

Bobby:

Sorry I don't have time to get this typed, hope you will be able to read it O.K.

My proposal for a successor as Executive Director is as follows:

1. Rather than reconvene a Committee or place the burden of a hasty selection on the Board of Directors I would like to suggest that the President act as Executive Director until the June Convention. In the interim time period a decision can be made on the appointment by the Board of a new Executive Director. I believe the list of names on the attached page contains some excellent prospects. You may be surprised by the inclusion of Joe Abraham and James Doobin, but they do an excellent job as District Secretaries. Frankly I think you would be out of your mind if you took the Executive Directors job as a permanent appointment. I know I told you on the phone that you should take it, but I think you would be doing yourself a favor by serving out your term

as President and then continuing  
your activity in the N.A.T.A. in  
other capacities. What I'm trying to  
say Bobby is that the Executive Directors  
job is going to drive a person crazy  
unless he can do it full time, you  
just keep getting more frustrated the  
deeper you get in to it.

Hope this makes some sense to  
you, I'll call you Monday.

Sincerely  
John Rockwell

To: Bobby Barton  
From: Otho Davis  
Subject: Executive Director

In a Wall Street Journal article it stated that an ideal board member was..."a man or woman with the versatility of Leonardo da Vinci, the financial acumen of Bernard Baruch, and the scholarly bent of Erasmus". Well, just what are the responsibilities of the Board of Directors? We sometimes wonder, but without fail, things always work out to our total betterment. It really boils down to the responsibility to set the policies and make evaluations. There are many other intangibles as you well know.

The Board of Directors will be executing one of their greatest major responsibilities soon in the selection of a full-time Executive Director for the Association. This will be one of their most important steps ever and it cannot be one where a mistake is made. We cannot afford the sometimes,"NATA rush/mistake" procedure that takes four or five years to correct. It cannot be one of those emotional decisions we have made in the past on several matters. The selection of the first full-time Executive Director will be another milestone for the Board and they must undertake a careful systematic approach to accomplish this goal.

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First, we must focus on two essential factors: (1) understanding the position - duties, responsibilities and authority, and (2) determining the type of executive needs to do the job.

The Board of Directors should focus on the ingredients of association management and goals of the profession. The management functions include planning, organizing, directing, coordinating and controlling. It also includes the management of people - working effectively with voluntary members and staff personnel to achieve goals. Finally, the management of finances, material and resources are basic functions. Leadership, not only by the Executive Director and President, but by the Board of Directors too, is essential in carrying out these functions. It must be a total team effort.

A critical area to be covered is the responsibilities and authority for this position and the relationship with the officers and governing body. We must insure that the position description contains maximum authority and operational flexibility consistent with modern uptodate organization philosophy. For the Executive Director to effectively manage the Association and provide the leadership force for the profession now and in the future, he/she should have full and sufficient authority to operate.

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The position description must be consistent with responsibilities and authority spelled out in the Association By-Laws and policies. The position description must reflect the needs of the Association. The Board of Directors should seek an individual who has the background, experience and qualifications to carry out the duties and responsibilities as stated in the position description. It should be a person with good solid experience in association management who is capable and will develop a knowledge of economic and other factors affecting the profession, including a sufficient working knowledge and understanding of the problems, needs, interest and future development ranges of the Association.

Some characteristics which should be considered in profile development are: educational background, association management experience, specific and general experience related to the profession, willingness to continue education and development in relation to specific needs of the Association, personal qualifications, age range, leadership abilities, etc.

He/She should be the "take charge" type. This should not be confused with a "dominating" or a "do-it-my-way-only" type. Rather, under policy guidance and counsel of the Board of Directors and President, an Executive Director will use his/her

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experience and training to evaluate a problem or need, determine the best approach or solution, and then take appropriate action to achieve the objectives.

He/She should be a good administrator and planner and should be objective in determining needs, developing approaches and implementing the most efficient and economical plan to meet objectives.

He/She must be able to "get things done through people" and must have the ability to train, develop and motivate staff members, be able to work effectively with members by involving them and tapping their potential. We must remember that the NATA is a voluntary association and it has been through the voluntary efforts of our membership that we are where we are today. I personally believe we have come a long way due to the efforts of a great number of voluntary members.

He/She should be creative and imaginative. The Association should not be bound by past experience, but must be guided for a more productive future. He/She should not accept the usual solution as the only one but must seek out better methods. Creativity to the job comes from experience, observation, desire to try new methods and a constant alertness and awareness to new ideas and techniques.

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He/She should be a person whom the membership can be proud. This person will be projecting the image of the Association to both members and other publics. He/She should be well groomed, speak intelligently, be well mannered and at ease with individuals and groups. The individual should always set a desirable image for the profession.

He/She should be keenly interested in the objectives of the Association and the profession, and must be concerned with the needs of the members, members' problems, including the less obvious, and rally their voluntary cooperation, support and participation in achieving solutions.

He/She should provide leadership to the Association and should view the profession objectively and direct a meaningful program of activities for enhancement of goals.

The "Position Description for Executive Director", which follows, is basically the duties as authorized in the NATA By-Laws but has been expanded. Other items of importance may be included, but this is the basic description that reflects the needs of our Association for this position.

**NATIONAL ATHLETIC TRAINERS' ASSOCIATION, INC.**

**Position Description**

**for**

**Executive Director**

Basic Function

Serves as the chief executive officer, recommends and participates in the formulation of new policies and makes decisions with existing policies as they have been approved by the Board of Directors. Plans, organizes, directs and coordinates the staff, programs and activities of the Association to assure that objectives are attained, plans fulfilled, and member needs met. Maintains effective internal and external relationship. Through management and leadership, achieves economical, productive performance; forward-looking programming and constructive growth of the Association.



Duties, Responsibilities and Authority

Within the limits of the Constitution and By-Laws and Statement of Policies, the Executive Director is responsible for and has authority to accomplish the duties set forth below.

1. Sees that the Board of Directors and officers are kept fully informed on the conditions of the Association and on all important factors influencing them. Attends all meetings of the Board of Directors.
2. Plans, formulates and recommends for the approval of the Board of Directors basic policies and programs which will further the objective of the Association.
- 3. Implements the mandates and policies of the Association as determined by the Board of Directors and executes all decisions of the Board of Directors except when other assignment is specifically made by the Board of Directors.
4. Between meetings of the Board of Directors, enforces policy on behalf of the Association as is consistent with the mandates and legislation enacted by the Board of Directors.
5. Possesses full power and complete responsibility to transact all business for and on behalf of the Association and to manage all properties, affairs and activities of the Association subject to the provisions of the Constitution and By-Laws, Statement of Policies, resolutions and enactments of the Board of Directors.

6. Develops for purpose of day-to-day administration specific policies, procedures, guidelines and programs to implement the general policies established by the Board of Directors.
7. To commit the Association to no financial obligation in excess of its available financial resources.
8. Provides for the maintenance of an Association headquarters which shall serve as the center of all official activities of the Association.
9. Establishes a sound organization structure for the headquarters staff.
10. Recruits, hires, indoctrinates, trains and motivates Association staff personnel. Responsible for all promotions and terminations.
12. Obtains maximum utilization and productivity of staff by clearly defining their duties, establishing performance standards, conducting performance reviews and maintaining competitive salary structure.
13. Provides the necessary liaison and staff support to committee chairmen and committees to enable them to properly perform their functions. Sees that committee decisions and recommendations are submitted to the Board of Directors for action.
14. Serves as the official spokesman concerning business and governmental affairs of the Association.

15. Executes such contracts and commitments as may be authorized by the Board of Directors or established policies.
16. Serves as the custodian of all records, books, files and materials belonging to the Association.
17. Arranges for the recording of minutes of all Board of Directors' meetings and national business meetings and distributes the minutes to all files, legal and historic documents, membership and mailing lists.
18. Performs a secretarial function for the Association, maintaining official minutes of Board of Directors and other official meetings, provides security for all files, legal and historic documents, membership and mailing lists.
19. Is responsible for the planning, promotion and administration of all official meetings of the Association.
20. Plans and conducts annual membership meetings and convention, utilizing a membership advisory committee in the development of convention program. Exercises control of convention budget and all convention arrangements to meet financial objectives.
21. Submits a written report of the Association's progress to the Board of Directors at each annual meeting and upon the request of the Board at other times.

22. Conducts the official correspondence of the Association including such matters as notifying members of meetings, officers of their election, committee members of their appointments, and all notices as required by the By-Laws or as requested by the Board of Directors.
23. Handles all financial matters of the Association.
24. Develops, recommends and upon approval operates with an annual budget. Insure that all funds, physical assets and other property of the Association are appropriately safeguarded and administered.
25. Maintains a current and accurate mailing list and an official record of the Association membership.
26. Maintains a current and accurate mailing list and an official record of the Association membership.
26. Coordinates the activities of the Association and acts as the liaison between the Districts and the National Office.
27. Maintains effective liaison relationships with other organizations, both public and private, and sees that the position of the Association and its members is enhanced in accordance with the policies and objectives of the Association.
28. Coordinates a public relations program to enhance a public acceptance of the profession.
29. Maintains communication and records of all committee chairmen, committee members and members of the Board of Directors.

30. Coordinates education programs to advance the professional skills of the membership, operating within budget and program objectives approved by the Board of Directors.
31. Coordinates education programs to advance the professional skills of the membership, operating within budget and program objectives approved by the Board of Directors.
32. Coordinates planning, organization and direction of membership promotion and retention program, evaluates results and recommends policies, procedures and action to achieve membership goals.
33. Collects dues and terminates delinquent members.
34. Serves as ex-officio member of all Association committees and liaison representation.
35. Continually reviews the Association Constitution, By-Laws and Statement of Policies in terms of newly enacted legislation and makes recommendations to the Board of Directors for revisions, deletions and additions.
36. Maintains an accurate and current record of newly enacted legislation and incorporates it into the Constitution, By-Laws and Statement of Policies as instructed by the Board of Directors.
37. Keeps the Board of Directors appraised with an accurate record of all Constitution, By-Laws and Statement of Policies revisions, deletions or additions.
38. Carries out such other general responsibilities as may be delegated by the Board of Directors.

Relationships

1. The Executive Director is responsible to the Board of Directors for the administration of the headquarters office and for proper interpretation and fulfillment of all his functions, responsibilities and authority, and relationships.
2. The Executive Director is a member of the Board of Directors in an ex-officio capacity without the right to vote.
3. The Executive Director is an ex-officio member of all Association committees and liaison representation.
4. The Executive Director serves as staff liaison to all Association committees and provides liaison between the committees and the Board of Directors.
5. The Executive Director visits with members, District meetings and various functions when feasible and maintains personal contacts with the membership to the greatest degree possible.
6. The Executive Director maintains relationships with other associations, professions, industry, government, public service organizations and vendors as are desirable or necessary in the best interest of the Association in conformity with the over-all objectives and policy of the organization.
7. The Executive Director establishes such relationships as the Board of Directors may specify or as may be deemed advisable in the best interest of the Association but in conformity with established policy.

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The following are comments I have received from various members of the Association, names withheld, pertaining to the subject.

They are:

1. How much will this position cost?
  - A. Salary
  - B. Fringe Benefits
    - a. Insurance
    - b. Retirement plan
    - c. Auto expense
    - d. Vacation
    - e. Memberships - social and professional
  - C. Travel
  - D. Entertainment
  - E. Office Expense
  - F. Relocation Expense
2. Will the Association office remain in Greenville, North Carolina, or will it be moved?
3. How will the position be funded?
  - A. Dues Increase (again)
  - B. Present Revenues
  - C. Endorsements
  - D. Contributions
4. Why do we need a full-time paid Executive Director?
5. What do we expect a full-time paid Executive Director to do for the NATA?
6. How will a full-time paid Executive Director help the NATA?

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7. How much voluntary member help will we lose?
8. All services by members have been voluntary until now. With a full-time paid Executive Director will I be paid for these previously voluntary services?
9. Where will the full-time paid Executive Director come from?
  - A. A person in public relations?
  - B. A person in the legal field?
  - C. A person with business administration background?
  - D. A person with medical administration background?
  - E. A professional fund raiser?
  - F. Member of NATA?
10. Justify the cost. Is this another move by the Board of Directors to increase dues again?
11. Do we keep the present office staff?
12. NATA will have to decide how to go about this. We may need to call on "neutral friends" in the business world for help and guidance, but even outsiders don't know what we do.
13. It will be imperative that the membership be educated as to the cost, role and function.
14. I have licensure and don't need the NATA. What are you trying to do? Those of us in the high Schools don't make that much anyway and you are going to give our money away to a person to do what is already being done. Check the track record and you will find it is pretty good the way it is now.



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15. How will this create more jobs?

Thank you, Mr. President, for allowing me to participate in this exercise. If further materials are needed for this task, please feel free to let me know.

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3/28/85