

THSADA NEWSLETTER

Presented by Home Team Marketing



July 2017

THSADA State Conference and Professional Development Program 2017 Conference Review

The 46th annual THSADA State Conference and Professional Development Program, concluded a successful four-day Conference at the Waco Convention Center. This was the first time the THSADA State Conference was held in Waco and it proved to be a great location.

The THSADA State Conference saw over 420 attendees during the four-day Conference which included, Athletic Administrators, Head Football Coaches and Athletic Staff. The Tradeshow was also the largest the THSADA has ever had with 161 Exhibit Booths lining the Chisholm Hall at the Waco Convention Center. The THSADA Tradeshow has

grown significantly over the past several years and averages an increase of 20 Exhibitors per year.

THSADA membership growth is reflective of the interest and involvement of Athletic Administrators throughout the State of Texas. THSADA membership is at 850 and has increased significantly each year. The goal for this upcoming membership drive year is to be well over 1,000 THSADA members.

The State Conference opened on Sunday with a meeting of all THSADA Committee Chairs followed by a meeting with all eight of the THSADA Committee's.

Committee Chairs

Publications: Bernie Mulvaney
– Director of Athletics-Goose Creek ISD

Professional Development:
Debbie Fuchs – Clear Creek ISD

Awards:
Randy Cretors – Harlingen CISD

Membership:
Jennifer Roland – Alamo Heights ISD

Special Events:
Vince Sebo – Tomball ISD

Football Advisory:
Cliff Odenwald – Garland ISD

Basketball Advisory:
Philip O'Neal – Mansfield ISD

Officials Advisory:
Johnny Tusa – Waco ISD

The two Sunday sessions featured Mr. Chris Gilbert-Partner-Thompson & Horton, LLC. Mr. Gilbert gave an excellent two-hour presentation on those legal issues critical and conducive to Athletic Administrators. Mr. Gilbert's presentation was followed by the annual Enviro-Turf/Hal Mumme Football Poolside Kick-off Reception. Attendance at this event was outstanding as this was held at the Hilton Pool area and was attended by both attendees and exhibitors. This event has become an excellent way for Exhibitors to socialize with the Conference attendees before the Conference begins.

Quotes from some of our first-time Exhibitors:

"First Class conference, we want in again next year."

"The time, energy, and money was well worth it. The interaction with the AD's and other vendors was fantastic. I have highly suggested to both of my systems distributors that this is a "MUST" for the future."

"We had a great time, and had some fantastic discussions. I've spent the week following up in person and via email with the coaches and ADs."

"Thank you once again for putting on such a great show and conference. The conference was great."

"It was GREAT being a part of the THSADA Annual Conference! This was our first, but can promise it will not be our last, wonderful people, wonderful experience."

"Thank you for all of the work you and your team put in to make the convention such a success."

"We enjoyed the conference and plan to attend next year as well."

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Monday morning featured the annual address by both the UIL and TAPPS. Each Executive Director and staff addressed their respective attendees as the sessions were split between UIL schools and TAPPS schools. A special feature during the UIL session was an address by SEC Chair-Mike Motheral. Dean Linke-Hellas Construction delivered a presentation on “Championship Prep” that was well received by the attendees. Afternoon sessions featured panel discussions highlighted by an Industry Panel where representatives from specific industries sat on the panel to discuss questions sent in by the attendees. Companies represented on this Industry Panel were: Hellas Construction/Daktronics/Musco Lighting/PBK Sports. Varsity Brands and SuperFanU also delivered corporate presentations and both sessions were well attended as was a session on Booster Club management.

The Monday keynote speaker for the State Conference was Baylor University Head Football Coach Matt Rhule. Coach Rhule delivered an incredible presentation on Leadership, Attitude and Commitment. Coach Rhule also took advantage of the opportunity to mix socially with the AD’s after his session.

The Daktronics Tradeshow Festival took place late afternoon and early evening and attendance was at an all-time high. There was good attendance and participation by all attendees while many of the Exhibitors were very complimentary of the format and attendance.

Tuesday morning saw the Tee-Off of the annual Hellas Construction-Benny Carter Memorial Golf Tournament held at Cottonwood Creek Golf Course. This annual event is a highlight of the Conference and raises funds, along with a contribution from Whataburger for the THSADA-Whataburger Scholarship. It was another great event put on by Hellas Construction and a good time was had by all!

Opposite the Golf Tournament we held our annual Athletic Administrators Academy for those individuals not playing golf. The Academy is a series of short, impactful deliveries by either a speaker or panel on specific subjects and topics significant to Athletic Administrators. This year there were split sessions for both UIL and TAPPS schools. The highlight presentation of the Athletic Administrators Academy was a presentation sponsored by Field Turf and Dr. Michael C. Meyers on the latest in football injuries as it relates to artificial turf.

After the conclusion of the Athletic Administrators Academy, Hellas Construction handed out all the awards won at the Golf Tournament. Everyone then adjourned to the Hellas Construction Tradeshow Festival.

On Wednesday, the last half day of the Conference, a very special feature was held that was also taped by Jeff Power and played on Fox Sports. This session featured Charles Breithaupt-Executive Director-UIL, Bryan Bunselmeyer-

Executive Director-TAPPS and moderator Craig Way addressing the topic of “The State of High School Athletics in Texas”. This was a tremendous exchange and sharing of information and many important issues and positions were delivered. This session lasted about an hour and a half and was one of the highlights features of the State Conference.

After the UIL-TAPPS session the THSADA had a General Session where sponsors were invited to speak and an update of the Texas Athletic Administrators Certificate program was shared with the attendees. The THSADA hopes to rollout the TAAC at the July THSCA Coaching School.

The last session featured Jeff Altman from Whataburger announcing the 2017 THSADA Hall of Honor inductees along with the Vice President candidates and the Whataburger Scholarship Award winners. The final session concluded with the annual Mega Drawings.

We would like to thank all those THSADA members and non-members that made the effort to attend the Conference, network with fellow athletic administrators and attend the professional development sessions. Involvement with the THSADA, whether it be as a Board member, Committee Chair or Committee member is significant in the development and profile of the Association. The THSADA is only as strong and influential as is the involvement and commitment of its members.



Letter from the President — John Crawford, THSADA President

It is hard to believe that the 2016-2017 school year is coming to a close, that it is time to turn the page and begin preparation for another exciting year. I would like to take this opportunity to congratulate all of you for the successes your schools enjoyed on the field or court during the 2016-2017 school year. I continue to be amazed at the tremendously positive impact you all have on your coaches and student athletes.

It has been another outstanding year for the Texas High School Athletic Directors Association. Our membership numbers are at an all-time high and continue to grow. In March, we had our State Conference in Waco with the most attendees and most exhibitors that we have ever had. A huge “Thank you” goes out to our Executive Director Rusty Dowling, Assistant Katy Mathis and to all who worked to put on a fan-

tastic conference.

Thank you to all committee members, Regional Directors, and officers for the timeless sacrifices you make to serve and promote our Association. Congratulations to the new Hall of Honor inductees, Bob DeJonge, Mark Ball, and Tom Pruett.

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As we look ahead to the 2017-2018 school year, we will continue our commitment to continued alignment and collaboration with the UIL, THSCA, and TGCA to grow our Association. Additionally, I am excited to eventually roll out a series of Texas Athletic Administration Certification classes and I want to say thank you all of those who have worked to develop the cur-

riculum. The 2017-2018 school also offers our organization an opportunity to grow, expand, and excel under the leadership and through the vision of our new president. I would like to welcome Debbie Decker as our next President of the Texas High School Athletic Directors Association and I wish the best for her and our organization under her leadership.

Finally, I would like to thank you for affording me the opportunity to serve as your president. It has been an extremely rewarding experience, one that I will always cherish. I look forward to serving our Association in the years to come and I welcome our future successes. ★

— *John Crawford*

Online Ticketing Solutions

The online ticket service for high school athletics, primarily football, is a growing and crowded market as we prepare for the 2017 school year. Most of us receive our fair share of emails touting their company as the best. Truth be told, all of these companies bring quality and a level of excellence and expertise. You have to be good in order to stay competitive in the world of Texas High School Football.

When choosing an online ticket service, there are many things to consider.

- Convenience and efficiency
- Are there fees for the school and the consumer
- Payment options
- Is wi-fi or data required
- Scanning equipment or mobile apps for gatekeepers
- Season ticket and all-sports pass options
- Printed ticket options
- Sponsorship opportunities
- Real-time data and reports
- Online security
- Ticket options for other school events
- Email communication with fans and sponsors

We'll let the companies speak for themselves to tell us what sets them apart from the competition...

Kaitlin McCann,
www.ticketroar.com | [@ticketroar](https://twitter.com/ticketroar)

Tom Bowen,
www.StateChamps.com

- One thing that sets TicketRoar apart from other online companies is our partnership with Eventbrite. Selling over two million tickets weekly, Eventbrite offers the best in-class ticketing software and is a well-known online platform. TicketRoar is the digital ticketing and gate management arm of Home Team Marketing. HTM has been working with high schools for 16 years developing relationships and a good reputation throughout the country.
- The TicketRoar pricing structure is set 100% specifically to the benefit of the high school market. We offer lower fees on lower priced high school tickets (many fees are less than a \$1) and fee caps are set up for higher priced events such as summer camps, school dances, etc.
- Using the TicketRoar system actually means less work for school officials to sell tickets for their events. The TicketRoar team creates the events and puts tickets on sale for the schools. We also build and analyze a database of customers for each school, while promoting the school's events to fans and potential customers. We offer in depth training before events begin and 24/7 event and customer support for every event.

- StateChamps offers powerful technology that completely removes any burden of cost from schools. We've replaced scanning equipment and internet requirements with a simple electronic ticket that downloads to users' phones, and can be redeemed by swiping a finger across the phone screen.
- StateChamps provides customized options like all-sports passes, season tickets, and social media support to empower schools and their communities. Clients who sell tickets online through StateChamps are also eligible to receive personalized printed tickets throughout the school year at no cost to the school.
- The mission of StateChamps is to use our expertise in Next Level ticketing and community building to reinvent the high school fan experience, and leverage that experience to advance high school athletics and activities nationwide.

Donnie Schemetti,
www.ticketspicket.com

- *We Don't Cost You Money, We Make You Money.* Unlike all other digital ticket providers, the Ticket Spicket

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business model is not built around charging excessive fees to the fans and families out there who want to attend school events. We offer (by far) the lowest convenience fees on the market - and there are many instances where there are no fees involved at all. Ticket Spicket's business model is to connect schools with not only digital ticket sales and season passes - but also entirely new sponsorship and donation opportunities. We receive a share of that income - but at the end of the day, we don't succeed until after our schools succeed.

- *Gameplan: Marketing, & Sponsorship Enhancement Tools.* We like to say that Ticket Spicket is "more than just tickets." Not just because it sounds catchy - but because that's simply the honest truth. While we're recognized as an easy to use, online and mobile ticketing solution — Ticket Spicket also offers a zero-cost sponsorship platform (called Gameplan) that is built to integrate easily with school efforts to bring entirely new revenue opportunities from the businesses that want to support local schools. Schools can offer valuable digital impressions and branding recognition to companies in exchange for sponsorship dollars and giveaways that incentivize fans for their attendance.
- *No Internet, Wi-Fi, or Connectivity Required.* Our mobile app requires no wi-fi or internet connectivity to function properly while providing fans with a secure way to gain entry to their events. We also offer two completely different options for schools to manage the customer check-in process in the app (a scanner application and a verified "self check-in")
- *Mindset: Our Customers Always Come First.* Ticket Spicket is a customer-driven organization. We guarantee customer satisfaction and we stand behind our technology 100% - but the focus for us remains the people.

We want to always be involved with helping schools succeed. We don't just sell you on our services and walk away. We offer a customer success onboarding program for all of our new schools that includes best practices, demonstrations, training, marketing materials and more - to ensure they're always fully prepared to hit the ground running.

Clint Cobb,
www.ExtremeTix.com

- We are here, born and bred in Houston. Having a ticketing partner that is in close proximity is critical, allowing us to visit, service and support our Districts on-site when and as needed. This is the reason we don't work with schools in any other state.
- *Our depth and breadth of experience* — we count over 500 clients nationwide and in Canada, selling tickets to events, venues and attractions of all shapes and sizes. As such, we have built out an organization of depth to support our clients across multiple departments. Our wide variety of clients and event experience also provides for a feature rich product – from the box office on-site, to online. We have the features and tools others don't support, which includes a bi-lingual Call Center open 365 days here in our office – to service and support your customers, the fans.
- *A MOBILE mentality* — everything a customer can do on a desktop/laptop... they can also do on a mobile device. Everything is mobile optimized from purchasing single game tickets, to renewing season tickets, up to and including reserved "select-a-seat" from a mobile device, which very few offer. We even offer a client facing mobile app in the Google and Apple store that allows our clients to track sales, redemption/scan data on their phones in real time 24X7. Our mobile dedication is award winning in the ticketing industry. In fact, over 60%

of the many millions of online tickets we sell each year are transacted with a mobile device – phone or tablet.

- *An operational focus* — it's one thing to sell and issue a ticket, but quite another to execute on-site from an operational perspective. From a networked scanning solution, to providing top of the line hardware (we don't scan with phones...those are not scanners!). Lines have to move fast, fans need to purchase and quickly enter stadiums. We get this, and we focus heavily on ensuring things actually work and go well once gates open, as opposed to selling the tickets... and then "good luck!"

Chad Buntin,
www.payk12.com

- Ticketracker was the first online ticketing company in the industry. Our software was the first company to sell an online ticket in the state of TX with Kevin Ozee at Duncanville ISD. This is what makes our company stand out the most. Ticketracker pioneered this high school online ticketing market. As many companies have come and gone from this space we have stayed consistent.
- Now with our new software, PAYK12 powered by Ticketracker, our software is not just another online ticketing company but it also allows parents, students and the community to purchase reserved seat tickets not only online but from our proprietary Point of sale app or from their phone. Athletic directors can also scan and track all tickets at their events with our proprietary mobile app.

If you are still searching for an online ticketing provider, don't be overwhelmed by the number of companies offering their services. Each of these companies is ready and willing to discuss your situation and find the solution that best fits your needs. ★



Hiring Head Coaches by Shawn Pratt — Director of Athletics, McKinney ISD

Walking into my office is my 10:00am appointment with my high school coordinator and our head baseball coach, and the tension is thick and a bit uncomfortable. Sitting down across my desk, my coordinator is locked in on me in anticipation, while our baseball coach won't make eye contact. He isn't exactly sure what this meeting is going to entail, but he knows based on our previous efforts to help him grow this conversation will not be a pleasure. It is the dreaded conversation when you are about to reassign a head coach. The conversations are never pleasant, but they unfortunately have to be done in order to do what is best for our programs and most importantly what is best for our student athletes. In McKinney ISD, we feel like our hiring process and our mentoring program help us minimize the number of these tough reassignment conversations we have to have.

In the McKinney ISD athletic department, we, like all districts in the state know that who we hire will go a long long way in our future success. Hiring people who are a fit in our culture and who can help us improve is vital in order for our department to improve each year. In order to do this, we must have clear objectives. First, we need to define what are we looking for in the people we hire. We look for a person's philosophy and core values to see if they are a match for McKinney ISD. Each school district and each athletic department in the state of Texas has its own set of core values and a unique culture. It is vital that we hire head coaches whose core values will fit in our culture, allowing them to be successful. We have all used the term, "it's just not a good fit," and this term has a lot of truth. We have to find the head coaches

who believe in our educational athletics philosophy and are comfortable in our school culture. Another important part of hiring the right head coach in McKinney ISD is evaluating their experience in relation to the job for which they are applying. Do they have the level of experience needed to be successful in this role, both in terms of their teaching assignment and coaching assignment? What is the quality of their experience? Was it in a quality district or under a quality leader who we know held this candidate to a high standard? Lastly, in hiring head coaches we thoroughly check the candidate's references. We typically split the duties of contacting references amongst the athletic coordinators and directors. One of our coordinators or assistant athletic directors calls the references listed on the candidate's resume, while I try to find references not listed. Having a great network of coaches and athletic administration is so important when checking out the employment history of a head coach. Finding quality people who you trust to get an opinion of the candidate may be the single most important component in determining our success in hiring. Making sure we stay focused on these objectives has proven to improve our hiring success.

After we hire head coaches who we feel are a good fit for McKinney ISD, it is important that we provide them with the support they need to be successful. First we begin by asking them to attend a new head coach orientation. We break this orientation up into two half-day trainings. Our two assistant athletic directors and I deliver information that every new head coach will need and want as they begin their first year in McKinney ISD. We ask our new head

coaches who have just finished their first year to attend also, as these head coaches often need a refresher and have great input for the brand new coaches. Second, to support our head coaches, we really try to find quality professional development for them to continue growing. We make sure that the professional development is in line with our core beliefs for the athletic department. Lastly, we make sure that we are mentoring all of our coaches while they are here. Having honest conversations with our coaches and helping them grow is vital to their being successful in the long run. We give them accurate evaluations and help them establish a plan to improve in areas of weakness. While it is easy to sometimes pick out areas of growth, we can never praise them enough for all of the good things they do each and every day.

Ensuring our people know that they are appreciated is incredibly important in their happiness and overall performance.

Having clear understandings of what you are looking for in a candidate, and how you will support all new coaches once they arrive will help you maximize your head coaches chances for being successful. After each interview evaluate and be honest about how you did as a team; identify mistakes and correct them moving forward to improve the process. With the right plan in place coupled with monitoring and mentoring, you will minimize the number of those dreaded reassignment meetings and most importantly minimize the number of bad experiences your student athletes have with your head coaches.



Emotional Intelligence: An Added Edge to Success in Coaching

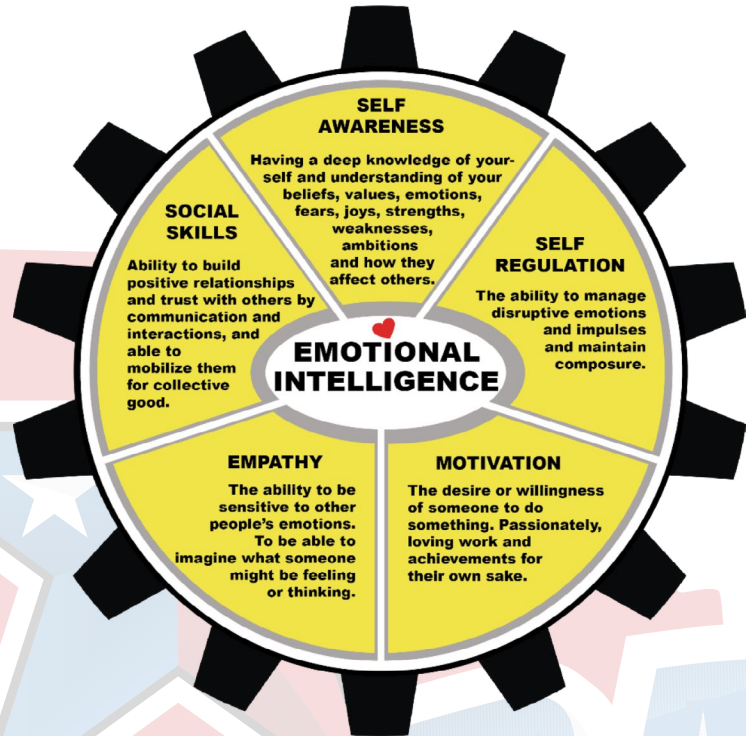
by Paula Gonzalez — Athletic Director, McAllen ISD

Coaches need to always be aware that they are perceived as role models and are always in the limelight. Athletes look to coaches for success and improvement in performance in their sport and for direction and guidance in lessons which prepare them for life. Parents want their children to master the X's and O's of their sport, but they also want coaches to display a genuine interest and care for them. Coaching goes way beyond the instruction of skills and the development of physical fitness – it is about building quality relationships and having the emotional maturity needed to establish them.

Dr. Jose A. Gonzalez, McAllen ISD Superintendent of Schools, is a strong advocate of Emotional Intelligence as it relates to leadership and academic success. He has been in education for 22 years and has studied Emotional Intelligence since 2008. In February 2016, Dr. Gonzalez formed the weekly Directors Calibration Meetings where all Directors and Asst. Superintendents meet not only to share ideas about student success, but to learn to be better leaders. Dr. Gonzalez is an enthusiastic Superintendent who continuously emphasizes teamwork and the desire to improve. I was fortunate enough to have the opportunity to meet with Dr. Gonzalez and discuss Emotional Intelligence as it relates to coaching. He feels that if coaches have a higher collective Emotional Quotient than the competition, they will have an advantage before the game even starts.

Emotional Intelligence (EI) or Emotional Quotient (EQ) can be defined as “the capacity of individuals to recognize their own and other people’s emotions, to discriminate between different feelings and label them appropriately, and to use emotional information to guide thinking and behavior.” There are five components of Emotional Intelligence as shown in the diagram included. These

EMOTIONAL INTELLIGENCE



components were developed by Daniel Goleman, a science journalist, who brought “Emotional Intelligence” to the bestseller list by writing several books on the subject.

Dr. Gonzalez agrees that being a coach creates very high pressured situations which come with a lot of responsibility. A teacher, parent, friend, or relative can give an athlete advice, answer a question, or try to point them in a certain direction, but when a coach tells them to do something – it is a whole different story because what a coach says comes with a lot of influence. Based on this fact, Dr. Gonzalez states that “Emotional Intelligence is ultra-important for coaches because many times coaches as competitors lose sight of their Self Awareness, Self-Regulation, Social Skills, Empathy, and Motivation, yet executing these five domains at a quality level with drive is what great coaches and great leaders epitomize.” If we are self-aware that we may lose our temper in the heat of the battle, then we need to make an intentional decision to

self-regulate our emotions by pausing, taking a deep breath, or maybe counting to ten. We must always maintain control.

Dr. Gonzalez feels that Emotional Intelligence can be just as important as our IQ. He states that “people don’t care how much you know, until they know how much you care.” This definitely applies to coaching. Athletes want us to be knowledgeable in our sport, yet they want us to also care about them. Parents definitely feel the same way, too. They want us to coach their children, but more importantly, they want us to show that we genuinely care. Parents do not want a coach to lose their composure or temper, especially in heated situations. Caring genuinely and developing solid relationships is what makes a difference.

As coaches, we must understand and focus on the five domains of Emotional Intelligence. Dr. Gonzalez’s vision is for all McAllen ISD coaches to have the five domains posted in all locker

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rooms and for every coach to make an intentional decision to teach these concepts to their coaches and athletes. As a result, he states, "Collectively, we are more self-aware of our strengths and weaknesses. Collectively, we can stay motivated. Collectively, we can self-regulate our emotions. Collectively, we can empathize with one another when a teammate makes a mistake. Collectively, our social skills will improve and we will build positive relationships with our athletes and with the community."

Becoming a master of the five domains does not have to be complex. We need to make an intentional decision to improve at dealing with our emotions and strengthening our relationships. As Dr. Gonzalez points out, "It doesn't mean that we are going to be perfect or never make a mistake because we are all human. It means that we have a vehicle and a platform where we can always go back and reflect. We can learn to be more self-aware and take responsibility when we are not. We can look at the psycho-social part of the game and regardless of athlete skill level, can work in a system that creates winners." In McAllen ISD, we will continue to work on the five domains of Emotional Intelligence from the Pre-K level to the Senior year.

As coaches, Emotional Intelligence can definitely give us an edge. A very low percentage of student athletes will play professional sports, but all students will go out in the real world and play the game of life. It is Dr. Gonzalez's vision that all MISD coaches execute these five domains at a high level and our plan is to post them in all locker rooms where we can know, study, and reflect on all domains as we teach and coach. It is all about true student success on the field and in the classroom, but more importantly in life. Emotional Intelligence can definitely provide this edge as we all work and strive for student success. ★

3 SIMPLE RULES TO MANGING TOP TALENT

by Roger L. Martin — a professor at and the former dean of the Rotman School of Management at the University of Toronto. He is a coauthor of "Playing to Win" (Harvard Business Review Press, 2013).



The general view in business is that top-end talent is highly sensitive to and motivated by compensation and that big monetary rewards are key to their management. There is a grain of truth to this — but only a grain. In my 36-year career, I haven't met a single person truly at the top end of the talent distribution who is highly motivated by compensation. Not one.

Sure, I've met lots of successful people who are highly motivated by compensation: CEOs who pump up the perceived value of their company to sell it, hedge fund managers who destroy companies for short-term gain, investment bankers who get their clients to acquire companies they shouldn't to earn big fees, consultants who sell their clients work that they don't need, and me-first athletes who poison their teams.

But none are the kind of top-end talent who make their organization great for a sustained period.

During my 15 years of managing talent as dean of the Rotman School of Management, and previously as co-head of Monitor, I have managed some of the best and brightest in professorial talent and the strategy consulting industry worldwide. Over this combined quarter-century of experience, I developed three rules for managing top-end talent.

Treat Them as Individuals, Not as Members of a Class

I learned this one by making a mistake. A top consultant, one of the firm's 15 or so global account managers, approached me to ask for paternity leave (a benefit that's now fairly standard,

but 20-odd years ago was rare). I readily replied, "Sure. You're a GAM. At your level, you can do pretty much whatever you want." He said "OK" and walked off, looking sullen. I was taken aback: He had asked for something, and I had given it to him. What was his problem?

It finally dawned on me that top-end talent doesn't want to be treated as a member of a class — even if it is an exalted class. They want to be treated as individuals. This consultant wanted to hear: "We care about you and what you need. If paternity leave is the thing that is particularly important to you, we support you 100%."

The result would have been the same — unfettered paternity leave — but with a totally different end result. Rather than being treated as a generic member of a particular class, he would have been treated in an individualized fashion.

Since that incident, I have watched this phenomenon over and over. Each member of the top-end talent class spends their life striving to be unique. It is discordant with them at a very deep level if you treat them any other way. And, conversely, it makes them warm inside every time they are treated as a unique, valuable individual.

Provide Opportunity Continuously

The biggest enemy for top-end talent is blocked opportunity, especially on the way up. If they are motivated to become top talent, they want to take on big challenges — and the sooner, the better. If they are blocked and made to wait for opportunity to be available, they will simply go somewhere else.

This is, of course, something to handle very carefully. They may blame you if you allow them to bite off too much and they fail. But managing top-end talent

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requires leaning aggressively into giving them as many opportunities as you reasonably can. The way to win their loyalty is to be the provider of opportunities that enable them to keep growing and learning.

Sometimes this means battling the HR function, which tends to want to treat people homogenously and limit opportunities to rigid time frames. You have to both insist on the desired outcome and take personal responsibility for it to make these first two happen. I recall getting intense pushback from the head of allocations when I wanted to assign a less-seasoned consultant to a senior

role on a major case. I was told he wasn't ready and that it wasn't fair to others who were more senior. I offered to look for opportunities on other future cases for those I bypassed on this one and promised to take full responsibility for cleaning up any mess that would derive from giving the senior role to the consultant. Fortunately, it worked out well, and catapulted the young consultant into a position that eliminated all such questions about his readiness going forward.

Give Pats on the Back

I see a lot of managers making big mistakes on this front. Because top-end talent is highly driven and intrinsically motivated, their managers can mistake them for being indifferent to praise. It is just the opposite. Talented people spend all their time doing really hard things. To do what they do, they have to flirt regularly with — and actually experience — failure. For this reason, they need regular pats on the back. Otherwise, they become resentful or sad and drift away from the organization.

In my experience, top-end talent rarely, if ever, asks for praise — at least not directly. So the top-end talent manager has to intuit when they need it.

But it has to be done in a fashion consistent with the first two rules: It has to be individualized. The generic year-end praise will be a negative, not a positive. And tying the praise to the opportunity that has been taken on and successfully completed is what will make it most effective.

These three rules, although sounding pretty simple, can be hard to follow. That is because most organizations, and many of the managers in them, tend to default to reliability over validity. That is, they favor a consistent, replicable outcome (like similar treatment, opportunities, and praise for all) over an outcome that optimizes their desired intent. At first blush, it seems that reliability is safer than validity, since the latter requires more judgment calls. But reliability is just an alluring siren call; the skilled top-end talent manager knows to avoid it. To the extent that you rely on top-end talent to produce outstanding organizational performance, you must treat your best people as individuals, find ways to give them opportunities even when bureaucracy gets in your way, and shower them with praise when they succeed. ★

Character Matters by Albert Hernandez — Athletic Director, Socorro ISD

As a former high school principal of a comprehensive high school with great winning athletic programs and now an athletic director of a big west Texas school district; I see the direct correlation between making a genuine effort to positively impact school culture and build on the character of our students. The culture of the school rests on the shoulders of professional campus leaders who place an intentional emphasis on student leaders to move campus culture and the character of their teams to do what is right each and every day of the school year. As administrators and coaches the highlight of our job is seeing people succeed. Leaders must take the initiative to guide, serve as positive role

models and show our younger generation the pathways to success.

There are many variables we look upon to survey and pinpoint which attribute contributes to making the greatest difference in the work we do each day. We think of words such as Selfless, Dependability, Truthful, and Respect, coupled with the supporting individual action of others to press forward strong beliefs. In the more recent years, I have come to the conclusion that one's character plays a vital role in the actions of any individual. Grouped as a whole, the goal is always to impact the overall success of a team and add to the positive impact of the overall culture of a

comprehensive school. As professional adults, once trust is earned, we are given a tremendous opportunity to be an influence to our student athletes. How we structure and organize this unique platform is the message I hope to convey to you today.

As a former athlete myself, I reflect on the coaches throughout my entire life who made a significant impact on me. It is evident that the influence and guidance of these particular coaches had on the development of my character must be a direct link to the successes I have experience in my career. I am certain each of you reading this article can

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(Character Matters)

quickly think of several names of genuine, intentional adults who made positive impressions and mentored you to develop into valued people of your community. It becomes a reciprocal quality of our democratic way of life we enjoy and benefit from.

I have echoed the word “intentional” several times because one challenge we must contend with is whether or not our efforts are intentional. We must ask oneself if what we do with our staff and teams more routine and without more substance or is there a true plan of action and guide to get us to the goal. As a principal much of the work pressed forward must be intentional given greater accountability measured and pressed by the federal, state and local governments. The substance of rich curriculum guides, teaches and serves a campus with benchmarks to gauge accomplishment and need for improvement. The learning is outlined for us to follow and implement. As coaches and directors we must look differently at our approach to finding our own curriculum guides and accountability measures to better organize our efforts to instill the quality attributes we want to instill in every athlete and the very people charged with delivering quality athletic instruction.

“Weekly lessons on character help us to develop a focus on life that is greater than ourselves. It helps us recognize who we are, where we are currently headed, and ultimately who and what we want to become in the future.” Pebble Hills High School head football coach Mark Torres. Pebble Hills High School has been using Character Matters curriculum to make a difference in the lives of young Spartans. We feel it is making a difference in the lives in young people along with the genuine efforts of our professionals throughout our district to place emphasis on character within their schools and sports programs. ★

Dual Contracts: Can You Have Successful Athletic Programs Without them?

by *Dena Scott, CAA — Assistant Athletic Director, Fort Bend ISD*

Throughout the state several districts have implemented dual contracts for their coaches. We surveyed several Athletic Directors to provide feedback on how dual contracts work in their districts.

Conroe ISD: Danny Long, AD

The dual contract legally binds the teacher to the two professional capacities in which the employee is assigned, both the teaching assignment and the athletic assignment. I feel it holds the teacher/coach to more accountability in both areas assigned. With ongoing legislative financial challenges, coaches cannot refuse to coach and maintain his/her teaching position. If they cannot perform the duties in one of the assignments they would be resigning from both positions. This helps eliminate potential staffing issues in which a campus has too many teachers and not enough employees willing to coach. Overall, it helps the district with staffing allocations.

On the other hand, it can often be difficult when a problem occurs for the supervisor to document the coaching side of the contract, especially if the classroom teaching is going well. A dual contract locks the teacher/coach into a coaching duty even when the employee does not desire to perform the coaching duties. This can often lead to poor morale. If the district does choose to remove a coach from his coaching duties, there would have

to appropriate documentation for removal, or the district must reassign another coaching duty for the following year. In Conroe ISD we offer dual contracts to only high school level positions. We have phased dual contracts out at the junior high level and offer stipends for these positions.

Dumas ISD: Brian Heaton, AD

Dual contracts allow us to keep that teaching position. We have kept coaches after they have resigned when we have had multiple openings in their teaching field. We probably have had dual contracts for the past 20 years and it was simply to prevent someone from resigning their coaching responsibilities and keeping their teaching positions. We need the teaching position to fill that coaching vacancy. Dual contracts have worked very well for us. Keeps us in control of managing teaching and coaching positions.

Keller ISD: Bob DeJonge, AD

With Dual contracts, coaches can no longer opt out of coaching and still feel like they are entitled to the same teaching assignment. However, eliminating a coach requires substantial documentation since the teaching and coaching are tied together. We have had Dual Contracts in our high schools for 10 years and will start middle school Dual Contracts next year.

Story continued on page 10...



...Story continued from page 9 (Dual Contracts)

**Round Rock ISD:
Dwayne Weirich, AD**

Dual Contracts allow for spot to hire coaches and holds coaches responsible for performance in both areas (athletics/classroom). Anyone in an athletic period is put on a Dual Contract. I believe it helps us to hire the best candidates, those who went into the profession to serve in both roles (athletics/classroom) and not having to look within a faculty for someone that wants to "try coaching".

We also surveyed High School Campus Coordinators, some who have dual contracts in their district and some who don't have dual contracts.

Districts without Dual Contracts:

Not having dual contracts has caused us to lose 6 coaching positions this year without being able to hire a teacher/coach to replace that position. Unless our staffing numbers are increased from the district, we either have to go short on number of coaches, or have other coaches/staff fill those vacant roles (this means that we don't get to select the most qualified person for the job). In either case, we are not putting the best interests of our student-athletes first. If too many coaching positions are lost in this manner, it is possible that we would not be able to have a team even though there are students who want to participate.

The lack of dual contracts has made the replacement of coaches very difficult. When a current coach de-

cedes to not coach the next year but does not leave the school, and athletic coordinator is at the discretion of their principal concerning replacing that position with another teaching field. In our current hiring climate, open teaching fields may be limited or non-existent in some cases.

It has also created a lack of accountability in some cases for coaches and their roles. Coaches that are negligent in their duties have little reason to improve their performance since they can simply stop coaching and still retain their teaching position. This makes coordination between middle school and high school programs difficult since MS coaches are only evaluated by their building principal and not under the discretion of the campus athletic coordinator.

There are currently 6 teachers that were hired as coaches and are not coaching any more but are still teaching. This causes me to lose those coaching spots because I don't have a teaching spot to hire a new coach. I currently have 3 coaching positions that I cannot fill and have had open all year.

Districts with Dual Contracts:

I support dual contracts. The main reason is to ensure the teaching/coaching positions stay together. The issue you run into without them is coaches that just decide they don't want to coach anymore. You lose that teaching field and may not be able to replace the coach due to lack of position. This is especially a problem with the best teaching jobs like PE and Health.

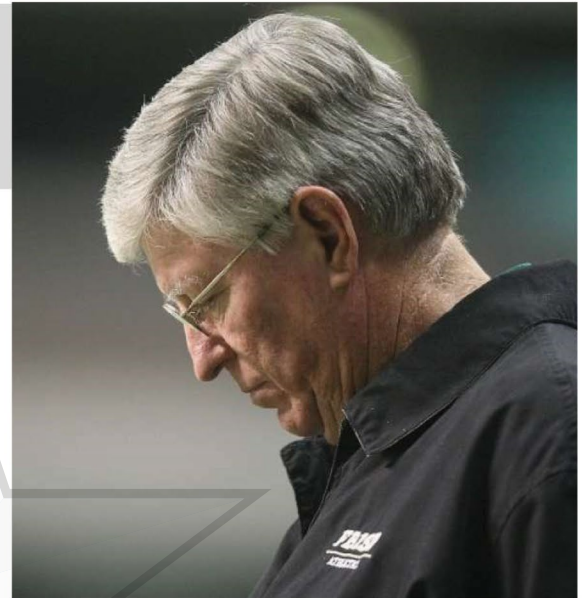
Also, when utilized properly, the coaching half of the dual-contract has to be fulfilled for the purpose of the employee's renewal. I think we all agree that occasionally Principals don't adhere to the legality of the dual contract and the Athletic Coordinator seems to be slighted in consideration of positions. However, if there is no dual-contract in place the Athletic Coordinator really has no say in the recommendation for the positions. HR needs to be consistent in enforcing that dual contracts are followed equally on their merit, or they are pointless.

Whether you have dual contracts or not in your district, I think we can all agree that hiring great coaches is vital to the success of any athletic program. It seems that dual contracts can assist the Athletic Director as well as the campus coordinators with finding those great coaches and then keeping them on staff or if/when they decide to leave coaching, they must leave the teaching spot as well. This ultimately allows for another great coach to come in and fill that spot. On the other hand, if you hire a not so great coach, you will have to provide a lot of documentation to remove them because they are also being released from their teaching job. I would like to personally thank all those who contributed to this article on Dual Contracts. ★

THSADA AD SPOTLIGHT

By Marla Brumfield Lewis

Second Time Around Keith Kilgore, Ft. Bend ISD Interim Athletic Director



Coach Keith Kilgore, the highly respected, retired/ rehired Athletic Director of Ft Bend ISD is still very active with all things Athletic Administration. He is still at the helm of the highly revered organization the Touchdown Club and very active in THSADA. With his return to the athletic office at Ft Bend ISD I thought it would be a good time to dive into the mind of our once again colleague. Young directors pay attention as Coach Kilgore imparts his wisdom for the younger generation of athletic administrators.

Please tell us about your district and your return to Ft. Bend.

I always felt like FBISD had great athletes and I was impressed by how well they competed. It was easy to come back knowing that I was coming back to watch great athletes compete and win. I think there are a number of retired Athletic Directors that would have done the same thing. We are committed to this profession and always want to help coaches and student athletes.

What was your career path, and what lead you to returning to Ft. Bend as an athletic administrator?

I was a teacher and coach in HISD and Alief ISD for fifteen plus years, then became an assistant athletic director in Alief for 8 years, and finally the head ath-

letic director in Ft. Bend for 20 years. My recent return was due to a vacancy that was created near the beginning of the school year, which lead the Ft Bend administration requesting that I return until a replacement was hired.

With 40 plus years of experience, what knowledge would you like to share with aspiring or young athletic administrators?

Be patient in making decisions. Place yourself in the place of the parent when dealing with tough situations. Be willing to dedicate the time it takes to do the job right.

What advice would you give to an aspiring athletic director?

Get your feet wet. Get involved in as many things as possible to see the whole picture. Work athletic events, go to coaches school, and donate time whenever possible.



THSADA AD SPOTLIGHT

By Marla Brumfield Lewis

Vision and Leadership Steve Moniaci, HBU Director of Athletics



When visiting with Steve Moniaci you realize very quickly that you are dealing with someone that will do what it takes to get the job done. HBU was in need of this type of leader in the mid 2000's and contacted Mr. Moniaci to guide the universities athletic program to be reinstated back to NCAA D1 status; and that is exactly what he did. To all young athletic administrators take note as we spotlight Steve Moniaci.

Please tell us about your school. I am the Director of Athletics at Houston Baptist University, an NCAA Division I private Christian university in Houston, Texas and a member of the Southland Conference. HBU has an undergraduate enrollment of around 2,500 with roughly 1,000 graduate students. Noted for being one of the most diverse campuses in the United States, HBU offers 40 undergraduate, 9 graduate, and 1 doctoral programs. The institution was a member athletically of Division I until 1990 and then was a member of the NAIA until 2007 when we rejoined the NCAA, currently sponsoring 17 intercollegiate sports with over 350 student athletes.

What experiences have you had in education, and as an athletic administrator, that helped you grow personally and/or professionally? I truly believe that each day you are an administrator there are experiences that help you to grow and to learn – and that experience is by far the best teacher. Certain touchpoints occur in each person's career that one can look back upon and say that it helped propel them in the right direction. For me it would start with injuries forcing me to give up playing and became a student coach in college. This gave me valuable insight and experience in what it meant to be a coach and administrator, and helped galvanize my desire to want to become one at the intercollegiate level. Certainly my decision to come to Rice as an intern and then having my supervisor leave almost upon my arrival, thrusting me immediately into a role with

huge responsibilities where I had to either “sink or swim” was key. Then personally, the decision to come on board at HBU and experience what it means to work within, and be part of, a truly Christian university has lifted me tremendously in my faith walk; and also has allowed me the opportunities to be a part of restarting a Division I athletic department and starting an intercollegiate football program that few college administrators ever get to experience.

Please share with us the key components or characteristics that you look for when hiring coaches and staff for a new program? When I came to HBU we had 7 intercollegiate sports and today we offer 17, so we have had the opportunity to hire numerous head coaches and administrators for new programs. Here at HBU we look for several factors: First, experience in the sport is primary but does not necessarily have to be at the intercollegiate level. Second, whether they are a good fit for the university both spiritually and culturally. Third, if they had any sort of experience in a similar setting before as an undergraduate, a coach, or administrator. Fourth, we always look to improve our diversity.

What advice would you give to an aspiring athletic director? When asked, the two pieces of advice that I always give to young administrators is to get as many different experiences as possible in all different types of areas; and to make as many contacts as possible and to maintain those contacts. Lastly I always tell them to enjoy the job they have, and do as well at that job as possible and someone will notice. ★



Getting to Know: Kaitlin McCann

Regional Partnership Manager
– Home Team Marketing



Where did you go to high school?

Italy High School - Italy, TX

Go Gladiators!

Where did you go to college?

I attended Stephen F. Austin State University for two years before transferring to Midwestern State University.

Did you play sports in high school?

I played softball and volleyball in high school.

What's your favorite part of your job?

I love getting to meet new people at different schools around the state. I've met so many great people in the eight years I have worked for Home Team Marketing.

What's something people might not know about you?

I pitched for the softball team at both Stephen F. Austin and Midwestern State University. ★

Home Team Marketing (HTM) Continues to Conquer the High School Market

home·team·marketing

Home Team Marketing (HTM) was founded in 2001 and is the nation's leading provider of strategic and highly-customizable media solutions across high school campuses. HTM has worked with over 18,000 high schools nationwide and, to date, has donated over \$50 million back to those high schools. How have we formed such long lasting relationships with high schools – through our proprietary marketing and school solutions platforms. We are comprised of three platforms: Network & Higher Education, Co-Op Marketing, and our newest addition, TicketRoar powered by Eventbrite.

Network and High Education:

HTM's Network and Higher Education platform is designed to uniquely address and represent a brand's goals in the high school market. Standing above the competition, we have a unique high school campaign that helps brands reach new audiences. We have provided integrated marketing and multimedia solutions for our corporate partners, such as Akron Children's Hospital and revenue generating campaigns for our higher education institutions, like University of Houston.

Co-Op Marketing:

An HTM Co-Op marketing platform helps drive traffic to local businesses while benefiting the heart of the community; its local high schools. Best of all, it's turnkey, we handle all the details. We assist store managers, such as Farmers Insurance, and franchisees, like Sears Hometown Stores, brand their businesses at local high schools of their choice through meaningful partnerships. Then, we donate a significant portion back to the high school in the businesses' name. Our platform is ideal

for Co-Op marketing programs that can benefit from authentic community sponsorships.

TicketRoar Powered by Eventbrite:

TICKET ROAR ^{POWERED BY} **Eventbrite**

THE COMPLETE TICKETING SOLUTION

SPORTS | PERFORMING ARTS | DANCES | CAMPS | AND MORE

TicketRoar provides schools of all sizes with a world class, complete digital ticketing solution. TicketRoar helps schools increase ticket sales, reduce the need to manage cash, improves financial accountability, and upgrades fan experience at events. In addition to boys and girls athletic events, school dances, performing arts productions, summer camps, parking passes, and charitable endeavors are a few of the many events sold on the platform.

TicketRoar has a long-term partnership with Eventbrite, and according to Chris Aker, VP of Sales for Eventbrite, their goal of bringing people together becomes more attainable by partnering with HTM, "Eventbrite is focused on bringing people together through live events. Part of the way we do that is by partnering with best-in-class companies like TicketRoar," Aker says. "We are pleased to serve this market of high school administrators, students and fans in collaboration with TicketRoar."

For more information about how TicketRoar is offering an enhanced ticketing solution built specifically for schools, visit:

<https://www.ticketroar.com/schools>
Or follow on social media: @ticketroar

For more information about Home Team Marketing and its myriad of solutions for schools, visit:

<http://hometeammarketing.com>



Whataburger Group Dining Program

Whataburger's commitment to professional and youth sports dates all the way back to 1950 when the very first restaurant opened in Corpus Christi, Texas. Whataburger's founder, Harmon Dobson, supported local Little League teams, and 66 years later, Whataburger continues to play an active role in youth, high school and college level sports.

The Whataburger Group Dining program is just one way Whataburger aims to make it easier for coaches and teachers to focus on their teams. When traveling to away games, competitions and events, coaches and teachers can use the program to call ahead with the number of people in their group and their approximate time of arrival at their closest Whataburger restaurant. From there, the Whataburger crew will be on hand and ready to feed the team, provide the excellent service customers have come to expect from Whataburger, and have the team back on the road in no time.

"For more than four years, we've used Whataburger's Group Dining program as our preferred meal choice when traveling with our teams. We have high expectations when it comes to cost and quality for the kids in our district, and Whataburger's fresh, hot meals and great service always deliver. That's the kind of experience we've come to expect and continue to enjoy," said Director for Athletics and ULI Activities for Houston ISD Marmion Dambrino.

When they participate in the Group Dining program, coaches and teach-



ers can pay for meals with their Group Dining Card instead of using cash. Athletic directors and coaches will then receive an invoice from the Whataburger manager to take back to their billing department. In addition, Whataburger offers group discounts and the group leader always eats free. Additional benefits of the program include one free meal for every 10 purchased, and for groups of 20 or more, two people eat free.

For more information about the program and to fill out the online application, please visit Whataburger.com and look under the "Group Dining" tab on the Community page. Whataburger is committed to great service, and the Group Dining program is just one way for Whataburger to help coaches and teachers concentrate on bringing home the W.

Family-owned Whataburger has proudly served its famous burgers for 66 years and continues to deliver fresh, made-to-order meals every day with extraordinary customer service. Headquartered in San Antonio, Whataburger has successfully expanded from a single burger stand in 1950 to a thriving family of more than 800 restaurants across 10 states today. ★

