

CONCORDIA COLLEGE-SELMA  
ATHLETIC DEPARTMENT  
STAFF  
POLICY  
HANDBOOK



Concordia College-Selma prepares students through a Christ-centered education for lives of responsible service in the church, the community, and the world.

Concordia College Mission Statement

Concordia College-Selma will be a diverse, global institution of excellence, and a leader in developing intellectual, spiritual, and moral leaders of Christ-centered justice.

Concordia College Vision Statement



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# ADMINISTRATORS AND COACHES

## ADMINISTRATORS

- Director of Athletics . . . . . Shepherd Skanes
- Assistant Director of Athletics . . . . . Don Lee
- Sport Information Director . . . . . Open
- Compliance Officer . . . . . Open
- Athletics Administration Assistant . . . . . Open
- Athletics Academic Coordinator . . . . . Bobby Ladner

## HEAD COACHES

- Volleyball . . . . . Derek Wilson
- Soccer . . . . . Brent Dukhie
- Women Soccer . . . . . Open
- Football . . . . . Shepherd Skanes
- Women Basketball . . . . . Open
- Men Basketball . . . . . Open
- Baseball . . . . . Open
- Softball . . . . . Open
- Track & Field . . . . . Timeka Ross
- Cross Country . . . . . Open
- Cheerleaders . . . . . Courtney Washington
- Strength and Conditioning . . . . . Open



## SCHOOL MISSION

***The mission statement explains why Concordia exists. It identifies who we are. It determines our direction, boundaries, and priorities.***

Concordia College, one of ten postsecondary institutions in the Concordia University System of The Lutheran Church—Missouri Synod, is an historically black, four-year, coeducational college, where the Christian faith as taught from the Holy Scriptures and subscribed to by The Lutheran Church—Missouri Synod provides the foundation for all programs, activities, and relationships. Concordia's student body represents a diversity of geographic, ethnic, and socioeconomic backgrounds. Concordia's faculty and administration are sensitive and responsive to the needs of its student body and surrounding community.

Concordia's traditional liberal arts curriculum provides the conceptual framework necessary for analysis and problem solving in society while the fine arts enlighten and enrich the human spirit. Additionally, the college provides activities and programs that promote the development of social concern and sensitivity to the dignity and worth of each individual. Its Christian campus atmosphere is also supported by such activities as spiritual and academic services and programs, intercollegiate and intramural athletics, and participation in various organizations and clubs.

The mission of Concordia is to “educate students through Christ-centered education for lives of responsible and effective service in the church, community, and the world.” To achieve its mission, Concordia engages students in programs and activities that identify and meet spiritual, academic, social, and physical needs. Included are:

- ◇ Challenging academic programs leading to an Associate of Arts degree or a Bachelor's degree in business administration, early childhood, or elementary education;
- ◇ Enrichment activities, tutorial services and preparatory courses for the under-prepared student;
- ◇ Counseling and testing, career planning services, job placement assistance, and intervention programs in substance abuse and other problems;
- ◇ Regular chapel worship experiences, for Bible study, dormitory devotions, and spiritual counseling; and
- ◇ Involvement in extracurricular activities and participation in various community services and activities.

## ATHLETIC DEPARTMENT MISSION

The Athletic Department is committed to the school's mission to prepare students through Christ-centered education for lives of responsible service to the church, the community, and the world.

The Department encourages every individual and team to achieve their highest potential in intercollegiate athletic competition.

The Department is dedicated to guiding each athlete into a more committed relationship with Jesus Christ as they develop intellectually, socially, and physically.

Athletics will provide a unique environment for demonstrating and teaching the virtues of self-control, patience, love, service, respect for authority, ethics, leadership, hard work, and dedication, as Biblical principles.

The Athletic Department will take every opportunity to use athletics as a platform for sharing the Gospel.



# PHILOSOPHY

The overall philosophy of the Athletic Department is to provide young men and woman with the **DISCIPLINE** to reach their maximum potential by putting **God** first, **Education** second, and **Athletics** third.

Consequently, our students will be armed with the necessary tools for becoming well-educated Christians for service in the church, community, and world.

Furthermore, it is our aim to train our young men and woman so that they may perform on all levels and in all venues at a **Fast, Smart, and Hard** tempo.

The program will maintain an atmosphere that is conducive to maximizing students' potential. It will act as a family, where each individual will be:

1. Cared for and respected as an individual. Each person will be valued as a person.
2. Disciplined in all we do—everyone strives to do the right thing.

The net result will be an atmosphere where players feel good about themselves and those around them, their teammates, and their coaches.



# STAFF RESPONSIBILITIES

## DIRECTOR OF ATHLETICS

The Director of Athletics provides energetic leadership and oversight to all athletic programs at Concordia College-Selma.

The Athletic Director is also the primary contact between the athletic program and the administration and community at large.

**Reports to:** Vice President of Student Services

**Manages:** Head Coaches, Assistant Athletic Director, Administrative Assistants

### Duties:

- ↳ Development and execution of annual strategic plans
- ↳ Day-to-day management of all athletic programs
- ↳ Supervision and professional development of coaches and staff
- ↳ Development and execution of athletic fund-raising programs and sponsorships and coordination of fund-raising by individual coaches
- ↳ Provides oversight of athletic accounting; assures coaches meet player requirements; assures coordination with admissions office; assures integrity of student recruits
- ↳ Oversees athletic student retention programs
- ↳ Assures that student-athletes exceed minimum performance and College academic and eligibility standards
- ↳ Develops and manages athletic budget with/through individual coaches
- ↳ Serves as athletic liaison to administration, student life, student financial aid, development, registrars, IT, and all other campus units
- ↳ Develops and maintains proactive marketing programs that enhance community relations as approved by the Director of Communications
- ↳ Supervises and plans for all “game day” efforts including ticket sales, concessions, cash management, sound set-up, and officials payments

- ↳ Serves as the College representative to all NAIA/NCAA and USCAA appropriate conference meetings
- ↳ Develops and maintains effective communication channels with athletic staff
- ↳ Assures athletic teams remain with the College’s scholarship strategy
- ↳ Assures accurate athletic records are maintained
- ↳ Remains current in athletic standards and “best practice”

## ASSISTANT DIRECTOR OF ATHLETICS

The administrative assistant for Concordia College-Selma Athletic Department

**Reports to:** Athletic Director

**Manages:** Office responsibilities and some out-of-the-office responsibilities. This position serves as the office manager for Concordia Athletics.

Must be committed to excellence and is a positive example to staff and athletes.

### Duties:

- ↳ Remains current in athletic standards and “best procedures”
- ↳ Assist the Director of Athletics/Athletic Department with administrative needs
- ↳ Manages the Athletic Department phone system (includes phone messages for all athletic personnel)
- ↳ Budgets data input and reconciliation of budgets on a monthly basis
- ↳ Processes purchase orders, check requisitions, expense reports
- ↳ Serves as a liaison between the Athletic Department and the Business Office and Financial Aid
- ↳ Processes matrix boxes for each sport
- ↳ Processes letters of Intent and proof of insurance
- ↳ Maintains up-to-date contact information for all coaches

- ↳ Monitors efficiency of office equipment
- ↳ Performs other responsibilities related to the Athletic Department as determined by Athletic Director

### HEAD COACHES

Possess and maintain a moral character that is in keeping with the standards expected of Concordia College-Selma Athletic Department.

Possess in-depth expertise of the sport assigned including, but not limited to, knowledge of training and conditioning techniques, promotion of team work, and the ability to diagnose players.

**Report to:** Athletic Director

**Manage:** Supervises assigned athletic program, to establish an environment in which the athletes can gain self-esteem and develop a positive self-image, and are competitive in their sport.

#### Duties:

- ↳ Assign duties and responsibilities to assistant coaches
- ↳ Coordinate the care and inventory equipment, supplies, and uniforms
- ↳ Assist the Athletic Director in developing your program's annual budget
- ↳ Make team schedules with the approval of Athletic Director
- ↳ Ensure the proper completion of physical examinations and forms relating to examinations and emergency medical authorization before a student-athlete participates
- ↳ Coordinate the distribution, collection, and storage of athletic equipment, uniforms, and supplies
- ↳ Show respect for officials, press, opposing coaches, visiting teams, parents, fans, student-athletes, and co-workers
- ↳ Responsible for the security at all facilities used when custodians are not on duty
- ↳ Provide leadership that promotes positive attitudes and good sportsmanship

- ↳ Notify all team members of procedures and training rules
- ↳ Promote unity within the coaching staff and within the framework of the Athletic Department
- ↳ Any other responsibilities related to the program or Athletic Department as determined by Athletic Director



# STAFF POLICIES AND PROCEDURES

## PROFESSIONAL RESPONSIBILITY AND DEMEANOR

Athletics Department programs shall operate in accordance with the mission of Concordia College-Selma.

All programs shall remain an integral part of the educational system of the institution, and student-athletes shall always be treated as an integral part of the student body.

As representatives of the College departmental staff, coaches, managers, and trainers are expected to conduct themselves in a manner that is in keeping with the professional standards of the school.

All personal conduct, appearance, and attitudes displayed while representing the institution shall reflect positively on the image of the Athletic Department and the College.

## PROFESSIONAL APPEARANCE

The Athletics Department will present a professional image to the public at all times; therefore, attire and a personal appearance that reflects dignity, good taste, and proper judgment are expected of all staff and athletes.

## OFFICE HOURS

The general hours of operation are 8:00 AM to 5:00 PM, Monday through Friday.

It is recognized that coaches and athletic staff will have varying events; however, aside from such events, coaches and staff are expected to follow established operating schedule.

All coaches are encouraged to post office hours, as well as practice and training schedules.

All coaches and staff members, excluding full-time faculty, are expected to work year round. Everyone should continually be working on coaching, alumni relations, recruiting, planning, development, camps outreach, organizational/operational procedures, professional development, fund-raising, ministry, and other activities that will contribute to the mission of the College and the Department.

## DEPARTMENTAL MEETINGS

All Athletics Department personnel will meet together on a regular basis in both the fall and spring semesters. Meeting dates, times, and formats will be provided by the Director of Athletics each semester.

Meeting participants are expected to be on time for and contribute to discussion of agenda items.

Each Monday, the following personnel will meet to review and discuss administrative plans and needs for the week ahead: Director of Athletics, Assistant Athletics Director, Director of Sports Information, Athletics Facilities Coordinator, Athletics Compliance Coordinator, and others as needed.

## ON-CAMPUS RELATIONSHIPS

The Athletics Department is part of the larger campus community, and all athletics personnel are encouraged to enjoy all of the benefits of the College community.

Coaches and staff members are expected to interact with others in an attitude of respect and collegiality.

## VACATION POLICY

Vacation leave is earned after one year of service to Concordia College (unless otherwise stated in an employee contract). Vacation leave begins to accrue on your first day of each month and may be used when considered earned the first day of the following month.

All vacation time is to be requested through the office of the Director of Athletics.

## PURCHASE ORDERS

Purchase Orders are one primary means of securing items of need.

The Business Office uses a Purchase Order system to keep track of all orders of tangible goods and services.

Coaches wishing to order supplies, equipment, uniforms, or any other tangible good or service must complete a Purchase Order, stating the vendor name and address along with a description and other order details.

An invoice from the vendor should accompany the Purchase Order. The appropriate budget account name to be charged must be included at the bottom of the Purchase Order.

### **CHECK REQUEST**

The Business Office uses a Check Request form to request payments for services not covered by a Purchase Order.

When coaches require cash advances for a trip/event or receive invoices/receipts for services, etc., they must complete a Check Request form.

The information required for processing includes: to whom the check should be made out, the budget account name to be charged, and whether or not the check is to be mailed to the service provider or to be picked up at the Business Office.

Attach all supporting documents (i.e. receipts, registration forms, and invoices) to the Check Request form. The check request process forward is as follows:

- ▶ Completed and dated Check Requests should be turned in to the Assistant Director of Athletics by noon on Thursday of each week.
- ▶ The Director of Athletics will review each request, check for validity, and confirm that there is a sufficient balance in the particular account.
- ▶ When approved, the Director of Athletics will date and sign the check Request/Voucher form and a copy will be made for the department files.
- ▶ The Check Request/Voucher is sent to the office of the Vice President of Student Services by noon each Friday.
- ▶ The Vice President of Student Services reviews the check request and if approved, signs and dates the document and forwards it to the Business Office where the responsible officer executes the payment.
- ▶ Checks will be available in the Business Office on Friday of the following week after 3:00 PM. Coaches should keep a copy of the check request and, if necessary, periodically check with the Business Offices to confirm payments to service providers.

When a check is needed for an advance to cover expenses for a specific event, an Expense Report must be completed and submitted immediately following the event. This Expense Report will account for trip/travel expenses, but is also used for other cash advances. The Expense Report needs supporting documents

such as appropriate bills and receipts, and must show the total cash advance, the cash spent, and the balance due. All Expense Report forms must be submitted to the Director of Athletics for review and approval within three days of return from trip. The Expense Report forms are then forwarded to the Vice President of Student Services.

### **DEVELOPMENT AND FUND-RAISING**

Fund-raising and development of Athletics programs is an assumed part of Athletics Department activity. The Director of Athletics must pre-approve all fund-raising plans, as well as plans to solicit donations or sponsorship from Athletics alumni, businesses, or other friends of Concordia College-Selma.

Once approved, the plan should be fully executed under the direction of the Athletic Department.

### **UNIFORM PURCHASE POLICY**

In order to maintain consistency across sports programs and provide good stewardship of resources, the uniform purchasing policy for the Concordia College-Selma will be as follows:

- ▶ All uniform purchases must take place with vendors approved by the Director of Athletics.
- ▶ Annual budgets should cover all basic necessary uniform costs.
- ▶ All uniforms purchased will be expected to last a minimum of three years, and all efforts should be made to extend the life of the uniforms beyond the three-year minimum.
- ▶ New uniforms may be purchased to accommodate large roster sizes or to replace those damaged beyond repair in competition. Uniforms that are lost or abused are to be replaced by those responsible for the loss or damage.
- ▶ As uniforms are ordered, arrangements must be made with vendors to insure that identical replacement uniforms can be ordered during the next three-year period.
- ▶ All game uniform selection must take place according to Departmental style guide regulations.
- ▶ Some uniform items will be replaced yearly (ex. shoes and caps).

- ▶ The uniform purchasing calendar rotation is available in the office of the Athletics Director.
- ▶ Each team will be allowed to purchase one extra uniform item of choice through the respective team's account. This must be pre-approved through a purchase order. These items are to be considered property of Concordia College-Selma and must follow the same rules for items with a three-year replacement cycle.
- ▶ Uniform and equipment inventories are to be conducted on a seasonal basis. At the end of each season, coaches are responsible for submitting a comprehensive inventory list to the Assistant to the Director of Athletics.

**Uniform items that may be funded through budget dollars:**

Basic game uniforms—Minimum three-year purchase cycle

Basic practice gear—Yearly purchase cycle

Shoes—Yearly purchase cycle

**Items that may be purchased through restricted accounts or fund-raising:**

Major equipment/facility needs

Equipment needs that benefit more than one sport

Facility improvement needs

Fund-raising paraphernalia

Jackets, wind suits

Travel gear (polo shirts, shorts, etc.)

**GAME DAY OPERATIONS**

The Coordinator of Game Day Operations is responsible for the administration, oversight, planning, management, execution, and evaluation of Game Day operations for Concordia College Athletic. He/she will meet as needed with coaches and other staff to determine Game Day needs including personnel, facilities, ticketing, security, officials, concessions, merchandising, media, and visiting team relations.

**SPORTS INFORMATION**

The Office of Sports Information exists to provide accurate, detailed records of all Concordia College-Selma Athletics data, both historical and current. This office also works with various forms of media to communicate stories and statistics related to Concordia College competition. Coaches should utilize the services and resources of the Office of Sports Information as a means of enhancing individual sports programs.

**PUBLICITY**

All publicity of Concordia College-Selma Athletics programs will take place under the direction of the Director of Athletics. This includes the production of all media guides and other printed materials. Coaches should utilize the services and resources of the Office of Sports Information in their publicity efforts. Coaches should also plan and implement creative ways of publicizing activities within the campus community, as well as provide timely information about their games to the webmaster and Director of Communications.

**SCHEDULING**

The scheduling of all athletic contests and scrimmages, both home and away, take place according to the following guidelines:

- ▶ A sincere effort will be made to schedule as many athletic contest as possible when the Concordia students are on campus (during academic terms).
- ▶ No home athletic contest will be scheduled on any final examination day.
- ▶ No away athletic contest will be scheduled on the day preceding the start of final examinations, nor on any final examination day.
- ▶ In scheduling contests away, attempts should be made to secure a home contest the following year.
- ▶ Game contracts must be used for all non-conference contests.
- ▶ Each contract must be signed by the Head Coach, Director of Athletics, and Vice President of Student Services.

**TRAVEL**

Coaches will work with the Assistant Director of Athletics to secure transportation for their teams. Once transportation details are confirmed, the Assistant Director of Athletics provides copies of detailed transportation paperwork to the respective coach and the Office of the Director of Athletics. Any transportation changes will be made by a coach of the individual sport (work with the bus company), with updated information then submitted to the Assistant Director of Athletics and the Office of the Director of Athletics.

## ATHLETICS FACILITY SCHEDULING AND USAGE

The Assistant Director of Athletics will coordinate all Athletics Facility scheduling, including departmental needs and any non-departmental requests (on-campus or off-campus). Athletics Facility scheduling will be done in such a way as to offer athletic coaches and teams the time they need for preparation and competition. On-campus facility requests will be honored when feasible. Off-campus requests for usage require significant time for processing, and no off-campus group may have access to athletic facilities without the knowledge and consent of the Athletic Director.

## ALUMNI RELATIONS

The Athletic Department staff will work to cultivate healthy relationships with alumni.

## ATHLETIC TRAINING

The Athletic Department has a contractual agreement with Rehab Associate Sports Medicine for all athletic training needs of our student-athletes. Coaches should maintain good lines of communication with athletic trainers as everyone works together towards the health and wellness of all student-athletes.

## HORNETS CLUB

The Hornets Club will provide financial support which will enhance the athletic and academic experience of student-athletes. Friends of Concordia Athletics are encouraged to contribute financially to help provide resources beyond the scope of usual operating expenses. Donors may contribute to the Hornets Club via a general athletics gift, or to the individual sport of their choosing.

## CHAPEL

Chapel meets from 11:00 to 11:30 AM every Monday, Wednesday, and Friday during the fall and spring semesters. All athletic personnel are expected to attend Chapel.



# STAFF PRINCIPLES

## INTEGRITY

Everything we do must be consistent with the guidelines and policies of the Institution, NCAA, and NAIA. There must be no compromise to following the spirit and letter of the guidelines. We must conduct our business with unquestionable integrity.

## LOYALTY

Members of the athletic department should show unquestionable support for all support staff and administrators.

- ❖ If you have a problem, let your supervisor know.
- ❖ Communicate open and honestly.
- ❖ Listen before you speak.

## ACCOUNTABILITY

Accept responsibility for everything you do.

- ❖ Know your responsibilities and see them through.
- ❖ Avoid making excuses.
- ❖ Be accountable for your actions and those you supervise.

## POSITIVE ATTITUDE

- ❖ Be/stay positive in all situations.
- ❖ Always look for the good in your players.

## LEADERSHIP

We must be the catalysts for everything our players do. Leaders provide the motivation, influence, example, and the spark for all our players do.

## DISCIPLINE

We must be disciplined ourselves if we expect it from our players.

- ❖ Do things right all the time.
- ❖ Meet all deadlines.
- ❖ Demand discipline from players.

## COMMUNICATION

We must be able to communicate openly and honestly at all times on all issues.

- ❖ Lack of honest communication will lead to downfall of the athletic program.
- ❖ No hidden agendas.

## TEAMWORK

There is no pride of authorship in anything we do. Our focus must be winning as a team. No one individual is bigger than the team or the players. We can only maximize ourselves if our focus is the team.

## PROFESSIONALISM

We must be professional at all times, in all that we say and do.

## CONFIDENTIALITY

A **MUST!** Keep things pertaining to our Athletic Department in the office!

- ❖ Don't share confidential matters (personnel, discipline, etc.) with **anyone who does not have a need and right to know.**

## EXCELLENCE

We must strive for excellence in all we do; in every task and responsibility. Settle for nothing less from yourself, your players, and in fulfilling your responsibilities. Strive for perfection, and you will reach excellence.

## PROFESSIONAL GROWTH

- ❖ Never stop learning; always look for a better way.
- ❖ Investigate and probe; talk with others.
- ❖ Challenge one another; argue without being argumentative.

## WORK ETHIC

We need to develop the attitude to work as long as necessary to get the job done, but also to work smart.

- ❖ Each of us must carry his/her share of the load both on and off the field/court.
- ❖ It's not how long you work; it's how well you work.
- ❖ Be early and prepared for all meetings; don't postpone things until the last minute.
- ❖ Effort without productivity is worthless and wasted.

## UNDERSTAND ROLES

Head Coach sets policy; spokesman for all policy issues.

- ❖ Keep me informed of **all** discipline issues.

Support staff/film/equipment managers are expected assist coaches in all areas asked; however, they must be respected.



# STAFF RELATIONSHIPS

## BASIS FOR A RELATIONSHIP WITH PEOPLE

Anytime you enter into a relationship with anybody, there are three key questions that both parties ask about the other person. In order for this relationship to flourish and grow, people must be able to answer “yes” to these pertinent questions:

1. **CAN I TRUST YOU?** We must be the type of person whom people can trust. Whether it is on the field, or on your expense account, you must be honest. Do what you know in your heart is proper and treat others as you would like to be treated.
2. **ARE YOU COMMITTED?** A commitment does not mean “I’ll try”. It means “I’ll get it done”. There will be tough times, but tough times don’t last—tough people do.
3. **DO YOU CARE?** This says it all. Whether it is coaching, playing, or living, we must care about other people. One of the greatest commandments of all is **LOVE THY NEIGHBOR AS THYSELF** (Matthew 22:39).



# COACHING PRINCIPLES/ DEALING WITH PLAYERS

## APPROACH IN DEALING WITH PLAYERS

### 1. Family

Coaches must be able to care about individual players, yet provide tough discipline. You must show genuine care and concern about each individual you coach.

- Show personal interest in your players.
- Know your players; be involved.
- Be fair!
- Communicate; be honest at all times.

### 2. Maximize potential

- Motivate players to be the best they can be in all areas.
- Find each player’s “hot button”.
- Find a place for each player to be successful in this program.

### 3. Positive—Demanding—Enthusiastic—Prepared

#### a. Positive: Teach through positive reinforcement.

- Desire is stronger than fear.
- Develop true confidence and self-esteem.
- Confidence is a result of thorough preparation.
- Teach by being positive.
- No negativity!

#### b. Demanding: Get what you want *all the time*.

- Details: Be a stickler for small things.
- There is only one way—the right way.
- Do not compromise what you are looking for.

#### c. Enthusiastic: Be excited!

- Motivate by encouraging.
- Stay within the framework of your personality; be yourself.

#### d. Prepared: Have a plan for everything you do.

- Think things through.
- Be thoroughly prepared for all meetings and practices.
- Write things down.
- Organization enhances preparation.

#### e. Responsibility/Accountability: You are responsible for your players in all areas.

- Players are a mirror of their coaches.
- On the field/court, the tape tells what kind of coach you are.

- You are either coaching it or allowing it to happen.
- Players will learn responsibility/accountability from the coach.

### PLAYER-COACH RELATIONSHIPS

#### 1. Be involved academically. Know who your challenging students are and give appropriate attention.

- Meet weekly with new students and at-risk students.
- Meet once per month with other players academically.
- Maintain a “career” file on each player, to include: family information, evaluation, disciplinary action, season goals, etc.
- Be aware of changes in player’s attitude/temperament (drugs) or finance (gambling/agents).
- Keep an **ETHICAL** relationship with your players.

#### 2. Open and honest communication

- Be honest, yet sensitive to your players.
- Develop trust, integrity, and open two-way communication.

#### 3. Individual teaching

- Conduct one-on-one sessions.
- Individualize your approach.
- Be on call for your players.

#### 4. Positive approach creates a positive player’s attitude

- Do not embarrass players.
- Find a positive way to say/coach everything.
- Players move in the direction of their dominant thoughts—make them positive.
- Do not use foul language when dealing with players.

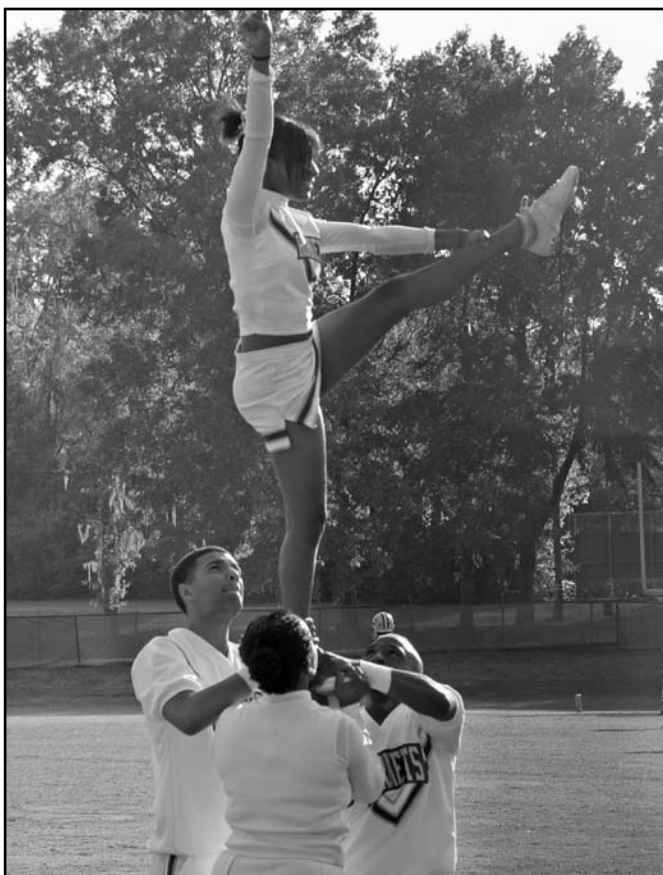
#### 3. Fundamental precepts in dealing with players

- Can he/she be **trusted**?
- Is he/she **committed to championship and excellence** in all he/she does (education, personal growth, athletics)?
- Do he/she and you **care** about your team members, coaches, and athletic program?

## THOUGHTS ON COACHES AND COACHING

1. Players don’t care what you know until they know that you care.
2. Be positive. Find a way to say things positively.
3. Players are mirror images of their coaches. If you want to know what kind of coach you are, turn on the film.
4. You are either coaching what you see or allowing it to happen.
5. Always look for better/new ways. Be open to change.
6. Players believe in coaches who are prepared/confident.
7. Consistency is a MUST.
8. Be effective teachers. Create one-on-one teaching situations.
9. Allow all players to find some level of success.
10. You either get better or worse everyday. You never stay the same.
11. Teach by positive reinforcement, correct a positive perspective.
12. It’s what the players know that is important . . . not what you know!
13. Assume nothing.
14. Coach attitude every day.
15. Enthusiasm is contagious. Be enthusiastic.
16. Discipline must be consistent and tough! Never compromise.
17. Loyalty is honesty. Players can handle honesty.
18. Every player has a “hot button” . . . find it. Get to know your players as people.
19. Ability is what you are capable of doing; motivation determines what you do; attitude determines how well you do it.

20. Coaching is getting each player to be the best he/she can be.
21. Know what your players are doing academically.
22. Be ethical with your players. Teach them right from wrong.
23. Coaches are problem solvers. Make problems go away/handle them quickly.
24. Finish assignments before deadlines.
25. Be yourself.
26. Do not be a credit seeker.



# RECRUITING

## EVALUATION

1. Character is critical.
2. Speed—Can he/she run at his/her position?
3. Passion—Is the sport he/she plays important and meaningful to the prospective athlete?

## EXPECTATIONS

1. Work Faster/Smarter/Harder than our opponents.
2. Honesty.
3. Be informed.
  - ◆ Know your areas.
  - ◆ Know your schools.
  - ◆ Know your prospects.
4. Be persistent. Recruiting is follow-up.
5. Integrity: Stay within NCAA/NAIA regulations.
6. Build a relationship.
  - ◆ Get prospect to talk with you/trust you.
  - ◆ Communication is critical; get feedback.
7. Have a plan.
  - ◆ For every meeting
  - ◆ For every visit to a school
  - ◆ For every phone conversation
8. Have a sense of urgency.
9. Follow policies and procedures as set forth by the recruiting coordinator.
  - ◆ Be efficient.
  - ◆ Keep accurate logs/records.
10. Be team players.
  - ◆ No coach signs or loses a prospect.
11. Recruit the right fit for us.
  - ◆ Character/personality
  - ◆ Academics
  - ◆ Athleticism
  - ◆ Ability
12. Know our city, our institution, our program, our team.

# GOALS AND NEEDS FOR PROGRAMS

## SOCCER

Soccer Program goal is to finish with a .500% winning record. This program needs a full-time Head Coach with one assistant coach. Under the soccer program, we would like to start a women's soccer program so we can move towards NAIA or NCAA.

## VOLLEYBALL

Volleyball Program goal is to finish the season with a .500% winning record. Be able to play more games on our home floor. Help out with recruiting and retaining our female student-athletes.

## TRACK AND FIELD

Track and Field team will strive to finish in the top five of every meet in which they participate. One of our goals for the Track Program is to be able to hold our own track meet in Selma, AL. The Track Program needs a Head Coach with three assistant coaches. This will facilitate starting an Indoor Track/Cross County program. These programs will help us recruit more female students.

## WOMEN'S BASKETBALL

Women's Basketball goal is to finish the season .500% or better. We need a full-time Head Coach with one assistant coach. This program is highly visible in the community and greatly enhances our recruiting and retention plan.

## MEN'S BASKETBALL

Men's Basketball goal is to finish the season .500% or better. We need a full-time Head Coach with one assistant coach. This program is highly visible in the community and greatly enhances our recruiting and retention plan.

## FOOTBALL

Football goal is to finish the season .500% or better. We need a full-time Head Coach with six full-time assistant coaches and four part-time coaches. We need all these coaches to help out all over the campus and use them in the dorms. This program is highly visible in the community and greatly enhances our recruiting and retention plan.

As a **HORNET ATHLETE** our ultimate goal is **TOTAL CONDITIONING**.

Hard work and dedication will help you improve your mental toughness and help bring you to a "whole new level". **If it was easy, anyone could do it!**

**We start in the weight room by doing what you are supposed to do, when it's supposed to be done, the way it's supposed to be done.**

This will provide a systematic and progressive approach of **TOTAL CONDITIONING**, which will enable you to be a successful member of our **TEAM!**

**Great athletes will work a little harder!** This is merely a tool for you in your physical preparation. You must add the **work ethic, desire, determination, and hours of intense labor**.

The work has been planned for you, **Now You Must Work the Plan**.

"I run the road, long before I dance under the lights."—Muhammed Ali

**DISCIPLINE  
COMMITMENT  
EFFORT  
TOUGHNESS  
HORNET PRIDE**

**WE WILL GO TO BATTLE WITH THOSE  
WHO ARE READY TO COMPETE**

**PREPARE TO WIN THE  
CONCORDIA WAY!**





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