requests for officials, tournaments, dues, fees, paid workers, etc.

NATIONAL INTERSCHOLASTIC ATHLETIC ADMINISTRATORS ASSOCIATION: CODE OF ETHICS AND PROFESSIONAL STANDARDS

Prologue: Why a Code of Ethics for Athletic Administrators?

The athletic administrator is an educational-leader who oversees one of the most visible and scrutinized aspects of the school community. Athletic administrators understand that athletics are an extension of a dynamic educational program. As a result this serves as a guide to support the day-to-day decision making of an athletic administrator. It clarifies the mission, values and principles of education-based athletics and how they translate into everyday decisions and actions.

The Interscholastic Athletic Administrator is committed to the student-athlete:

- Develops and maintains a comprehensive education-based athletic program which seeks the highest development of all participants and which respects the individual dignity, self-worth and safety of every student-athlete.
- Considers the health and well-being of the entire student body as fundamental in all decisions and actions.
- Supports the principle of due process, protects the civil and human rights of all individuals, and endeavors to understand and respect the values and traditions of the diverse cultures represented in the respective school community.
- Strives to provide inclusive education-based athletic programs that provide participation opportunities for student-athletes of all abilities and backgrounds.

The Interscholastic Athletic Administrator is committed to education-based athletics:

- Organizes, directs and promotes an interscholastic athletic program that is an integral part of the total educational program, and enhances the learning process.
- Cooperates with the staff and school administration in establishing, implementing and supporting school policies.
- Promotes high standards of ethics, sportsmanship and personal conduct by encouraging administration, coaches, staff, student-athletes, and community to commit to these high standards.
- Acts impartially in the execution of basic policies and in the enforcement of the local, district, state and national governing body's rules and regulations.

The Interscholastic Athletic Administrator is committed to the profession:

- Fulfills professional responsibilities with honesty, integrity and a commitment to equity and fairness.
- Upholds the honor of the profession in all relations (both personal and digital) with students, colleagues, coaches, contest officials, members of the media, administrators and the public.
- Improves the professional status and effectiveness of the interscholastic athletic administrator through participation in local, state and national professional development programs including, but not limited to, the NIAAA Leadership Training Institute and Certification Program.
- Avoids using their position for personal promotion. Leads by helping others achieve their goals.