

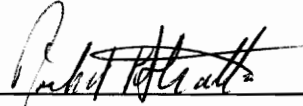
**Administration Position Description Update for
Virginia Tech Athletics
by
Angelique S. Edwards**

**Project submitted to the faculty of the
Virginia Polytechnic Institute and State University
in partial fulfillment of the requirements for the degree
of Master of Science in Education
in
Health and Physical Education**

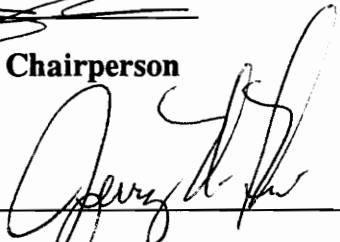
APPROVED:



Dr. Elyzabeth J. Holford, Chairperson



Dr. Richard Stratton



Dr. Jerry Via

**June 17, 1994
Blacksburg, Virginia**

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Administration Position Description Update for Virginia Tech Athletics

INTRODUCTION

The topic of this project is employee job descriptions within an athletic department. This project involves Virginia Polytechnic Institute and State University Athletic Department's top eight administrators. The job descriptions were reviewed and updated to ensure compliance with federal and state governments, university personnel office, and governing organizations.

Since the ratification of Title VI many organizations have had to update their systems to comply with the Title VI legislation. In 1964, when Title VI of the *Civil Rights Act* was passed, many organizations found that they were not in compliance. As stated by Title VI,

No person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subject to discrimination under any program or activity receiving federal funding (Ruetter, 1985, p. 905).

Also passed in 1964 was Title VII, which strengthens Title VI. Title VII states,

That it shall be unlawful employment practice for an employer (1) to fail or refuse to hire or discharge any individual, or otherwise to discriminate against any individual with respect to his compensation, terms,

conditions, or privileges of employment, because of such individual's race, color, religion, sex or national origin; or (2) to limit, segregate, or classify his employees or applicants for employment in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect his status as an employer, because of such individual's race, color, religion, sex or national origin (Ruetter, 1985, p. 905).

Athletic administration is a diverse area requiring competence in a wide variety of skills (Kinder, 1990). Job skills that need to be included in a job description are technical, interpersonal, and conceptual skills. While athletic administrators need required skills and job responsibilities, these administrators are directly affected by the competitive level of the conferences, not by gender.

PURPOSE

The purpose of this project is to update specific job descriptions for the Virginia Polytechnic Institute and State University Athletic Administration. The positions included in the project are: Athletic Director, Associate Athletic Director, Athletic Business Manager/Assistant to the Athletic Director, Assistant Athletic Director for Compliance, Assistant Athletic Director for Facilities, Senior Women's Administrator, Director of Media Relations, and Director of Student Life.

JUSTIFICATION

Job descriptions serve an important purpose in an institution. The job description informs employees of their duties within the organization. The job description can also be used as an evaluation tool by institutions in annual reviews. Job descriptions should be updated and evaluated every year. The Virginia Polytechnic Institute and State University athletic administration's job descriptions were last updated in 1988. Two administrators did not have job descriptions on file in Personnel Services when this project was undertaken in January 1994.

REVIEW OF LITERATURE

Every organization, no matter how small and personal or large and bureaucratic, must have job descriptions or job requirements. In the article, Do you know your job description, some job description requirements are often too lengthy, too informal, or too brief (Staff, 1991). The requirement then is for every organization to clearly establish their requirements for particular positions.

A job, as we have been trained to think about it, is a set of static, predetermined duties created by management and evaluated by the Human Resource Department, which also assigns salary levels to it, based on such factors as the size of the budget and the number of people supervised (Moravec & Tucker, 1992, p. 37).

Sadly, this previously mentioned type of thinking is still largely found in today's organizations. It ignores the differences in the way

people think, grow, and feel about work and how we communicate with one another. This type of thinking ignores that business and technology are constantly changing. The "job" in job description should focus on people skills and behaviors, not on the physical job itself. According to Steven F. Mona (1991), an organization

needs job descriptions to capture and formalize staff duties and responsibilities, develop reporting relationships, clarify staff responsibility for services, programs, activities, and committee support, communicate to the board the professionalism and organization of staff and the limits of staff responsibility in implementing board initiatives, and provide a means to establish salary ranges for staff positions (p. 34).

Job descriptions can be used for three general purposes. One usage is as a position evaluation tool: to assess the relative importance and necessity of the positions themselves. A second usage is as a performance appraisal tool to determine the tasks done at the level of competency, in other words, how people are doing. Thirdly, the job description can be a tool in determining salary compensation, how much everybody is going to get paid. A job description can be used as a guide but should not be confused with a desk manual that tells what is to be done (Mona, 1991).

In intercollegiate athletics, as in any complex organization, job descriptions and their clarity and accuracy are important in the smooth management of the department. Although job descriptions are important, it is not one of the controlling factors of the National Collegiate

Athletic Association. For example, the position of Senior Women's Administrator is loosely defined as "the highest ranking female administrator involved with the conduct of a member institution's intercollegiate athletic program" (NCAA Staff, 1993-1994, p. 17). This statement, taken from the NCAA Manual, is an example that shows the NCAA has no restrictions on the universities' job description policies. Since there are no specific guidelines given by the NCAA, the job description format is left up to the individual or organization to establish. This project can be used to update and implement current job descriptions.

A job description is a written statement of all duties and responsibilities to be performed on a particular job (Bridges & Roquemore, 1992). The written statement should delineate the necessary skills and minimum educational and experiential behavior required for the position. One persistent view is that success in business will depend, as it always has, upon words, not technology (Arnold, 1992). A job description may vary in format but most of the information included in a job description is common and should be clearly and concisely written (Belker, 1993).

METHODS

The starting point for the project was a review of the existing job descriptions on file with Virginia Polytechnic Institute and State University Personnel Services. Each job description was reviewed to ensure that requirements and qualifications are clear, complete, descriptive and non-gender specific. After the review of the job

descriptions each person holding the title listed will be interviewed. The interview was done to clarify existing material listed in the job description. A copy of the interview questions is attached as **Appendix A**. University regulations, federal and state regulations, federal and state laws, ruling conference standards, and the by-laws of the National Collegiate Athletic Association are the standards used to redesign the job descriptions. The format for each newly developed job description is as follows:

- I. Name and Title
- II. Supervisor's position
- III. Positions supervised (Organization Chart attached)
- IV. Objectives
- V. Tasks and Duties
- VI. Qualifications

**POSITION DESCRIPTION UPDATE FOR
VIRGINIA TECH ATHLETIC ADMINISTRATORS**

- I. Director of Athletics
- II. Associate Director of Athletics
- III. Athletic Business Manager
- IV. Assistant Athletic Director of Compliance
- V. Assistant Athletic Director of Facilities
- VI. Assistant Athletic Director of Media Relations
- VII. Senior Women's Administrator/Assistant Athletic Director
- VIII. Director of Student Life

POSITION DESCRIPTION

- I. **Director of Athletics:**
- II. **Supervisor:** Minnis Ridenour, Executive Vice President
- III. **Employees supervised:** 79 full-time employees associated with athletics.
- IV. **Chief objectives:** The director will have full responsibility for the university's intercollegiate athletic programs.
 - Keep the program headed in the right direction.
 - Continue to make athletic and academic programs progress in a positive way.
 - To get into an all-sports conference.
 - Maintain integrity and accountability of the university.
- V. **Tasks and Duties:**
 - Advancement of intercollegiate athletic programs.
 - Return phone calls and answer mail in a timely manner.
 - Supervise daily operations in the office.
 - Comply with all university, conferences, and NCAA rules and regulations.
 - Hire and dismiss administrative and coaching staff.
 - Attend all conference meetings (NCAA, Metro, Big East) and NACDA yearly meeting along with monthly athletic committee meetings.
 - Speak at multiple exterior functions a year.
 - Implement student athlete drug testing program.
 - Attend as many practices and see as many student athletes as possible.
 - Makes self available to coaches.
 - Conduct meetings (staff, special events).

- Assist in fundraising for athletic scholarship money.
- Improve athletic facilities.
- Develop long and short term plans.
- Give feedback to staff in a positive manner.
- Assist with intercollegiate athletic development programs.
- Enhance commitment to student athletes through academic advising and any other services needed by athletes.
- Plan annual budget.
- Represent university.

VI. Qualifications:

- College degree, Masters in related area.
- Experience in coaching and athletic administration.
- Good oral and written skills.
- Personable.
- Loyalty to the university.

POSITION DESCRIPTION

I. **Associate Director of Athletics:**

II. **Supervisor:** Director of Athletics

III. **Positions supervised:**

- Radio Network
- Cheerleading Coach
- Secretary Senior
- Head Men's Basketball Coach
- Head Baseball Coach
- Head Men's Golf Coach
- Head Cross Country Coaches
- Head Track Coaches
- Head Men's Soccer & Wrestling Coach
- Head Men's Tennis Coach

IV. **Chief objectives:**

To be responsible for planning, coordinating, and managing all functions of the total university athletic department with a special emphasis on the external operation of the department.

V. **Tasks and Duties:**

- Negotiate TV and radio packages throughout Virginia.
- Arrange banquets for the basketball tip-off tournament.
- Arrange schedules, budgets, and travel expenses for 12 sports.
- Answer correspondence and return phone calls to individuals.
- Handle external operations of the department.
- Plan, develop, and maintain scheduling campaigns for football.
- Supervise junior varsity and varsity cheerleading program, including budget planning.
- Organize and oversee athletic department textbook program.
- Maintain guidelines of the athletic department and uphold the university and NCAA rules and regulations.
- Implement and arrange Courtesy Car Program.

- Direct and coordinate general administrative policy and procedures as determined by the athletic director.
- Prepare, plan, and participate in the responsibility of communications, fundraising, and other external functions.
- Organize special events that include Metro and Big East football conference championships, reunions, VHSL championships, golf tournaments, and off-campus athletic events.
- Plan and develop all varsity football scheduling into the year 2000.
- Coordinate awards program for 19 varsity sports including Metro Conference and NCAA.
- Recruit, select, train, manage, and evaluate supervised personnel in compliance with needs.
- Arrange bands for athletic events when necessary.
- Obtain and make arrangements for game officials for all home related Metro and Big East games.
- Represent athletic director when absent or on request.

VI. Qualifications:

- College degree required. Masters preferred. At least 5 years experience in related field helpful.
- Experience in management and coaching on collegiate level.
- Good oral and written communication skills.
- Knowledge of Metro Conference, Big East Conference, and NCAA rules and regulations.
- Represent the university in an intelligent and credible manner.

POSITION DESCRIPTION

I. Athletic Business Manager:

II. Supervisor: Director of Athletics

III. Positions supervised:

- Ticket Manager
- Departmental Accounting Staff
- Director of Videography
- Departmental Receptionist

IV. Chief objectives:

Plan, organize, direct, and evaluate the business operations of the university athletic programs which support the optimum achievement of university and athletic department objectives.

V. Tasks and Duties:

- Establish and monitor a system of internal controls.
- Implement and monitor departmental personnel system. (Including coaches contract, personnel salary, and related benefits).
- Manage support staff.
- Serve as liaison between university and athletics.
- Interact with coaches and provide financial oversight to programs.
- Review all personnel transactions.
- Conduct budgetary control for athletic operating accounts.
- Serve as a contracting officer, evaluate, and sign all agreements and contracts of the corporation (athletic events, advertising, facility rental, all financial contracts).
- Review and take appropriate action for disbursements, purchasing, and payroll transactions.
- Develop and administer annual budget of approximately \$6 million.
- Meet quarterly with staff to review MBO planning.

- Have the responsibility, through executive secretary, for planning, developing and maintaining players' insurance program to include processing of all claims.

VI. Qualifications:

- B.S. degree in Business.
- MS degree in Sports Administration, Business, or related field.
- Strong orientation in budget and financial planning.
- Patience.
- Strong oral and written communication skills.
- Ability to interface with a wide variety of personalities.
- Firm understanding of the sports field, of coaches and athletes.

POSITION DESCRIPTION

I. Assistant Athletic Director of Compliance:

II. Supervisor: Director of Athletics

III. Positions supervised:

- Director of Sports Marketing
- Secretary Senior
- Recruiting Coordinator

IV. Chief objectives:

To facilitate and oversee the Virginia Tech Athletic Administration under the NCAA, Big East, and Metro standards.

V. Tasks and Duties:

- Responsible for institutional compliance with all NCAA, Metro, and Big East football rules and regulations (coaches, staff, student athletes, institutional faculty and staff, and athletic alumni and boosters).
- Support coaches and assistant athletic directors that are responsible for sports in areas of financial aid and academic eligibility certification.
- Maintain NCAA membership certification, and other NCAA and Metro Conference forms and reports.
- Responsible for departmental marketing of intercollegiate program (e.g., ticket sales, game promotions, advertising).
- Oversee the duties and responsibilities of the Director of Sports Marketing.
- Oversee the duties and responsibilities of the Recruiting Coordinator.
- Aid academic advisors, as needed, as well as admissions, the university registrar, and financial aid office.
- Serve as liaison to other campus departments (i.e., Legal Counsel).
- Implement check and balance system for compliance.
- Maintain records on all student athletes.

- Assist athletic director as needed.

V. Qualifications:

- B.S. degree, Masters degree preferred.
- Background in NCAA rules and regulations.
- Must possess excellent organizational skills and be attentive to details.

POSITION DESCRIPTION

I. Assistant Athletic Director of Facilities:

II. Supervisor: Director of Athletics

III. Positions supervised:

- Facilities Manager
- Tennis Pavilion Manager
- Athletic Events and Grounds Supervisor
- All part-time employees for athletic events

IV. Chief objectives:

Responsible for the internal operations of the athletic department, excluding the business office.

V. Tasks and Duties:

- Supervise and guide the activities and operations so that the tasks are completed in an accurate and timely manner.
- Prepare, review, and monitor facilities budget and give approval for transactions for expenditures.
- Recruit, select, train, manage and evaluate the departments' personnel on a timely basis and in compliance with all federal and state Equal Employment Opportunity regulations.
- Participate and share responsibility in communications fundraising and external relations, as assigned.
- Plan, develop, and maintain all athletic facilities and equipment including problem solving, scheduling of athletic facilities, events and activities such as concerts, plays, special guest performances.
- Serve as the athletic member on the committee for insurance and benefits in planning, developing and purchasing programs to cover athletic employees.
- Supervise and guide all game operations for home games to include communications with visiting schools. Plan all coordination with security, parking, traffic, ticket takers, ems staff, sellers, telephone, radio, TV, meals, ushers, guards, field and facilities, electronics, and visiting dignitaries.

- Responsible through executive secretary for planning, developing and maintaining players' insurance program to include processing of all claims.
- Responsible for planning and coordination of all liability insurance for the Athletic Department.

VI. Qualifications:

- College degree required, advanced degree desirable. Degree in management is preferred with some background in technical knowledge.
- Management of athletic facilities and playing fields needed.
- Knowledge of NCAA rules and regulations.
- Technical skills and ability to effectively contract for services.
- Demonstrated ability to effectively communicate with students, coaches, staff, and the university community.

POSITION DESCRIPTION

I. Assistant Athletic Director of Media Relations:

II. Supervisor: Director of Athletics

III. Positions supervised:

- Sports Information Director
- Associate Sports Information Director
- Assistant Sports Information Director
- Editor of the Hokie Huddler
- Photographer
- Secretary
- 7 Student Employees

IV. Chief objectives:

To make it as easy as possible for the media to cover Virginia Tech athletics.

V. Tasks and Duties:

- Disseminate information about Virginia Tech athletics.
- Serve as liaison between Virginia Tech and the media.
- Maintain good public relations with mass media, student body, and the general public.
- Supervise the preparation of news releases on all sports and write many of the releases.
- Organize the coverage of all sports events.
- Supervise the production of brochures for each Tech athletic team.
- Assign and edit editorial content for game programs.
- Supervise the staff of the Hokie Huddler and contribute ideas and editorial copy for the publication.
- Work closely with Metro Conference Office and furnish that office with stories/pictures of Tech teams.
- Organize and carry out promotion of athletes for all-star and academic honors.

- Maintain up-to-date interviews with coaches and athletes on the Tech Telephone Hotline.
- Ensure all publication jobs are bid through the Tech purchasing department.
- Keep bulletin boards up to date, listing Tech athletic events.
- Send monthly reports on athletics to the President's Office.
- Keep up to date with NCAA rules and regulations.
- Serve as official press box host for football and basketball games.
- Organize and conduct all press conferences.
- Assign personnel to arrange interviews with players and coaches.
- Help members of the media obtain stories by telephoning them if they are unable to attend games on our campus.
- Help operate the press row at Metro Conference basketball tournament.
- Handle the distribution of media credentials for home games.
- Arrange FAX back information setup for each team.
- Organize the annual Virginia Tech Sports Hall of Fame Banquet.
- Serve as chairman of the half-time committee which coordinates special events for home football games.
- Prior to all away games, send statistics and promotional information on players to host team media. Disseminate similar information to media of visiting teams.
- Attend alumni and Hokie Club meetings.
- Make speeches at various organizational meetings.
- Work on special projects with students and faculty.
- Attempt to work closely with the media to ease any touchy situations that may arise.
- Entertain visiting bowl representatives, officials of other schools and media.

- Conduct classes for athletes, giving them tips on how to deal with the press, radio and television.
- Submit names of Tech athletes who are eligible for consideration on Academic All-American teams.
- Supervise the hanging of pictures and other materials in the Jamerson Athletic and Cassell Coliseum.

VI. Qualifications:

- College degree required.
- Media experience required.
- Newspaper experience helpful.
- Good communicator.
- Good verbal and written communication skills.
- Loyal to the organization.

POSITION DESCRIPTION

I. Senior Women's Administrator/Assistant Athletic Director:

II. Supervisor: Director of Athletics

III. Positions supervised:

- Secretary
- Women's Basketball Coach
- Women's Soccer Coach
- Women's Tennis Coach
- Women's Volleyball Coach
- Men's and Women's Swimming & Diving Coach

IV. Chief objectives:

To ensure constant improvement for women's varsity sports, especially fundraising and awareness.

V. Tasks and Duties:

- Serve as administrator for women's sports: basketball, volleyball, soccer, tennis, men's and women's swimming and diving, and any additional sports as added.
- Serve as administrator for football program.
- Serve as liaison between athletic department and office of undergraduate admissions.
- Serve as liaison between athletic department and housing office.
- Serve as transition team member for merging department of recreational sports with the athletic department.
- Serve as Virginia Tech's Senior Women's Administrator, the highest ranking female administrator involved in the conduct of the intercollegiate athletic programs. (As outlined in Article 4.02.3 of the NCAA Constitution).
- Serve as liaison to NCAA Clearinghouse.
- Inform coaches about admissions progress and transcripts.
- Aid with football travel planning.
- Serve as tournament director of post-season planning for all women's sports.

- Develop plans for pre- and post-season bids.
- Serve as a mediator for problems with women's sports.

VI. Qualifications:

- College degree. Master's degree in related field preferred.
- Personable, positive, helpful attitude, capable of dealing with multiple tasks and situations at a time.
- Good open-door policy.

POSITION DESCRIPTION

I. Director of Student Life:

II. Supervisor: Director of Athletics

III. Positions supervised: Training Room, Weight Room, Equipment Room

IV. Chief objectives:

To assist student athletes and help them attain a positive academic and athletic outlook.

V. Tasks and Duties:

- Serve as liaison between academic advising and athletes.
- Process forms for scholarship books and verify classes.
- Oversee fifth year students working for department.
- Set up meeting for financial aid.
- Convey messages to student athletes.
- Arrange information sessions for athletes and coaches on monthly basis.
- Oversee drug testing. Operation and follow up on drug education program.
- Other areas which may be included:
 - Meet potential recruits and families
 - Increase role in student athletic advising committee

VI. Qualifications:

- B.S. and Masters degree in related field.
- Previous coaching or teaching experience.
- Academic advising experience helpful.
- Good written and verbal communication skills.
- Ability to work with a variety of personalities.

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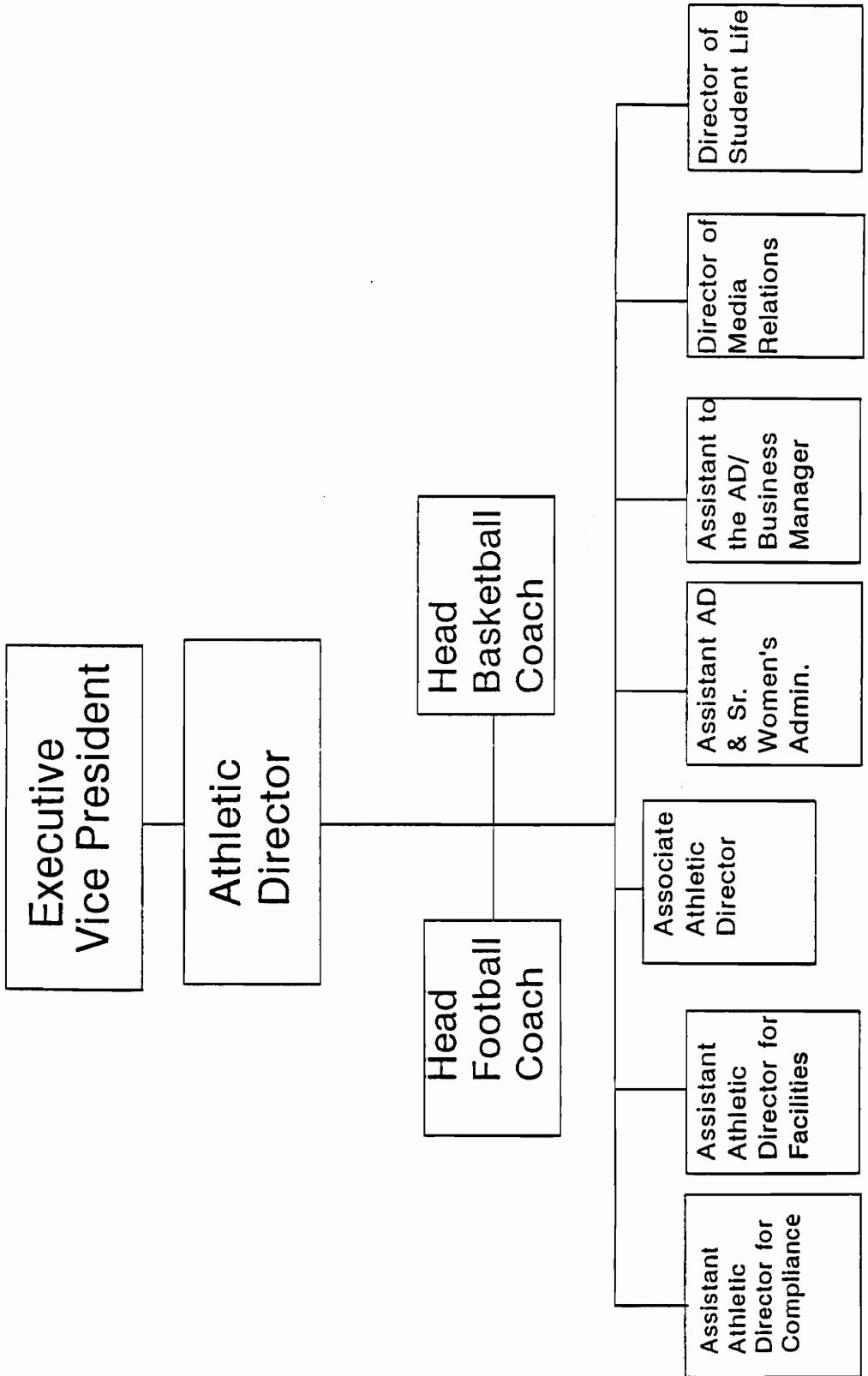
APPENDIX A

LIST OF INTERVIEW QUESTIONS

1. What do you consider to be important daily duties?
2. What are your weekly duties?
3. During the week, what percentage of your time is allocated on which duties?
4. What are your main objectives for your job?
5. What specific tasks or duties do you accomplish in your job?
6. What do you feel your qualifications for your position include?
7. What position is your supervisor?
8. What positions do you supervise?
9. What do you feel is the most important part of your job description?
10. When was the last time your job description was updated?

APPENDIX B

Organizational Chart - Director of Athletics

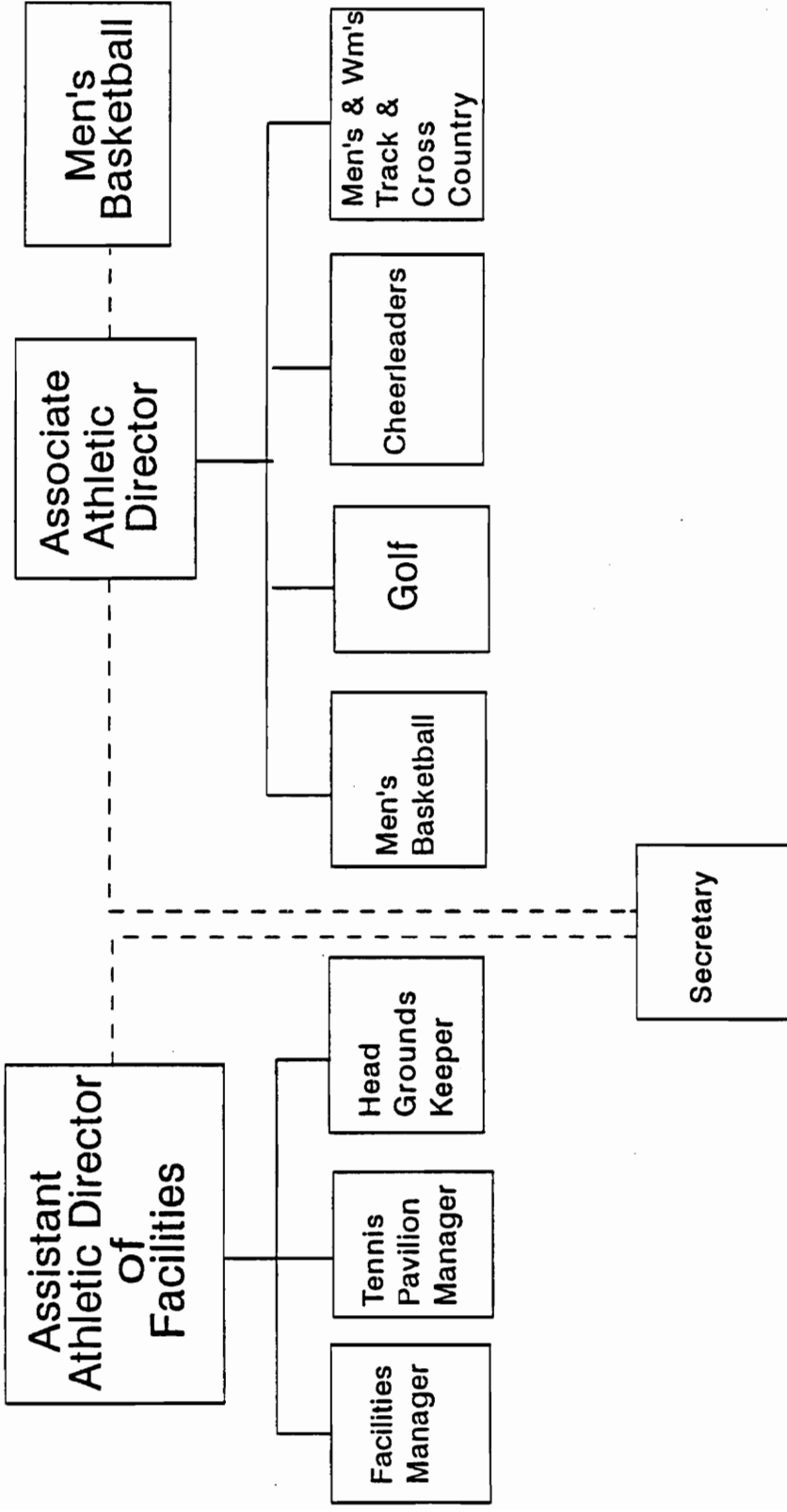


APPENDIX C

Organizational Chart:

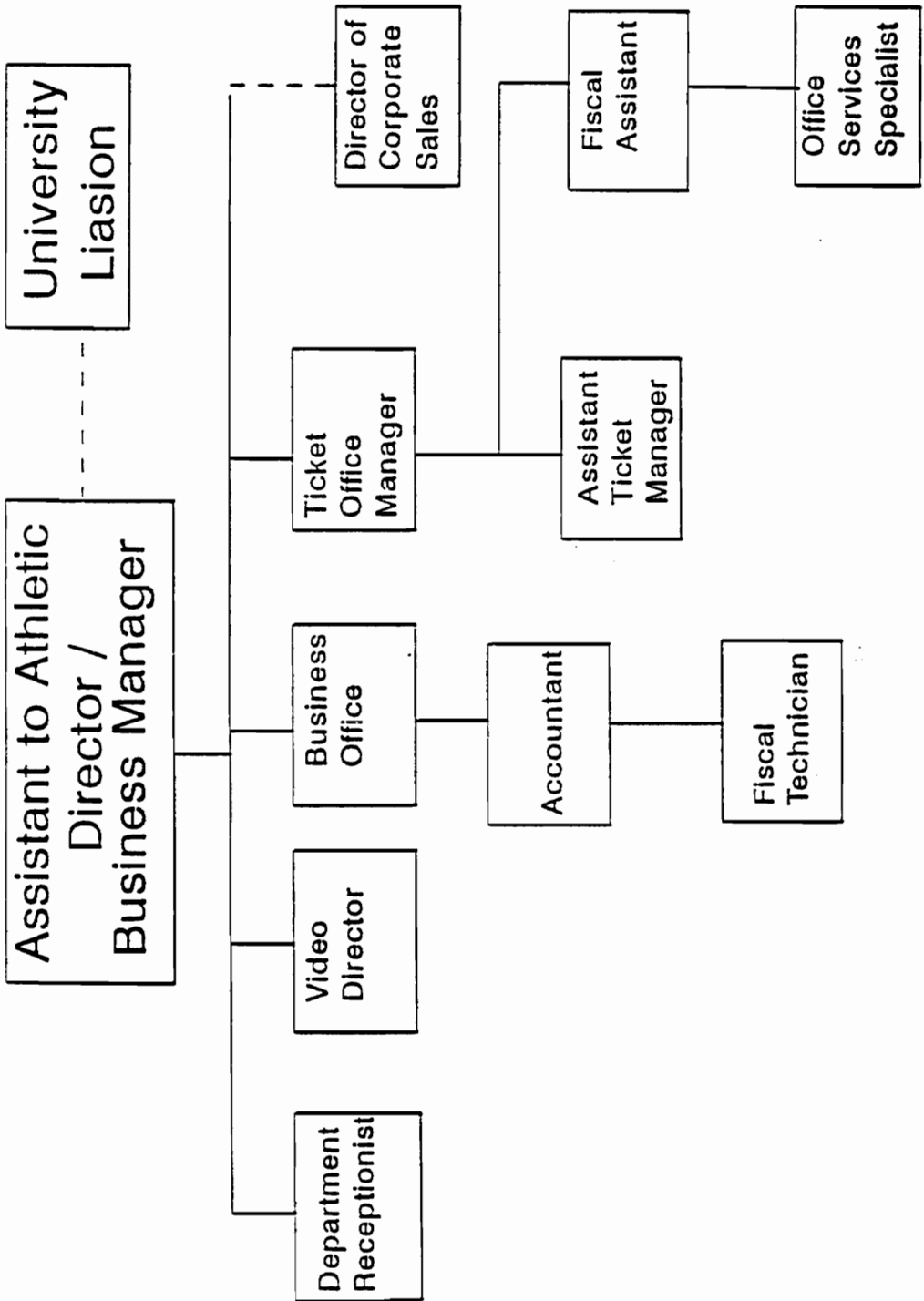
Associate Director of Athletics

Assistant Athletic Director of Facilities



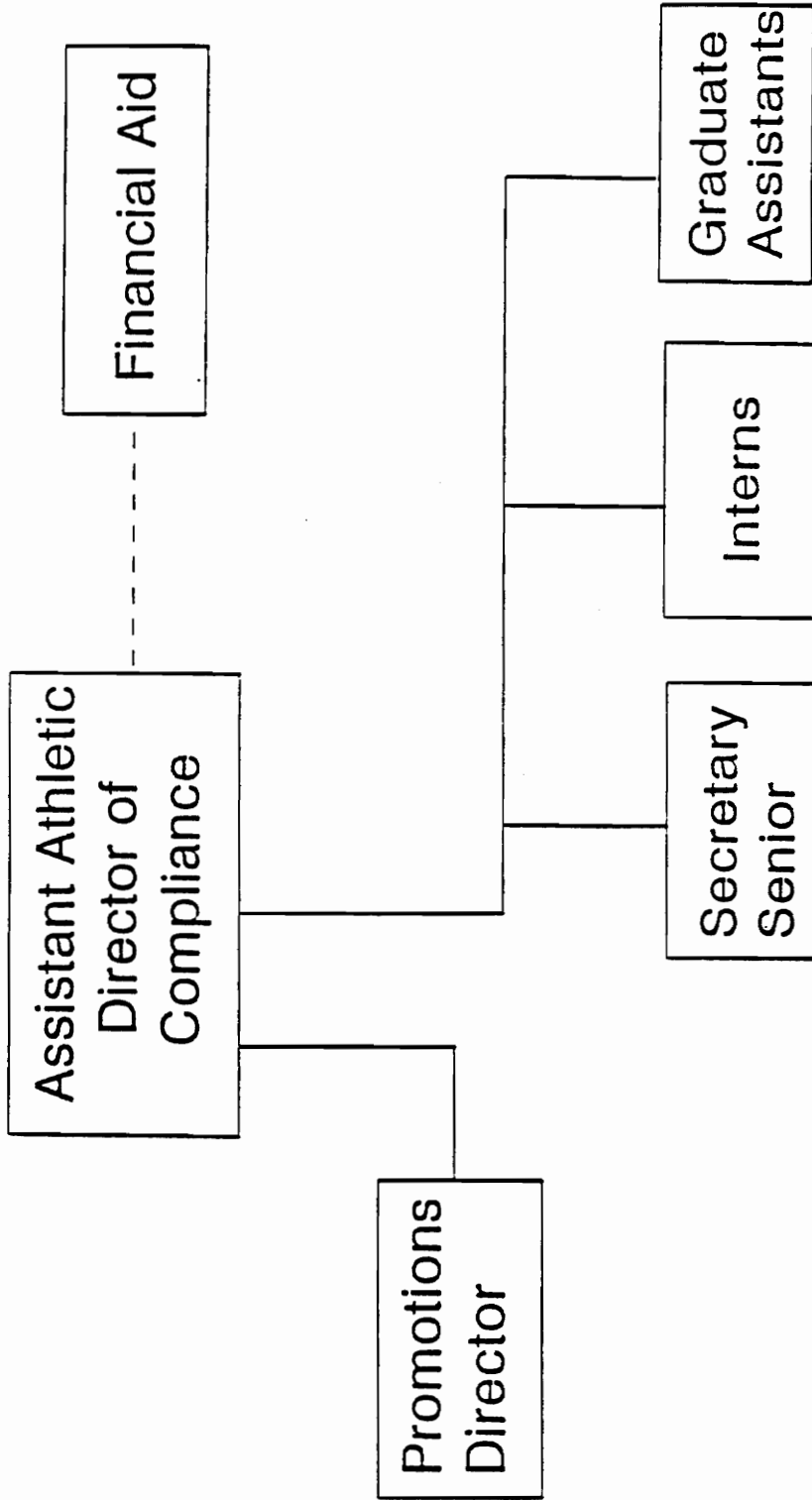
APPENDIX D

Organizational Chart - Athletic Business Manager



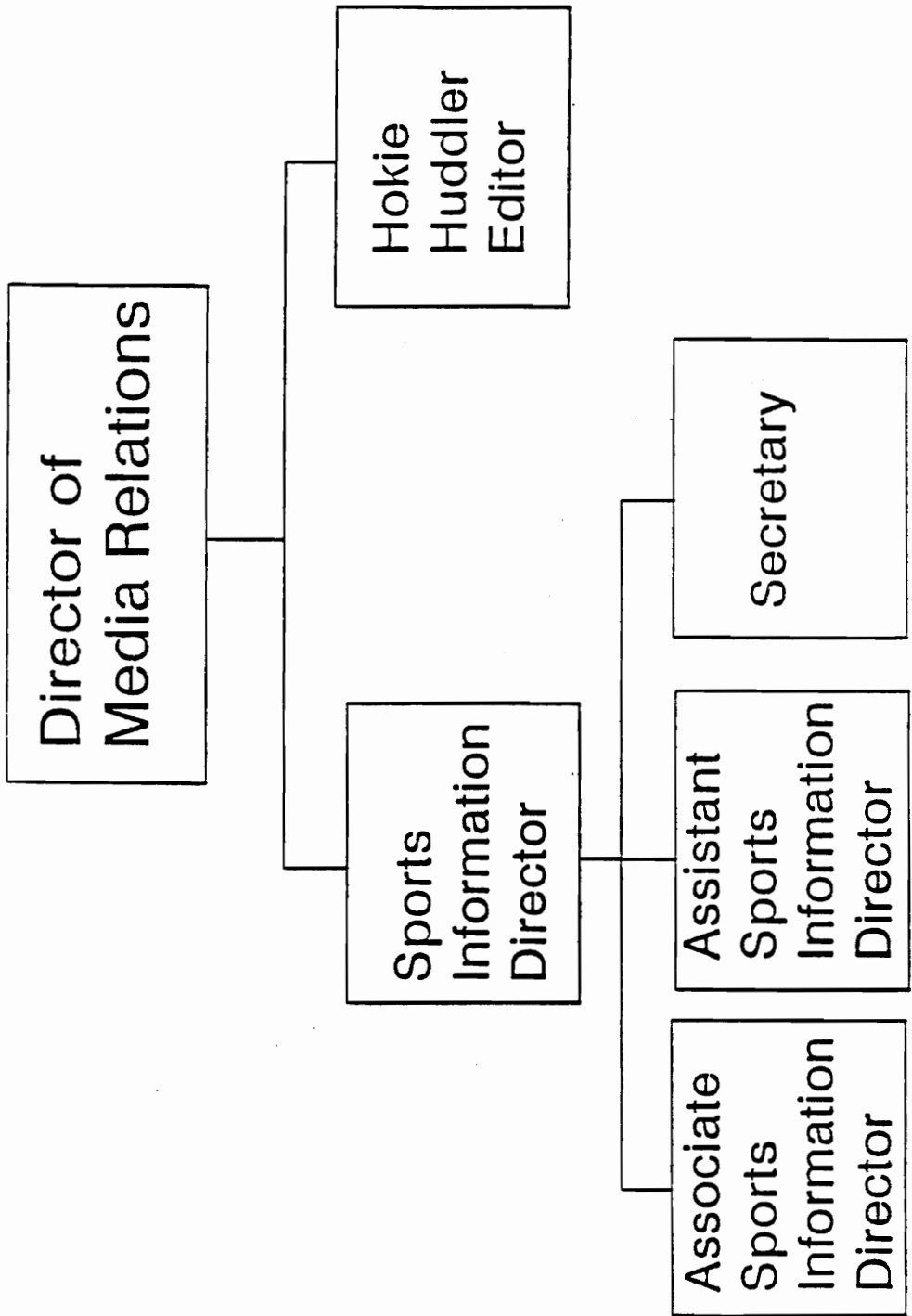
APPENDIX E

Organizational Chart - Assistant Athletic Director of Compliance



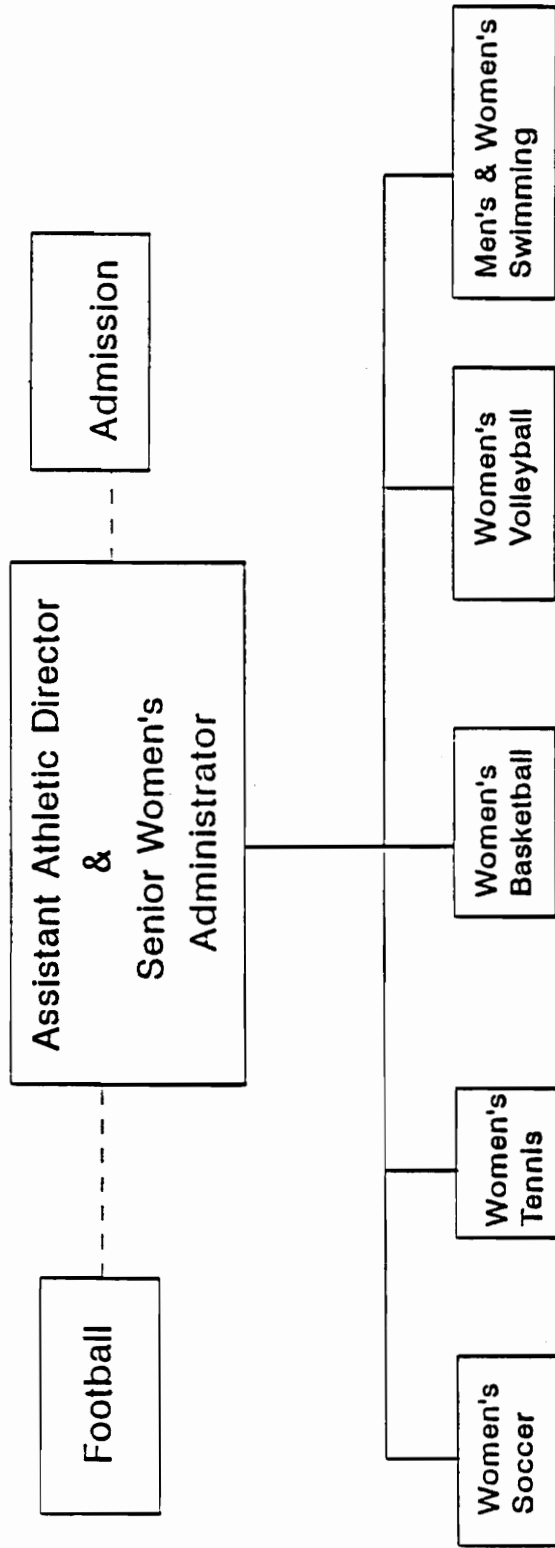
APPENDIX F

Organizational Chart - Assistant Athletic Director of Media Relations



APPENDIX G

**Organizational Chart - Senior Women's Administrator/Assistant
Athletic Director**



APPENDIX H

Organizational Chart - Director of Student Life

