



Manual for New Directors of Athletics

2010-2011

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Welcome to PSUAC

Congratulations on your new role as Director of Athletics for your respective campus. We are happy to have you as a part of the Penn State family.

As a new Director of Athletics within the Penn State University Athletic Conference, there are many aspects that you will need to know in order to be successful in your new role. Throughout the year, there will be many situations that come up on a day-to-day basis that will be very challenging. In order to guide you in the decision-making process, we have developed a manual for new director of athletic. Its primary purpose is to assist you in becoming more familiar with the conference, as well as your campus.

I wish you great success in your new role.

John Fritz
Director, Penn State University Athletic Conference

PENN STATE PRINCIPLES

The Pennsylvania State University is a community dedicated to personal and academic excellence. The Penn State Principles embody the values that our students, faculty, staff, administration, and alumni possess. It is understood that members of the Penn State community agree to abide by the Principles to ensure that Penn State is a thriving environment for living and learning. By endorsing these common principles, members of the community contribute to the traditions and scholarly heritage left by those who preceded them and promise to leave Penn State a better place for those who follow.

I will respect the dignity of all individuals within the Penn State community.

The University is committed to creating and maintaining an educational environment that respects the right of all individuals to participate fully in the community. Actions motivated by hate, prejudice, or intolerance violate this principle. I will not engage in any behaviors that compromise or demean the dignity of individuals or groups, including intimidation, stalking, harassment, discrimination, taunting, ridiculing, insulting, or acts of violence. I will demonstrate respect for others by striving to learn from differences between people, ideas, and opinions and by avoiding behaviors that inhibit the ability of other community members to feel safe or welcome as they pursue their academic goals.

I will practice academic integrity.

Academic integrity is a basic guiding principle for all academic activity at Penn State University, allowing the pursuit of scholarly activity in an open, honest, and responsible manner. In accordance with the University's Code of Conduct, I will practice integrity in regard to all academic assignments. I will not engage in or tolerate acts of falsification, misrepresentation or deception because such acts of dishonesty violate the fundamental ethical principles of the University community and compromise the worth of work completed by others.

I will demonstrate social and personal responsibility.

The University is a community that promotes learning; any behaviors that are inconsistent with that goal are unacceptable. Irresponsible behaviors, including alcohol or drug abuse and the use of violence against people or property, undermine the educational climate by threatening the physical and mental health of members of the community. I will exercise personal responsibility for my actions and I will make sure that my actions do not interfere with the academic and social environment of the University. I will maintain a high standard of behavior by adhering to the Code of Conduct and respecting the rights of others.

I will be responsible for my own academic progress and agree to comply with all University policies.

The University allows students to identify and achieve their academic goals by providing the information needed to plan the chosen program of study and the necessary educational opportunities, but students assume final responsibility for course scheduling, program planning, and the successful completion of graduation requirements. I will be responsible for seeking the academic and career information needed to meet my educational goals by becoming knowledgeable about the relevant policies, procedures, and rules of the University and academic program, by consulting and meeting with my adviser, and by successfully completing all of the requirements for graduation.

The Pennsylvania State University is a community dedicated to personal and academic excellence. The Penn State Principles embody the values that our students, faculty, staff, administration, and alumni possess. It is understood that members of the Penn State community agree to abide by the Principles to ensure that Penn State is a thriving environment for living and learning. By endorsing these common principles, members of the community contribute to the traditions and scholarly heritage left by those who preceded them and promise to leave Penn State a better place for those who follow.

Penn State Athletics' Core Values

In Penn State Athletics, values drive every decision and action that is made both on and off the field. Penn State Athletics has maintained this high level of values to achieve great success as a University. Within Penn State Athletics' Strategic Plan, these values are referred to as core values. Core values reflect those principles that serve as the measure of success – regardless of the outcomes on the field. Core values define who we are, not how we did. Core values are those attributes that, whether experiencing the highest high or the lowest low, will not be compromised or abandoned.

As you embark on your career at Penn State, the below core values should be guiding principles to the success in your role.

Integrity
Honor
Respect
Tradition
Family

PSUAC ATHLETIC DIRECTORS 2010-2011



LOCATION	ATHLETIC DIRECTOR	WORK PHONE	HOME PHONE	CELL PHONE	FAX	E-MAIL
Beaver	Andy Kirschner	(724) 773-3826	(724) 847-488	(724) 513-1991	(724) 773-3858	ack121@psu.edu
Brandywine	Jim Gastner	(610) 892-1331	(484) 443-8520	(610) 368-6460	(610) 892-1538	jlg257@psu.edu
DuBois	Ken Nellis	(814) 375-4857	(814) 226-5749	(814) 227-5451	(814) 375-4784	kcn3@psu.edu
Fayette	Vince Capozzi	(724) 430-4100 Ext. 4515	(724) 437-5499	(412) 582-2709	(724) 430-4135	vac12@psu.edu
Greater Allegheny	Jim Chester	(412)-675-9460	(412) 496-2065	(412) 496-2065	(412) 675-9171	jjc32@psu.edu
Hazleton	Tom Caccese	(570) 450-3075	(570) 788-7108	(570) 233-5795	(570) 450-3145	tmc4@psu.edu
Lehigh Valley	Rich Fatzinger	(610) 285-5216	(610) 762-1606	(610) 762-1606	(610) 285-5217	rwf10@psu.edu
Mont Alto	Marty Ogle	(717) 749-6170	(717) 762-7432		(717) 749-6134	rmo4@psu.edu
New Kensington	Dave Murray	(724) 334-6750	(941) 527-8837	(941) 527-8837	(724) 334-6039	dbm16@psu.edu
Penn College	Douglas Byerly	(570) 320-2443 Ext. 7083	(570) 893-1259	(570) 772-2006	(570) 321-5532	dbyerly@pct.edu
Schuylkill	John Cooper	(570) 385-6131	(570) 336-1113	(570) 691-4646	(570) 385-6192	jxc20@psu.edu
Worthington/ Scranton	Jeff Mallas	(570) 963-2611	(570) 963-0764	(570) 780-9491	(570) 963-2619	jrm9@psu.edu
Wilkes Barre	Jack Monick	(570) 675-9262	(570) 829-3642	(570) 647-8010	(570) 675-9177	jxm15@psu.edu
York	Kerri Magni	(717) 771-4036	(717) 848-6848		(717) 771-4005	kam24@psu.edu
University Park	John Fritz	(814) 863-3818	(814) 360-5123	(814) 360-5123	(814)863-2546	jbf3@psu.edu
York (FAR)	Ken Swalgin	(717) 771-4037	(717) 741-4230	(717) 801-2342	(717) 711-4005	kxs1@psu.edu

**PENN STATE UNIVERSITY ATHLETIC CONFERENCE
EXECUTIVE COMMITTEE**

Academic Representative

Ken Swalgin

Campus Directors of Athletics

Marty Ogle

Mike Stanzione

Vince Capozzi

Campus Chancellors

Dr. R. Keith Hillkirk, Chair

Dr. Anita McDonald

Campus Directors of Student Affairs/Student Enrollment Services

Brian Fernandes

Tiffany Cresswell

Student-athlete

Jennifer Stremmel

Ex-Officio

John Fritz, PSUAC Commissioner

PSUAC COUNCIL OF DIRECTORS OF ATHLETICS

President

Marty Ogle, Mont Alto

Members

Andy Kirschner, Beaver

Jim Gastner, Brandywine

Ken Nellis, DuBois

Vince Capozzi, Fayette

Jim Chester, Greater Allegheny

Tom Caccese, Hazleton

Rich Fatzinger, Lehigh Valley

Douglas Byerly, Penn College

Dave Murray, New Kensington

John Cooper, Schuylkill

Jack Monick, Wilkes-Barre

Jeff Mallas, Worthington Scranton

Kerry Magni, York

John Fritz, PSUAC Commissioner, *ex officio*

STANDING COMMITTEES OF THE PSUAC COUNCIL OF DIRECTORS OF ATHLETICS

Competition and Ethics Committee

Jim Gastner, Brandywine (Chair)
Jeff Mallas, Worthington Scranton
Vince Capozzi, Fayette

Athletic Eligibility Committee

Tom Caccese, Hazleton (Chair)
John Fritz, PSUAC Commissioner
Ken Swalgin, Faculty Athletic Representative (Ex-officio)

Tournament and Awards Committee

Jack Monick, Wilkes Barre (Chair)
Jeff Malas, Worthington-Scranton

Student-Athlete Advisory Committee

Student-athletes representing different sports and campuses; three men, three women, and the Director of Commonwealth Athletics, *Ex officio* (To be named)

Penn State University Athletic Conference Sport Committees

Baseball

Jim Chester, Greater Allegheny (Chair)
Andy Kirschner, Beaver
Vince Campozi, Fayette
Sean Foley, Wilkes Barre
Tom Calecchio, Brandywine

Men's Basketball

Tom Caccese, Hazleton (Chair)
Jeff Mallas, Worthington Scranton
Jim Chester, Greater Allegheny
Dave Bennett, Dubois
Parish Petrie, York

Women's Basketball

John Cooper, Schuylkill (Chair)
Vince Capozzi, Fayette
Jim Chester, Greater Allegheny
Dave Bennett, Dubois
Parish Petrie, York

Men's Soccer

Jim Gastner, Brandywine (Chair)
Kerry Magni, York
Jeff Malas, Worthington Scranton
Dan Grant, Beaver
Ron Mckinney, Mont Alto

Cross Country (men & women)

Jeff Mallas, Worthington Scranton
Chair
Jim Gastner, Brandywine
Rich Fratziner, Lehigh Valley
Mike Paulhamus, Penn College
Gary Edstrom, Scranton

Wrestling

Ken Nellis, Dubois
Doug Byerly, Penn College
Andy Kirschner, Beaver
Matt Park, Dubois

Team Tennis

Kerry Magni, York (Chair)
Doug Bylery, Penn College
Rich Fratziner, Lehigh Valley
Alan Smith, Mont Alto
Mike Arnold, York

Women's Volleyball

Andy Kirschner, Beaver (Chair)
John Cooper, Schuylkill
Jim Gastner, Brandywine

Softball

Andy Kirschner, Beaver (Chair)
John Cooper, Schuylkill
Jim Chester, Greater Allegheny
Darlene Creswell, Schuylkill
Marty Morzinski, Hazleton

Women's Soccer

Dave Murray, New Kensington
(Chair)
Douglas Bylery, Penn College
Ken Nellis, Dubois
Markus Rybak, Penn College
Dan Grant, Beaver

Golf

John Cooper, Schuylkill(Chair)
Dave Murray, New Kensington
Doug Byerly, Penn College
Bill Woodard, New Kensington
Ed Kyle, Wilkes Barre

**UNITED STATE COLLEGIATE ATHLETIC ASSOCIATION
USCAA**



The Penn State University Athletic Conference has been a part of the United States Collegiate Athletic Association since 2009.

MISSION STATEMENT

The United States Collegiate Athletic Association (USCAA) is a national organization that exists to provide quality athletic competition on a regional and national level for smaller institutions of higher learning and their student-athletes. The USCAA attempts to offer the opportunity for the student-athlete to develop the mind, body, and spirit through athletic competition as we strive to promote integrity, leadership, scholarship, and values of life. We believe in striving to place the pursuit of education as one of the main priorities of student-athletes.

The goal of the United States Collegiate Athletic Association is to provide opportunities for small colleges to compete on an equal level of competition with schools of like size and athletic programs. Our association seeks to conduct national championships, name All-Americans, scholar athletes, and promote USCAA member schools. The association believes that the integrity and credibility of the USCAA and its members is paramount in accomplishing its mission.

United States Collegiate Athletic Association (USCAA) Sponsored Sports

<u>Fall Sports</u>	<u>Winter Sports</u>	<u>Spring Sports</u>
Men's Cross Country	Men's Basketball	Baseball
Women's Cross Country	Women's Basketball	Softball
Men's Golf	Wrestling	
Men's Soccer		
Women's Soccer		
Volleyball		

Each sport respective champion of the Penn State University Athletic Conference (PSUAC) is an automatic qualifier for the United States Collegiate Athletic Association (USCAA) tournament.

Taken from: http://www.theuscaa.com/pdf/files/USCAA_Marketing_Packet_-09.pdf

Penn State University Athletic Conference Sports



FALL

Cross Country
Golf
Men's Soccer
Women Soccer
Tennis
Volleyball

WINTER

Men's Basketball
Women's Basketball
Wrestling

SPRING

Baseball
Softball

Code of Conduct for Directors of Athletics

Directors of Athletics are expected to set the example for the various athletic programs on their campuses and their behavior must at all times be above reproach. Campus Directors of Athletics and/or their representatives are expected to:

1. Understand, promote, support, and honor the PSUAC Constitution and Bylaws.
2. Represent their respective campuses and be responsible for all matters pertaining to the organization and administration of the PSUAC and its function.
3. Enforce this Constitution and Bylaws for all athletic events and activities.
4. Attend all meetings, or designate an appropriate representative in your absence.
5. Serve as elected and appointed officers, as members of standing and ad hoc committees, and perform tasks assigned by the PSUAC Commissioner.
6. Support the PSUAC at conference championships and tournaments.

Roles and Responsibilities

The Penn State University's Athletic Director responsible for all athletic programs within the campus. Operational responsibility for athletic programs at PSUAC member campuses lies with the respective campus Chancellors, Directors of Student Affairs/Student and Enrollment Services, and campus Athletic Directors. Responsibility for PSUAC conference coordination and management lies with the Executive Committee, in collaboration with the PSUAC Commissioner and Standing Committees of the Council of Athletic Directors.

The Director of Athletics at the campus is responsible for creating, building, and maintaining a successful athletic program through athletic compliance. The Director of Athletics is pledged with making sure that all decisions within the program are held in compliance with the PSUAC, USCAA, and NCAA Division III rules and regulation. The enforcement of policies and procedures are held in the order listed above.

In addition to an effective compliance program, the Director of Athletics is responsible for leading the program in a manner which exhibits professionalism, leadership, and development of coaches, staff, and student athletes.

Typical Responsibilities

- Develop departmental strategic plans for athletics and ensure that vision, mission, and goals are incorporated in all areas of department.
- Assume leadership roles on University, USCAA, and PSUAC Committees.
- Ensure diversity and gender equity goals are met within the department.
- Incorporate the vision and mission of the University into the department.
- Identify revenue sources for department, and initiate cost containment guidelines.
- Develop budget forecast in areas of sports, facilities, staffing, and equipment.
- Manage and develop budgets. Exercise spending approval.
- Evaluate Equity in Athletics Disclosure Act (EADA) reported spending to ensure department is meeting Title IX goals.
- Maintain gender equity in department.
- Maintain contacts with senior level management throughout campus (e.g. University Executives, Admissions, Financial Aid) and involvement with other experts outside the campus to community, USCAA, and PSUAC.
- Exercise high-level decision-making and judgment in areas of NCAA, and PSUAC rules and regulations.

Contacts at Your Campus

Below is a list of critical contacts, in no particular order, that as a Director of Athletics, you will be working with to create a successful program. It is important to introduce yourself to these individuals in order to create a positive working relationship, as well identify resources to help as you begin your new role. The contact information for these individuals can be found via your campuses' staff directory.

- ___ Chancellor
- ___ Director of Student Affairs
- ___ Human Resources Representative
- ___ Director of Business Services/Operations
- ___ Director of Marketing
- ___ Information Technology Manager
- ___ Safety/Security Manager
- ___ Financial Officer/Manager
- ___ Maintenance and Operations Manager/Staff
- ___ Health Services

Checklist for Directors of Athletics

Below is a checklist developed for a Director of Athletics in order to ensure all decisions are made in a timely manner. Upon review, you will identify many duties and responsibilities that need to be performed in order to lead a successful program. The checklist is to be used as a guide to your decisions. As a new Director of Athletics, it is important to review the timeline to ensure that decisions are made in the appropriate manner. You will likely need to make additions or deletions to the list, to meet your campus needs.

July

- ___ Determine budget based on new fiscal year. Identify current as well as future needs of athletic program.
- ___ Make sure all hiring processes are completed for fall sports.
- ___ Review schedules for fall sports.
- ___ Check delivery of supplies (e.g. balls, uniforms, equipment, safety gear).
- ___ Update Website with new coaches, players, and staff.
- ___ Work in conjunction with marketing and communications to review marketing plan for programs.
- ___ Make sure all access to fields, gymnasiums, and facilities are given the appropriate staff.
- ___ Distribute keys to appropriate individuals in order to access buildings, courts, and fields.
- ___ Review field and court conditions for upcoming fall sports. Identify areas of concerns.
- ___ Arrange field, gymnasium, and facilities safety inspections.
- ___ Create master schedule for all athletic facilities.
- ___ Update any sport specific forms for the upcoming season.
- ___ Review any changes to the Penn State University Athletic Conference constitution and bylaws.
- ___ Review contracts established from the previous year.
- ___ Review travel schedule for fall sports.
- ___ Contact referees for upcoming fall season.
- ___ Review risk management plans for athletic program.
- ___ Review any new or modified rules and regulations with the PSUAC, USCAA and NCAA Division III.
- ___ Ensure campus personnel have appropriate certifications needed to perform their roles and responsibilities.

August

- ___ Review July checklist for any carry-over items for this month.
- ___ Send 75-hour Rule schedules to the Conference FAR by Aug. 20 for Fall/Winter sports.
- ___ Review eligibility of student-athletes for fall sports.
- ___ Make sure all appropriate paperwork is turned in for student-athletes to compete.
- ___ Make sure all appropriate human resources paperwork has been completed for coaches and staff.
- ___ Create communication plans based on marketing plan for fall sports (Web site and print publications).
- ___ Communicate expectations to fall sports coaches: sportsmanship, leadership, policy updates, training and conditioning, and academics. Ensure these expectations are communicated to student- athletes.
- ___ Meet with appropriate personnel to develop expectations for upcoming year: trainers, sports information, maintenance, facilities, and marketing.
- ___ Communicate schedule of games and practices with appropriate personnel.
- ___ Confirm with the referees the upcoming season's schedules (e.g. location, times, locker rooms, map of campus/fields)
- ___ Send fall rosters to PSUAC.
- ___ Coordinate trainers for practices and games/matches.
- ___ Organize field and gymnasium clean ups(e.g. janitorial staff, maintenance).
- ___ Conduct field safety checks.
- ___ Prepare weight room coverage for safety and security.
- ___ Develop event cancellation checklist.
- ___ Review field and gymnasium facilities for any issues prior to play.
- ___ Review game/match schedules for the fall.

September, October, November

- ___ Review prior months' checklist for carry-over items.
- ___ Develop list of decisions and their outcomes.
- ___ Coordinate with appropriate individuals on the dissemination of equipment and clothing to coaches and student- athletes.
- ___ Review schedules and attend scrimmages and games/matches for fall sports.
- ___ Review student-athlete eligibility throughout the season.
- ___ Ensure appropriate compliance reports are turned in for student- athletes.
- ___ Coordinate end-of-year banquets for fall sports.
- ___ Implement marketing and communication plans for fall sports.
- ___ Begin developing future initiatives for upcoming years through observation of fall sports.
- ___ Coordinate PSUAC championships with appropriate teams (e.g. logistics, travel).
- ___ Review and reassign responsibilities of staff for organizational purposes.
- ___ Begin conducting evaluations for fall sport coaches.
- ___ Begin programming for spring sports.
- ___ Begin reviewing potential upgrades for spring facilities.
- ___ Coordinate PSUAC tournaments for eligible sports.

- ___ Attend scheduled PSUAC meetings.
- ___ Coordinate with coaches to monitor student-athletes' grades.
- ___ Coordinate changes in schedules due to weather with appropriate staff for events and practices. Develop plans as necessary.

December

- ___ Review checklist from previous months for winter sports.
- ___ Review records from fall sports.
- ___ Conduct formal evaluations of fall coaches.
- ___ Review and develop action plans for winter sports around sports information, facilities, compliance, marketing, customer service, and maintenance.
- ___ Complete building and facility schedule for winter and spring sports.
- ___ Develop plan for hazardous weather conditions.
- ___ Coordinate the collection of equipment for fall sports
- ___ Weatherize appropriate facilities (e.g. drain pipes, electricity).
- ___ Advertise coaching opportunities for upcoming seasons
- ___ Review the fall budget to determine financial stability for the upcoming semester.
- ___ Approve all spring budgets.
- ___ Report final grades for compliance.
- ___ Review eligibility for student-athletes competing in winter sports.
- ___ Coordinate logistics and communication plans for school closings.
- ___ Prepare security schedule for winter break.

January

- ___ Review December checklist for carry-over items.
- ___ Send 75-hour Rule schedules to the Conference FAR by Jan. 10 for Spring sports.
- ___ Review athletic team grades to ensure eligibility for the spring season.
- ___ Review contracts with outside vendors (e.g. sponsorships, buses, facilities).
- ___ Make sure all appropriate paperwork is turned in for student-athletes to compete in the spring semester.
- ___ Make sure all appropriate paperwork has been completed for coaches and staff.
- ___ Communicate expectations to spring sports coaches with regards to sportsmanship, leadership, policy updates, training and conditioning, and academics.
- ___ Contact referees for upcoming spring games. Communicate location, times, dressing area, and campus map
- ___ Meet with appropriate personnel to communications for spring semester: e.g. trainers, sports information, maintenance, marketing.
- ___ Communicate schedule of games and practices with appropriate personnel.
- ___ Send spring rosters to PSUAC.
- ___ Coordinate trainers for practices and games.
- ___ Organize field and gymnasium clean ups (e.g. janitorial staff, maintenance).
- ___ Conduct field safety checks.
- ___ Prepare weight room coverage for safety and security.

- ___ Develop cancellation checklist.
- ___ Review field and gymnasium facilities for any issues prior to play.

February, March, April

- ___ Review prior months checklist for carry-over items.
- ___ Create communications plan for spring sports (e.g. Web site and print publications).
- ___ Develop notes decisions that have been successful, and things that need to be addressed in the upcoming year.
- ___ Coordinate with appropriate individuals for dissemination of equipment and clothing.
- ___ Attend scrimmages and games for spring sports.
- ___ Review student-athlete eligibility throughout the season.
- ___ Coordinate end-of-year banquets for spring sports.
- ___ Implement current marketing and communication plans for spring sports.
- ___ Prepare security schedule for spring break.
- ___ Begin developing future initiatives for upcoming years through observation of fall and spring sports.
- ___ Coordinate PSUAC championships with appropriate teams (e.g. logistics, travel).
- ___ Review and reassign responsibilities of staff for organizational purposes.
- ___ Begin conducting evaluations for spring sport coaches.
- ___ Begin reviewing potential upgrades for athletic facilities over the summer.
- ___ Coordinate PSUAC tournaments for eligible sports.
- ___ Attend scheduled PSUAC meetings.
- ___ Coordinate with coaches to monitor student- athlete grades.
- ___ Begin coordinating summer camps.
- ___ Consider nominees for PSUAC Awards (e.g. academic, services)

May

- ___ Begin preparing master schedule for next year's practices and game/matches.
- ___ Determine equipment needs for next year and coordinate orders
- ___ Review budget for past year's sports.
- ___ Coordinate the retrieval of equipment and uniforms for athletic teams.
- ___ Complete coaches evaluations.
- ___ Prepare work orders for summer repairs and field maintenance.
- ___ Advertise coaching vacancies.
- ___ Provide recognition to coaches and staff.

June

- ___ Perform any necessary upgrades to facilities, buildings, fields, courts, locker rooms, and weight rooms.
- ___ Review contracts with outside vendors.
- ___ Coordinate the hiring process for open positions.
- ___ Coordinate fall and spring sport equipment, merchandise, and uniform orders.
- ___ Coordinate summer sports camps.
- ___ Review update of rules and regulations for PSUAC and Division III athletics.

- ___ Organize handbook and directory for athletic department.
- ___ Meet with management for strategic goals and upcoming initiatives for the future.
- ___ Submit end-of-year reports to PSUAC.
- ___ Submit end-of-year budget for athletic department to appropriate individuals.

Facilities and Maintenance

The athletic facilities at your campus vary to that at other campuses. As you begin your new role, it is important to understand the facilities available to your athletic community. In conjunction with your Director of Business Services, review each one of the following with regards to your athletic facilities.

- Lighting (e.g. field/court, stands, crosswalks, parking).
- Plumbing (e.g. restrooms, locker rooms, concessions) Review during the Fall, Winter and Spring seasons.
- HVAC of buildings (e.g. courts, gymnasium).
- Playing surface- court, field, infield, outfield- grass, turf, dirt, wood
- Locker rooms (lockers, floor, showers, restrooms, etc.)
- Weight room (weights, mirrors, machines, etc.)
- Parking (surface, lines, parking spaces, etc.)
- Safety/security (courts, gymnasiums, fields, parking, weight room, etc.
- Stands/bleachers
- Sidewalks/pedestrian crossings
- Landscaping
- Practice/game maintenance (sidelines, nets, etc.)
- Coordinate/monitor maintenance plans for each facility/field
- Training rooms

Identify the maintenance and necessary upgrades for each space. Through this review, make sure that your facilities are in compliance with OSHA, NCAA, and PSUAC.

Event Management and Crowd Control

Before the start of the school year, each Penn State Athletic Program should have an established event management and crowd control plan. It is pertinent that employees are aware of the plan and the necessary procedures. Individuals at your campus who should be involved in the coordination and development of the plan are the Director of Student Affairs, Director of athletics, coaches, facility and maintenance personnel, and security personnel. Every year the plan should be updated to incorporate any changes and modifications from the previous year. Each person should receive both a hard copy and an electronic copy of the plan. Depending on your campus, the below plan may need to be altered.

An event management and crowd control plan should address three different stages.

1. Before the contest
2. During the contest
3. After the contest

Before the contest

There is a lot of planning that needs to be incorporated before the event. A well thought-out plan will pay dividends in the success of crowd control. While developing the plan, fans, students, staff, and student athlete's safety should be at the center of the plan.

Important pre-planning steps are to:

1. Make sure that all facilities are clean and comfortable.
2. Staff adequate locations such as locker rooms, entrances, exits, and concession stands.
3. Create diagram outlining most efficient flow of fan traffic entering/exiting sporting event.
4. Ensure all exits are operational.
5. Develop signage explaining the rules and regulations of the field. Ensure topics such as profanity, alcohol, tobacco, drugs, and unsportsmanlike conduct will not be tolerated.
6. Make sure visitors have necessary information for the game including directions to campus, directions for game parking (campus map), date and time of game, location of visiting team locker room, and seating charts.
7. Ensure adequate lighting in on-campus parking lots.
8. Ensure that security and traffic control is in an appropriate place before, during, and after the game.
9. Designate specific seating areas for visiting team's fans and students if applicable. Ensure that ushers are aware of seating arrangements.
10. Provide signage explaining good sportsmanship for all participants. Prior to the match, an announcement should be prepared to address sportsmanship for both teams and fans. All Penn State staff should be educated on good sportsmanship and be provided with the knowledge to address unsatisfactory sportsmanship.

Discuss with the student body the need for showing good sportsmanship to visitors. An informative presentation of game rules and their interpretations might be helpful.

11. Coordinate appropriate safety and security personnel for game.
12. Provide an entrance and exit plan for the referees. Ensure that referees have an escort to and from the field of play.

During the contest:

1. Ensure announcer discusses rules of the spectators.
2. Ensure property security personnel for student-athletes and fans. Ensure entrances and exits are patrolled for safety.
3. Depending on the sport, develop a search procedure for bags, backpacks, and purses.
4. Ensure that coaches exhibit good sportsmanship to players on both teams.
5. Coordinate half-time entertainment for appropriate sports.
6. Monitor fans interaction with visiting teams.
7. Monitor for banned substances for collegiate game (e.g. tobacco, alcohol, drugs).
8. Ensure appropriate maintenance and facility staff are on hand in case of emergencies.
9. Ensure all restrooms, concessions, and first aid locations are in working order and identified for the game.
10. Ensure appropriate medical personnel are on site for the game.

After the contest:

Planning for after the contest is probably the most important of the three stages with regards to crowd control. Most incidents and encounters occur after the game when the fans are on their way home. Some of the most important considerations are:

1. Develop a procedure plan for how and where the teams, officials, and fans will exit. Identify an individual or individuals to ensure proper exit.
2. Ensure proper lighting for fans/pedestrians. Ensure signage to direct fans/pedestrians to exit.
3. Develop a plan for exiting from parking lots and campus. Ensure signage is up-to-date.
4. Hire parking and traffic control (campus police) for end at the end of game.
5. Utilize announcer to provide fans with appropriate information before leaving the game. Information such as weather, exits, scores, thank yous.
6. Ensure facilities are clear after the game has ended.

Responsibilities

Director of Athletics:

1. Prepare a plan for the safety of visiting team's student-athletes and fans
 - a. Inform visiting schools as to where they are to park their buses and see that the guests are greeted and escorted to the game site. As the fans leave the game site, have security visible to ensure traffic flow is organized and moving quickly.
 - b. Provide separate, clearly marked seating areas for the adults and students. It is strongly recommended that the fans from the two schools remain in the area designated as "their stands". Problems occur whenever there is a crossover of fans and dialogue takes place (e.g., name calling, teasing and derogatory cheering).
2. Courtesy and protection of game referees.
 - a. Provide parking and have a host greet the officials and escort them to their locker room. These facilities should be private and include a shower. The referees' dressing room is off limits to players, coaches, fans, and news media personnel.
 - b. Acknowledge payment of officials prior to the game. As a courtesy to the referees provide soap, towel and refreshments.
 - c. After the game is over, see that security personnel go on to the playing area and escort the officials directly to their dressing room.
3. The Director of Athletics and the building principal must insist that coaches conduct themselves in a manner conducive to good sportsmanship. The coach must insist that the players are courteous to the officials. In doing so, his/her own conduct should reflect the same.
4. Provide for basic crowd control.
 - a. Remember, it takes very little to incite an already "up tight" crowd.
 - b. Provide visible police protection. This security force should have radio equipment which permits communications at all times. Security personnel need to know what you expect of them before, during, and after the contest. They should have the philosophy of being there to provide a service; not just to look for a problem. A gentle but firm attitude is very helpful.
 - c. Use booster clubs and service club members (with arm bands, T-shirts) to serve as ushers and program sellers.
 - d. Make arrangements to prohibit fans from going on to the playing area after the contest.

Coaches:

1. Coaches influence not only the conduct of their players, but also that of the student spectators, parents of squad members, and spectators attending athletic

- contests. Since the coach is influential in setting the tone of conduct, he/she must visibly show that he values self-restraint, fair play, and sportsmanlike behavior.
2. 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 must avoid any actions or remarks which would tend to incite the displeasure of the spectators or provoke disorderly conduct.
 3. 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 diverse combinations of spectators in the stands.
 4. The coach will immediately discipline a player who intimidates an official.
 5. Deliberate attempts to humiliate an opponent should be not be tolerated.
 6. Coaches must control their emotions by eliminating any showoff outraged discontent over an official's call.
 7. Never seek out an official during half-time or at the conclusion of a contest.

Security

1. Must have adequate, uniformed police officers visible at the site.
2. Must have written instructions for security personnel. (including a plan, number of officers needed, and locations to be staffed).

Wagner, T. N.D. PSADA A Guide for New Athletic Directors. PP.38-42. Pennsylvania State Athletic Directors Association.

Director of Athletic Game Management Checklist

Below is a checklist developed for Directors of Athletics to ensure that all game management tasks are completed. Some of the responsibilities outlined below may be delegated to other personnel; however, the Director of Athletics is primarily responsible for the completion of these tasks. The list may differ depending on the campus location.

- ___ Make sure all personnel are notified of upcoming game (e.g. safety/security, trainers, maintenance, ushers, and referees).
- ___ Coordinate the creation of plans for the above personnel which outlines, time, location, and responsibilities.
- ___ Ensure all goals, nets, bases, etc. are present and compliant.
- ___ Ensure all fields/courts are lined and painted to sport specific regulations.
- ___ Ensure playing surface is clean of debris, cut, and safe.
- ___ Ensure trainers are prepared with all medical equipment as well as water for the host team, opposing, and the referees/officials.
- ___ Ensure that facilities are locked to the public until identified time for entrance.
- ___ Review weather for the day of the event to determine necessary cancellations, and postponements.
- ___ Ensure proper field surface covering mechanism (e.g. tarps, brooms) are available for use.
- ___ Ensure drainage is appropriate for fields. Make sure drains are identified and safe for all participants.
- ___ Ensure a proper entrance plan is developed in case of an emergency.
- ___ Ensure opposing team has the appropriate date, time, and location of event.
- ___ If needed, ensure all home and visiting team's locker rooms are clean and safe.
- ___ Ensure parking spaces are identified for opposing teams and officials.
- ___ Identify an escort for opposing team and officials which is responsible for: meeting and greeting, point of contact, answering questions, providing directions, and serving as a point of contact.
- ___ Establish rates for event, programs, and concessions.
- ___ Ensure safety and security of participants before, during, and after the contest.
- ___ Ensure police, security, and medical personnel are on hand.
- ___ Ensure that all game rules and regulations are followed. In case of discrepancies, ensure that PSUAC, USCAA, and/or NCAA Division III rules are applied.
- ___ Ensure coaches understand rules and regulation surrounding that of rosters, fouls, penalties, boundaries, game clock, and scoring.
- ___ Ensure sportsmanship is portrayed throughout the event. Establish mechanisms to ensure that sportsmanship is carried through the sporting event.

Risk Management

**Refer to Appendix B in Bylaws and Constitution
Appendix 3-15 in Bylaws and Constitution**

Emergency Procedure Checklist

Prior to the Season/Director of Athletics

- ___ Develop emergency plan for each sport.
- ___ Ensure emergency plan was reviewed by staff, coaches, trainer, and other necessary personnel. Develop roles for individuals if an emergency would happen. For example: who will contact 911, contact parents, go with athlete/fan if need be, and ensure appropriate medical personnel is at away games.
- ___ Ensure copies of emergency plan are distributed to appropriate personnel.
- ___ Trainers have pertinent products and equipment for each sport.
- ___ Ensure appropriate medical individuals attend practices, and games.
- ___ A meeting is arranged with the trainer and head of EMS.
- ___ Review HIPPA Law and Right to Privacy Act, and any other laws. Be up-to-date on amendments.
- ___ Review Penn State's insurance for student athletes and employees.
- ___ Educate yourself and others on follow-up procedures to emergencies. Schedule additional meetings with team physician and trainers.
- ___ Ensure all athletes have appropriate paperwork submitted for play.
- ___ Review all hazard and safety concerns documented from the previous year. Identify projects that have and have not been completed.
- ___ Review all sport related areas including game field/gym, practice fields/gym, locker rooms, stands, sidewalks, doors, and parking lots for any potential risks.
- ___ Ensure access (keys) for appropriate individuals to areas for emergencies.
- ___ Ensure all student-athletes have up-to-date emergency contacts.

Cancellation Checklist

In the event that a sporting game needs to be cancelled, there are many individuals that should be contacted. As soon as it has been determined that the game has been cancelled, it is pertinent to make sure that appropriate individuals are notified. A great way to ensure that all parties are notified is to create a phone chain for cancellations. Below is a list of individuals that should be notified as soon as the decision is made. The below list should be update on a yearly basis.

Checklist

___ **Chancellor/ Director of Student Affairs**

Name: _____ Phone Number: _____

___ **Opponent's Athletic Director**

Name(s): _____ Phone Number: _____

___ **Head coach**

Name(s): _____ Phone Number: _____

___ **Officials**

Name(s): _____ Phone Number: _____

___ **Trainers**

Name(s): _____ Phone Number: _____

___ **Transportation**

Name(s): _____ Phone Number: _____

___ **Safety**

Name(s): _____ Phone Number: _____

___ **Security**

Name(s): _____ Phone Number: _____

___ **Sports Information Director**

Name(s): _____ Phone Number: _____

___ **Fans**

___ Web site ___ Twitter ___ List Serves

___ Radio

Name: _____ Phone Number: _____

___ Newspaper

Name: _____ Phone Number: _____

___ Television

Name: _____ Phone Number: _____

___ **Custodial Staff**

Name(s): _____ Phone Number: _____

___ **Facilities and Maintenance**

Name(s): _____ Phone Number: _____

___ **Volunteer Workers**

Name(s): _____ Phone Number: _____

___ **Team Doctors**

Name(s): _____ Phone Number: _____

___ **Performing Groups**

Name(s): _____ Phone Number: _____

___ **Special Guests**

Name(s): _____ Phone Number: _____

Marketing and Communication

In order to effectively communicate your athletic program to the greater public, students, and athletes a effective communication strategy is essential. This could come in the form of a web site, electronic communication, and print communication. Before your season begins, review your communication plan with your staff, coaches, and administrators.

If a new marketing plan needs to be developed for the athletic program, the following parts should be developed:

1. Executive Summary
 - a. Outlines the objective of the marketing plan.
 - b. Summarizes key areas of the plan.
2. Products and Services
 - a. Presents objectives of the Athletic department.
 - b. Explains day-to-day operations of the Athletic department.
3. Situation Analysis
 - a. Discusses the environment in which your Athletic department functions.
 - b. Outlines the demographics.
 - c. Identifies competitors.
4. Analysis of Target Markets
 - a. Defines the segments within your market area.
 - b. Outlines the opportunities within your market.
 - c. Surveys may be essential during this phase.
5. Marketing Objectives
 - a. Defines the overall goal of the marketing plan.
 - b. Outlines the objectives of the Athletic department and how the plan will meet those objects.
6. Marketing Strategies
 - a. Development of SWOT analysis is essential.
 - b. Defines how the objectives will be implemented.
7. Implementation and Control
 - a. Defines the tasks that are needed to be performed.
 - b. Defines the timeline of when plans and tasks should be implemented.
 - c. Surveys of the effectiveness of the plan are essential.

Stotlar, D. 2005. Developing Successful Sports Marketing Plan. 2nd Edition. West Virginia University. Morgantown, West Virginia, 26506-6116

Budget Responsibilities

The Athletic Budget Administrator's budget responsibilities are very complex in nature. There are three areas that and Director of Athletics needs to review on a year-to-year basis: 1. Project athletic department revenues in order to determine the amount of funding to request, 2. Analyze the coaches' request by sport to determine the amount to be budgeted for respective sport within the limits of the total budget, and 3. Prepare the budget request in the non-coaching facets of the athletic department operation. In most cases this would include:

1. Awards
2. Officials
3. Transportation
4. Operating personnel (e.g. police, gate help)
5. Coaching salaries
6. Clinics and tournaments
7. Medical supplies
8. Equipment (e.g repair, purchases)
9. Field maintenance supplies
10. Rental fees
11. Contracts
12. Staff support
13. Postage
14. Rental
15. Custodial duties
16. Athletic physicals
17. Meeting expenses
18. Office supplies and equipment
19. State and conference dues
20. Banquets
21. Video equipment
22. Conferences
23. Mileage
24. Meals and per diem

Sportsmanship

Sportsmanship is critical to the success of any athletic department. Whether it is during practice, pre-game, game, and post game, it is critical to exhibit a high-level of sportsmanship. Directors of Athletics, coaches, staff, and student- athletes are role models on and off the field.

PSUAC Sportsmanship Code

- Portray a high level of sportsmanship in all interactions before, during, and after the sporting event.
- Respect teammates, coaches, opposing teams, and fans' decisions and actions.
- Ensure good judgment in actions prior and during the event.
- Exhibit a high level of ethics and integrity in every decision and actions made both on and off the field.
- Ensure decisions and actions are taken in the best interest for Penn State and the PSUAC.
- Support and advocate for those that foster sportsmanship within every decision.
- Incorporate Penn State Athletics "success with honor".

As a Director of Athletics ensure that prior to each event, an announcer presents the crowd with a message that addresses good sportsmanship should be practiced at each PSUAC sporting event.

A sample announcement is:

“Good evening, we would like to take the time to thank everyone for attending tonight’s matchup featuring Penn State _____ versus _____. Throughout the event, please be sure to exhibit a high level of sportsmanship to the student athletes and fans of both teams. Please be sure to support student-athletes for both teams tonight before, during, and after the game.”

PSUAC STRATEGIC PLAN

CURRENTLY BEING DEVELOPED

Introduction

Message from John Fritz, Director PSUAC

In order to maintain the success of our athletic programs, it is pertinent for the conference to invest in a strategic plan. The plan is a living document that will be held at the forefront of many decisions that will be made on a day to day basis within the conference. All members within the conference will be involved in continuing the fostering and development of the plan.

By incorporating the vision and goals within the plan, programs of the PSUAC will continue to be successful. By encouraging growth and development of student athletes, we will continue the success both on and off the field. This plan will encourage student athletes to be well rounded in not only sports but also from a leadership and educational standpoint.

These program initiatives coupled with the success of Penn State University will deem to be a combination that will surround the student –athlete with a positive experience. I hope that you take the time to review the strategic plan and identify ways in which you can encourage, develop, and lead others to become involved in it. I look forward to continuing the success of the PSUAC.

Sincerely,

John Fritz
Director Penn State University Athletic Conference

Overview of Plan

Penn State University Athletic Conference takes great pride in the success of the student-athletes both on and off the field. The plan was developed through an analysis of current systems, metrics, and roles and responsibilities of everyone involved in the conference. The mission, vision, and goals of the plan are curtailed in order to maintain the excellence of Penn State University and the PSUAC. By developing the below plan, Penn State will have the opportunity to ensure a strategic focus over the next five years. In order to maintain competitive, the plan will become a living document that will be massaged over the next few years to keep up with changes. You will see that the strategic plan is broken down into areas of importance for the PSUAC. Listed below are the sections of the strategic plan.

- i. Mission
- ii. Vision
- iii. Goals
- iv. Priorities/Initiatives
- v. Conclusion
- vi. Metrics

Mission

The mission of the PSUAC is to create an athletic conference that is student centered, keeps students engaged, and is a key contributor to the success of the USCAA. Primarily student athletes are students first. It is important to keep this at the forefront of our decisions. The strategic plan outlines ways that enable programs at each campus respectively, to continue the success of their athletic program. The PSUAC will ensure the development of student-athletes in the areas of: sportsmanship, ethics, values, character, community service, and leadership.

By keeping student athletes at the forefront of decisions, it is PSUAC's mission to increase student-athlete engagement in their school, their academics, and their sport. Engagement to one's school will positively affect the success of the University, their academic experience, and the sport in which they participate. This engagement not only correlates to the student-athlete, but to the surrounding employees that contribute to the success of the program.

By creating and maintaining the high level of student-athlete success, the PSUAC will continue to yield positive results for Penn State University, and also the USCAA. Penn State has a great stake in the success of the USCAA, due to the number of competitive athletic programs at each campus. Over the next five years, Penn State will incorporate its strategic plan to continue to achieve great results within the USCAA.

Vision

The vision of Intercollegiate Athletics is to maintain a broad-based program the equal of any in the nation; to field teams that compete at the highest levels of conference play; to encourage individual excellence and the esteem that follows; to achieve the most favorable graduation rate possible for student-athletes; to aid in the social preparation of young people for the diverse world they are about to enter; to create an awareness of public service and the importance of participation in community outreach; to provide recreational facilities and opportunities to address every interest area, and to entrain the University student body and staff, alumni and fans with a consistently high level of competition that does not compromise the integrity which has characterized the Penn State program from its inception.

Goals

The PSUAC has developed goals that are critical to the success of the conference. Each goal contributes to the mission of the PSUAC which focuses on student athletes, student athlete engagement, and the success of the program within the USCAA. Below is a list of the 6 goals that the PSUAC will strive to obtain over the next five years.

Goals:

- I. Achieve and encourage *Academic Excellence* that upholds our tradition as a national and conference leader while providing students with a Penn State academic education close to home with the option of doing a 2 + 2 (2 years at PSU campus + 2 years at U Park Campus)
 - a. Create Academic awards for Student Athletes that excel in the classroom
 - b. Provide each Athlete that receives a 3.0 during the school year with a certificate of achievement
 - c. Create leadership forums for student athletes
 - i. Model after Student Athletic Advisory Board
- II. Maintain a system that continues to *Recruit and Retain* student athletes to our campus.
 - a. Create a consistent recruiting method for each campus
 - i. Identify and create recruiting criteria for student athletes
 - ii. Ensure coaches are trained in recruiting methods and strategies
- III. Develop competitive athletic teams that perform with integrity and earn distinction for *Athletic Success*.
 - a. Create a definition of Athletic Success and develop goals to achieve it.
 - b. Ensure coaches instill a high level of ethics and integrity which will translate to student athletes. Ensure recruiting process for coaches is defined.
- IV. Offer *Broad-Based* participation opportunities for students, faculty and staff in diverse athletic and recreational programs.
 - a. Create opportunities to participate in sport programs for student athletes
 - i. Create sport opportunities that cater to students
 - b. Create an athletic presence on campus for all student athletes
 - i. Create overall marketing strategy for campus for internal and external fans (see goal V.)
 - c. Encourage participation through health and wellness for students, faculty, and staff
 - i. Develop additional programming for student, faculty, and staff
- V. Establish and execute a *Communications* plan that enhances our brand.
 - a. Develop strategies to increase student/fan involvement
 - i. Utilize Marketing section from Athletic Director Manual to create new plan
 - b. Develop ways to increase student satisfaction through Athletics

- i. Create ways to market increase Athletics positives effects on the campus community.
 - c. Update and enhance PSUAC web site to ensure up to date information for fans. Identify web master for site.
 - d. Create student athlete handbook
 - i. Model after University Park’s handbook
 - ii. Each student should receive
 - iii. Identifies the actions/standards that need to upheld as a student athlete
 - e. Create leadership forums for student athletes
 - i. Model after Student Athletic Advisory Board
 - VI. Engage student-athletes and athletic department staff in *Community Service* activities that strengthen University and community relations.
 - a. Create Community Service initiatives for each campus.
 - i. Habitat for Humanity
 - ii. Day of Caring
 - iii. American Cancer Society- Relay for Life
 - b. Create a standard for teams to be involved in at least one community service initiative
 - VII. Foster *Diversity* and create an environment of *Inclusion*.
 - a. Identify ways to increase diversity within athletic program
 - b. Create messages throughout Athletic Facilities that foster diversity
 - VIII. Operate athletic facilities and events in an environmentally responsible manner consistent with the University’s leadership in *Environmental Stewardship*.
 - a. Create efficient strategies to utilize the least amount of energy and utilities.
 - b. Create environmental friendly initiatives with the department
 - IX. Maintain our approach to financial management by demonstrating *Fiscal Responsibility* while providing resources for all programs.
 - a. Encourage fiscal stewardship at each campus
 - i. Develop best practice workbook
 - 1. Ask each Director of Athletic to provide best practices experienced at their campus for the work book
 - 2. Identify ways to be creative in managing an athletic programs bottom line
 - X. Sustain our commitment to *Title IX* and equitable treatment of all student-athletes.
 - a. Ensure that equity is maintained through each program.
 - b. Track sports participation in order to maintain commitment to Title IX
 - XI. Ensure all programs are held at a high level of compliance by focusing on ethics, values, integrity, and morals.
 - a. Ensure that all Athletic Directors, Coaches, and Staff are up to date on compliance changes of PSUAC, USCAA, NCAA Division III.

- i. Send out updates periodically to the list serve. Ensure appropriate individuals are given information
 - ii. Email link to training modules hosted by NCAA/USCAA of new laws
 - b. Create Student Athlete Handbook
 - i. Model after University Park's handbook
 - ii. Ensure Student Athlete Handbooks are update yearly
- XII. Increase collaboration between campuses
 - a. Foster collaboration between campuses for best practice initiatives
 - i. Increase communications at Director of Athletic meetings for best practices, etc.
 - b. Increase opportunity for Directors of Athletics to come together in social forums Create social network for Athletic Directors to work within
 - i. Create a WIKI, Facebook, or tweet account for PSUAC
 - c. Create a separate line of communication for questions
 - i. Develop an email address for Director of Athletics, Coaches, and Administrators to ask questions
 - d. Create a frequently asked questions for Athletic Directors.
 - i. Based on questions that are raised, create an FAQ for web site
- XIII. Develop leadership initiatives within the PSUAC for students athletes and athletic personnel
 - a. Create a leadership academy for Directors of Athletics
 - b. Create a coaching clinic for PSUAC coaches
 - c. Create a mentorship program for new AD's
 - d. Create Athletic Directors Manual
 - i. Entails responsibilities of a Director of Athletics
 - e. Create student athlete handbook
 - i. Model after University Park's handbook
 - f. Create leadership forums for student athletes
 - i. Model after Student Athletic Advisory Board
 - g. Create social network for Athletic Directors to work within
 - i. Create a WIKI, facebook, or tweet account for PSUAC
 - h. Create a separate line of communication for questions
 - i. Develop an email address for Director of Athletics, Coaches, and Administrators to ask questions
 - i. Create a frequently asked questions for Athletic Directors.
 - i. Based on questions that are raised, create an FAQ for web site
 - j. Create Athletic Directors Manual
 - 1. Entails responsibilities of a Director of Athletics

Priorities/Initiatives- TBD- May Delete

- Ensure all programs are held at a high level of Compliance
- Create Athletic Excellence within PSUAC
- Increased communication
 - o Campus Athletic Programs
 - o Athletic Directors Manual
 - o Create an email address/forum for Athletic Directors
- Fiscal responsibilities/financial stewardship
 - o Develop best practice workbook

Metrics

- I. % Turnover in key positions
 - i. Directors of Athletics
 - ii. Coaches
 - iii. Staff
- II. Winning percentage as a conference
 - i. Opponents outside of PSUAC
- III. Number of PSUAC teams moving to playoff/tournaments per year
 - i. Comparing to other USCAA universities
- IV. Number of Championships won by PSUAC
- V. PSUAC student athlete GPA compared to USCAA
- VI. Number of student-athletes who received degrees
- VII. Number of student athletes that make deans list
- VIII. Number of student-athletes not eligible per year/per sport
- IX. Cost per student-athlete for PSUAC
- X. Budget break down for each school