



***New Athletic Director
Handbook
2023-24***

*Composed by the NHADA Executive Board and NHADA Outreach Committee
with special thanks to the NCADA for their insight and the NIAAA for their guidance.*

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For more information and sample documents, please visit the NHADA Toolbox
<https://www.nhada.net/toolbox/nhada-resources>



August 2023

Dear New Athletic Director,

On behalf of the New Hampshire Athletic Directors' Association, we would like to congratulate you on your new position. As an athletic director, you will face many challenges. This is a position that is both demanding and rewarding.

New athletic directors often feel overwhelmed and may benefit from the experience of a mentor in the field. In an attempt to assist in this transition, the NHADA will provide you with an active AD and retired AD mentor. This is an opportunity for you to have regular contact with an experienced NH Athletic Director. We hope to provide you with someone you can rely on for guidance, direction and advice.

This manual is to serve as a resource for you in your professional responsibilities.

Please do not hesitate to contact us if you have any questions or concerns. Best of luck in your new position.

Sincerely,

NHADA Executive Board

NHADA Executive Board

Rodney Brown, CAA Outreach Co-Chair
rodney.brown@sau24.org

Peter Cofran, CAA, retired; Outreach Co-Chair
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Amended August 2023

Important Professional Organizations

NHADA – *New Hampshire Athletic Directors Association*



The NHADA is the state professional organization for all athletic directors in New Hampshire and associates. It is celebrating its 51st year of service during the 2023-24 year. The organization provides services and opportunities for professional development and networking among its members. Each year in May, we sponsor a major state conference for our members. We offer NIAAA Leadership Training Courses as well as pertinent seminars and workshops. The NHADA works closely with the New Hampshire Interscholastic Athletic Association (NHIAA) in establishing policies and guidelines for the state athletic programs.

Vision

The New Hampshire Athletic Directors Association is committed to professionalism of the position and, as a member driven organization, will provide opportunities for leadership, education, and mentoring by offering tools and resources for all NHADA members.

Mission

The New Hampshire Athletic Directors Association (NHADA) is the state professional organization for all high school athletic directors in New Hampshire. We strive to ensure that each interscholastic athletic administrator is equipped to perform his/her responsibilities at the highest level. This welcome booklet will assist you in understanding everything we have to offer and the relationships we have with other related organizations. It will show you how you can utilize our resources to make your athletic department function efficiently and be the best it can be. By joining our association, you are now surrounded by more than 11,000 individuals nationwide that are experiencing the same challenges, opportunities, and successes you are.

Our goal is to promote and enhance education-based athletics through personal and professional development and networking among our members. The NHADA works closely with the NHIAA in establishing policies and guidelines for the state athletic programs.

The goals of our association are to improve athletic programs in the schools, advance the standards of athletic administrative leadership and provide support to the NHIAA.

The NHADA website is www.nhada.net

Our Partners

NHIAA – *New Hampshire Interscholastic Athletic Association*



“The mission of the New Hampshire Interscholastic Athletic Association, as the leader of high school athletics, is to ensure fair play in competition and equal opportunity in interscholastic programs.”

About the NHIAA

Since 1947 the NHIAA has made significant and ongoing progress in organizing, supervising and coordinating a state wide athletic program. Superintendents, principals, athletic directors, coaches, state school board association members, and State Department of Education personnel have served on the Council, the governing body of the organization. The administration of the school based interscholastic athletic program has been carried out by committees chosen from school and non-school people throughout the state.

In addition to the administration of athletics, the Association has formulated standards to ensure that competition is equalized. Regulations have been adopted to meet changing times and conditions. Changes, when necessary, are implemented by constitutional or By-Law amendment.

The NHIAA is a voluntary organization operated by a continually changing committee structure and an executive council. By this process, interscholastic athletics takes its proper place in the entire educational program of the schools and makes a great contribution to the development of New Hampshire youth.

The NHIAA website is www.nhiaa.org

NIAAA - *National Interscholastic Athletic Administrators Association*



“The National Interscholastic Athletic Administrators Association preserves, enhances and promotes educational based athletics through the professional development of interscholastic athletic administrators. The NIAAA champions the profession of athletic administration through educational opportunities, advocating ethics, developing leaders and fostering community.” This is the national association for high school athletic administrators. The annual dues are \$80.00, which entitles members to four issues of the IAA magazine, and \$1,000,000.00 liability policy and a \$2,500.00 life insurance policy.

The website is www.niaaa.org.

NFHS – *National Federation of State High School Associations*



“The National Federation of State High School Associations serves its members, related professional organizations, and students by providing leadership for the administration of education-based interscholastic activities, which support academic achievement, good citizenship and equitable opportunities.” This is a national organization that is responsible for developing rules for the officials who conduct athletic contests. New Hampshire is a member of the NFHS. The NFHS also provides a variety of online learning opportunities for athletic directors, coaches, parents and student-athletes. The website is: www.nfhs.org.

NHADA Executive Board 2023-25

President Sarah Dumais, CAA (DIII) Inter-Lakes High School Work: (603) 279-7859	President-Elect Chris Wood, RAA, RMSAA (DIV) Moultonborough Academy Work: (603) 476-4923
Past-President Mike Desilets, CMAA (DII) Bow High School Work: (603) 228-2210	Treasurer/Membership Chair Lisa Gingras, CMAA Nashua School District Work: (603) 966-1491
NHADA Executive Director & NIAAA Liaison Carol Dozibrin, CMAA	Recorder Corri Wilson, RAA
DI Rep & NIAAA State Coordinator Corey Parker, CAA Bedford High School Work: (603) 310-9000	DI Rep Justin Hufft, CAA Goffstown High School Work: (603) 497-4841
DII Rep Neal Weaver, CAA Kennett High School Work: (603) 356-4343	DIII Rep Jeff Miller Newport High School Work: (603) 863-2414
DIV Rep Lori Taylor Woodsville High School Work: (603) 747-2781	Retired Member Rep Peter Cofran, CAA, RMSAA NHADA Outreach Co-Chair NIAAA AD Mentoring Committee
Middle School Rep David Babin, CAA Merrimack Middle School Work: (603) 424-6289	

NHIAA Council Members

Lisa Gingras, CMAA	DI	Nashua School District	(603) 966-1491
Craig Kozens	DII	Laconia High School	(603) 524-3350 x4004
Dan Meserve, CAA	DIII	Hopkinton High School	(603) 746-6397, x1
Jamie Hayes	DIV	Newmarket High School	(603) 292-7962

Divisional Presidents

Kevin Hebert, CAA	Co-D1	Spaulding High School	(603) 332-0757, x2134
Karen Bonney, RAA	Co-D1	Alvirne High School	(603) 595-1572
Brian Bumpus, CAA	DII	Hollis-Brookline High School	(603) 566-2646
Doug Beaupre, CAA	DIII	Stevens High School	(603) 543-4220
Tom Frederick	DIV	Sunapee High School	(603) 763-5615

NHADA/NIAAA Dual Member Benefits

Being a member of NHADA/NIAAA affords you many benefits. Here are just a few of the most popular:

Insurance

As a member of NHADA/NIAAA, you have access to multiple types of insurance at free or discounted rates. Included with the annual membership fee is excess liability coverage up to \$2,000,000 and a \$2,500 term life insurance policy.

Liability Insurance

For our regular members, the NHADA/NIAAA provides excess coverage beyond any other coverage the member has through his/her employer. This liability insurance covers any suits for claims involving bodily injury or property damage. This liability does not cover suits for discrimination, wrongful suspension of a coach or athlete or any other claim not involving bodily injury or property damage. Suits for such claims occurring during the course of employment would have to be covered by the employer.

Term Life Insurance

The NIAAA provides \$2,500 term life insurance for any current member with exception of student members. The benefit is paid to the surviving spouse or to the estate (if no surviving spouse) unless a beneficiary form has been completed and sent to the NIAAA office. All members (except student members) are eligible for this life insurance as long as they were a current member of the NIAAA upon their death.

Student Scholarships

In accordance with our purpose to promote, facilitate and increase the knowledge and understanding of the vital role of interscholastic athletics in the educational system, our scholarship program fosters and recognizes the partnership between the NHADA/NIAAA and secondary education. The scholarships will recognize the distinguished scholastic, leadership and citizenship attributes of high school student-athletes, and the importance of high school athletics in each student's life. Interscholastic athletic administrators must be a member of the NIAAA in order for their student-athletes to be eligible for this scholarship.

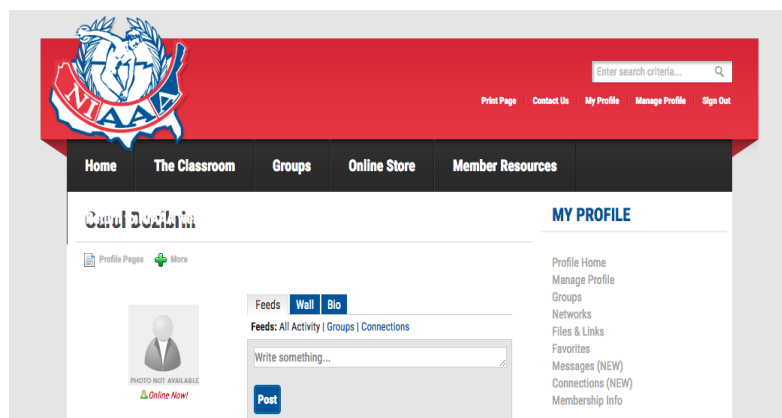
eNews / IAA Magazine

All of our members enjoy the monthly Newsletter that highlights any NIAAA announcements and upcoming events. The IAA Magazine is a quarterly professional journal written by and for athletic administrators.

Discounted Rates

The NIAAA provides discount rates on webinars, online courses, certification, and National Athletic Directors Conference registration. For more information on NIAAA member benefits, please visit their website at www.niaaa.org . For NHADA information please visit our site.

NIAAA Website and Member Portal (www.niaaa.org)



The NIAAA Member Portal is where all of the action happens. In the portal, our members can track completed course work, apply for certification, gain access into the Classroom, network with colleagues, and so much more.

Professional Transcript

The NIAAA currently offers 58 Leadership Training Courses, with more added every year, that are loaded with information relevant to the role of the athletic administrator. As an NIAAA member, they will track every LTC you complete. When it comes time for certification or submitting proof of continuing education, all you have to do is print your transcript.

The Classroom

The newest feature of the Member Portal is the Classroom. This is where all of the learning happens. The NIAAA hosts a variety of resources and presentations that are free to their members, and available for a small fee to nonmembers. Also included in the Classroom are their online courses. These are available at a discounted rate to their members. For a further look into navigating the Member Portal, check out their instructional video on their YouTube Channel. <https://members.niaaa.org/>

NHADA/NIAAA Professional Development Academy

Leadership Training Institute

With the vast turnover of athletic administrators, a need has developed for an educational program to support the new administrators and at the same time offer a professional development program for the experienced athletic director. We offer just that. Our Leadership Training Institute was established in 1996 and now boasts over 48 Leadership Training courses (LTC) packed full of best practices necessary to perform the role of athletic administrator at the highest level. Each of the courses is four hours in length and is taught in person at the national/state conferences and online through webinars or online courses.

Certification

The NIAAA Certification Program is a voluntary professional service for athletic administrators and is based on the premises of continuing education, professional growth and program development in the profession of interscholastic athletic administration. It recognizes and incorporates the professional development opportunities provided by the Leadership Training Institute. The attainment of professional certification demonstrates the completion of a comprehensive plan for self-improvement that will enhance the ability of the athletic administrator to better serve the school, community and profession.

The NIAAA offers six levels of certification:

- Registered Athletic Administrator (RAA)
- Registered International Athletic Administrator (RIAA)
- Registered Middle School Athletic Administrator (RMSAA)
- Certified Athletic Administrator (CAA)
- Certified International Athletic Administrator (CIAA)
- Certified Master Athletic Administrator (CMAA)

Accreditation

The National Interscholastic Athletic Administrators Association has become the first association to receive accreditation from Cognia (formerly AdvancED). The initial Accreditation came in February of 2011 after the NIAAA hosted a review team in December of 2010 at the national conference. Subsequent to that review and recommendation from the team, in early February, the Cognia board of directors granted the NIAAA accreditation status for five years. Achieving this status has provided significant positive implications for the organization, its member state associations, individual members and our college partners. Everyone in the NIAAA family is extremely proud of this achievement. It is an accomplishment that is owned by every member of the association. In December of 2015, the NIAAA again hosted a Cognia review team at the national conference. Subsequent to that review, the NIAAA Accreditation status has been renewed each time and most recently for another five years through 2025. (Cognia is the Midwest version of NEASC).

NHADA Website (<http://nhada.net/>)



With our website, we are able to post information quicker and easier than ever before with a dynamic layout. Athletic Directors across the state will have better access to NHADA news & updates, documents, general information and more.

With this site, we also do our best to showcase various highlights and recognize the accomplishments of both individuals and groups throughout the year. The site will be more visual, as we aim to create photo galleries of our events and provide more interactivity with new features such as a "jobs" section for coach openings that you can submit to. Once your submissions have been received, we will approve them for display on the website for the rest of the NHADA membership to view. There is also a member only portion for contact information and minutes of meetings. Check us out for information: Professional Development, Awards, Executive Board and Leadership, Jobs, Toolbox (useful seasonal forms and checklists), News, and Members Only

The Members Only tab requires a password. The password is: *nh******

Follow us:  @NHATHDirAssoc



@nhathdirassoc

NHADA Professional Development Plan

Professional development is about learning new skills and knowledge and the ability to apply it effectively at work. Professional development for the athletic administrator can be divided into three categories: formal education, continuing education and on the job training plus personal professional development.

What's in it for you?

- Better able to successfully achieve your goals
- Gratification from striving to be your best
- Opportunity to expand skills and experience for future career growth
- Opportunity to expand your professional network (relationships)
- National Certification

Growth and Networking Events

NHADA State Conference

The NHADA state conference, held in May, allows athletic directors from across the state an opportunity to network with their peers and gain insight and motivation to return home to administer programs with new knowledge, information and enthusiasm. The conference features professional development opportunities through LTC courses, professional speakers, workshops and an exhibit show with 60 vendors and products. The conference luncheon highlights and recognizes those athletic directors who have given years of service to the profession.

National Athletic Directors Conference

The National Athletic Directors Conference sponsored by the National Interscholastic Athletic Administrators Association (NIAAA) and the National Federation of State High School Associations (NFHS), is the single premier conference that provides outstanding educational in-service programs for interscholastic athletic administrators. This conference is foremost in featuring professional speakers and an exhibit show with more than 300 exhibit booth spaces, as well as proven athletic administrators who willingly share their experience and expertise on a variety of educational topics. It is held in December in venues across the US.

The NIAAA holds its business functions in conjunction with the conference, along with its popular Leadership Training Institute. There will be a total of 58 courses that cover a variety of topics, and early registration is a must, as classes fill rapidly. All courses are outstanding and you will want to work at least one into your conference schedule.

The conference luncheon and banquet programs allow attendees to recognize their peers through presentation of awards.

Section I Summer Institute - TBD

Section I (the 6 New England states, NY and NJ) offers a summer institute at the end of June into July over four days. You may also extend your stay if you choose.

Sixteen different LTC courses are offered with the possibility of taking as many as six throughout your stay. The CAA exam prep class is also offered. All the Leadership Training Classes are taught by National Faculty instructors. A new venue is being sought for the upcoming year.

The Summer Institute affords an opportunity to enjoy time with your family and friends while participating in professional development. This institute began in 2004. www.section1niaaa.org

AMP – Athletic Management Platform

We have partnered with Finals Forms for our management platform for membership, registrations for conferences, LTC classes and events. Each AD has her/his own account and should update her/his profile regularly. Completing forms allows you to be included in emails for your division and other member groups you may belong to in our association. All information is on one site and will help to eliminate unwanted emails that do not pertain to you and your school. To access the NHADA AMP platform, go to <https://nhada.finalforms-amp.com/>.

Involvement and Volunteer Opportunities

The organizational structure of the NHADA and the NIAAA includes committees that manage many of the tasks of the organizations. Members may serve the organization as representatives of these committees. When openings exist, a process is in place to submit an application. Applicants are chosen from a pool of candidates.

NHADA committees include: Awards (including Student Scholarship), Golf Tournament, Outreach, Professional Development, NH Spring AD Conference, and Student Leadership.

NIAAA committees include: Accreditation, Awards, Certification, Coaches Education, Conference Advisory, Credentials, Diversity Equity Inclusion and Belonging, Endowment, Hall of Fame, Membership, Mentoring, NAtional Initiative and Assistance Network, Publications, Resolutions, Retired, and Sports Facilities.

For more information about the NHADA check our website at www.nhada.net.

For more information about the NIAAA check their website at www.niaaa.org. For more information about committees and to view/submit an application visit <https://members.niaaa.org/page/Committees>.

Athletic Director Job Description

1. Schedule all athletic contests, practice times and locations, for middle school and high school.
2. Hire all officials and support personnel for home contests (scorekeepers, security personnel, mediators, etc.).
3. Issue contracts to officials and keep copies of these contracts on file.
4. Arrange, authorize, and present payment to officials and support personnel.
5. Ensure that all coaches follow the letter and spirit of the Coaching Manual.
6. Coordinate the award system, including but not limited to ordering materials and hosting banquets.
7. Chair the Athletic Committee.
8. Keep a file of student physicals and parental approval of the Athletic Code, notifying the necessary coaches and administrators of any deficiencies.
9. Coordinate weekly student eligibility, notifying coaches of ineligible players.
10. Supervises issuance and care of all athletic equipment:
 - a. Maintains perpetual inventory of all equipment.
 - b. Sees that each coach keeps a record of their equipment, records to whom equipment is issued, marks the equipment properly, and repairs/cleans/replaces as needed.
 - c. Ensures that equipment is properly stored/maintained in the off-season.
11. Ensures that fields, gyms, equipment, and clocks are ready for games.
12. Tracks each sport's win-loss record, letter winners, and individual record holders.
13. Determines the ability to hold a contest with respect to weather.
14. Ensures that athletic facilities are properly cleaned, maintained, and repaired.
15. Works with the Transportation Company to arrange transportation to away contests.
16. Records, tracks, and orders new uniforms on a rotational basis for teams.
17. Coordinates the use of the gymnasium for practices, games, plays, etc.
18. Works with the Athletic Booster organization to provide additional materials for all teams.
19. Is evaluated by the High School Principal.
20. Work with the principal to help prepare all NHIAA reports regarding eligibility, tournament entries, and transfer forms. Ensuring that all coaches attend rules meetings and comply with said rules.
21. Coordinate the purchase of athletic equipment and supplies with the coaching staff.
22. Forward accident reports after consultation with the coach, athlete, or parent to the building principal and nurse.
23. Advise the administration of any athletic problems.
24. Advise and work with coaches to help strengthen coaching deficiencies.
25. Supervise and evaluate all coaches.
26. Responsible for supervision of home contests.
27. Communicate with other district administrators to anticipate and plan for future concerns.
28. Inform the Superintendent on a regular basis of happenings in the athletic department.
29. Any other duties as deemed appropriate by the principal or district administration for the success of the athletic department.

Game and Event Management

Crowd Control Planning and Implementation

Efficient management of interscholastic athletic contests, both at home and away, is an increasingly important aspect of administering a high school athletic program. The following recommendations have been provided to assist schools in preparing adequately for crowd control at athletic contests.

1. Pre-season and pre-game responsibilities are shared by both schools competing in any athletic contest.
2. Responsibilities during the game are shared by both schools with the home school assuming the major role. A dual responsibility exists at a neutral site.
3. Post-game responsibilities are shared by school officials, local police, and the citizens of the community.
4. Advance preparation of all details pertaining to athletic contests is necessary for efficient administration.
5. The coach is usually a stabilizing influence in an emotionally charged situation. In the present social climate, the coach must always assume this important responsibility. No person should be coaching who does not realize that the future of high school athletics is more important than winning or losing a particular game.

Procedures Before the Athletic Contest

(Size of school and type of facilities will dictate some of the following suggestions).

Home School

1. Develop an operational plan for each home event.
2. Contact the visiting school as early as possible to arrange for a meeting or telephone conversation to discuss the game, including prior and existing school/community control problems.
3. Discuss any situations peculiar to the stadium, field (or gym) and send a map to the visiting school, if necessary.
4. Formulate plans that provide directions and instructions for all visiting personnel regarding safest routes, parking, seating and dismissal from bleachers, and loading and unloading buses and automobiles.
5. Have parking areas well lighted. Arrange for on-site parking of visitors' autos and buses. Arrange for bus parking so that the buses do not create a hiding place for loiterers. Police should periodically patrol the bus parking area.
6. Have the stadium or gym secure and all gates locked prior to the scheduled opening time.
7. Arrange for supervision to continue until after all visitors, including the team bus, have left the area.
8. Prepare a supervision chart and inform assigned personnel of their duties before the game. (Persons on duty from both schools should have some type of identification - shirts, jackets, arm-bands, badges, etc.).
9. Staff representatives should be informed of any court orders or other restrictions placed on specific individuals limiting their presence at school events or school property.

10. All faculty members or other personnel supervising should be identifiable. This can be done with T-shirts, arm-bands, caps, etc. Easily recognized apparel that will let people know that these individuals are on duty is highly recommended.
11. The host school must assign supervisors on the visiting side; their main duty is to keep students from the home side from moving into the visitor section. They should assist in overseeing the visiting students and fans only if absolutely needed. In this regard, always designate specific seating for students, bands, adults, and visitors. Student bodies and the respective spectator sections should be kept separated at all times.
12. Provide for adequate police supervision before, during, and after the game.
 - a. Ensure that there is police supervision both inside and outside at games.
 - b. Police should be assigned to known or likely trouble spots. Law enforcement supervisors should make sure that officers do not congregate at one place or become spectators.
 - c. At a set time after the game starts, police should "sweep" the area outside the stadium. Everyone should be inside or off the premises.
 - d. Provide escorts, preferably police, for game officials and visiting teams before, and particularly after, the event. Use a designated school individual, if no police coverage.
 - e. Marked police vehicles at each vehicular access will serve as a deterrent and a uniformed officer at the gate sends a message as to expected behavior.
 - f. Traffic control should be delegated to other than sworn-officers, if possible.
 - g. Sworn officers should never be used for parking control. Service clubs, school officials or other groups can perform this duty.
 - h. Make arrangements with the local police chief, or designee, so that adequate police protection will be available to control the spectators at the conclusion of the contest. Develop a plan of action, in cooperation with the police, for measures to be taken in the event of trouble. Review prior and existing school/community control problems.
 - i. Arrange to divert traffic away from the athletic field or gym so that spectators leaving the game can do so quickly.
 - j. Work with local police in providing "no parking" signs around the stadium or gym, blocking off streets if needed and arranging for one-way traffic where necessary.
 - k. Give specific instructions concerning responsibilities to auxiliary police, ushers, and faculty members hired by the school; designate someone to provide further instructions and direction to paid auxiliary police, ushers, and faculty members at the game.
 - l. Develop a supervision chart for police coverage before, during, and after the game. Police supervision of the parking areas during the game should not be forgotten.
 - m. Suggest a suitable location to detain anyone arrested by the police until that person(s) can be taken away with the least amount of confusion.
 - n. All security personnel should be readily identifiable by the public. Prevention, not apprehension after trouble begins, should be emphasized.
 - o. Review the need for and the provision for metal detection equipment. If such equipment is to be used, inform administrators of the visiting school prior to the day of the event.
13. School employees may tend to no longer feel responsible when uniformed police or other security personnel are present. This is incorrect. School officials have the ultimate responsibility.
14. Depending on local conditions, you may wish to advise ticket sellers to screen for troublemakers and group agitators. In some communities, it may be necessary to consider the advisability of not admitting elementary and junior high students unless accompanied by adults.
15. Instruct the operator of the videotaping equipment to record all incidents of inappropriate behavior and to continue taping as teams depart the playing area after conclusion of the contest.
16. School personnel know and are known by potential troublemakers. The presence of a staff person in the right place at the right time may well avoid a potential problem. Staff members should know the limits of dealing with a situation personally and seek the assistance of a police officer, or school administrator, in any doubtful circumstances.

17. Have all special seating areas roped off prior to opening the gates. Use school service club members (ROTC, student council, etc.) for ushers and monitors of student sections and make sure that these students are rehearsed in their duties.
18. Provide reserved seats for bands. The amount of time they will have for half-time activities should be known to them and should be strictly observed.
19. Seat students from opposing schools in separate sections. Seating for home and visiting spectators should be adequate. Spectators should remain on their side of the field or gymnasium throughout the contest. Do not over-sell the facility. Admission for tournament events cannot be included as part of season ticket sales. Keep general admission spectators separate from student sections, if possible.
20. Arrange for interested parents and patrons to assist with supervision of the general admission section.
21. Check fire code for seating capacity and other recommendations.
22. Provide an escort to meet the visiting team when it arrives and to direct them to their dressing quarters. A good-sized room, a whiteboard and markers, a training table, benches, chairs, and drinking water should be provided. It may be necessary to ask opponents to come dressed for the game, if the visiting team's quarters are not adequate.
23. Provide security measures to protect visitors' clothing and valuables while the visitors are on the field or court. The playing field or court and the area immediately adjacent to it at all athletic contests shall be restricted to team members, coaches, managers, officials, and other parties necessary to conduct the game. Staff on duty should wear something distinctive so that they may easily be identified. Sufficient personnel should be provided by the host school to enforce this regulation. The visiting school should see that this rule is enforced in its area, where appropriate. Schools must bear a dual responsibility when playing at a neutral site.
24. Provide reserved parking for game officials and doctor/medical personnel. Arrange for the game administrator to meet officials when they arrive and to escort them to their dressing area.
25. Emphasize to game officials the importance of keeping the game under control.
26. Take care in the preparation, printing, and sale of athletic programs. Correct names and numbers, major rule changes and interpretations, and statements concerning spectator behavior have proven effective. The following message has been adopted by the National Federation of State High School Associations and may be considered for inclusion in the game programs and should be announced several times throughout the game during breaks for time-outs, quarters, halves, etc.,

"These are high school athletes who are performing here tonight. They are friendly rivals as members of opposing teams. They are not enemies."

"This basically is the theme of interscholastic athletics -- the idea of friendly competition. The visiting team tonight, and in every interscholastic game, is a guest of ours. They are expected to be so regarded and so treated."

"The officials are individuals who are assigned to administer the rules of the game. Their experience and their integrity qualify them for their part in this friendly interscholastic contest. This attitude of sportsmanship should be reflected by all spectators, too, no matter what your personal feelings of loyalty may be to one or the other of the teams in tonight's contest."

27. Arrange for adequate concessions as a service to spectators. If possible, concession stands should be available on both sides of the stadium at football games.
28. Have custodians check bathrooms for sanitation/supplies before the game and between quarters.

29. Check game facilities: Conditions on the field or court and areas throughout the facilities being used by players and by spectators should be checked before the game for hazards, cleanliness, and proper markings. Special attention should be given to the position of fences and players' benches.
30. Athletic trainers are required for all high school football contests. It is further recommended that an athletic trainer or a physician be present at all other rugged-contact athletic contests. If possible, an ambulance should be available. It should be brought onto the field only by request of the athletic trainer or physician. The home team athletic trainer or physician may be made available to the visiting team, if the visiting team does not bring its own athletic trainer or physician to the contest.
31. Have properly trained adult scorers and timers working at games. If possible, the same individuals should be assigned for the entire season.
32. Assign a competent person to operate the scoreboard.
33. Post signs reminding fans New Hampshire State Law prohibits smoking on school property.

Public Address Announcer

Many individuals certainly play key roles and assume important responsibilities to ensure the successful administration of an athletic event. One of these people is the public address announcer, because of the major contribution he/she can make to set the tone for the game, match, or meet which will contribute to the spirit of fair competition and true sportsmanship.

1. Be organized and prepared. This item really speaks for itself, but the good PA announcer will have announcements and forms prepared ahead of time to facilitate his/her job. Being prepared simply means that PA personnel are better able to handle the announcements for emergency situations as they arise.
2. Check that all equipment operates properly. There is more to be concerned with than just a properly working microphone. Do not forget about CD players, auxiliary cords, electronic message centers, remote controls and so forth. Often, announcements are to be synchronized with songs or scripts, so ensuring that all equipment works properly will make for a quality presentation.
3. Be professional and unbiased. High school sport announcers should not imitate the styles and antics of some college and/or professional PA personnel who draw attention to themselves and away from the athletic contest. The announcer should confirm PROPER name pronunciations.
4. Speak slowly, clearly, and distinctly always! Of these, "slowly" is most important. Not only does the announcer need to be heard, he or she also must be easily understood.
5. Say only what is necessary. Talking all the time and speaking constantly into the microphone - especially with unnecessary comments and/or endless promotion - turns people off and makes them not want to listen. People who "turn off" the announcer may miss out on important, valuable, or emergency announcements.
6. Do not rush and do not panic on public service announcements or emergency announcements. Public service announcements related to sportsmanship are available from the NHIAA office.
7. Do not attempt to do play-by-play.
8. Do not editorialize about or comment on any aspect of the game. The fastest and easiest way for an announcer to lose all respect and credibility with everyone at the contest (spectators, players, officials, coaches, and others) is to make a comment about or react to a game situation or outcome. As with item #7, this is not the announcer's role or responsibility.
9. Be involved with the teams and the competition, not with yourself. Enjoy the competitive atmosphere of the game, meet or match and become excited about the young people who are performing. Do not become wrapped up in yourself and excited to hear yourself talk.

10. The announcer is not the entertainment. The spectators came to watch the game and the players perform, to support the cheerleaders, to enjoy the band and its auxiliary units, to congratulate the homecoming courts, to see their neighbor's kids, to observe special halftime activities - NOT TO LISTEN TO THE ANNOUNCER!
11. Give location of restrooms, concessions, and lost-and-found stations.

Band Director

1. Encourage and stimulate good feeling by playing visitor's school fight songs and other appropriate music.
2. Help in crowd control with music at the appropriate times.
3. Encourage band members to stay in small groups of at least three to five when they are not performing at athletic contests.
4. Prior to a contest, the guest band director should make a courtesy call to the host band director and exchange information concerning:
 - a. If the visitors band is planning to attend.
 - b. The length of the half-time performance.
 - c. Number and location of seating required. Number of band parents or helpers attending.
 - d. Whether or not there are any special events planned.
5. Host band officers should seek out and meet with the guest band officers sometime before, and possibly during the contest for the purpose of promoting good will.
6. Provide faculty supervision for all pep or marching bands at all athletic contests.

Visiting Schools

1. Contact home school or neutral site manager to discuss game preparations and obtain information on:
 - a. safest route to and from stadium or gymnasium
 - b. location of visitors' parking area
 - c. visitors' entering and exit gate
 - d. visitors' seating area
 - e. prior and existing school/community control problems
2. Consider transporting students by bus if there is inadequate parking at the stadium.
3. Student buses should have staff supervision.
4. Have adequate faculty and administrative supervision going to the game, at the game, and after the game. Provide identification for school personnel.
5. Consider asking interested parents and patrons to help with supervision.
6. Provide information to students regarding travel, parking, entrance, seating, and exit.
7. Check on the amount of time allotted for band or other half-time activities and adhere strictly to the time limit.
8. Check the cost of admission for both students and adults and announce so everyone is prepared.

Dual Responsibilities—when appropriate

1. Provide opportunities for cultural exchange between student bodies through assemblies.
2. Use assemblies to orient students to the importance of good conduct.
3. Ask student councils and cheer teams to help by planning campaigns for spectator sportsmanship.
4. Plan assemblies to inform students about game rules, or issue a book of rules and regulations so that everyone knows how to watch a game intelligently and knows what is expected. Utilize physical education classes to instruct these activities and extend the knowledge of the playing rules.
5. Any type of mascot shall be kept on the side of a school's cheering section.
6. Only the school banner, sportsmanship creed, and signs which display positive connotations should be displayed and placed on the participant's side of the field.
7. Be alert to prior and existing community or cross community control problems.

During the Athletic Contest

1. Visiting school principal or representative(s) should contact the site manager or athletic director immediately upon arrival to discuss final details and to indicate seat locations so that parties are available to each other.
2. Separate restrooms and concession booths should be available, when appropriate.
3. Have adequate police, faculty, and patrons distributed among the students and other spectators. Assign someone to help control spectator behavior in the vicinity of the players' bench.
4. Spectators should not be allowed to leave and re-enter the site. This can result in the smuggling of weapons, drugs, alcohol, etc., into the facility, as well as unruly spectators.
5. Prepare a plan for acquiring police back-up, if necessary.
6. Meet faculty supervisors from the visiting school and acquaint them with their areas.
7. Employ a walkie-talkie system, tied into the police department, if possible, or exchange cell phone numbers.
8. Check on supervision each quarter.
9. Keep lines of communication open to administrators from the visiting school and the site manager.
10. Assign a responsible adult, other than the coach, to help attend to injured players and, if necessary, to accompany them to the hospital. Parents may be involved, if going to hospital.
11. Provide supervision during half-time. Whether or not there is half-time entertainment, supervision is necessary to help direct the crowd, keep spectators off the playing area, and keep the area under the stands cleared. This is especially if there are a lot of younger children around.
12. Provide an escort, with a key, to the locker room for officials during half-time.
13. Maximum available lighting shall be utilized during any contest and shall not be restricted to the area of competition.

Guidelines for Cheerleaders

1. The host school cheerleaders should go to the visiting side and greet the visiting cheerleaders. Cheerleaders should lead a cheer for the visitors' section and follow with a cheer for the home section. Cheerleading coaches, coaching staff, and other game management advisors should meet to discuss the importance of spectator and player sportsmanship.
2. Cheerleaders' function is to make a positive contribution to good spectator reaction at an athletic contest and to create better relations between opposing supporters.
3. Cheers should be positive and not aimed at antagonizing an opponent. Care should be taken to make certain that words used in a cheer are not suggestive and do not have a connotation which would inflame an audience.
4. Cheerleaders should remain silent when the opponents' cheerleaders are cheering and during free throws at basketball games.
5. Cheerleaders are expected to lead fans in a round of applause for an injured player leaving the game. Cheering is appropriate when an injured player leaves the contest area.
6. When "booing" occurs, the cheerleaders should attempt to stop it by immediately starting a popular sideline cheer. Immediate action is the key to the control of booing.
7. Cheerleaders, properly trained, can be as important to the spectator behavior as the coach is to his/her team.
8. The student body and teams will react as they are instructed, inspired, and led by neat and well-poised cheerleaders.

After the Athletic Contest

1. Use a public address system to give directions to spectators regarding exit from the stands.
2. Provide police and faculty supervision until all students and spectators are well dispersed. Permit no loitering.
3. Provide an escort, with a key, to the locker room for officials.
4. Arrange an area for press interviews, when appropriate.
5. Check supervision of all areas; provide continuous security for the locker room area.
6. Assign someone to assist police in dispersing hangers-on who wait for the team after the game.
7. Buses loaded with fans, band, and team should depart immediately after the game.
8. Administrators of both schools should confer before leaving to be sure that all details have been covered.
9. When deemed necessary, have police escort officials to their cars and team and spectators to buses to the city/town limits.
10. Letters of appreciation should be sent to the opposing school, coaches, officials, and newspapers, if appropriate.

Special Responsibilities

Police/Security

1. Police/security should arrive in sufficient time before game starting time and report to principal or his/her representative to request instructions, such as best locations for observation, nearest phone, etc.
2. During the game, officers should be requested to assist in controlling the following:
 - a) Non-students who may cause disturbances seated in student sections.
 - b) Any person appearing to be under the influence of alcohol, or drugs, should be denied admission to the event.
 - c) Any suspicious gathering of individuals in restrooms, behind the stadium, in parking areas, or elsewhere.
 - d) Fans should be asked to move on and crowds dispersed outside the facility, if a contest is sold out.

Student Athletes

The less notice the player takes of the spectators and the more he/she concentrates on his/her part in the game, the more absorbed the crowd will be and the less likely to misbehave.

1. Players should refrain from showing surprise or irritation at a call of an official. The official's ruling should be accepted with politeness.
2. "Playing to the crowd" can cause trouble particularly in basketball where the player's facial expressions are clearly visible to the bench and stands.
3. Unsportsmanlike gesturing or the harassing of an individual opponent should be avoided and must not be condoned by the coaches.
4. Substitutes on the bench must not heckle the opposing team and should never enter the playing field/court.
5. The relationship of players to each other before, during, and after the game affects and helps establish crowd rapport.

Coaches

1. Coaches influence not only the conduct of the players under their direction, but also that of the student spectators, parents of squad members, and interested citizens who attend athletic contests. Since the coach is influential in setting the tone of conduct, he/she shall be a role model for self-restraint, fair play, and sportsmanlike behavior.
2. In dealing with the officials, the coach's approach must be professional at all times. The coach must exercise self-control and realize that the official sees through impartial and unbiased eyes. Coaches must familiarize themselves with the proper procedure for requesting a conference with an official.
3. Coaches shall never seek out an official during half-time or at the conclusion of a contest.
4. The behavior of the coach must at all times be marked by dignity and self-control. He/she should not, at any time, use provocative language or engage in any unsportsmanlike actions or tactics. He/she must avoid any actions or remarks that would tend to incite the displeasure of the spectators or provoke disorderly behavior.
5. If the coach, as a professional educator, cannot exercise emotional control under stress, then such behavior cannot be expected from the young people on the team nor from the heterogeneous combination of spectators in the stands.

6. The coach will immediately discipline any player who intimidates an official or displays unsportsmanlike behavior.
7. Deliberate attempts to humiliate an opponent should not be tolerated by school officials, e.g., running up the score. Coaches are encouraged to substitute whenever possible especially when the outcome of the game has more or less been decided.
8. Opposing coaches **must** shake hands publicly and should ask players to shake hands with opponents before or after the game and behave with courtesy at all times.
9. Coaches must be sensitive to situations such as athletes losing control of themselves and must get potential troublemakers out of the game before difficulty begins. Head coaches are responsible for the conduct of their entire staff.

Spectators

1. Student councils can develop codes of sportsmanship.
2. Cheerleaders and bands can help promote good sportsmanship.
3. Sportsmanship rating forms are helpful.
4. Sportsmanship trophies can be given to encourage good conduct.
5. Pep boosters can promote better sportsmanship.
6. The pre-game atmosphere is improved if spectator participation is encouraged. Standing and singing "The Star-Spangled Banner" is one opportunity for such participation.
7. Handbooks on regulations dealing with crowd conduct are helpful.
8. Disorderly persons should be removed promptly.
9. Posters can be used to stress courtesy and sportsmanship.
10. Noisemakers and drunkenness should not be permitted.
11. Students should sit as a group.

Students and adult spectators who have general knowledge of game rules and of officials' techniques and signals seldom cause disturbances at athletic contests.

School Reporters

1. Stories should be presented fairly and accurately.
2. Losses do not need to be explained.
3. Wins should not be overstressed.
4. Reporters have many opportunities to speak out for good sportsmanship.
5. Reporters should refrain from criticizing high school athletes in a school newspaper.

Other Considerations

1. Conduct pre-season meetings for athletes and parents. Invite members of the community to also attend.
2. Post a copy of the crowd control policy in a conspicuous place in the gym and/or lobby.
3. When crowds are anticipated to be large, conduct a pre-game sale of tickets.
4. If prior circumstances indicate the possibility of problems, change the time of the game to the afternoon.

Game Management Checklist – FOOTBALL (Sample)

Game Manager: _____ Date: _____

Final Game Score: _____ Opponent: _____

Pre-Game Set-Up

- _____ Field marked
- _____ Grass cut
- _____ Yard line markers out
- _____ Pads on goal posts
- _____ Water on for teams (water keys needed)- quick connections, hose, etc.
- _____ Cover for track protection –plywood/rubber tarp, etc.
- _____ Cover drains and other hard surfaces
- _____ Ticket booth setups (sign, lights, desk, chair, cash box, tickets)
- _____ Chain and lock all non-entrance gates
- _____ Check visitors' locker room (clean, paper, chalkboard, drinks)
- _____ Check officials' locker room
- _____ Flag
- _____ Field lights on, when needed

Press Box Set-Up

- _____ PA system set-up
- _____ Scoreboard on
- _____ Telephone, radios, phone #s, EMT's
- _____ Programs
- _____ Roof door open for filming crews
- _____ Reserve room for filming and coaches

Administrative Game Details

- _____ Meet visiting team
- _____ Meet officials
- _____ Administrative coverage/police security
- _____ Cheerleader information
- _____ Program distribution and collection for cheerleaders or boosters
- _____ Reserved seats
- _____ Parking attendants for busses, officials, administrators, boosters
- _____ Announcers packet

Pre-Game

- _____ Band practice
- _____ Special teams on field
- _____ Coin toss
- _____ Teams leave the field for band activity
- _____ Teams back on field for introductions
- _____ Starting line-ups
- _____ National anthem

Personnel

- _____ Scorekeeper/Clock operator
- _____ Announcer
- _____ Ticket sellers
- _____ Athletic Trainer
- _____ Snack Bar/Booster club
- _____ Chain crew
- _____ Police/Security/Staff

GENERAL INSTRUCTIONS FOR FOOTBALL CLOCK OPERATORS

A. The clock operator should report to the officials' dressing room at the stadium at least 45 minutes before game time for the following purposes.

1. To synchronize timer's watch with official game time as established by the official responsible for timing.
2. To advise officials whether the clock operator will be in the press box or on the sideline. Determine procedure for communication with timer and check this procedure prior to the game.
3. To discuss coordination of starting, stopping and adjusting the clock in accordance with the playing rules.

B. The field clock is normally started 30 minutes before game time. The halftime intermission will start on the referee's signal when the players and officials leave the field. All pregame and halftime activities will be synchronized with the official game clock. The mandatory three-minute warm-up period will be put on the clock after the intermission time has elapsed.

C. The clock operator shall have an extra stopwatch available. In case of failure of the game clock, the clock operator shall immediately contact the officials, giving them the correct data regarding the official time. The official responsible for timing will then pick up the correct game time on the stopwatch. Should the field clock become inoperative and subsequently repaired, it will not be used again until the next period or when the referee determines it is operational. The public-address announcer will indicate the field clock will not be official until the malfunction is corrected and subsequent announcement made on the PA system.

D. Game procedures:

1. The clock operator is an integral member of the officiating crew and game administration. Unfair advantages occur when the game clock is not started correctly by rule. Great care must be exercised to see that no time lag occurs in starting or stopping the clock.
2. On all free kicks, the nearest official(s) will signal the legal touching of the ball by indicating that the clock should start.
3. The official who declares the ball dead will be the first official to signal a time-out when a first down occurs.
4. Any official may signal a team time-out; therefore, the operator should be alert to stop the clock.
5. On plays near a boundary line, unless an official so signals, if a pass is caught out of bounds, the incompletion signal will stop the clock.
Note: On plays near the out-of-bounds line and in advance of the line to gain, an official may give a winding signal to indicate the ball is inbounds and follow it by a stop-the-clock signal for an apparent first down. Be alert for both signals.
6. The clock operator will automatically stop the clock following a touchdown, field goal, touchback or safety after the appropriate signal has been made.
7. After the clock has been stopped, the referee will start it again on the referee's start-the-clock signal and if no such signal is given, the operator will start it on the snap.
8. The referee may start the clock again before the ready-for-play signal.
9. The try is not timed down.
10. There are instances when a period shall be extended by an untimed down. During these extensions, leave the clock at :00. Do not reset the clock for the next period until the referee declares the period over by facing the press box and holding the ball overhead.

11. Guidelines for utilizing a running clock as per state association adoption. The clock will be stopped when:
- a) An official's time-out is called, except when a first down is declared; following a change of team possession; or to dry or change the game ball;
 - b) A charged time-out is called;
 - c) At the end of a period, or;
 - d) A score occurs.

Note: The clock will continue to run in all other situations.

GENERAL INSTRUCTIONS FOR FOOTBALL LINE-TO-GAIN CREWS

The typical line-to-gain crew consists of at least three individuals – a down-box operator and two to hold the rods. Unless otherwise possible by use of a fourth crew member, the down-box operator will attach the clip as specified. The crew should be dressed uniformly in readily identifiable attire. Remind crew members that they are officials; not fans.

PREGAME DUTIES

1. The line-to-gain crew shall meet the LINESMAN on the sideline opposite the press box at least 15 minutes before game time and also five minutes prior to the second-half kickoff. If an auxiliary down marker is used, the operator shall meet the LINE JUDGE on the press-box side at the same time.
2. The LINESMAN shall make certain that the chain and the official down box have been placed opposite the press box or the designated sideline and that all are in good working order and conform to the rules. The LINE JUDGE shall then make certain that the auxiliary marker is in good working order and is placed on the opposite side of the field from the line-to-gain crew.
3. The complete concentration of the crew is absolutely necessary if it is to discharge its duties efficiently. The crew must refrain from showing any partisan reaction to the events taking place on the playing field. The crew must be prepared to act immediately on instructions from the LINESMAN so that teams and all concerned will know the exact situation concerning the down and yards to be gained. The crew shall not move or change the number of the down until signaled to do so by the LINESMAN. The auxiliary down-box operator shall act only on instructions of the LINE JUDGE.

GAME PROCEDURES

1. On the LINESMAN'S signal, the crew must move as quickly as possible to the next position.
2. When a runner or pass receiver is going out of bounds in the immediate vicinity, the involved crew member is to quickly and carefully drop the marker down and move away from the sideline, keeping his eye on the spot of the marker. The crew member away from the play should hold his position if possible.
3. The LINESMAN will set the spot of all first downs by going to the sidelines and marking, while facing the field, the exact spot where the rear stake will be set. The front crew member will then be sure the chain is fully extended before setting his stake.
4. The DOWN-BOX OPERATOR, on every new series of downs, will set the box at the spot marked by the linesman. When the line-to-gain equipment is moved, the rear rod is to be set behind the down marker and then the clip shall be placed at the back edge of the 5-yard line nearest the rear rod. The marker must be held at all times in an upright position with the down correctly shown.
5. The DOWN-BOX OPERATOR is to show the number of the down just completed and shall not indicate the new down until so notified by the LINESMAN. On instruction from the LINESMAN, the DOWN-BOX

OPERATOR will move the down marker to a new position with the marker placed at the forward point of the ball and change the marker to the correct down.

6. On all measurements for first down when the chain is moved onto the field, the DOWN-BOX OPERATOR is to place his marker at/off the spot of the front rod until a new series of downs is declared or the chain is returned to its previous position.
7. The DOWN-BOX OPERATOR should be aware of any penalty markers. The marker must not be moved nor the down changed until notified by the LINESMAN.
8. The chain is not extended if it is a first-and-goal situation. After the chain is clipped, remove it from the sideline. LINESMAN should provide DOWN-BOX OPERATOR a bean bag in this situation to mark location of the box in case it is moved during the down.
9. The DOWN-BOX OPERATOR should place the marker on the line of scrimmage on all try situations. This will aid players and officials in determining the line of scrimmage on all plays toward the sideline. The chain will not be placed on a try.
10. If the sidelines become crowded and the crew does not have room to efficiently discharge its duties, the crew is to notify the LINESMAN immediately so that a time-out may be called and sidelines cleared before the game will be allowed to proceed.
11. If the game is delayed for any reason, the crew will stay with the officials.
12. Operating the equipment 6 feet off the sideline is for the protection of players, coaches and all persons who are part of the game.

Game Management Checklist – SOCCER (Sample)

Game Manager: _____ Date: _____

Final Game Score: _____ Opponent: _____

Pre-Game Set-Up

- ___ Bathrooms open
- ___ Visiting team dressing room opened
- ___ Trash cans on sidelines

Administrative

- ___ Scorebook turned on press box, microphone set up
- ___ National Anthem set up
- ___ Ticket boxes
- ___ Flag up on pole
- ___ Lines on Field
- ___ Goals on field, corner flags in place
- ___ Greet officials
- ___ Field lights on, when needed

Personnel

- ___ Scorekeeper/Clock operator
- ___ Announcer
- ___ Ticket seller
- ___ Athletic Trainer
- ___ Snack Bar/Booster club

Half-time

- ___ Drinks for officials

Post-Game

- ___ Remind coach to call in scores
- ___ Goals moved and secured
- ___ Trash Removed
- ___ Equipment secured
- ___ Press box locked
- ___ Stadium lights turned off
- ___ Ticket box in safe

Officials:

JV: _____

Varsity: _____

Game Management Checklist – BASKETBALL (Sample)

Game Manager: _____ Date: _____
Final Game Score: _____ Opponent: _____

Pre-Game Set-Up

- ___ Bleachers out on both sides and side baskets up
- ___ Dust floor and/or wet mop
- ___ Clean lobby, lobby bathrooms, and drinking fountains
- ___ Team dressing rooms prepared/board and chalk
- ___ Entryway checked and opened
- ___ All necessary doors closed and secured
- ___ Officials' dressing room prepared
- ___ Scoring tables and banner
- ___ Team chairs – 25 on each side
- ___ Gym lobby – 2 tables/2 chairs for ticket sales

Administrative

- ___ Set-up scoreboard
- ___ Set up PA
- ___ Set up possession clock
- ___ National Anthem (tape or live performers)
- ___ Ticket boxes and price signs
- ___ Announcer information/schedule
- ___ Greet visiting teams and show them to their team rooms
- ___ Greet officials – give them the key to their room

Personnel

- ___ Scorekeeper
- ___ Announcer
- ___ Ticket sellers
- ___ Security/Police
- ___ Administrative assignments
- ___ Student helpers
- ___ Booster Club/concession stand
- ___ Athletic Trainer

Half-time

- ___ Coordinate half-time with cheerleading coach, dance team sponsor, and other performers
- ___ Open team rooms
- ___ Direct officials to their locker room
- ___ Provide drinks for officials
- ___ Notify both teams that there are only three minutes left

During game

- ___ Monitor behavior of the coaches, athletes and spectators
- ___ At designated time pick up tickets

Please complete the following survey.

Circle the appropriate answer.

1. This manual is an effective tool.

Strongly Agree Agree Neutral Disagree Strongly Disagree

2. I refer to this manual regularly as a resource.

Strongly Agree Agree Neutral Disagree Strongly Disagree

3. I would like to see the following changes made to the manual...

Thank you for your time!