

Now That CEO is in Place

Board Begins Whittling Away at Its Workload

By John LeGear

Energized by their selection of a full-time Executive Director, members of the Board of Directors drew up a fresh work list during their mid-year meeting in Dallas and began tackling the most pressing matters confronting athletic training.

The selection from among 200 candidates of Alan A. Smith, Jr., who left his post as President of the Virginia Health Council to accept the NATA's offer, topped the news emanating from Dallas in late February. NATA President Mark Smaha said Smith, who has 20 years of association management experience, "fit the recipe for what we wanted." That recipe called for a proven success record in association management, business savvy, the ability to work well with the Board, and strong interpersonal skills.

"His credentials are impressive," Smaha said. "And I like the way he looks you in the eye when he talks with you. He presents the kind of image the Board wants its first full-time chief executive to project."

While image has its place, Smaha and the Board are more interested in the manner in which Smith manages NATA operations in Dallas, and his plans to enhance the NATA's position in the health care industry. Of equal importance are a host of issues that have been riding in the back seat since the selection process for a new executive director began last June.

Smaha, who has been doing most of the driving recently, assigned board members to divide and conquer the work load. Smaha retained his finance committee and appointed two new "task forces" to hammer out recommendations by June. Although reluctant to issue timetables or priority lists until Smith settles in, Smaha conceded these task forces will be addressing some of the association's most pressing concerns. They'll also pave the way for Smith to get a running start as he begins to sort through the maze of "tasks" before him.

One such task force was assigned to formalize a service agreement between the NATA and Board of Certification (BOC), which legally became an inde-

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While in Toledo for the District Four meeting March 8, President Mark Smaha (left) conferred with District Director John Schrader about contract negotiations with new Executive Director Alan Smith, Jr.

Members Placing Faith In Board Choice of Top Exec.

Reaction from current and former NATA leaders was a mix of cautious optimism and anxious anticipation upon learning in March that the Board of Directors selected a business executive with 20 years of association management experience to become NATA Executive Director, a position held for the past 19 years by Philadelphia Eagles head trainer Otho Davis.

Consensus opinion in recent years was that Davis did an outstanding job of nurturing the association from what has been literally described as "a shoe box operation" to a "\$3 million business" today. All sentiment aside, however, many of the same people who praised Davis wondered how anyone could continue to find time to manage an organization that has grown from 8,400 members in 1985 to nearly 14,000 while serving as head trainer for an NFL franchise.

Davis accommodated those concerned

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Alan Smith, Jr.

Will Campus Clinics Replace Traditional Training Rooms?

By John LeGear

The soaring costs of operating college athletic programs are exacting a toll on everything from recruiting and staff size to athletic medicine, which is beginning to send tremors through training rooms across the country.

Forty-two percent of the nation's 105 Division I-A universities with football programs have athletic departments operating in the red. And the financial crisis knows no boundaries. Lamar University, the University of Texas-Arlington and Southeastern Louisiana-Hammond all dropped football in recent years.

The question being asked by athletic trainers is not if, but when and to what extent will the financial crunch affect their ability to restore the health of injured athletes.



Don Kaverman

"I can guarantee you that when the NCAA convention is held next January there will be serious discussion about cost containment in the immediate future," said Don Kaverman, Associate Athletic Director at San Diego State University and a

certified athletic trainer since 1975.

"They're going to be looking at everything from the number of recruiting visits a prospect can make to the health care services provided to athletes. And when people start looking at where to cut costs, they're going to begin with the non-revenue producing support programs... programs like athletic medicine."

Kaverman, who was Coordinator of Athletic Medicine at Ferris State University for six years before coming to SDSU in 1986, isn't an alarmist. He's just playing the cards dealt him by college athletics. And he's not alone in stating the traditional training room is in transition.

"The system for trimming budgets in most college settings begins with eliminating non-revenue areas," said Spanky Stephens, head trainer at the University of Texas. "That puts athletic trainers in a tough spot. It forces us to consider new methods for providing quality health care to our athletes."



Mike Wilborn

One method of choice under consideration at about two dozen universities is to convert traditional training rooms to revenue-producing sports medicine clinics. Mike Wilborn, head trainer at University of the Pacific, was among the first

to do it in 1986.

"Our original intent was to utilize the clinic like a laboratory, to use it as a practical workshop for our sports medicine and physical therapy students," Wilborn said.

But the experiment worked better than expected, and Wilborn concedes the clinic has helped defray athletic department expenses. Revenue received from either the patients' primary insurance carrier or the school's secondary insurance provider is applied to the center's operating budget.

SDSU's Kaverman put the concept into practice in 1988. Like Wilborn, he

said his facility provides better care to patients and a better work environment for employees, while reducing the financial drain on the athletic department.

"It's the proverbial win-win situation," Kaverman said.

On-campus clinics operate exactly like any other for-profit sports medicine facility. Patients are referred by physicians, evaluated, treated and given a rehabilitation program. The clinic director selects either a PT, an ATC or another specialist to provide care.

"We think there are significant advantages over the traditional training room program," said Brian Barry, supervisor of the Aztec Sports Medicine Center on SDSU's campus and head trainer at the university.

"We have created a system to improve the delivery of health care to our athletes and patients," Barry explained. "Visits are made by appointment, just as in the doctor's office. Medical records are meticulously maintained. And we use a team approach, so patients are cared for by professionals with a variety of medical backgrounds."

Jerry Bell, Ed.D., is assistant professor at the University of Illinois and President of NATA District Four. Although Illinois hasn't adopted the "clinic on campus" concept, he calls it "a natural progression of athletic training." He said that's why it has caught on at Boise State, Ball State and at Utah State.

"We are an evolving health care profession," Bell said. "We aren't confined to the traditional training room setting any more. We need to be able to meet the athletic health care needs of faculty, staff and recreational athletes as well as scholar athletes. This is one way to do it."

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Board Discontinues Fees for Allied Clinical Settings

The Board of Directors voted in February to discontinue application fees for sports medicine facilities requesting designation as an "NATA-approved clinical setting."

The decision was based on concern that some facilities were leveraging their "NATA approved" status to promote business. The approval process was instituted by the Board several years ago to accommodate students who wished to earn credit toward certification by working in a clinical setting.

"Our intent was not to give one sports medicine facility a competitive edge over another," said District Four Director John Schrader. "We have neither the capability nor the desire to serve as quality control agents for sports medicine facilities."



The health care staff at Aztec Sports Medicine Clinic on SDSU's campus includes (from left, bottom row): Vera Asimovic, Lori Nishikubo, Piper Denlinger and David Carr; (middle row) head athletic trainer Brian Barry, Joe Muhe, Dava Reeder and Reuben Zuniga; (top row) Keith Dugger, Steve Fowler and Jay Albrandt.



NATA Convention Committee members (from left) Tim Kerin, Ross Bailey, Mayfield Armstrong, Fred Hoover and Dean Weber supervised operations again this year for every aspect of the annual clinical symposium. Hoover has chaired the committee since 1974.

Convention Committee Ready to Welcome 6,000 to Indianapolis

By David Mooney

The table has been set for 6,000 athletic trainers, exhibitors and guests expected to attend the 41st annual NATA Clinical Symposium June 9-13 in Indianapolis.

Eighty symposiums and workshops will be held, more than ever before, in 43 meeting rooms at the Convention Center in downtown Indianapolis. "Topics will range from nutrition to drug abuse, head and neck disorders to foot rehabilitation and everything in between," said Program Chairman Tim Kerin.

Convention Committee chairman Fred Hoover and his staff put the finishing touches on the educational program, banquet arrangements, hotel accommodations, registration procedures and exhibit space last January. Hoover, who has chaired the committee for 17 years, calls Indianapolis "an ideal city" with fine facilities, restaurants and an abundance of hotels within walking distance of the Convention Center.

This year's educational program offers a variety of new topics, including a slate of 10 mini-courses, hands-on workshops that are to be presented by the Big 10 Conference athletic trainers June 11-12.

Educational highlights, according to Kerin, include:

- The Schering Symposium, which will focus on "Eating Disorders."
- A symposium on "Knee Injuries," sponsored by The American Orthopedic Society for Sports Medicine.
- A workshop on "Drug and Alcohol Abuse," sponsored by the National Athletic Directors Association.
- The keynote address entitled "The Amateur Sports Movement," to be offered by Milton Thompson, an attorney



Local committee co-chairs like Jack Mansfield are one of the reasons NATA annual meetings have been increasingly successful over the years.

with the Indianapolis Sports Corporation.

"This could be the finest program we've ever offered in the history of the NATA," said Kerin, "due largely to local program committee chairman Marge Albom. Marge has done an outstanding job of putting this thing together."

Dean Weber of the Convention Committee called special attention to two of the most important functions at the annual get together: the Student Trainer Awards Banquet, to be held Sunday,

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Travel Discounts Are Available

Ross Bailey, the NATA Convention Committee's hotel and travel representative, has negotiated discount packages with both American and Delta Airlines. Both air carriers are offering either 40 percent off regular round-trip fares or five percent off promotional fares and discounted tickets.

"Members have to order airline tickets at least seven days in advance and use the NATA codes designated for the convention," said Bailey, head athletic trainer at Texas Christian University.

American Airlines ticket agents can be reached by calling toll-free 800/433-1790. The NATA discount number for American is "SO 1Z 2RJ."

Delta ticket agents can be reached toll-free at 800/241-6760. The NATA discount number for Delta is "LO 422."

Bailey also reached agreement with Alamo Rental Car Company for those attending the meeting in Indianapolis. Rates vary from \$26 per day for an economy car to \$36 per day for a luxury model. Weekly rates vary from \$99 to \$199. The discount includes unlimited mileage for all types of cars. Alamo's toll-free number is 800/732-3232. The NATA ID number is "62281" and the Plan Code is "G-3."

In addition, NATA members can receive Alamo car rental discounts for any business or personal travels made in 1990, by using the code "BY 165017."

Another ground transportation discount alternative for NATA members is the Shuttle Express Limousine Service, which takes passengers from outside the airport baggage claim area to downtown Indianapolis for \$4. Shuttle Express coupons are inside the convention mailer packet that was sent to all members in late March.

Orlando's ATC Program Has Already Paid Life-size Dividends

By John LeGear

When the **Orlando Sentinel**, one of the nation's finest newspapers, first began its campaign in 1985 to encourage public high schools in Florida's Orange County to hire NATA-certified athletic trainers, few people responded.

A year later, when Jim Mackey, who was President of the Athletic Trainers Association of Florida back then, joined University of Florida ATC Christine Boyd Stopka to put some teeth in the campaign, parents and local legislators began to take notice.

So by 1988, when Orange County Schools administrator Cooper Means made his appeal to the school board for full-time ATCs at every high school, he had growing community support behind him. Means succeeded in showing school administrators why at least one certified athletic trainer should be on campus at all 11 high schools. The program became effective last August. By October, it had already paid the best possible dividend: a young person's life.

The Orange County School District in central Florida is a textbook example of how the media, local ATCs and school administrators can work together to improve health care for high school athletes. In this case, they spared one family a tragedy. Quoting from the **Orlando Sentinel**:

"The voice on the walkie-talkie alerted Evans (High School) athletic trainer Linn Possell to a medical emergency and she went flying down the hallway. When she arrived in the classroom, a female student was on the floor unconscious and in respiratory distress.

"For the first time in the eight years Possell has held her (CPR) certification card, she was going to have to use her cardiopulmonary resuscitation training.

"Possell sent the teacher to call 911, and then to her horror, the girl stopped breathing. Possell immediately began performing artificial respiration.

"I had to get her going," Possell said, realizing how valuable seconds are when oxygen is not getting to the brain. "She stopped breathing four or five times while I was working on her. The paramedics came within minutes and put her on oxygen. It seemed like days. Afterwards I felt like I had run a marathon."

The 16-year-old girl fully recovered and returned to school days later. She probably owes her life to Possell and a handful of people she'll never know, people who expressed genuine concern years earlier for Orlando's high school population. It's the kind of story that has occurred repeatedly in places like Fairfax County, Va. near Washington, Eugene, Ore., Albuquerque, N.M. and suburban Chicago. All have school districts that require full-time NATA-certified athletic trainers on staff.

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Frank Hill and Cooper Means have plenty to smile about with ATC Linn Possell.

Rising HS Salaries Starting to Impact College Staffing

Starting salaries for high school teachers serving in the dual role of head athletic trainer are improving to the point that they are affecting hiring policies in colleges.

Annual salary and benefit packages for teacher-trainers employed by The Orange County (Fla.) Public School system begin at about \$30,000, according to Cooper Means, Consultant for Secondary School Athletics. In Minnesota, Mankato State head trainer Gordie Graham reports graduates who become "teacher-trainers" are earning \$25,000-\$27,000.

And in the Fairfax County Public School system near Washington D.C., teacher-trainers are earning an entry level salary of \$24,255 plus supplemental income of \$8,919 when they fulfill the responsibilities of head trainer throughout the school year. That combined starting income of \$33,174, like the cost of living in the Washington area, ranks among the highest in the U.S. School officials add that a three percent salary increase has been proposed for the coming school year.

According to several college head trainers, high school administrators' demand for teacher-trainers is beginning to have a significant impact on hiring practices at the college level. Dr. Bobby Barton, head trainer and chairman of the Physical Education Department at Eastern Kentucky University, said it is becoming increasingly difficult to attract experienced assistant trainers.

"High schools are paying more while college salaries have remained fairly

constant," Barton said. "Colleges are being forced now to choose between paying higher salaries or hiring less experienced people than we have in the past."

Mankato's Graham wholeheartedly agrees, noting that it's not just teacher-trainers who are being paid more.

"Based on some studies I've seen," Graham said, "high school teachers with equivalent education and years of experience make several thousand dollars more in Minnesota than we do at the university level. When you add the additional stipend athletic trainers can earn in high school, there is no question their income is considerably better than what athletic trainers can earn in college."

Graham warns prospective high school trainers, however, to negotiate not only salary, but working conditions before accepting a position. He recommends a schedule that limits classroom responsibility to two or three periods in order to allow time not only for athletic training, but for leisure with friends and family.

"Most administrators don't know what athletic training entails or the long hours required to do it properly," Graham said. "We have to sell ourselves to them, but we shouldn't sell ourselves short."

Fairfax County, generally regarded as one of the most desirable areas of the country for ATCs, notes that candidates with advanced degrees earn higher starting salaries, as do teacher-trainers with more experience. Salary figures are based on information provided by school officials who were recruiting candidates at the Eastern Athletic Trainers Association meeting in January. Those same school officials will be stationed near the placement committee desk during the NATA Clinical Symposium in Indianapolis to schedule interviews.

Orlando Schools

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"The simple fact is we need to take care of athletes when they get injured," said Means, Program Consultant for the Orange County School District's Secondary School Athletics. "In the case of Linn Possell, well, it just shows how valuable an athletic trainer can be to have around."

The NATA has invested more than \$500,000 since 1985 into injury surveillance studies and public education programs to convey essentially one message to parents and school administrators: secondary school athletes deserve first class health care. Evans High School Principal Frank Hill is one of those who has been listening.

"I can't take credit for what has happened in Orange County because I only arrived at Evans two years ago," Hill said. "But I've been aware of the need for improving health care in high school sports."

"Parents and the booster clubs are obviously very happy to have certified trainers like Linn Possell watching out for student athletes in Orange County," Hill continued. "Heck, I'm the parent of a student athlete myself. I can't imagine anyone being dissatisfied with the fact that we have a health care expert on campus for our kids."

'Means' to an End

While there is plenty of credit to go around for building what Hill said is "just the beginning of a model athletic health care program," he confirmed that Cooper Means, formerly a high school coach, is primarily responsible for selling the school district on full-time certified trainers. Means spent three years investigating school districts in other states to see how they protected student athletes. He consulted with risk management expert Rick Ball in Phoenix, a frequent speaker at NATA meetings, and with former NATA President Bobby Barton.

"After speaking with Bobby Barton at Eastern Kentucky University, I was amazed at everything athletic trainers had to know just to get certified," Means said. "And after consulting with Rick, and again with Bobby, I decided cost shouldn't even be a consideration. Our student athletes needed to be taken care of."

The annual cost of hiring full-time ATCs in Orange County is about \$30,000 per school, according to Means. Almost all of that goes toward salary, stipend and fringe benefits for the athletic trainers.

"We realize athletic trainers can't function properly with only Band-aids and Mercurochrome," said Hill. "But it's important to realize that our schools didn't receive any additional allocation of funding for the athletic training programs. And while it's been a burden in this first year, we realize much more is required. We are looking to get more

supplies and equipment for next year."

Possell, a Ursinus College graduate who is completing her thesis toward a master's degree from the University of Connecticut, is undeterred by the scarcity of creature comforts in her training room.

"I'm not complaining," she said. "It's only my first year here. I came down from Connecticut because I wanted to start my own training program. I have a taping table and a modest training facility. Some of our schools have more equipment, but overall we have a good situation to start with down here."

Possell said school administrators are "fairly progressive" considering they ask full-time ATCs to teach only two classes per day, both on the 'Care and Prevention of Athletic Injuries.' Even that requires some patience for Possell, however, considering a classroom shortage requires her conduct sessions for her 24 students in the school cafeteria. But she doesn't consider it an inconvenience.

Possell is actually a second generation ATC in Orange County. Christina Booe Farley, formerly a graduate assistant at Old Dominion, has been at Dr. Phillips High School since 1987. Kathy Boculac and Mike Plaza started even earlier, long enough to build a solid, reasonably well funded high school training program.

"In the initial years, the three of us managed to provide adequate health care for 10 county schools," Farley said. "Now that the program has expanded, athletic trainers are providing what I regard as exceptional health care. Things will get better for the first year ATCs, as they have for us, but I think there is a larger issue here. We have succeeded in bringing credibility to the athletic training profession in Orange County."

Nonetheless, it hasn't exactly been peaches and cream for Possell or her fellow ATCs. Head trainers are required to be on campus throughout the school day, which begins at 7:30 a.m. They must work all home events and almost every Saturday, so 60-to-70-hour weeks are fairly standard.

"We have three football teams and at least a varsity and JV team for all other sports," said Possell, who has no trouble keeping five student trainers busy. "I can recall one Friday night when we had three basketball games and two soccer games going on, all at the same time. It can be overwhelming."

Her principal is sympathetic and pledges to continue to lend his support.

"Right now Linn is the only health care person on campus," said Hill, who presides over 2,700 students. "Florida doesn't require schools to have a nurse, and most don't, including Evans High. That means Linn not only serves student athletes, but everyone else too."

Possell accepts the challenge and enjoys the work, but she said it would help to have an assistant, even on a part-time basis.

"We're trying our best, and I think we're doing a good job, but there are so

Would You Accept Invite to Beijing?

"My head is spinning," said the voice over the phone even before saying who he was. "My students don't want me to go, and I am appalled by what the Chinese government did to democratic-minded college students in Beijing last summer. But it's the chance of a lifetime. We can do some good over there. I'm not at all sure what to do."

Walter McKone didn't need to introduce himself. He is an osteopathic physician based in London and an associate member of the NATA who established trans-Atlantic contact with the NATA's public relations staff in 1986. Since that time, McKone has been helping out NFL athletic trainers on the sidelines for the American Bowl held each August in London. He attended his first NATA annual clinical symposium last June in Dallas. He was calling to get an American's opinion on his personal crisis.

He was invited by Dr. Alan Jacobs and his staff from the College of Osteopathic Medicine at Michigan State University to accompany them to Beijing for a 13-day visit this June. The purpose of the trip is to impart their knowledge on the health care staff at China's National Olympic Training Centers. What would you have done if extended the same invitation?

After two weeks of consideration, McKone chose not to accept. He will instead be "spreading the word of athletic training" in Austria this summer. And as a footnote, he announced in April that he is forming what will be called The British American Football Athletic Trainers Association.

many things they need us to do," she said. "The trainers for all 11 schools meet regularly. We've talked about the burnout factor and we're trying to alleviate risk of that. Hopefully, the administration is concerned and working on it too."

Said ATC advocate Means, "We're aware that our athletic trainers are beginning to be pulled six different ways by coaches who want them. We have to evaluate the situation and communicate some guidelines to coaches, and we have to relieve the trainers of some responsibility. These are growing pains. We'll work them out."

No one's complaining. Orange County has taken another important step on the road to quality health care for all its interscholastic athletes. The district-wide athletic training program is a victory for the Orlando newspaper, the school administration and the state athletic trainers' association, not to mention Cooper Means.

And it's been a godsend to the family of at least one young girl who was given a second chance at life.

Committee Briefs

What follows are some brief committee reports:

Audio Visual Aids

Chairman Robert Gray announced his committee is working with the Continuing Education Committee to purchase videotapes to establish an evaluation and development test for members to obtain CEUs through the national office. After tapes are rented by members, they can submit a form for CEUs, much like they do for the Journal Quiz. Complete details will be published in the Fall, 1990 issue of the Journal.

The Media Review Room in the Indianapolis Convention Center (#123) will be open during the NATA's annual clinical symposium Monday and Tuesday, June 11 and 12, from 8 a.m. to 5 p.m.

Career Information

Chairman Jim Laughnane said copies of the revised NATA "Career Information & Services" brochure are available at the national office upon request. Direct questions regarding the career committee to Laughnane at 413/545-4307.

Certification

Chairman Paul Grace said the newly revised "Role Delineation Study" can be purchased for \$25 from: NATA Board of Certification, Box 1726, Greenville, NC 27835. The next NATA certification exam is July 8, with a registration deadline of June 1. Complete details will be published in the Summer, 1990 issue of the NATA Journal.

Clinical/Corporate Athletic Trainers

Chairman John Lopez and his committee will present a symposium on non-traditional athletic training settings on Tuesday, June 12 at the NATA Convention. They will discuss findings from the recent survey of clinical, industrial and corporate ATCs during the symposium. Check the convention program for time and location. The committee will formally meet with members of the Board of Certification and Licensure and Professional Education Committees during the convention to more clearly define the role of the clinical/industrial athletic trainer.

Continuing Education

Chairman James Gallaspy announced that new scantron sheets will be used to report CEUs at NATA convention and district meetings in 1990. CEUs must be reported within 30 days of the meeting date. December 31, 1990 is the deadline for submitting continuing education units for the current three-year reporting period.

Drug Education

Chairman John Wells is the NATA's official resource for information on illegal and performance enhancing substances and drug testing procedures. Brochures, books, and audio cassettes on a wide variety of drug-related topics are available by contacting the committee at: 103 Wood-

Ohio Becomes 20th State To Pass Training Bill

Governor Richard F. Celeste rewarded the Ohio Athletic Trainers Association for six years of patience and perseverance March 28 when he signed Senate Bill #80 into law, making Ohio the 20th state to regulate the practice of athletic training.

"This is a major step that recognizes us as an allied health field member," said Jerry Whetstone, athletic trainer at St. Elizabeth Hospital in Dayton and a leading member of the OATA licensure committee. Whetstone credited the OATA licensure committee members and a Columbus law firm for spearheading the bill through the state house.

Authored by longtime ATC Bob Livengood, an educator at the Wood County Board of Education, the bill was passed by the Ohio Senate last June. The house passed it by an 87-12 margin on March 8.

"What seemed like an eternity since the initial writing has been a relatively short time," said Whetstone. "The committee wants to thank the Ohio membership for being so patient over the past six years."

Tale of the Tape

The New York State Athletic Trainers Association launched a state-wide campaign in January to gain support for Senate Bill 3849B and Assembly Bill 1924B, both of which are currently in review.

"Our members participated in a letter-

writing campaign launched at our state meeting in January," explained Rick Zappala, President of the New York State Athletic Trainers Association. "Now with the bills in committee, we've mailed more than 1,500 rolls of athletic tape to representatives in Albany to remind them to support the legislation."

Supporters of the bills, according to Zappala, include the Medical Society of the State of New York, the New York State Public High School Athletic Association and the New York State Public High School Athletic Administrators Association.

Mapping Strategy

Six leading members of the California Athletic Trainers Association met with legislative advocate Aaron Read in March to discuss ways to get a bill passed. At the same time, the CATA passed a resolution to track high school athletic injuries and report results to state legislators.

California Assemblywoman Carol Bentley forwarded the resolution to the California superintendent of public instruction.

"We want our legislators to see how sorely medical supervision is needed at the secondary school level," said CATA president Brian Barry.

To strengthen their case, CATA members have been working closely with the State Parent Teachers Association.

land Drive, Mars Hill, NC 28754, 704/689-2878.

Journal

Chairman Steve Yates said his committee is currently reviewing a record 175 manuscripts submitted for publication in the "Athletic Training" Journal. The complete index of Journal articles, from 1957-1989 is now available on 3½" or 5¼" (MS DOS) floppy computer disk. The index, cross-referenced by author and subject, is available by sending \$10 to the NATA Journal. The complete index will be published in the Journal's Winter, 1990 issue.

Ethics

Chairman Chris Patrick announced that his committee will revise the NATA's "Code of Professional Ethics" with better verbiage and clarification and to reflect clinical ATCs. Ethical questions and issues can be directed to the national office or to Chris Patrick at the University of Florida at 904/375-1165.

Grants & Scholarships

Chairman Bill Chambers said applications for the NATA's 30 annual undergraduate, curriculum and post-graduate scholarships are available through the national office. The deadline for all awards is February 1. To be eligible, you

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Journal Committee Chairman Steve Yates, one of many volunteers who have helped the NATA become a vibrant organization.



Ken Locker is working with a new team of professionals, Barbara Rohan and Pat McLean from the American Physical Excellence Centers, Inc.

With 'Fantasy Land' Behind Him, Ex-Cowboy Locker Is All Business

"I used to call an orthopedic specialist's office, or a dentist or psychologist, and I'd say, This is Ken Locker, and the receptionist would say, 'Who are you with?'"

"The Dallas Cowboys."

"Oh, I'll put your right through."

"Now when I call and they ask who I am, I tell them I'm with DFW Physical Excellence Center, and they say, 'Can you hold, please?'"

Athletic trainers in the National Football League aren't unlike anyone else in their profession: qualified, hard working, dedicated allied health care specialists. But they do enjoy privileges that go along with working among some of the world's best athletes, finest physicians and the most technically advanced medical equipment.

Remove an NFL trainer from the relative glamor and comfort of professional football, place him behind a desk in the dog-eat-dog business world, and what do you get?

In the case of ex-Dallas Cowboys assistant Ken Locker, you get a goal-oriented optimist!

"It's fantasy land in the pros," Locker said. "You work in a protected environment where you stay at the finest hotels and eat at the best restaurants. Everything is taken care of for you."

The fantasy came to end for Locker last January when a change in the Cowboys' ownership created a situation best remedied by a change of scenery. What transpired since then is a story familiar to hundreds of seasoned ATCs who honed their skills in traditional training room

settings before heading out on the business frontier.

"Under ideal conditions, I would have liked to work another 17 years with the Cowboys," Locker admitted. "But now that I've left, I've been expanding on my experience to create a better clinical setting here."

Locker's new address is the "DFW Physical Excellence Center," a diversified health services facility located near Dallas-Forth Worth Airport in Grapevine, Texas. Since being named director in February, Locker's responsibility has been to convert 2800-square feet of space and high tech equipment into a profit center that offers programs in medical rehabilitation, sports medicine and occupational health.

Locker admits it's been challenging, but at least he was able to ease into the position. For more than a year, he had been investing spare time and capital into the center, one of four currently operating under an umbrella organization, the American Physical Excellence Centers, Inc.

"I came here with experience in injury prevention, emergency care, rehabilitative services, budgeting, equipment purchasing and maintenance," Locker explained. "I hit the ground running and didn't miss a beat."

"The difference in this job," he added, "is that it requires a broader scope of business knowledge."

Working alongside former head trainer Don Cochren since 1973, Locker earned a reputation for being an innovator with an entrepreneurial spirit and

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Canadian ATCs Have Strikingly Similar Concerns

The Canadian Athletic Therapists Association has more in common with the NATA than one might suspect at first glance, considering Canada's socialized form of medicine and a CATA membership of 550, compared to nearly 14,000 in the NATA.

According to Lynn Bookalam, President of the CATA since 1989 and the first woman to hold that post in the association's 25-year history, many CATA issues are similar to those faced by the NATA.



Lynn Bookalam

"Licensure is one of the major issues at the top of our priority list," Bookalam explained. "We are working to attain legislation to define the role of athletic therapists, and to have the right to perform certain tasks. Right now we certify ourselves. We need to be recognized as professional health care practitioners by the provincial governments."

Professional Education is also an important issue with the CATA's seven-member Board of Directors, according to Bookalam, 32, who works at the "Sports Injury Clinic" at McGill University in Montreal.

"We have approved curriculum programs, but we don't have any institution that offers a degree specifically in athletic therapy," she said. "We need to do more to establish ourselves on college campuses."

And like the NATA, Bookalam said the CATA just hired a full-time administrator to direct operations at its headquarters in Ottawa, the nation's capital. The "program coordinator" will begin work May 1, just one month after the NATA welcomed its first full-time Executive Director to Dallas.

Salaries, on the other hand, have not been a serious concern among athletic therapists north of our border.

"I don't think the salary issue is as important to us as it might be with some NATA members," noted Bookalam, a Montreal native who earned her master's degree in 1982 from Indiana University.

A published survey conducted three years ago by David Paris, Ph.D., a certified athletic therapist at Montreal's Concordia University, found the average salary in Canada was \$33,000 among male ATCs; \$31,000 among females.

Before discounting those figures (by citing that the Canadian dollar translates to about 86 cents in American currency), remember those are 1987 salaries. Dr. Paris will be following up with a second questionnaire to determine the rate of salary growth.

Up Close and Personal with NATA's New Chief Executive

By John LeGear

Alan A. Smith, Jr. became the first full-time Executive Director in the NATA's 40-year history on April 1. Smith, who had been President and Chief Executive Officer of the Virginia Health Council for the past seven years, arrived with both the credentials and the charisma the Board of Directors said it was looking for when the search for a full-time chief executive began last June.

Smith's management career began in 1970 with the American Orthotic and Prosthetic Association, Inc. Major stops along the way included his post as Regional Manager of the National LP-Gas Association (1974-81) and Executive Director of the Associated Landscape Contractors of America, Inc. (1981-83). In all, half of Smith's 20 years of association management experience have been spent in the health care industry.

In order to learn something about his management philosophy, leadership style and vision of the future, NATA News spoke with Smith several times in the three weeks before he left his home near Richmond, Va. for Dallas and the job he said he's been waiting for.

NN: How do you feel about being selected from a field of 200 applicants to become the NATA's first full-time Executive Director?

Smith: I feel privileged. Athletic training is a worthy profession, and one that

continues to grow. This is the job I've been waiting for for 20 years. The timing could not be better. If I decided in 1970 to map out a 20-year career path that would give me the kind of experience the NATA was looking for in 1990, I don't think I could have done a better job.

NN: You've credited the NATA's leadership up to now for the association's growth and the financial strength. Were you surprised to find that such a strong organization was looking for a full-time CEO?

Smith: No. The NATA reached a logical and normal plateau in its growth cycle. It arrived at a time when it needs a professional association manager who will begin to pull in some of the things members have been doing that should be done by the professional staff in Dallas. At the same time the Board of Directors doesn't want to lose the services of volunteers who made the NATA strong in the first place. One of my jobs will be to give the NATA's volunteers an opportunity to perform different types of tasks. We want to free up their minds so they can start wrestling with major issues that confront their profession.

NN: What do you think are the essential components of a successful national association?

Smith: I think the Board should be in sync with the membership. The Board must be able to sense what the member-

ship at large regards as important issues, and the Board must be flexible enough to address those quickly.

NN: What exactly do you mean by being flexible?

Smith: A board that can move very quickly without getting tied down in the process can take advantage of the new and rapidly changing health care environment. I think it's very important that the NATA Board be flexible in 1990s. The changes in health care are going to be significant.

NN: What other factors are necessary to ensure success?

Smith: A membership must trust its Board. The changes in health care are going to occur so rapidly that the Board won't always have time to get out to its membership to ask for opinions and discussion. There will be times when the Board must act immediately, and the members will have to rely on the wisdom of the people they have elected. Strong organizations also communicate well. Good written and oral communication is essential. But the key to everything is leaders who make good decisions.

NN: You've had 20 years of association and management experience. What philosophical approach do you bring to the NATA?

Smith: My philosophy is that the national organization should exist to support district and state associations. As Tip O'Neill once said, 'All politics is local.' The national association has the power to help district and state organizations succeed and thrive, which is paramount, since those are the organizations which will give the NATA its leaders of tomorrow.

NN: What do you see as your primary responsibility?

Smith: My major role is to build a professional staff that will relieve the Board of looking at daily operations and allow them to focus on issues of major importance to the profession, to focus on what I call professional practice issues.

NN: Taking into consideration that you haven't had time to get acquainted with the tasks at hand yet, what are some of the most important issues you expect to address?

Smith: I'm sure any list of issues I make today will change over the next six months, but surely we'll be looking at credentialing and licensure, liaison relationships with other professional organizations, the entire scope of practice issue, competency standards, and third party payment. But I think our most important job is to determine how and where athletic trainers will fit into the health care system as bona fide health care professionals in the 1990s.

NN: Can you elaborate on how ATCs will fit in?

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Smith's Career At a Glance

- **1970-73, Asst. Executive Director** American Orthotic and Prosthetic Association, Inc., The American Board for Certification in Orthotics and Prosthetics, Inc., and The American Academy of Orthotists and Prosthetists, Inc., Alexandria, Va. These three organizations, a trade association, a certification and credentialing board and a professional academy, represent all phases of the artificial limb and orthopaedic brace professions.
- **1972, Earned B.A. in Government and Politics** from the University of Maryland.
- **1974-81, Regional Manager** National LP-Gas Association, Alexandria, Va. Served as Executive Director for six state LP-Gas trade associations with combined membership of 1,500 firms.
- **1978, Earned four-year certificate** from the Institute for Organizational Management, University of Delaware.
- **1981-83, Executive Director** Associated Landscape Contractors of America, Inc., Falls Church, Va. As

chief staff executive, he was responsible for all phases of the association's operations. The association represents all aspects of the landscape contracting industry.

- **1983-90, President and CEO** Virginia Health Council, Inc., Richmond, Va., a state-wide, non-profit association with 45 affiliated organizations, including 40 health trade and professional societies and five state agencies. A clearinghouse for health information, the Council specializes in health care manpower, nutrition education, children and youth services, physician recruitment and placement and in promotion of health care opportunities to young people and adults.
- Became NATA's first full-time Executive Director on April 1, 1990.
- An avid sportsman and son of a professional athlete, Smith enjoys all sports, especially tennis, golf, downhill skiing and basketball. His wife of 23 years, Claire, is an R.N. and Director of a hospital-based home health program. They have no children.

Up Close With Alan Smith

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Smith: The NATA and most other allied health care organizations are working now to determine where they'll fit into the system in the 1990s. For example, many organizations are looking at how their practices are beginning to infringe on areas which traditionally have been the domain of other professions, and vice versa. I have found that it is better to try to accommodate each other than attempt to keep others out. A defensive posture often results in limiting your own scope of practice and making things more difficult for your own organization. We need to communicate effectively with other professional organizations which have an impact on athletic training.

NN: Why are liaison relationships so important?

Smith: I understand that the NATA has some very sound relationships with several groups, one of the most important being the American Orthopaedic Society for Sports Medicine. Clearly, it is essential that we have strong liaisons with physicians. In addition, we must work effectively with government, third party payers, such as employers and insurance companies, and others. The more liaisons we have, the more we will learn about what is happening, which will enable us to make more intelligent decisions. We can best serve ourselves by building sound relationships and earning a reputation as an organization that can be trusted.

NN: Let's come back to the present. What are your immediate plans as you assume your new position?

Smith: I will be working closely with (NATA President) Mark Smaha. He has appointed a transition team to help determine how we can best spend our time over the next year. During the first six months, I will attempt to visit with every member of the Board and as many committee chairpersons as possible. With luck I will be able to combine these visits with some of the district meetings.

NN: What will you discuss with the NATA's leaders?

Smith: I would like to discuss what athletic training will look like in the year 2000. If the staff is doing its job, the Board and committee leaders will be able to manage changes that will occur in the 1990s, instead of just reacting to them. Mark Smaha feels this is a top priority and I fully concur with him.

NN: The NATA has three major corporate sponsors in Johnson & Johnson, Gatorade and McNeil Consumer Products Company that provide funding for research and public education. How will you work with them?

Smith: First of all I recognize how fortu-



While in Boise for his first visit to a District (Ten) meeting, NATA Executive Director Alan Smith (right) and President Mark Smaha visited with Johnson & Johnson's Jack Weakley, who is national sales manager for the athletic products division.

nate we are to have them. They're invaluable resources. I'd like to call on their expertise in research and marketing to help make the NATA better and stronger. In my years of experience, I have found that corporate sponsors willingly appear on seminar programs and in panel discussions to address current issues. They can do a variety of things to enhance athletic training. They can give us intellectual support in addition to the financial help we receive from them, and I think we'd be better off for it. I'm planning to meet with representatives from all three corporate sponsors this spring.

NN: What plans do you have for "Athletic Training," the NATA's quarterly journal, and for the NATA newsletter.

Smith: I'd like to see "Athletic Training" become the "New England Journal of Medicine" for this profession. By providing more funding and placing more emphasis on new research, I think we can do that. That's important if we want to continue to grow. We'll continue to publish NATA News at least three times per year, and possibly four.

NN: What should the NATA's membership expect from you?

Smith: Hopefully I can bring a fresh perspective. I've been working with an association that is affiliated with 45 other health organizations. My experience, especially over the past seven years with the Virginia Health Council, has been working with the nation's health care system itself. I've been accustomed to working with a Board of Directors which includes business and industry leaders, as well as health care practitioners. I think I'll be able to work well with everyone who interacts with the NATA.

NN: How would you describe the kind of relationship you expect to have with the NATA Board of Directors?

Smith: I have always compared the CEO of an association to the captain of a ship, with the Board of Directors and the

members they represent as the ship's owners. Although you expect the captain to participate in policy making, Board members make the major policy decisions. They decide what kind of profitability they want, what ports of call to sail for, what kind of service they expect from their staff, and what level of service they'll provide to their passengers. It is up to the CEO, or the captain in this analogy, to make sure the NATA reaches its goals, meets them on time, provides quality service along the way, and brings the ship home safely.

NN: Aren't rough waters inevitable when sailing on the high seas?

Smith: I have found that if the staff has the level of trust it should have with a Board, the Board usually gives serious consideration to staff recommendations. There will be times when the professional staff in Dallas will be exposed to more information on a particular issue than the Board, simply because we'll be working on issues daily while Board members have their own careers to tend to. That may create a situation where we feel we're right because we're closer to a situation. The Board, on the other hand, may feel it's making the proper judgment owing to its years of experience. The way to minimize conflict is for the staff to keep the Board informed of everything we're doing.

NN: But disagreements still occur?

Smith: As the Executive Director, I cannot be timid. Sometimes I may have to argue my case very persuasively. But if the Board decides to go in a direction different than mine, it is my job to get behind the Board's decision and make it work.

NN: Finally, what will you do to ensure your own success?

Smith: I will do my best to listen to the membership, work closely with the Board, and build a professional staff that the NATA will be proud of.

Campus Clinics

cont'd from page 2

Spanky Stephens has been working closely with his administration to evaluate the benefits of opening a university-owned sports medicine center on the Texas campus, where 50,000 students are enrolled. To make his case, Stephens kept track of all treatments and rehabilitation sessions provided by his staff to Texas' football players between August and December, 1989.

Stephens' staff performed more than 5,100 treatments, which he said would cost \$30 each in a conventional clinic; and 1,630 rehabilitation sessions, which he estimated to be worth \$60 apiece. Based on those costs, the University of Texas training staff provided the equivalent of \$250,800 in professional health care services to one football team during that five-month period.

"I think that shows we have the potential to pay for ourselves," Stephens said. SDSU's Kaverman said the handwriting is on the wall.

"We have to be realists," Kaverman said. "Budgets for athletic medicine range from \$50,000 to \$300,000 and up. That's a big chunk of the overall budget. The last thing anyone wants to do is cut programs, so it forces athletic trainers to be more creative."

Even Frank Randall, generally regarded as a dyed-in-the-wool traditionalist from Iowa State University, said the clinic on campus concept can be effective if instituted properly.

"Colleges are faced with a financial crunch in the athletic department," Randall said. "Everyone is having to cut back. And at the same time, the demand for our services continues to grow. All you have to do is look at the number of treatments we offer at no cost to faculty, staff and students."

"Having the sports medicine clinic on campus would allow us to be reimbursed for some services, and I agree with everyone else that we will be able to provide better care. We're moving on this. We're already planning to begin interviewing ATC-PTs to get this program going."

There is, of course, some cause for con-

cern. At what point does health care shift from a service provided free by employees of the university to "billable time" provided by those working for the sports medicine center?

"We restrict billing to post-surgical and long-term rehabilitation cases," said Pacific's Wilborn. "Otherwise, we take care of athletes in the traditional fashion."

Kaverman's policies at SDSU aren't quite as restrictive, but he doesn't apologize either. He said representatives from more than two dozen universities have called or visited him in the past two years to learn more about his clinic concept, and most come away impressed.

"The harshest criticism of this type of program is that we are profiteering at the expense of our athletes," Kaverman said. "My response: no we're not. We are providing an environment where improved care can and is being provided, and there is a cost attached to that. That cost is being addressed by insurance companies, which are in place and in business to do exactly that."

Wilborn said his clinic strikes a balance in an effort to be fair, an approach he said just makes good business sense.

"You've got to be careful to minimize athletes' medical costs," he said. "Post-surgery and long-term rehab will be billed to the insurance carrier, regardless of where the care is provided. We've found it is best to protect the premium dollar, whether those premium dollars belong to the university or to the parents of our athletes."

The bottom line, Kaverman said, is that revenue-producing clinics can hire more professionals to provide higher quality care.

"I think the university has a responsibility to provide the best possible care to its athletes," he said. "And I'm not sure athletic trainers can do that when the athletic department is faced with budget deficits every year."

"As an athletic trainer, I'd rather be pro-active than wait to see what the future holds and then react," Kaverman said. "I have a sign in my office that says, 'Behold the turtle, for he makes no progress unless he sticks his neck out.' Just call us the turtles."

Some of NATA's Finest Authors Spread The Word

Some well-traveled and highly regarded college-based athletic trainers wrote textbooks scheduled for release this year.

"Clinical Experiences in Athletic Training" was written by Dr. Ken Knight, Athletic Training Curriculum Director at Indiana State University. Dr. Knight's soft-covered, spiral bound text is a guide to help student trainers develop clinical skills. It is available for \$16.00 (plus \$2.00 for shipping) from Human Kinetics Publishers, P.O. Box 5076, Champaign, IL 61825-5076.

"Rehabilitation Techniques in Sports Medicine" is the the new hard-cover book authored in part by Dr. Bill Prentice, Coordinator of the sports medicine program at the University of North Carolina at Chapel Hill. Topics include therapeutic modalities, psychological considerations and rehabilitation techniques for specific injuries. The price is \$42.95.

Publishers also released the second edition of another Prentice book, "Therapeutic Modalities in Sports Medicine," which lists for \$41.95. Both books are available by calling the Mosby Yearbook Company of St. Louis at 800/325-4177.

Dr. Joe Gieck, head athletic trainer at the University of Virginia, is one of several ATCs and orthopedists who authored the second edition of "Athletic Training in Sports Medicine." Scheduled for release in October, the book is published by the American Academy of Orthopaedic Surgeons. Some of the contributing editors include Paul Grace, head athletic trainer at Massachusetts Institute of Technology; David Perrin, graduate athletic training curriculum director at Virginia; and NATA President Mark Smaha, who wrote the preface.

Part of the proceeds from "Athletic Training in Sports Medicine" will be donated to a \$2,000 NATA undergraduate scholarship.

Linda Tilley Named NATA Office Manager

NATA President Mark Smaha named Linda Tilley manager at the association's headquarters February 1. Her responsibilities include coordinating in-house accounting, payroll and the employee benefits program, and assisting Executive Director Alan Smith in all internal operations.

A native of Union Lake, Mich., Tilley is married with two children.

Other staff members and their primary responsibilities are:

- Phyllis Glenn is responsible for placement vacancy notices, grants and

scholarships, licensure, and matters pertaining to allied-clinical settings. She also handles print orders and serves as the central source of information in the NATA office. A native of Tyler, Texas, she was married this year in March.

- Molly McKenzie is coordinator of NATA membership. She and her husband welcomed their first child to the world March 12. McKenzie is scheduled to return from maternity leave May 1. She is a native of Branson, Mo.

- Ann Baillargeon is the person to call

with questions regarding Continuing Education or Certification. A native of Peoria, Ill., she has been married one year.

- Christopher Brown, a Dallas native, is better known as "the voice" on the NATA job placement hotline. In addition to mail room duties, Brown handles building maintenance and repairs.

- Scarla Smith is the newest member of the office staff. She is responsible for the NATA's computer operations. A native of Thompson, Ohio, Smith is married with two children.

ATC Borden Is Back in the USSR

By David Mooney

Startling, sweeping reforms in the Soviet Union since last fall have pulverized many of the cultural and political barriers between East and West. New freedoms have led to new alliances between the Soviets and the west.



George Borden

But to George Borden, such alliances are a familiar refrain. That's because Borden, Director of Sports Medicine at Virginia Commonwealth University, is the Armand Hammer of athletic training. A "glasnost" pioneer, Borden has been engaging

in free and open exchange with the Soviet sports medicine community since the late 1970s.

Borden returned to the Soviet Union for the tenth time this spring to direct what he says is the first certified course in athletic taping for Soviet sports physicians. Borden conducted the clinics in three cities over four weeks.

"The current exchange of information between the U.S. and Soviet Union sports medicine officials is at an all-time high," said Borden, former president of the Virginia Athletic Trainers Association. "The Soviets initiated this exchange because they are very eager to learn more about our injury prevention and rehabilitation techniques."

Breaking Barriers

Borden's first contact with the Soviets came in 1979 when he served as a liaison for Soviet sports teams visiting North America. Through the years, he has served as sports medicine consultant for Soviet ice hockey, basketball, tennis, boxing and volleyball teams during their visits to America.

"Soviet physicians demonstrated some working knowledge of English at these competitions because most medical and scientific journals are published in English," said Borden, a onetime assistant trainer with the NFL's New Orleans Saints. "But I tried to go beyond basic greetings and use my limited knowledge of Russian to communicate with them."

Soviet sports physicians are the specialists who most closely resemble athletic trainers in the U.S. They study five years to learn the "care and prevention of athletic injuries." One of the semantic barriers Borden found in his contact with the Soviet physicians was the western moniker of athletic trainer.

"If someone came to a Soviet doctor as the team trainer for the U.S. volleyball team, the physician would think he was the team coach," Borden explained. "The Soviet team physician, or 'Vrach,' is the person who provides the primary health

care for the sports team. The title 'trainer' in the Soviet Union means coach."

Having established friendships with his Soviet counterparts, Borden was invited to visit Moscow in 1981 to learn more about the medical aspects of Soviet sports medicine at the Central Institute of Physical Culture and Sport.

Ken Locker

cont'd from page 7

a charitable soul. He has been dabbling in the aloe business since 1978. He's been a leading volunteer in Dallas for The Easter Seal Society. And he's earned his reputation for getting things done in the work place.

If, as some say, there are only givers and takers in the world, Locker is tops among givers. Although more than qualified to be a head trainer in the NFL, he remained loyal to Cochren for nearly two decades. He participated in three of the Cowboys' five Super Bowl appearances and went to the NFC championship game 11 times in his 17 seasons.

As one of the most active members of the Professional Football Athletic Trainers Society, Locker was instrumental in developing the annual PFATS symposium held each summer at the NATA's annual meeting. And as chairman of the NATA's Student Trainer Committee, he serves as top administrator and spokesperson for 3,500 members currently enrolled in college.

Impressive credentials, to be sure. But can they help him succeed in business?

"There's so much more to learn," Locker said. "What I'm doing now is exciting... and a little frightening. But I don't have any trouble getting up to come to work in the morning."

Locker is one of about a dozen current and former NFL trainers who own or operate a sports medicine facility. He entered the sports medicine business well aware of the instability in the marketplace. There were an estimated 750 private and hospital-based sports medicine clinics in the U.S. last year. But for every clinic that opens, an existing one shuts down.

The threat of failure hangs over the head of every business operator, but Locker converts nervous energy into constructive activity. He said he's learning something new about business administration every day.

"I received dozens of calls from friends when they heard I was no longer with the Cowboys," Locker said. "All of them were supportive, but I was amazed at how many people said the change would be the best thing that ever happened to me."

"I wasn't so sure then," Locker said. "But I'm beginning to believe it now. Business may not be for everybody, but I think it's going to be right for me."

"Officials with the Soviet State Committee for Sport (GOSCOMSPORT) expressed interest in opening channels of communication with U.S. athletic trainers and physicians," said Borden. "They also were interested in creating joint ventures with U.S. sports medicine product manufacturers."

Since 1985, formal agreements with the Soviet Sports Committee have permitted Borden to conduct athletic training sessions in Moscow and Leningrad. In addition, Soviet athletes have come to VCU's Medical College of Virginia for surgery.

Athletic Taping Certificate

Borden's visit this spring called for him to teach a sports taping certification course to 30 Soviet national and Olympic team physicians in Moscow, Leningrad and Kiev.

In addition to providing supplies, he presented videotapes, slides and other educational materials to the top Soviet team doctors, who in turn will pass the information on to their associates.

For the first time, Borden was accompanied by other U.S. specialists, including VCU orthopedic surgeon Dr. Thomas Loughren and USOC consultant Dr. G. Thomas Morgan, a former VCU professor specializing in physical medicine rehabilitation.

"GOSCOMSPORT wants to continue expanding this conference to allow more American specialists to go to the Soviet Union," Borden said. "We hope to establish a U.S./Soviet Union Sports Medicine Council."

Upon a visit to Leningrad earlier this year, Soviet officials asked Borden to be the official GOSCOMSPORT representative in North America. In this honorary capacity, Borden will serve as a Soviet liaison for North America and Western Europe in sports medicine issues.

"If we establish a formal relationship with the Soviets, my job will be to identify sports medicine organizations and athletic training product manufacturers who are interested in creating exchange programs between our countries," Borden said.

With political reform continuing throughout Eastern Europe, Borden said the Soviet Union isn't the only country anxious to open its doors to the West.

"I recently received a letter from a friend in Czechoslovakia," Borden said. "He wrote, 'We have a breath of new freedom in our country and now have the ability to make some decisions on our own without a strong central control. We want to know what we can do to establish relationships with the U.S. sports medicine community.'"

These personal friendships with people overseas who share common interests are what give Borden so much satisfaction.

"To me," he said, "the Soviet people are some of the warmest and most hospitable people in the world."

QUOTABLES

"She's the most important addition I've made to the program since I've been here. I would consider her the most valuable person on my staff. She'd be the most difficult person to replace."

A description of full-time ATC Janet Bovaird, made by athletic director Robert Byiteck while reminiscing about his 12-year career as athletic director at Staples High School in Westport, Conn.

—*The New York Times*
January 14, 1990

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Ninety-two percent of the coaches surveyed want full-time trainers for all schools.

One of the findings from USA Today's survey of 798 high school coaches.

—*USA Today*
January 31, 1990

* * * * *

"I like getting paid regularly. People don't realize that only a few players make top money."

Mary Ann Shurig, athletic trainer for the Ladies Professional Golf Association Tour, discounting recommendations that she concentrate on her golf game and play on the professional tour.

—*Lafayette, Ind. Journal & Courier*
January 26, 1990

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"It's a credit to school district administrators and the board of education to see the need for a trainer and implement the process to get one here. There aren't a lot of school districts that have them."

Oswego, N.Y. School District Athletic Director Ted Kerley praising his school district's decision to hire its first full-time ATC in 1989.

—*Oswego, NY Palladium-Times*
January 9, 1990

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"There's not any way in the world that I could do my job without my student trainers. It would be virtually impossible. They do an outstanding job."

Big Spring High School athletic trainer Jim Campbell showing his appreciation for his staff of student trainers.

—*Big Spring Texas Herald*
December 14, 1989

* * * * *

"Trainer work is hours and hours of boredom, interceded by moments of panic. As far as the social life goes, it's pretty

Keep Educating Public

Hal Biggs put it best. When writing his constituents in 1985 to inform them that the NATA retained an outside public relations agency, the former District Two Director stated, "The purpose of PR is to tell the public who we are and what we do."

So simple and succinct, and so accurate.

With endless assistance from hundreds of NATA members during the past five years, the NATA public relations program fulfilled its purpose. Actually, public relations performed two functions. It communicated the NATA's concern about the inherent risks associated with high school sports to millions of parents and school administrators, which was the primary objective. And it enhanced membership awareness of what the association does and how it works. Both goals were achieved without spending one penny of NATA membership fees. Gatorade and Johnson & Johnson, the NATA's two original corporate sponsors, saw to that.

In accordance with plans agreed upon a year ago by the Board and the NATA's public relations firm, public relations is being brought inside NATA headquarters May 1. Future plans regarding public relations will be announced after Executive Direc-

tor Alan Smith has had a chance to assess the communication needs of the association. Until then the NATA newsletter will continue to be published at least three times annually under Smith's direct supervision.

That's good news for members who like to keep informed of what's going on "inside" the organization. But as Smith and the Board of Directors know, internal communication isn't enough. The NATA must sustain its public education campaign. Only by communicating NATA concerns to people outside athletic training will we continue to serve the public good while expanding career opportunities for our members.

Most athletic trainers, including the recently retired Hal Biggs, agree that in the grand scheme of things, athletic trainers have only just begun to tell the public "who we are and what we do." New research is needed, new nationwide surveys are required, and new communication strategies must be carried out to build on what has been done so far. Smith and the Board agree, and pledge to redouble NATA efforts to develop new PR initiatives. But that will take time. In the meantime, NATA members are urged to sustain the public education effort.

bleak. If you're married and have kids, you won't see much of them."

Albuquerque High School ATC Rich Gerrells describing the downside of his position.

—*Albuquerque Journal*
December 22, 1989

* * * * *

"If I had it to do over again, I think I could find a way to budget my time better, try not to attend so many events."

Pedro Moreno, Mississippi's first certified high school athletic trainer, realizing he should have trimmed the 70-hour work week at Petal High School which he said prompted him to join a sports medicine clinic.

—*Hattiesburg American*
February 28, 1990

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"I sat there and said, 'My God, what can I do?' I was crushed. This is the worst

thing I've ever gone through."

Torrence High School sophomore football coach Bill Bynum recalling his feelings after 15-year-old Jason Knight made an awkward tackle, which resulted in paralysis from the neck down.

—*Torrence Calif. Daily Breeze*
December 26, 1989

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"There has been a big change in attitudes of how women are accepted. Women are realizing it's open to them."

Pam Cox, assistant head trainer at the University of New Mexico, explaining why more women have entered UNM's athletic training curriculum since 1978, when she became the school's first female student trainer.

—*New Mexico Daily Lobo*
December 11, 1989

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"Fifteen years ago we were paying well over \$30,000 for student athletic insurance for two schools, and today with more teams and more kids, we pay \$12,000 total for three schools combined. I attribute that to the trainers..."

Lenape School District superintendent K. Kiki Konstantinos, who has employed high school ATCs since 1974.

—*Philadelphia Inquirer*
December 10, 1989

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LETTERS TO THE EDITOR

D.C. Volunteers Made Mistakes

After reading the Winter, 1990 "NATA News" article about the parents' fight for ATCs in Washington D.C. high schools, I was both happy and discouraged.

To see a judge require qualified health care on the sidelines of D.C. high school sporting events was a victory for athletic trainers. It was also great to see John Powell, Barbara Kelly and various ATCs in the region rally around the cause.

What bothered me were reports stating that a sufficient number of volunteers, including ATCs, failed to inform coaches and officials of their presence at sports contests. I feel this lack of attention on the part of some volunteers was an obvious mistake.

It is an athletic trainer's obligation to present herself or himself to coaching staffs and officials before a contest. Proper dress is also an area which must not be neglected. Wearing a shirt with the logo of your organization and/or department will help people recognize you in a critical situation.

As our profession moves forward, we

need to be a part of more victories like Washington, D.C. But most important, we need to act and dress like professionals.

John P. Mattson, ATC
The Monroe Clinic
Monroe, Wis.

Teaching Certificate Not The Solution

I disagree with the Secondary School Committee's apparent belief that prospective professional athletic trainers need to obtain teaching qualifications in order to "improve employment opportunities and salary prospects."

The NATA spent the last decade upgrading membership qualifications and establishing athletic training as an allied health care profession. In my opinion, adding another job title and concomitant responsibilities only dilutes our profession.

Historically, secondary school athletic trainers have suffered an identity crisis by assuming too many responsibilities. We should concentrate on being better athletic trainers, not continuing to branch out and diversify in unrelated fields.

I agree a teaching certificate may be a short-term solution for difficult employment prospects, but the long-term cure will be attained by concentrating on sports health. With ATCs focusing on providing quality health care, the parent population will insist on qualified personnel to provide health care to their sons and daughters.

With regard to "better salary prospects" for athletic trainers with teaching qualifications, I have found most public school athletic trainers in Texas are paid from a base teachers salary, common to the state. Any funding above this base salary is usually a stipend from the individual school district. In other words, they are paid first as teachers, and secondly as athletic trainers (only at a percentage of their base salary).

Let's not allow the schools to dictate the direction our profession takes. We should be the ones dictating the quality of our job situations, not the schools. The NATA has the responsibility to find a cure to the problem, not just pursue a short term solution.

E. Brian McGeever
St. John's School
Houston, Texas

Reaction to CEO

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last December by stepping aside, leaving the Board of Directors to sort through 200 job applicants before they selected Alan A. Smith, Jr., who had been Executive Director of the non-profit Virginia Health Council since 1983.

The announcement that the Board selected a business professional who will operate out of NATA's Dallas headquarters was well received by the membership.

"For the most part, members of District Four have been positive and supportive," said Director John Schrader. "There have been some very pointed and serious questions asked of the board, but they've been asked in the spirit of what was best for the association."

"I think hiring a full-time person who can work day-do-day in the national office is a significant plus for the organization," said Jim Gallaspy, chairman of the Continuing Education Committee and curriculum director at the University of Southern Mississippi.

"There's no doubt Otho did a Super job," Gallaspy added. "But he couldn't be in Philadelphia and Dallas at the same time."

"I'm confident Board members made a decision based upon what they felt was in the best interests of the entire organization," added NATA Past President Bobby Barton, head trainer at Eastern Kentucky University.

"If I was still on the board," said former District One Director Jack Baynes of Northeastern University, "I would have been inclined to select someone with a



District Two Director Joe Godek attributes much of the NATA's recent growth to "a new era of openness and free exchange of ideas."

business background combined with experience in the health care industry. That's exactly what the Board did."

Former District Seven Director Dan Libera echoed many of the same sentiments.

"Alan Smith sounds like an ideal candidate," Libera said. "But he also has some serious challenges to face. Hopefully he will give us more continuity and assist in bringing more prominence to athletic training."

District Seven's current Director, Mike Nesbitt, said his membership was enthusiastic about having a full-time executive based in the home office.

"I don't want to sound like we're not appreciative of what Otho did for the association, because we are," Nesbitt said. "I just think our members realize that the growth of the NATA warrants a full-time executive."

"I think Alan Smith will be a dynamic addition to the NATA family," Nesbitt added. "He is a true association executive. He's knowledgeable and enthusiastic about association business, and he knows how to maximize the volunteer spirit of our membership."

District Two Director Joe Godek said one of Smith's chief responsibilities will be to communicate with the membership, something he believes Smith will do well.

It may be some time before rank-and-file NATA members can make an informed appraisal of their new chief executive. But it's a matter of little consequence for the time being, according to Northeastern's Baynes.

"The average NATA member isn't concerned about how many people applied for the job, or what their qualifications were," Baynes explained. "The average member puts faith in the Board of Directors to make a prudent, intelligent decision. The Board is charged with running the business of the association."

"Having been on the Board, and knowing that after screening 200 candidates they selected someone by 10-0 vote, I feel confident the Board selected the best person."

Kalisiak Wrote the Book On Planning Dist. Meeting

No one questions the immensity of organizing the NATA's annual clinical symposium for 6,000 guests. But how many consider what is entailed in planning a district meeting?

Roger Kalisiak, head trainer at Hoffman Estates High School in suburban Chicago for the past 15 years, has been coordinating the Great Lakes Athletic Trainers Association (District Four) meeting since 1984. Although working

on a smaller scale than the national convention committee, Kalisiak performs virtually the same tasks with the same goals in mind.

"We want to provide an affordable, accessible meeting with an educational program that will be of interest to all our members," said Kalisiak. "Like the national committee, we move the sites around to give all states an opportunity to host the meeting."



With the help of co-trainer Janene Kosman, Roger Kalisiak can free himself to plan the GLATA district meeting.

Convention Committee

cont'd from page 3

June 10; and the Hall of Fame and Awards Banquet, slated for the evening of June 12.

More than 2,000 hotel rooms have been set aside in downtown Indianapolis by Ross Bailey, who handles Housing and Transportation for Hoover's committee. Bailey identified seven hotels that will be utilized by the NATA in Indianapolis: The Westin, Hyatt Regency, Omni, Hilton at the Circle, Holiday Inn at Union Station, Ramada Inn and Embassy Suites.

Quick Registration System

Registration for the meeting opens June 9 at 9 a.m. in the main lobby of the Convention Center. Members receive 2.0 CEUs for the clinical symposium, with an opportunity to earn an additional 1.0 CEUs by attending mini-courses and other symposiums offered Saturday and Sunday.

"We're encouraging members to pre-register with the mail-in response sheet as soon as possible," registration chairman Mayfield Armstrong said. "Pre-registration speeds the process when members arrive."

Exhibits are under the supervision of

George Budig, general manager of the George Fern Company of Cincinnati. Budig, who has directed the association's convention exhibits for the past 25 years, expects more than 250 exhibitors to occupy 45,000 square feet in the exhibit area.

"The demand for exhibitors to attend this meeting is at an all-time-high," Budig said. The exhibit hall opens Sunday at 4 p.m. and closes Tuesday at 5 p.m.

As in the past, the National Convention Committee relied heavily on local athletic trainers. Among those most responsible in Indianapolis for making your visit as comfortable as possible are Host Trainer Ralph Rieff (Butler University); Co-Convention Chairs Jack Mansfield (Wabash College) and Steve Risinger (Anderson University); Program Chairman Marge Albohm (International Institute of Sport Science); Spouse Program Chair Ellen Sachs (Indiana University); Banquet Chair Brian Curless (Earlham College); Registration Chair Vince Stilger (Indiana State University); Public Relations Chair Dave Hammer (Indianapolis Colts); Exhibits Chair Kent Evans (Franklin Central High School); Placement Chair Greg Williamson (Anderson University); Audio-Visual Chair Sherman Izsak (Merrillville High School); and Entertainment Chair Hunter Smith (Indianapolis Colts).

The 39-year-old Kalisiak credits a team of volunteers for assisting him in coordinating what NATA President Mark Smaha described as "consistently among the best district meetings in every respect." Kalisiak is also fortunate to have a school administration at Hoffman Estates that gives him the latitude to do the volunteer work. But none of it would be possible without co-trainer Janene Kosman.

"I couldn't be the District Four meeting planner without Janene," Kalisiak said. "We have a great working relationship. She is very understanding and always willing to fill in for me whenever I'm tied up."

Like a field general, Kalisiak always keeps a well-prepared game plan in his hip pocket.

"I make all the standard arrangements like mailings to the membership, hotel arrangements, A-V equipment, lunch and banquet menus, all the special gifts, etcetera," Kalisiak said. "But not everyone realizes the behind-the-scenes planning, which includes getting insurance, setting up a smooth-running registration system, hiring security guards for the exhibits and negotiating for best prices."

Appointed by the GLATA Board of Directors in 1984, Kalisiak literally wrote the book on planning a district meeting. He authored an 80-page handbook several years ago, which he refers to as the "bible" for organizing District Four meetings.

District Four, which basically covers the "Big Ten" country in the Midwest, has the largest number of NATA members and, subsequently, attracts 600-700 athletic trainers to the district meeting every year. Only the Eastern Athletic Trainers Association, which incorporates two districts into one meeting, attracts more NATA members to a regional meeting.

"From January through March, I work 10 to 12 hours a week preparing for the GLATA meeting," Kalisiak said. "But all the hard work is rewarded by the satisfaction I get when people tell me they enjoyed the meeting."

That kind of volunteer spirit is what makes Kalisiak special to so many District Four members, and it's what makes athletic training a special kind of profession.

New England Meeting Set

NATA members and physical therapists from Maine, Vermont and New Hampshire are invited to attend the first annual "Tri-State Athletic Trainers Conference" May 18-20 at the base of Killington Ski Resort in Vermont.

For registration and exhibitor information, contact John J. Feenick, Glenbrook Gymnasium, Castleton State College, Castleton, VT 05735 or call him at 802/468-5611 (ext. 370).

Board Begins Whittling Away

cont'd from page 1

pendent corporation last fall. That task force, which met March 26 in Dallas with Smith in attendance, is comprised of MIT's Paul Grace, chairman of the NATA certification committee; three members of the NATA certification committee; plus NATA Board members Jerry Weber (District Five), Paul Zeek (District Six) and Dennis Sealey (District 10).

A second task force will evaluate the role and purpose of all 23 NATA committees and some 22 NATA liaison relationships with other health and educational organizations. This committee/liaison task force includes the same three board members who led the search for the executive director: John Schrader (District Four), Janice Daniels (District Eight) and Doug May (District Nine).

"Some committees and liaison relationships are more important than others," Smaha said. "Funding for committees and liaisons has been inconsistent. We will establish a pecking order to allocate funds properly."

Smaha also retained the three-person budget committee he formed in November to serve as a watchdog over NATA finances and investments.

Unanimous Selection

Clearly, however, the topic on everyone's mind at four district meetings held in March was the new executive director.

The Board unanimously selected Smith from among four finalists who made a presentation to the Board of Directors in February. Smaha appointed District Four Director John Schrader to represent the Board in contract negotiations, which resulted in Smith signing a three-year service agreement with the NATA. Smaha and the Board appeared relieved that the long search for a full-time chief executive was over.

"Over the past year or so," Smaha said, "the Board of Directors has endured adversity, disagreement and compromise, but we remained united."

"We've worked hard to develop a long-range plan, and now we have a full-time executive director," Smaha continued. "I look to the 1990s with excitement and enthusiasm."

Waxing philosophic after what were probably the two most grueling years served by any NATA President, Smaha told members of District Four, "Let's learn from the past, live for the moment and focus on the future."

In other matters addressed in February, the Board approved a new method of billing membership fees. Effective in 1992, due dates for membership fees will be spread evenly across 12 months, replacing the current method of billing everyone at year's end. The new system will evenly distribute the administrative workload in Dallas.

The Board also instituted a new fee



State Senator Herb Carlson (center), who was instrumental in getting the bill passed last year that regulates the practice of athletic training in Idaho, was honored by District 10 and personally thanked last March by the NATA's Alan Smith (left) and District Director Dennis Sealey.

policy to make it easier for former NATA members to be reinstated. Former members are required to pay the equivalent of one year's membership fee, plus a \$20 service fee and current annual dues to rejoin the NATA. This policy replaced one that required former members to make payment for all past dues, regardless of years lapsed, before they could be reinstated.

"Our goal is to encourage membership, not discourage it," explained Smaha. "This new policy makes the NATA more accessible to hundreds of former members."

Research Grants

A new program that would provide NATA members with research grants, perhaps as much as \$5,000 each, was warmly embraced by the Board in February. Research committee chairman John Powell, Ph.D., proposed what District Five Director Jerry Weber described as "an outstanding document... with specific guidelines for application and areas of research." If given formal Board approval in June, Powell would share the new program with NATA members at the NATA's annual clinical symposium June 9-13 in Indianapolis.

"We think these types of research grants are precisely what the NATA needs to publish a more credible, more valuable 'Athletic Training' Journal," said District Four Director John Schrader. "We're excited about the possibilities that research grants can produce."

Another issue simmering since last summer addressed by the Board was verification of continuing education credits. Concern was raised last year over the validity of CEU's when program co-

ordinators argued that some NATA members who registered for national and district meetings didn't actually attend a majority of clinical workshops. The Board decided that the national committee would continue to approve hours and content for CEU credit, but the Board itself would design a system to verify attendance. The Board will reveal its plan in June.

Other items of note:

- The Board prepared new criteria for candidates to be inducted to the NATA Hall of Fame, which is to be used this year. District Two Director Joe Godek explained that "clear, consistent criteria was required to ensure fairness to everyone and to protect the integrity of the Hall of Fame."
- "Athletic Training," the quarterly Journal of the NATA, will continue to be published in North Carolina, at least for the time being. The new executive director said he will prepare recommendations for Board review on this matter "sometime in the future."
- The NATA's public relations program, which has been carried out since 1985 by an independent agency near Chicago, will be conducted at NATA headquarters in Dallas effective May 1 under the direct supervision of the executive director.
- Dates for the NATA's future national clinical symposia were formally announced: June 8-12, 1991 in New Orleans; June 6-10, 1992 in Phoenix; June 5-9, 1993 in Kansas City; and June 11-15, 1994 in Dallas. The board also agreed to return to Kansas City for the NATA's annual symposium on June 5-9, 1999 to celebrate the NATA's 50th anniversary in the city where the NATA was originally formed.

Committee Reports

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must be a NATA member for at least one year.

History and Archives

Chairman Bill Vine reported Volume II of "History of the NATA 1973-1988" is in the review stage. Picking up where Michael O'Shea's Volume I left off, Volume II covers topics such as educational curricula, certification, corporate sponsorship, public relations and state licensure. NATA members willing to contribute ATC photos from this era are asked to contact Bill Vine at 503/963-1311.

Honor Awards

Chairman George Sullivan heads the anonymous five-member committee that selects candidates for induction in the NATA Hall of Fame, and for those recognized as Honorary Members and 25-year Service Award recipients. Nominating forms for all three honors are available at the national office. Deadline for nominations is February 1.

International Games

Chairperson Sally Eaves Nogle and her committee will meet at the NATA convention to discuss how athletic trainers can become more involved with handicapped athletes. The International Games Committee and the NATA will present certificates of service to athletic trainers who have volunteered for Pan American and Olympic Games. Nogle also reported that the U.S. Sports Medicine and Science Committee will publish a directory of athletic trainers and physicians who have volunteered for any type of amateur event between Sports Festivals and Olympic Games.

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Licensure

Chairman Dan Campbell recently held a conference call with his committee to determine how they will define the changing role of athletic training in new model legislation. The committee will submit a final draft of the "model" to the Board of Directors in June. An open forum titled, "Contacting Your Legislator," will be held during the clinical symposium on Monday, June 11 at 9:00 a.m. The forum includes a 30-minute presentation by experienced athletic training lobbyists followed by a 30-minute question and answer session.

Memorial Resolutions Committee

Chairperson Earlene Durrant and her committee are responsible for honoring deceased ATCs who have faithfully served the athletic training profession throughout their lives. Durrant encourages members to contact her at 801/378-7507 with ATCs deserving recognition so they will be honored in the Journal's "In Memoriam" section.

Minority Athletic Trainers

Chairman Phil Horton, now head football trainer at Memphis State University, reported two new Minority Scholarships will be awarded during the committee meeting at the clinical symposium. The Billy Hill/Johnson & Johnson Undergraduate Scholarship will be a \$1,000 award and the Buddy Taylor/Swede-O-Universal Post Graduate Scholarship will be a \$500 award. The new minority "hotline" telephone number is 901/678-3504.

Placement

Ron Medlin said his committee will staff the placement committee desk and

update the job bulletin board at the Indianapolis Convention Center. Members will be required to submit job announcements to the placement desk. Job openings will be posted on color-coded sheets which correspond with a particular setting. Members can go to the placement desk to submit resumes and schedule job interviews. Any advance job openings should be mailed by May 25 to Greg Williamson, Anderson College, Anderson, IN 46012.

Research & Injury

John Powell and his committee will offer two poster sessions and a communications section at the clinical symposium in Indianapolis. The poster sessions will be offered Monday and Tuesday, June 11 and 12, from 9-11 a.m. The communications session will be held Tuesday only from 11 a.m. to noon and 1:30 to 5 p.m.

The Committee will also offer a workshop on designing research programs and techniques for presenting findings. The proposed NATA membership grants program will also be discussed at this workshop, to be held Monday, June 11 from 2-4:30 p.m.

Student Trainers

Chairman Ken Locker said his committee was pleased with results of sending posters that communicate criteria for becoming NATA-certified to more than 1,500 college training rooms last fall. The poster, titled "Professional Preparation Checklist," featured 14 reminders for pursuing NATA certification.

The student trainers educational program, offered on Monday, June 11 at the NATA Clinical Symposium, will feature workshops on professional development and resume writing.

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