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A STUDY OF THE ATHLETIC DIRECTORSHIP
IN HIGH SCHOOLS OF THE STATE OF KANSAS

by 6791

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B. A., Tabor College, Kansas, 1964

A MASTER'S REPORT

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

College of Education

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1971

Approved by:


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ACKNOWLEDGMENT

The writer wishes to express his gratitude to Dr. Kenneth O'Fallon for his assistance in the formulation of this report. He also extends thanks to Dr. W. W. Laughery and Dr. Wm. Burke for serving on his committee.

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Section 1

INTRODUCTION

The athletic directors of Kansas high schools carry on a variety of functions. They are a part of the athletic department and yet their function is one of administration in controlling a part of the school's activities. The responsibility for directing athletics is not necessarily the job of one person. The director may be involved in other duties or the duties may be divided among some of the other administrators or athletic personnel. With this as a background, a study of the position of athletic director was undertaken to find out the status of the person employed as such in Kansas schools.

STATEMENT OF THE QUESTION

What are the responsibilities of the athletic director in the high schools of the State of Kansas and which school official functions as the athletic director?

STATEMENT OF THE OBJECTIVES

1. Which school official or officials serve as the athletic director in high schools classified by the Kansas State High School Athletic Association?
2. What is the relationship between the duties of the athletic director and his responsibility or authority to carry out these duties?

JUSTIFICATION FOR THE STUDY

In surveying the literature, nothing was found to indicate the status of athletic directors in Kansas High Schools. Much has been written about the other administrative personnel, but the status of director of athletics has not been studied. Once the status is known, changes in the administration of athletics can be made. Status studies of athletic directors in other states have been made.

DEFINITION OF TERMS

- ATHLETICS** - Competitive games involving physical activity with accepted rules of play, and a system of scoring for determining winners among two or more contesting individuals or teams.
- SCHOOL ATHLETICS** - All competitive games in which students participate under school auspices.
- DUTIES** - The specific things a person has to do in his work; action required by one's occupation or position.
- AUTHORITY** - Legal or rightful power to act in the capacity designated by the position held.
- FINANCIAL DUTIES** - All areas in the athletic program that require the use of monies in order for the athletic department to operate.
- AWARDS** - Recognition of achievement in the athletic program of the school.
- SCHEDULING** - Obtaining competition and dates for games in the various sports equal to the competition needed by the respective athletic teams.
- ELIGIBILITY** - Those who are academically qualified to compete in interscholastic athletics.
- GAME ORGANIZATION** - Those duties which involve the entire activities that go into the preparation, game, and post-game responsibilities.

LIMITATIONS AND DELIMITATIONS

The responsibilities of the athletic director, as identified in this study, are limited to administration of interscholastic athletics. Administration of physical education classes and other extra class activities such as clubs and organizations is not included.

Section 2

REVIEW OF LITERATURE

INTRODUCTION

Most of the literature concerning the athletic director is one of persons relating their observations of the status and duties of the athletic director. Such reports contain very little statistical information. There is study in this area of concern that can be done now and possibly will be done in the future.

This study of the high school athletic directorship includes two parts. One part is concerned with describing those who serve as athletic directors. A second part is concerned with the authority practices, organization and requirements of the position of the athletic director. After the position of athletic director has been defined, the duties which relate to the office also must be defined in relation to the functioning of the school's athletic program. Areas covered in the study of administration of the athletic program include: finance and budget; scheduling; equipment and facilities; contracting and paying officials; arranging for trips; medical and liability insurance; as well as establishing the aims, objectives and philosophy of the interscholastic athletic program.

RESPONSIBILITIES OF THE ATHLETIC DIRECTOR

The responsibilities of the athletic director involve the carrying out of the actual duties associated with the office. Whether or not these duties are actually performed by the athletic director was a point of concern in the studies reviewed. Hoy's study on intercollegiate athletic practices included a survey of a group of selected college athletic administrators. This study showed that the athletic director was not responsible for developing the athletic philosophy, aims, objectives or policies for their respective colleges.¹ The Educational Policies Commission of the National Education Association did a study on the school athletics problems and policies. It set up a composite list of specific affirmations as to the place and administration of athletics in the public schools. This study dealt primarily with the philosophy of school athletics as related to the entire school enrollment. The specifics mentioned included items such as participation in athletic programs and their contribution to health and happiness, physical skill and emotional maturity, social competence and moral values.²

¹Joseph Thomas Hoy, "Current Practices in the Control of Intercollegiate Athletics in Selected Conferences," P.E.D., 1966, Vol. 9, 1967. (Abstract)

²Sarah C. Caldwell and others, School Athletics (Washington: National Education Association, Educational Policies Commission, 1954), p. 6.

Administrative Practices

Some of the common practices regarding the administration of an athletic program include: philosophy, objectives, policy and policy making, personnel, officiation, equipment and facilities, eligibility and selection, budgeting and finance, scheduling and evaluation.³

The effectiveness of the administrator may be correlated to the socioeconomic strata in which the athletic director may operate. Students in the higher socioeconomic levels tend to receive more professional attention concerning the carrying out of some specific responsibilities delegated by the director.⁴ Mikolajcik, in a survey of administration and personnel practices, concluded that qualifications of personnel and the quality of athletic programs in general have been upgraded in the past ten years.⁵ Hiring of personnel into the athletic program is important to the general conduct of the students and community alike. A study of sportsmanship among high school teams indicated that the conduct of the coach was the most important single factor in

³Nwabuisi Iroaga, "Administration and Organization of Athletics in Nigerian Universities," Completed Research in Health Physical Education and Recreation, M.S. in Physical Education, Vol. 11, 1969. (Abstract)

⁴Joseph Patterson, "Effectiveness of Follow-up of Health Referrals for School Health Service Under Two Different Administrative Patterns," Completed Research in Health Physical Education and Recreation, Vol. 11, 1969. (Abstract)

⁵Dorothy A. Milolajcik, "A Survey of Administrative and Personnel Practices in Connecticut Public High School Education," Completed Research in Health Physical Education and Recreation, Vol. 11, 1969. (Abstract)

how the crowd reacted during an interscholastic contest.⁶

Undesirable bench conduct on the part of the coach led to undesirable behavior on behalf of the crowd.

Role of the Athletic Director

The perception of the athletic director, as seen by himself, as well as by his peers, was found to be positively correlated in a study by Storm.⁷ Storm used the Fisher-Yates Test of Significance for 2x2 contingency tables. His study indicated that the self-role perceptions held by physical education instructors and athletic directors correlated to what other administrators and departmental faculty thought the role of the athletic director should be.

Organization of the Athletic Program

There is general agreement among the writers concerned with athletic director responsibilities relating to the organization of the athletic programs. Some of the general statements recognize that all youth should share benefits of athletics and that athletic games in all cases should be played with emphasis on fun, physical development, skill and strategy, social

⁶Gary K. Cain, "A Comparison of Certain Administrative Practices and Conditions with the Sportsmanship Ratings for Interscholastic Basketball Contests in Selected Missouri Schools," Completed Research in Health Physical Education and Recreation, Vol. 10, 1968. (Abstract)

⁷Wesley J. Storm, "A Comparison of Role Perception of a University Director of Physical Education and Athletics and His Reference Groups," Completed Research in Health Physical Education and Recreation, Vol. 9, 1967. (Abstract)

experience and good sportsmanship.⁸ Johnston wrote on the critical problems in administration of activities and agrees with the Education Policies Commission on School Athletics.⁹ Masonbrink set up several requirements for the interscholastic athletic program. These requirements stated that the interscholastic athletic program

should be regarded as an integral part of the total education program, should be subject to the same administrative control, should be taught by instructors with an adequate training in physical education, should be conducted so that physical welfare and safety are protected, and should be conducted in accordance with the letter and spirit of rules and regulations. . . .¹⁰

Qualifications for the Athletic Director

The qualifications of an athletic administrator are many. An administrative orientation is important in order to be able to analyze situations objectively and to be sensitive to human relations in the successful functioning of the athletic program. Integrity is an important qualification of an administrator. He is a person who must be honest and sincere, must keep promises and who can be trusted with confidential information. The qualified athletic administrator must be one who is able to make decisions and have the ability to foresee future developments and

⁸Sarah C. Caldwell and others, School Athletics (Washington: National Education Association, Educational Policies Commission, 1954), p. 22.

⁹Edgar G. Johnston, "Critical Problems in the Administration of Student Activities," National Association of Secondary School Principals Bulletin, 36: 1, February, 1952.

¹⁰Edward Masonbrink, "Physical Activities and the Secondary Educational Program," National Association of Secondary School Principals Bulletin, 48: 33-41, October, 1964.

possible results of his decisions. He must have a knowledge of what is reasonable and what is unreasonable.¹¹ Some other important areas of qualification include: an understanding of work, a willingness to accept responsibility, command of administrative technique, intellectual capability, good health and physical fitness for the job and the ability to maintain good human relations.¹² The director of the athletic programs should be professionally trained in health and physical education.¹³ The Membership Directory of the Kansas State High School Activities Association indicated a majority of the athletic directors were administrators of the high school, such as a principal or assistant principal.¹⁴

MAJOR ADMINISTRATIVE DUTIES

The broad areas of the athletic administrative duties are listed as follows: financial duties, awards, equipment, correspondence, scheduling, hiring of staff, eligibility, game organization and discipline.

¹¹Charles A. Bucher, Administration of School Health and Physical Education Programs (St. Louis: The C. V. Mosby Co., 1963), pp. 66-67.

¹²Ibid., pp. 68-69.

¹³Sarah C. Caldwell and others, School Athletics (Washington: National Education Association, Educational Policies Commission, 1954), p. 38.

¹⁴Kansas State High School Activities Association, Membership Directory, 1970-71.

Financial Administration of the Athletic Director

The financial administration of an athletic program is one of the most important duties of an athletic director. The elements included in the financial administration would be budgeting, equipment purchasing, gate receipts, accounting and insurance purchasing.

Budgeting. Budgeting refers to the financial planning and accounting for the athletic program.¹⁵ This budget should include the recommendations of the persons involved in the operation of the program.¹⁶ In a study by Hallberg, the correlation between the total expenditures of monies and participation of the students in athletic activities was 0.78. The results of the study showed that when more money was spent to improve facilities more students participated in the program.¹⁷ Herber investigated the adoption, preparation and execution of the athletic budget. He surveyed the custody of athletic funds and expenditures for athletics, other building costs, overhead and coaches'

¹⁵Charles A. Bucher, Administration of School Health and Physical Education Programs (St. Louis: The C. V. Mosby Co., 1963), p. 72.

¹⁶Harry M. Rice, "Team Work; The Principal and Director of Athletics in a High School Must Work Together and Respect Each Other's Responsibilities," Journal of Health Physical Education and Recreation, 30: 30-31, December, 1959.

¹⁷Edmond C. Hallberg, "A Cost Analysis of Physical Education in Terms of Utilization of Facilities," Completed Research in Health Physical Education and Recreation, Ed. D. in Education, Vol. 3, 1961. (Abstract)

salaries.¹⁸ Most of the finances that support the interscholastic programs of high schools come from within the school budget.¹⁹ The equipment and operating expenses may come from the school's athletic funds, whereas coaches' salaries and other expenses would come from within the school's budget. Other sources of athletic income, as reported by Adams in an unpublished Master's Thesis were: (1) gate receipts, (2) board of education, (3) student activity fees, (4) receipts from season tickets and (5) athletic association fees.²⁰

Admissions into athletic contests contribute the majority of monies to the budget of the athletic department. The budget should be planned and prepared with a thought to the future. This area is one of the most important parts of good athletic administration. Athletic budgets should be long-range plans and may include three, five or seven-year programs of anticipated expenses.²¹ Future plans of purchasing can be made provided

¹⁸William J. Herber, "A Study of Certain Financial Practices Used in the Interscholastic Athletic Programs of Public Senior High Schools of the State of Washington, 1957-1958," Completed Research in Health physical Education and Recreation, M.S. in Physical Education, Vol. 2, 1960. (Abstract)

¹⁹Edward F. Voltmer and Arthur A. Esslinger, The Organization and Administration of Physical Education (New York: Appleton-Century-Crofts, Inc., 1958), p. 159.

²⁰Harry Adams, "A Report on Current Practices in the Administration of Interscholastic Athletics in Five Hundred Ninety-one Selected Secondary Schools in the United States" (Unpublished Master's Thesis, University of North Carolina, 1960).

²¹Charles A. Bucher, Administration of School Health and Physical Education Programs (St. Louis: The C. V. Mosby Co., 1963), p. 99.

accurate inventories are taken to provide the information needed by the athletic director.

Financially and educationally sound methods of handling interscholastic athletic funds have evolved in recent years. The trend is for these monies to be accounted for in the same manner as other school funds. Adams, in an extensive study of interscholastic athletics, found that the persons responsible for control of athletic funds were in order of frequency: (1) the principal, (2) member of the business department of the school, (3) business manager of the school, (4) faculty manager of athletics and (5) the superintendent.²² The practice of having the treasurer or business manager of the board of education handle the athletic budget has much merit. Such a plan centralizes all financial matters and insures more business-like procedures.

Equipment Purchase. The athletic director is obligated to obtain the best services from and the longest life of the equipment for the dollar spent. These considerations would include design of material, utility and cost of maintenance, safety factors in protective equipment, quality of workmanship in the equipment, sources of supply of equipment and the price of the equipment.²³ Voltmer and Esslinger gave several criteria

²²Harry Adams, "A Report on Current Practices in the Administration of Interscholastic Athletics in Five Hundred Ninety-one Selected Secondary Schools in the United States" (Unpublished Master's Thesis, University of North Carolina, 1950).

²³Andrew Grieve, Directing High School Athletics (Englewood Cliffs, N.H.: Prentice-Hall Inc., 1963), pp. 130-131.

for the purchasing of equipment:

1. Standardization of the equipment - the adoption by the school of a certain color, style, and type of equipment that is maintained over a period of time.
2. Quality merchandise - the most expensive equipment is not always the best, so try to get the kind of material that will get the most for each dollar spent.
3. Early buying - fall equipment should be ordered in the spring and the spring equipment ordered in the fall.
4. Buy within range of ability to pay - this is a sound procedure for any business. Credit is easy to obtain and directors have gone into debt as a result of unrestrained purchasing. Even though many schools operate with a budget it is still possible for more money to be spent for equipment than can be afforded.
5. Purchase from a reputable concern.²⁴

A procedure that should not be overlooked in the purchasing of equipment is with bids. Bid sheets that have the item specifically identified should get the lowest possible price on the equipment with no loss in quality.

Purchasing of Insurance. Purchasing of insurance for the athletes involved in interscholastic competition is a part of the financial duties of the athletic director. No athlete should be allowed to participate without some type of insurance protection.²⁵ The school should provide the insurance or the family should have the necessary protection for the athlete. Liability insurance

²⁴Edward F. Voltmer and Arthur A. Esslinger, The Organization and Administration of Physical Education (New York: Appleton-Century-Crofts, Inc., 1958), p. 390.

²⁵Andrew Grieve, Directing High School Athletics (Englewood Cliffs, N.J.: Prentice-Hall Inc., 1963), p. 218.

for the school and its officials is advisable.²⁶

Awards

The practice of granting awards to those who compete in interscholastic sports is found in practically all schools.²⁷ A standardized list of requirements should be known by all the students so that they know exactly what has to be done in order to win the awards in which they are interested.²⁸ Records should be kept for future use, and awards should be as inexpensive as possible. The National Federation of State High Schools Athletic Associations limit the cost of awards to five dollars or less.²⁹ These awards may take the form of medals, ribbons, certificates, plaques, cups or letters.³⁰

Recommendations for awards are initiated by the coaches on the basis of established requirements. Generally the coaches' recommendations are acted upon by the athletic director.³¹

²⁶ Charles A. Bucher, Administration of School Health and Physical Education Programs (St. Louis: The C. V. Mosby Co., 1963), pp. 154-155.

²⁷ Edward F. Voltmer and Arthur A. Esslinger, The Organization and Administration of Physical Education (New York: Appleton-Century-Crofts, Inc., 1958), p. 235.

²⁸ Andrew Grieve, Directing High School Athletics (Englewood Cliffs, N.J.: Prentice-Hall Inc., 1963), pp. 206-207.

²⁹ Voltmer and Esslinger, loc. cit.

³⁰ Bucher, op. cit., p. 421.

³¹ Voltmer and Esslinger, op. cit., p. 236.

Correspondence

Public relations is more than just publicity about the athletic program. Benjamin Fine pointed out in his definition, "Public relations is more than just a set of rules - it is a broad concept. It is the entire body of relationships which make up impressions of an individual, an organization, or an idea."³²

Several duties for which the athletic director is responsible in the area of public relations would include information transmitted through the newspaper, radio, television and annual reports as well as providing home athletic contests with convenient entrances and exits, loud speakers, scoreboard, entertainment, parking facilities etc. The athletic director is responsible for providing passes to opponents to be used in scouting or to give publicity to the athletic program and the school.³³

The athletic director is responsible for keeping records pertaining to the athletic department. One of the records the athletic director needs to keep is the names and the physical examinations of all athletes. Examinations by qualified medical doctors are a necessity. Forms for examinations and parental approval for competition may be obtained from the local state associations.³⁴ Athletic records are to be kept for each sport and filed by the athletic director.³⁵

³²Benjamin Fine, Educational Publicity (New York: Harper, 1943), pp. 255-256.

³³Voltmer and Esslinger, op. cit., p. 441.

³⁴Bucher, op. cit., pp. 154-155.

³⁵Voltmer and Esslinger, op. cit., p. 231.

The athletic director also is responsible for transportation of the athletes to athletic contests out of town. He should consult the head coach on some details such as menu, time of arrival, time of return, hotel and the like. All details of the trip should be arranged in advance.³⁶

Scheduling Athletic Events

Scheduling athletic events is a duty of the athletic director. Close consultation with the coaches of the various sports is necessary in formulating the schedule. The schedule should meet with the approval of the athletic council or board.³⁷ The athletic director is responsible for scheduling opposition equal to the caliber of competition needed by the respective teams.³⁸ Ioraga also mentioned scheduling as one of the responsibilities of the athletic director.³⁹ The athletic director is guided by institutional policies and by league or conference regulations concerning the making of schedules. A total number of games in each sport is determined in part by school policy and

³⁶Voltmer and Esslinger, op. cit., p. 244.

³⁷Ibid., p. 240.

³⁸Sarah C. Caldwell and others, School Athletics (Washington: National Education Association, Educational Policies Commission, 1954), p. 69.

³⁹Nwabisi Ioraga, "Administration and Organization of Athletics in Nigerian Universities," Completed Research in Health Physical Education and Recreation, M.S. in Physical Education, Vol. 11, 1969.

in part by school conference or state athletic association regulations.⁴⁰

Contracting Games and Officials

A great majority of interscholastic athletic contests are confirmed by means of contracts.⁴¹ Most state high school athletic associations have forms which the high schools in the state are expected or required to use. Each school has a signed copy of the contract which specifies the date, place and financial arrangements for the contests.⁴²

The athletic director of the home institution is responsible for contracting officials. As soon as agreement has been reached on the officials, contracts should be sent to the chosen officials. These contracts should specify the date, time, assignment and financial arrangements of the contests.⁴³

Officials also should be rated and a list of these ratings should be kept by the athletic director so that he can ascertain which officials he wants to employ for the coming year.⁴⁴ Contracts for officials should be kept by the respective

⁴⁰Kansas State High School Activities Association, Membership Directory, 1970-71.

⁴¹Edward F. Voltmer and Arthur A. Esslinger, The Organization and Administration of Physical Education (New York: Appleton-Century-Crofts, Inc., 1958), p. 240.

⁴²Kansas State High School Activities Association.

⁴³Voltmer and Esslinger, op. cit., p. 241.

⁴⁴James L. Sells, "Essential Competencies for the Athletic Director," Journal of Health Physical Education and Recreation, 32: 38-39, May, 1961.

schools. Forsythe gave some examples of the types of contracts that can be used for contracting officials.⁴⁵ A copy of the agreement, signed by both the official and the school, should be kept by the athletic director to make sure he has officials hired for the contests.

Payment to these officials should be made as equal as possible between schools.⁴⁶ This will keep the schools from competing with each other to get the best officials.

Staffing

The administrative duty of staffing refers to the entire personnel function of selection, assignment, training and providing and maintaining working conditions. Capabilities of personnel must first be considered with respect to the field of specialization as well as to the fact that he will be a member of the faculty.⁴⁷ Ioraga stated, in his study of the administration and organization of athletics, that hiring of personnel is one of the functions or responsibilities of the athletic director.⁴⁸ Duncan also stated that coaches should be employed upon their complete

⁴⁵Charles E. Forsythe, The Athletic Director's Handbook (Englewood Cliffs, N.J.: Prentice-Hall Inc., 1956), pp. 98-122.

⁴⁶Andrew Grieve, Directing High School Athletics (Englewood Cliffs, N.J.: Prentice-Hall Inc., 1963), p. 114.

⁴⁷Ibid., p. 23.

⁴⁸Nwabisi Iroaga, "Administration and Organization of Athletics in Nigerian Universities," Completed Research in Health Physical Education and Recreation, M.S. in Physical Education, Vol. 11, 1969. (Abstract)

preparation as educators. There should be a proper balance between teaching and coaching and other duties assigned to them.⁴⁹

Eligibility

The National Federation of State High School Athletic Associations has set down the basic requirements for eligibility of students to compete in interscholastic contests.⁵⁰ The basic requirements include: the twenty-year-old rule, scholarship rule, passing in three full credit courses and the eighth grade rule if the student has not been promoted to the ninth grade. The state may have additional requirements and the local board may have its own policies regarding eligibility. Forms for keeping eligibility may be obtained from Forsythe.⁵¹

Administration of Athletic Contests

One of the most important responsibilities of any athletic director is the management of home athletic contests. Voltmer and Esslinger, in their book on administration of physical education, provide a check list to be used with various athletic contests.⁵² Forsythe compiled a list of responsibilities concerning game organization. He divided the categories of duties into before

⁴⁹Ray O. Duncan, "Athletics, Interscholastic Athletics, Scope of Interscholastic Athletics," National Association of Secondary School Principals Bulletin, 44: 87-91, May, 1960.

⁵⁰The National Federation of State High School Athletic Association, National Federation Handbook, 1961, pp. 11-13.

⁵¹Charles E. Forsythe, The Athletic Director's Handbook (Englewood Cliffs, N.J.: Prentice-Hall Inc., 1956), pp. 79-98.

⁵²Voltmer and Esslinger, op. cit., pp. 249-250.

game preparation, game responsibilities, after-game responsibilities and preparation for out-of-town games.⁵³

The athletic director must instruct the officials provided by the school as to their responsibilities and duties so that the contests will run smoothly.⁵⁴ These officials may be responsible for keeping score, timing, operating the chain for football etc.

Discipline

A study by Hoff and Christensen revealed that most of the disciplinary actions connected with athletics were handled on the spot by the coach of a particular sport in which the athlete was participating.⁵⁵

SUMMARY

On the basis of the survey of material written about the athletic director, it appears that the director occupies an important position in the hierarchy of the administration of high schools. The scope of this report was limited to the administration of athletics and did not include any of the other duties with which the athletic director may be concerned.

⁵³Charles E. Forsythe, The Administration of High School Athletics (Englewood Cliffs, N.J.: Prentice-Hall Inc., 1954), Chap. 7.

⁵⁴Grieve, op. cit., pp. 77-103.

⁵⁵Donald Hoff and Gwynn M. Christensen, "A Study of the Duties of the Athletic Director in Wisconsin High School and College Athletic Programs," M.S. in Physical Education, Completed Research in Health Physical Education and Recreation, Vol. 2, 1960. (Abstract)

Most of the information obtained in the review of the literature identified the athletic director as part of administration, with responsibility to the principal and through him to the superintendent and ultimately to the board of education. The athletic director may be a principal, coach or a person interested in athletics. The responsibilities of the athletic director in high schools of Kansas have not been clearly established. This report will attempt to identify and describe the athletic director's responsibilities and duties.

Section 3

METHODS AND MATERIALS

Description of Population and Selection of the Sample

The population of this study consists of the athletic directors of the high schools in the State of Kansas. The names of these athletic directors were obtained from the Membership Directory of the Kansas State High School Activities Association.⁵⁶ The range in enrollments of schools was given in the Membership Directory. They ranged in size from: 20-110 in 1-A, 110-229 in 2-A, 229-612 in 3-A, 616-1632 in 4-A and 1656-2581 in 5-A. This enrollment includes the upper three grades in the high school. Each of the high schools in Kansas falls into one of the five classifications, based on enrollment in the tenth, eleventh and twelfth grades.

The number of schools in each of these classifications are as follows: 5-A, 16 schools; 4-A, 32 schools; 3-A, 64 schools; 2-A, 128 schools and 1-A, 183 schools. For the purpose of this study, 20 per cent of these schools were studied. The sample was stratified by class, and each school in the separate classes was assigned a number. The schools were selected from a table of random numbers.⁵⁷ The total number of schools sampled was 85.

⁵⁶Kansas State High School Activities Association, Membership Directory, 1970-71.

⁵⁷John T. Roscoe, Elementary Statistics For Students of the Behavioral Sciences. Holt, Rinehart and Winston, Inc., 1969.

Description of the Questionnaire

The information for the construction of the questionnaire was obtained from the review of related literature. The items used were placed into two separate categories. One group of items was arranged so that the respondent could reply as to the amount of authority he had to function as the athletic director. They could mark the item in terms of having complete authority, shared authority or no authority to perform a given duty. The other items described as a list of duties were to be marked as to whether or not the athletic director performed each duty.

Other items marked by the respondent were the classification of the school and whether the athletic director had any other duties in the school. Athletic directors also were asked whether they also served as superintendent, principal, head coach or in any other position. The questionnaire may be found in the Appendix.

Section 4

COLLECTION AND ANALYSIS OF DATA

Introduction

The information gathered by the questionnaire concerning the duties and responsibilities of athletic directors in high schools of Kansas was analyzed.

The first item discussed was the percentage of return by the athletic directors to the questionnaire which was sent.

Each athletic director was to respond as to what his responsibilities were in addition to acting as the athletic director of his high school.

The third part of the questionnaire was used to evaluate the degree to which the athletic director had the authority to carry out his functions in that position.

The last part of the questionnaire was a check list of the duties performed by the athletic director.

Data

Percentage of Return. Eighty-five questionnaires were sent to the sampled schools and 65 of the questionnaires were returned. This gave a return percentage of 76.5. The smallest return, which was 71.5 per cent, was from Class 4-A schools. A 100 per cent return was received from Class 5-A schools. (See Table 1)

Table 1
Percentage of Schools Returning the Questionnaire

Class of school	Number sent	Number returned	Per cent
5-A	4	4	100.0
4-A	7	5	71.5
3-A	13	11	84.6
2-A	26	19	73.0
1-A	35	26	74.3
Total	85	65	

Individual Acting as Athletic Director. There were four different types of individuals acting as the athletic director in the high schools of Kansas. The total number of responses was broken down as follows: 34 were principals; 8 were assistant principals; 6 were athletic directors and 17 were coaches. (See Table 2)

Table 2
Descriptive Classification of Persons Functioning as
Athletic Director and the Size of the School

Person as Athletic Director	Classification of School					Total
	5-A	4-A	3-A	2-A	1-A	
Athletic Director	2	2	2	0	0	6
Assistant Principal	2	1	5	0	0	8
Coach	0	1	1	5	10	17
Principal	0	1	3	14	16	34
Total	4	5	11	19	26	65

Functions of the Athletic Director. The following table lists the duties of the athletic director and the responsibility and authority the athletic director has to carry out these functions. (See Tables 3 and 4).

Authority of Athletic Directors. Most athletic directors in Kansas had complete or shared authority to formulate the budget, schedule contests, purchase equipment, purchase awards, determine eligibility and develop game organization. Authority to contract officials, hire staff and write checks was not as consistently given to athletic directors. Most athletic directors were not authorized to purchase insurance or share the responsibility with another school official. (See Table 3)

Specific Duties of Athletic Directors. Three-fourths or more of the athletic directors in Kansas performed the duties of handling correspondence, purchasing awards, representing the school at league meetings, keeping records of physical

Table 3

Numbers and Percentages Indicating the Amount of Authority
Athletic Directors Have for Carrying Out Their Functions
as Athletic Directors in High Schools of the
State of Kansas

Duties of the Athletic Director	Authority					
	All		Shared		None	
	No.	Per cent	No.	Per cent	No.	Per cent
Formulate the Budget	22	33.9	32	49.2	11	16.9
Schedule Contests	38	58.5	26	40.0	1	1.5
Contract Officials	25	38.5	19	29.2	21	32.3
Hire Staff	7	10.8	39	60.0	19	29.2
Purchase Equipment	24	36.9	37	56.9	4	6.2
Purchase Insurance	10	15.4	24	36.9	31	47.7
Write Checks	31	47.7	10	15.4	24	36.9
Purchase Awards	32	49.2	29	44.6	4	6.2
Determine Eligibility	36	55.4	24	36.9	5	7.7
Develop Game Organi- zation	32	49.2	30	46.2	3	4.6

examinations and keeping catalogs. One-half to three-fourths of the athletic directors in high schools of Kansas perform duties consisting of purchasing of insurance, making eligibility lists, handling gate receipts, contracting officials, arranging for ticket takers, handling of passes to games and helping plan for facilities. Purchasing of insurance was not clearly defined as a duty of the athletic director. (See Table 4)

Table 4
Specific Duties of Athletic Directors in High Schools
of the State of Kansas

Specific Duties of the Athletic Director	Yes		No	
	No.	Per cent	No.	Per cent
Equipment Inventory	25	38.6	40	61.5
Equipment Issuance	9	13.8	56	86.2
Equipment Purchase	41	63.1	24	36.9
Handle Correspondence	54	83.1	11	16.9
Keep Catalogs on Hand	51	78.5	14	21.5
Make Eligibility Lists	48	73.8	17	26.2
Purchase Athletic Awards	52	80.0	13	20.0
Handle Gate Receipts	43	66.2	22	33.8
Help Coaches with Training Rules	26	40.00	39	60.0
Handle Discipline in Athletics	28	43.1	37	56.9
Help in Purchase of Insurance	33	50.8	32	49.2
Represent School at League Meetings	55	84.6	10	15.4
Contract Officials for Games	42	64.6	23	35.4
Keep Record of Physical Examinations	50	76.9	15	23.1
Arrange for Ticket Takers at Games	44	67.7	21	32.3
See to the Making Out of Programs	47	72.3	18	27.7
Handle Concessions	12	18.5	53	81.5
Handle Passes to Games	44	67.7	21	32.3
Help Plan Facilities	45	69.2	20	30.8

The duties of equipment inventory, equipment issuance, training rules, discipline and concessions were not generally given to athletic directors in high schools of Kansas. (See Table 4)

Section 5

SUMMARY AND CONCLUSIONS

This study involved a survey of the athletic directors in the State of Kansas. The study was conducted to find out who in the high schools of Kansas acted as the athletic director and how much authority he had in carrying out the functions of the athletic director.

Eighty-five questionnaires were sent out and 65 were returned for analysis. This represented a return percentage of 76. There were four kinds of people who acted as athletic directors of the schools in which they worked. It was found that 34 principles, 8 assistant principals, 6 athletic directors and 17 coaches filled the position of athletic director in Kansas schools.

The typical Kansas high school athletic director also served as a principal, assistant principal or coach. He had authority to formulate the budget, schedule contests, purchase equipment, purchase awards, determine eligibility and develop game organization. His duties as athletic director included the handling of correspondence, purchasing of awards, representing the school at league meetings, keeping records of physical examinations, making eligibility lists, handling gate receipts, contracting officials, arranging for ticket takers, handling of passes to games and helping plan facilities.

As athletic director he usually was not given authority to contract officials, hire staff or write checks. Equipment inventory, equipment issuance, training rules, discipline and concessions were not included among his duties.

The Kansas high school athletic director was typical of those described in the literature in that he was identified as having authority to formulate the budget, schedule contests, purchase equipment, purchase awards, determine eligibility and develop game organization.

The same people were atypical to those described in the literature in that they were not delegated authority to purchase insurance, contract officials, hire staff or write checks.

Duties usually defined to be a part of the athletic director's responsibility and not so defined for those in Kansas were equipment inventory, equipment issuance, training rules, discipline and concessions.

Recommendations. It is recommended that the position of high school athletic director be defined to include authority to carry out the responsibilities of formulating the budget, scheduling contests, purchasing equipment, purchasing awards, determining eligibility, developing game organization and contracting officials. The athletic director also should be involved in the selecting of staff assigned to the athletic department.

It also is recommended that the athletic director's duties include the handling of correspondence, purchasing of awards, representing the school at league meetings, keeping

records of physical examinations, keeping catalogs, purchasing of insurance, making eligibility lists, handling gate receipts, contracting officials, arranging for ticket takers, handling of passes to games and helping plan facilities.

If the described responsibilities and duties constitute full-time employment, the position of athletic director should be so described and contracted.

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APPENDIX

May 8, 1971

As a part of the requirements for my Master of Science degree at Kansas State University, it is my desire to conduct a study concerning the duties and responsibilities of the High School Athletic Directors in the State of Kansas.

This study is being undertaken to determine the duties and responsibilities of the Athletic Directors in the state since information now available is limited. The enclosed questionnaire will attempt to identify the duties of the Athletic Director and determine what authority he has in his position.

Your help in the prompt completion of the enclosed questionnaire would be appreciated.

If you wish to receive a summary of this study, please indicate so on the questionnaire.

Thank you for your time and assistance in completing this study.

Sincerely,

Don C. Schmidt

QUESTIONNAIRE

NAME OF SCHOOL _____

CLASSIFICATION OF SCHOOL (Circle one) 5A, 4A, 3A, 2A, 1A.

Who is the person acting as the athletic director in your school? If you are the principal and athletic director, mark the item principal. If you are the athletic director with no other responsibilities, mark the item athletic director. If you are a coach and acting as an athletic director, mark the item coach. If you hold more than one position, mark all positions you hold.

Superintendent	_____	Head Football Coach	_____	Other (Please specify)
Principal	_____	Head Basketball Coach	_____	_____
Athletic Director	_____	Head Track Coach	_____	_____

How much authority do you have in carrying out the functions of your position as athletic director? (Please check the correct area)

	Complete	Shared	None
Formulating the Budget	_____	_____	_____
Scheduling Contests	_____	_____	_____
Contracting Officials	_____	_____	_____
Hiring Staff Personnel	_____	_____	_____
Purchasing Equipment	_____	_____	_____
Purchasing Insurance	_____	_____	_____
Responsibility of Writing Checks	_____	_____	_____
Purchasing of Awards	_____	_____	_____
Determining Eligibility	_____	_____	_____
Game Organization	_____	_____	_____

What are the specific duties that you perform as the Athletic Director of your school? (Check those areas that apply)

Equipment Inventory	_____
Equipment Issuance	_____
Equipment Purchase	_____
Handle Correspondence	_____
Keep Catalogs on Hand	_____
Make Eligibility Lists	_____
Purchase Athletic Awards	_____
Handle Gate Receipts	_____
Help Coaches with Training Rules	_____
Handle Discipline in Athletics	_____
Help in Purchase of Insurance	_____
Represent School at League Meetings	_____
Contract Officials for Games	_____
Keep Record of Physical Examinations	_____
Arrange for Ticket Takers at Games	_____
See to the Making Out of Programs	_____
Handle Concessions	_____
Handle Passes to Games	_____
Help Plan Facilities	_____
Other _____	
Other _____	

I would like to have a summary of the report. _____

A STUDY OF THE ATHLETIC DIRECTORSHIP
IN HIGH SCHOOLS OF THE STATE OF KANSAS

by

DON CARLOS SCHMIDT

B. A., Tabor College, Kansas, 1964

AN ABSTRACT OF A MASTER'S REPORT

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

College of Education

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1971

This study involved a survey of the athletic directors in the State of Kansas. What are the responsibilities of the athletic director in the high schools of the State of Kansas and what school official functions as the athletic director?

The population of this study consists of the athletic directors of the high schools in the State of Kansas. The names of these athletic directors were obtained from the Membership Directory of the Kansas State High School Activities Association.

The numbers of schools in each of these classifications are as follows: 5-A, 16 schools; 4-A, 32 schools; 3-A, 64 schools; 2-A, 128 schools; and 1-A, 183 schools. For the purposes of this study, 20 per cent of these schools were studied. The sample was stratified by class, and each school in the separate classes was assigned a number. The schools were selected from a table of random numbers. The total number of schools sampled was 85. Sixty-five athletic directors responded to the questionnaire.

The information for the construction of the questionnaire was obtained from the review of related literature.

There were four kinds of people who acted as the athletic director of the schools in which they worked. It was found that 34 principals, 8 assistant principals, 6 athletic directors and 17 coaches filled the position of athletic director in Kansas schools.

The typical Kansas high school athletic director also served as a principal, assistant principal or coach. He had authority to formulate the budget, schedule contests, purchase

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