



NATIONAL INTERSCHOLASTIC ATHLETIC
ADMINISTRATORS ASSOCIATION

PROFESSIONAL DEVELOPMENT ACADEMY

Including the Leadership Training Institute, Certification Program, Assessment, and Educational Initiatives

2023–2024

SEPTEMBER 1, 2023 TO AUGUST 31, 2024

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. Become key for all campus activities 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 exposure
7. Establish a sound philosophy from which decisions are made, conduct codes are established, integrity is an expectation, and leadership is developed

Some of the many benefits NIAAA members are provided include:

- Cost savings for the National Athletic Directors Conference, Leadership Training Institute courses, webinars, certifications, NIAAA U Cohort Study, products and services, transcripts, Quality Program Award
- \$2,000,000 supplemental liability (student injury and property damage)
- \$2,500 life insurance provisions
- Access to member portal for personal data groups and **Members Resources** information items
- Selection from 58 Leadership Training Courses, plus six 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, facilitate, and present
- Communication of educational initiatives 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 (LTI), Certification Program, and Assessment. Each of these epitomize the organizational mission. The founding principles are most evident in the development of the leadership training curriculum and a program through which athletic administrators can obtain up to six different levels of certification. 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 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, national, or international level. They are further encouraged to remain on the cutting edge of our profession by obtaining any one of our certifications.

Please make sure to reference the NIAAA website for the most current requirements and information pertaining to the Professional Development Academy.



The National Interscholastic Athletic Administrators Association has met the criteria for educational quality established by Cognia.



The NIAAA Certification Program is fully registered by the National Certification Commission.



NIAAA PROFESSIONAL DEVELOPMENT STRUCTURE

Professional Development Academy			
Assessment	Certification	Leadership Training Institute	Educational Initiatives
<ul style="list-style-type: none"> • Accreditation by Cognia • LTI Course Review • Quality Program Assessment • Exam Question Review • LTI Faculty Review 	<ul style="list-style-type: none"> • Exam Oversight • Online Testing • Certified Test Admin Training • Certification State Coordinators • National/State Conference Testing • Certification Levels & Processes • Exam Study Tutorial • Certification Committee • CMAA Project Fulfillment 	<ul style="list-style-type: none"> • LTI Courses • LTI New Course Development • LTI Course Review/Revision • University Partnerships • LTI State Coordinators • National Presentation Faculty • Digital and Print LTI Manual Delivery • LTI Course Chairs • Online LTI Courses • Seasonal Webinars • National Conference LTI Courses • LTI Agreement – Canada IAAA • LTI Course Records/Transcript • Manual Order Fulfillment • Course Credit in Member Database • Conference LTI Registration • College Manual Sales • LTI International 	<ul style="list-style-type: none"> • National Conference Workshops • National Conference Learning Session • National Conference Networking Sessions • NIAAA Professional Outreach Program • International Offerings • NIAAA U – Study Cohorts • <i>Interscholastic Athletic Administration</i> Magazine • Marketing of Programs • NIAAA AD Insider eNews • Professional Development Academy Guide • National Conference App • Strategic Plan

PHILOSOPHICAL STATEMENT

The National Interscholastic Athletic Administrators Association recognizes the many professionals who 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 who unselfishly stay 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 LTI courses will enhance the daily operations of the athletic department and improve the program being administered. The athletic administrator who attains NIAAA 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 online.

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 is comprised of 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
- Quality Program Assessment reviewers and mentors
- NIAAA U Leadership Mentors

NATIONAL COURSE CHAIRPERSONS AND REVIEW TEAMS

The national course chairpersons are usually chosen 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

LTC 501	Fred Smith
LTC 502	Jon Payne
LTC 503	Tim Graham

Legal Advisor: John Johnson

LTC 504	Scott Drabczyk
LTC 506	Peg Pennepacker
LTC 508	Jeff Lowell
LTC 510	Dan Armstrong

LTC 511	Brandon Taylor
LTC 601	Dan Armstrong Zac Stevenson

LTC 603	Aaron Watson
LTC 608	Carlos Cave
LTC 611	Marc Haught
LTC 613	Todd Schuler
LTC 614	Todd Schuler
LTC 615	Hugh McReynolds
LTC 616	Dan Johnson
LTC 617	Kevin Adams
LTC 618	Dick Kemper

LTC 619	Hugh McReynolds
LTC 620	Dick Kemper
LTC 621	Robert Palazzo
LTC 625	Jeff Kurtz
LTC 626	Tina Woolard
LTC 627	Devin Wendell
LTC 628	Mike Gulino
LTC 630	Jay Hammes
LTC 631	Mike Gulino
LTC 633	Mike Duffy
LTC 638	Sandra Mader
LTC 640	Jim McClowry
LTC 700	Holly Farnese
LTC 701	Kelly Fish
LTC 703	Carol Dozibrin
LTC 704	Josh Scott
LTC 705	Mike Ellson
LTC 706	Jeff Sitz
LTC 707	Mike Duffy
LTC 709	Steve Young

LTC 710A	Susan Robbins
LTC 710B	Susan Robbins
LTC 712	Marc Haught
LTC 714	Scott Dorsett
LTC 715	Steve Bridge
LTC 716	Kandice Mitchell
LTC 717	Jim Wright
LTC 719	Darryl Nance
LTC 720	Kevin Simmerman
LTC 721	Sandra Mader
LTC 723	David Suiter
LTC 724	Karrah Ellis
LTC 726	Susan Robbins
LTC 790	Marc Hunter
LTC 799	Scott Garvis
LTC 901	Chris Mott
LTC 902	Juan Santamaria
LTC 903	Matt Fleming
LTC 904	Nick Deforest
LTC 910	Kathy Tanco-Ong

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.

Structure of Leadership Training Institute

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 instructional faculty
- 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
- Communicate to national office of those who successfully complete LTI courses
- Keep records of state LTI course offerings and attendance
- Address all financial aspects of offering the program
- Assists in the piloting process of LTI courses

The two annual state coordinator meetings are essential to the professional delivery of the Leadership Training Courses. The success of the Leadership Training Institute would not be possible without 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 recognized a need for more local faculty members to assist in the delivery of the Leadership Training Institute course offerings. The NIAAA relies on state coordinators to identify and train members of the state instructional faculty. To be a state instructor, an individual must complete LTC 501, 790 and the course(s) he or she will instruct. Each state coordinator has the responsibility to increase the local faculty and the NIAAA has given them 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 2021]

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 on 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 2021]

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 on 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 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: RAA, RMSAA, CAA and CMAA Certification** [REVISED 2021]

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. Strategies are provided for developing, implementing, and documenting an effective risk management program for interscholastic athletics. **Required for: CAA, RMSAA, CMAA and CIAA Certification** [REVISED 2021]

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. This includes 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. This course offers extensive coverage of the legal standards governing sexual harassment and sexual violence in school sports programs, strategies for developing, implementing, and documenting an effective anti-sexual harassment policy. **Required for: CAA and CMAA Certification** [REVISED 2021]

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. There is also 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 2021]

LTC 510 Athletic Administration: Legal Issues IV (Social Media, Transgender Participation, Event Management & Security, Pregnant & Parenting Student-Athletes, & Intellectual Property)

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. It also includes 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. [REVISED 2021]

LTC 511 Athletic Administration: Concepts and Strategies for Interscholastic Budgeting, Finance, and Planning Using Spreadsheets

This course 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 budget management through the use of spreadsheets. It is highly recommended that attendees bring a laptop with a current operating system and spreadsheet software capabilities. [REVISED 2020]

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 601 Athletic Administration: Developing Athletic Department Handbooks

This course is designed to assist the athletic administrator as part of the administrative team in the school district in the development of comprehensive handbooks for students, staff, boosters, and families. Application, development, and annual review of student handbooks, athletic handbooks, coaches handbooks, booster handbooks, and other groups with constitutions and bylaws, with review of legal rights of students, collective bargaining for staff, and non-profit rules and regulations. In this course, athletic administrators, principals, and those aspiring to enter school administration will benefit from the development, discussion, and review of the handbook, constitution, bylaws, and legal issues related to this process. [NEW 2023]

LTC 603 Athletic Administration: Building Pyramids of Success in K-12 Athletic Programs

This course is designed to assist the athletic administrator in aligning sports programs within the K-12 educational model as well as community-based programs. Numerous networking opportunities in the course will allow athletic administrators to add essential tools to their toolbox. Activities are designed for participants to bring home shared concepts from the course for immediate use. This course will assist athletic administrators in identifying building blocks in order to create pyramids of success for education-based and community-based athletic programs from kindergarten through high school. Student-athletes will benefit from aligned skill development and core values. Results are not just for developing student-athletes and winning, but also for supporting the “whole child” as we seek to identify the true meaning of success which includes, but is not limited to, character, integrity, and leadership for every stakeholder. [NEW 2023]

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 2022]

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 improve 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 2019]



LTC 613 Athletic Administration: Technology I – Productivity and Collaboration with Google Workspace

This course is designed for those individuals who would like to develop skills working with the features found in Google Suite. The main focus is 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 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 Google Suite and Excel. [REVISED 2022]

LTC 614 Athletic Administration: Technology II – Current Trends in Digital Communications & Engagement

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 2022]

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 understanding 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 2023]

LTC 616 Athletic Administration: Athletic Facilities: Planning and Development

This course considers spectator facilities, special use gymnasiums, 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 2022]

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 2022]

LTC 618 Athletic Administration: Managing Athletic Equipment

This 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; (7) Accountability/Laundry; Best Practices; and (8) 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 2021]

LTC 619 Athletic Administration: Enhancing Event Experiences Through Curb Appeal

This course highlights areas which the athletic administrator should consider prior to hosting visiting schools, spectators, and participants for athletic events. The opinion of a school, the community, and the school's administration are often formed based on first impressions experienced when attending an athletic event. These impressions/experiences are built upon not only the visual appearance of the facility but the overall preparedness of the facility from entering the main gate, sitting in the stands, and leaving upon completion of the event. The course discusses the power of being prepared, and how communications can enhance the fans overall game experience. Strategies, methods, and illustrations will provide for maintaining structures through a comprehensive study of "best operational management practices" geared toward an enjoyable fan experience. [REVISED 2022]

LTC 620 Athletic Administration: Current Trends in Concussion Management and Proper Steps in Fitting Athletic Protective Equipment

This course examines updated information on concussions knowledge, awareness, management, attitudes, and behaviors among athletes, coaches, parents, health care providers and school professionals. It offers potential strategies to help keep athletes safe. The course also offers the proper steps in fitting of helmets and protective padding. [REVISED 2021]

LTC 621 Athletic Administration: Basics of Synthetic Turf Install

This course incorporates a guided chronological approach for turf installation. Prior to installation, an athletic administrator must ask a few questions: What is involved in appraising the need to install a synthetic turf field? Who will be the team of stakeholders making the decisions? What is the suggested approach to guiding those decisions? This course also includes suggested preparation, guidance, and training for the athletic administrator to make a recommendation to install a synthetic turf field. Athletic administrators will be given direction on how to choose which personnel are fit to oversee the project, differentiate between all synthetic turf products, finance the project, and consider risk management. Information supporting the on-going needs after installation such as testing and training, field life, and the equipment needed for maintenance and safety will be covered. [NEW 2020]

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 (P.A.) 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 2021]

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 2019]

LTC 627 Athletic Administration: Administration of Interscholastic Sports Strength & Conditioning Programs

Strength and conditioning programs have become an integral part of the overall success of today's athlete as well as enhancing lifelong health and fitness for all students. This course will examine the role of the athletic director and other school administrators in supporting and developing the strength and conditioning programs within a school or district setting. Topics will include: 1) the philosophy and mission behind strength and conditioning; 2) roles and responsibilities of various athletic personnel including certifications and professional standards; 3) program management and assessment within a scholastic environment; 4) the organization and administration of a highly functioning strength & conditioning program, and (5) the development and design of a fitness facility including risk management strategies and financial issues. [REVISED 2023]

LTC 628 Athletic Administration: Mental Health and Wellness for Student Athlete

Mental illness has been described as one of the greatest silent epidemics in our country. Student-athletes can be vulnerable to a number of mental illnesses due to the pressures they face while balancing their athletic and academic obligations and still maintaining a balance in their daily lives. This course is designed to remove the stigma of mental illness and assist athletic administrators in understanding the causes and how their student-athletes could be affected. The objective for the course is to raise awareness of this social issue and explain to athletic administrators how to educate their coaches and team captains in order to provide support for all of their student-athletes. [NEW 2020]



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 2020]

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 highlights include 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. [REVISED 2020]

LTC 633 Athletic Administration: The Administration of Interscholastic Athletic Programs for Students with Disabilities

As a 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 students with disabilities in school-based extracurricular athletic programs. This course content will provide a guide for school districts to implement opportunities which allow students with disabilities to participate at the fullest extent of their abilities. [REVISED 2023]

LTC 638 Athletic Administration: Creating an Awareness of Diverse Groups within Athletic Programs

This course will provide insight and understanding of the diverse groups within the athletic program. Specifically, this course will assist the athletic administrator in areas of awareness regarding sexual orientation, gender, religion, socioeconomics, racial dynamics and ageism. Those who complete this course will have a better understanding of how to create a safer and more welcoming environment for all athletic program stakeholders. [NEW 2022]

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 who want to gain useful strategies to make their day to day work environment more effective and efficient. [REVISED 2020]



LEADERSHIP COURSES

// ONE COURSE REQUIRED FOR CMAA //

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 Middle School

This course provides insights and strategies for the leadership of developmentally sound educationally compatible middle 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 2022]

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 2022]

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 Xs and Os. This course will support a character-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 2019]

LTC 704 Athletic Administration: Recruit/Hire, Mentor and Retain Coaches

This course will cover numerous ways to actively recruit, mentor, and retain high quality coaches and activity sponsors within your organization. Learn about best hiring practices for coaches and sponsors, identification of female and minority candidates, faculty vs. non-faculty coaches, challenges with parent coaches, strategies to grow coaches, and retention strategies.

The youth sports industry has changed expectations and realities of being a coach across the United States. This unrealistic expectation of scholarships and the win at all cost emphasis has resulted in the necessity for schools and athletic administrators to develop innovative strategies of recruitment, mentoring and retention of coaches for education-based athletics. [NEW 2022]

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 mentoring program. Since each school/site is different, this course provide athletic administrators strategies and methods to develop and enhance successful coach to coach mentoring programs upon returning to their school/site. [REVISED 2020]

LTC 706 Athletic Administration: Coaching Coaches to be Leaders and Educators

This course will examine the training, preparation, and guiding of coaches, by athletic administrators, to understand the inherent tasks related to education-based athletics. The administrator will be better prepared to integrate new learning opportunities for coaches through the nurturing of suggested coaching knowledge, skills, behaviors, and attitudes. Enrollees in this course will be better empowered as the athletic administrator to deal with the constant turnover and training of coaches that can demand much of the administrator's time. [NEW 2019]

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 2021]

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. The main focus is 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 2023]

LTC 710-A Athletic Administration: Current Issues in Education-Based Sports

NIAAA Instructors will lead small-group discussions related to important current issues specifically related to student-athletes. Best practices will be shared on how to educate stakeholders on these important topics. Participants will play an active role as issues are discussed and explored. Enrollees who will derive the greatest benefit are administrators seeking insight and potential solutions relative to the current issues impacting students in athletics. Topics included in this course: Creating a positive athletic atmosphere, officiating crisis, promoting underrepresented groups, student mental health, transgender athletes, unified sports. [REVISED 2023]

LTC 710-B Athletic Administration: Current Issues in American Sports

NIAAA instructors will lead small-group discussions related to important current issues specifically related to student-athletes. Best practices will be shared on how to educate stakeholders on these important topics. Participants will play an active role as issues are



discussed and explored. Enrollees who will derive the greatest benefit are athletic administrators seeking insight and potential solutions relative to the current issues impacting students in athletics. Topics included in this course: Ancillary and Additional Funding Sources for Athletics; Best Practices for Finding, Hiring and Retaining Quality Coaches; Work Life Balance and Honoring Boundaries: Time Management, Organizational Skills; Marketing and Promoting Educational Based Athletics; Professional Development and Mentoring of Coaches. [REVISED 2023]

LTC 712 Athletic Administration: Ethical Decision-Making in Education-Based Interscholastic Sport Programs

The purpose of this course is to assist athletic administrators evaluate the ethical qualities of their department and equip them with a protocol for dealing with ethical dilemmas. Participants will be introduced to the concepts of ethical decision making, specifically as it pertains to interscholastic sports. An emphasis of the course is to assist the athletic administrator establish their own moral framework for making ethical decisions and resolving ethical issues within their department. The course also deals with developing codes of ethics and moral character development within coaches and athletes. This is a highly interactive course with multiple scenarios to illustrate qualitative approaches to resolving ethical issues. [NEW 2021]

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 2022]

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 will 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. [REVISED 2020]

LTC 716 Athletic Administration: Partnering With Parents Building a Positive Culture in Education-Based Athletics

This course will aid athletic administrators by teaching them how to develop and train coaches to foster positive interactions, develop and sustain quality relationships, and collaborate with parents. A common goal for parents and coaches should be for student athletes to have a transformational experience while participating in education-based athletic programs. Therefore, a focus will be placed on maintaining proper perspective, proactive action plans, and best practices. Emphasis will also be placed on communication practices and how to avoid disconnect between coaches and parents that contribute to strained relationships. The ultimate goal is for parents to feel they are a valuable member of the team culture and community. [NEW 2021]

LTC 717 Identifying the Need for and Effecting Change in Athletic Administration

The purpose of this course is to assist athletic administrators in navigating change. Gaining an understanding of change related to process, policy, mindset, systems, and culture is critical to developing an appropriate change model. Additionally, gaining context in various aspects of change such as identifying stakeholders, potential solutions, and the inevitable roadblocks will allow athletic administrators to avoid setbacks that can lead to failure. [NEW 2023]

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, administrators 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 2019]

LTC 720 Athletic Administration: Building a Character Based Athletic Program

Character-based school athletics can truly succeed only when the entire community—school board, superintendent, principal, parents, boosters, coaches, student-athletes, support staff, and game management—support the values and views lived out daily by students in the school setting. This course shares the strategies necessary to complement 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 be a key figure in helping the school community to understand, embrace and implement important character expectations for the school program. [REVISED 2023]

LTC 721 Athletic Administration: Positive Sporting Behavior-For the Love of the Game

In this course administrators will learn to implement appropriate strategies and techniques designed to create a positive, productive learning environment, which will support a system that encourages character, self-discipline, and sportsmanship. This class will provide opportunities for self assessment and reflection in regards to prior performance. In addition administrators will participate in class discussions and activities. This 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 2019]

LTC 723 Athletic Administration: Administration of Professional Growth Programs for Interscholastic Athletic Personnel

Providing continual professional development and education for coaches is one of the 14 legal responsibilities of athletic administrators, therefore creating a need to ensure that all coaching staff at all levels are trained at the highest level. This course will show athletic directors how to further continuing efforts. Professional development should be based upon the National Standards for Sport Coaches and would include individual school-sponsored programs, state association requirements, and professional providers such as the National Interscholastic Athletic Administrators Association (NIAAA) Professional Development Academy, the National Federation of State High School Associations (NFHS) Coach Education program, and the American Sport Education Program (ASEP). [REVISED 2020]

LTC 724 Athletic Administration: STRESS: Causes, Effects, and Strategies

The demands of high intensity daily work, evening and weekend supervision requirements, public expectations, challenging interactions, and limited resources place the athletic administrator in a stressful position. Ways of intervening stress, managing its onset, and using proven methods for reducing its impact are needed. 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 2019]

LTC 726 Athletic Administration: Student Leadership Development

Student Leadership Development is an essential component to any successful education-based athletic program. In this course, numerous ways to actively develop leaders in your local school and at the state level will be covered. Topics 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 find 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. [REVISED 2022]

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 administrators. 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 2021]

LTC 799 Athletic Administration: Standards of Excellence in Interscholastic Athletic Programs

This course has two purposes and potential benefits for high school athletic administrators. For 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 LTCs. 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 2022]

INTERNATIONAL COURSES

International courses provide a base of knowledge and skill for the international athletic administrator seeking to conduct an educationally sound activities and athletic department.

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.

Required for: CIAA, RIAA [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 alerts and educates athletic administrators on 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. **Required for:** CIAA, RIAA [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. **Required for:** CIAA [NEW 2018]

LTC 904 Athletic Administration: Child Protection Overview for the International School Administrator

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. **Required for:** CIAA [NEW 2018]

LTC 910 Athletic Administration: Current Issues in the International Education-Based Athletic Community

Topics: 1) Finding/Retaining/Educating Coaches; 2) Inclusion vs Competition — How Can Both Exist?; 3) Home Stay vs Hotel Stay; 4) Dealing with Parents; 5) Dealing with Unexpected Events; 6) Managing Increased Workload Expectations. Instructors will present important issues and effective response strategies for 3 contemporary topics within the International Athletic Community and Programs (selected from the six available for LTC 910). The instructional format of this course will consist of brief presentations, group interactions, and sharing of ideas. Participants will play an active role as these issues are debated and explored.

Enrollees who will derive greatest benefit: International athletic administrators seeking insight and possible solutions relative to current issues in international athletic programs. [NEW 2022]

Summary of NIAAA Requirements For Certification

Registered Athletic Administrator (RAA):

- LTC 501, 502, 503

Registered Middle School Athletic Administrator (RMSAA):

- LTC 501, 502, 503, 504, 700, 701

Certified Athletic Administrator (CAA):

- LTC 501, 502, 503, 504, 506
- Served a minimum of two years as an athletic administrator with signed contract
- Pass a multiple choice exam covering a broad spectrum of relevant topics to interscholastic athletic administration
[RAA or RMSAA are NOT prerequisites for CAA]

Certified Master Athletic Administrator (CMAA)

- LTC 501, 502, 503, 504, 506, 508, 510
- CAA designation received
- 1 Operations and Management Course selected from LTC 600 series
- 1 Leadership Course selected from LTC 700 series
- 3 additional electives from any level
- Completion of a graduate level written project, oral presentation, or successful submission of a Quality Program Assessment

For Quality Program Assessment process, see page 27 — Benefit to QPA Recipients.

Registered International Athletic Administrator (RIAA):

- LTC 901, 902

Certified International Athletic Administrator (CIAA):

- LTC 901, 902, 903, 904, 504
- Served a minimum of two years as an athletic administrator with signed contract
- Pass a multiple choice exam covering a broad spectrum of relevant topics to an international secondary school athletic environment



COPYRIGHT MATERIALS

The NIAAA holds a copyright for all LTI courses. Course materials 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.

ONLINE LTI COURSES

The NIAAA has launched online courses that lead to certification. Included are: LTC 501, 502, 503, 504, 506, 508, 510, 700, 701, 901, 902, 903, and 904.

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 units, and expanding courses taken within the NIAAA Leadership Training Institute curriculum.

WEBINARS

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

NIAAA Fee Structure

Tuition-Leadership Training Institute Course Cost*	NIAAA Member	Non-Member
LTC Webinar	\$ 125	\$ 210
LTC Online NIAAA Classroom	\$ 125	\$ 210
LTC at Course National Conference	\$ 85	\$ 170
Transcript		
Each Transcript Requested	\$ 25	\$ 110
Certification Cost		
RAA	\$ 75	\$ 160
RMSAA	\$ 100	\$ 185
CAA	\$ 175	\$ 260
P-CAA (Provisional) <small>There is an additional cost upon final CAA application</small>	\$ 50	\$ 135
CMAA	\$ 200	\$ 285
RIAA	\$ 75	\$ 160
CIAA	\$ 175	\$ 260
National Athletic Directors Conference		
Regular Members Registration	\$ 295	\$ 390
Retired Members Registration	\$ 100	
Spouse/Guest Registration	\$ 55	
5K Run/Walk	\$ 30	
Golf Endowment	\$ 125	
Sports Turf Seminar	\$ 30	
NIAAA-UCohort Program		
Members Only	\$ 350	
Additional Programs		
Quality Program Assessment	\$ 600	Members Only
For District Applications	Plus \$85 per school	Members Only
Membership		
Regular	\$ 80	
Retired	\$ 30	
Associate	\$ 80	
Student: Full Time, Under Graduate	\$ 15	
Lifetime, Regular	\$ 800	
Lifetime, Retired	\$ 300	

*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 Institute 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 a minimum of 30 days prior to the requested exam date.**
3. **Be a Certified Test Administrator (CTA).**
4. **Recruit CTAs 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. **Promote certification with an "update corner" in the state newsletter and web page.**
6. **Encourage the idea that all "new" athletic administrators in the state complete LTC 501, 502, 503, 504, and 506 within their first two years of appointment.**
7. **Partner with state Leadership Training Institute coordinator and develop a plan to have leadership training and certification recognized by the State Department of Education for continuing education units (CEU).**
8. **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**
9. **Increase the number of Registered Athletic Administrators 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, 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), Registered International Athletic Administrator (RIAA), Certified Athletic Administrator (CAA), Provisional CAA, Certified Master Athletic Administrator (CMAA), and/or the Certified International Athletic Administrator (CIAA). Less experienced athletic administrators, master coaches, and graduate students may choose to make themselves more marketable with the RAA/RIAA designation. The athletic administrator devoted to serving middle school/junior high students may aspire to earn the RMSAA. The more experienced athletic administrator may seek designations such as the CAA/CIAA as a result of involvement in the NIAAA Leadership Training Institute, experience as a director of athletics, and taking the CAA/CIAA exam. Those individuals with no athletic administration experience, yet who meet other qualifications, might consider the provisional CAA as a means of attaining the CAA. Additional leadership training coursework, education, experience, and leadership roles, as well as the development of a school/community-based project, are a part of the qualifications needed for an athletic administrator to attain the designation of CMAA.



“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 six 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
- Encourage self-assessment by offering guidelines for achievement
- Improve performance by encouraging participation in a continuing program of professional growth and development
- Identify levels of educational training essential for effective athletic administration
- Foster professional contributions to the field
- 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, and 503. 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
- Submit 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, 502, 503, 504, 700, and 701. College and University course work will not be accepted unless the curriculum incorporates the entire content of the required Leadership Training Course
- Submit an NIAAA transcript available through the membership portal
- Obtain the verifying signature of a sponsor (athletic administrator, principal, superintendent, or state athletic administrators association executive director). A state liaison is acceptable 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 or more years of experience as an athletic administrator with a signed contract
- 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, 503, 504, and 506. 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
- Submit an NIAAA transcript available through the membership portal

STANDARD CERTIFICATION REQUIREMENTS

Bachelor's Degree or higher from an accredited institution

Approval of Personal Data Form (PDF)

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, athletic administrators association executive director, or international head of school)

Read and abide by the NIAAA Code of Ethical and Professional Standards

Submit 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
- 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 credits earned since CAA designation, except for Leadership Training Courses
- Submission of supporting documentation
- Completion of NIAAA Leadership Training Courses 501, 502, 503, 504, 506, 508, and 510. 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 five LTI electives (one course each from 600 and 700 categories and three courses from any level – 500, 600, 700, 900)
- Completion of a graduate level written project, oral presentation, or successful submission of a Quality Program Award
- Obtain the verifying signature of a principal, superintendent, or state athletic administrators association staff
- Read and abide by the NIAAA Code of Ethical and Professional Standards
- Submit an NIAAA transcript available through the membership portal

REGISTERED INTERNATIONAL ATHLETIC ADMINISTRATOR (RIAA)



- Bachelor's Degree or higher from an accredited institution
- Approval of Personal Data Form (PDF)
- Completion of NIAAA Leadership Training Institute Courses 901 and 902. 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 athletic administrators association executive director, or international head of school)
- Read and abide by the NIAAA Code of Ethical and Professional Standards
- Submit an NIAAA transcript available through the membership portal

CERTIFIED INTERNATIONAL ATHLETIC ADMINISTRATOR (CIAA)



- Bachelor's Degree or higher from an accredited institution
- Approval of Personal Data Form (PDF)
- Two or more years of experience as an athletic administrator with a signed contract
- 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 901, 902, 903, 904, and 504
- Obtain the verifying signature of a principal, superintendent, or state athletic administrators association executive director
- Successfully complete CIAA exam
- Read the NIAAA Code of Ethical and Professional Standards
- Submit 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)

Step 1: Visit www.niaaa.org

Step 2: Click '**Professional Development**' from the main menu

Step 3: Hover your mouse over '**Certification**' from the dropdown menu

Step 4: Select the certification you are seeking

a. Click the 'Apply Now' button to go to the application in the member portal.

[Applicants must have a current member profile to access]

b. Upon completion of the application, the applicant will be taken to the online store where the Personal Data Form (PDF) has already been placed in their cart

Step 5: Submit payment for the PDF processing fee

Processing Fee	NIAAA Member	Non-Member
Registered Athletic Administrator	\$ 75	\$ 160
Registered International Athletic Administrator	\$ 75	\$ 160
Registered Middle School Athletic Administrator	\$ 100	\$ 185
Certified Athletic Administrator	\$ 175	\$ 260
Provisional-Certified Athletic Administrator	\$ 50	\$ 135
Certified International Athletic Administrator	\$ 175	\$ 260
Certified Master Athletic Administrator	\$ 200	\$ 285

Step 6: Receive the PDF and all the necessary documents in an email

Step 7: Return the completed PDF to Certification Manager as indicated on the form

Step 8: Once reviewer approves the PDF, the applicant will be provided details regarding next steps if applicable

Step 9: The NIAAA will award certification after a candidate has met all the criteria for that level of certification. Successful CAA and CIAA candidates can expect an email notification within one week after taking the exam. Unsuccessful candidates may retake the exam without an additional charge.

USE OF RAA, RMSAA, CAA, CMAA, RIAA, AND CIAA DESIGNATIONS

As a certified athletic administrator, an individual may use the designation of RAA, RMSAA, CAA, CMAA, CIAA, and RIAA, 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.



NIAAA-U — A Cohort Study



NIAAA-U cohort study opportunity, launched in 2019, is open to current NIAAA member athletic administrators. In order to address the next step in professional development, the NIAAA began with a single cohort study group of 15 athletic administrators and four mentors. The original cohort, entitled “Executive Leadership Study,” was designed for students to experience professional growth and comradery sharing alongside colleagues who encounter the same challenges in the setting of leading education-based athletic programs at the interscholastic level. The initial study area of leadership within a cohort required eligible participants to have earned a Certified Master Athletic Administrator (CMAA) designation, to be serving as a contracted athletic administrator, and dedicated to attending the two National Athletic Directors Conferences (NADC) at the beginning and ending of the year-long study.

NIAAA-U has now expanded to include four unique cohort opportunities. In addition to the Executive Leadership Cohort, an opportunity exists for less experienced directors of athletics in a Mentoring Cohort. This cohort helps define and develop concepts for the newer athletic director and provides mentoring and networking support throughout the year. A new cohort was started in 2022 that supports those wishing to apply for the Quality Program Assessment. Each member is assigned a mentor that has successfully completed a previous QPA project and together they work through the cohort platform to complete the Quality Program Assessment via monthly assignments. CAA required.

The newest cohort offering is the District Athletic Director Cohort. This cohort serves those that provide leadership to multiple secondary schools offering strategies and practices for running effective and efficient athletic/activity offices at a district level. CAA required.

Birtherd by the fourth NIAAA Strategic Plan, NIAAA-U combines efforts to address continual learning, expansion of the Professional Development Academy offerings, and provides the next step for those who have reached a high level of certification and involvement in Leadership Training Institute coursework. Discussion is underway to determine the culminating outcome for those in the future who may reach a level of involvement and qualifying quantity of new cohort study topic areas. Keep watch for cohort study opportunities as we approach each National Athletic Directors Conference.



Cognia 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, Cognia accreditation stimulates and improves the effectiveness and efficiency throughout the association.



University Affiliations

MASTERS (MS/MA) DEGREE PROGRAMS

American Public University System (APUS), Charles Town, West Virginia

APUS (which includes American Military University and American Public University) 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 30 hours taking place over 10 courses, and is accredited by the Commission on Sport Management Accreditation (COSMA). 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>.

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, 503, 504, and 506. For more information, call: 888-628-3334 or visit: <https://online.uc.edu/masters-programs/ms-sport-administration/>.

Concordia University, Irvine, California

Master's of Coaching and Athletic Administration allows for opportunity of up to eight 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 or call: (949) 214-3260 for further information.

Elizabethtown College, Elizabethtown, Pennsylvania

Elizabethtown College offers an online Graduate Certificate in Sports Management to elevate students awareness of business and leadership careers in sports and athletics. This 12-credit certificate includes four online courses which can be completed in as little as one year. The certificate can also be stacked into the College's 36-credit Master of Business Administration (MBA) or Master of Strategic Leadership (MSL). Students who complete the Sports Management certificate are eligible to apply for the Registered Athletic Administrator credential through the NIAAA. In addition, students with two years of Athletic Director experience can become eligible for the Certified Athletic Administrator certification exam. View more information: <https://www.etown.edu/sgps/programs/graduate/certificate-sports-management.aspx>.

Grace College, Winona Lake, Indiana

The Master of Science in Athletic Administration degree program is in partnership with the NIAAA and requires 36 credit hours of graduate credits. Class projects will be conducted by students for groups of two 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 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: 574-527-3865, or go to our website at www.grace.edu/msaa.

Morningside College, Sioux City, Iowa

Morningside College offers 24 LTI courses that are bundled into six 3-credit online 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 Athletic Program Management (32 hours). The six AD courses cover the content required to test for the NIAAA CAA exam, and prepare for a CMAA level. Tuition and materials cost = \$999 per 3 credit course. For further information contact George Wm. Holland, Lead Academic Coordinator, 800.831.0806, wittc@morningside.edu.

Ohio University, Athens, Ohio

Ohio University offers an online Master of Science degree in Athletic Administration with a specific focus on interscholastic athletic administration. The degree requires 30-credit hours and takes 5 semesters to complete. Courses are taught entirely online with one required 3-day, on-campus residency that takes place at the end of June in Athens, Ohio. Ohio University has partnered with the NIAAA to provide NIAAA LTI content within our coursework. While the leadership training materials are only a part of the educational materials that are used in the MAA program, they provide a tremendous value for our students by serving as a foundation for athletic administration principles and by preparing students for NIAAA certification (RAA, CAA, and CMAA), which are strongly encouraged. For more information please visit: <https://bit.ly/44qxzQu>.



Springfield College, Springfield, Massachusetts

Springfield College offers a face-to-face Athletic Leadership master's program (M.Ed. or M.S.) with the opportunity to design the curriculum path that is right for you, including careers in athletic administration and/or coaching. Core courses provide a strong foundation and hands-on experiences in essential areas of athletics such as supervision and mentoring, inclusive and critical approaches to sport, and coaching methods and issues. Those who wish to pursue athletic administration have the option to prepare for either the interscholastic or intercollegiate level. LTC 501, 502, 503, 504, and 506 are embedded within the legal issues and interscholastic athletic administration courses, so you can achieve RAA status. Student-athlete well-being, finance in athletics, and facility design and operations courses will further equip you with the skills and knowledge needed to excel in your athletic leadership role while fieldwork hours enhance your learning and provide relevant experience for your resume. The program was designed by experienced leaders in intercollegiate and interscholastic athletics, who also teach the courses. For details, visit: <https://springfield.edu/programs/athletic-leadership>.

Western Kentucky University, Bowling Green, Kentucky

Western Kentucky University offers a concentration in Athletic Administration & Coaching as part of the Master of Science 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 athletic 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, 503, 504, 506) necessary for the RAA and CAA certifications. The 6-week courses are practitioner oriented and taught by professionals with backgrounds in sport management and interscholastic athletic 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 of Education in Athletics/Activities Administration degree. The program is offered online, which allows for the working professional to be involved at their convenience. The National Interscholastic Athletic Administrators Association Leadership Training Institute manuals are used as the primary textbook for most courses. Students purchase these manuals directly from the NIAAA at a discounted rate as a WWU student. Throughout the entire program (11 courses), students must also complete 90 hours of field experiences under the guidance of a veteran athletic administrator that the student selects early in the program. Graduates are eligible to receive some LTC credits through the NIAAA, which can be applied toward their RAA or CAA certification. For information contact Dixie Wescott, Online Program Manager MED in Athletics/Activities Administration, at dixie.wescott@williamwoods.edu. For more information, go to: http://www.williamwoods.edu/academics/online/graduate/master_of_education_in_athletics_activities_administration.html or the WWU Admissions Office at: <https://www.williamwoods.edu/admissions/online/index.html>.

Wilmington University, New Castle, Delaware

The MSM in Sport Management consists of 36 credits which can be taken online 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. Wilmington has embedded all of the required CAA material into two seven-week classes. 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 topics such 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>. Or, email: Janice.e.wardle@wilmu.edu.



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QUALITY PROGRAM ASSESSMENT

The National Interscholastic Athletic Administrators Association has developed a suggested set of measurement criteria that high school athletic administrators may use to assess the current status of their athletic program. The following 10 assessment categories have been identified to recognize outstanding high school athletic programs through the Quality Program Assessment (QPA).

Requirements of applicants:

- Athletic administrator must:
 - be a member in good standing with the NIAAA and state athletic administrator association
 - have obtained CAA designation
 - have completed LTC 799
 - submit QPA application (including all required signatures per application specifications) to the NIAAA office.Upon receipt and approval of application, NIAAA will invoice applicant school

To receive QPA, applicants must:

- Prepare and enter all evidence-based documentation in to the NIAAA awards platform. Guidance will be provided by QPA Mentor and QPA Coordinator
- **Applications may be submitted at any time, but must be postmarked no later than April 30 to be recognized during that calendar year. Contact QPA Coordinator for alternative.**
- Prepare evidence-based documentation for each of the 10 categories that includes verification of meeting the QPA standards
- Earn at least 80% of available points in **each** of the 10 categories

Resources available to applicants:

- QPA mentor to assist with the process
- Guidance from QPA coordinator
- All evidence-based documentation entered electronically into the QPA platform
- Examples of required documentation are included in each of the categories on the platform
- Guidance document—frequently asked questions

Benefits to QPA recipients:

- Affirm benefits of an education-based interscholastic athletic program
- Develop long term strategic planning and continuous program improvement
- Enhance budget justification
- Build community support for all stakeholders
- Earn professional recognition at national and state levels (banner and plaque)
- 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, 90 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

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Certification Program
PDA State Coordinators Summit

Don Bales, CMAA

PDA State Coordinators Summit
QPA

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Certification Program
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New Course Development
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