NATIONAL INTERSCHOLASTIC ATHLETIC ADMINISTRATORS ASSOCIATION

The NIAAA champions the profession of athletic administration through educational opportunities, advocating ethics, developing leaders and fostering community.
The National Interscholastic Athletic Administrators Association

is

The Professional Association for Those Who:

1. Understand the foundations of, and believe in, Education-Based Athletics.
2. Becomes key for all campus activity when the bell rings dismissing the regular school day.
3. Serve as a mentor and model for coaches, students, school personnel and spectators.
4. Seek best practices, sound knowledge and research, professional interpretation, keen insight and proven positions on current difficult issues related to interscholastic athletics.
5. Provide abundant and safe participation opportunities for student-athletes.
6. Manage risk and reduce susceptibility to areas of liability.
7. Establish a sound philosophy from which decisions are made, conduct codes are established, integrity is an expectation and leadership is developed.

A few of the many benefits provided NIAAA members include:

- Cost savings for the National Athletic Directors Conference, Leadership Training Institute courses, webinars, Certifications, products and services, on-line courses.
- $2,000,000 liability (student injury and property damage) and $2500 life insurance provisions, and reduced rate on additional insurance opportunities.
- Access to member portal for personal data groups and Members Resources information items.
- Selection from Leadership Training 48 course curriculum, plus 4 levels of Certification.
- Application for Student Scholarship/Essay program at national, section and state levels.
- Interscholastic Athletic Administration print and digital journal.
- Awards Program and Hall of Fame.
- Service in various NIAAA leadership opportunities.
- Opportunities to teach, publish, and present.
- Communication of educational infinitives via various print and digital medias.

Learn more by visiting our website:

www.niaaa.org
Introduction

In 1977, the constitution and bylaws were written to govern the National Interscholastic Athletic Administrators Association. The following goals were established for the organization:

- **Promote professional and personal growth of athletic administrators**
- **Provide the opportunity to participate and provide outreach to others in the field**
- **Provide educational programs for the membership promoting the philosophy and benefits**
- **Emphasize quality in all operations provided to the membership**

The Professional Development Academy includes the Leadership Training Institute, Certification Program and Assessment which epitomize the organizational mission. These principles, paramount in 1977, are most evident in the development of the Leadership Training curriculum and a program through which athletic administrators can obtain four different levels of certification. It is up to each individual athletic administrator to participate in the educational offerings and certification program of the NIAAA. Each athletic administrator has the opportunity to take LTI courses and to become eligible as a state or national instructor.

Leadership training and certification are two vehicles that the NIAAA has developed for preparing athletic administrators to professionally meet the challenges within the local school and community. The purpose of leadership training is to present best practices in use today that will better prepare the athletic administrator to offer quality programs, and participation opportunities for students across the country. Certification offers an opportunity for the athletic administrator to continue a program of professional and personal growth and development.

Athletic administrators are encouraged to participate in the NIAAA Leadership Training Institute either at the state or national level. They are further encouraged to remain on the cutting edge of our profession by obtaining their certification as an RAA, RMSAA, CAA, or CMAA.

The National Interscholastic Athletic Administrators Association has met the criteria for educational quality established by the AdvandED Accreditation Commission and has received a Certificate of Accreditation by the NCA Commission on Accreditation, the Northwest Accreditation Committee, and SACS Commission on Accreditation and School Improvement.

The NIAAA Certification Program is fully registered by the National Certification Commission.
PHILOSOPHICAL STATEMENT
The National Interscholastic Athletic Administrators Association recognizes the many professionals that have volunteered their services in the creation, offering, instruction and continual improvement of this organization. Members who dedicated their time and effort toward NIAAA growth and development have provided a solid foundation for the future. The NIAAA thrives as a professional organization because of the leadership provided by member individuals unselfishly committed to the success of the association.

PURPOSE
The NIAAA Leadership Training Institute and Certification Program are voluntary professional development initiatives designed by athletic administrators. Athletic administrators who complete LTI courses attain additional knowledge and perspective of the athletic administrator's role. Completion of leadership training courses will enhance the daily operations of the athletic department and improve the program being administered. The athletic administrator who attains professional certification will have demonstrated the completion of a comprehensive plan for self-improvement. Individuals involved in both of these programs will enhance their ability to serve the students, school, community and professional organization within the context of education-based athletics.

ELIGIBILITY
All athletic administrators are encouraged to take part in both the NIAAA Leadership Training Institute and the NIAAA Certification Program. LTI courses are offered at regional meetings, state meetings, during the national conference, at select universities, webinars, or on-line.

MISSION
The National Interscholastic Athletic Administrators Association preserves, enhances and promotes education-based athletics through the professional development of interscholastic athletic administrators.
Structure of Leadership Training

COMPONENTS OF LEADERSHIP TRAINING
The Leadership Training Institute includes several components, including:

- Professional Development Academy Leadership Team/NIAAA Executive Staff
- State Coordinators
- Course Chairperson(s) and Course Review Teams
- National Conference Presentation Faculty
- State Faculty

NATIONAL COURSE CHAIRPERSONS AND REVIEW TEAMS
The national course chairpersons are usually identified from the national conference presentation faculty team, or course authors. They are recommended by the Professional Development Academy Leadership Team and approved by the NIAAA Board of Directors.

### NIAAA LTI Course Chairpersons

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<tr>
<th>Course Code</th>
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<tr>
<td>LTC 501</td>
<td>Fred Smith</td>
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<td>Rusty Lee</td>
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<td>Sandra Mader</td>
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<td>Jim Matter</td>
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NATIONAL CONFERENCE PRESENTATION FACULTY TEAMS
The national conference presentation faculty teams are composed of athletic administrators and other professionals who have been identified as leaders in their respective state or fields of expertise, received the recommendation from the course chairs and been approved by the Professional Development Academy Leadership Team and NIAAA Executive Staff.
LTI STATE COORDINATORS

The Leadership Training Institute State Coordinators are the gatekeepers of the Leadership Training Institute at the state level. These individuals maintain the integrity of the program in each state. The duties and responsibilities of the individuals are the foundation of the local program. The responsibility of each State Coordinator requires time, integrity, leadership and organization. The responsibilities of each LTI State Coordinator are:

- Attend state coordinator national meetings in September at the NIAAA offices in Indianapolis, and in December at the National Conference;
- Identify and recommend approved state presenters;
- Assist in developing LTI national presentation faculty;
- Identify courses to be taught in the state once approval is gained from the NIAAA;
- Process orders for LTI course materials utilizing appropriate forms;
- Communicate to national office using proper forms of those who successfully complete LTI courses;
- Keep records of state LTI course offerings and attendance;
- Address all financial aspects of offering the program.

State Coordinators meet twice annually: once during the National Athletic Directors Conference and again during a fall planning meeting. These meetings are essential to the professional delivery of the Leadership Training Courses. The success of the Leadership Training Institute would not be possible without the State Coordinators. Faculty offering the program on the local level are instrumental to the success of the Leadership Training Institute.

STATE LEADERSHIP TRAINING FACULTY

The Professional Development Academy Leadership Team realized the need for more local faculty members to assist in the delivery of the Leadership Training Institute course offerings. The NIAAA relies on the State Coordinators to identify and train members of the state presentation faculty. To be a state instructor, an individual must complete LTC 501, 790 and the course or courses he or she will instruct. The State Coordinator has the responsibility to increase the local faculty and the NIAAA has given that individual the leadership tools to accomplish this task. As the LTI curriculum expands, the need for local education becomes more important to the success of the Leadership Training Institute. State faculty members are the key to continued growth of the program.
Leadership Training Institute Course Descriptions

FOUNDATION COURSES

The Foundation Courses provide a base of knowledge and skill that serves as a platform for conducting educationally sound extra-curricular activities.

LTC 501 Athletic Administration: Guiding Foundations and Philosophies
The flagship course of Leadership Training serves as an overview for interscholastic athletic administration. This course introduces the philosophy of educational athletics then focuses on the roles of the NIAAA, the NFHS, the State Athletic/Activity Associations, and the State Athletic Administrator’s Associations. The course also previews the NIAAA Leadership Training and Certification Programs. It is a prerequisite for all four levels of certification and includes study materials for the CAA exam. Required for: LTI instructors and all certifications [REVISED 2016]

LTC 502 Athletic Administration: Strategies for Organizational Management
This course takes a basic approach to the fundamentals and methods of athletic administration and alerts and educates athletic administrators regarding potential problems and possible solutions in areas such as chain of command, scheduling, contest management, and personnel management. The course also touches upon eligibility, critical incident planning, financial responsibilities, legal, law, liability, equipment and facilities. Required for: RAA, RMSAA, CAA and CMAA Certification [REVISED 2016]

LTC 503 Athletic Administration: Enhancing Organization Management
This course is a companion course to Strategies for Organizational Management and outlines an approach to the fundamentals and methods of athletic administration and alerts and educates athletic administrators regarding potential problems and possible solutions in areas such as special events, public relations, awards, fundraising and Booster Clubs. The course also touches upon ways to increase or improve citizenship and sportsmanship through positive initiatives. Athletic Administrators will have a hands-on experience creating handbooks and a strategic plan for their school. Required for all certifications beginning January 1, 2019. [NEW 2016]

LTC 504 Athletic Administration: Legal Issues I (Liability for Sports Injuries and Risk Management)
This course provides in-depth coverage of the legal standards governing liability for sports injuries, including the duties imposed by courts and legislatures on athletics administrators, coaches, athletic trainers, and other athletics personnel related to safeguarding the health and well-being of student-athletes and other persons in school sports environments, along with strategies for developing, implementing, and documenting an effective risk management program for interscholastic athletics. Required for: CAA, RMSAA and CMAA Certification [REVISED 2016]

LTC 506 Athletic Administration: Legal Issues II (Title IX and Sexual Harassment)
This course provides in-depth coverage of the legal standards regarding Title IX compliance and gender equity assurance for interscholastic athletics programs, including the methodology for a school to perform a Title IX self-audit in order to proactively identify problem areas and necessary corrective actions to satisfy all applicable Title IX legal mandates, along with extensive coverage of the legal standards governing sexual harassment and sexual violence in school sports programs and strategies for developing, implementing, and documenting an effective anti-sexual harassment policy. Required for: CAA and CMAA Certification [REVISED 2016]

LTC 508 Athletic Administration: Legal Issues III – (Hazing, Constitutional Law, Disabilities Law, Employment Law & Labor Law)
This course provides in-depth coverage of the legal standards governing hazing in interscholastic athletics programs and strategies for developing, implementing, and documenting an effective anti-hazing policy, along with extensive coverage of the constitutional rights of student-athletes that must be respected by schools when sanctioning athletes for misconduct, the impact of federal disabilities legislation on school sports programs, and the employment and labor law issues related to the administration of interscholastic athletics programs, in particular the minimum wage and overtime requirements of the federal Fair Labor Standards Act. Required for: CMAA Certification [REVISED 2016]
This course provides in-depth coverage of the legal standards governing the authority of schools to sanction student-athletes and athletics personnel for misuse of electronic communications tools and inappropriate postings on social media, including strategies for developing and implementing effective social media policies, along with extensive coverage of the legal mandates imposed by courts and legislatures related to event management and security, legal issues regarding the participation by transgender students in school sports programs, the rights of pregnant and parenting student-athletes that must be respected by interscholastic athletics programs, and the intellectual property issues related to schools sports nicknames, logos, and mascots. Required for CMAA Certification after January 1, 2019  [NEW 2016]

LTC 511  Athletic Administration: Concepts and Strategies for Interscholastic Budgeting and Finance Using Excel Spreadsheets (PC or Mac)
This course of study provides an overview of accepted management practices and strategies. Included are budget models, timelines, documentation practices and suggested strategies for long range planning. A major component of this course will be desktop budget management using Excel Spreadsheets. For maximum benefit, it is highly recommended that attendees obtain or bring a laptop computer with Microsoft Excel installed, or at least Windows 2007.  [REVISED 2015]

OPERATIONS AND MANAGEMENT COURSES

/// ONE COURSE REQUIRED FOR CMAA ///

The Operations and Management Courses provide skills, knowledge and best practices that enhance administrator efficiency and effectiveness in the management and operation of extra-curricular activities.

LTC 608  Athletic Administration: Management Strategies and Organization Techniques
This course is designed to inform athletic administrators how to more effectively organize and manage their time, apply time management principles, be more productive and have balance to life. Instruction will focus on 12 key components and strategies, including proven techniques and tips to teach participants how to: set goals and priorities, plan for results, organize for success, process paperwork, delegate effectively, eliminate time wasters, enhance decision-making, make meetings productive, conquer procrastination, utilize technology, communicate effectively and reduce stress.  [REVISED 2018]

LTC 610  Athletic Administration: Today’s Athletic Technology Solutions for Productivity and Communication
“Is There an App for That?” This course is designed for those who would like to learn how to use user friendly software and software/phone applications to improve efficiency and effectiveness at work. Participants will learn how to use apps to improve productivity, communication and access information 24/7/365. The hands-on course offers the athletic administrator opportunities to actively engage in the class by downloading apps and activating the software. Learn how to select the most appropriate digital tool or resource for the administrative task in question. For maximum benefit, it is highly recommended that attendees bring a laptop computer/tablet and smartphone to this class.  [NEW 2016]

LTC 611  Athletic Administration: Concepts and Strategies for Interscholastic Fundraising, Marketing, Promotions and Booster Clubs
This course will provide the athletic administrator with strategies and ideas to successfully promote and market the school’s interscholastic programs and to enhance the success of supplemental fund-raising designed to create interest in, increase enthusiasm for, and enhance the image of a school’s interscholastic activities program. Models of supplemental fund-raising are summarized, including a focused segment on working successfully with booster clubs and safeguarding of funds that have been raised. The potential for raising funds through grants and outreach efforts for major gifts are introduced. Detailed information related to corporate sponsorship is provided. Appendices include sample materials that may be utilized for grant and corporate sponsorship applications, marketing plans and booster clubs, as well as fund-raising resources.  [REVISED 2016]
LTC 613  Athletic Administration: Technology II — Online Productivity and Collaboration
This course is designed for those individuals who would like to develop skills working with the features found in the Google Suite. The course will focus on creating Google forms and sheets for data collection and downloading to Excel to create charts and other reports. The use of Google sheets for collaboration as well as online storage via Google drive will be covered in class. Lessons require the student to interact with the software in the process of developing forms, sheets and docs, as well as presentations and daily administrative reports. The use of some of the advanced features of Gmail and add-ons will be incorporated into the instruction also. Attendees will receive resource materials, sample forms, sheets and URL lists to watch training sessions and view training materials as they practice in the Google Suite. For maximum benefit, it is highly recommended that attendees bring a laptop computer capable of using Google and Microsoft Office programs and products. Participants will be expected to have established a Google account to include a Gmail account.

Enrollees who will derive the greatest benefit: Administrators seeking computer skills for office operations, collaboration, communication, data collection and analysis using the Google Suite and Excel.  [REVISED 2017]

LTC 614  Athletic Administration: Technology III— Enhancing Public Presentations
This course is designed for those who would like to learn to use some of the advanced features of PowerPoint such as action buttons, master slide design, narration, sound and video insertions. Participants will also learn to use available software as a means of creating video stories and converting PowerPoint to video. Innovative methods of presentation and steps to better presentations, as well as public speaking, are included in the course. The hands-on course offers the athletic administrator opportunities to actively take part in the presentation of the course. For maximum benefit, it is highly recommended that attendees bring a laptop computer capable of using Microsoft Office and Google programs and tools to this class.

Enrollees who will derive the greatest benefit: Administrators seeking to improve their presentation skills as well as those who wish to improve their ability to use technology to enhance public presentations.  [REVISED 2017]

LTC 615  Athletic Administration: Athletic Field Management
This course examines the role the athletic administrator plays in the practical, cost-effective and scientific approach to athletic field management. With media coverage and increased societal concerns regarding the health and safety of participants; it is critical that the athletic administrator have a knowledge base of skills and knowledge of the requirements for maintaining safe, resilient and attractive athletic fields. In addition, the course will help athletic administrators develop long-range, operational, assessment plans, and the documentation process for outdoor playing surfaces.  [REVISED 2016]

LTC 616  Athletic Administration: Management of Indoor Physical Plant Assets
This course considers spectator facilities, special use gymnasia, natatoriums, laundry rooms and locker rooms, and the various systems that support them. Mechanical system checklists for use in regular inspections and maintenance programming will be provided. In addition, considerations and issues related to construction and remodeling programs will be discussed.  [REVISED 2017]

LTC 617  Athletic Administration: Administration of Interscholastic Sports Medicine Programs
This course examines the role of the Athletic Administrator and other school administrators in supporting and developing the interscholastic sports medicine program within a school or district. Coverage will include: (1) philosophy of sports medicine services; (2) roles and responsibilities of the certified athletic trainer (A.T.C.); (3) roles of other members of the sports medicine team; (4) the high school sports medicine center – specifications and equipment; (5) helping parents, athletes and the general public understand the role of athletic trainers; (6) legal issues and risk management strategies; and (7) contemporary administrative issues and response strategies. A series of appendices will also be developed to provide Athletic Administrators and athletic trainers with helpful information.  [REVISED 2017]
**LTC 618 Athletic Administration: Management of Athletic Player Equipment**
The course examines the role of the Athletic Administrator and other school administrators in supporting and developing a comprehensive program for accountability and management of athletic equipment. The course will take a basic approach to the fundamentals and methods of managing players’ athletic equipment. The topics covered will include: (1) Accountability/Management; (2) Accountability/Legal Issues/Liability in Managing Athletic Equipment; (3) Accountability/Inventory; (4) Accountability/Purchasing; (5) Accountability/Storage/Security; (6) Accountability/Laundry; (7) Accountability/Maintenance/Repair/Reconditioning. This course makes use of principles, strategies and best practices for managing athletic equipment. All methods and techniques discussed will be drawn from the Athletic Equipment Managers Association standards and practices. [REVISED 2017]

**LTC 619 Athletic Administration: The Power of Curb Appeal**
The “Power of Curb Appeal” is highlighted in this course. Visitors to a school often form an opinion of the school and community based on first impressions. Impressions built upon not only the visual appearances of the facility but the safety, security and overall feel of the experience. This course discusses the power of curb appeal and how communication can enhance curb appeal. Strategies and methods are provided for maintaining structures and facilities as well as a comprehensive and through study of “Best Operational Management Practices”. [REVISED 2016]

**LTC 620 Athletic Administration: Concussion Assessment and Management and the Steps for Proper Fitting of Athletic Protective Equipment**
This course examines the role of the Athletic Administrator and other school administrators in supporting the use of the three principle P’s – proper preparation of athletes for participation; the principles of concussion awareness and management, and proper steps for fitting of athletic protective equipment. Part I: preparation for participation: This includes having a proper athletic inventory of protective equipment; a description of the PPE (pre participation evaluation form) and neurological testing. Part II: consists of principles of concussion awareness and management; Part III: proper steps for fitting of all protective athletic equipment. [REVISED 2016]

**LTC 625 Athletic Administration: Management of Game and Event Announcing**
This course is designed to assist athletic administrators in understanding their role in managing public address announcing at their contests and events. Topics include the role of the athletic administrator in hiring, training and evaluating announcers; developing expectations for their announcers and strategies for communicating the role of the public address announcer in an interscholastic setting. Course points include guidelines and code of conduct for P.A. announcers; the role of the announcer in promoting good sportsmanship; guidelines for script writing/editing; developing emergency situation/security announcements and discussion/examples of “do’s” and “don’ts” of public address announcing. [REVISED 2018]

**LTC 626 Athletic Administration: Student Athletes-Effects of Alcohol, Chemicals and Nutrition on Body and Performance**
Addresses the issues of chemical health and the relationship for the student athlete’s personal health, performance and long range effects. Administrators who wish to better understand the effects of all chemical substances on student athletes will benefit. Study includes food, supplements, alcohol and drugs. [REVISED 2014]

**LTC 627 Athletic Administration: Administration of Interscholastic Sports Strength & Conditioning Programs**
This course will examine the role of the Athletic Administrator and other school administrators in supporting and developing the interscholastic strength & conditioning program within a school or district. In this regard, topic coverage will include: (1) philosophy of strength & conditioning for ages 12-18; (2) function of strength & conditioning in rehabilitation of injury; (3) roles and responsibilities of coaches and athletic administrators; (4) the interscholastic weight room–specifications and equipment; (5) financial issues and strategies; (6) helping parents, athletes and the general public understand the role strength and conditioning; (7) legal issues and risk management strategies; (8) certification of strength & conditioning of personnel; (9) performance enhancing substances in interscholastic strength & conditioning; and (10) contemporary administrative issues and response strategies. Course taught only by national faculty. [REVISED 2014]
LTC 630  Athletic Administration: Interscholastic Contest Management — Planning, Preparation and Methods
This course examines the historic foundations and precedents for contest management as an extension of educationally sound sports programs. Planning methods for contest management are examined including selection of supervisory personnel, suggested need assessment tools, and checklists for the development of supervision plans and policies. In addition, an overview of methods is suggested for creation of an educationally sound competition environment among players, coaches, students and other spectators. The course emphasizes the need for flexible plans and responses to various contest situations and contingencies. [REVISED 2014]

LTC 631  Athletic Administration: Emergency Management of Interscholastic Athletic Events
This course will provide an overview of how to mitigate/prevent, prepare for and manage emergencies during interscholastic athletic events. The course will highlight venue and event safety, security and emergency management issues. The course will provide guidelines for creating an emergency team, assessing the venue for risks and needs, developing and implementing emergency management plans, and debriefing after an incident. [NEW 2015]

LTC 633  Athletic Administration: The Administration of Interscholastic Athletic Programs for Students with Disabilities
As result of the U. S. Department of Education communication and clarification of Section 504 of the Rehabilitation Act of 1973, each school district is encouraged to include disabled students in school extra curriculum athletic programs. This course content and model plans will provide a guide for school districts to implement opportunities for disabled students to participate at the fullest extent of their abilities. All enrollees will derive strong benefit because the course alerts and educates school and athletic administrators regarding the school district's responsibilities in providing opportunities for disabled students. [NEW 2017]

LTC 640  Athletic Administration: Role of the Urban Athletic Administrator
This course will provide insight and strategies for the leadership of athletic administrators in urban area schools. Additionally, the course will also focus on concerns and/or challenges regarding the value of sports programs in urban area schools. Participants who will derive the greatest benefit: Urban Athletic Administrators will gain useful strategies to make their day to day work environment more effective and efficient. [NEW 2015]
The Leadership Courses provide knowledge and skill that will facilitate development of new visions, creative strategies and innovative practices for educationally sound extra-curricular activities.

**LTC 700  Athletic Administration: Principles and Philosophies of a Developmentally Appropriate**
This course provides insights and strategies for the leadership of developmentally sound educationally compatible middle level school athletic programs. Middle school philosophy is discussed along with the relationship it has to the psychological and physical development of the middle school child. This course also focuses on concerns and/or challenges raised about the value of middle school sports programs in today’s educational setting. Required for RMSAA. [REVISED 2018]

**LTC 701  Athletic Administration: Leadership and Administration of Middle School Athletic Personnel**
This course provides the necessary strategies, methods and resources to develop and implement middle school athletic programs and concentrates on the role of the middle school coach and coaching principles. Middle school athletics is an essential part of the total educational process, and the coach is a critical component in a developmentally sound and educationally compatible program. Required for RMSAA. [REVISED 2018]

**LTC 703  Athletic Administration: Student Centered Educational Athletics — Performance Beyond the X’s and O’s**
This student centered program will provide learning experiences for student athletes beyond the X’s and O’s. This course will support a value based curriculum that will demonstrate model behaviors and qualities that students should emulate both in and out of the athletic arena. Teachable moments beyond the classroom—center court, centerfield or center ice—provide the opportunity to promote and maximize the achievement of these educational goals and life skills. This course will provide the necessary strategies, methods and resources to implement this initiative within your own school. [REVISED 2015]

**LTC 705  Athletic Administration: Coach Centered Educational Athletics— A Character Based Coach to Coach Mentoring Program**
Character based coach to coach mentoring programs utilize the talents, strengths and qualities of the entire team of coaches to maximize the potential of the coaching staff. Mentoring is an attitude, a relationship and an investment which provides coaches the opportunity to support and nurture each other professionally, personally and ethically. This course will highlight mentoring models that demonstrate key behaviors to implement when establishing an effective coach mentoring program. It will also provide athletic administrators strategies and methods to develop and enhance successful coach to coach mentoring programs. [REVISED 2015]

**LTC 707  Athletic Administration: Improvement of Athletic Programs and Personnel Through Assessment**
This course examines a philosophical rationale and a variety of methods that may be used to assess athletic programs and personnel. The goals of this course are to improve the performance of athletic coaches and other athletic department personnel of program operations and improvement satisfaction among, players, parents, and employees. The central theme is to encourage assessment of needs, interests and opinions that can enhance goal setting and planning priorities. Comprehensive descriptions of skill, knowledge and supervision requirements for the direction, recruitment, interviewing and hiring of high school coaches will be reviewed. Criteria used to evaluate coaches will be scrutinized. [REVISED 2016]

**LTC 709  Athletic Administration: Communications, Methods and Applications for Athletic Administrators**
This course examines relevant strategies and principles that can be used to enhance the skills of athletic administrators in communications. This course is focused on communications concepts. Materials and strategies for the enhancement for communication skills are provided. Appendices provide relevant materials that support text materials and principles. [REVISED 2013]
LTC 710-A  Athletic Administration: Current Issues in Education-Based Sports
(Ancillary and Additional Funding Sources for Athletics; Professional Development and Mentoring of Coaches; Multi-Sport Participation versus Specialization and Club Programs; Student Mental Health; Transgender Athletes). An instructor(s) will lead small-group discussions related to important issues and effective response strategies for 3 contemporary topics (selected from 5 available for LTC 710-A). The instructional format of this course will consist of brief presentations, group interaction and sharing of ideas. Participants will play an active role as these issues are debated and explored. Enrollees who will derive greatest benefit: Administrators seeking insight and possible solutions relative to current issues in the field. [REVISED 2018]

LTC 710-B  Athletic Administration: Current Issues in American Sports
(Dealing with Difficult and Challenging Parents; Finding, Hiring and Retaining Quality Coaches; Marketing an Education-based Athletic Program; Ongoing Challenges of Sportsmanship; Time Management and Organizational Skills). An instructor(s) will lead small-group discussions related to important issues and effective response strategies for 3 contemporary topics (selected from 5 available for LTC 710-B). The instructional format of this course will consist of brief presentations, group interaction and sharing of ideas. Participants will play an active role as these issues are debated and explored. [REVISED 2018]

LTC 714  Athletic Administration: Dealing With Challenging People
This course will focus on certain challenging human behaviors that cause discomfort and anxiety in our daily lives. It examines theories and causes with strategies for preventing, managing and transforming these challenging behaviors. In addition, techniques will be covered in response to anger, sarcasm, denigration, complainers and backbiters and obstinate-rigid people. Additional strategies for interaction with parents who demand involvement in athletic department decision-making will also be presented. [REVISED 2017]

LTC 715  Athletic Administration: Appropriate Professional Boundaries:
Identifying, Implementing and Maintaining
This course will assist in identifying professional boundary awareness as it relates to interaction between student and educator. It examines and describes several categories of boundary issues and attempts to create a pathway to a proactive approach for the school administrator to formulate a professional Code of Conduct. Several examples of legal statutes and reporting mandates that all school employees should become familiar with be examined. The course will provide guidance in developing educational responsibilities by offering suggested training mandates and reporting rules. Identifying roles of victims, offenders and bystanders will be defined. Examples and best practice techniques in developing useful social media policies will be discussed. [NEW 2016]

LTC 719  Athletic Administration: Leadership, Management/Supervision and Decision Making
Concepts, Methods and Applications
This course examines relevant strategies and principles that can be utilized to enhance the skills of the athletic administrator in the areas of leadership, management and decision-making. Learning begins with an introduction to the differences between leadership, management and supervision, and continues with an in-depth investigation of each. Through the analysis of specific leadership and management characteristics and techniques, students will be able to apply specific skills to improve their leadership effectiveness. Concepts and techniques of decision making strategies are discussed and demonstrated through various in-class exercises. Appendices provide relevant materials, instruments and assessment procedures that support text materials and principles. [REVISED 2013]
LTC 720  Athletic Administration: Community Centered Educational Athletics—
A Character Based Approach to Identifying and Unifying the Whole Team
Character-based school athletics can truly succeed only when the entire community—School Board, Superintendent, Principal, Parents and Boosters—support the values and views lived out daily by students in the school setting. This course shares the strategies necessary to implement programs within the athletic community of athletes, coaches, athletic department personnel and school faculty. Teachable moments offered through athletics prepare students for the future, especially when everyone supports and reinforces those life lessons. This course will empower the athletic administrator to help motivate in order to be a key figure in helping the school community to understand and embrace important character expectations for the school program. [REVISED 2015]

LTC 721  Athletic Administration: Positive Sporting Behavior—For the Love of the Game
In this course students will learn to implement appropriate strategies and techniques, designed to create a positive, productive learning environment, which will support a system that encourages character and self-discipline and sportsmanship. This class will provide opportunities for self assessment and reflection in regards to prior performance. In addition students will participate in class discussions, and activities which will increase their knowledge and skills of the effective components of successful character, citizenship and sportsmanship to share with their students, coaches, parents and communities. [REVISED 2015]

LTC 723  Athletic Administration: Administration of Professional Growth Programs for Interscholastic Athletic Personnel
Since enactment of Title IX of the Education Amendments of 1972, the number of high school sports programs has increased exponentially. This pattern of growth has created an ever-increasing demand for trained coaches at all levels of high school and middle school competition. While the term “trained” may be defined variously, legal definitions, court cases and professional standards of care have clearly identified various competencies and performance expectations for coaches. In courts, these standards have placed increased responsibilities on athletic directors. First, is an obligation to carefully screen candidates for coaching positions during the hiring process. Second, is the responsibility to provide in-service training opportunities to ensure that all coaches are prepared for their work with children of variable skill and maturity levels. [REVISED 2010]

LTC 724  Athletic Administration: STRESS: Causes, Effects and Strategies
The demands of high intensity daily work, evening and weekend supervision requirements, demanding public expectations, challenging interactions, and limited resources place the athletic administrator in a stressful position. Needed are ways of intervening stress, managing its onset, and using proven methods for reducing its impact. Stress will always be present. Because of the individual nature of perception and preferred response, this course will provide an overview of techniques necessary for coping with the daily demands of an athletic administrator. Examples will include western, eastern, and alternative practices. Demonstrations, activities, videos, and group interactions will be supplemented by sharing of individual experiences. [REVISED 2013]

LTC 726  Athletic Administration: Student Leadership Development
Student Leadership Development is an essential component to any successful education-based athletic program. In this course will be covered numerous ways to actively develop leaders in your local school and at the state level. Topics that will be covered include: captains council, student leadership workshops, service learning, and local and statewide student summits. The society in which we live is ever-changing and so are our student-athletes resulting in a necessity to evolve in finding new ways to teach and challenge students to be the next generation of leaders. Enrollees that will derive the greatest benefit include educators who seek ideas and materials to help develop student leadership in their respective school, state and nation. [NEW 2017]

LTC 790  Athletic Administration: Leadership Training Instructional Methods and Techniques
Since its inception, the integrity of the NIAAA LTI program has been maintained through the consistent and accurate delivery of course curricula. LTC 790 ensures the consistent and accurate delivery of all LTI courses by first providing instructors with an awareness of the expectations that are placed upon them as course instructors, and then by providing instructors with the appropriate instructional strategies, methods and techniques necessary to properly deliver the courses to students. Current LTI National Faculty Instructors guide potential LTI instructors through a series of exercises and interactions that demonstrate best practices for the successful teaching all LTI courses. To become an LTI instructor, individuals must complete LTC 501, LTC 790 and the course the individual will be instructing. Required for: LTI instructors [REVISED 2018]
**LTC 799 Athletic Administration: Standards of Excellence in Interscholastic Athletic Programs**

Leadership Training Course 799 has two purposes and potential benefits for high school athletic administrators. For those athletic administrators who are new to the profession, the course provides references to a variety of best practices outlined in 27 NIAAA Leadership Training Courses (LTCs) including concepts, strategies, and suggested best practices. Whether working to improve a program or looking for long-range strategic planning guidance, this overview of 27 course components will inspire and encourage significant review, change and visionary growth. The course manual provides nine chapters that are summarized with detailed checklists developed from topics experienced in the other LTC’s. For the more experienced athletic administrator, the same planning and guidance can be derived. However, an additional benefit and incentive discussed in the course is an opportunity to seek the NIAAA Recognition of Program Excellence. This recognition program will identify an exemplary athletic program through the Quality Program Award (QPA) process. The LTC 799 information (its resources, rubrics, and applicable examples) provides guidance of the assessment instrument describing in detail, important components (policies, operations, and best practices) of an educationally sound interscholastic athletic program. This course is required for athletic administrators applying for the QPA at the Exemplary Level. [REVISED 2017]

**INTERNATIONAL COURSES**

**LTC 901 Athletic Administration: Introduction to International School Athletic Program Administration**

This course serves as an overview for international interscholastic athletic administration and the importance of such programs in these school settings. This course introduces the philosophy of educational athletics, and then focuses on the roles, tasks, and purpose of the athletic administrator in an international school. Enrollees who will derive greatest benefit: current International School Athletic Administrators and those planning to move into an International School Athletic Administrator position. [NEW 2017]

**LTC 902 Athletic Administration: Principles, Strategies & Methods for Athletic Programs in International Schools**

This course takes a basic approach to the fundamentals and methods of athletic administration. The course provides alerts and education for athletic administrators regarding potential problems, as well as possible solutions in areas such as organization, budgets, scheduling, logistics, parent/student/coach conflicts and communications. The course also touches upon sample athletic/activity department organizational charts, activity procedures/checklist, public relations and emergency plans. Enrollees who will derive greatest benefit: inexperienced Athletic Administrators seeking to define and improve their operational procedures. [NEW 2017]

**LTC 903 Athletic Administration: Concepts of Program Philosophy in International Schools**

This course is aimed at assisting athletic directors to set the tone for their program. Origins of athletic administration are addressed in addition to codes of ethics. The concept of “educational athletics” is discussed and refined. The role of the athletic administrator and the importance of having a school philosophy are addressed and workshop participants have the opportunity to interact with others to refine their own philosophies. Issues relating to the roles of athletic administrators, coaches and philosophical applications are covered in depth. [NEW 2018]

**LTC 904 Athletic Administration: Concepts of Program Philosophy in International Schools**

This course covers liability for sports injuries, negligence, and risk management practices for athletic administrators. Best practice concepts will be introduced for athletic administrators, coaches, athletic trainers, and other athletic personnel through the use of case scenarios, and guided discussion. Appropriate risk management strategies, and documentation procedures for athletic administrators will be identified. Real-life scenarios and defining the duties and standards of care that schools require for child protection will be addressed. [NEW 2018]
Summary of NIAAA LTI Completion Requirements For Certification

Registered Athletic Administrator (RAA):
- LTC 501, 502  (Beginning January 1, 2019 – LTC 503 will be a requirement)

Registered Middle School Athletic Administrator (RMSAA):
- LTC 501, 502, 504, 700, 701  (Beginning January 1, 2019 – LTC 503 will be a requirement)

Certified Athletic Administrator (CAA):
- LTC 501, 502, 504, 506  (Beginning January 1, 2019 – LTC 503 will be a requirement)
- Served minimum of 2 years as an Athletic Administrator with signed contract
- Pass multiple choice exam covering broad spectrum of relevant topics to secondary school athletic administration
  — RAA or RMSAA are NOT prerequisites for CAA

Certified Master Athletic Administrator (CMAA)
- LTC 501, 502, 503, 504, 506, and 508  (Beginning January 1, 2019 – LTC 510 will be a requirement)
  a. CAA earned
  b. 3 Operations and Management Courses selected from 600 series
  c. 3 Leadership Courses selected from 700 series
  d. Completion of a graduate level written document, or completion of a graduate level oral presentation

Beginning January 1, 2019, one 600 level, one 700 level, and three additional electives from any level will be the requirement.

An avenue to earning a CMAA is completion of the Quality Program Award process. See page 27—Benefit to QPA Recipients.
COPYRIGHT MATERIALS

The NIAAA holds a copyright for all LTI courses. Course material may not be reproduced without written permission from the NIAAA. All materials are the property of the NIAAA and must be purchased from the NIAAA through the national office.

DISCLAIMER FOR ALL COURSES

The concepts and strategies discussed hereinafter are for general instructional purposes only and should not be used as a substitute for legal advice. While the information and recommendations contained hereinafter have been compiled from sources believed to be reliable, the NIAAA makes no guarantee as to, and assumes no responsibility for, the correctness, sufficiency, or completeness of such concepts, strategies or recommendations. You are instructed to seek the advice of your school’s legal counsel before incorporating any such concepts, strategies or recommendations into the management or conduct of your school’s athletic program. Other or additional safety measures may be required under particular circumstances of your school’s athletic program.

THERE ARE NO WARRANTIES OF ANY KIND, EXPRESS OR IMPLIED, INCLUDING, BUT NOT LIMITED TO WARRANTIES OF PERFORMANCE, MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

In no event will the NIAAA, its agents or employees be liable to you or anyone else for any decision made or action taken in reliance on the information contained herein or for any consequential, incidental, special or similar damages.

ON-LINE LEADERSHIP TRAINING COURSES

The NIAAA offers on-line courses through the “NIAAA Classroom” learning management system. The online courses include: LTC 501, 502, 503, 504, 506, 508, and 510. Each course is interactive and you can revisit at your convenience. You will find an interesting learning style with each on-line course including a digital manual, interactive teaching with various instructors and instructional videos. Enjoy the convenience regardless of your schedule, or location.

WEBINARS

The NIAAA offers key courses for certification, as well as rotating additional courses taught by webinar each fall, spring and summer. Refer to www.niaaa.org for upcoming webinar dates and courses.

NIAAA Fee Structure

<table>
<thead>
<tr>
<th>Tuition-Leadership Institute Course Cost*</th>
<th>NIAAA Member</th>
<th>Non-Member</th>
</tr>
</thead>
<tbody>
<tr>
<td>LTI Course Webinar Delivery</td>
<td>$125</td>
<td>$210</td>
</tr>
<tr>
<td>LTI Course On-line on NIAAA Classroom</td>
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<td>LTI Course National Conference Delivery</td>
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<td>Certification Cost</td>
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<td>CAA</td>
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<tr>
<td>P-CAA (Provisional)</td>
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<tr>
<td>There is an additional cost upon final CAA application</td>
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<td>CMAA</td>
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<td>Retired Members Registration</td>
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<td>Spouse/Guest Registration</td>
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<td>Sports Turf Seminar</td>
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<td>For District Applications</td>
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<td>Plus $400 per school</td>
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<tr>
<td>Lifetime, Retired</td>
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</tbody>
</table>

*The NIAAA contracts at a common rate with state athletic administrators associations, international educational associations and universities for the option to deliver Leadership Training courses at a tuition rate set by that entity.
Structure of Certification

STATE CERTIFICATION COORDINATOR

Certification State Coordinators work closely with the Leadership Training State Coordinator to provide the opportunities offered by the NIAAA Professional Development Academy. The primary responsibility is to promote the value of certification and act as a resource to athletic administrators and educational leaders seeking pathways to professional development. The responsibilities of the State Certification Coordinator include:

1. Serve as a member of the State’s Professional Development Committee or equivalent committee.
2. Return test sanction form, with dates, for hosting the CAA certification exam to the NIAAA office before November 1.
3. Be a certified test administrator (CTA).
4. Recruit CTA’s for each region of their state and determine test dates for the exam. Ensure that the test is administered at least once in each region during the year.
5. Coordinate the return of all test materials to the national office in a timely manner when test site has been supplied with hardcopy.
6. Promote certification with an “update corner” in the State newsletter and web page.
7. Encourage the idea that all “new” athletic administrators in the state complete LTC 501, LTC 502, LTC 504 and LTC 506 within their first two years of appointment. (Beginning January 1, 2019, encourage LTC 503)
8. Partner with State Leadership Training Coordinator and develop a plan to have leadership training and certification recognized by the State Department of Education for continuing education units (CEU).
9. Promote LTI programs to superintendents, principals and school board associations including the justification for certificate renewal and salary enhancement. Promotion may include:
   a. Articles in state publications that validate the NIAAA Certification and Leadership Training Institute
   b. Professional development presentations at principal and school board conferences
   c. Direct mailings to building and district administrators that encourage local support for participation in the NIAAA programs of professional development
10. Increase the number of Registered Athletic Administrators (RAA) by promoting the NIAAA Certification Program to undergraduate and graduate students in related fields of study.

The Certification Program provides a credential for the athletic administrator to demonstrate professional growth. The attainment may be a requirement, a personal goal, may serve as a practical vehicle for attaining continuing education requirements, or lead to salary enhancements. The process of certification provides systematic professional continuity toward a leadership role while acquiring a strong background of educational preparation.

The NIAAA Certification Program is a voluntary professional opportunity including levels of experience and preparation. The athletic administrator may earn certification as a Registered Athletic Administrator (RAA), Registered Middle School Athletic Administrator (RMSAA), Certified Athletic Administrator (CAA), Provisional CAA, and/or the Certified Master Athletic Administrator (CMAA). Less experienced athletic administrators, master coaches and graduate students may choose to make themselves more marketable with the RAA designation. The athletic administrator devoted to serving middle school/junior high students may aspire to earn the RMSAA. The more experienced athletic administrator may still be able to earn the designation of CAA as a result of involvement in the NIAAA Leadership Training Institute, experience as a director of athletics, and taking the CAA exam. Those individuals with no athletic administration experience, and who meet other qualifications, might consider the provisional CAA as a means of attaining the Certified Athletic Administrator. Additional leadership training coursework, education, experience and leadership roles, as well as the development of school/community-based project, are a part of an athletic administrator qualifications to attain the designation of CMAA.
THE NIAAA CERTIFICATION PROGRAM HAS RECEIVED “FULL REGISTRATION” FROM THE NATIONAL CERTIFICATION COMMISSION.

The NIAAA Certification Program is based on the premise of continuing education, professional growth enhancement and program development in the field of athletic administration. It incorporates the benefits of professional development opportunities that are provided by the NIAAA Leadership Training Institute. The attainment of professional certification demonstrates the completion of a comprehensive plan for professional growth and self-improvement that will enhance the ability of the athletic administrator to better serve all constituents. Professional certification will result in a genuine sense of accomplishment and confidence in one’s preparation.

The implementation of four levels of NIAAA certification affords every athletic administrator a “blueprint” for achieving professional growth through a systematic progressive process of developmental experiences.

CERTIFICATION PROGRAM OBJECTIVES

Within the field of secondary school athletic administration, the certification program intends:

- To promote professional standards, practices and ethics.
- To encourage self-assessment by offering guidelines for achievement.
- To improve performance by encouraging participation in a continuing program of professional growth and development.
- To identify levels of educational training essential for effective athletic administration.
- To foster professional contributions to the field.
- To maximize the benefits received by the school community from the leadership provided by certified athletic administrators.

BENEFITS OF BECOMING CERTIFIED

Professionals seeking certification will:

- Develop a sense of personal and professional satisfaction.
- Demonstrate a commitment to excellence in the profession.
- Provide growth of professional knowledge and expertise.
- Enhance the perception of the profession.
- Increase the potential for employment opportunities or incentives.
- Participate in a nationally registered program.
Certification Requirements

REGISTERED ATHLETIC ADMINISTRATOR (RAA)

- Bachelor’s Degree or higher from an accredited institution
- Approval of Personal Data Form (PDF)
- Completion of NIAAA Leadership Training Courses 501 & 502 (also, LTC 503 beginning January 1, 2019). College and University course work will not be accepted unless the curriculum incorporates the entire content of the required Leadership Training Course
- Obtain the verifying signature of a sponsor (athletic administrator, principal, superintendent, graduate school professor or state athletic administrators association executive director)
- Read and abide by the NIAAA Code of Ethical and Professional Standards
- Candidate must provide copy of course completion certificates with PDF, or an NIAAA transcript available through the membership portal

REGISTERED MIDDLE SCHOOL ATHLETIC ADMINISTRATOR (RMSAA)

- Bachelor’s Degree, or higher, from an accredited institution
- Approval of Personal Data Form (PDF)
- Completion of NIAAA Leadership Training Institute Courses LTC 501 and LTC 502, LTC 504, LTC 700, LTC 701 (also, LTC 503 beginning January 1, 2019). College and University course work will not be accepted unless the curriculum incorporates the entire content of the required Leadership Training Course
- Candidate must provide a copy of all course completion certificates with PDF, or an NIAAA transcript available through the membership portal
- Obtain the verifying signature of a sponsor (athletic administrator, principal, superintendent, state athletic administrator association executive director (or state liaison in states without an executive director)
- Read and abide by the NIAAA Code of Ethical and Professional Standards

CERTIFIED ATHLETIC ADMINISTRATOR (CAA)

- Bachelor’s Degree or higher from an accredited institution
- Approval of Personal Data Form (PDF)
- Two (2) or more years of experience as an athletic administrator
- Employed by (or retired from) a school, school district or state athletic administration association, or state athletic/activities association in such capacity that the administration of interscholastic athletics is (was) among one’s job responsibilities
- Completion of NIAAA Leadership Training Courses 501, 502, 504 and 506 (also, LTC 503 beginning January 1, 2019). College and University course work will not be accepted unless the curriculum incorporates the entire content of the required Leadership Training Course
- Obtain the verifying signature of a principal, superintendent or state athletic administrators association executive director
- Successfully complete CAA examination
- Read and abide by the NIAAA Code of Ethical and Professional Standards
- Candidate must provide copy of a course completion certificates before taking the CAA exam, or an NIAAA transcript available through the membership portal

Note: An available, non-renewable Provisional Certified Athletic Administrator designation provides a candidate the option with the intent to work toward a CAA and meet all requirements. Certificate is valid for three years from date of issuance. The candidate is not entitled to use any of the rights and privileges associated with the CAA designation (including use of the letters CAA with candidate’s name) until all requirements for the Certified Athletic Administrator (CAA) designation have been completed and the CAA certificate has been issued by the NIAAA office.
CERTIFIED MASTER ATHLETIC ADMINISTRATOR (CMAA)

- Bachelor’s Degree or higher from an accredited institution
- Have attained CAA designation
- Approval of Personal Data Form (PDF)
- Employed by (or retired from) a school, school district, state athletic administrator association or state athletic/activities association in such capacity that the administration of interscholastic athletics is (was) among one’s job responsibilities
- All requirements and PDF points earned since CAA designation, except for leadership training courses
- Submission of supporting documentation
- Completion of NIAAA Leadership Training Courses 501, 502, 504, 506 and 508 (Also, LTC 510 beginning January 1, 2019). College and University course work will not be accepted unless the curriculum incorporates the entire content of the required Leadership Training Course
- Completion of minimum of six (6) LTI electives (three courses from the Operations and Management categories and three courses from the Leadership category (Beginning January 1, 2019 changes to one 600 level, one 700 level, and three additional electives from any level)
- Completion of a graduate level written project or oral presentation
- Obtain the verifying signature of a principal, superintendent, state athletic administrators association staff
- Read and abide by the NIAAA Code of Ethical and Professional Standards
- Candidate must provide copy of course completion certificates with PDF or an NIAAA transcript available through the membership portal

Athletic administrators who do not satisfy all the prerequisites due to an extenuating circumstance may appeal to the Certification Committee. A written letter of appeal must accompany the PDF. Each appeal will be reviewed on its own merit. It should also be understood that an appeal does not guarantee a waiver of the prerequisites.
The Certification Process

(effective December 1, 2018)

Through the membership portal at www.niaaa.org

**Step 1:** Visit www.niaaa.org

**Step 2:** Click ‘Programs’ from the main menu

**Step 3:** Click ‘Certification Process’ from side menu

  a. Complete the certification worksheet to make sure you are qualified.
  b. Click the ‘Apply Now’ button to go to the application in the member portal. [Applicants must have a current Member profile to access]
  c. Upon Completion of the application, an email will be sent to the LTI & Certification Manager, Cheryl Van Paris, and the applicant will be taken to the online store where the Personal Data Form (PDF) has already been placed in their cart.

**Step 4:** Submit payment for the PDF processing fee.

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<thead>
<tr>
<th>Processing Fee</th>
<th>NIAAA Member</th>
<th>Non-Member</th>
</tr>
</thead>
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<tr>
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<tr>
<td>Registered Middle School Athletic Administrator</td>
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<td>Provisional-Certified Athletic Administrator</td>
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<td>$ 135</td>
</tr>
<tr>
<td>Certified Master Athletic Administrator</td>
<td>$ 175</td>
<td>$ 260</td>
</tr>
</tbody>
</table>

**Step 5:** Receive the PDF and all necessary documents in an email.

**Step 6:** Return the completed PDF to LTI & Certification Manager, Cheryl Van Paris.

**Step 7:** Once reviewer approves the PDF, the applicant will be provided details regarding the CAA exam.

**Step 8:** The NIAAA will award certification after a candidate has met all the criteria for that level of certification. Successful candidates can expect email notification two days after taking the exam or presenting his/her project. Unsuccessful candidates may retake the exam without an additional charge.

**USE OF RAA, RMSAA, CAA AND CMAA DESIGNATIONS**

As a certified athletic administrator, an individual may use the designation of RAA, RMSAA, CAA or CMAA, whichever is applicable, on his or her correspondence. Certification is for individuals only and the certification is not to be used to indicate that an association, school or school district is certified.

Those holding a Provisional CAA Certificate may not use the designation until the full CAA has been earned.
University Affiliations

GRADUATE CREDIT FOR RE-LICENSING AND CLOCK HOURS

Bemidji State University, Bemidji, Minnesota
Bemidji State University; Bemidji, Minnesota. Earn graduate credit for LTI course taken at a state conference, regional institute, or the annual NIAAA national conference. No limit to the number of credits that can be obtained. It is dependent on your academic goals. For more information contact Dr. Eric Forsyth: eforsyth@bemidjistate.edu or phone: 218-755-2083, and he would be happy to send you a course syllabus, along with a flyer regarding registration, cost, etc.

Edgewood College, Madison, Wisconsin
Edgewood College, Madison, Wisconsin, offers one (1) college credit for every two (2) LTI courses taken at state conferences and the national conference. Edgewood also offers one (1) credit for full attendance at the educational sessions of state conferences and the national conference. The cost per credit during the 2018-19 academic year is $185. To coordinate these credit options, contact Ken Syke at ksyke@edgewood.edu or 608-663-4237. Edgewood College is fully accredited by the Higher Learning Commission, and confers degrees at the Bachelor’s, Master’s and Doctoral levels.

University of St. Francis, Joliet, Illinois
The University of St. Francis is pleased to offer online graduate-level courses that incorporate NIAAA Leadership Training as a major component of required course work. Athletic Directors working to obtain CAA or CMAA certification have the opportunity to earn graduate credit online. Satisfactory completion of all NIAAA and USF course components is required to receive graduate credit. NIAAA core course work previously completed may be eligible toward graduate credit. Tuition for graduate-level courses in this series is $100 for one hour of credit. Standard fees apply for course work required through NIAAA. Details can be found online at: www.stfrancis.edu/real/niaaa.

ON-LINE COURSES

NIAAA
The NIAAA has launched on-line courses that lead to certification. Included are: LTC 501, 502, 503, 504, 506, 508 and 510.
Each offering is an interactive online course that you take on your own time, at your own pace, and wherever you would like. Each four-hour length course includes a digital manual, an interactive teaching style, instructional videos and more to help make the learning process interesting, easy and convenient for you. Courses are available to those around the nation and the world interested in NIAAA Certification, continuing education credits and expanding courses taken within the NIAAA Leadership Training Institute curriculum.

AdvancED accreditation is an international protocol for institutions committed to systemic, systematic, and sustainable improvement. Accreditation builds capacity of the organization to improve and sustain student learning. Further, AdvancED accreditation stimulates and improves the effectiveness and efficiency throughout the association.
American Public University System, Charles Town, West Virginia
APU offers a Master of Science in Sports Management degree entirely online. The program is designed for individuals who are interested in sports management, coaching, and/or athletic administration. Students have the flexibility to focus on specific concentrations such as Coaching Theory and Strategy, Sports Business Leadership, or Interscholastic Athletic Administration, an area of interest for aspiring high school or middle school athletic directors. The program consists of 33 hours, and 11 courses. Select courses align with NIAAA’s RAA and CAA certifications and meet NIAAA requirements for LTC 501, 502, 503, 504 and 506. For further information please visit: http://StudyatAPU.com/NIAAA.

Central Washington University, Ellensburg, Washington
Central Washington University’s (Ellensburg, WA) two-year, fully online, Master’s of Science degree in Athletic Administration consists of 46 credits. In addition, students complete a one-quarter Cooperative Learning experience with a practicing professional in some type of athletic administration leadership role (interscholastic, intercollegiate, recreation, college intramural, or with various other private athletic organization). For degree culmination, students can choose to do a project, project-study, thesis, or examination. Up to six graduate credits may be transferred into the program from another university. Students do NOT have to take the GRE as part of the application process to get into the program. For more information visit http://cwu.edu/peshms/athletic-administration-ms or contact Dr. Rory Weishaar, Program Coordinator, at 509-963-2265 or rory.weishaar@cwu.edu.

University of Cincinnati, Ohio
The University of Cincinnati Master of Science in Sport Administration Online program is designed to cultivate the next generation of sport industry leaders in athletic administration. Our master’s curriculum emphasizes the practical application of knowledge as it relates to high school and collegiate athletic administration. The degree program is 100% online and is structured to align with NIAAA’s RAA and CAA certifications and meet NIAAA requirements for LTC 501, 502, 504 and 506. For more information; call 888-628-3334 or visit http://cech.uc.edu/spad-online.

Concordia University, Irvine, California
Masters of Coaching and Athletic Administration allows for opportunity of up to 8 hours of LTI courses taken by the student to transfer to appropriate unit class. The MCAA program enhances leadership and administrative skills while building professional growth in coaches and athletic administrators. The experience is renowned for its positive and practical approach in the world of educational athletics. Contact Lupe Valdivia at lupe.valdivia@cui.edu, (949) 214-3260 for further information.

University of Findlay, Findlay, Ohio
The University of Findlay Master of Arts in Education program offers three online courses in Athletic Administration. EDSP 655 Foundations in Athletic Administration, EDSP 656 Legal and Ethical Issues in Athletic Administration and EDSP 657 Athletic Administration Financial Analysis and Reporting. The courses are structured to align with NIAAA’s RAA and CAA certifications and meet requirements for LTC EDSP 655: LTC 501, 502, and 503; EDSP 656: LTC 504, 506, and 508; and EDSP 657: LTC 511, 608 and 611. For more information contact Dr. Gwynne Rife, Chair of Advanced Professional Programs, rife@findlay.edu or visit our website: https://www.findlay.edu/online-degrees/master-of-arts-in-education-online/.

Grace College, Winona Lake, Indiana
The Master of Science in Athletic Administration degree program is in partnership with the NIAAA requires 36 credit hours of graduate credits. Class projects will be conducted by students for groups of 2 NIAAA LTI classes completed as a part of the 12 course program. Projects are designed to utilize information from LTI courses to provide applicable experience, while the courses are open-enrollment to accommodate the busy schedules of athletic administrators. The total cost for the program is $9900.00, with no additional fees. The degree program is designed by experienced athletic administrators to provide an affordable, convenient, and practical educational experience. For further information, contact Dr. Darrell Johnson at: dljohnson@grace.edu or call 574-372-5100 ext. 6263, or go to our website at www.grace.edu/msaa.
Morningside College, Sioux City, Iowa
Morningside College, Sioux City, Iowa Twenty-four LTI courses are bundled into six 3-credit on-line graduate courses, taught by experienced and respected Athletic Directors. The courses may be taken individually, or as a complete series, and may count toward a Master of Arts in teaching degree. The six AD courses cover the content required to test for NIAAA CAA exam, and prepare for a CMAA level. Tuition and materials cost = $795 per 3 credit course. For further information contact Darby Young: 712.274.5475, youngd@morningside.edu.

Ohio University, Athens, Ohio
Ohio University offers an online Master of Science degree in Athletic Administration that requires completion of 12 online courses and one three-day Athletic Leadership Forum. Online curriculum offerings incorporate nine NIAAA Leadership Training courses and other related materials. Graduates who meet the Personal Data Requirements specified by the NIAAA Certification program may also be eligible to write the CAA examination. For further information contact us at 1-866-939-5791 or visit http://coaching-athleticadministration.ohio.edu/maa-lpkp/.

Western Kentucky University, Bowling Green, Kentucky
Western Kentucky University offers a concentration in Athletic Administration & Coaching as part of the Masters Degree in Recreation & Sport Administration. The degree program is 100% online and is structured to facilitate continued professional growth for interscholastic athletic administrators and coaches. The curriculum includes a blend of applicable, practitioner-focused classes with NIAAA Leadership Training Institute courses. For additional information, contact the program coordinator, Dr. Brad Stinnett at brad.stinnett@wku.edu.

West Virginia University, Morgantown, West Virginia
The West Virginia University College of Physical Activity and Sport Sciences offers an Area of Emphasis in Interscholastic Athletic Administration within its Master of Science in Sport Management program designed to educate the next generation of interscholastic administration leaders. This fully online Area of Emphasis requires students to complete 10 fully online courses (30 credits) over five semesters. Through this curriculum and billed at in-state rates, students complete the NIAAA Leadership Training Courses (LTC 501, 502, 504, 506) necessary for the RAA and CAA certifications. The 8-week courses are practitioner oriented and taught by professionals with backgrounds in sport management and interscholastic administration. Topics of discussion include: Leadership in Interscholastic Athletic Administration, Interscholastic Sport Organization and Administration, Fundraising and Development, and Facility Management. Students can start this program any semester, and options exist to complete it in an accelerated fashion. For more information, visit: https://cpass.wvu.edu/academics/online-masters/sport-management.

William Woods of Missouri, Fulton, Missouri
William Woods University offers a Master’s in Education in Athletic/Activity Administration. The program is offered in Missouri and neighboring states. Leadership Training Institute books are used as the primary textbook for each class. The program is taught using the cohort model with each course meeting four hours per week for 8 weeks. Students must also complete 90 hours of field experiences under the guidance of a veteran athletic administrator. Graduates are eligible for RAA certification. For information contact Jim Gagen, Online Program Manager MED in Athletic/Activities Administration, at jim.gagen@williamwoods.edu. Beginning January 1, 2016 William Woods also offers this degree program online. In addition, all eleven courses are offered as electives. For more information, go to: http://www.williamwoods.edu/academics/online/graduate/master_of_education_in_athletics_activities_administration.html.

Wilmington University
The MSM in Sport Management consists of 36 credits which can be taken on-line or 18 credits online and 18 credits face-to-face. Certified Athletic Administration I and II, offered as electives in the Master of Science in Management’s sports management concentration but also available as “stackable” graduate credits toward a standalone certificate, are the fastest route to the nationally recognized certified athletic administrator (CAA) credential. WilmU has embedded all of the required CAA material into two seven-week courses. As a result, students can complete the CAA course requirements and sit for the national exam in just 14 weeks. Designed in partnership with and approved by the NIAAA, the two courses prepare students for the exam while covering such topics as strategies and philosophies of athletic administration, organizational management of interscholastic competitions, sportsmanship and fundraising. Tuition discounts are offered to NIAAA members. Certified Athletic Administration I and II (course catalog numbers MSP 7510 and MSP 7511). For more information go to: http://www.wilmu.edu/business/management-master.aspx
# Professional Development Academy State Coordinators

<table>
<thead>
<tr>
<th>State</th>
<th>Coordinator(s)</th>
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<tbody>
<tr>
<td>Alabama</td>
<td>Denise Ainsworth, CAA, Brandon Dean, CMAA, Albert Weeden, CMAA</td>
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<tr>
<td>Alaska</td>
<td>Sandy Wagner, CAA</td>
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<tr>
<td>Arizona</td>
<td>Julie Patton, CAA</td>
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<tr>
<td>Arkansas</td>
<td>Steve Janski, CAA, Doug Killgore, CMAA</td>
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<tr>
<td>California</td>
<td>Jean Ashen, CMAA, Cici Robinson, CAA, Brian Seymour</td>
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<tr>
<td>Colorado</td>
<td>Karen Higel, CMAA, Diane Shuck, CMAA</td>
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<td>Connecticut</td>
<td>Fred Balsamo, CMAA, Joe Canzanella, CMAA</td>
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<td>District of Columbia</td>
<td>(See Maryland)</td>
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<td>Delaware</td>
<td>Joe Thomson, CMAA</td>
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<td>Florida</td>
<td>Andrew Chiles, CMAA, Michael Colby, CMAA, Lanness Robinson II, CMAA, Jake Von Sherrer, CMAA</td>
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<tr>
<td>Georgia</td>
<td>Jasper Jewell, CMAA, Kandice Mitchell, CAA, Dawn Odom, CMAA</td>
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<tr>
<td>Hawaii</td>
<td>Georges Gilbert, CAA, Mel Imai, CAA</td>
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<tr>
<td>Idaho</td>
<td>Polly Dahlike, CAA, Cass Herbst, CMAA, Tol Gropp, CMAA</td>
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<tr>
<td>Illinois</td>
<td>Steve Gertz, CAA, Becky Moran, CMAA, Tina Woolard, CMAA</td>
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<tr>
<td>Indiana</td>
<td>Dan Armstrong, CAA, John Gray III, CAA, Sam Rasmussen, CAA</td>
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<tr>
<td>Iowa</td>
<td>Scott Garvis, CMAA, Aaron Stecker, CAA</td>
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<tr>
<td>Kansas</td>
<td>Brent Jones, CAA, Allan Sersland, CMAA</td>
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<tr>
<td>Kentucky</td>
<td>Arthur Ballard, CAA, Hugh McReynolds, CAA, Jonathon Vincent, CAA</td>
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<td>Louisiana</td>
<td>Jeryl Fischtziur, CAA, Cynthia Gilbert, CAA</td>
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<tr>
<td>Maine</td>
<td>Todd Livingston, CAA</td>
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<td>Maryland</td>
<td>Michael Duffy, CMAA, Greg Whitley, CMAA</td>
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<td>Massachusetts</td>
<td>Karrah Ellis, CMAA, Rich Riley, CMAA</td>
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<td>Michigan</td>
<td>Justin Ansel, CAA, Mike Garvey, CMAA, Fred Smith, CMAA</td>
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<td>Minnesota</td>
<td>Brad O’Donnell, CMAA, Jaime Sherwood, CMAA, Les Zellmann, CAA</td>
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<td>Mississippi</td>
<td>Woody Barnett, Karen Green, CAA</td>
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<td>Thaddues Hamilton, CAA, Mike McGurk, CMAA, Donald Rothermich, CAA</td>
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<td>Montana</td>
<td>Gary DeGooyer, CMAA, Tim Tharp, CAA</td>
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<td>Nebraska</td>
<td>Steve Throne, CMAA, Kevin Zimmerman, CMAA</td>
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<td>Nevada</td>
<td>Matthew Balodis, CAA, Jennifer Ritch, CAA</td>
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<tr>
<td>New Hampshire</td>
<td>Mike Jackson, CMAA, Andrew Lathrop, CAA, Corey Parker</td>
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<td>New Jersey</td>
<td>Sean Dowling, CMAA, Bob Hopek, CMAA, David Suiter, CMAA</td>
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<td>New Mexico</td>
<td>Ann Stewart, CAA, Larry Waters, CAA</td>
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<td>New York</td>
<td>Josh Lacy, CAA, Pat Pizzarelli, CMAA, Pete Shambo, CMAA, Timm Slade, CMAA, Don Webster, CMAA, Steve Young, CMAA</td>
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<tr>
<td>North Carolina</td>
<td>Bobby Hill, CMAA, Jeff Morris, CMAA, Roy Turner, CMAA</td>
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<td>North Dakota</td>
<td>Jim Roaldson, CAA, Jason Wiberg, CMAA</td>
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<td>Ohio</td>
<td>Glen Gillespie, CAA, John Payne, CMAA</td>
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<tr>
<td>Oklahoma</td>
<td>Stephanie Blackwell, CMAA, Melenda Knight, CAA</td>
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<td>Oregon</td>
<td>Tim Sam, CMAA</td>
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<td>Pennsylvania</td>
<td>Charles Abbot, CMAA, Holly Farnese, CMAA, Jack Fullen, CMAA, Dennis Ramella, CMAA, Gerald Schwille, CMAA</td>
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<td>Rhode Island</td>
<td>Robert Palazzo, CMAA</td>
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<td>South Carolina</td>
<td>Carlos Cave, CMAA, Darryl Nance, CMAA</td>
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<td>Steve Berseth, CMAA, Paul Netopal, CAA, Joey Struwe, CMAA</td>
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<td>Tennessee</td>
<td>Scott Dorsett, CMAA, Mike Elson, CMAA</td>
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<td>Texas</td>
<td>Sandra Mader, CMAA, Larry Peil, CAA</td>
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<tr>
<td>Utah</td>
<td>Richard Barton, CMAA, Craig Gladwell, CAA, Marc Hunter, CMAA, Jamie Sheets, CAA</td>
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<td>Vermont</td>
<td>Amy Molina, CMAA</td>
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<td>Virginia</td>
<td>Kevin G. Adams, CAA, Jeff Dietze, CMAA, Dick Kemper, CMAA</td>
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<td>Washington</td>
<td>Cole Kanyer, CAA, Robert Polk, CMAA, Erik Titus, CAA</td>
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<tr>
<td>West Virginia</td>
<td>Ron Allen, CAA, Don Dellinger, CMAA, Harold Erwin, CAA, Bill Gillispie, CMAA</td>
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<td>Wisconsin</td>
<td>John Frizzell, CMAA</td>
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<td>Wyoming</td>
<td>Dan Mitchelson, CMAA</td>
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<td>Canada</td>
<td>Drew Hanson</td>
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QUALITY PROGRAM AWARD

The National Interscholastic Athletic Administrators Association (NIAAA) has developed a suggested set of measurement criteria that high school athletic administrators may use to assess the current status of their athletic program. For this purpose, ten assessment categories have been identified to recognize outstanding high school athletic programs.

Requirements of Applicants:

• Athletic administrator must:
  – be a member in good standing with the NIAAA and state athletic administrator association
  – have obtained CAA designation (as of January 1, 2018)
  – have completed LTC 799
  – submit application fee with QPA application to the NIAAA office

To receive QPA, applicants must:

• Prepare four electronic copies (flash drives) of the application and evidence-based documentation
• Complete the application demographic information including all required signatures
• Applications may be submitted at any time, but must be postmarked no later than April 30 to be recognized during that calendar year
• Prepare a numbered electronic folder for each of the ten categories that includes evidence of meeting the QPA standards
• Earn at least 80% of available points in each of the ten categories

Resources available to applicants:

• Mentor to assist with the process
• Sample of a successful QPA application, with previous applicant’s permission
• Document provided on applications guidelines, assessment guidance and assessment rubrics
• Guidance document—frequently asked questions

Benefits to QPA recipients:

• Affirm benefits of an educationally based interscholastic athletic program
• Develop long term strategic planning and continuous improvement
• Earn professional recognition at national and state levels (banner and plaque)
• Enhance budget justification
• Build community support and pride
• Recognition at National Athletic Directors Conference
• Satisfies project requirement for CMAA certification provided application and completion of the process meets requirements and standards established by the NIAAA board of directors.

IN-SERVICE PROGRAM

The NIAAA offers three, ninety minute, programs dedicated to in-service for school personnel. The three topics include: Management Strategies & Organizational Techniques, Dealing with Challenging Personalities, and Your Legal Duties.

For more information on the NIAAA In-Service Program contact the NIAAA office at 317-587-1450
# PROFESSIONAL DEVELOPMENT ACADEMY LEADERSHIP TEAM

**Jim Watkins, CMAA**  
National Faculty  
Course Review  
LTI Program

**Sheri Stice, CMAA**  
Certification Program  
CAA Exam  
State Coordinators Assistant

**Don Bales, CMAA**  
State Coordinators  
New Course Development Assistant  
Quality Program Award

**Ed Lockwood, CMAA**  
Certification Program Assistant  
CMAA Project Assessment

**Scott Smith, PhD, CAA**  
New Course Development  
University Relationships

**John Evers, CMAA**  
IAA Developmental Editor

**Duane Kramer, CMAA**  
Conference PDA Booth  
Conference Session Logistics

**James Perkins, CAA**  
Conference LTI Facilitators  
Conference LTI Logistics

**Bruce Whitehead, CMAA**  
International

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# NIAAA BOARD OF DIRECTORS

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<thead>
<tr>
<th>Name</th>
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<tr>
<td>Jeff Sitz, CMAA</td>
<td>WI</td>
<td>President</td>
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<tr>
<td>Todd Olson, CMAA</td>
<td>ND</td>
<td>President-Elect</td>
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<tr>
<td>Rich Barton, CMAA</td>
<td>UT</td>
<td>Past President</td>
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<tr>
<td>Josh Scott, CMAA</td>
<td>MO</td>
<td>Secretary</td>
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<tr>
<td>Jim Davis, CAA</td>
<td>MA</td>
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<td>Jimmy Lynch, CMAA</td>
<td>PA</td>
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<td>Tara Osborne, CMAA</td>
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<td>Matt Hensley, CMAA</td>
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<td>Johnny Johnson, CMAA</td>
<td>AR</td>
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<td>Greg Van Cantfort CAA</td>
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<td>WA</td>
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<td>Lanness Robinson, CMAA</td>
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<td>Deb Van Kuiken, CMAA</td>
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<td>Bruce Brown, CMAA</td>
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<td>NEDC</td>
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# NIAAA STAFF

**Mike Blackburn, CMAA, PhD**  
Executive Director

**Phil Rison, CMAA**  
Associate Executive Director

**Cheryl Van Paris**  
LTI and Certification Manager

**Patty Conrad**  
Receivables/Payables and Meeting Planning

**Nellice Crocker**  
Membership, Communications and Systems

**Sherrice Dubose**  
Development, Marketing and Public Relations

**Alex Ferguson**  
Administrative Assistant

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# CERTIFICATION COMMITTEE

<table>
<thead>
<tr>
<th>Name</th>
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<tr>
<td>Steve Butler, CMAA</td>
<td>KY</td>
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<td>Mike Garvey, CMAA</td>
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<td>Tol Gropp, CMAA</td>
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<td>Sandra Howell, CMAA</td>
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<td>Jim Jackson, CMAA</td>
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<td>Margaret Seng, CMAA</td>
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<td>Pete Shambo, CMAA</td>
<td>NY</td>
<td>Chair</td>
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<td>Joey Stuwe, CMAA</td>
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<td>Jacob Von Scherrer, CMAA</td>
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