

AN EVALUATION OF THE DUTIES AND RESPONSIBILITIES  
OF THE EXECUTIVE SECRETARY

1967

The Executive Secretary is responsible for the following:

1. Carry out the mandates and policies of the Association, as determined by the Board of Directors. Between sessions of the Board of Directors, the Executive Secretary may make and enforce such policy on behalf of the Association as is not inconsistent with the mandates and policies determined by the Board of Directors.
2. Have full power and complete authority to perform all acts and to transact all business for and on behalf of the Association and to manage all the property, affairs, work, and activities of the Association subject only to the provisions of the By-Laws and all resolutions and enactments of the Board of Directors.
3. To commit the Association to no financial obligation in excess of its available financial resources.
4. Devise and develop measures for the Association's growth and development.
5. To suggest the creation and appointment of such standing, special, and advisory committees as it is deemed necessary to fulfill the functions of the Association.
6. Provide a record of all Committees and their Chairman and of the Board of Directors and its Chairman.
7. To provide a record of the place and time at which the annual Conference of the Association will be held and be responsible for the over-all planning of the National program.
8. Provide for the maintenance of an Association headquarters, which shall be the center of all activities of the Association.
9. Over-all supervision and responsibility for publication of the Association's official Journal.
10. Be the administrator of the Association responsible for: interpreting and implementing the over-all policies of the Board of Directors and determining administrative practices, planning and directing the operations and activities of the Association, preparing the annual budget, serving the members effectively and conducting public relations.
11. Serve as official head of and public spokesman for the Association.
12. Keep the minutes of the proceedings of the meetings of the Board of Directors and the National business meetings.
13. Be the custodian of all records, books, and papers belonging to the Association.
14. Make a report of the Association's progress in writing to the Board of Directors at each annual meeting and on request of the Board.

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15. Carry on the official correspondence of the Association, including such matters as notifying members of meetings, officers of their elections, committees of their appointments and duties, and all notices required by the By-laws, or by order of the Board of Directors.
16. Provide for the registration of members at sessions of the Association and keep a record of such registration.
17. Collect all dues and;
18. Keep true and accurate accounts of all receipts and disbursements of the Association and;
19. Make a Treasurers report in writing to the Board of Directors at each annual meeting and on request.
20. Provide the over-all supervision for the Exhibitors and the Exhibiting Committee at the National meeting and the conduct of all relations with the Exhibitors.
21. Provide the Association with an accurate and current mailing list that includes the official record of the Association's membership.
22. Coordinate all the business of the Association and act as liaison between the districts.
23. Represent the Association at and with as many allied associations as is possible.
24. When requested, provide counseling and guidance for the professional preparation of the athletic trainers.

C O P Y

June 6, 1967

Mr. William E. Newell  
Executive Secretary  
National Athletic Trainers Association  
3315 South Street  
Lafayette, Indiana 47904

Dear Mr. Newell:-

Your comment on the possibility of there being a change of executive secretary of the NATA prompts me to suggest that the directors give thought to the possibility of establishing a Chicago office to handle inquiries and correspondence, maintain records, and serve as a focal point for the Associations on-going activities.

Currently Ellis Murphy, Inc. performs the function of executive director for the National Association of Sporting Goods Wholesalers and for the Automotive Affiliated Representatives, both national trade associations. We work closely with the Chicago Chapter of the American Institute of Architects, publishing their monthly magazine and have handled their annual conference for several years. We are currently working with the Electrical Insulation Conference in promotion and publicity of their forthcoming Conference and Trade Show scheduled for the Palmer House this Fall. We have also handled trade shows and other promotional activities for other associations and similar groups over the years.

We have a competent staff which includes stenographers and file clerks, a woman experienced in handling association records, billing and competent in handling of funds. We have a journalist and a graphic artist. I am a member of the American Society of Association Executives, the Public Relations Society of America and the American Marketing Association, and my associate is a member of the Chicago Association Executives Forum and the Women's Advertising Club of Chicago.

We have our own offset machine and a folding and inserting machine which will handle most printing and mailing requirements.

Ellis Murphy, Inc. would be in a position to give you a permanent address and phone number in Chicago for all contact and communications purposes. In addition, we are in a position to give you the needed professional guidance in the development and carrying out of association programs as well as the clerical assistance required to handle routine association activity. Being in Chicago where the American Medical Association is located is another advantage.

The cost for our services is of course related directly to the amount of time we must spend in working with you, and this in turn is related to the number of members in your group and the extent of the program of activity. As a general rule of thumb, we should consider for an association with a budget of up to \$60,000 that from 30% to 40% will go into fees and overhead expenses when a multiple management organization such as ours manages the affairs of the association. This would mean that for a budget of \$10,000 at least \$4,000 would be required to cover fees and office expenses. In any case, the remaining funds would be available to handle association programs and may go for a variety of items from officers' travel to directory printing, news releases, entertainment at the annual banquet and many others.

Your comments and the comments of the Board will be most interesting to us, and I will be looking forward to hearing from you.

Thank you for your cooperation, and best regards.

Sincerely,

ELLIS MURPHY, INC.

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Ellis Murphy