

SURVIVAL GUIDE FOR NEW ATHLETIC DIRECTORS

PREPARED BY JOHN EVERS, CMAA

**INDIANA INTERSCHOLASTIC ATHLETIC ADMINISTRATOR'S
ASSOCIATION**

June 20, 2013 (Revised)

SECTION 1 -- WHAT TO DO AS A NEW ATHLETIC DIRECTOR

The following items are a list of important tasks that should be accomplished as early as possible after becoming a new Athletic Administrator:

1. Attend the New A.D. Workshop and LTC 502 class at the IHSAA in July.
2. Join the Indiana Interscholastic Athletic Administrators Association (IIAAA).
3. Join the National Interscholastic Athletic Administrators Association (NIAAA).
4. Visit the IHSAA, IIAAA and NIAAA websites to gather information.
5. Attend conference and local A.D. meetings
6. Create personal contact with veteran A.D.'s to answer questions that arise.
7. Become aware of all aspects of your district's Athletic Code/Discipline Policy.
8. Become aware of all relevant policies for athletics in your school district.
9. Become aware of all relevant policies for financial transactions in your school district.
10. Explore risk management issues in your school and district.
11. Explore gender equity issues in your school and district.
12. Meet with your coaches early in your tenure.
13. Begin developing a Coaches and Athlete's Handbook for distribution.
14. Become a public relations agent for your program to the community.

SECTION 2 -- SUPPORT GROUPS FOR THE NEW ATHLETIC DIRECTOR

The following is a list of Support Groups that the New Athletic Director can use in trying to solve problems, answer questions, find information and receive either moral or financial assistance:

INDIANA HIGH SCHOOL ATHLETIC ASSOCIATION (IHSAA) (317) 846-6601 www.ihsaa.org

The IHSAA is the governing body for high school athletics in the state of Indiana. It is manned by an executive staff and governed by the IHSAA Board of Directors. All questions about rules, entries, regulations, etc. are under the control of this organization. The Commissioner is Mr. Bobby Cox.

INDIANA INTERSCHOLASTIC ATHLETIC ADMINISTRATOR'S ASSOCIATION (IIAAA) www.IIAAA.org

The IIAAA 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. The IIAAA works closely with the IHSAA, NIAAA and state coaching organizations to set the tone for Indiana high school athletics

NATIONAL INTERSCHOLASTIC ATHLETIC ADMINISTRATOR'S ASSOCIATION (NIAAA) www.NIAAA.org

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

OTHER IMPORTANT GROUPS

Indiana Coaches of Girls Sports (ICGSA)

Coaches Associations in all sports

Conference Athletic Directors

District Athletic Directors

IASSP – Indiana Association of Secondary School Principals

SECTION 3 -- RESPONSIBILITIES - A.D. & ATHLETIC SECRETARY

The athletic director and his secretary (if he has one) are responsible for the following areas:

- 1. Supervision of athletic contests**
 - A. Crowd Control
 - B. Emergency Plan
 1. Injury
 2. Weather
 3. Disturbance
 - C. Security of all athletic events
- 2. Scheduling of all athletic events and practices**
- 3. Admission procedures for all paid events**
- 4. Transportation to all athletic events**
 - A. Staff
 - B. Athletes
 - C. Support groups (cheerleaders, fans, etc.)
- 4. Hiring of officials for all athletic contests**
 - A. Contact all potential officials well in advance
 - B. Follow up and hire all officials
 - C. Issue and sign contracts
 - D. Track the return of all contracts to your office
- 5. Concessions (with support groups)**
- 6. Financial Reports**
 - A. Reports to your school district
 - B. Reports to your school principal
 - C. Reports to the IHSAA if hosting tournaments
 - D. Reports to your conference if hosting tournaments
- 7. Getting Workers for Home Athletic Events**
 - A. Clock operators
 - B. Scorekeepers
 - C. Announcers
 - D. Ticket Sellers and Takers
 - E. Official hosts
 - F. Security
- 8. Conference Responsibilities**
 - A. Scheduling conference games and tournaments
 - B. Hosting conference games and tournaments
 - C. Attending conference meetings and banquets
 - D. Keep Principal aware of conference issues
- 9. Cheerleaders**

- A. Coaches (Sponsors)
- B. Transportation
- C. Coverage of Contests
- D. Policies, Rules and Regulations

10. Practice Scheduling

- A. Coordinate all outdoor facilities
- B. Coordinate all indoor facilities
- C. Coordinate community use of facilities
- D. Publish monthly schedules (weekly)

11. State Athletic Association (IHSAA) & State AD Association (IIAAA)

- A. Attend meetings to represent your school, conference and the IIAAA
- B. Host IHSAA tournaments, meetings and rules interpretation meetings
- C. Serve on IHSAA and IIAAA committees as needed
- D. Promote IHSAA programs and events
- E. Be an active member of the IIAAA and NIAAA
- F. Become a Registered Athletic Administrator (RAA), Certified Athletic Administrator (CAA), Certified Master Athletic Administrator (CMAA)
- G. Attend local, state (IIAAA) and national (NIAAA) functions, meetings and workshops.

12. Fund Raising

- A. Athletic Boosters
- B. Individual sports
- C. Collection of Donations
- D. Corporate Sponsorship

13. Budget

- A. Preparation according to school district expectations
- B. Preparation according to state board of accounts guidelines

14. Equipment

- A. Inventories
- B. Recommendations
- C. Ordering
- D. Receiving
- E. Reconditioning
- F. Bid process

15. Evaluation

- A. All coaches
- B. All facilities
- C. All inventories
- D. Self-evaluation

16. Eligibility of all Athletes

17. Coordinating support groups at athletic contests

- A. Band
- B. Dance teams
- C. Drill teams
- D. National Anthem Singers

18. Coordination of Special Events

- A. Homecoming
- B. Parent Night
- C. Senior Night
- D. Awards Presentations (Banquets)
- E. Assemblies

19. Media Relations

- A. Work with press, TV and radio
- B. Game coverage, scores reported
- C. Media Releases

20. Coordinate Athletic Printed Programs

- A. Fall
- B. Winter
- C. Spring
- D. IHSA events
- E. Conference events

21. Hiring and Firing of coaches

- A. As needed
- B. With Principal

22. Discipline of Coaches

23. Discipline of Student-Athletes

24. Non-faculty Coaches

- A. Record Keeping
- B. Education

25. Supervision and evaluation of volunteer coaches

26. Recording and Updating School Records

- A. Individual sports
- B. Award winners
- C. Athletic record books
- D. Scrapbooks
- E. Team pictures
- F. Bulletin Boards

27. Review of Department Policies and Procedures

- A. Athletic Policies

- B. Coaches Handbooks
- C. Athlete's Handbooks

28. Insurance

- A. Educate parents and athletes
- B. Collecting information
- C. Filing forms
- D. Payments
- E. Follow ups
- F. IHSAA catastrophic insurance

29. First Aid Supplies

- A. Inventory
- B. Order

30. Athletic Trainer

- A. Scheduling
- B. Education
- C. Training coaches

31. Gender Equity

- A. Be aware of the law
- B. Monitor compliance
- C. Keep accurate records
- D. Be pro-active

SECTION 4 -- A.D. STANDS FOR “ADDITIONAL DUTIES”

1. Responsibility to Family and Self

- A. Take time for your family
- B. Do not take your problems home
- C. Model your health habits so they mirror your athletic philosophy
- D. Know your IHSAA rules and regulations
- E. Take time to get organized and manage your time wisely
- F. Be consistent in all you do
- G. Participate in IHSAA, IIAAA and NIAAA workshops and training
- H. Follow the IHSAA and NIAAA Code of Ethics

2. Responsibility to your Student Athletes

- A. Communicate the role of athletics in the total education picture
- B. Work to give your athletes a level playing field (budget, facilities) on which to compete.
- C. Recognize athletic and academic achievement by your athletes
- D. Provide every student in your school with an opportunity to participate in athletic programs.
- E. Treat each student with dignity and respect
- F. Communicate eligibility requirements clearly, completely and often

3. Responsibility to your Coaches

- A. Develop a strong rapport and communication system
- B. Know all conference and IHSAA rules and regulations
- C. Provide a complete and current coaches handbook
- D. Provide a mentoring system for young coaches
- E. Support your coaches in the areas of budget, program needs, coaching ideas, etc.
- F. Be aware and communicate pre-season, in-season and post-season deadlines.

4. Responsibility to your Community and Parents

- A. Communicate your “chain of command” in dealing with any athletic issues (coach-AD-Principal).
- B. Promote your programs and ideas to community and parent groups
- C. Inform parents about insurance issues and procedures
- D. Inform parents about school and district rules, regulations, and practices and policies
- E. Inform parents early and often about eligibility requirements in your school and district
- F. Inform parents early and often about code of conduct requirements in your school and district
- G. Inform parents early and often about all awards policies in your school
- H. Inform parents early and often about financial issues and policies in your school and district.
- I. Publish accurate athletic schedules in advance and distribute to all parents

5. Responsibility to your Administration

- A. Review your job description and now what is expected of you
- B. Be familiar with your school and district’s mission or vision statement
- C. Know the administrative structure of your school and district

- D. Keep your administration aware of changes in IHSAA and NIAAA rules and policies
- E. Keep your boosters and parents aware of IHSAA rules and regulations
- F. Follow due process guidelines when dealing with coaches and athletes
- G. Support your administration in all your dealings with parents, coaches and athletes

6. Responsibilities to your Support Staff

- A. Follow school and district policies in all matters of maintenance needs
- B. Follow school and district policies in all matters of transportation needs
- C. Follow school and district policies in all matters of custodial needs
- D. Communicate effectively all eligibility policies and procedures to your counseling staff.
- E. Communicate effectively all eligibility policies and procedures to your teaching staff.
- F. Show appreciation to all athletic workers as often as possible.
- G. Show appreciation to custodial and maintenance staff as possible.
- H. Show appreciation to secretarial staff as possible.

SECTION 5 -- ORGANIZATION FOR THE NEW ATHLETIC DIRECTOR

1. Checklists and/or To Do Lists

- A. Timelines by season, year, sport and/or event
- B. Pre-season checklists
- C. In-season checklists
- D. Post-season checklists
- E. Game management checklists

2. Calendar

- A. Personal planner for appointments, meetings, events in portable version as well as on computer
- B. Visible event planner in office (dry erase boards or wall calendars- or on easy to access computer screen)
- C. IHSAA quick reference wall calendars and pocket schedule booklets (or IHSAA computer bookmarks)
- D. IHSAA Rules Interpretation on-line meeting dates and deadlines

3. Planning

- A. Meetings with coaches, parents, boosters, athletes, administration
- B. Tasks – To Do Lists
- C. Facilities - Checklists and safety review forms
- D. Budget
- E. Master schedule for all facilities
- F. Master schedule for all events
- G. Master schedule for all officials
- H. Master schedule for all transportation

4. Communication

- A. Accessible mailboxes for all coaches
- B. Telephone, fax and E-mail
- C. School newsletter and website

5. Process and Procedures

- A. Budget-- System for ordering, inventory, district policy
- B. Finance-- Gate receipts, deposits, activity accounts, deadlines, procedures
- C. Grounds-- Maintenance requests and repairs
- D. Transportation-- Schedules, checklists, rescheduling
- E. Fund-raising-- School and district policies, accounting
- F. Eligibility-- School, district and IHSAA

6. Technology

- A. Utilization of the computer, e-mail, internet
- B. Telecommunications - Cell phone, e-mail
- C. Fax machines
- D. Copy machines
- E. Scanners

7. Statistics / Public Relations

- A. Media number accessible
- B. Media numbers on fax speed dial
- C. Media e-mails for group e-mail contact
- D. End of year report for team and individual accomplishments

8. Documentation System

- A. Meetings with coaches and parents
- B. Maintenance requests
- C. Memos, E-mails, correspondence
- D. Phone calls
- E. Supervision
- F. Accidents and Injuries
- G. Observations and games and practices
- H. Evaluation of coaches
- I. Suspensions
- J. Code of Conduct Violations

9. Resources for Better Organization

- A. NIAAA manuals
- B. IHSAA web site
- C. IIAAA web site
- D. NIAAA web site
- E. Other athletic directors
- F. Board Policies and Procedures
- G. IHSAA bulletins

10. Checklists (To be issued by IIAAA as part of the mentoring program)

- A. Monthly Checklists
- B. Sport Checklists
- C. Tournament Checklists
- D. Pre-season Checklists
- E. Secretarial Checklists
- F. Risk Management Checklists
- G. Dates and Deadlines Checklists
- H. Supervision of Coaches Checklists

SECTION 6 -- INFORMATION FOR COACHES' MEETINGS

1. Meeting Dates

- A. Prior to school year or each season
- B. Meetings during the season
- C. Post-season meetings

2. Items you MUST cover

- A. Physical examinations
- B. Eligibility information
 - i. Roster additions and deletions
 - ii. Signed forms
- C. Supervision
 - i. athletes
 - ii. facilities
 - iii. transportation
- D. Indefensible Acts
 - i. Profanity
 - ii. "Hands On" athletes
 - iii. Alcohol / Tobacco Use
- E. Discipline Procedures
- F. Communication
 - i. A.D.
 - ii. Parents
 - iii. Athletes
- G. Parent Meeting Information
 - i. Meet the Team Night
 - ii. Parent Representatives
 - iii. Coaches' rules and regulations
- H. IHSAA Regulations
 - i. On-line Rules meetings
 - ii. Official Rating Forms
 - iii. Tournament rating system for officials
 - iv. Transfer system (on-line)
 - v. Practice limitations (in-season, during season, off-season, Sundays)
- I. Policies
 - i. Cutting the squad
 - ii. Awards and letters
 - iii. Travel
- J. Team Rules and Consequences
- K. Emergency Procedures

- i. Cell Phones and calls
 - ii. Emergency Cards
 - iii. Phone tree (or e-mail distribution lists)
- L. Personal Information
- M. Volunteer Coach Information
 - i. Background checks
 - ii. Application forms on file
- N. Banquet Information and Dates
- O. Coaches' Handbook
- P. Student-Athlete Handbook
- Q. Media Coverage (win or lose)
 - i. Yearbook
 - ii. Announcements
 - iii. Local Media Contacts
- R. Schedules
 - i. Bus and Van
 - ii. Practice
 - iii. Team Picture
 - iv. Team Practices
- S. Building Security
 - i. Never leave keys with a student
 - ii. Never leave a student alone in the building
 - iii. Make sure all doors are locked and lights turned off
- T. NCAA Eligibility Center
- U. Coaches Association
- V. Gender Equity Issues
- W. Liability Issues

3. Optional Items to Cover

- A. Inventory Information
 - i. Student fees
 - ii. Lost Equipment
- B. Budget Information
- C. Copy of Evaluation Form
- D. Booster Clubs
 - i. Fundraisers
 - ii. Meeting Dates
- E. Conference
 - i. Meeting information
 - ii. Responsibilities
- F. CPR / First Aid

- i. Role of the Trainer
- ii. Role of the Coach
- G. NFHS and/or ASEP
 - i. Dates and time of classes
 - ii. Scope of the class
 - iii. IHSAA regulations
- H. Videotapes
 - i. Risk Management
 - ii. Sportsmanship
 - iii. Blood Borne Pathogens

SECTION 7 -- FORMS

You should familiarize yourself with the following forms, which are used on a regular basis:

IHSAA FORMS (Many can be downloaded from [www. IHSAA.org](http://www.IHSAA.org) or IHSAA.net)

Transfer Form - To be used when a new student begins attending your school. (*Can be found on IHSAA.Net*) This form is not necessary for incoming freshman students. It must be filled out by both the sending and receiving school before being sent to the IHSAA for a final decision. The IHSAA must rule before any competition.

Foreign Exchange Form - To be used when a foreign exchange student attends your school. (*Can be found on IHSAA.Net*) This form must be completed by the host parent and your school before being sent to the IHSAA. The IHSAA must rule before any competition.

Physical Exam Form - To be filled out by a physician before ANY athlete can practice and/or participate in any sport. The physical exam is valid from April 1 through the end of the following athletic year. All forms must remain on file in the school.

Unsportsmanlike Conduct - This form must be filed by the Principal within 24 hours of the ejection of any player or coach. The player or coach must sit out the next contest.

Contest Contracts - Any IHSAA event must have a valid contract on file with the signature of both high school principals. Contracts can be one year, two year, four year or continuing contracts.

Officials Contracts - Any IHSAA event that requires an official must use the IHSAA contract form. Every official must have a copy of all scheduled contracted events on file at the host school. Official's contracts may be completed in electronic format via Arbiter.

Waiver Form -- Athletes with special abilities can request up to 2 waivers to compete on non-school teams in the same sports season. These forms must be signed by the coach, principal and athletic director and must be approved and on file in the school.

Official Rating Forms --The IHSAA will send these forms before each tournament to help rate and evaluate officials for tournament assignments and advancement. The coach, principal and A.D. must sign and return all forms to the IHSAA.

ATHLETIC DEPARTMENT INTERNAL FORMS

- Equipment Inventory
- Emergency Release and Medical Treatment forms
- Accident and/or injury Reports
- Coaches' Evaluation Forms
- Coaches Checklists (Pre-Season, In-Season and Post-Season)
- Season summary

DISTRICT INTERNAL FORMS

- Budget forms
- Transportation Requests
- Purchase Order Requests
- Maintenance Requests
- Over Night Stays
- Gender Equity Information

SECTION 8 -- FINANCIAL ISSUES

It is important for the Athletic Administrator to meet with the Chief Financial Officer of the school and district ASAP to review all regulations, procedures and expectations in regard to finances:

1. Budget

- A. Establish yearly athletic budget
- B. Develop with input from coaches
- C. Be aware of gender equity issues
- D. Keep accurate records

2. Equipment Expenditures

- A. Utilize purchase orders and tax exempt status
- B. Maintain accurate inventory of equipment and purchases
- C. Establish equipment purchase and replacement cycles

3. Athletic Personnel Pay

- A. Coaching Salaries (know contractual policies and procedures)
- B. Support Staff (workers, trainers, security, etc.)
 - i. Establish a pay scale that is consistent and equitable
 - ii. Never pay with CASH!
 - iii. Keep records of all payments and events worked
- C. Officials
 - i. Never Pay with CASH!
 - ii. Maintain signed contracts and social security numbers
 - iii. Report failure of officials to fulfill contracts to the IHSAA

4. Gate Receipts and Revenues

- A. Document all income and maintain accurate records
- B. You must use tickets. Record numbers and keep accurate records.
- C. Develop forms to document all tickets and income for all events. Keep on file.
- D. Deposit money after every event or lock in a safe.
- E. Cash all check promptly
- F. Do NOT cash checks for workers or officials
- G. Create protocol and follow it at all times
- H. Always follow State Board of Accounts guidelines

5. Petty Cash Funds

- A. Document all income and expenditures (utilize a form)
- B. Keep all receipts
- C. Have a second party for accountability
- D. Be careful - C.Y.A.
- E. Avoid all use of petty cash if at all possible

6. Fundraised Money

- A. All money receipted at the school is audited and maintained at the school

- B. A.D. should monitor all such funds to insure compliance with gender equity requirements
- C. Insure proper records are kept of all funds raised

7. Utilize Technology

- A. Develop spreadsheets and/or data bases
- B. Store all records on disk or flash drive for safety

8. Financial Records

- A. Maintain for at least three (3 years)
- B. Make available to administration upon request
- C. Make available to concerned patrons upon request
- D. Be able to defend anything you document

9. Yearly Report

- A. Compile a yearly report that details all expenditures and receipts
- B. Keep a copy in your office
- C. Send copies to your Principal and Superintendent
- D. Keep accurate records documenting gender equity compliance.

SECTION 9 -- 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 asked to perform. Listed below are some of the aspects of each, which you should start becoming familiar with as you settle into your new job.

1. Evaluation of Personnel (Coaches)

- A. District Hiring and Posting Policies
- B. Contractual obligations and bargaining units
- C. Due process regulations and procedures
- D. Current evaluation process in your school and/or district

2. Current Forms and Evaluation Tools

- A. Objective checklists/ subjective checklists/ narratives / hybrids
- B. Self-evaluation by coaches
- C. Tips on observation and documentation
- D. Practice and game observation forms
- E. Scheduling observations and evaluations
- F. Copy of evaluation tool to coaches before the season begins

3. Evaluation / Inspection of Facilities and/or Equipment

- A. AD pre-season evaluation of equipment and facilities
- B. Coach inspection of facilities and equipment
 - 1. Pre-season
 - 2. Daily
 - 3. Post-season
- C. Schedule a walk through with the head coach
- D. Report all concerns to district (in writing) on a timely basis
- E. Utilize official reports on facility issues

4. Evaluation of Programs

- A. Existing athletic programs
- B. Additions to the athletic program
- C. Additions of coaching staff and coaching positions
- D. Surveys from parents, coaches, patrons and athletes

SECTION 10 -- PUBLICATIONS

A multitude of publications are available to assist the new athletic director in doing his job in a more professional and complete manner. A small sample of places to look for information is listed below. Experienced athletic directors in your area might also have suggestions or samples from their professional libraries. Many of these may be available online as well as in hard copy format.

A small sample of publications is listed below:

IHSAA Articles of Incorporation and By-Laws

IHSAA School Directory

IHSAA Bulletins (issued throughout the season)

Conference By-Laws, Rules and Regulations

NIAAA Athletic Administrator's Comprehensive Guide

High School Today (NFHS Publication)

Interscholastic Athletic Administration (NIAAA Publication)

Athletic Business

Survival Guide for the New Athletic Director

SECTION 11 -- YEARLY THINGS TO DO

(AUGUST THROUGH OCTOBER)

Mail all contracts to complete fall season (or contract using Arbiter)
Prepare eligibility lists for fall sports
Double check all officials' assignments
File winter bus requests once winter schedule is complete
Enter bus requests on computer
Mail fall rosters and schedules to all fall opponents
Get workers for all fall events and tournaments
Double check busses and officials weekly
Weekly athletic events prepared for school announcements
Order athletic stationary and update with new coaches
Official reminder cards out weekly – or e-mail
School reminder cards out weekly – or e-mail
Mail all contracts to officials to complete the winter season – Or check using Arbiter
Parent night invitation letter
Update computer for all winter events
Fall financial report
Fall official rating forms
Supervise IHSAA tourneys and entries
Evaluate all coaches in game and practice settings
Check IHSAA physical exams and code of conduct forms on file
Emergency cards on file for all athletes
Pre-season meeting for all coaches and athletes

(NOVEMBER)

Fall sports awards night
Prepare eligibility forms for winter sports
Send winter schedules and rosters to all schools
Get workers for winter events
Enter spring bus schedule into computer
Prepare bus requests for spring sports
Conference banquet and meetings
Attend fall IHSAA meetings
Evaluation meetings with fall sports coaches
Double check all busses for winter sports
Double check all officials for winter sports
Update all records from fall sports

Double check all physical exam and code of conduct forms
Update all computer records and files

(DECEMBER)

1. Evaluate winter coaches in game and practice setting
2. Send official reminder cards out weekly
3. Send school reminder cards out weekly
4. Send all fall contract for officials - next year
5. Send all fall contracts to schools - next year
6. Attend NIAAA national conference

(JANUARY – FEBRUARY)

1. Verify all officials and game contracts
2. Officials reminder cards out weekly – or e-mails
3. School reminder cards out weekly- or e-mails
4. Work on spring schedules
5. Mail all final contracts for spring sports
6. Mail all contracts for officials for next winter
7. Mail all contracts for schools for next winter
8. Eligibility check for all athletes
9. Spring schedules to printer
10. Update all winter records and computer files
11. Winter financial report
12. Mail rosters and schedules to opponents

(MARCH – MAY)

1. Eligibility check for spring sports
2. Officials reminder cards out weekly
3. School reminder cards out weekly
4. Double check spring officials
5. Double check spring transportation
6. Prepare bus schedule for next fall
7. Prepare schedule for next fall
8. Fall schedule to printer
9. Spring financial report
10. Winter sport coaches evaluation
11. Winter sports officials' evaluation
12. Observe all coaches in game and practice settings

(END OF THE YEAR)

1. Update the Year in Review Book
2. Update Coaching Records Book
3. Update Individual Records Book
4. Update Coaches' Handbook
5. Update Student-Athlete Handbook
6. Order office supplies for next year
7. Prepare yearly financial report
8. Prepare for summer coaches meeting
9. Spring sports coaches' evaluations
10. Update all computer records

(MONTHLY THINGS TO DO)

1. Calendar of Activities
2. Update financial reports
3. Booster club meetings
4. Coaches Meeting
5. Student Athletic Council Meetings
6. Conference Meetings
7. Update computer records
8. Coaches newsletter out
9. Meet with Principal
10. Meet with Superintendent
11. Meet with Athletic Trainer
12. Meet with Assistant Athletic Director
13. Meet with Booster Club President
14. Meet with parent groups

(WEEKLY THINGS TO DO)

1. Verify officials
2. Verify Busses and Vans
3. Verify Game times and locations
4. Weekly sporting events for announcements
5. Copies of rosters to opponents
6. Reminder cards to officials
7. Reminder cards to schools
8. Thank you cards as needed
9. Internet review for scrapbook
10. Print media review for scrapbook
11. Observe coaches in practice and/or game settings

12. Talk with at least one parent

(DAILY THINGS TO DO)

1. Meet with athletic secretary
2. Talk with at least one coach
3. Talk with at least one athlete
4. Answer all e-mail
5. Return every phone call possible
6. Find one positive area to focus on sometime during your day
7. Find the time to say something nice to those working under you