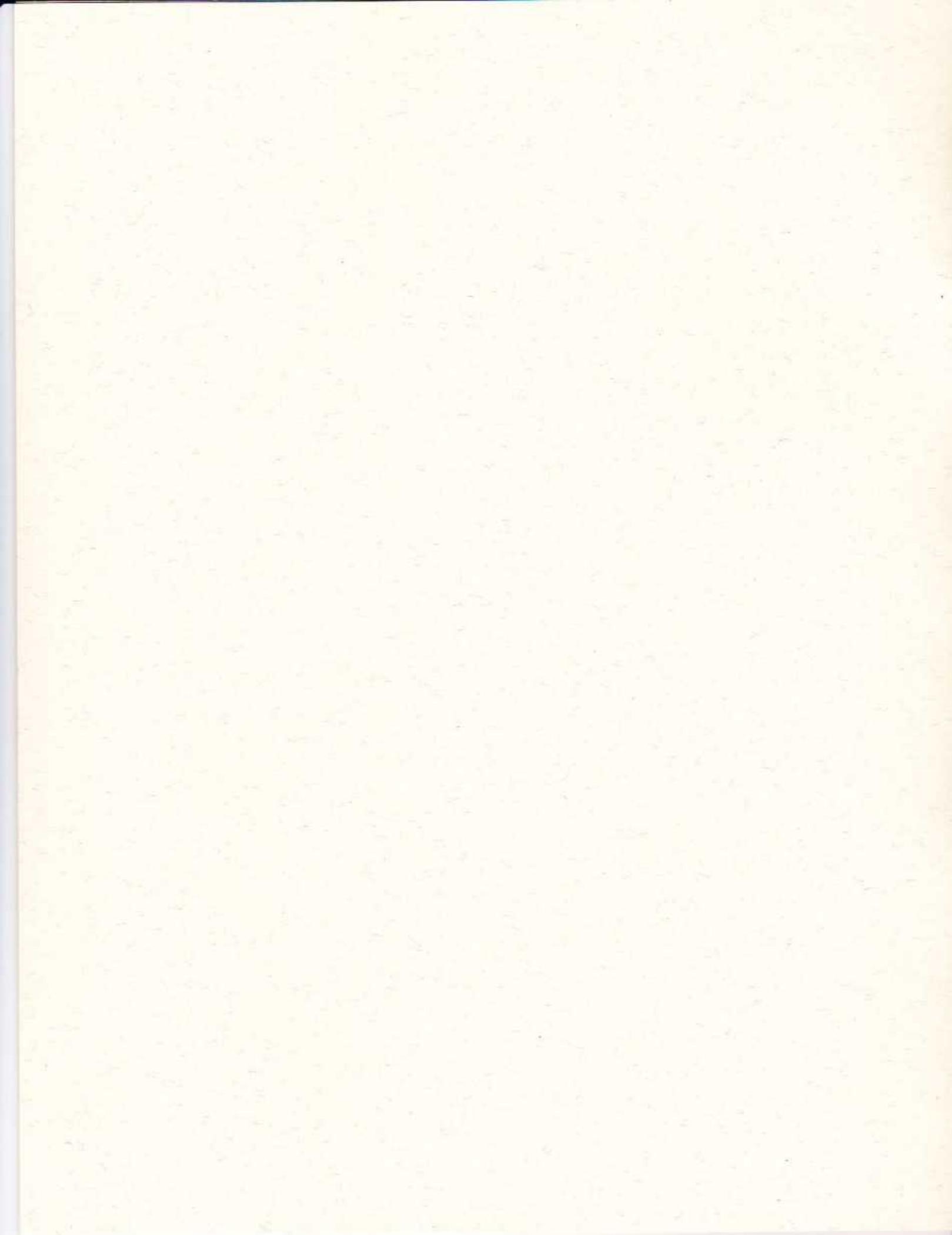


**NATIONAL  
ATHLETIC  
TRAINERS'  
ASSOCIATION**

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**ANNUAL REPORT  
1991-92**





**National Athletic  
Trainers' Association**

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The National Athletic Trainers' Association recently completed a visionary strategic plan to help set the future course for the association and the profession of athletic training. This Annual Report discusses the past, present, and future of the NATA and explains the vision, mission, and goals of the association as defined by the strategic planning process.

### **MISSION STATEMENT**

The mission of the National Athletic Trainers' Association is to enhance the quality of health care for the physically active and advance the profession of athletic training through education and research in the prevention, evaluation, management, and rehabilitation of injuries.

## A Message from the President and the Executive Director

The past few years have been a period of remarkable change for the National Athletic Trainers' Association. Membership is growing at record rates, member services are more varied and efficient than ever, and we are on our way to becoming one of the most active and influential allied health care associations in the country.



Mark J. Smaha, MS, ATC  
President

One thing that hasn't changed though is our dedication and our commitment. We remain dedicated to meeting the changing needs and expectations of our members, and we are committed to securing our place in the health care delivery system.

The NATA is changing because the profession of athletic training is changing. At one time, athletic trainers were almost exclusively men, now more than forty-three percent of our members are women. Once, athletic trainers worked primarily in traditional settings, now we work in a wide variety of athletic health care settings. And finally, athletic training is now recognized as an allied health profession by the American Medical Association.

The changing face of the profession has brought about a number of changes in our association. We now have a professional staff to manage the day-to-day operations of the national office; we have established a research and education foundation to advance the art and science of our profession, and we have completed a visionary strategic plan to lead us into the future.

But, before we talk about where we are headed, we should talk about where we have been. We have to thank the men and women of the National Athletic Trainers' Association who have dedicated their time, efforts, and energy to advancing the cause of the NATA. Without the volunteers who have given their hearts and souls to this association, we would not be where we are today.

To those of you who have served on committees this year, please accept our gratitude for the excellent work you have done on behalf of the NATA. And, to all the members who have volunteered their time and efforts to help support this association, we say thank you for a job well done. We sincerely appreciate all of your efforts.

With the help of the members, the volunteers, and the professional staff, the NATA is preparing for the future. Over the past two years, we have been involved in a visionary strategic planning process, and we are now preparing to put the results of that process into action.

This very first NATA Annual Report describes our association's history and accomplishments, our affiliate corporations, and our financial statements. We also define our goals and objectives for the future, goals and objectives that have been set forth by the members of the NATA.

This is an exciting, dynamic time for the NATA and we look forward to continued success in all our endeavors.

Sincerely,

A handwritten signature in cursive script that reads "Mark J. Smaha".

Mark J. Smaha, President

A handwritten signature in cursive script that reads "Alan A. Smith, Jr.".

Alan A. Smith, Jr., Executive Director

## Accomplishments

The National Athletic Trainers' Association has been representing the profession of athletic training for over 40 years. As the needs, goals, and objectives of the members and the profession have changed, so has the focus of the NATA.

The profession of athletic training has undergone explosive growth in the past five years. There are more athletic trainers in high school and clinical settings than ever before, and the NATA has become one of the fastest growing allied health care associations in the country.

The increase in membership and the ever changing needs of the diverse athletic training settings have brought about a greater demand for a wider variety of association services. To help provide these services, and to meet the needs of the members, the NATA has identified and accomplished a number of significant goals and objectives over the past two years.

To coordinate the diverse functions and ever increasing array of member services, the NATA's number one goal was to hire its first full-time executive director. On April 1, 1990, Alan A. Smith, Jr. was selected to fill that role and lead the association during a period of rapid change.

Mr. Smith's first priority as the NATA Executive Director was to hire a professional staff to supervise and coordinate national office functions. To achieve that goal, the NATA has developed four new departments at the national office. There also have been significant changes in association publications and financial procedures.

### ■ Communications

An in-house communications department has been instituted to develop and implement a comprehensive public relations program. The department has produced a new NATA video presentation, a Hall of Fame presentation, and a number of informational brochures. A steroid awareness poster also was developed and sent to over 20,000 high schools and universities.

### ■ Governmental Relations

This department provides support to association initiatives in the areas of state regulation and licensure. The department continually monitors legislation that affects athletic training, tracks issues at the state legislative or regulatory level, and provides information on the governmental affairs process.

### ■ Meeting Management

This department provides extensive meeting and convention management services. Responsibilities include producing the Annual Meeting and Clinical Symposium, establishing meeting design and objectives, negotiating costs and services, selecting meeting sites, and providing on-site implementation.

### ■ Member Services

To help deal with more than 2,000 new members a year, this department has brought a more powerful computer system on-line. The department also has integrated accounting and membership services to facilitate billing procedures and has revised the membership structure.

### ■ Publications

Two major accomplishments include the launching of a monthly news magazine, *NATA News*, and the redesign and reformatting of the *Journal of Athletic Training*. The new monthly format keeps the *NATA News* timely and provides members with up to date information on current association news and the latest developments in the field of athletic training. The quarterly *Journal of Athletic Training* is now strictly a scientific journal containing in-depth clinical and research articles.



The official publications of the NATA.

### ■ Financial Procedures

Efficient financial procedures are particularly important in tough economic times, and the NATA has taken steps to improve its accounting process. A policy and procedures manual for financial operations has been developed, an Investment Committee has been formed to establish trust accounts for managed investments, and an improved invoice payment process has been instituted. Also, the NATA has developed a cash flow analysis system, computerized the vendor purchasing system, and automated the production of financial statements.

## NATA: A Vision for the Future

### The Beginning

Forty-two years ago, one hundred and one athletic trainers came together in Kansas City, Missouri to found the National Athletic Trainers' Association. The purpose of this new association was to build and strengthen the profession of athletic training through the exchange of knowledge and ideas.

The first meeting was presided over by Frank Kavanaugh of Cornell University. The National Secretary was Charles Cramer of the Cramer Company. In fact, Charles Cramer and his brother Frank both played a major role in the development of the NATA, and actually underwrote all association expenses for the first five years.

National membership dues in 1950 were \$2.00 per year and they were kept at that level until 1958 when they were raised to \$4.00. Although the NATA has grown larger and more diverse than the founding members ever thought possible, the principles established at that first meeting are still the driving force behind the association.



The first NATA National Meeting, Kansas City, Missouri June 24, 1950.

### The Future

Four decades later, the NATA is preparing for its biggest challenge ever. In 1992 the NATA will certify almost 1,400 athletic trainers. Membership has grown to more than 17,000 and athletic trainers are working in more settings than ever before.

To meet the needs and expectations of their ever growing membership, the NATA Board of Directors, with the assistance of management consulting firm Lawrence-Leiter and Company, has undertaken a visionary strategic planning program.

During the last two years the NATA has surveyed its members and association leaders to establish a vision, a

mission, and specific goals to meet the needs of the members into the 21st century.

Through a highly inclusive and participatory process, the members of the NATA helped develop the plan. They did so by completing more than 4,000 written surveys, participating in four focus groups, and serving on a delphi panel. In addition, District and committee leaders reviewed all the research and provided input and advice to the Board of Directors.

The Board carefully considered the input of these individuals and analyzed the forces currently influencing our health care delivery system and society at large. The result is a member-driven, pro-active, and visionary strategic plan that will effectively serve the profession and the association well into the next century.

### ■ Vision

The envisioned future of athletic training and the NATA is:

*By the year 2000, athletic training will be recognized and valued as the leader in health care for the physically active.*

*By the year 2000, the National Athletic Trainers' Association will be a dynamic, pro-active, responsive, and highly effective international organization that enables the athletic training profession to achieve its highest aspirations.*

Our vision for the future is clear—the NATA certified athletic trainer (ATC) will become the recognized health care authority for the physically active. The NATA will take a leading role in the areas of research, education and governmental regulations as they pertain to athletic training.

### ■ Mission

To help us achieve this vision, a dynamic new mission statement that represents our role in the health care system of the 1990s has been developed. It states:

*The mission of the National Athletic Trainers' Association is to enhance the quality of health care for the physically active and advance the profession of athletic training through education and research in the prevention, evaluation, management, and rehabilitation of injuries.*

Our new mission statement underscores our commitment to education and excellence in athletic training and also emphasizes our dedication to providing quality health care.

## ■ Major Objectives and Strategies

To facilitate the accomplishment of our mission, a series of objectives and strategies has been established. The NATA will:

**By the year 2000, position athletic trainers as the leaders in health care for the physically active.**

### Strategies

- 1) Demonstrate the quality, value, and outcomes of athletic training care.
- 2) Increase the body of knowledge of athletic training care.
- 3) Use alliances with appropriate organizations to strengthen the identity and position of athletic training.
- 4) Take public positions on issues relating to health care for the physically active.
- 5) Serve as a leading advocate for health care for physically active people.
- 6) Become a prominent participant in the restructuring of the health care delivery system.
- 7) Provide education and assistance to members as to the merits and limitations of regulatory practice acts and the national consequences that state laws create.
- 8) Promote recognition of the NATA-Board of Certification ATC credential as the entry level credential for athletic trainers and the ATC as the recognized individual providing health care services to the physically active.
- 9) Ensure that regulatory practice acts provide maximum advantage for athletic trainers in the health care environment.

**By June, 1993, develop a governance system that efficiently and effectively enhances the NATA's ability to achieve its goals.**

### Strategies

- 1) Develop a system that accommodates the diversity of the membership and includes both District and state units.
- 2) Retain the capacity to render timely decisions.
- 3) Identify, develop, and mentor leaders.
- 4) Review and revise the constitution and bylaws.

**Provide the highest quality professional development and continuing education.**

### Strategies

Through, or in conjunction with, the NATA's affiliates and subsidiaries:

- 1) Ensure that all exam candidates meet minimum educational competencies and standards.
- 2) Provide adequate continuing education experiences to meet the diverse needs of ATCs and other NATA members.
- 3) Conduct regular evaluations of educational competencies, guidelines, and programs.

**Continue to improve and enhance the member's knowledge of the NATA.**

### Strategies

- 1) Publish an annual report of the NATA's achievements, financial health, and goals.
- 2) Distribute timely and standardized reports of Board actions.
- 3) Provide appropriate communication vehicles throughout the NATA structure.

**Enable athletic trainers to realize their value and position in the health care system.**

### Strategies

- 1) Promote awareness and recognition of the value and achievements of athletic trainers to the public, institutional administrators, the medical community, and other health professionals.
- 2) Provide leadership, time management, self-concept, and other personal development education.
- 3) Continue to improve undergraduate and post-graduate education.

Achieving these ambitious goals is going to take hard work and dedication from the NATA members, association leaders, and national office staff. The NATA has set its future course and is prepared for the challenges of the future.

## NATA Affiliated Organizations

### ■ NATA Board of Certification

Most of the changes within the NATA Board of



*Paul Grace, ATC  
Executive Director  
NATA-BOC*

administrators have been added across the country to keep up with the increased number of applicants taking the certification examination. In addition, a new study guide for the examination and an updated certification requirements brochure have been completed.

Certification (NATA-BOC) during 1991-1992 have occurred as a direct result of the growth of the profession. More than 1,200 athletic trainers were certified in 1991, bringing the total number of ATCs to almost 11,000. In 1992, it is expected that more than 1,400 athletic trainers will be certified.

The NATA-BOC has responded to this phenomenal growth in a variety of ways. New test sites and new test

In order to maintain efficiency with the increased number of certifees, the continuing education unit (CEU) recording process was updated by implementing the use of scan forms for reporting continuing education units. In comparison to the "old method" of entering the information manually, the information taken from the scan forms is available in a more timely manner and is more accurate than before. NATA-BOC has established reporting periods that set specific times and methods for submitting CEUs to the BOC office for approval.

One of the NATA-BOC's most important functions is the awarding of CEUs to the various educational programs and seminars provided to athletic trainers. Presently, CEU categories and total CEU requirements are under review, and the NATA-BOC Board of Directors will evaluate both this summer.

Last year, the Board of Certification hired a consulting firm based in Washington, D.C. to develop a long range plan. The NATA-BOC also conducted a management audit of the organization's operations. Modifications of the NATA-BOC operations and structure resulting from the information received from both studies will be implemented during the next few years.

### ■ NATA Grants and Scholarship Foundation

Each year more and more students enter athletic training educational programs. Currently there are more than 5,000 NATA student members.



*William H. Chambers, ATC  
Chair, NATA Scholarship  
Committee*

In 1991, the Scholarship Committee reviewed 113 scholarship applications and awarded 34 scholarships. In 1992, the committee reviewed 136 applications and awarded 38 scholarships. The amount of each scholarship is \$1,500.

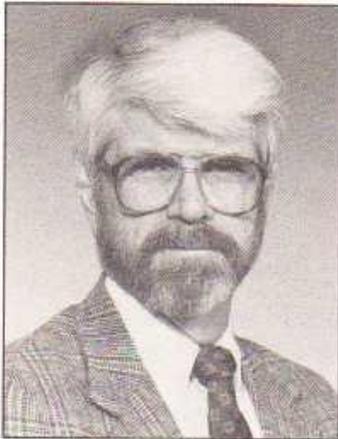
In addition to the

educational scholarships, the Foundation also is responsible for the Eddie Wojcecki Award, which is given to the individual with the highest score on the certification examination.

Funding for the scholarships comes from a variety of sources. Each year, the proceeds from the NATA Golf Tournament played at the Annual Meeting and Clinical Symposium are donated to the Grants and Scholarship Foundation. In addition, contributions are received from product sponsors, affiliated organizations, NATA members, and other individuals interested in promoting athletic training education.

Committee members are constantly working to acquire new sponsors for additional scholarships. Over the last year, the committee was able to locate funding for four new scholarships. It is the goal of the foundation to provide as many scholarships as possible to qualified NATA student members.

## ■ Research and Education Foundation



*John W. Powell, PhD, ATC  
Chairman of the Board  
NATA-REF*

In 1991, the NATA Research and Education Foundation (NATA-REF) was founded in response to the clear and increasing need for research and education in the areas of athletic health care and sports injury prevention and treatment.

Over the last year, the NATA-REF Board of Directors has been working to establish the administrative structure of the organization. The Bylaws and Articles of

Incorporation have been established, 501(c)3 tax exempt status has been approved, and officers have

been elected. The mission statement, goals, and objectives also have been established, giving the foundation structure and focus in determining the appropriate use for the organization's resources.

The foundation's mission is to encourage and support multi-disciplinary research and educational programs that will advance the quality of athletic health care and foster the prevention of sports-related injuries. The NATA-REF will achieve this mission by providing funding that supports basic science and clinical research in injury awareness and prevention. Previously, research grants were funded by the NATA Research and Injury Committee. That committee's responsibilities were recently transferred to the NATA-REF.

Johnson and Johnson Consumer Products Company has been the major financial supporter of the foundation from the beginning, but, only with the continued financial support of the NATA membership can the foundation successfully reach its goals.

## ■ Joint Review Committee for Educational Programs in Athletic Training



*Robert S. Behnke, HSD, ATC  
Chairman of the Board  
JRC-AT*

In June of 1990, the American Medical Association (AMA) formally recognized athletic training as an allied health profession. The NATA, the American Academy of Pediatrics, and the American Academy of Family Physicians, in conjunction with the AMA's Committee on Allied Health Education and Accreditation

(CAHEA), then established the Joint Review Committee for Educa-

tional Programs in Athletic Training (JRC-AT) to initiate the accreditation process of entry level athletic training educational programs.

The JRC-AT was officially incorporated as a 501(c)3 nonprofit corporation in April, 1992. The Board of Directors is composed of five representatives appointed by the NATA, one representative appointed by

the American Academy of Family Physicians, and one representative appointed by the American Academy of Pediatrics.

The purpose of the JRC-AT is to accredit entry-level (undergraduate) athletic training educational programs, a function that was previously performed by the Professional Education Committee. The NATA approval process for undergraduate college/university programs in athletic training has since been revised to meet the CAHEA requirements.

The projected date for the initiation of CAHEA accreditation of entry-level educational programs is the fall of 1993. All undergraduate programs in athletic training scheduled for re-evaluation during the 1992-1993 academic year will be reviewed by the NATA Board of Directors at the June, 1993 Annual Meeting and Clinical Symposium. This will be the last group approved by the NATA. All undergraduate programs set for re-evaluation after June of 1993, and all undergraduate programs seeking initial accreditation will have the opportunity to be reviewed by the JRC-AT.

Graduate programs seeking re-evaluation will have several options. The program can seek NATA approval, CAHEA accreditation, or both NATA approval and CAHEA accreditation.

## Committees

### Audio-Visual

Chair: Robert S. Gray, MS, ATC

With video quickly becoming an important educational resource, the A-V Committee is in the process of developing a proposal for a video production contest for NATA members.

### Career Information

Chair: James B. Laughnane, ATC

A follow-up to last year's *Careers in Athletic Training* brochure is in the works. The new brochure will explain in detail the requirements for becoming an ATC. Also, it will list institutions that offer athletic training curricula, give scholarship information, and provide career information.

### Clinical/Industrial/Corporate

Chair: John R. Lopez, ATC

A task force was appointed to develop a mission statement, goals, and objectives for this committee.

### College/University Student Athletic Trainers

Chair: Ken W. Locker, ATC

The committee will present a special workshop at the NATA Annual Meeting and Clinical Symposium for student athletic trainers.

### Ethics

Chair: Anita Wheelers Clark, ATC

The Ethics Committee is in the process of revising the *NATA Code of Professional Ethics*. The NATA-BOC has written a separate code for *Professional Practice and Disciplinary Procedures* that pertains to all certified athletic trainers. The *NATA Code of Professional Ethics* will apply to all members regardless of certification status.

### Ethnic Minority Affairs Advisory Council

Chair: Frank E. Walters, PhD, ATC

The Minority Athletic Trainers' Committee has been replaced by an advisory council. The council helps the Board identify ethnic and minority related issues pertaining to the NATA and athletic training.

### Finance and Budget

Chair: Mike E. Nesbitt, ATC

The Finance Committee has developed and approved a *Financial Policies and Procedures* manual and has reorganized the accounting process.

### Governmental Affairs

Chair: Dan Campbell, PT, ATC

Members of the committee have been active in holding workshops and answering questions on various aspects of legislation pertaining to athletic training. Committee goals are to inform the membership of the means to access the expertise of the committee members and to develop packages to help members of state organizations obtain legislation.

### History and Archives

Chair: Leonard D. McNeal, ATC

A substantial number of historical documents have recently been added to the NATA archives. Also, the committee is working on the publication of the second edition of the *History of the NATA*.

### Honors and Awards

Chair: George F. Sullivan, MA, PT, ATC

The committee is restructuring the entire awards program to enable the NATA to acknowledge outstanding contributions at many levels throughout the membership. The Committee also has reinstated the 25-Year membership recognition pin.

### International Games

Chair: Sally Eaves-Nogle, ATC

The committee has been working with the United States Olympic Committee on a variety of projects, and a Task Force has been developed to work with the USOC on an Adopt-An-Athlete Program.

**Journal****Chair: Kenneth Knight, PhD, ATC**

The committee has been busy implementing organizational changes to the journal. Changes include a new title, *The Journal of Athletic Training*, and a new cover design and layout.

**Liaison****Chair: Joe H. Gieck, EdD, ATC**

The Liaison Committee is continuing to oversee NATA communications with sports-related and other health care associations.

**Membership****Chair: Donald D. Lowe, ATC**

The membership structure of the NATA has been streamlined to simplify record keeping and increase national office responsiveness to status changes among members. A new supplier category also has been instituted to expand our membership resources.

**Memorial Resolutions****Chair: Earlene Durrant, PhD, ATC**

As a tribute to deceased NATA members, this committee writes personal memorials that are published in the *NATA News*.

**National Convention****Chair: Joseph J. Godek, MS, ATC**

Orlando, Florida has been approved as the site of the 1996 Annual Meeting and Clinical Symposium. The committee set June 15th as the earliest starting date for future conventions.

**Placement****Chair: Makoto Tsuchiya, ATC**

The committee has been successful in informing and guiding NATA members in the area of employment assistance. The Placement Bulletin area at the Annual Meeting and Clinical Symposium has also been successful. The committee is working on a series of articles to help members increase their job seeking skills.

**Professional Education****Chair: Robert S. Behnke, HSD, ATC**

The PEC has reviewed six undergraduate and four graduate athletic training programs and recommended them for NATA Board approval. Also, four new programs were reviewed and seven programs that were on probation have undergone review.

**Public Relations****Robert M. "Bobby" Barton, DA, ATC**

Public relations continues to be a priority for the NATA. A redesigned logo that underscores our commitment to excellence, athletics, and health care is being used, a new video has been produced, and a new media kit has been developed.

**Research****Chair: John W. Powell, PhD, ATC**

Three research grants were awarded in 1991. After the 1992 Annual Meeting and Clinical Symposium, the responsibilities of the Research Committee will be taken over by the NATA Research and Education Foundation.

**Secondary School Athletic Trainers****Chair: Michael B. McGehee, MEd, ATC**

A task force was formed to help determine goals, objectives, and strategies for the committee.

## Balance Sheets

**■ NATA Research and Education  
Foundation, Inc.**  
As of March 31, 1992  
(Unaudited)

Assets

Current Assets

Operating Account	\$ 3,467
Investments/Cash	373,812
Other Assets	<u>6,360</u>

Total Assets 380,172

Liabilities and Fund Balance

Current Liabilities

Accounts Payable \$ 50,630

Total Liabilities 50,630

Fund Balance

Fund Balance 329,542

Total Liabilities and Fund Balance 380,172

**■ NATA Grants and Scholarship  
Foundation, Inc.**  
As of March 31, 1992  
(Unaudited)

Assets

Cash/Investments \$ 310,791

Total Assets 310,791

Liabilities and Fund Balance

Liabilities 0  
Fund Balance \$ 310,791

Total Liabilities  
and Fund Balance 310,791

These statements are unaudited and are presented for informational purposes only.  
Audit of these accounts by our CPA is currently underway.

**■ National Athletic Trainers' Association, Inc.**

As of March 31, 1992  
(Unaudited)

Assets

Current Assets

Cash/Investments	\$ 1,664,767	
Accounts Receivable	158,808	
Prepaid Expenses	119,561	
Other Assets	<u>59,201</u>	
<b>Total Current Assets</b>		<b>2,002,337</b>

Fixed Assets

Building	\$ 1,657,498	
Furnitures, Fixtures, Equipment	527,662	
Accumulated Depreciation	<u>(319,020)</u>	
<b>Net Fixed Assets</b>		<b>1,866,140</b>

Other Assets

Deposits	\$ <u>450</u>	
<b>Total Other Assets</b>		<b><u>450</u></b>
<b>Total Assets</b>		<b><u><u>3,868,927</u></u></b>

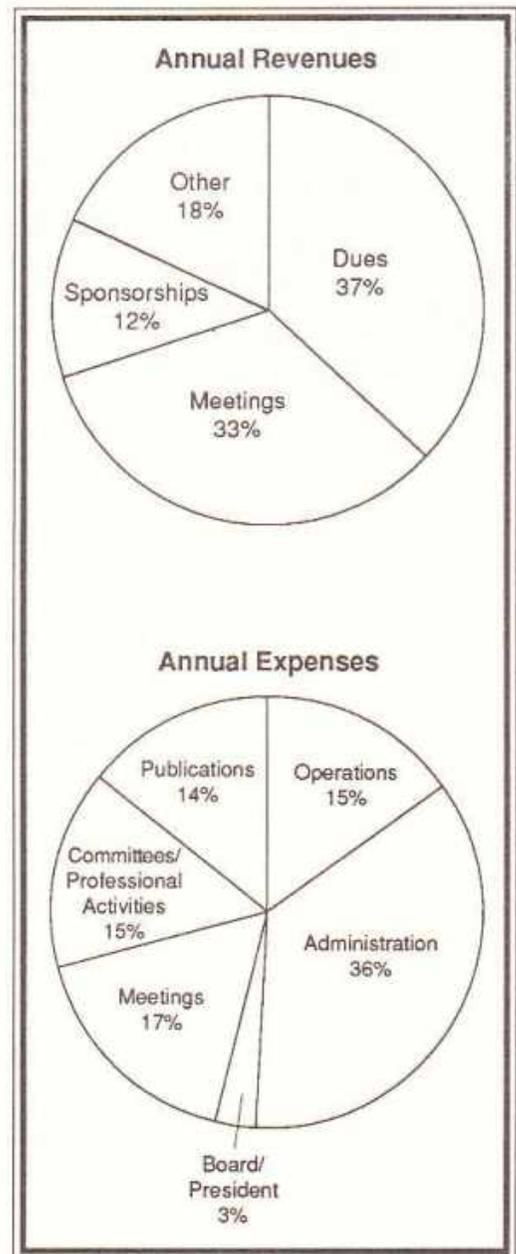
Liabilities and Fund Balance

Current Liabilities

Accounts Payable	\$ 259,613	
Deferred Revenues	1,098,856	
Other Liabilities	<u>15,094</u>	
<b>Total Current Liabilities</b>		<b>1,373,563</b>

Fund Balance

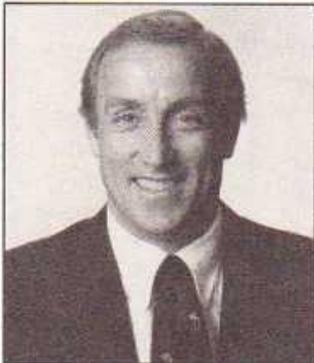
<b>Fund Balance</b>		<b><u>\$ 2,495,364</u></b>
<b>Total Liabilities and Fund Balance</b>		<b><u><u>3,868,927</u></u></b>



These statements are unaudited and are presented for informational purposes only.  
Audit of these accounts by our CPA is currently underway.

## A Message from the President-elect

After reading this first annual report, I'm sure you can see that the NATA is indeed looking toward the future. The future always seems to be something far off and distant, but for an association as large and dynamic as the NATA, looking ahead and preparing accordingly is essential. That is why we have just completed an extensive strategic plan to provide vital direction for the immediate and long range future.



Dennis A. Miller, MS, PT, ATC  
President-elect

Although the planning process is complete, the work is just beginning. Now it is up to us, the members of the NATA, to successfully implement the strategies that will help us achieve our goals and objectives. And the key to the entire strategic plan is our new mission statement. It's the cornerstone on which we hope to build one of the most influential and pro-active allied health care associations in the country.

Our mission is to enhance the quality of health care for the physically active and advance the profession of athletic training through research and education in the prevention, evaluation, management and rehabilitation of injuries. That's quite an ambitious mission, but one that's definitely within our reach. The NATA, and the profession of athletic training, are positioned to become an integral part of the health care delivery system of this country.

As I approach my term as NATA President I can't help but be excited about our prospects for the future. We have accomplished a great deal, but there is still much to be done.

Our Research and Education Foundation has just celebrated its first birthday and all signs point to the promise of a bright future. Our official publications, the *NATA News* and the *Journal of Athletic Training*, have been changed to better reflect their roles, and the national office now has a professional staff to better serve the needs of the members.

There will of course be more changes, and all of them will also be made in the best interests of the members and the association. We will continue to look for better ways to provide member services, to enhance our educational curricula, and to promote our profession.

But, inevitably, it's the members who will make the biggest difference, the men and women of the NATA who will help this association meet the challenges of the future. I look forward to working with all of you and successfully achieving the goals we have set.

Sincerely,

A handwritten signature in cursive script that reads "Dennis A. Miller".

Dennis A. Miller, President-elect

## Board of Directors

### President

Mark J. Smaha, MS, ATC  
Washington State University

### District 1

Charles J. Redmond, PT, ATC  
Springfield College

### District 2

Joseph J. Godek, MS, ATC  
West Chester University

### District 3

Marty Bradley, MS, ATC  
Old Dominion University

### District 4

John W. Schrader, MS, ATC  
Indiana University

### District 5

James M. Booher, PhD, RPT, ATC  
South Dakota State University

### District 6

Peter D. Carlon, MS Ed, ATC  
University of Texas, Arlington

### District 7

Mike E. Nesbitt, ATC  
Northern Arizona University

### District 8

Julie Max, MEd, ATC  
California State University, Fullerton

### District 9

Jerry L. Robertson, ATC  
East Tennessee State University

### District 10

Dennis G. Sealey, PT, ATC  
University of Washington

## Incoming Board Members

### President-elect

Dennis A. Miller, MS, PT, ATC  
Purdue University

### District 1

Carl F. Krein, PT, ATC  
Central Connecticut State University

### District 4

Kent P. Falb, ATC  
Detroit Lions

### District 7

William T. Lyons, ATC  
University of Wyoming

## Staff

### Executive Director/Secretary

Alan A. Smith, Jr.

### Assistant Executive Director

Amanda W. Culbertson

### Director of Operations

Phyllis Glenn

### Director of Accounting

Linda Tilley

### Director of Membership Services/Systems

Dwayne Turner

### Director of Meetings and Conventions

Marilyn McGuire, CMP

### Director of Communications

Ron Cunningham

### Director of Governmental Relations

Laura E. Jetton



N A T A

NATIONAL ATHLETIC TRAINERS' ASSOCIATION  
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Dallas, TX 75247  
(800) TRY-NATA