



# PROFESSIONAL DEVELOPMENT ACADEMY

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THE NIAAA PROFESSIONAL DEVELOPMENT ACADEMY  
INCLUDES THE LEADERSHIP TRAINING INSTITUTE  
AND CERTIFICATION PROGRAM

**2013-2014**

**NATIONAL INTERSCHOLASTIC  
ATHLETIC ADMINISTRATORS ASSOCIATION**

The NIAAA champions the profession of athletic administration through educational opportunities, advocating ethics, developing leaders and fostering community.



# CODE OF ETHICAL AND PROFESSIONAL STANDARDS

## Prologue: Why a Code of Ethics for Athletic Administrators?

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

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

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

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

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

## The Interscholastic Athletic Administrator is committed to the profession:

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

# INTRODUCTION

In 1977, the constitution and bylaws were written to govern the National Interscholastic Athletic Administrators Association. The following goals were established for the organization:

- Promote professional and personal growth of athletic administrators
- Provide the opportunity to participate and provide outreach to others in the field
- Provide educational programs for the membership promoting the philosophy and benefits
- Emphasize quality in all operations provided to the membership

The Professional Development Academy includes the Leadership Training Institute and the Certification Program which epitomize the organizational mission. These principles, paramount in 1977, are most evident in the development of the Leadership Training curriculum and a program through which athletic administrators can obtain four different levels of certification. It is up to each individual athletic administrator to participate in the educational offerings and certification program of the NIAAA. Each athletic administrator has the opportunity to take LTI courses and to become eligible as a state or national instructor.

Leadership training and certification are two vehicles that the NIAAA has developed for preparing athletic administrators to professionally meet the challenges within the local school and community. The purpose of leadership training is to present best practices in use today that will better prepare the athletic administrator to offer quality programs, and participation opportunities for students across the country. Certification offers an opportunity for the athletic administrator to continue a program of professional and personal growth and development.

Athletic administrators are encouraged to participate in the NIAAA Leadership Training Institute either at the state or national level. They are further encouraged to remain on the cutting edge of our profession by obtaining their certification as an RAA, RMSAA, CAA, or CMAA.



The NIAAA is accredited by North Central Association Commission on Accreditation and School Improvement.

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**NATIONAL  
CERTIFICATION  
COMMISSION**

The NIAAA Certification Program is fully registered by the National Certification Commission.





## PHILOSOPHICAL STATEMENT

The National Interscholastic Athletic Administrators Association recognizes the many professionals that have volunteered their services in the creation, offering, instruction and continual improvement of this organization. Members who dedicated their time and effort toward NIAAAA growth and development have provided a solid foundation for the future. The NIAAAA thrives as a professional organization because of the leadership provided by member individuals unselfishly committed to the success of the association.

## PURPOSE

The NIAAAA Leadership Training Institute and Certification Program are voluntary professional development initiatives designed by athletic administrators. Athletic administrators who complete LTI courses attain additional knowledge and perspective of the athletic administrator's role. Completion of leadership training courses will enhance the daily operations of the athletic department and improve the program being administered. The athletic administrator who attains professional certification will have demonstrated the completion of a comprehensive plan for self-improvement. Individuals involved in both of these programs will enhance their ability to serve the students school, community and professional organization within the context of education-based athletics.

## ELIGIBILITY

All athletic administrators are encouraged to take part in both the NIAAAA Leadership Training Institute and the NIAAAA Certification Program. LTI courses are offered at regional meetings, state meetings, during the national conference, at select universities, webinars, or on-line. Leadership training courses and certification are not designed solely for NIAAAA members; it is our desire that all athletic administrators will see the value of the organization and join to receive additional membership benefits.



# STRUCTURE OF LEADERSHIP TRAINING

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## COMPONENTS OF LEADERSHIP TRAINING

The Leadership Training Institute includes several components, including:

- Professional Development Coordinating Committee/NIAAA Executive Staff
- State Coordinators
- Course Chairperson(s) and Course Review Teams
- National Conference Faculty Teams
- State Faculty

## NATIONAL COURSE CHAIRPERSONS AND REVIEW TEAMS

The national course chairpersons are usually identified from the national conference presentation faculty team, or course authors. They are recommended by the coordinating committee and approved by the NIAAA Board of Directors.

## NATIONAL CONFERENCE PRESENTATION FACULTY TEAMS

The national conference presentation faculty teams are composed of athletic administrators and other professionals who have been identified as leaders in their respective state or fields of expertise, received the recommendation from the course chairs and been approved by the Professional Development Coordinating Committee and NIAAA Executive Staff.



## STATE COORDINATORS

The Leadership Training Institute State Coordinator's are the gatekeepers of the Leadership Training Institute at the state level. These individuals maintain the integrity of the program in each state. The duties and responsibilities of the individuals are the foundation of the local program. The responsibility of each state coordinator requires time, integrity, leadership and organization.

The responsibilities of each LTI State Coordinator are:

- **Attend state coordinator national meetings in September at the NIAAA offices in Indianapolis, and in December at the National Conference.**
- **Identify/recommend certified state presenters**
- **Assist in developing LTI national presentation faculty**
- **Identify courses to be taught in the state once approval is gained from the NIAAA.**
- **Process orders for LTI course materials utilizing appropriate forms**
- **Communicate to national office using proper forms those who successfully complete LTI courses**
- **Keep records of state LTI course offerings and attendance**
- **Address all financial aspects of offering the program**

State Coordinators meet twice annually: Once during the National Athletic Directors Conference and again during a fall planning meeting. These meetings are essential to the professional delivery of the Leadership Training Courses. The success of the Leadership Training Institute would not be possible without the state coordinators. Faculty offering the program on the local level is imperative to the success of the Leadership Training Institute.

## STATE LEADERSHIP TRAINING FACULTY

The Professional Development Coordinating Committee realized the need for more local faculty members to assist in the delivery of the Leadership Training Institute course offerings. The NIAAA relies on the state coordinators to identify and train members of the state presentation faculty. To be a trainer, an individual must complete LTC 501, 790 and the course or courses he or she will instruct. The state coordinator has the responsibility to increase the local faculty, and the NIAAA has given that individual the leadership tools to accomplish this task. As the LTI curriculum expands, the need for local education becomes more important to the success of the Leadership Training Institute. State faculty members are the key to continued growth of the program.



# LEADERSHIP TRAINING INSTITUTE

## COURSE DESCRIPTIONS

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### FOUNDATION COURSES

The Foundation Courses provide a base of knowledge and skill that serves as a platform for conducting educationally sound extra-curricular activities.

#### **LTC 501 Athletic Administration: Philosophy, Leadership Organizations and Professional Programs**

The flagship course of Leadership Training serves as an overview for interscholastic athletic administration. This course introduces the philosophy of educational athletics then focuses on the roles of the NIAAA, the NFHS, the State Athletic/Activity Associations, and the State Athletic Administrator's Associations. The course also previews the NIAAA Leadership Training and Certification Programs.

It is a prerequisite for all four levels of certification and includes study materials for the CAA Certification. Required for LTI instructors.

#### **LTC 502 Athletic Administration: Principles, Strategies and Methods**

This course takes a basic approach to the fundamentals and methods of athletic administration and alerts and educates athletic administrators regarding potential problems and possible solutions in areas such as budgets, transportation, and scheduling and parent/student/coach conflicts. The course also touches upon sample athletic/activity program philosophies, department organizational charts, activity procedures/checklist, public relations, coaching applications/assessments and emergency plans.

Required for: RAA, RMSAA, CAA and CMAA Certification

#### **LTC 504 Athletic Administration: Legal Issues I (Risk Management)**

This course has in-depth coverage of all aspects of liability for sports injuries and risk management, including the duties imposed on athletic administrators, coaches, athletic trainers, and other athletic personnel, documentation requirements for an effective risk management program, and development of a strategic plan for risk management in the context of an interscholastic athletic program.

Required for: CAA, RMSAA and CMAA Certification

#### **LTC 506 Athletic Administration: Legal Issues II (Title IX, Sexual Harassment)**

This course has in-depth coverage of compliance issues regarding Title IX and gender equity in an interscholastic athletic program, including the methodology for a school to perform a Title IX self-audit, and in-depth coverage of the issues and strategies related to the development of an effective policy for the prevention of sexual harassment in an interscholastic athletic program.

Required for: CAA and CMAA Certification



### **LTC 508 Athletic Administration: Legal Issues III – (Hazing, ADA, Employment Law)**

This course has in-depth coverage of the issues and strategies related to the development of an effective policy for prevention of hazing in an interscholastic athletic program, coverage of the constitutional and statutory issues affecting athletic programs, including the impact of disabilities legislation on school athletics, and coverage of employment law concerns affecting athletic programs, including contract law, equal pay and FLSA issues.

Required for: CMAA Certification

### **LTC 511 Athletic Administration: Concepts and Strategies for Interscholastic Budgeting and Finance Using Excel Spreadsheets**

This course of study provides an overview of accepted management practices and strategies. Included are budget models, timelines, documentation practices and suggested strategies for long range planning. A major component of this course will be desktop budget management using Excel Spreadsheets. It is highly recommended that attendees bring a laptop computer with at least Windows 2003, including Excel.

For maximum benefit, it is highly recommended that attendees obtain or bring a laptop computer with at least Windows 2007.

## **OPERATIONS AND MANAGEMENT COURSES**

### ***Three Courses Required for CMAA***

The Operations and Management Courses provide skills, knowledge and best practices that enhance administrator efficiency and effectiveness in the management and operation of extra-curricular activities.

### **LTC 608 Athletic Administration: Management Strategies and Organization Techniques**

This course is designed to inform athletic administrators how to more effectively organize and manage their time, apply time management principles, be more productive and have balance to life. Instruction will focus on 12 key components and strategies, including proven techniques and tips to teach participants how to: Set Goals and Priorities, Plan for Results, Organize for Success, Process Paperwork, Delegate Effectively, Eliminate Time Wasters, Enhance Decision- Making, Make Meetings Productive, Conquer Procrastination, Utilize Technology, Communicate Effectively and Reduce Stress.

### **LTC 611 Athletic Administration: Concepts and Strategies for Interscholastic Fundraising, Marketing, Promotions and Booster Clubs**

This course will provide the athletic administrator with strategies and ideas to successfully promote and market the school's interscholastic programs and to enhance the success of supplemental fund-raising designed to create interest in, increase enthusiasm for, and enhance the image of, a school's interscholastic activities program are described. Models of supplemental fund-raising are summarized, including a focused segment on working successfully with booster clubs and safeguarding of funds that have been raised. The potential for raising funds through grants and outreach efforts for major gifts are introduced. Detailed information related to corporate sponsorship is provided. Appendices include sample materials that may be utilized for grant and corporate sponsorship applications, marketing plans, and booster clubs, as well as fund-raising resources.



### **LTC 612 Athletic Administration: Technology I - Basic Computer Word and Power Point Skills**

The course is an excellent resource and a useful tool in the everyday responsibilities of the athletic administrator when making presentations to community groups, booster clubs, boards of education, etc. Attendees will receive basic instruction and procedures in Word and PowerPoint. The hands-on course will offer the athletic administrator an opportunity to actively take part in the presentation of the course.

It is highly recommended that attendees obtain or bring a lap top computer with at least Windows 2007 (including Power Point) for this class.

### **LTC 613 Athletic Administration: Technology II Excel and Outlook**

This course is designed for those who would like to understand the use of Excel and Outlook as office and program management tools. Topics will include email, calendar, folder management, attachments, favorites, advanced searches and Outlook 2007. Additional areas covered in the overview are, creating charts, graphs, forms and documents in Microsoft Excel. The hands-on course will offer the athletic administrator an opportunity to actively take part in the presentation of the course.

It is highly recommended that attendees obtain or bring a lap top computer with at least Windows 2007 (including Outlook and Excel) for this class.

### **LTC 614 Athletic Administration: Technology III – Enhancing Public Presentations**

This course is designed for those who would like to learn to use some of the advanced features of PowerPoint such as action buttons, master slide design, narration, sound and video insertions. Participants will also learn to use Photo Story 3 as a means of creating video stories and converting PowerPoint to video. The hands-on course will offer the athletic administrator opportunities to actively take part in the presentation of the course.

For maximum benefit, it is highly recommended that attendees bring a lap top computer with at least Windows 2007 (including PowerPoint and Photo Story 3) to this class.

### **LTC 615 Athletic Administration: Athletic Field Management**

This course provides athletic administrators with a practical, cost-effective and scientific approach to turf management. Upon completion, administrators will have developed skills and knowledge required to maintain safe, resilient and attractive fields. The course will help athletic administrators develop long-range, operational and assessment plans and a documentation process for outdoor playing surfaces.

### **LTC 616 Athletic Administration: Management of Indoor Physical Plant Assets**

This course considers spectator facilities, special use gymnasias, natatoriums, laundry rooms and locker rooms, and the various systems that support them. Mechanical system checklists for use in regular inspections and maintenance programming will be provided. In addition, considerations and issues related to construction and remodeling programs will be discussed.



### **LTC 617 Athletic Administration: Administration of Interscholastic Sports Medicine Programs**

This course examines the role of the athletic director and other school administrators in supporting and developing the interscholastic sports medicine program within a school or district. Coverage will include: (1) philosophy of sports medicine services; (2) roles and responsibilities of the Certified Athletic Trainer (A.T.C.); (3) roles of other members of the sports medicine team; (4) the high school sports medicine center – specifications and equipment; (5) helping parents, athletes and the general public understand the role of athletic trainers; (6) legal issues and risk management strategies; and (7) contemporary administrative issues and response strategies. A series of appendices will also be developed to provide athletic directors and athletic trainers with helpful information.

### **LTC 618 Athletic Administration: Management of Athletic Player Equipment**

The course examines the role of the athletic director and other school administrators in supporting and developing a comprehensive program for accountability and management of athletic equipment. The course will take a basic approach to the fundamentals and methods of managing player's athletic equipment. The topics covered will include: (1) Accountability/Management; (2) Accountability/Legal Issues/Liability in Managing Athletic Equipment; (3) Accountability/Inventory; (4) Accountability/Purchasing (5) Accountability/Storage/Security; (7) Accountability/Laundry; Best Practices; (7) Accountability/Maintenance /Repair/Reconditioning. This course makes use of principles, strategies and best practices for managing athletic equipment. All methods and techniques discussed will be drawn from the Athletic Equipment Managers Association standards and practices.

### **LTC 619 Athletic Administration: The Power of Curb Appeal**

The power of curb appeal is highlighted in this course. Visitors to a school often form an opinion of the school and community based on first impressions of the appearance of the facilities. This course discusses the power of curb appeal and how communication can enhance curb appeal. Strategies and methods are provided for maintaining structures and facilities as well as a comprehensive and thorough study of “Best Turf Field Maintenance Practices” as well as “Best Operational Management Practices.”

### **LTC 620 Athletic Administration: Concussion Assessment and Management and the Proper Fitting of Athletic Protective Equipment**

This course examines the role of the athletic director and other school administrators in supporting the use of the three principle P's - the principles of concussion awareness and management, proper fitting of protective equipment; proper preparation of athletes for participation. Part I consist of principles of concussion awareness and management; Part II: proper fitting of all protective athletic equipment; Part III: preparation for participation: This also includes a description of the PPE (pre participation evaluation form) and neurological testing.

### **LTC 621 Athletic Administration: Synthetic Fields, Design & Construction Components**

This course will review the stages and procedures involved in defining the concept, ensuring a successful design and the selection of a qualified professional to construct a synthetic turf playing surfaces. Discussion will take place regarding specific language, selection criteria bidding strategies and a checklist of contract considerations. In addition, a review of requirements to ensure professional project management, necessary steps to maintain quality assurance and best practices for care and maintenance. Course taught only by national faculty.



### **LTC 622 Athletic Administration: Sports Field Safety**

Field safety is a modern day concern, from sports specific performance to player concussions. This comprehensive field safety course provides an in-depth education regarding the best practices, methods, testing equipment utilized and documentation required to ensure a sports field is maintained in its optimum performance and in an effort to maximize player safety. The course specifically addresses both natural grass and synthetic turf playing surfaces, how to measure the performance and the associated remediate strategies when necessary. Participants will be armed with detailed information on how to conduct a field assessment, measure Gmax and create a risk mitigation program. The course incorporates documentation to promote field safety, equipment, use of natural turf chemicals, game day procedures, heat, cold, lifecycle planning, document retention, including a discussion on enhanced reporting systems. Included in the course is a written exam.

Upon the successful completion of the LTI 622 course the participant will be eligible to sign up for a practical exam outside the in-class requirement to demonstrate proficiency in the utilization of the various testing requirements. This optional opportunity for the participant is a hands-on certification process administered by Turf Industry, Inc. The participant will demonstrate their capability to professionally utilize the appropriate testing devices to inspect sports field safety for both natural grass and synthetic turf sports fields. Specifically, the participant will be certified in the use of both the 2.25 KG Clegg Hammer and Triax-A Missile for Gmax Shock Attenuation measurements. The exercise may require a participant to travel to a sight where the practical exam is being administered. Course taught only by national faculty.

### **LTC 625 Athletic Administration: Management of Game and Event Announcing**

This course is designed to assist athletic administrators in understanding their role in managing public address announcing at their contests and events. Topics include the role of the athletic administrator in hiring, training and evaluating announcers; developing expectations for their announcers and strategies for communicating the role of the public address announcer in an interscholastic setting. Course points include guidelines and code of conduct for P.A. announcers; the role of the announcer in promoting good sportsmanship; guidelines for script writing / editing; developing emergency situation/security announcements and discussion / examples of “do’s” and “don’ts” of public address announcing.

### **LTC 627 Athletic Administration: Administration of Interscholastic Sports Strength & Conditioning Programs**

This course will examine the role of the athletic director and other school administrators in supporting and developing the interscholastic strength & conditioning program within a school or district. In this regard, topic coverage will include: (1) philosophy of strength & conditioning for ages 12-18; (2) function of strength & conditioning in rehabilitation of injury; (3) roles and responsibilities of coaches and athletic administrators; (4) the interscholastic weight room – specifications and equipment; (5) financial issues and strategies; (6) helping parents, athletes and the general public understand the role strength and conditioning; (7) legal issues and risk management strategies; (8) certification of strength & conditioning Personnel; (9) performance enhancing substances in interscholastic strength & conditioning; and (10) contemporary administrative issues and response strategies. Course taught only by national faculty.

### **LTC 630 Athletic Administration: Interscholastic Contest Management — Planning, Preparation and Methods**

This course examines the historic foundations and precedents for contest management as an extension of educationally sound sports programs. Planning methods for contest management are examined including selection of supervisory personnel, suggested need assessment tools, and checklists for the development of supervision plans and policies. In addition, an overview of methods is suggested for creation of an educationally sound competition environment among players, coaches, students and other spectators. The course emphasizes the need for flexible plans and responses to various contest situations and contingencies.



## LEADERSHIP COURSES

### *Three Courses Required for CMAA*

The Leadership Courses provide knowledge and skill that will facilitate development of new visions, creative strategies and innovative practices for educationally sound extra-curricular activities.

#### **LTC 700 Athletic Administration: Philosophy of Developmentally Appropriate Middle School Athletic Programs.**

This course provides insights and strategies for the leadership of developmentally sound educationally compatible middle level school athletic programs. Middle school philosophy is discussed along with the relationship it has to the psychological and physical development of the middle school child. This course also focuses on concerns and/or challenges raised about the value of middle school sports programs in today's educational setting.

Required for RMSAA.

#### **LTC 701 Athletic Administration: Administration and Application of Middle School Athletic Programs**

This course provides strategies for the development of middle school athletic programs and concentrates on the role of the middle school coach and coaching principles. Middle level athletics is an essential part of the total educational process and an excellent opportunity for the home, school and community to work together in order to provide a positive educational experience for middle level children.

Required for RMSAA.

#### **LTC 703 Athletic Administration: Student Centered Educational Athletics—Performance Beyond the X's and O's**

This student centered program will provide learning experiences for student athletes beyond the X's and O's. This course will support a value based curriculum that will demonstrate model behaviors and qualities that students should emulate both in and out of the athletic arena. Teachable moments beyond the classroom—center court, centerfield or center ice—provide the opportunity to promote and maximize the achievement of these educational goals and life skills. This course will provide the necessary strategies, methods and resources to implement this initiative within your own school.

#### **LTC 705 Athletic Administration: Coach Centered Educational Athletics—A Character Based Coach to Coach mentoring program**

Character based coach to coach mentoring programs utilize the talents, strengths and qualities of the entire team of coaches to maximize the potential of the coaching staff. Mentoring is an attitude, a relationship and an investment which provides coaches the opportunity to support and nurture each other professionally, personally and ethically. This course will highlight mentoring models that demonstrate key behaviors to implement when establishing an effective coach mentoring program. It will also provide athletic administrators strategies and methods to develop and enhance successful coach to coach mentoring programs.



### **LTC 707 Athletic Administration: Assessment of Interscholastic Athletic Programs and Personnel**

This course examines a philosophical rationale and a variety of methods that may be used to assess athletic programs and personnel. The goals of this program are to improve the performance of athletic coaches and other athletic department personnel, improvement of program operations and improvement of satisfaction among players, parents and employees. A central theme is to encourage assessment of needs, interests and opinions that can enhance goal-setting and planning priorities. The course examines a philosophical rationale for assessment of high school sport programs, discusses basic statistical concepts, focuses on Affective Assessment, describes various Personnel Assessment methods and concepts, and details various Program Assessment techniques.

### **LTC 709 Athletic Administration: Communications, Methods and Applications for Athletic Administrators**

This course examines relevant strategies and principles that can be used to enhance the skills of athletic administrators in communications. This course is focused on Communications concepts. Materials and strategies for the enhancement for communication skills are provided. Appendices provide relevant materials that support text materials and principles.

### **LTC 710-A Athletic Administration: Current Issues in American Sports**

(Dealing with Catastrophes, Directing Education-Based Programs, Equity Issues, Home Schooling, Sports Specialization). A panel of secondary level athletic administrators and outside experts will lead small-group discussions of important issues and effective response strategies for 3 topics of contemporary issues selected to be presented will be examined by using a moderator to guide the discussion and cover certain aspects of the topic. Participants will have an opportunity to participate in the discussion. The instructional format of the course will consist of lecture, seminar discussion and audience interaction. Enrollees who will derive greatest benefit: Administrators seeking discussion of current issues and problem resolution strategies.

### **LTC 710-B Athletic Administration: Current Issues in American Sports**

(Athletic Director Burnout, Dealing with Parents, Ethics, Hazing, Homeschooling Issues, Media Relations, Retaining Coaches, Technology Update). A panel of secondary level athletic administrators and outside experts will lead small-group discussions of important issues and effective response strategies for 3 topics of contemporary issues selected to be presented will be examined by using a moderator to guide the discussion and cover certain aspects of the topic. Participants will have an opportunity to participate in the discussion. The instructional format of the course will consist of lecture, seminar discussion and audience interaction. Enrollees who will derive greatest benefit: Administrators seeking discussion of current issues and problem resolution strategies.

### **LTC 714 Athletic Administration: Dealing With Challenging Personalities**

This course examines the causes of challenging or difficult personalities in society, with specific reference to interscholastic athletic programs. Basic management strategies include the use of emotional intelligence and transactional analysis considerations and methods. Specific protocols will be defined for dealing with individuals who “must be right,” “must win,” “must be logical” and “must be accepted.” In addition, techniques will be covered for preventing or responding to anger, sarcasm, denigration, complainers and backbiters and rigid-obstinate personalities. A model will also be discussed for creative interaction with parents who demand involvement in athletic department decision-making or who seek to influence the decisions of senior administrators.



### **LTC 719 Athletic Administration: Leadership, Management/Supervision and Decision Making Concepts, Methods and Applications**

This course examines relevant strategies and principles that can be utilized to enhance the skills of the athletic administrator in the areas of leadership, management and decision-making. Learning begins with an introduction to the differences between leadership, management and supervision, and continues with an in-depth investigation of each. Through the analysis of specific leadership and management characteristics and techniques, students will be able to apply specific skills to improve their leadership effectiveness. Concepts and techniques of decision making strategies are discussed and demonstrated through various in-class exercises. Appendices provide relevant materials, instruments and assessment procedures that support text materials and principles.

### **LTC 720 Athletic Administration: Community Centered Educational Athletics—A Character Based Approach to Identifying and Unifying the Whole Team**

Character based educational athletics can only truly succeed when the entire community—School Board, Superintendent, Principal, Parents and Boosters—support and embrace the values and views lived daily in the school setting by the student and strategies needed to implement these programs within the entire community athletes, coaches, athletic department and school faculty. Without question, teachable moments in athletics prepare students for life when the whole community supports and reinforces those life lessons. This course will empower the athletic administrator to motivate the entire community to walk the talk by creating strategies to use in your school community.

### **LTC 721 Athletic Administrations: Positive Sporting Behavior-For the Love of the Game**

In this course students will learn to implement appropriate strategies and techniques, designed to create a positive, productive learning environment, which will support a system that encourages character and self-discipline and sportsmanship. This class will provide opportunities for self assessment and reflection in regards to prior performance. In addition students will participate in class discussions, and activities which will increase their knowledge and skills of the effective components of successful character, citizenship and sportsmanship to share with their students, coaches, parents and communities.

### **LTC 723 Athletic Administrations: Administration of Professional Growth Programs For Interscholastic Athletic Personnel**

Since enactment of Title IX of the Education Amendment of 1972, the number of high school sports programs has increased geometrically. This pattern of growth has created an ever-increasing demand for trained coaches at all levels of high school and middle school competition. While the term “trained” may be defined variously, legal definitions, court cases and professional standards of care have clearly identified various competencies and performance expectations for coaches. In courts, these standards have placed increased responsibilities on athletic directors. First, is an obligation to carefully screen candidates for coaching positions during the hiring process. Second, is the responsibility to provide in-service training opportunities to ensure that all coaches are prepared for their work with children of variable skill and maturity levels.

### **LTC 724 Athletic Administration: Stress Management Methods, Techniques and Systems**

The demands of high intensity daily work, evening and weekend supervision requirements, demanding public expectations, challenging interactions and limited resources place the athletic director in a stressful position. Needed are ways of intervening stress, managing its onset and using proven methods for reducing its impact. Stress will ALWAYS be present. Because of the individual nature of perception and preferred response, this course will provide an overview of individual methods (breathing control, muscle relaxation and mindfulness) along with systems drawn both from conventional Western medical practices and Eastern alternative or complementary medicine. In the latter area, an introduction to Yoga/Meditation, Tai Chi, Ai Chi, Acupuncture and Healing Touch will be used to complement the more traditional pain and stress management practices.





### **LTC 790 Athletic Administration: Leadership Training Instructional Methods and Techniques**

Since its inception, the integrity of the NIAAA LTI program has been maintained through the consistent and accurate delivery of course curricula. LTC 790 ensures the consistent and accurate delivery of all LTI courses by first providing instructors with an awareness of the expectations that are placed upon them as course instructors, and then by providing instructors with the appropriate instructional strategies, methods and techniques necessary to properly deliver the courses to students. Current LTI National Faculty Instructors guide potential LTI instructors through a series of exercises and interactions that demonstrate best practices for the successful teaching all LTI courses. To become an LTI instructor, individuals must complete LTC 501, LTC 790 and the course the individual will be instructing. Required for LTI instructors

### **LTC 799 Athletic Administration: Standards of Excellence in Interscholastic Athletic Programs**

Leadership Training Course 799 has two purposes and potential benefits for high school athletics directors. For newly or recently appointed directors, the course provides an overview of 11 NIAAA Leadership Training Courses (LTCs) including key concepts, strategies and best practices. Whether working to improve a program or looking for long-range planning guidance, this overview of 11 NIAAA course components can be of value. At the close of each of the nine chapters contained in the course manual, other LTCs are cited wherein an athletic director can derive more detailed information on a particular topic addressed within each 799 chapter. For more experienced directors, the same planning and guidance benefits can be derived. However, an additional benefit and incentive can be realized by seeking NIAAA Recognition of Program Excellence as an exemplary athletic program. For this purpose, the course provides an assessment instrument that describes in detail important components of an educationally sound interscholastic athletic program. Required for QPA application.

# SUMMARY OF NIAAA LTI COMPLETION REQUIREMENTS FOR CERTIFICATION

Registered Athletic Administrator (RAA):

**LTC 501, 502**

Registered Middle School Athletic Administrator (RMSAA):

**LTC 501, 502, 504, 700, 701**

Certified Athletic Administrator (CAA):

**LTC 501, 502, 504, 506**

— RAA or RMSAA are *NOT* prerequisites for CAA

Certified Master Athletic Administrator (CMAA)

**LTC 501, 502, 504, 506, and 508**

- a. CAA earned
- b. 3 Operations and Management Courses selected from 600 series
- c. 3 Leadership Courses selected from 700 series



## COPYRIGHT MATERIALS

The NIAAA holds a copyright for all LTI courses. Course material may not be reproduced without written permission from the NIAAA. All materials are the property of the NIAAA and must be purchased from the NIAAA through the national office.

## DISCLAIMER FOR ALL COURSES

The concepts and strategies discussed hereinafter are for general instructional purposes only and should not be used as a substitute for legal advice. While the information and recommendations contained hereinafter have been compiled from sources believed to be reliable, the NIAAA makes no guarantee as to, and assumes no responsibility for, the correctness, sufficiency, or completeness of such concepts, strategies or recommendations. You are instructed to seek the advice of your school's legal counsel before incorporating any such concepts, strategies or recommendations into the management or conduct of your school's athletic program. Other or additional safety measures may be required under particular circumstances of your school's athletic program.

**THERE ARE NO WARRANTIES OF ANY KIND, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO WARRANTIES OF PERFORMANCE, MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.** In no event will the NIAAA, its agents or employees be liable to you or anyone else for any decision made or action taken in reliance on the information contained herein or for any consequential, incidental, special or similar damages.

## ON-LINE LEADERSHIP TRAINING COURSES

**LTC 501** and **LTC 502** are available on-line through Ohio University at [www.ouwb.ohiou.edu/niaaa](http://www.ouwb.ohiou.edu/niaaa)

**LTC 501, LTC 502, LTC 504, LTC 506** and **LTC 508** are available on-line through the University of Maine. For more information go to: [www.niaaa.org](http://www.niaaa.org) and select "Leadership Training" on the home page menu.

## WEBINARS

The NIAAA offers key courses for certification, as well as rotating additional courses taught by webinar each fall and spring. Refer to [www.niaaa.org](http://www.niaaa.org) for upcoming webinar dates and courses.



# STRUCTURE OF CERTIFICATION

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The Certification Program provides a credential for the athletic administrator to demonstrate professional growth. The attainment may be a requirement, a personal goal, may serve as a practical vehicle for attaining continuing education requirements, or lead to salary enhancements. The process of certification provides systematic, professional continuity toward a leadership role while acquiring a strong background of educational preparation.

The NIAAA Certification Program is a voluntary professional opportunity including levels of experience and preparation. The athletic administrator may earn certification as a Registered Athletic Administrator (RAA), Registered Middle School Athletic Administrator (RMSAA), Certified Athletic Administrator (CAA), Provisional CAA, and/or the Certified Master Athletic Administrator (CMAA). Less experienced athletic administrators, master coaches and graduate students may choose to make themselves more marketable with the RAA designation. The athletic administrator devoted to serving middle school/junior high students may aspire to earn the RMSAA. The more experienced athletic administrator may still be able to earn the designation of CAA as a result of involvement in the NIAAA Leadership Training Institute, experience as a director of athletics, and taking the CAA exam. Those individuals with no athletic administration experience, and who meet other qualifications, might consider the provisional CAA as a means of attaining the Certified Athletic Administrator. Additional leadership training coursework, education, experience and leadership roles, as well as the development of school/community-based project, are a part of an athletic administrator qualifications to attain the designation of CMAA.

**The NIAAA Certification Program has received “full registration” from the National Certification Commission.**

“full  
registration”

The NIAAA Certification Program is based on the premise of continuing education, professional growth enhancement and program development in the field of athletic administration. It incorporates the benefits of professional development opportunities that are provided by the NIAAA Leadership Training Institute. The attainment of professional certification demonstrates the completion of a comprehensive plan for professional growth and self-improvement that will enhance the ability of the athletic administrator to better serve all constituents. Professional certification will result in a genuine sense of accomplishment and confidence in one's preparation.

The implementation of four levels of NIAAA certification affords every athletic administrator a “blueprint” for achieving professional growth through a systematic, progressive process of developmental experiences.



## CERTIFICATION PROGRAM OBJECTIVES

Within the field of secondary school athletic administration, the certification program intends:

- To promote professional standards, practices and ethics.
- To encourage self-assessment by offering guidelines for achievement.
- To improve performance by encouraging participation in a continuing program of professional growth and development.
- To identify levels of educational training essential for effective athletic administration.
- To foster professional contributions to the field.
- To maximize the benefits received by the school community from the leadership provided by certified athletic administrators.

## BENEFITS OF BECOMING CERTIFIED

- Develop a sense of personal and professional satisfaction.
- Demonstrate a commitment to excellence in the profession.
- Provide growth of professional knowledge and expertise.
- Enhance the perception of the profession.
- Increase the potential for employment opportunities or incentives.
- Participate in a nationally registered program.



# CERTIFICATION REQUIREMENTS

## Registered Athletic Administrator (RAA)



- Bachelor's Degree or higher from an accredited institution
- Approval of Personal Data Form (PDF)
- Completion of NIAAA Leadership Training Courses 501 & 502. College and University course work will not be accepted unless the curriculum incorporates the entire content of the required Leadership Training Course
- Obtain the verifying signature of a sponsor (athletic administrator, principal, superintendent, graduate school professor or state athletic administrators association executive director)
- Read and abide by the NIAAA Code of Ethical and Professional Standards
- Candidate must provide copy of course completion certificates with PDF

## Registered Middle School Athletic Administrator (RMSAA)



- Bachelor's Degree, or higher, from an accredited institution
- Approval of Personal Data Form (PDF)
- Completion of NIAAA Leadership Training Institute Courses LTC 501 and LTC 502, LTC 504, LTC 700, LTC 701. College and University course work will not be accepted unless the curriculum incorporates the entire content of the required Leadership Training Course
- Candidate must provide a copy of all course completion certificates with PDF
- Obtain the verifying signature of a sponsor (athletic administrator, principal, superintendent, state athletic/activities association staff)
- Read and abide by the NIAAA Code of Ethical and Professional Standards

## CERTIFIED ATHLETIC ADMINISTRATOR (CAA)



- Bachelor's Degree or higher from an accredited institution
- Approval of Personal Data Form (PDF)
- Two (2) or more years of experience as an athletic administrator
- Employed by (or retired from) a school, school district or state athletic administration association, or state athletic/activities association in such capacity that the administration of interscholastic athletics is (was) among one's job responsibilities
- Completion of NIAAA Leadership Training Courses 501, 502, 504 and 506. College and University course work will not be accepted unless the curriculum incorporates the entire content of the required Leadership Training Course
- Obtain the verifying signature of a principal, superintendent or state athletic administrators association executive director
- Successfully complete CAA examination
- Read and abide by the NIAAA Code of Ethical and Professional Standards
- Candidate must provide copy of course completion certificates before taking the CAA exam

*The non-renewable Provisional Certified Athletic Administrator Certificate is valid for three years from date of issuance and will expire on the date noted on the certificate. The candidate is not entitled to use any of the rights and privileges associated with the CAA designation (including use of the letters CAA with candidate's name) until all requirements for the Certified Athletic Administrator (CAA) designation have been completed and the CAA certificate has been issued by the NIAAA office.*





## CERTIFIED MASTER ATHLETIC ADMINISTRATOR (CMAA)



- Bachelor's Degree or higher from an accredited institution
- Have attained CAA designation
- Approval of Personal Data Form (PDF)
- Employed by (or retired from) a school, school district, state athletic administrator association or state athletic/activities association in such capacity that the administration of interscholastic athletics is (was) among one's job responsibilities
- All requirements and PDF points earned since CAA designation, except for leadership training courses
- Submission of supporting documentation
- Completion of NIAAA Leadership Training Courses 501, 502, 504, 506 and 508. College and University course work will not be accepted unless the curriculum incorporates the entire content of the required Leadership Training Course
- Completion of minimum of six (6) LTI electives (three courses from the operations and management category and three courses from the leadership category)
- Completion of a graduate level written project
- Obtain the verifying signature of a principal, superintendent, state athletic administrators association staff
- Read and abide by the NIAAA Code of Ethical and Professional Standards
- Candidate must provide copy of course completion certificates with PDF

*Athletic administrators who do not satisfy all the prerequisites due to an extenuating circumstance may appeal to the Certification Committee. A written letter of appeal must accompany the PDF. Each appeal will be reviewed on its own merit. It should also be understood that an appeal does not guarantee a waiver of the prerequisites.*

# THE CERTIFICATION PROCESS

**Step 1:** Complete a program application and return it along with a non-refundable application fee to the NIAAA office. Checks written are payable to NIAAA. For CAA applicants only: The NIAAA office must be in receipt of this application 30 days prior to the scheduled exam date. Following processing of the application, you will receive additional information and a “Personal Data Form” (PDF). CAA applicants will also receive an examination study guide. The application in fillable PDF format are available at [niaaa.org](http://niaaa.org).

**Step 2:** Complete the Personal Data Form (PDF) which provides a systemic method of documenting your educational background and professional experiences. The fully completed PDF is then submitted with copies of required LTI course completion certificates and appropriate processing fee (See below) to the NIAAA office. **CAA APPLICANTS ONLY:** The completed PDF and copies of the LTI course completion certificates must reach the NIAAA office 21 days prior to the date the applicant desires to take the exam.

Processing Fee	NIAAA Member	Non-Member
Registered Athletic Administrator	\$75	\$160
Registered Middle School Athletic Administrator	\$100	\$185
Certified Athletic Administrator	\$150	\$235
Provisional-Certified Athletic Administrator	\$50	\$135
Certified Master Athletic Administrator	\$175	\$260

**Step 3:** The Certification Committee will review your PDF and documentation to confirm attainment of the minimum number of points/criteria. The committee will notify the Registered Athletic Administrator, Registered Middle School Athletic Administrator, and the Certified Master Athletic Administrator candidate/applicant of their status. The PDF form for the CAA applicant must reach the NIAAA office 21 days prior to the CAA examination date. The CAA candidate/applicant will then be notified of his or her qualifying status to sit for the written examination along with the specifics of the examination location, date and time. The CAA candidate/applicant’s final step is to correctly answer at least 75 of 100 multiple-choice questions covering a broad spectrum of topics relevant to secondary school athletic administration.

**Step 4: Selection Process** The committee will award certification after a candidate has met all the criteria for that level of certification. The committee will notify each candidate by letter regarding his or her individual status. Unsuccessful applicants for the CAA may retake the test without charge. Unsuccessful RAA, RMSAA, CAA and CMAA applicants may appeal the committee’s decision. Each appeal will be reviewed on its own merits. It should be also understood that an appeal does not guarantee a waiver of the prerequisites or a decision upholding the appeal.

## USE OF RAA, RMSAA, CAA AND CMAA DESIGNATIONS

As a certified athletic administrator, an individual may use the designation of RAA, RMSAA, CAA or CMAA, whichever is applicable, on his or her correspondence. Certification is for individuals only and the certification is not to be used to indicate that an association, school or school district is certified.

Those holding a Provisional CAA Certificate may not use the designation until the full CAA has been earned.



# UNIVERSITY AFFILIATIONS

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## Graduate Credit for Re-licensing and Clock Hours

### **Bemidji State University, Bemidji, Minnesota**

Opportunity to earn one graduate credit for each NIAAA course taken at a state conference, a regional institute, or at the National Athletic Directors Conference through Bemidji State University in Bemidji, Minnesota. Cost will be no more than \$348 for the credit hour. After having taken the class, requirements are to write a one page typed paper reflecting on the class content. There is no limit to the number credits that can be obtained. Contact Professor Eric Forsythe at: [eforsyth@bemidjistate.edu](mailto:eforsyth@bemidjistate.edu)

### **Touro University, Henderson, Nevada**

Opportunity to earn one hour graduate credit when an individual attends a state or national conference and takes at least one Leadership Training course at that conference. To earn one graduate credit, one must attend a state or national conference sessions, take at least one LTI course at the conference and submit a short reflection paper to Touro University following the conference. The cost for one graduate credit is \$125. For more information contact Warren Hagman at [warren.hagman@tun.touro.edu](mailto:warren.hagman@tun.touro.edu) or call direct line 702-777-3948.

## On-Line Courses

### **Ohio University, Athens, Ohio**

Online versions of LTC 501 and 502 are available for recertification and clock hour requirements. Contact: Janice Tinkham at 888-363-6697.

### **University of Maine, Orono, Maine**

Online versions of LTC 501, 502, 504, 506 and 508 are available for recertification and clock hour requirements. This option is open to coaches and athletics directors throughout the nation. Contact: [mryan8@maine.rr.com](mailto:mryan8@maine.rr.com) or go to the NIAAA website.



## **Masters (MS/MA) Degree Programs**

### **Central Washington University, Ellensburg, Washington**

Master of Science in Athletic Administration program consists of 45 credits—33 online credits on Blackboard, an online learning management system; along with 12 on-campus credits earned in 2-week sessions during two summers on CWU campus. In addition, students complete a one-quarter Cooperating Experience with a practicing professional in athletic administration. A required Culminating Project consists of collection of student reflections, reports, materials, classroom artifacts, and action-research project that provides a repository of resources, ideas, and procedures for reference and application. All students in the program within the continental United States will pay in-state tuition of approximately \$15,000. Up to six credits may be transferred into graduate program. For more information visit: <http://www.cwu.edu/~pesph/> or contact: Assistant Professor of Athletic Administration, Dr. Rick Unruh, (509) 963-1929, [unruh@cwu.edu](mailto:unruh@cwu.edu)

### **Indiana State University, Terre Haute, Indiana**

The Indiana State University (ISU) Masters of Science in Sport Management consists of 12 courses (36 hours). The entire degree program may be achieved through successful completion of NIAAA Leadership Training Institute courses and online instruction. There is not an on-campus residence requirement. Indiana State will accept up to 9 semester hours (C or better grade) as transfer credits from an accredited institution. The transferred courses must be 500 or 600 level or higher that were completed within the past seven years. Three NIAAA courses will be grouped by subject area to account for one ISU equivalent graduate course. For further information contact Professor Ethan Strigas at: [ethan.strigas@indstate.edu](mailto:ethan.strigas@indstate.edu).

### **McDaniel College, Westminster, Maryland**

This two year program includes 14 LTI courses on the way to earning a Master of Science Degree in Athletic-Administration from the school of Exercise Science and Physical Education. LTI courses are part of 26 total courses taught on campus. For further information contact Dr. Joseph Jacobs at 410-386-4014, [jjacobs@mcdeaniel.edu/4920.htm](mailto:jjacobs@mcdeaniel.edu/4920.htm).

### **Morningside College, Sioux City, Iowa**

Twenty-nine LTI courses are bundled into a 30 course Professional Educator Master's Degree Program taught exclusively on line. For more information contact Linda Goode, Graduate Field Coordinator, at [goode@morningside.edu](mailto:goode@morningside.edu), 515-326-4690 or visit [www.Morningside.edu](http://www.Morningside.edu) and click on Graduate Program.

### **Ohio University, Athens, Ohio**

Ohio University offers an online Master of Science degree in Athletic Administration that requires completion of 12 online courses and one four-day Athletic Leadership Forum. Online curriculum offerings incorporate the six 500 level NIAAA Leadership Training courses and other related materials. Graduates who meet the Personal Data Requirements specified by the NIAAA Certification program may also be eligible to write the CAA examination. For further information contact us at 1-866-939-5791 or visit <http://coaching-athleticadministration.ohio.edu/maa-lpkp/>.



### **Southwest Baptist University, Bolivar, Missouri**

The Masters Degree in Athletics/Activity Administration from Southwest Baptist is an 18 month program consisting of 36 credits. Courses will be taught in residence at the Bolivar and St. Louis, Missouri campuses. Instruction within the degree program will include face to face instruction, instructional television and online learning opportunities. NIAAA Leadership Training courses will be inter-mixed with existing courses. For further information contact Professor Mick Arnold at 800-782-4191.

### **Trine University, Angola, Indiana**

The Athletic Administration Concentration of the Master of Science in Leadership program empowers students with knowledge, leadership, and management skills necessary to demonstrate and maintain accountability for professional standards, practices and ethics in interscholastic athletics. This concentration is offered in partnership with 13 courses of the NIAAA Leadership Training Institute. Core courses will be offered not only at Trine University, but also at 10 regional campuses. Also, much course work will be taught through the Trine Virtual Campus online school of study. Contact Dr. Tom Pucci, Program Director, at 734-366-3249, [puccit@trine.edu](mailto:puccit@trine.edu); or Kelly Trusty, Program Director of Masters of Science in Leadership, at 260-665-4185, [trusty@trine.edu](mailto:trusty@trine.edu). Also, visit [www.trine.edu/adult\\_student/degrees/graduate/leadership/concentrations/athletic\\_administration.cfm](http://www.trine.edu/adult_student/degrees/graduate/leadership/concentrations/athletic_administration.cfm).

### **Western Kentucky University, Bowling Green, Kentucky**

The University of Western Kentucky offers a graduate degree in sport administration that is available online. Fourteen NIAAA courses will constitute a significant part of the degree program with no on-campus residence. For Information contact: Professor Randy Deere at: [randy.deere@wku.edu](mailto:randy.deere@wku.edu). Graduates that meet the personal data requirements specified by the NIAAA Certification Program may be eligible to write the CAA examinations.

### **William Woods of Missouri, Fulton, Missouri**

William Woods University of Missouri offers an MS Degree in Education with Content Emphasis in Interscholastic Sport Administration. NIAAA Leadership Training courses are linked to William Woods course work. Students meet weekly in small groups throughout the states of Missouri and Kansas for problem exploration and discussion of applications based on their studies of Leadership Training materials. Residence requirements are met through weekly class attendance. Further development of online opportunities is anticipated. Graduates are eligible for RAA Certification. For information contact: Jim Gagen at: [jimgagen@msn.com](mailto:jimgagen@msn.com)



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# ACKNOWLEDGEMENTS

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