

Bud Miller's proposals

C O P Y

January 3, 1968

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

Dear "Pinky":-

I have had some thoughts about your overwhelming position and the organizational structure of the NATA. Although these thoughts may not prove to be of much value I have written them down and sent them to you for your evaluation. It is possible that one small molecule of this proposed plan may lead to something much greater.

My solution to your overburdening position is to expand your position into a national executive office with several divisions of responsibilities in which the consultant or director of each division is selected for his position by the Board of Directors.. It is my hope that this type of reorganization would relieve your position of the time taking duties and allow you to have more free personal time and serve the NATA in the capacity of public relations and a consultant to the other executive divisions and the Board of Directors.

In addition this type of reorganization gives more of our capable members a chance to participate in the administration of the responsibilities of the national organization. However, in creating the national executive office I am not advocating a national office located in any one building or one city since we do not have the funds or the personnel to afford this type of organization at the present time or in the very near future.

Of course, the key to success in this type of plan is communication between the different divisions of the executive office. In addition you will note on the enclosed chart of reorganization that I have revised the national committees according to the needs (future) of the NATA as I see them.

Some of the old committees have been dropped or consolidated while new committees have been formed. I don't believe the listed committees should be any hard set rule, but the basis for review in revising the committee structure according to the NATA'S future needs in addition to present activities.

With the chart of my reorganizational plan, I have enclosed an explanation sheet which will elucidate points where needed. If you think this plan has any value and have any questions on any part, I will be glad to try to answer them.

Remember this is only my feeble attempt to take the ever growing and overburdening duties of the executive office off the shoulders of one man and spread them out over several capable men.

I think something like this plan is needed if the NATA is to take its place along the side of other professional organizations. Otherwise, if we break one man, no matter how able, by overburdening him with the ever increasing duties of a growing professional organization, we will break down the entire national organization of the NATA.

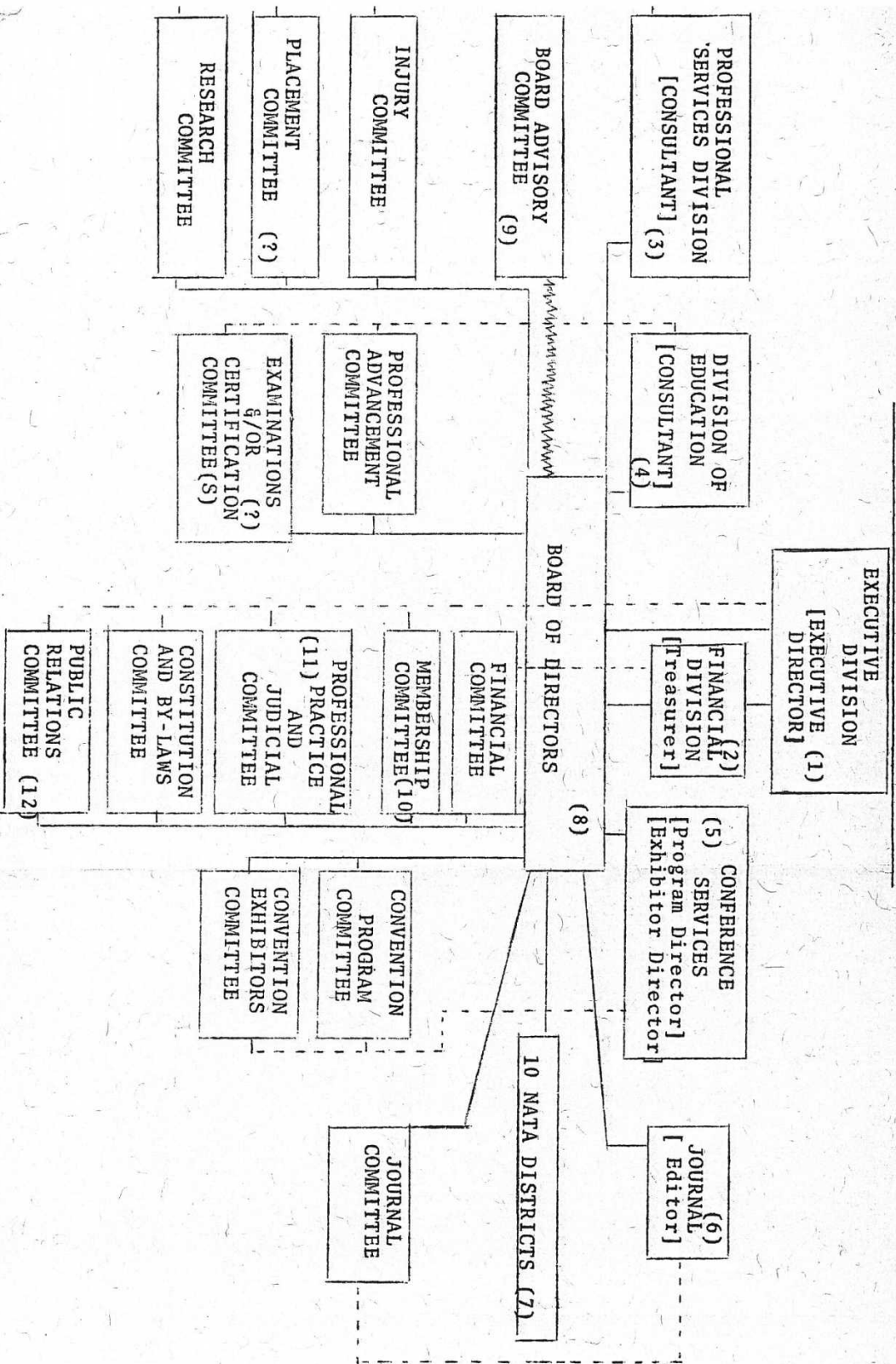
Thank you for your time and consideration in reading over this material. I would certainly appreciate your comments both favorable and unfavorable.

Yours,

Signed: Sayers "Bud" Miller
305-4 Stanford Village
Stanford, California 94305

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11. *A name change for the Code of Ethics Committee.*
12. *The members of this committee would help the Executive Director in serving as liaisons to other allied organizations.*

NATIONAL ATHLETIC TRAINERS ASSOCIATION



The following comments on Bud Miller's proposal for reorganization of NATA are offered for consideration. The proposal has distinct merit. These comments are intended to serve as a stimulus for discussion on details so that the best alternatives on each issue might be determined.

1. The various roles of each component in the organization need to be understood before discussion on reorganization can begin.

a. The Board establishes policy and develops guidelines for operation. On matters affecting policy and guidelines, it is supreme.

b. The Executive administers the business and operation of the organization between Board meetings within the framework laid down by the Board. On matters of organizational operation requiring action and decision between Board meetings, he is supreme. He is of course accountable to the Board for his actions and decisions, but a dynamic organization cannot afford a meek or incompetent executive.

c. The Board Committees are composed of Board members for purposes of concentrating on issues relevant to Board responsibilities of policy and direction.

d. The Standing Committees are action Committees appointed by the Board from the general membership to assist the Executive in conducting the ongoing business of the organization.

e. Ad hoc committees can be of the Board or from the membership depending on the temporary assignment that merited special attention.

f. Consultants (or Coordinators or Assistant Directors or ...) are specialists of a sort who are given authority to oversee a segment of the organization's activities. They are responsible to the Executive, removing from him the burden of direct responsibility for action but not the ultimate authority for such action.

g. The treasurer's function is to impassively receive and disburse monies, keep the books, and in all ways satisfy the laws and regulations related to financial procedures of organizations so incorporated. He would relate to the Board through the Executive because the latter must be responsible for all ongoing activities; the Board would keep control by authorizing certain preferred procedures for financial affairs. The term "Executive Treasurer", however, is a misnomer. He cannot be autonomous from the Executive. He may be a member or an "outsider" because his function is strictly mechanical. Further, these functions can be accommodated by an administrative assistant or other such business-oriented person if the structure would eventually permit the addition of this very important person to the executive offices.

h. The Medical Advisory Group could be determined from various criteria but its function would be the same: On matters of medicine that pertain significantly to the responsibilities of the athletic trainer, an authoritative experienced group of physicians should be readily available for consultation and direction. Such a group may be an already existing Committee (such as AMA's Committee on the Medical Aspects of Sports), a hand-picked group of individuals, or a combination of both. Under any selection process would be the convenience of such a group having accepted an invitation to serve the Board on policy questions related to medicine.

2. A possible alignment of Committees with Consultants is shown on the attached chart. The Board Committees are considered as Financial Constitution, and Ethics (and currently Professional Advancement if its activities now are only policy) as they function only as to policy. The standing committees would be the remainder because they deal with operation. Others may be conceived once an alignment philosophy is accepted. Some may be dropped as well. The following explanations may be helpful.

a. I'm not sure what the difference in charges are to the Injury and Research Committees so I've incorporated the former into the latter.

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c. The Public Relations Committee should be charged with publicity, promotion, etc., as pertains to reaching the public for interpretation of what the NATA stands for and is doing. Liaison with professional organizations, on the other hand, is strictly for the Board through the Executive because policy is utmost in concern. The Executive may delegate his authority for liaison activity with a given group, but he cannot delegate his responsibility for the liaison.

3. The remaining details of communication between individuals and committees should fall in place. For example, the Executive should be ex - officio on all Board Committees as Bud Miller recommends, but his relation with the standing committees should be indirect and through his Consultants. But there should be no question that but one man reports directly to the Board, and that is why an organization has an executive. Others may be invited to report to the Board but this is for communication reporting not responsibility reporting.

(Signed) Casey

Kenneth S. Clarke, Ph.D.

February 14, 1968

THE TEN NATA DISTRICTS

BOARD OF DIRECTORS

OFFICERS

MEDICAL ADVISORY GROUP

ETHICS COMMITTEE

CONSTITUTION COMMITTEE

FINANCIAL COMMITTEE

EXECUTIVE DIRECTOR

TREASURER

PROFESSIONAL SERVICES CONSULTANT

PROFESSIONAL EDUCATION CONSULTANT

BUSINESS SERVICES CONSULTANT

CHMN

PLACEMENT COMMITTEE

CHMN

RESEARCH COMMITTEE

CHMN

AWARDS COMMITTEE

CHMN

PROFESSIONAL ADVANCEMENT COMMITTEE

CHMN

POSTGRADUATE EDUCATION COMMITTEE

CHMN

PUBLICATIONS COMMITTEE

JOURNAL EDITOR

ANNUAL PROGRAM CHMN

EXHIBITS CHMN

JOURNAL ADS CHMN

CHMN

MEMBERSHIP COMMITTEE

CHMN

PUBLIC RELATIONS COMMITTEE

CHMN

ADVERTISING COMMITTEE

C O P Y

Carey Clarke's Suggestions

February 14, 1968

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

Dear Pinky:-

Many thanks for the copy of Bud Miller's proposal for NATA reorganization. I'm glad to comment on it as requested (attached) if you'll accept my naivety concerning the actual functioning of the current setup. At least you know that I've had no opportunity to develop a bias or sensitivity on individuals, ideas or politics that would color my review.

My chief concern is a definite line of authority. If NATA is to get more complex in structure to accomodate growth and leadership (and it should), each person's role must be clearly identified and appropriately identified or else confusion, anarchy, embarrassment, and bickering will follow. The suggestions concerning Committee titles and alignment are arbitrary and can be improved upon or discarded without hurting anyone (my mind would change daily on this anyway).

Sincerely yours,

Kenneth S. Clarke, Ph.D.
Staff Coordinator, Committee on the
Medical Aspects of Sports

KSC;kc-938
Enclosure

C O P Y

January 3, 1968

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 Executive Secretary
 National Athletic Trainers Association
 3315 South Street
 Lafayette, Indiana

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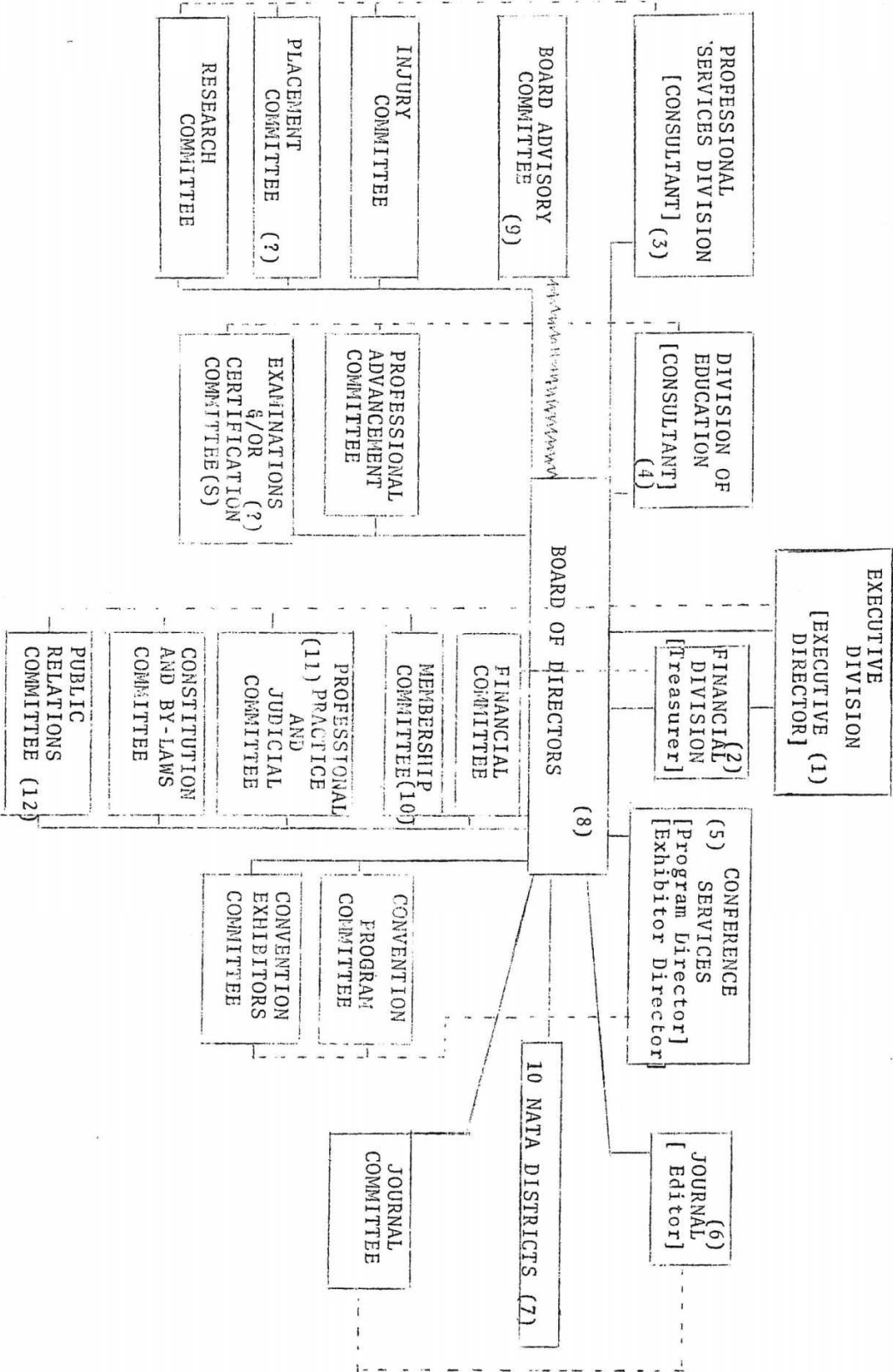
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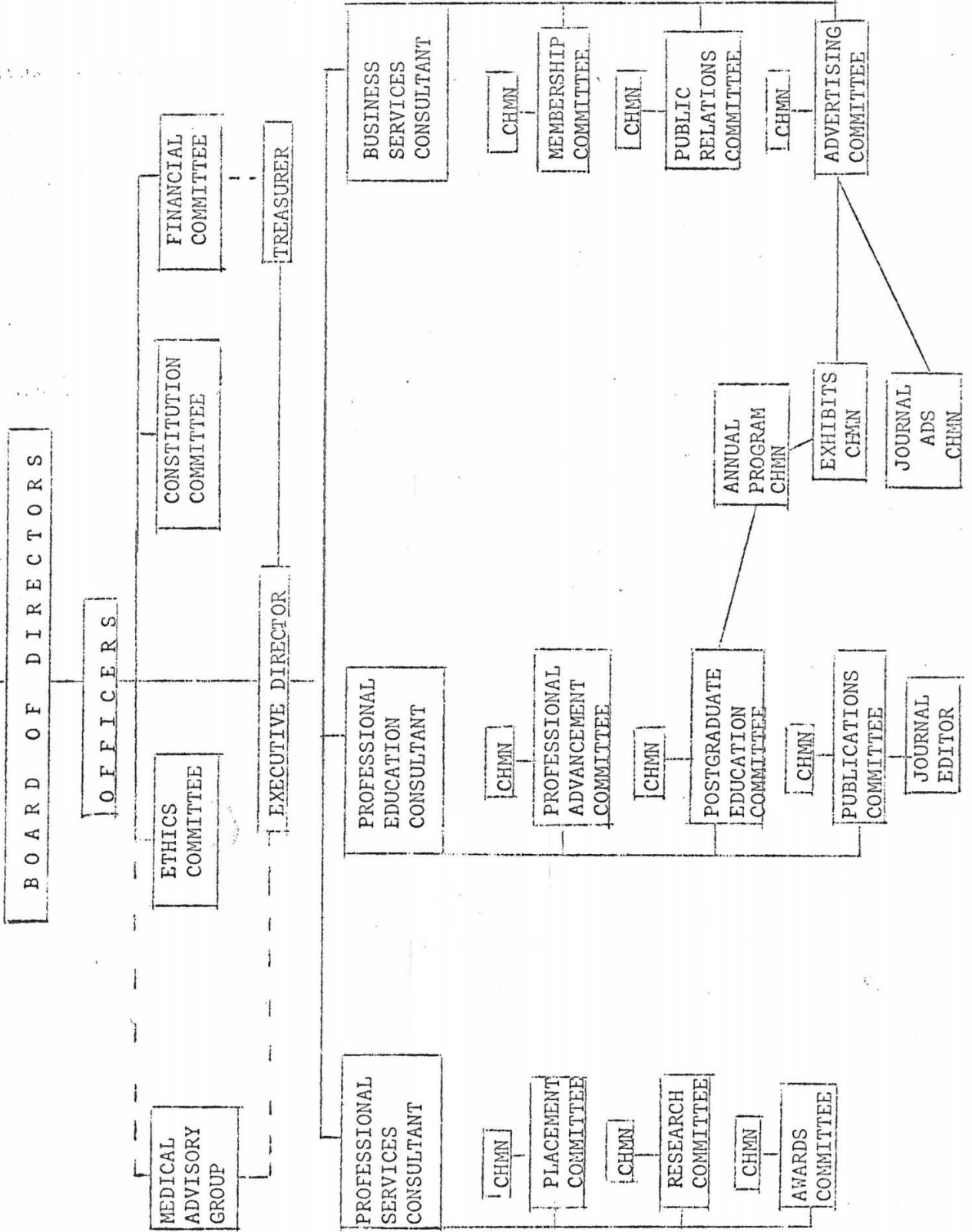
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(Signed) Casey

Kenneth S. Clarke, Ph.D.

February 14, 1968

THE TEN NATA DISTRICTS



SPEED LETTER

NATIONAL ATHLETIC TRAINERS ASSOCIATION

TO Bobby Gunn

FROM "Pinky" Newell

SUBJECT Information from Jack Rockwell

DATE March 11, 1968

MESSAGE

Do you want the information sent out by Jack Rockwell to go to the Board of Directors or has this already been done?

SIGNED "Pinky"

REPLY

Pinky, To the best of my knowledge I sent out Jack's Committee findings on the Sec. position to the Board, but have not sent out any of the information received from the Committee on reorganization study proposals. You might do that.

SIGNED *Bobby*

DATE 3-16-68



st. louis football cardinals

March 5, 1968

Mr. Bobby Gunn, Head Trainer
Athletic Department
Lamar Tech.
Beaumont, Texas 77704

Dear Bobby:

Regarding the work of the Ad Hoc Study Committee consideration of N.A.T.A. structural reorganization I would like to have you consider the committee's recommendations. Included with this letter are copies of letters from Mr. Gary Delforge, Mr. Bill Chambers, and Mr. Casey Clarke. Casey's letter is included as I feel he has offered some very interesting ideas that should be taken into account by any person or committee working on this project in the future.

It is the Committee's opinion that there is not enough time between now and June to properly study this situation and, or to make recommendations pertaining to any structural changes. It is the hope of the committee that the Board of Directors will see fit to place this study on the agenda and that further action can be taken during the period between our 1968 and 1969 meetings.

As the committee recommended before the first thing that must be accomplished is the raising of dues, and of course the naming of a part time salaried executive secretary. The executive secretary to be named for a period of no more than two (2) years. If any further information is desired please call or write at any time. Best wishes.

Very truly yours,

ST. LOUIS FOOTBALL CARDINALS

Jack Rockwell
Jack Rockwell, Trainer

Just finished talking to Pichie - He tells me Casey Clarke still wants the Ex. Sec. job. Why don't you give me a call (collect)

JR/ng
3/5/68

Monday or Tuesday here at the office. We are on the same time, so call any time between 9 and 5. Thanks

Jack



THE UNIVERSITY OF ARIZONA

TUCSON, ARIZONA 85721

DEPARTMENT OF HEALTH,
PHYSICAL EDUCATION AND RECREATION

February 20, 1968

Mr. Jack Rockwell
Athletic Trainer
St. Louis Football Cardinals
St. Louis, Missouri

Dear Jack:

I will try to summarize some of my feelings in response to our recent telephone conversation. Under the circumstances it is a little hard to determine what to do. First, I think we can conclude that our situation calls for much more than simply finding a replacement for Pinky. Also involve is a need for revision of our Constitution and possibly a general restructuring of the NATA. This seems to imply two things: 1. we need time to accomplish these things and 2. in view of possible reorganization, it would perhaps be premature to establish the Executive Secretary job as a permenent, paid position at this time. As I mentioned over the phone, perhaps we may want to consider some other arrangements after the results of our study of other organizations are in. In view of this, I would suggest that we find someone to assume the Executive Secretaries function for a temporary and definte period of no longer than two years. During this time a complete, unhurried and thorough study of the entire situation should be undertaken. (I think we have a good start now; but only a start.) Perhaps our present ad hoc committee could be expanded by two or three members so that we might study different phases of the entire situation in a coordinated effort. I realize of course that we do have standing committees that

could very well be assuming some of these functions; it has been my observation, however, that these committees are doing just what their title implies, "standing". I know we have motivated members who would be happy to serve on an ad hoc committee.

It would be good business, of course, for us to reimburse a temporary Executive Secretary only to the extent necessary. I agree, of course, that a fair amount commensurate with his duties and responsibilities should be agreed upon. If we should take this approach, I think it should be made clear to the general membership that we are undergoing a two year period of study and revision and that the Executive Secretary arrangements are temporary until final plans are made. I think we should make plans and incorporate them as quickly as they are finalized during this two year period; but I do not think they should be hurried.

I also feel that we should take a definite step to raise the dues as soon as possible, either in a lump sum or on a graduated scale as you suggested, Jack. I would be in favor of putting this to a vote, or whatever it takes, immediately. We must know how much money we have to work with before we can proceed with other plans. In suggesting this, I am assuming that we will need more money no matter what we decide to do in the future? Would you agree or not?

I have no particular recommendations as to who might assume a temporary Executive Secretary position. It should certainly be someone who is interested, willing, and able to provide leadership during our period of adjustment.

Please consider my comments for what they are worth. I hope that they will be of some help. Let me know if I can be of any further assistance.

Best regards,



Gary D. Delforge
Director, District 7
NATA

GDD/lg

cc: Mr. Bill Chambers
Mr. Bobby Gunn
Mr. Jack Aggers

HAL SHERBECK
DIRECTOR OF ATHLETICS
FOOTBALL COACH
GOLF

IVAN MALM
DEAN OF MEN
ATHLETIC COORDINATOR

ORAN BREELAND
WRESTLING

AL FEOLA
ASST. FOOTBALL

ERNIE POLTE
WATER POLO
SWIMMING

JIM MOORE
TENNIS
ASST. FOOTBALL

GEORGE "Moe" RADOVICH
BASKETBALL

Fullerton Junior College

"HORNETS"

DEPARTMENT OF ATHLETICS

320 EAST CHURCHMAN AVENUE
FULLERTON, CALIFORNIA 92634

971-5000

HORNETS

Feb. 29, 1968

JIM PASQUALE
GYMNASTICS

MARV SAMPSON
ASST. FOOTBALL

MIKE SGOBBA
BASEBALL
INTRA-MURALS

TOM TELLEZ
CROSS COUNTRY
TRACK

BOB WARD
ASST. TRACK

WES SABOURIN
PHYS. EDUCATION

BUD DAWSON
PHYS. EDUCATION

BILL CHAMBERS
TRAINER

Mr. Jack Rockwell
St. Louis Football Cardinals
200 Stadium Plaza
St. Louis, Missouri 63102

Dear Jack:

In accordance with our telephone conversation I've been going over the material Bud Miller sent to Pinky. I think he has done an excellent job and put a lot of time and work into trying to solve the problem of setting up some type of position to run our association's business.

I personally feel that there is not enough time for us to plunge into the project of reorganization. I feel we can use Bud's outline as one guide-line to help us in this direction since we have grown and are in dire need of reorganizing some of the facets of our structure. With Pinky leaving in June I feel the most pressing thing is to find someone to replace him.

I think we should establish a temporary part-time paid executive secretary position. The length of this term should be 2 or 3 years in order to give us time to decide the direction we want to go in establishing the type of position we need. The person that replaces Pinky should understand that this is only a temporary job and that it will probably be expanded into some type of permanent position. Also accepting it on a part-time basis does not mean he will be the permanent part-time man once we decide the direction we are to go.

During the aforementioned period of 2 to 3 years in which we have a temporary executive secretary I feel we should set up a committee to revamp our constitution and by-laws. I feel this is necessary and if we are to establish a paid official for our organization we need certain revisions in our by-laws. We need this in order to be a progressive, efficient organization.

In order to meet the future needs of our association our dues structure has to be changed. For our organization to be as professional as we want it we have to raise our dues from the "bush league" level. This should be done as soon as possible in order to build up our financial stability. The sooner

we get our dues structure at a realistic level, the sooner we'll be able to progress.

In short I think we should:

- 1) Establish a part-time paid executive secretary for a period of 2 or 3 years.
- 2) Raise our dues to a more realistic level.
- 3) Re-organize certain positions of our organization and establish some type of permanent office or position to handle our business affairs.

I hope this is what you want, Jack. I have kicked this around for some time in my own mind and also talked with men in my area and we all feel this way. If I can be of any further help let me know.

Cordially,



Bill Chambers
Athletic Trainer

BC/mr

cc: Mr. Gary Delforge

To - members of Ad Hoc Study Committee
From - Robert H. Gunn
Subject - Continuance of Committee

Dear _____

Thank you for a job well done, especially under the trying circumstances of poor response to your requests. I really do not know what it takes to stimulate positive action on the part of our people. One thing that continually haunts me is the realization that I'm not doing a hell of a lot to open and increase the lines of communication within the N.A.S.A., which I know full well is one of our major problems. I hope the next Board will actively use the "Journal" more - maybe have one page devoted to N.A.S.A. business exclusively - and get the word out with every issue on current problems.

I am going to ask that you three do another job for us. Would each of you pick about three organizations of comparable size and scope of operation ^{TO OURS} and find out what you can about their methods of organization and function. If possible, find what dues they pay, their Table of Organization, their administrative officers and functions & responsibilities, methods of funding or sources of revenue, etc. I believe that most associations would be

willing and able to give us this information.

Just get all of the information you can and present it to us at the first Board Meeting in June. It should be of tremendous help to the N.A.S.A. for future planning, as we may be able to eliminate some of the mistakes other organizations have made in the past.

Thank you again for your cooperation and work for our group. I sincerely appreciate it and know that the N.A.S.A. will progress because of your work.

Sincerely,

Robert H. Guana

Addresses -

- ✓ Jack Rockwell
Athletic Trainer
St. Louis Football Cardinals
200 Stadium Plaza
St. Louis, Missouri 63102
- ✓ Gary Delforge
% Dept. of Athletics
Univ. of Arizona
Tucson, Arizona 85721
- ✓ William H. Chambers
% Dept. of Athletics
Fullerton Junior College
Fullerton, California 92634



THE UNIVERSITY OF ARIZONA

TUCSON, ARIZONA 85721

DEPARTMENT OF HEALTH,
PHYSICAL EDUCATION AND RECREATION

January 30, 1968

Mr. Bobby Gunn
Athletic Trainer
Lamar State College of Technology
Beaumont, Texas

Dear Bobby:

Received your letter of January 17th. I think your idea of studying the organizational structure of similar associations is very good. I am sure that it will be profitable. Jack has asked me to contact the A.M.A., the American Football Coaches Association, and the College of Sports Information Directors of America. I will be most happy to find out all I can and forward the results to him.

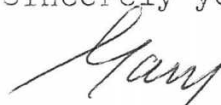
Since undertaking our study of replacing Pinky, it has become apparent that alot more is involved than simply finding a new man. From what you say in your letter, you no doubt have come to similar conclusions. Besides a study of our organizational structure and our dues, I would like to suggest that we undertake a major revision of our Constitution and Bylaws. With other changes this will be a necessity if they are to be consistent with current policies. In fact, it is now outdated in several areas. Do you think we should get the Constitution and Bylaws Committee thinking about this now? Our sports information director here ia a past president of the College Sports Information Directors of America. He suggested, as I think we talked about before, that we get professional help (lawyer, etc.) in prewriting the constitution when the time comes. Something to consider?

Also, Bobby, If I could be permitted one more observation, it seems to me that perhaps a way to accomplish things in the future might be through greater use of ad hoc and special committees who are given specific jobs and

responsibilities. I know of a lot of energetic individual members who are sincerely interested in helping in some way, but have not been elected to office as yet. Maybe we could single them out and give them a chance to contribute. I have often thought of projects that could be worked on by special committees (development of NATA sponsored audio-visual teaching aids, future sources of revenue, writing of NATA history, etc.) What do you think about this as an approach to stimulating more interest?

Enough for now, Bobby. I will be looking forward to hearing from you in the future.

Sincerely yours,



Gary D. Delforge
Director District #27
NATA

GDD/lg

February 5, 1968

Mr. Gary Delforge
Dept. of H. & P.E.
Univ. of Arizona
Tucson, Arizona 85721

Dear Gary,

Thank you for your very good letter of Jan. 30. Honestly, Gary, if we had a few more guys as conscientious as you a lot of our problems would be answered. I sincerely appreciate your help and advice.

Taking your letter bit by bit I'll attempt to discuss the items with you. (It's a shame we don't live close to one another so we could sit down occasionally and talk together.)

I have asked that the Constitution and By Laws Committee meet with us and make some definite plans on revision. As you remember, we revised the By Laws somewhat last summer but have not reprinted the book as yet. The ideas that Bud Miller of Stanford brought forth are terrific and are worthy of our strong study and consideration. By all means we should have professional help in proposed revision and Chuck and Julie were instructed to obtain this help.

Your suggestion on more ad hoc committees is fine as long as we have people on them that will work. We have some committees at present that simply do not function. Of course they can say that there is nothing for them to do, but I believe that they could always be functioning in some capacity. For instance, the Code of Ethics Committee could be attempting to explore what other organizations comparable to ours consider unethical conduct or practice. Our membership committee could be strengthening our membership rules (working more closely with our Professional Advancement Committee). There are so many areas that we need to vitalize and improve. Maybe, as you say, we need a complete reorganization.

I have recommended that we have a section in the Journal set aside for association news alone. I'm also going to recommend that there be some method devised whereby there be more rapport between the Board Members. One suggestion would be that the Secretary publish a monthly or bimonthly newsletter to the Board.

I could go on for days along this line, but must stop and get back to work with my athletes. Please keep writing and exchanging thoughts with me.

Sincerely,

Robert H. Gunn
Director - Dist. 6
N.A.T.A.

From Logan Wood:

1. Form the following
 - A. Membership records committee
 - B. Bureau of Public Information
 - C. Legislative Study Committee - a long study of possible licensing.
 - D. Certification Exams Committee
 - E. Committee on Athletic Training Education - an agency to study and evaluate the status and problems of Athletic Training education.
 - F. Permanent Convention Program Committee
2. Get an alliance with the American Academy of Orthopedic Surgeons for purposes of advice on education and certification.
3. Full time administration staff
4. Houston, Texas as a national headquarters for the N.A.T.A.

From Chris Patrick:

1. Our organization is in line with the groups the Ad Hoc Study Committee studied.
2. Very little can be done in further advancement until we have a complete recruiting or clarification of our rule & regulations as they are presently stated in the constitution & by-laws.

From Alan Hart:

1. We are not financially ready to spend a great deal of money on a full time Executive Secretary and office. Also, Mr. Hart is not sure we need this.
2. Favors elected President, Vice President, and Sec/Treas. to serve two years. These people would be elected by the active membership from the District Directors.
3. A part time Executive Secretary such as we have now could then serve as a permanent member of the Board and tie everything together.
4. An outline of responsibilities would need to be made so that all officers would serve a definite function and thus take a load off the Executive Secretary.
5. Give the Board members more responsibility.

From Bill Chambers:

1. As soon as possible hire a full time executive secretary. Pay him \$11,000 or \$12,000 a year. Raises can be adjusted as the cost of living increases.
2. When a full time executive secretary is hired we should have enough money in treasury to provide secretarial help.
3. The executive secretary should be hired for 3 yrs. His work should be reviewed every year.
4. The following dues structure is suggested:

Active - \$25.00
Associate - \$15.00
Student - \$5.00
Allies - \$25.00
Honorary - None

This type of dues structure would raise \$24,980 for the NATA PROVIDED EVERYONE PAYS! We will have people that will not pay so we should base our budget on dues income of \$20,000. For those that don't pay, take them off the mailing list, and/or make them pay during registration time at NATA meeting. If he doesn't pay, don't let him register.

5. We must upgrade our journal and try to make it pay for itself. From June 1, 1967 to June 1, 1968 the journal showed a \$2,161.28 loss.
6. Charge a \$10 registration fee at our annual meeting. If we have 400 people we make \$4,000. Most members have their ways paid by their schools or organizations so this would not come out of their pockets.
7. Print a pamphlet (i.e. exercises), put NATA endorsement on it, and sell it for a couple of dollars. The teaching members of our profession could make this a required portion of their Athletic Training classes. Also, when members put on clinics they could sell them there.
8. We should elect a president from the past board of directors. This would provide certain advantages.
 1. It would take some of the load off the executive secretary and the district director that handles the chairmanship of the board.
 2. We would have a person with two years experience in NATA operations.
 3. The person would be the tie breaker in board matters that end in a tie.
We do not have a way to break ties at the present time.

From Bud Miller:

1. Rate hike in dues is not out of line.
2. The following membership classifications were proposed:
 - A. Certified Member - member actively engaged in Athletic Training that meets the educational standards of the N.A.T.A. by passing a certification exam.
 - B. Active Member - member actively engaged in Athletic Training that does meet the educational or experience standards of N.A.T.A.
 - C. Associate Member - person whose duties are related to, but not a part of the field of Athletic Training. This would include team physicians, equipment manufacturers, physiologists, dentists, other physicians & surgeons, etc.
 - D. Student Member - a student who is actively engaged in Athletic Training as student trainer.
 - E. Honorary and Life Memberships
3. We must keep the governing body at a workable size.