

RECOMMENDED ITEMS FOR AN ATHLETIC DIRECTOR'S
HANDBOOK FOR A COLLEGE SPORTS PROGRAM

by

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B. S., Lock Haven State College, 1973

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A MASTERS REPORT

submitted in partial fulfillment of the

requirements for the degree

MASTER OF SCIENCE

Department of Health, Physical Education and Recreation

KANSAS STATE UNIVERSITY
Manhattan, Kansas

1980

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ACKNOWLEDGMENTS

The personal and professional advice and the time and effort devoted to this study by Associate Professor Raymond Wauthier and Associate Professor David Laurie, Jr. of the Department of Physical Education at Kansas State University are sincerely appreciated. Appreciation is also expressed to the Athletic Departments of the Universities in the Big 8 Conference and Missouri Valley Conference for their cooperation and assistance.

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Chapter 1

INTRODUCTION

The athletic department in many colleges and universities are directly responsible for all the activities which are related to intercollegiate athletics. There are matters of public relations, budgeting, fund raising, recruitment, scheduling, booster clubs, league affiliations, governmental regulation and many matters which occupy the time and attention of the athletic department.

In recent years a reorganization and updating of college and university athletics has expanded the athletic program and are bringing about renewed pressures and techniques of handling a multifaceted department.

The Big 8 Conference Schools indicate two general purposes of the establishment of their conference. They are:

1. To organize, control, and supervise intercollegiate athletics among the institutions of this Conference.
2. To formulate principles and disseminate information regarding the proper place of athletics in schools and colleges. (9:2)

The National Collegiate Athletic Association (NCAA) initiates the broad guidelines used in the governing of all participating schools in their NCAA Manual.

Fundamental Policy. (a) The competitive athletic programs of the colleges are designed to be a vital part of the educational system. A basic purpose of this Association is to maintain intercollegiate athletics as an integral part of the educational program and the athlete as an integral part of the student

body and, by so doing retain a clear line of demarcation between college athletics and professional sports.

(b) Legislation governing the conduct of intercollegiate athletic programs of member institutions shall be obligated to apply and enforce this legislation, and the enforcement program of the Association shall be applied to an institution when it fails to fulfill this obligation. (5:7)

The NCAA Manual further indicates the generalized purposes of the Association to include such goals as:

(1) To initiate, stimulate and improve intercollegiate athletic programs for student-athletes and to promote and develop educational leadership, physical fitness, sports participation as a recreational pursuit and athletic excellence;

(2) To encourage its members to adopt eligibility rules to comply with satisfactory standards of scholarship, sportsmanship and amateurism;

(3) To study in general all phases of competitive intercollegiate athletics and establish standards whereby the colleges and universities of the United States can maintain their athletic activities on a high level. (5:8)

The athletic offices involved with sports in the Big 8 Conference Schools and Missouri Valley Conference Schools represent sports as a major product in demand in today's society. They have grown from simple small office athletic programs to large, highly sophisticated business operations.

Purpose of the Study

The purpose of this report is to identify areas of responsibilities and functions that are pertinent to the development of a handbook of athletic department policies and procedures.

Method of Study

A letter was sent to all the colleges and universities in the Big 8 Conference and Missouri Valley Conference requesting information concerning their current athletic handbook. In addition to the letter sent to all participating schools a phone call was made to New Mexico State University and Creighton University to clarify policies stated in their handbook. A personal interview was held with Mr. DeLoss Dodds, Athletic Director of Kansas State University, concerning their athletic department handbook.

The athletic handbooks received from the Big 8 Conference Schools and Missouri Valley Conference Schools all contained basic policies and procedures for their athletic department. Their policies and procedures were built upon the rules of the national governing bodies of the NCAA and AIAW as well as their own conference guidelines.

Athletic participation was of major importance to all schools contacted. Although each had different areas of concentration, each university utilized a different type of handbook. Each school presented practical methods of organizing athletic teams, travel, health services, job descriptions, and finances.

Handbooks were separated according to content and organized into common listings or areas of specialization. These areas and specializations will be presented later in the report.

Chapter 2

RESULTS AND DISCUSSIONS

Results

Following is the breakdown of categories contained within all the handbooks received. Each category represents a major concern to most Big 8 Conference Schools and Missouri Valley Conference Schools. The Categories are:

Index of Categories

Employment Procedures

Communications Chart

Job Descriptions

- A) Athletic Director
- B) Business Manager
- C) Assistant Athletic Directors
- D) Sports Information Director

Administrative Duties and Responsibilities of Coaches

Travel

Budget

Purchasing

Schedules

Game Day Administration

Property, Equipment and Facilities

Athletes Programs

Medical Services

Athletic Awards

Athletic Tickets

Athletic News Letter

Telephone and Telegram Policy

Keys

Utilities

Fundraising and Promotions

List of Departmental Forms

Additional Titles of Personnel

All the categories can be divided into multiple areas of consideration. The more specialized listings are the topics mentioned in all the handbooks. The categories and listings indicate the areas of concern that could eliminate potential problems for each institution. The categories and listings are:

Categories and Listings

Employment Procedures

Appointments

Terminations

Office Hours

Sick Leave

Vacation

Benefits

Time Sheets

Evaluation

Communications Chart

University President

Athletic Director

Business Manager
Assistant Athletic Directors
Coaches
Assistant Coaches
Sports Information Director
Secretarial Staff

Job Description

A. Director of Athletics

Coordinate and Supervise Athletic Programs
Develop Departmental Policies, Procedures and Programs
Public Relations with Faculty, Staff, Students and Alumni
Capital Improvements
Fund Raising-Facilities/Scholarships
University Representative for Conference and National Athletics
Approve all Travel and Expense Vouchers
Administer Athletic Policies Determined by League and National Rules Committees
Delegate Authority to Administrative Personnel
Major Sports Scheduling
Coordinate Extra Events
Travel with Teams
Financial Aid Contracts
Evaluation of Staff
Liaison/Chairman of University Groups

B. Business Manager

Assumes Role of Athletic Director in Their Absence

Assist in Policy Development

Paying and Receiving of Funds

Purchasing

Budgeting

Affirmative Action Procedures

Management of Department Investments

Major Sport Travel Arrangements

Contract-Business/Game

Financial Reports and Game Settlements

Game Management

Promotions

Departmental Inventory

Photography

Equipment

Training Table Operations

Expense Accounts

Staff Benefits

Ticket Office Operations

Coordinate the Athlete Insurance Program

Payroll

Personnel Records

C. Assistant Athletic Directors

Coordination of Recruiting

Spirit Squad (Cheerleaders and Yell Leaders)

Scheduling

Academic Books and Supplies

Eligibility

Grant-in-Aid

Housing

Training Table

Equipment Managers

Trainers

Strength and Weight Programs

Fund Raising-Facilities/Scholarships

Season Ticket Campaigns

Pre-Game and Half Time Entertainment

Parking

Travel Arrangements

Awards

Public Relations

D. Sports Information

Supervise Sports Information Office Personnel

News Releases

Media Relations

Pre-Game Coverage

News Conferences

Sports Brochures

Department Historian

Recording and Keeping Statistics

Answering Inquiries from Fans

Television and Radio Broadcasts

Hi-Lite Films

Program Advertisement

Program Layout and Publication

Newsletter

Athletic Hall of Fame

Sports Promotions and Special Events

Play-by-Play Broadcasts

Develop and Organize Coaches' Television Shows

Produce and Emcee Coaches' Television Shows

Administrative Duties and Responsibilities of Coaches

Meet Assigned Contract Obligations

Personal Appearances

Film Policy

Scouting

Bribery (Control of Legal Functions)

Red Shirt Rule

Grievance Procedure

Additional Compensation from Other Sources

Clinics

Special Introductions, Dedications, Honors or Designations

Travel

In State Travel

Out of State Travel

Team Travel

Personal Transportation
(Personal Car-University Vehicles)

Commercial and Private Air Travel

Authorized Travel Personnel

Recruit Travel and Visitation

Insurance

Expense Report

Travel Reimbursement

Budget

Budget Preparation

Budget Control

Expenditures

Club Funds

Purchasing

Equipment

Materials and Supplies

Printed Material

Store Materials

Construction and Improvements

Emergency Purchases

Unauthorized Purchases

Receiving Orders

Schedules

Preparation

Guarantees

Changes

Approval

Announcements and Releases

Game Day Administration

Pre-Game Preparation and Work Assignments

Game Day Officials

Visiting Team Accomodations

Property, Equipment and Facilities

General Responsibilities

Facilities Use Chart

Equipment Loans and Use of Facilities

Equipment Storage

Equipment Inventories

General Security

Maintenance and Repairs

Equipment Safety Procedures

Emergency Situations

Athlete's Programs

Admission Requirements
Athletic Dorm
Athlete Dining Hall
Scholarship Awards
Enrollment
Study Hall
Academic Progress Reports
Grade Cards
Eligibility
Tutors
Academic Counselor
Absences from Classes

Medical Services

Physical Examinations
Medical Services
Departmental Medical Requests
Training Room
Insurance

Athletic Awards

Awards
Special Awards
Award Requirements
Award Purchasing

Athletic Tickets

Complimentary Tickets

Team Tickets

Personal Tickets

Complimentary Recruitment Tickets

Athletic News LetterTelephone and Telegram PoliciesKeysUtilitiesFund Raising and PromotionsList of Department Forms

Interdepartment Order and Invoice

Request for Quotation Form

Paid Out

Partial Receiving Report

Travel Expense Voucher

Request for Cash Advance Expenses

Application for Payment of Traveling Expenses

Returned Travel Monies

Application for Fifth Year Support

Letter of Confirmation for Fifth Year Support

Letter of Intent

Grant-in-Aid Renewal Form

Student Housing Authorization

Student Athletic Questionnaire

Sport Information Release

Facility Use Permit

Athlete Release of All Claims

Summer Camp Form

Additional Titles of Personnel

Coordinator of Women's Athletics

Director of Tickets, Marketing and Promotions

Director of Sports Medicine

Academic Counselors

Recruiting Coordinator

Assistant Directors of Sports Information

Equipment Manager

Physical Plant Director

Coaching Staff

Discussion

The athletic director's first duty is to see that high standards are maintained throughout the entire athletic program. Everyone associated with the administration and supervision of the athletic program should display this philosophy. Each activity sponsored by the athletic department should fall under the same standards. The successful operation of an athletic program depends on the personnel who direct it as well as those implementing the programs for the athletes. Basic organization is fundamental to an efficient program. "An effective and functional handbook of policies and procedures is of paramount importance in establishing the necessary groundwork." (6:22).

Webster's Dictionary defines a policy as a definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions. Procedure is defined as a series of steps followed in a regular definite order.

Policies are vital to the decision making process of administration. Each policy must have a degree of flexibility necessary for decision making within its framework and yet must set the guidelines which result in a degree of consistency of performance. Rules, regulations, policies and procedures, perform specific functions within the framework of the university. Some of the purposes of formulating a set of policies are:

1. A set of policies reveals the ends of goals of the department. A review of a set of policies brings to light the philosophy of the department as expressed in operational terms.
2. A set of policies permits the staff to translate alternatives into action. This ensures some degree of expediency. Since ground covered need not be crossed again in like problems.
3. A set of policies prevents inconsistency in solutions which might occur if problems were solved without regard to past performances.
4. A set of policies permits a degree of flexibility in the solution of local problems not possible under iron clad rules and regulations. This allows a group with divergent views to operate within the framework of the policies.
5. A set of policies performs the function of good public relations, since others are made aware of bases of decisions which are not compatible with their own views.
6. A set of policies helps the staff realize that decisions which affect them adversely are not made on a personal basis. (4:59)

The formulation of a set of policies is a demanding and time consuming process which may utilize any number of people. Suggestions for the formulation of these policies are:

1. The staff should be involved in the planning and writing of departmental policies. Sharing the responsibility for formulating policies brings with it the responsibility for seeing that they are adhered to by the group.
2. Conflicts should be anticipated and policies set up to avoid them. For example, when a school has an extensive out-of-doors program, a rainy day schedule should be ready. Or when a heated rivalry comes to the crucial point, the staff should be prepared to offer protection to the fans, participants, and officials.
3. Talents on the staff should be utilized. Some staff members have the insight to see through to the heart of problems, while others are expert in writing proposals. Both types can contribute.

4. Policies should be written and distributed to all members of the staff and to superiors within the organization. It is preferable to keep one format and even one color of paper to attract the attention of the reader to the fact that this is a policy statement. A loose-leaf-type policy booklet permits easy revision.
5. Policies should not be made so restrictive that they become rules and regulations with no chance for deviation from them. The administrator cannot be placed in a straitjacket. He must be guaranteed some degree of flexibility.
6. Policies should be reviewed periodically. When the conditions warrant it, they must be revised. Small changes can be handled simply by making addenda.
7. All facets of administration cannot be covered by policies. As with all good things, policies can be overdone. Until there is evidence of need, policies should not be written. (4:59-60)

The format for any athletic handbook should consist of the following items.

1. A table of contents.
2. Introduction-This should be prepared and written by the superintendent of schools or director of athletics.
3. Purpose of the handbook-This should include an explanation as to how this manual was devised, who was involved in its preparation, etc.
4. Various areas included and the policies and procedures pertaining to each.
5. Summary-This should include such things as periodic revisions and supplements issued covering new or altered policies between actual revisions of the entire handbook. (6:26)

The handbook offers a guide to consistencies when decisions or judgements are made in similar situations. The handbook may help to prevent inconsistency in the decision making process. The handbook

may be used as a reference by the total athletic and administrative department of the university.

By having a specific handbook the observance of rules, regulations, policies and procedures and goals and objectives of an athletic department may be served with greater efficiency and purpose. These duties and responsibilities may vary with participating schools. All new athletic personnel and experienced staff members should receive and study a personal copy of the handbook. Successful athletic administration is dependent upon cooperation, hard work and dedication to a common goal or purpose. A well designed handbook is a key function of such a program to assure objectives, goals, process and evaluation.

Chapter 3

SUMMARY

The handbook categories and listings are to be an aid in the formulation of, or the maintaining of important facets of administering and directing a successful major college sports program. The categories and listings in chapter two are of concern and interest in the athletic programs of the Big 8 Conference and Missouri Valley Conference. The athletic directors at these universities use their handbooks or staff manuals to assure consistency throughout their programs. The day-to-day application of practical solutions to serious athletic problems is a good reason for such a handbook. College athletics are being confronted by many problems and concerns that were not present in the past. The success of future athletic programs depend upon the actions that are taken now. The decisions made today will reflect the success or failure of the program.

Job descriptions for athletic personnel may not always be included in the handbooks. In an interview with Mr. DeLoss Dodds, Athletic Director at Kansas State University, he listed the job priorities for the departments staff members which are not included in their handbook. Creighton University, New Mexico State University and the University of Kansas also do not include job descriptions of personnel in their handbooks but did include them in the mailings that were sent out in response to the investigator's request. It was from these descriptions that the job descriptions were compiled for this study.

The categories listed indicate the handbook may be utilized for many positive purposes, such as to provide personnel associated with the athletic program with job descriptions. This would include the athletic director, business manager and all assistant athletic directors as well as the sports information personnel and coaches. The handbook then provides an easy check list of job responsibilities. These job descriptions, in conjunction with a communications chart would aid in the development of a referral system of whom to contact in specific situations.

Another purpose would be to provide coaches and athletic directors with a clear understanding of the guidelines that are needed in scheduling events as well as in game day administration. Property, equipment and facilities use must be outlined to indicate priority use for individuals and sports. Few athletic facilities are large enough to give each sport/team the time, space and equipment they may feel they need. Therefore budgeting and purchasing procedures must also be scrutinized to ensure efficiency in ordering of equipment, materials and supplies.

Programs available for athletic personnel, such as travel, telephone and telegram services, keys, utilities and athletic tickets may also be included in a handbook. The handbook would provide the answers to many questions that could arise over proper procedure without having to consult other personnel.

The handbook would provide coaches with the programs available for their athletes, medical services provided and athletic awards available.

A final consideration in the development or updating of the handbook may be the compiling of all departmental forms that are to be utilized. This would provide easy reference and promote efficiency.

The athlete is the resource of the sports program and their rights, programs and services must be understood and appreciated by all.

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APPENDIXES

APPENDIX A

The Big 8 Conference

1. Colorado University
2. Iowa State University
3. Kansas State University
4. Missouri University
5. Nebraska University
6. Oklahoma State University
7. University of Kansas
8. University of Oklahoma

Missouri Valley Conference

1. Bradley University
2. Creighton University
3. Drake University
4. Indiana State University
5. New Mexico State University
6. Southern Illinois University
7. University of Tulsa
8. West Texas State University
9. Wichita State University

APPENDIX B

September

Dear

In an effort to complete my Masters at Kansas State University, I am requesting information from all the schools in the Big 8 Conference.

I am interested in obtaining a copy of your school operations handbook or job descriptions of personnel in your Athletic Department. The information will be utilized in a masters project to describe the role of today's athletic office in selected conferences in our region.

Be it the handbook or a set of job descriptions, I appreciate the time and effort you are giving me.

Thank you.

Sincerely,

Warren Hammer
Graduate Teaching Assistant
Ahearn Gymnasium
Kansas State University
Manhattan, Kansas 66502

APPENDIX C

September

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Employment Procedures	Medical Services
Communications Chart	Athletic Awards
Job Descriptions	Athletic Tickets
Administrative Duties/Responsibilities of Coaches	Athletic Newsletter
Travel	Telephone and Telegram Policy
Budget	Keys
Purchasing	Utilities
Schedules	Fundraising and Promotions
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