MOORE COUNTY SCHOOLS ATHLETIC PROGRAM REVIEW
FINAL REPORT

SITUATION ANALYSIS

In the fall of 2015, the Pinecrest High School football team was found to be in non-compliance with the North Carolina High School Athletic Association's "eight-quarter rule," prompting a district-wide review of its high school athletic programs. (See Appendices I and II for background information on Moore County Schools athletic programs.)

Moore County Schools Superintendent, Dr. Robert P. Grimesey, Jr., asked MCS Associate Superintendent of Secondary Education, Dr. Eric Porter, to retain the services of a consultant in best practices in high school athletic program administration. Mr. Bobby Guthrie, CMAA, a recognized expert in promoting education-based athletics and coach education was retained to conduct the review. Mr. Guthrie is a former senior administrator for athletics and driver education for the Wake County Public Schools System.

The review team also consisted of MCS Interim Associate Superintendent for Curriculum and Instruction, Dr. Lisa Martin, who was asked to review the district's compliance with Title IX mandates, and MCS Interim Associate Superintendent of Elementary Education, Dr. Ed Pruden, who reviewed the practices of hiring coaches and coaching supplements. (See Appendix III for coaching supplements.) Mr. Mike Bundy, MCS Chief Financial Officer, reviewed the accounting and fiscal practices of athletics programs throughout the district. The qualifications of MCS academic administrators involved in the compilation of this report include a combined 70 years of expertise. (See Appendix V for complete qualifications for review team MCS staff.)

METHODOLOGY AND TIMELINE

The review process was conducted over a period of five months beginning in January. The design of the review process put particular emphasis on fairness, equity and transparency of each high school's athletic programs, and was conducted using a four-tiered approach:

- Identify best practices for a Quality Athletic Program (QAP) based on National Interscholastic Athletic Administrators Association (NIAAA) guidelines;
- Adapt NIAAA QAP guidelines to MCS to create assessment tools and rubrics for each high school's athletic program. (See Appendix VI for QAP areas of assessment.);
- Implement QAP assessment tools by conducting a total of 25 interviews with athletic directors, principals, coaches and booster club officers, as well as review MCS athletic-related policies, compare those policies and other school districts in North Carolina, and review existing district-based booster club bylaws. (See Appendices VII-X for supporting documentation.); and
- Assess each program in terms of whether it meets the "Safe Harbor" standards as a program in compliance with Title IX mandates. (See Appendices XI and XII.)

FINDINGS OF THE ATHLETIC PROGRAM REVIEW

Below is a detailed review of the outcomes and findings of the review specific to each school:

North Moore Athletic Program – **at standard** based on the QAP assessment

Positive findings:

- The athletic director is a knowledgeable and organized athletic administrator;
- The principal is involved in the athletic program and works closely with the athletic director; and
- The school has one athletic booster club that follows all of the QAP standards.

Areas of concern:

- The program has not had an athletic trainer for more than half of the 2015-2016 school year;
- The athletic director is in charge of three middle schools with small athletic programs that have trouble competing against larger schools;
- Middle schools' coaching supplements need improvement in order to recruit and retain high quality coaches;
- Need for more physical education teachers to help with coaching; and
- Need for more athletic facilities to support the number of sports on campus, such as an auxiliary gym and weight room.

Union Pines Athletic Program – **above standard** based on the QAP assessment

Positive findings:

- The athletic director is an outstanding administrator who seems to recognize the importance of all QAP categories. Examples include:
    - An existing philosophy/mission for the athletic program;
    - A robust, informative athletics website;
    - Existence of a strategic plan;
    - Continuing professional development activities and licensed athletic trainer;
    - Existing Emergency Action Plans;
    - An existing a program budget and availability of a financial summary for the previous five years;
    - Regularly evaluates coaches and attends practices;
    - Recognition programs such as a Union Pines Hall of Fame;
    - An active NCHSAA Scholar/Athlete program;
    - An existing school athletic handbook and relevant forms;

- The principal is a former coach who understands the importance of interscholastic athletics and is familiar with standard practice of a high school having just three booster clubs for academics, band and athletics; and
- A single athletic booster club that follows QAP standards.

Areas of concern:

- General concern for the direction for the district's middle school athletic programs.

Pinecrest Athletic Program – **below average** based on the QAP assessment

Positive findings:

- The principal is in his first year at Pinecrest and is a seasoned high school principal who is knowledgeable of high school athletics. He has expressed concerns about the school's athletic program not being in compliance with QAP standards.

Overall, the following liabilities were identified during the review process:

- Lack of accountability in terms of sources and security of funds, which in turn, were aimed at benefiting specific teams, as well as a need for budgeting for the athletic program;
- Concerns regarding Title IX and equity considerations and compliance with federal mandates; and
- Lack of clear policies, and philosophy/mission statements related to the school's approach to its athletic programs.

Areas of concern:

- A lack of a philosophy/mission for the school's athletic programs;
- Concerns regarding program access and equity across the athletic program;
- No athletic budget exists;
- Rather than the standard single booster club for athletics, there are 12 booster clubs, some with no bylaws;
- Nice team/booster club accounts are housed at local banks with little or no oversight by the school. The school does not have, or has very little information, about budget and financial status of a large number of booster clubs or team accounts (See Appendix IX.);
- Coaches are not evaluated on a consistent basis;
- Booster clubs have been supplementing some coaches' salaries;
- Risk of unintended Title IX non-compliance issues resulting from inequities;
- The athletics website lacks information; and
- There is a pervasive perception that each sports team seems to "be on acting on its own."

JUSTIFICATION FOR ATHLETIC PROGRAM REVIEW

The Athletic Review process has shed light on concerns of the activities of some booster clubs, specifically at Pinecrest High School, and the potential for unintended impacts on the district in terms of potentially being in non-compliance with Title IX of the Education Amendments Act of 1972. Title IX protects students from discrimination based on gender in education programs and activities that receive federal financial assistance. Examples of the types of discrimination addressed by Title IX include sexual harassment, *the failure to provide equal opportunity in athletics,* and discrimination based on pregnancy. In regard to athletic programs, to be in compliance with Title IX mandates regarding participation in athletics, school districts must meet defined thresholds of what are known as "Safe Harbor Tests," which address matters related to opportunities and proportion participation of female students in athletic programs, have a history of continuing practice of program expansion for female students, and show that demonstrate that the interests and abilities of female students have been accommodated for. (See Appendix X)

Indeed, the U.S. Department of Education Office of Civil Rights (OCR) has determined that the onus is on the district to comply with Title IX mandates. For example, in 2013, OCR found that:

"When booster clubs or other fundraising organizations, which may or may not be sponsored by the District, provide benefits or services that assist only teams of one sex, the District must ensure that teams of the other sex receive equivalent benefits and services. If booster clubs provide benefits and services to athletes of one sex that are greater than what the District is capable of providing to athletes of the other sex, then the District must take action to ensure that benefits and services are equivalent for both sexes." (See Appendix XI)

For example, in a recent court case, OCR determined that a participation gap of 3.62% between the percent of female athletes and percent of female students enrolled did not meet the standard of compliance with the First Safe Harbor Act related to proportional participation. MCS currently has an 8.55% gap in its participation-to-enrollment radio for female athletes. (See Appendix XII)

In addition to the aforementioned concerns with Title IX compliance in terms of proportional participation, there are also operational and fiscal management concerns that have surfaced that may adversely impact the district, specifically in regard to equal access. (See Appendix XIV for examples.) One of those concerns is related to fundraising and maintenance of team accounts. Specific to Pinecrest High School, Baseball, Boys Basketball, Football, Lacrosse Boys, Cross Country, Soccer Boys/Girls, Tennis and Wrestling maintain their team accounts with local banks or by other means. In addition, the athletic director does not review booster club accounts nor were account statements provided to the school or the central office finance office when requested. (See Appendix XV for more information.)

The review also indicated that booster clubs have been supplementing some coaches' salaries and providing additional coaches above the county-allotted number for that sport, again potentially impacting equal access measurements under Title IX. Booster clubs may have also

created unintended Title IX issues when purchasing equipment, scoreboards and facility improvements for male-only sport teams. (See Appendix XI and XII for supporting documentation on Title IX.)

Lastly, while those interviewed were able to acknowledge a basic awareness of Title IX, a deeper understanding as to the implications of Title IX non-compliance appeared lacking beyond simply offering athletic programs for female students.

RECOMMENDATIONS

In accordance with OCR guidance and in court rulings on Title IX complaints, as well as recommendations from the National Interscholastic Athletic Administrators Association and the National Federation of State High School Associations, MCS is proposing the following recommendations specific to booster clubs, individual high schools, and for the district. (See Appendices XVI and XVII for supporting documentation.)

Specific to Booster Clubs

Accountability. Each high school should have one athletic booster club that adheres to MCS policies as set forth by the school board and maintain bylaws that are current and on file with the school principal; in other words, be accountable to the school and the school system. Booster clubs must involve the principal and athletic director when supporting teams to avoid Title IX issues.

Financial Oversight. Booster clubs should be subject to reasonable oversight by the school principal in terms of financial purchases, and should provide monthly or annual financial reports to the school and central office as well as be audited each year.

Coaching Supplements. Booster clubs should not supplement or pay coaches for their duties. The school needs to be in control of the job responsibilities, the work performed and the evaluation of the coach. Booster clubs should not assist in hiring extra coaches unless approved by the principal and central office human resources department. Most school systems have a designated number of coaches for specific teams and a set pay scale for those coaches that complies with Title IX guidelines. (See Appendices III and IV for supporting documentation.) Paying a coach more or paying for additional coaches, may create a Title IX compliance concerns.

Appropriate Support Activity. Examples where booster clubs can support athletic programs include purchasing uniforms on a rotational basis or to fund capital projects, such as weight room equipment, baseball batting cage, clothes washers, ice machines, tennis lights, sound systems, track hurdles and mats, volleyball standards, soccer practice fields and more.

There have been questions on how a single booster club would manage sport-specific donations. In the vast majority of school districts this is managed by the principal. For example any sport-specific donations are reviewed by the principal for approval and submission to the school

athletic booster club. Every intention is made to apply 100% of the donations to the sport designated; however, a focus should be placed on bridging elevated program gaps and overall program criteria.

Specific to Individual High Schools

The following are recommendations for individual high schools are based on the findings of the Athletics Program Review:

- Create a path toward professional development and certification for athletic directors and coaches;
- Some sort of financial incentive for fully certified athletic directors and coaches;
- Pay supplements from external sources to coaches should not be allowed and/or coaches may not accept pay from external sources unless otherwise approved by the district;
- Sports team accounts should be managed through each respective school's bookkeeper; and
- Athletic budgets should be developed and maintained.

Additionally, athletic directors and school principals should be well-versed in their understanding of Title IX, policies and procedures associated with Title IX, and should ensure that decisions made within their school should be considered with a Title IX "lens." It is recommended that an educational component focused on Title IX, its purpose and the implications for non-compliance for the school district, be included as part of the coach's education component.

Specific to Moore County Schools:

In order to meet the threshold under Title IX "Safe Harbor" tests for compliance, MCS should:

- Develop and implement policies and procedures to address equity and compliance;
- Demonstrate and document efforts to reach substantial proportionality;
- Demonstrate and document efforts toward program expansion for female athletes;
- Conduct a thorough review of athletic facilities, equipment and budgets to ensure equity; and
- Continue to monitor the athletic interest of female students through interest surveys.

To meet these thresholds, MCS should:

- Consider limiting high school booster clubs to: one each for academics (speech, debate, academic competition), band and athletics;
- Modify board policy on booster clubs, specifically policy 8540 related to parent and community organizations. (See Appendix XVIII for proposed board policy.);
- Establish a Moore County Schools Athletic Philosophy and Mission that drives athletic decisions;
- Adhere to Fair Labor Standards Act when teacher assistants accept positions as coaches;
- Create system-wide job descriptions for coaches and assistant coaches;

- If the district decides to allow additional coaches to be paid by booster clubs, then it should establish a process of approval at both the school level and by human resources, to ensure such policies satisfy Title IX considerations;
- Consider candidates with a background in oversight of secondary athletic programs for Director of Student Support Services;
- MCS website should provide more information on athletics program's philosophy, mission, etc., and link to high school athletic websites;
- District policies and guidelines related to athletics should be posted to the athletics website and include:
    - Code of Ethics including recruiting definition;
    - Naming of facilities/fields/buildings;
    - Course load requirements;
    - Policies or guidelines for transfer students; and
    - Overall athletic policy which would include academic, attendance, insurance, physical requirements.
    - *Note: Some of these may already be addressed in board policy. Some may not need to be board policy and can be included in the MCS Athletic Handbook under "Guidelines."*
- Create a district-wide athletic handbook for the 2016-2017 school year. Contents would include:
    - Introductory section with philosophy/mission, sportsmanship, Code of Ethics, Code of Conduct;
    - Guidelines, which would include (but not limited to) extra duty information, human resources information, NCAA clearinghouse information, Emergency Action Plans, hot weather guidelines, lightning guidelines, job descriptions, insurance-related information, helmet checklists, infectious materials information, concussion compliance standards, end of season requirements, outstanding equipment/uniform obligations, financial information, fundraising, student and parent expectations, coaches' expectations; and
    - Forms, which would include athletic participation packet, human resources forms, hot weather conditions, insurance claim, parental consent and notice to drivers, concussion forms, NCHSAA forms, golf cart or gator safety training, and MCS forms.

CONCLUSION

Moore County Schools is honored to have the support of our parents, businesses, and community that support our student athletes. We have outstanding coaches that spend a significant amount of time and effort in teaching and developing student athletes in their sport. Although this report revealed some key areas of concern that we must address to ensure fairness, equity and transparency for all of our high schools and sport teams, ultimately it is MCS's goal to provide an athletic program that maximizes the most complete range of opportunities for all students.

APPENDIX I

2015-2016 Moore County Schools Allocation for Athletics

Crain's Creek Middle	$5,000
Elise Middle	$4,000
Highfalls K-8	$4,000
New Century Middle	$5,000
Southern Middle	$6,000
West Pine Middle	$6,000
Westmoore K-8	$4,000
North Moore High*	$15,000
Pinecrest High	$15,000
Union Pines High	$12,000
TOTAL:	**$76,000**

*North Moore High School allocation includes $6,000 for travel

APPENDIX II

MCS High School Athletic Programs

The following are athletic programs at North Moore, Union Pines and Pinecrest High Schools:

UPHS/NMHS/ PHS
Football
Boys Basketball
Girls Basketball
Wrestling
Softball
Boys Tennis
Girls Tennis
Boys Track
Girls Track
Baseball
Cheerleading
Boys Soccer
Girls Soccer
Swimming
Boys Golf
Girls Golf
Boys Lacrosse (PHS only)
Girls Lacrosse (PHS only)
Boys Cross Country
Girls Cross Country
Boys Indoor Track (UPHS and PHS Only)
Girls Indoor Track (UPHS and PHS Only)

APPENDIX III

MCS Arts/Athletics Supplements Pay Schedule

(See attached PDF)

Attached is a supplemental pay schedule for those who serve at athletic coaches, and theatre arts, instrumental and choral teachers.

MOORE COUNTY SCHOOLS - ARTS/ATHLETICS SUPPLEMENTS*** (REV 03/15)

No changes

Arts Education Supplement Schedule - High Schools

Years of Teaching Experience	0-3 years	4-6 years	7-9 years	10+ years
Instrumental Teacher	1,318	1,411	1,505	1,598
Choral Teacher	1,318	1,411	1,505	1,598
Instrumental Assistant/Orchestra Teacher	691	778	864	950
Theatre Arts (Musical) Teacher	1,318	1,411	1,505	1,598
Theatre Arts (Drama) Teacher	958	1,051	1,145	1,238

Coaching Supplement Schedule - Middle Schools

Years of Coaching Experience	0-3 years	4-6 years	7-9 years	10+ years
Football – Head	1,080	1,224	1,440	1,728
Football – First Assistant	720	828	972	1,152
Football – Second Assistant	504	612	720	864
Boys' Basketball	756	864	1,008	1,224
Girls' Basketball	756	864	1,008	1,224
Baseball	720	828	972	1,152
Softball	720	828	972	1,152
Volleyball	576	720	900	1,080
Tennis	576	720	900	1,080
Boys' Soccer	360	432	518	612
Girls' Soccer	360	432	518	612
Cheerleading – Football	324	360	418	504
Cheerleading – Basketball	324	360	418	504

Coaching Supplement Schedule - High Schools

Years of Coaching Experience	0-3 years	4-6 years	7-9 years	10+ years
Football – Head	4,032	4,464	5,040	5,904
Football – Coordinator (2 per school)	2,016	2,304	2,736	3,168
Football – Assistant – Varsity (2 per school)	1,728	2,016	2,376	2,736
Football – JV – Head	1,440	1,656	1,944	2,304
Football – JV– Assistant	1,080	1,260	1,476	1,728
Football – 9th Grade – Head	1,224	1,404	1,620	1,872
Football – 9th Grade – Assistant	792	936	1,116	1,296
Boys' Basketball – Head	2,880	3,456	4,176	4,896
Boys' Basketball – Assistant	1,368	1,584	1,836	2,160
Boys' Basketball – JV – Head	1,296	1,440	1,692	2,016
Boys' Basketball – 9th Grade – Head	720	864	1,008	1,152
Girls' Basketball – Head	2,880	3,456	4,176	4,896
Girls' Basketball – Assistant	1,368	1,584	1,836	2,160
Girls' Basketball – JV – Head	1,296	1,440	1,692	2,016
Girls' Basketball – 9th Grade – Head	720	864	1,008	1,152
Baseball – Head	1,944	2,160	2,448	2,880
Baseball – Assistant	936	1,116	1,332	1,584
Baseball – 9th Grade – Head	720	864	1,008	1,152
Softball – Head	1,944	2,160	2,448	2,880
Softball – Assistant	936	1,116	1,332	1,584
Boys' Track – Head	1,800	2,016	2,304	2,592
Boys' Track – Assistant	936	1,116	1,332	1,584
Girls' Track – Head	1,800	2,016	2,304	2,592
Girls' Track – Assistant	936	1,116	1,332	1,584
Wrestling – Head	1,512	1,728	1,980	2,304
Wrestling – Assistant	936	1,116	1,332	1,584

MOORE COUNTY SCHOOLS - ARTS/ATHLETICS SUPPLEMENTS*** (REV 03/15)

No changes

Coaching Supplement Schedule - High Schools, continued

Years of Coaching Experience	0-3 years	4-6 years	7-9 years	10+ years
Volleyball – Head	1,512	1,728	1,980	2,304
Volleyball – Assistant	936	1,116	1,332	1,584
Volleyball – 9th Grade – Head	720	864	1,008	1,152
Cross Country – Head	936	1,116	1,332	1,584
Boys' Soccer – Head	1,512	1,728	1,980	2,304
Boys' Soccer – Assistant	936	1,116	1,332	1,584
Girls' Soccer – Head	1,512	1,728	1,980	2,304
Girls' Soccer – Assistant	936	1,116	1,332	1,584
Boys' Tennis	1,368	1,584	1,836	2,160
Girls' Tennis	1,368	1,584	1,836	2,160
Boys' Golf	936	1,116	1,332	1,584
Girls' Golf	936	1,116	1,332	1,584
Swimming	1,368	1,584	1,836	2,160
Cheerleading – Football – Head	504	648	828	1,080
Cheerleading – Basketball – Head	504	648	828	1,080
Cheerleading – JV Football	360	504	648	792
Cheerleading – JV Basketball	360	504	648	792
Athletic Trainer	-	-	-	3,456
Weight Trainer	-	-	-	1,728

***For school employees who also volunteer as coaches, the above schedules represent a stipend, which is not considered a substitute for salary/wages.

APPENDIX IV

Number of Coaches by Sports Team and School

Sports Team	# of Coaches for each team		
	UPHS	NMHS	PHS
Football	11	9	20
Boys Basketball	5	5	7
Girls Basketball	4	4	3
Wrestling	3	4	3
Softball	3	3	3
Boys Tennis	2	1	2
Girls Tennis	1	1	2
Boys Track	3	2	10
Girls Track	3	2	10
Baseball	6	5	10
Cheerleading	2	2	2
Boys Soccer	3	2	2
Girls Soccer	3	2	4
Swimming	1	1	2
Boys Golf	1	1	2
Girls Golf	1	1	2
Boys Lacrosse			2
Girls Lacrosse			3
Weight Trainer	1	1	
Volleyball	3	3	5
Boys Cross Country	1	1	4
Girls Cross Country	1	1	4
Boys Indoor Track	1		1
Girls Indoor Track	1		1

Total number of coaches include MCS paid coaches, coaches paid by other sources and volunteer coaches.

APPENDIX V

MSC Review Team Qualifications

Dr. Eric Porter	Associate Superintendent for Secondary Education, Moore County Schools, NC – 10 years Principal, Mary Persons High School, Forsyth, GA – 8 years Athletic coach, Mary Persons High School, Forsyth, GA – 5 years *Head girls track coach* *Assistant football coach*
Dr. Lisa Martin	Interim Associate Superintendent for Curriculum and Instruction, Moore County Schools, NC Superintendent, Franklin County Schools, NC – 1 year Principal, Colonel Forge High School, Stafford, VA – 13 years Athletic director, Mt. Dora High School, Mt. Dora, FL – 2 years Athletic coach , Montverde Academy, Montverde, FL – 7 years *Girls Volleyball* *Girls Basketball* *Softball*
Dr. Ed Pruden	Interim Associate Superintendent of Elementary Education, Moore County Schools, NC Superintendent, Brunswick County Schools, NC – 4 years Principal, Douglas S. Freeman High School, Henrico County, VA, and Thomas Jefferson High School, Richmond, VA – 11 years Athletic coach, Armstrong High School, Richmond, VA – 5 years *Head boys soccer coach* *Assistant football coach*
Mr. Mike Bundy	Chief Financial Officer, Moore County Schools, NC – 8 months Accounting manager – Cumberland County Schools, NC – 17 years Research analyst and assistant state auditor, North Carolina Office of the State Auditor – 4 years Public accountant – 8 years

APPENDIX VI

MCS Athletics Review Quality Athletic Program Assessment

The following categories are identified by the National Interscholastic Athletic Administrators Association (NIAAA) as elements of a Quality Athletic Program (QAP) for high school athletic programs and then applied specifically to MCS high schools.

1. Policy on Interscholastic Athletics – Philosophy/Mission
2. Education and Mentoring – Certification, Continuing Education, First Aid/CPR, Professional Growth for Athletic Directors and Coaches, Continuous Improvement
3. Program Safety and Risk Management – Emergency Plans, Facilities Inspected, Crowd Control, Helmet Fitting, Concussion Management, Heat Guidelines
4. Program Access and Equity – Communication, Coaches and Athletic Director's accessible, Special Needs Students, Title IX (All Areas)
5. Budget and Fund Raising – Title IX Considerations (Transportation, Meals, Uniforms, Equipment, Facilities, Repair), Sponsorship, Advertising, Gifts, Booster Club (Bylaws/Constitution approved by the Board/Superintendent, conducted in consultation with AD, ensure equitable distribution)
6. Personnel and Program Assessment – Based on educational-based athletics/growth and development of squad members/factors that can be controlled (communication, supervision, risk management) Assessment should involve all stakeholders (coaches, AD's, administrators, parents, students)
7. Technology – phones, computers, lightning detectors, software for budget, officials, equipment inventories, scheduling
8. Sports Medicine – Certified Athletic Trainers, Coaches/AD's trained in CPR/First Aid/AED, Room for ATC's, Team Physician's, Physical Form, Emergency Response Plans
9. Leadership Strategies – student athletic training, sportsmanship efforts, community foundations, civic organizations, alumni outreach, marketing, fund raising, community relations, awards programs
10. Booster Clubs should have a well-developed section on finances, which will spell out the following: disbursement of funds, establishment of nonprofit status, deposits, payment of expenses, bonding of a treasurer, budgets, expenditure limits, and an annual audit.
    - Booster Clubs must be mindful of Title IX implications.
    - School Boards should require insurance established by the Board, naming the district as an additional insured.
    - School Boards should require an annual audit, with copies to the Superintendent and all board members.

APPENDIX VII

Question Topics for Quality Athletic Program Review

Each participant that was involved in the interview portion of the review was asked questions that were related to their role or position.

Question topics for Athletic Directors:

1. Typical day
2. Maintenance of coaching staffs – assign, evaluate, communicate, mentoring, staff development
3. Scheduling and what's involved in creating a schedule
4. Knowledge and use of NCHSAA officials and arbiters
5. Security – determining needs, costs, plan, crowd control
6. How often do you attend athletic events and what is your role
7. Determining eligibility of student athletes
8. Any issues with student discipline or code of conduct
9. Professional development, i.e., NCHSAA regional meeting/annual meeting, membership in NCADA, NIAAA, NFHS, NCCA, Coaches Associations, continuing education and certification
10. Athletic budget approach in terms of monitoring, compliance with Title IX, using Booster Club funds, ticket sales, fundraising
11. Involvement with Booster Clubs
12. Philosophy for athletic program, does one exist and is it public?
13. Meetings with coaches (notes), meeting with coaches unannounced, do you provide in-service for coaches
14. Program safety and risk management
    - Engages in ongoing, regular risk management inspections of on-campus practices, competitions, weight room, locker rooms, and facilities using sport-specific safety checklists
    - Collaborates with other agency personnel to engage in ongoing, regular risk management inspections of off-campus practices, competitions, weight room, locker rooms, and facilities using sport-specific safety checklists
    - Conducts regular risk management inspections of competition equipment and protective player equipment for maintenance needs, repairs and or replacements
    - Performs regular inspections of player protective equipment using manufacturer and/or fitting and safety guidance
    - Utilizes sport-specific warnings of apparent and less obvious hazards unique to certain sports
    - Utilizes logical and approved instructional progressions for contact sports and sports with dangerous aerial components (gymnastics, pole vaulting, high jumping, spring board diving and hurdling)

- Assigns qualified supervisors to practices, competitions, weight room, locker rooms, medical areas, and student assembly areas (e.g., telephones, ride pick-up areas) and for all school transportation
- Develops a plan for event management and supervision of spectators during competition
- Trains staff and police to implement the event management and supervision plan
- Trains and involves the public address announcer to enhance a safe environment characterized by high standards of sportsmanship
- Reviews/improves event management and supervision plan(s) annually
- Orients coaches to 14 legal duties and related school safety policies during annual orientation programs/meetings
- Makes sport-specific risk management improvements
- Provides coaches with ongoing professional growth training (e.g., First AID, CPR, AED, and various other injury prevention emergency response and risk management improvements)
- Implements an emergency plan inclusive of: unlawful acts, weapons, medical, fire, weather, violence/gangs, power outage, bomb threat, unsportsmanlike conduct
- Describes protocols currently in place to assess atmospheric (heat, humidity) and severe weather (lightening) emergencies for athletic teams.
- Has policies on hazing and bullying and understands the behaviors defined as hazing and bullying

15. Booster Clubs
    - Booster Clubs are sanctioned by the board/superintendent
        - Booster Clubs are guided by a set of bylaws approved by the board/superintendent
        - Booster Clubs are conducted in consultation with the athletic administrator to ensure equitable distribution of supplemental funds
        - Booster Clubs take direction from bylaws and policies developed by the school athletic administrators
        - School district has guidelines for Booster Clubs. These should include clear and complete information about the club as to its name, purpose and function, membership qualifications, board of directors, officers, member and board duties, meetings, finances, fiscal year, and basic policies of operation
        - Booster Clubs has have a well-developed section on finances, which will spell out the following: disbursement of funds, establishment of nonprofit status, deposits, payment of expenses, bonding of a treasurer, budgets, expenditure limits, and an annual audit
        - Booster Clubs must be mindful of Title IX implications
        - School Boards should require an annual audit of team accounts with copies Superintendent and all board members.

16. Personnel and Program Assessment on QAP
    - Coaches' job descriptions, vacancy postings, interview questions, supervision programs, assessment programs, corrective action programs or disciplinary proceedings

- Evaluates coaches on an annual basis and include recommended improvements and observations of practice sessions
- Guidelines for volunteer coaches
- An assessment program focused on the educational value of the high school sports program
    - An assessment program focuses on growth and development measures among squad members
    - An assessment program focuses on factors over which sport personnel have control (e.g., communications, motivation, inventory management, budget management, supervision, instruction, planning, risk management, documentation)
    - An assessment program involves coaches and other sport personnel in developing assessment instruments and questions
    - An assessment program is used to prioritize resources to implement improvement plans for sport programs, coaches and other sport personnel
    - Parents provide opinions in assessment programs
    - Athletes provide opinions in assessment programs
    - The assessment program is reviewed periodically by all stakeholders
- Student-athletes should have the ability to do a postseason review and assessment

17. Technology
    - A dedicated computer is available for the athletic administrator, and is programmed for internet and email access
    - A cell phone is available for the athletic administrator
    - On- and off-campus lightning detection
    - National Weather Service access
    - Handheld radios for spectator management
    - Public address systems
    - Software for budget, rosters, eligibility, equipment inventories, scheduling officials, scheduling transportation
    - Athletics website that lists eligibility requirements, forms needed, schedules, try-out information, contact information for coaches and athletic director, philosophy, schedules, admissions prices
    - Feedback and survey opportunities

18. Sports Medicine
    - Provide Site Specific Emergency Action Plan with facility layout, entry and exit routes, location of rescue and first aid equipment, phone access, location emergency supplies
        - Emergency Action Plan is reviewed and practiced during an early-season team practice session
        - Emergency Action Plans are reviewed annually and changed as needed
        - Emergency Action Plan for off-campus practices or play
    - Access to AED at all practice and competition facilities and sites
    - Return-to-competition policy after injury, illness, or suspension

- Concussion management protocol
- Emergency contact cards
- Educational information for medical and health issues (hydration, illegal substances, performance-enhancing drugs)
- Current certification in First Aid, CPR and AED for coaches
- Certified Athletic Trainer for athletic program
- Athletic training room that is accessible for all student-athletes
- Team physician is accessible/available and attends identified varsity contests
- Involved in determining permission to participate, current medical exam, medical information card, insurance certification, insurance provided by school or school system in financial hardship cases, permission to provide emergency care and medication

19. Leadership Strategies
    - Has or plans to develop a Strategic Plan
    - Provides student leadership opportunities, i.e., student athletic training, student body sportsmanship efforts, students serving as school ambassadors
    - Support of special needs students
    - Support of Special Olympics
    - Civic organization support
    - Food drives, blood drives
    - Promotes communication and understandings between: coaches and other programs, student-athletes and coaches, administration and coaches, administration and parents, school administration and board of education
    - Awards program, athlete recognition programs, Hall of Fame
    - Sportsmanship program
    - Participates in NCHSAA Student Services Program

20. Administration
    - Determines if student is eligible to try-out for an athletic team (academic, medical exam, insurance, school assignment/residency, attendance, age, semester/seasons, criminal convictions)
    - Organizes and oversees preseason meetings
    - Monitors Strength and Conditioning Program
    - Is in charge of contest staff management and duties including crowd management, crowd evacuation, handling large crowds
    - Efficient use of time through software programs
    - Oversees athletic website and its content
    - Uses school system Athletic Handbook or forms
    - Transportation of student-athletes
    - Equipment checks, monitor, replacement, purchasing
    - Uniforms: Inventory, replacement, accountability, care
    - Facilities: Checklist for each area, maintenance, master plan
    - Provides school athletic handbook to coaches
    - Follows NCHSAA rules and important dates (membership fees, catastrophic insurance fees, playoff representatives, advancing in playoffs

- Monitors NCHSAA website, email communications, athletic director and coach information and checklists
- Knowledge of local school board policy on athletics, board policy and/or regulations on budget-related items
- Provides proper financial summary over past year and at least a five-year summary
- Follows Code of Ethics (NCCA, NIAAA, NCHSAA)

Question topics for athletic trainers:

1. Role at the school
2. Provide basic instruction to staff?
3. Process in referring athletic injuries to physicians
4. Approach to providing treatment and supervision
5. Maintaining State Board of Education requirement of 20 hours of staff development
6. Involved with developing Emergency Action Plan
7. Attending athletic events and approach for attending conflicting events
8. Reporting injuries/forms
9. Record keeping/maintaining
10. Concussion protocol
11. Hot weather guidelines/what do you use/how/instruments
12. Sports medicine
    - Provide Site Specific Emergency Action Plan with facility layout, entry and exit routes, location of rescue and first aid equipment, phone access, location emergency supplies
        - Emergency Action Plan is reviewed and practiced during an early-season team practice session
        - Emergency Action Plans are reviewed annually and changed as needed
        - Emergency Action Plan for off campus practices or play
    - Access to AED at all practice and competition facilities and sites
    - Return-to-competition policy after injury, illness, or suspension
    - Concussion management protocol
    - Emergency contact cards
    - Provides education concerning related medical and health issues (hydration, illegal substances, performance-enhancing drugs)
    - Current certification in First Aid, CPR and AED for coaches
    - Certified Athletic Trainer for athletic program
    - Athletic training room that is accessible for all student-athletes
    - Team physician is accessible/available and attends identified varsity contests
    - Is involved in determining permission to participate, current medical exam, medical information card, insurance certification, insurance provided by school or school system in financial hardship cases, permission to provide emergency care and medication

Question topics for coaches:

1. Role at the school

2. Approach for selection of your team/preseason/during season/after season/skill development
3. Evaluation by athletic director/process/principal involvement
4. Control of team/discipline/Code of Conduct/supervision
5. Follows MCS Code of Ethics
6. What are your team rules?
7. How is your pre-season meeting conducted? What is covered?
8. Knows and applies eligibility rules
9. Knows and applies NFHS rules for your sport
10. Professional development through NFHS, NCCA, specific coaching associations
11. Helping total athletic program
12. Demonstrates self-control/good judgment
13. Understands budgeting/financing program
14. Knowledge of relevant software applications
15. Equipment maintenance, inventory
16. Evaluating assistants
17. Has developed and adheres to a philosophy for the athletic program
    - School/school system has a philosophy statement which *specifically identifies* the mission of interscholastic athletic programs as extensions of the curricular/academic program within the school district. Statement should include *educational objectives* of the athletic department/programs.

18. Program Safety and Risk Management
    - Engages in ongoing, regular risk management inspections of on-campus practices, competitions, weight room, locker rooms, and facilities using sport-specific safety checklists
    - Conducts regular risk management inspections of competition equipment and protective player equipment for maintenance needs, repairs and or replacements
    - Performs regular inspections of player protective equipment using manufacturer and/or NOCSEA fitting and safety guidance
    - Utilizes sport-specific warnings of apparent and less obvious hazards unique to certain sports
    - Utilizes logical and approved instructional progressions for contact sports and sports with dangerous aerial components (gymnastics, pole vaulting, high jumping, spring board diving and hurdling)
    - Develops a plan for event management and supervision of spectators during competition
    - Trains staff and police to implement the event management and supervision plan
    - Orients coaches to 14 legal duties and related school safety policies during annual orientation programs/meetings
    - Makes sport-specific risk management improvements
    - Provides coaches with ongoing professional growth training (e.g., First AID, CPR, AED, and various other injury prevention emergency response and risk management improvements)
    - Evidence of cautionary statement provisions shared with parents and students (per sport).

- Describes protocols currently in place to assess atmospheric (heat, humidity) and severe weather (lightening) emergencies for athletic teams.
- Has a policy on hazing and bullying and understands the behaviors defined as hazing and bullying

19. Attends meetings with athletic directors
20. Booster Club involvement
21. NCCA/NFHS Coach Certification

Question topics for principals:

1. Your role in athletics program
2. Working with athletic director and coaches
3. Working with Booster Club
4. Evaluating athletic program, evaluating athletic director
5. Attending NCHSAA regional and annual meetings
6. Awareness of NIAAA AD Certification and NFHS Coach Certification
7. Central office oversight, central office policies on athletics
8. Issues/concerns about your athletic program
9. Philosophy/mission of athletic program
10. Support of professional development for athletic directors and Coaches
11. Involvement in athletic program aafety and risk management
12. Involvement/thoughts on athletics and Title IX
13. Athletic budget
14. Involvement in technology
15. Sports cedicine concerns
16. Administration of athletic program

Question topics for Booster Clubs:

1. Purpose of the club, membership qualification
2. Bylaws of the club
3. Philosophy of working with principal and athletic directors
4. Guidelines from school system
5. Budgeting practices – fundraising, disbursement of funds, equitable distribution of funds, deposits, expenses, annual audit
6. Title IX considerations
7. School board policy for support organizations

APPENDIX VIII

North Moore High School Athletic Booster Club Bylaws

(see attached PDF)

BY-LAWS

(Revised 2014-2015, Reviewed 08/04/14)

NORTH MOORE HIGH SCHOOL ATHLETIC BOOSTER CLUB

ARTICLE I ORGANIZATION

Athletic Booster Club North Moore
High School Post Office Box, 1153
Robbins, North Carolina 27325

ARTICLE I PURPOSE

The booster club exists for the purpose of broadening the involvement of students and student families at North Moore High School through support for male and female activities of the school athletic program. This will be accomplished through the active participation of students involved in sports activities, their parents and other relatives (unspecified) in the approved events and activities of the Athletic Booster Club. The Athletic Booster Club officers and members will work closely with the Coaches, Athletic Director, Principal and Assistant Principal of North Moore High School.

-To support, promote and maintain a high standard of integrity and good sportsmanship in all athletic activities of North Moore High School.

-To promote and encourage better attendance to all sporting activities and events by students, school faculty, parents, friends and relatives of the North Moore High School athletes.

-To raise funds in assisting athletic programs as approved and supported by the athletic director and/or school principal- To raise funds for any other school related activity or event as deemed appropriate by the booster club members through a majority vote.

ARTICLE III MEMBERSHIP

Section 1 – Any non-student, at least 18 years of age, shall be eligible for membership in the Athletic Booster Club.

Section 2 – An "active member in good standing" is hereby defined as a member who attends 6 of all scheduled meetings, volunteers to work at athletic activities or events, and must work at least 1 concession per sport season. Only an "active member in good standing" has voting privileges during scheduled or Special Executive Meetings. **If you work in concession stand – you and your family (spouses/ children only) will entitle you to get in the game free.**

Section 3 - All officially recognized North Moore High School Coaches, the Athletic Director, the High School Principal and Assistant Principal are automatically considered "active members in good standing", are requested to be present during seasonal sports activities and are invited to all Athletic Booster Club meetings.

ARTICLE IV OFFICERS

Section 1- Elected officer positions of the North Moore Athletic Booster Club shall be: President, Vice-President, Secretary, Treasurer and Publicity-Sponsorship Director.

Section 2 - An Athletic Booster Club Nominating Committee shall be made up of "active members in good standing" appointed by the presiding President during the April meeting. This committee will present their nominations for election at the regularly scheduled May meeting. Nominations may also be made from the floor during the May meeting. After the nominations, a vote will be conducted by secret ballot.

Section 3 - Officers shall be elected at the last regular meeting of the organization and shall hold office for a period of one year or until a successor is appointed by action of a Special Executive Meeting as outlined in Article V (sub-6).

ARTICLE V DUTIES OF THE OFFICERS

- The President shall preside at all Athletic Booster Club meetings and be responsible for carrying out the policies and activities decided upon by the membership and set forth in the By-Laws.

- The Vice-President shall act in the absence of the President or in the event of the President's inability to perform assigned duties.

- The Secretary shall keep accurate minutes of all meetings and any other records of the organization except the financial records. The secretary shall offer an oral report at each regular meeting.

- The Treasurer shall keep all financial records and be responsible for the proper handling of Athletic Booster Club funds with special authority to open bank accounts, receive and pay bills, purchase bonds, dispense funds for concession stand operation and other activities as approved by a majority vote of "active members in good standing" (also see Article IX - Expenditure Of Funds). The Treasurer shall present a written Financial Report at each regular meeting and a detailed final report for the year at the last meeting.

- The Publicity-Sponsorship Director shall work closely with the North Moore High School Athletic Director and shall be in charge of all publicity pertaining to the organization and function as the Chairman of the Sponsorship Committee.

- All Athletic Booster Club officers must be "active members in good standing". Failure to attend 80 percent of scheduled meetings, if applicable (Article XI), shall result in a Special Executive Meeting of the remaining officers to remove the non-compliant party from office and appoint an "active member in good standing" to replace the office vacated.

ARTICLE VI MEETINGS

Section 1 - Regularly scheduled meetings of the membership shall be held on the first Monday of each month beginning in August and ending in May. If the meeting date is changed, the membership shall be notified in advance by telephone, email or in writing. Additional meetings and Special Executive Meetings may be held as deemed necessary by a majority of the duly elected officers. All meetings will begin at 7:00 pm.

Section 2 - All meetings will follow Parliamentary Procedures.

ARTICLE VII AMENDMENTS

The By-laws may be amended by a majority vote provided the proposal is submitted at one regularly scheduled meeting and voted upon at the next regularly scheduled meeting.

ARTICLE VIII FISCAL YEAR

The fiscal year of the organization shall begin as of July 1st of each year and end on June 30th of the following year.

ARTICLE IX EXPENDITURE OF FUNDS

All contributions, fees, and monies received from any source shall be turned over to and held by the Treasurer in accordance with the duties of that office.
All financial expenditures are subject to prior approval by a majority vote of the "active members in good standing".

Funds expended shall be in support of Athletic Booster Club purposes (see Article II) and any necessary operating expenses.

In the event that the Athletic Booster Club shall disband or become inactive, any and all funds held by the Treasurer shall be paid to the North Moore High School for the promotion of the School Athletic Program. In no event shall any funds be returned to the membership, nor shall any other use be made of such funds.

ARTICLE X RELATIONSHIP WITH NORTH MOORE HIGH SCHOOL

The Athletic Booster Club shall operate in support of the Coaches, the Athletic Director, the High School Principal and Assistant Principal. The club shall serve only to support school and student programs, activities and events.

At no time shall the Athletic Booster Club become directly involved in the day-to-day operation of the School Athletic Program. The club has no authority to direct policies established by the North Moore High School Principal or the Athletic Director.

APPENDIX IX

Union Pines High School Athletic Booster Club Bylaws

(See attached PDF

Union Pines High School Athletic Booster Club
By – Laws

September 9, 2005

Article I Organization

Union Pines High School Athletic Booster Club
Union Pines High School
1981 Union Church Road
Cameron, NC 28326

Article II Purpose

Section 1.

The *Booster Club* exists for the purpose of broadening the involvement of students, student families, and the school, through support for all male and female activities of the school's athletic programs. This can be accomplished through active participation of as many parents and guardians as possible in *Booster Club* programs, working closely with coaches, the Athletic Director and the school administration.

A. To support, promote, and maintain a high standard of integrity and good sportsmanship in all athletic activities of Union Pines High School.

B. To promote and encourage attendance, volunteer participation, and financial support to all sports activities by the parents guardians, students, general public, and faculty of Union Pines High School.

Article III Membership

Section 1.

Any non-student at least 21 years of age shall be eligible for membership in the club.

Section 2.

There will be yearly membership dues of $10.00 per family. Dues shall be payable at the August meeting of each year.

Section 3.

All active coaches, the Principal and the Athletic Director are considered members of the club and their membership dues are waived.

Section 4
All active members in attendance will be entitled to one vote on issues voted on at regular meetings

Article IV Board of Directors, Committee Chairmen, and appointed positions

Section 1.

The Executive Officers of the club shall be the President, Vice-President, Secretary and Treasurer elected at the May meeting of each year to serve the following fiscal year

Section 2.

In addition to these Executive Officers, there shall be Directors appointed to serve as Committee Chairmen for various organizational committees of the club. These Directors will be appointed at the May meeting of the club each year.

Section 3.

Executive Officers and Directors shall hold position for a period of one year or until their successors are elected or appointed.

Section 4.

The Executive Board shall consist of all Executive Officers, the Athletic Director, and the Principal.

Section 5

The Board of Directors shall consist of the Executive Board and committee chairman.

Section 6.

No Director shall serve more than one position. This is to encourage more individuals to be involved and spread out the workload.

Section 7

The Athletic Director will have each sports team coach appoint an adult team representative. This team representative must be a *Booster Club* member and will attend regular meetings of the *Athletic Booster Club* and work as a team liaison.

Article V Duties of the Officers

Section 1.

The President shall preside at all meetings and shall be responsible for carrying out the policies decided upon by the membership and the Executive Board.

The Vice-President shall act in the absence of the President.

The Secretary shall keep minutes of all meetings and shall keep any other records of the organization. Previous meeting minutes shall be presented at each meeting for approval by the club.

The Treasurer shall keep all financial records and shall be responsible for the handling of the funds of the organization. He/She shall present a Financial Report at each regular meeting for approval by the club.

Section 2.

Appointed Committee Chairmen shall perform the responsibilities of their committee working closely through the club and the school officials. Status / update reports shall be presented to the club each month. In addition, these chairmen should solicit and coordinate volunteer help to implement their assignments.

Article VI Meetings

Section 1.

Meetings of the membership shall be held on a monthly basis and additional meetings as deemed necessary by the President. The current meeting schedule is the third (3rd) Monday of each school calendar month at 6:30 PM in a location determined by the Athletic Director.

Article VII Amendments

Section 1.

The by-laws may be amended by a majority vote provided the proposal is submitted at one regular meeting and voted on at the next regular meeting.

Article VIII Fiscal Year

Section 1.

The fiscal year of the organization shall begin July 1 of each year and end on June 30 of the following year.

Article IX Expenditure of Funds

Section 1.

All contributions from members and funds received from any other source shall be held by the treasurer. Any financial expenditure is subject to approval by a majority of members in attendance. No funds shall be disbursed for any purpose other than those which will promote the purposes of the organization as stated in the by-laws. In the event the organization shall disband or become inactive, any funds held by the Treasurer shall be paid to the Union Pines High School for the promotion of the school athletic program, and in no event shall the funds be returned to the membership nor shall any other use be made of such funds.

Article X Booster Club Relationship with Principal and Athletic Director

Section 1.

The *Athletic Booster Club* shall operate in full support of the school Principal, Athletic Director, and coaches. At no time shall the *Booster Club* make recommendations or become directly involved in the day to day operation of the school athletic program. The *Booster Club* serves only to support the school athletic program and has no involvement or direction of policies established by the school Principal, Athletic Director, or Moore County Schools.

Article XI Fundraising Activities

Section 1.

All athletic fundraising activities for all sports shall be presented and approved by the Board of Directors and voting membership. This will prevent over lap and give each activity a better chance of success.

Section 2.

All activities are to be coordinated with the general school activities calendar. Final approval must be by school administration.

Section 3.

The *Booster Club* will maintain an activities calendar for reference and scheduling.

Section 4

The *Booster Club* may formulate committees to focus on specific sports based on interest and willingness of members to serve in that capacity. All activities shall be coordinated through the *Booster Club* calendar. All funds should run through the *Booster Club* treasury or a monthly financial statement of income and expenses be presented to the *Booster Club* for financial accountability.

REVISION DATE: September 9, 2005

APPENDIX X

Athletic Booster Clubs in North Carolina

1. Forsyth County Schools guidelines: Principal/school and relationship/Booster club must apprise the school of all club activities. Preriodic financial statements must be available. Booster Clubs must operate within school board policies and provide financial reports, purchasing and accounting procedures, fundraising records, spending records, stipends, gifts to coaches, alterations to school property and donations.
2. Guilford County Schools has: Board Policy, board policy procedures, agreement between support group and Board of Education, Frequently Asked Questions, sample bylaws
3. Wake County Schools has a Board Policy for Parent Organizations, which includes having a constitution and bylaws, requirements for the involvement of the principal, etc. Moore County Schools has the same Board Policy.
4. Johnston County Schools has Board Policy and Handbook for Booster Clubs, which includes guidelines and forms (financial and fundraiser guidelines).
5. Green Hope High School: All high schools in the Wake County Public School System, including Green Hope have one athletic Booster Club each. Other comparable WCPSS schools are Apex (Cougar Club Boosters), Cary (Imp Club Boosters), and Broughton (Caps Club Boosters).
6. Ardrey Kell High School: Has one athletic booster club. Links Ardrey Kell Booster Club Information and all documents (bylaws).
7. Myers Park High School: Myers Park High School has one athletic Booster Club. Link to Myers Park Mustang Club Boosters Membership.
8. Mallard Creek High School: The football team has won multiple state championships. They have one athletic booster club, link: Mallard Creek Booster Club.

APPENDIX XI

Decisions and Case Law Related to Title IX Compliance

"Although OCR usually has no authority to investigate independent booster clubs, recipient school Districts must ensure that equivalent benefits and services are provided to members of both sexes. Therefore, when booster clubs or other fundraising organizations, which may or may not be sponsored by the District, provide benefits or services that assist only teams of one sex, the District must ensure that teams of the other sex receive equivalent benefits and services. If booster clubs provide benefits and services to athletes of one sex that are greater than what the District is capable of providing to athletes of the other sex, then the District must take action to ensure that benefits and services are equivalent for both sexes."
["Letter of findings" pursuant to a complaint filed against Plymouth-Canton Community Schools dated October 2013]

http://www2.ed.gov/about/offices/list/ocr/docs/investigations/more/15131020-a.pdf
http://www2.ed.gov/about/offices/list/ocr/docs/investigations/more/15131020-a.pdf

The finding in the Plymouth case is consistent with a previous finding in 1995 in an OCR decision letter regarding complaint against the Letter-Jurupa Unified School District:

"The private funds that are used to support District athletics programs, although neutral in principle, are likely to be subject to the same historical patterns that Title IX was enacted to address. In the experience of OCR, sponsors, as a whole, are more interested and willing to assist boys' teams than girls' teams and male-oriented "booster" activities generate more public interest than girl's activities. If all benefits are not considered in examining interscholastic athletics, the purpose and effect of Title IX requirements could be routinely undermined by the provision of unequal benefits through private financial assistance.

While OCR acknowledges that this policy may be seen as discouraging private initiatives (which are unquestionably valuable to recipients and students), we cannot diminish the protection of Title IX by exempting benefits, treatment, services or opportunities provided to athletes through the use of private funds. Private fundraising, including student-initiated fundraising, has been, and continues to be, permissible under Title IX. It should also be noted that this does not mean that teams must "share" proceeds from fundraising activities. It does, however, place a responsibility on the District to insure that benefits, services, treatment and opportunities overall, regardless of funding sources, are equivalent for male and female athletes."
http://www2.ed.gov/about/offices/list/ocr/letters/jurupa.html

In addition, in a federal court decision on Title IX and Booster Club funding, (Chalenor v. University of North Dakota, 2002) the 8th Circuit Court concluded:

"A school may not skirt the requirement of providing both sexes equal opportunity in athletic programs by providing one sex more than substantially proportionate opportunity through the guise of `outside funding.'" Chalenor, No. 2-99cv-170, slip op. at 8.
https://law.resource.org/pub/us/case/reporter/F3/291/291.F3d.1042.00-3379.html

APPENDIX XII

Title IX "Safe Harbor Tests"

There are three "Safe Harbor Tests" that are used by OCR to determine compliance or non-compliance with Title IX mandates:

- First Safe Harbor Test – *Participation Opportunities and Proportionate Participation*
  While there is no specific rule as to the acceptable level in terms of a proportional gap between opportunities and participation for the percent of female athletes and the percent of female students enrolled, a recent court case from August of 2012 found that a 3.62% gap unacceptable and in violation of Title IX. In the 2015-2016 school year, MCS identified a gap of 8.55%.

- Second Safe Harbor Test – *History of continuing practice of program expansion*
  MCS needs to show a history and continuing practice of program expansion which is demonstrably responsive to the developing the interests and abilities of female students.

- Third Safe Harbor Test – *Demonstrate that the interests and abilities of female students have been accommodated for*
  MCS cannot determine whether it meets this test at this time. It will need further analysis of the student athletic program interest surveys based on 2010 guidance from Department of Education.

APPENDIX XII

Male-Female Student Ratios and Participation Data

Total Students	4,009
Female Students	1,944
Percentage Female Students	48.49%
Male Students	2,065
Percentage Male Students	51.51%
Total Number of Athletes (excluding cheerleading)	1,805
Female Athletes	721
Percentage of Female Athletes	39.94%
Male Athletes	1,084
Percentage of Male Athletes	60.06%
Gap (*difference between percent of female athletes and percent of female students enrolled*)	**8.55%**

APPENDIX XIV

Pinecrest High School Athletics Website

(See attached PDF)

The Ironman Football Booster Club is affiliated with Pinecrest High School. Until recently, their website indicated that purchasing season tickets through them would allow all proceeds to go directly to the football team. It was stated that purchasing tickets at the stadium gate would mean that proceeds would go directly to the school and not the team. The website further indicated that the team did not receive gate money. There are five levels of football club packages that can be purchased:

- Grid Iron $5,000
- Corporate Ironman $2,600
- Super Ironman $600
- Super Patriot $150

With the purchasing of various packages, donors can receive such things as all sports passes, merchandise, stadium seats preference, reserved seats, and program advertisement. Additionally, the Ironman Booster Club generates and receives all proceeds from football concessions for freshman, junior varsity, and varsity home football games.

PATRIOTS

Prices are ticket prices at gate (school age and above), gates open at 6pm!

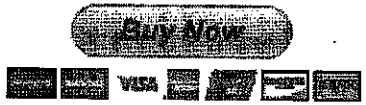
Our Ironman Package Season Pass is on sale now! All the proceeds from the season tickets go directly to the team. If you buy your tickets at the gate these proceeds go directly to the school. The team does not receive gate money. Don't forget with your season pass you don't have to wait in long lines, you enter at the special gate for pass holders. You also get reserved seating with your name or your Patriot's name.

If you were a season pass holder last year and have not renewed please do so immediately. We will be removing the assigned seating plaques if your pass is not renewed by August 30th. Any question or if you would like to purchase or renew please contact Lisa Hees (910)528-1180. Thank you for supporting your Pinecrest Patriots Football program!

If you would like to buy our "SUPER PATRIOT SEASON PASS" use the paypal button below:



If you would like to buy our "IRONMAN SEASON PASS" use the paypal button below:

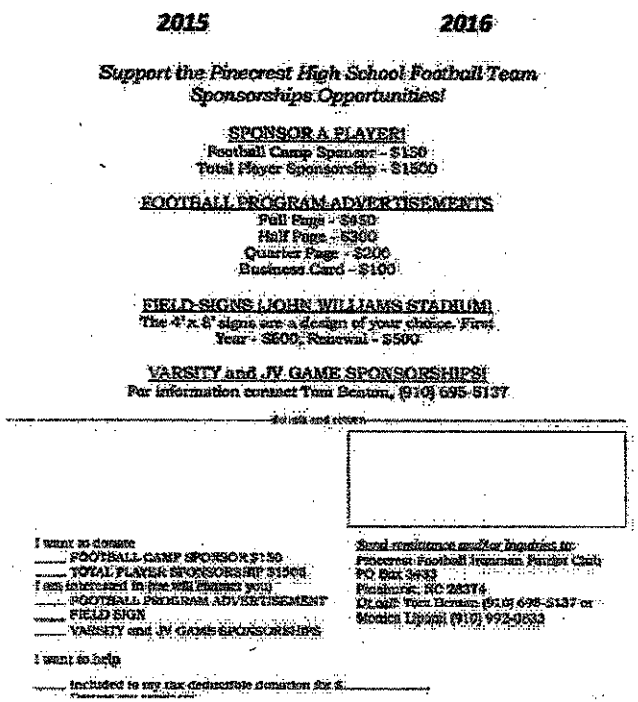


Please click on the picture to download pdf

If you would like to buy our "SUPER PATRIOT SEASON PASS" use the paypal button below:

Buy Now

Please click on the picture to download pdf



2015 **2016**

Support the Pinecrest High School Football Team
Sponsorships Opportunities!

SPONSOR A PLAYER!
Football Camp Sponsor - $150
Total Player Sponsorship - $1500

FOOTBALL PROGRAM ADVERTISEMENTS
Full Page - $450
Half Page - $300
Quarter Page - $200
Business Card - $100

FIELD SIGNS (JOHN WILLIAMS STADIUM)
The 4' x 8' signs are a design of your choice. First Year - $600, Renewal - $500

VARSITY and JV GAME SPONSORSHIPS!
For information contact Tom Benton, (910) 695-5137

Detach and return

I want to donate
_____ FOOTBALL CAMP SPONSOR $150
_____ TOTAL PLAYER SPONSORSHIP $1500
I am interested in (we will contact you)
_____ FOOTBALL PROGRAM ADVERTISEMENT
_____ FIELD SIGN
_____ VARSITY and JV GAME SPONSORSHIPS

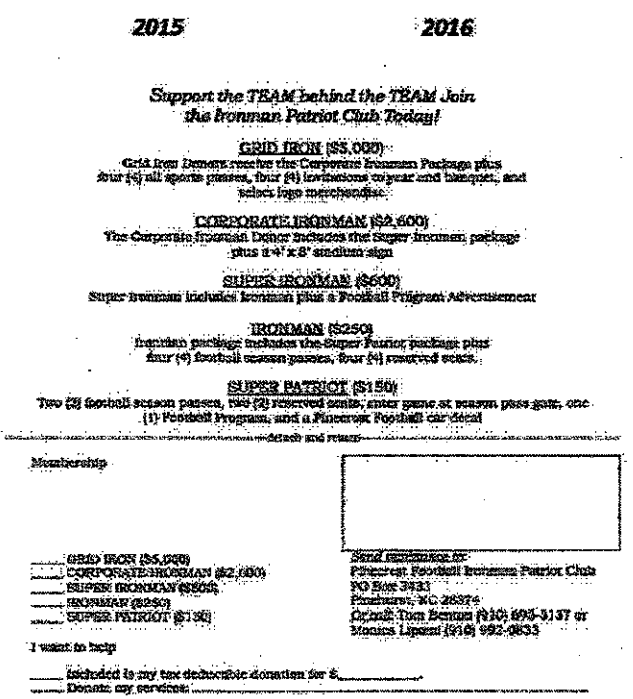
I want to help
_____ Included is my tax deductible donation for $_____

Send remittance and/or inquiries to:
Pinecrest Football Ironman Patriot Club
PO Box 3933
Pinehurst, NC 28374
Or call: Tom Benton (910) 695-5137 or
Monica Lipsett (910) 992-0833

If you would like to buy our "IRONMAN SEASON PASS" use the paypal button below:

Buy Now

Please click on the picture to download pdf



2015 **2016**

Support the TEAM behind the TEAM Join
the Ironman Patriot Club Today!

GRID IRON ($5,000)
Grid Iron Donors receive the Corporate Ironman Package plus four (4) all sports passes, four (4) invitations to year end banquet, and select logo merchandise.

CORPORATE IRONMAN ($2,600)
The Corporate Ironman Donor includes the Super Ironman package plus a 4' x 8' stadium sign

SUPER IRONMAN ($600)
Super Ironman includes Ironman plus a Football Program Advertisement

IRONMAN ($250)
Ironman package includes the Super Patriot package plus four (4) football season passes, four (4) reserved seats.

SUPER PATRIOT ($150)
Two (2) football season passes, two (2) reserved seats, enter game or season pass gate, one (1) Football Program, and a Pinecrest Football car decal

Detach and return

Membership

_____ GRID IRON ($5,000)
_____ CORPORATE IRONMAN ($2,600)
_____ SUPER IRONMAN ($600)
_____ IRONMAN ($250)
_____ SUPER PATRIOT ($150)

Send remittance to:
Pinecrest Football Ironman Patriot Club
PO Box 3933
Pinehurst, NC 28374
Or call: Tom Benton (910) 695-5137 or
Monica Lipsett (910) 992-0833

I want to help
_____ Included is my tax deductible donation for $_____
_____ Donate my services: _____

2015 **2016**

Support the TEAM behind the TEAM Join the Ironman Patriot Club Today!

GRID IRON ($5,000)
Grid Iron Donors receive the Corporate Ironman Package plus four (4) all sports passes, four (4) invitations to year end banquet, and select logo merchandise

CORPORATE IRONMAN ($2,600)
The Corporate Ironman Donor includes the Super Ironman package plus a 4' x 8' stadium sign

SUPER IRONMAN ($600)
Super Ironman includes Ironman plus a Football Program Advertisement

IRONMAN ($250)
Ironman package includes the Super Patriot package plus four (4) football season passes, four (4) reserved seats.

SUPER PATRIOT ($150)
Two (2) football season passes, two (2) reserved seats, enter game at season pass gate, one (1) Football Program, and a Pinecrest Football car decal

----------detach and return----------

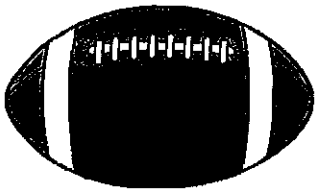
Membership

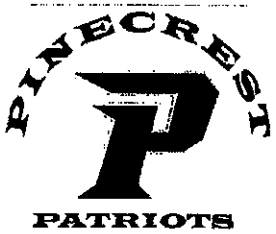
_____ GRID IRON ($5,000)
_____ CORPORATE IRONMAN ($2,600)
_____ SUPER IRONMAN ($600)
_____ IRONMAN ($250)
_____ SUPER PATRIOT ($150)

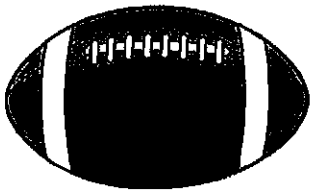
Send remittance to:
Pinecrest Football Ironman Patriot Club
PO Box 3433
Pinehurst, NC 28374
Or call: Tom Benton (910) 695-5137 or
Monica Lipomi (910) 992-0833

I want to help

_____ Included is my tax deductible donation for $_____.
_____ Donate my services: _____.







Business/Name:_____

Address:_____

City:_____ State:_____ Zip code:_____

Phone:_____ email:_____

Total Donation:_____ Cash_____ Check_____ Visa_____ Mastercard_____

Card #_____ Exp. Date:_____

Card Holder Name:_____ Phone:_____

Pinecrest Football Ironman Patriot Club is a 501(c)(3) private non-profit organization. Tax I.D. 20-1426889. Consult your tax advisor regarding donations.

APPENDIX XV

Pinecrest High School Booster Club

As of May 3, 2016, Pinecrest High School reported the following Booster Club financial accounts. On-campus accounts are accounts that are managed by the Pinecrest High School bookkeeper; off-campus accounts are accounts that are not managed by the Pinecrest High School bookkeeper and may be in a local banking institution.

Athletic Booster Clubs:

	On-campus account	Off-campus account
Baseball*		X
Basketball (Boys) *		X
Basketball (Girls)	X	
Cross Country*	X	X
Football*		X
Lacrosse (Boys)*		X
Lacrosse (Girls)	X	
Soccer (Boys)*		X
Soccer (Girls)*		X
Tennis (Boys)*	X	X
Volleyball	X	
Wrestling*		X

* Programs do not submit monthly bank statements to the Pinecrest High School bookkeeper.

APPENDIX XVI

Booster Club Guidelines

These guidelines are compiled from the National Interscholastic Athletic Administrators Association (NIAAA's) *Guide to Interscholastic Athletic Association*, the NIAAA Leadership Training Institute 502 foundation course for professional certification.

1. Booster Clubs are sanctioned by the board/superintendent.
2. Booster Clubs are guided by a set of bylaws approved by the board/superintendent.
3. Booster Clubs are conducted in consultation with the athletic administrator to ensure equitable distribution of supplemental funds
4. School district should have guidelines for Booster Clubs. These should include clear and complete information about the club as to its name, purpose and function, membership qualifications, board of directors, officers, member and board duties, meetings, finances, fiscal year, and basic policies of operation.
5. Booster Clubs should have a well-developed section on finances, which will spell out the following: disbursement of funds, establishment of nonprofit status, deposits, payment of expenses, bonding of a treasurer, budgets, expenditure limits, and an annual audit.
6. Booster Clubs must be mindful of Title IX implications.
7. School Boards should require insurance established by the Board, naming the district as an additional insured.
8. School Boards should require an annual audit, with copies to the Superintendent and all board members.

APPENDIX XVII

Recommendations for Booster Club Oversight

The following recommendations regarding oversight of Booster Clubs as essential for gender equity as proposed by the National Federation of State High School Associations in 2014:

"Single-sport booster groups can be especially problematic since they don't want to be told how to spend "their money "and want their efforts to be proportionately distributed to their teams. It is this money earmarked for a specific sport that usually creates the inequities in male and female sports. These dollars can be significant, skewing figures in the comparable sport (usually a women's sport) or overall program. It is the responsibility of the district (not the booster club) to comply with Title IX and remedy the situation; therefore, it may have to allocate its own resources to do so.

It should be noted, however, that the law does not require that budgets for sports be equal for each gender; schools may consider real differences in equipment, for example, in outfitting football players as compared to field hockey players. What must be considered is overall program quality. It is also permissible for schools to elevate or privilege one sport over another, as long as the difference is bridged somewhere else in the program.

Recommendations

Administrators certainly do not want to reject donations and should not have to do so. Following are some suggestions for principals and athletic directors to ensure that booster clubs operate with integrity and the school remains in compliance with Title IX.

1. Before allocating district or school funds to specific sports, administrators should do an annual review related to eight factors of Title IX, which include interest/ability, equipment/supplies, scheduling, facilities, coaching, publicity, medical/training and travel/per diem. A resource for doing the evaluation may be found at http://www.k12.wa.us/Equity/Districts/AthleticPrograms.aspx (Equity Coordination Program - Washington State Office of the Superintendent of Public Instruction).

2. School officials should meet with booster clubs to provide ethics training and to inform participants of district and state policies as well as Title IX implications. The organization needs to register as a nonprofit organization and ensure compliance with IRS regulations. The club should also draft a constitution and operational bylaws, including creation of an advisory council to recommend funding allocations.

3. The best set-up, if at all possible, is to have one booster club that supports the entire athletics program rather than sport-specific ones. Some schools prohibit gifts earmarked for a sports

team, requiring such to be given to the athletics department in general. This can be challenging to initiate when single-sport clubs have been entrenched. Resentment can occur, particularly if there is little or no contribution by parents of other sports team members (this reaffirms the need for an advisory board with representatives from each sport). Another related approach is to create an administrative fee where a percentage (i.e., 5 to 10%) of fund-raising dollars is placed in a general or endowment fund. This would benefit the athletics program corporately and would be used at the discretion of school officials. Ideally, all funds should be administered through the school (one central control) with approval from administrators and consultation with the club's advisory council; at the very least, the principal and/or athletic director should be executive members of the club and have oversight of expenditures.

School officials experience many difficult situations as they work with booster organizations and attempt to balance desires, needs, expectations and legal obligations. Through a process of program evaluation, education, communication and planning, administrators can capitalize on the interest and commitment of these parent-booster clubs to maximize student-athlete experiences while maintaining program equity and integrity."

https://www.nfhs.org/articles/oversight-of-booster-clubs-essential-for-gender-equity/

APPENDIX XVIII

Proposed Changes to MCS School Board Policy 8540

8540 PARENT AND COMMUNITY ORGANIZATIONS

~~The Board recognizes that such organizations as PTA, booster clubs and other parent organizations perform a valuable service to the schools, and the Board expects that all appropriate school personnel shall perform accordingly.~~

~~**8540.1** It shall be the duty of the Superintendent and respective principals to represent the best interests of the Board, school system and schools in the functioning of such organizations.~~

~~**8540.2** Each parent organization or booster club which is involved with school activities or school students should develop and establish a constitution and bylaws setting forth the purposes of the organization and the general rules and procedures by which it shall operate.~~

~~**8540.3** Such organizations as PTA and booster clubs shall secure the advice and approval of the principal of any school before planning any function in which students, while under the jurisdiction of the school system, are to participate.~~

~~**8540.4** A parent organization shall secure the prior advice and approval of the principal before planning any fund-raising activity intended to benefit a school program; and, at that time, the principal shall be expected to suggest needs of the school, including those not requiring fund raising, that are conducive to the active involvement of significant numbers of interested parents in meaningful service to the school and its students.~~

~~**8540.5** Each parent organization shall establish its own system for handling and dispensing its funds; however, all sections of Board Policy must be followed when expenditures are for school activities use or when funds are to be raised through the use of school students, buildings or grounds.~~

~~**8540.6** Any item purchased by such organizations for school or school activity use shall be the property of the Moore County Public School System, and the principal shall be required to give prior approval of any such item to be purchased. The item purchased shall be kept and maintained for the use for which it was obtained.~~

PRINCIPLES

The Board encourages the development and participation of PTOs, PTAs, booster clubs and other parent or community organizations that support the goals of the Board and the schools. The Board also supports parent or community organizations as an effective means of actively involving parents in the schools. The Superintendent and school officials are expected to educate such organizations on the goals of the Board and individual schools, especially as it relates to improving student success. The Superintendent and school officials also are expected to help such organizations identify opportunities to assist the schools in meeting these goals.

CONDITIONS FOR ESTABLISHING PARENT OR COMMUNITY ORGANIZATIONS

Parent or community organizations, including PTAs, PTOs and booster clubs, are not considered a part of the school district. However, because the organizations and their activities reflect upon the school district, all parent or community organizations must accept the following conditions in order to be approved for the solicitation of funds at or on behalf of any school.

- All parent or community organizations, including PTAs, PTOs and booster clubs, must provide the Superintendent or designee with a document describing the purpose of the organization and the general rules and procedures by which it will operate. Any modifications also must be shared in writing with the Superintendent or designee. All parent or community organizations must file a copy of their current bylaws and their federal identification number with the Superintendent or designee.

- Each school may have only one booster club supporting all athletic programs; single-sport booster clubs are not permitted. Principals also may impose other reasonable restrictions on the number and categories of approved PTAs, PTOs, booster clubs or other parent or community organizations.

- Parent or community organizations must obtain prior approval from the principal for (1) any fundraising event, (2) any purchase for the school, (3) any function involving the participation of students, or (4) any event that is likely to reflect upon the school or school district.

- All donations from parent or community organizations may be earmarked for particular purposes only with the prior written approval of the school principal.

- ~~In deciding whether to approve a particular request to benefit a boys' or girls' athletic program, principals must consider equity and Title IX issues in relation to overall funding and opportunities for participation.~~ In deciding whether to approve a particular request to benefit any program that is appropriately segregated by gender, such as a school athletic program, principals must consider equity and Title IX issues in relation to overall funding and opportunities for participation.

- Parent or community organizations may not represent themselves to students, parents or others as official representatives of the school or the school system.

- Parent or community organizations are responsible for maintaining their own financial records. Employees of the school are not permitted to manage the affairs of parent or community organizations during the workday. Funds of parent or community organizations shall be accounted for in a manner that will ensure a complete record of all receipts and disbursements.

- Parent or community organizations are expected to take into account the gender, cultural diversity and economic differences of students and parents in planning various functions.

- Student or parent participation in the fundraising or other activities of any parent or community organization shall not be made a condition of participation in any curricular or extracurricular school activity or program.

The Superintendent or designee will approve the establishment of each parent or community organization. Parent or community organizations that, after assistance from school officials, are unable to meet Board policies will be disapproved, and all activities of the parent or community organization shall be suspended until such time as they are in compliance with Board policies and approved by the Superintendent or designee.

Any item that a parent or community organization proposes to contribute to the school must meet all legal requirements, including safety codes. Before accepting any such donation, the principal must ensure that funding is available to install and maintain all donated equipment, such as playground equipment, in compliance with all safety requirements. Projects in excess of $5,000.00 must also be approved by the Superintendent or designee. All items donated become the property of the school district. While the intent of the donation will be considered, the school district reserves the right to modify the use if the needs of the students or the school district change.

FUNDS MANAGEMENT

Parent or community organizations that engage in public fundraising activities for the purpose of supporting school programs and extracurricular activities must be properly accountable to the public, which contributes to such efforts and the school. All parent or community organizations must accept the following rules and procedures as they relate to funds management in order to operate on behalf of the schools.

- Bank accounts should reflect the official name of the parent or community organization and carry the tax ID number of the organization. The school system's tax ID number cannot be used on a parent or community organization's bank accounts or financial documents.

- Bank accounts and charge accounts, if any, of the parent or community organization must be established in such a manner that the bank or business extending credit understands that neither the school nor the school system has any financial responsibility for the payment of any obligations incurred by the parent or community organization on the account.

- The parent or community organization treasurer shall handle and be responsible for all organization funds.

- The signature of the organization treasurer and the signature of either the organization president or vice-president shall be required on all checks. The use of debit cards is prohibited.

- Parent or community organization funds shall be deposited only in an account maintained by the organization. Organization funds shall not be deposited in an account maintained by the school or school system unless such funds are a repayment of funds advanced by the school system.

- All purchase orders, bills of sale, checks, checking accounts, and other documents evidencing the business of the parent or community organization must be in the full name of the parent or community organization and not in the name of the school, school system or specific school team or program.

- The parent or community organization shall maintain adequate financial records including all sales slips, receipts, invoices and/or any other documentation of expenditures by the organization. Records shall be accessible to parents/guardians and school officials upon request.

- The parent or community organization bank records should be reconciled by the treasurer no less than once per month. The reconciled bank records should then be reviewed by the organization president.

- Moore County Schools reserves the right to have its finance department audit or review the financial books and records of the parent or community organization at any time and for any reason.

THE ROLE OF MOORE COUNTY SCHOOLS' EMPLOYEES

In addition to the procedures described above, Moore County Schools shall observe the following additional rules regarding parent and community organizations:

- ~~Moore County Schools' employees shall not serve as officers or directors of any parent or community organization that supports activities associated with the employees' professional duties at their respective schools.~~

- All monetary donations from parent or community organizations shall be presented to the school principal and bookkeeper, and deposited in the appropriate school or school system account~~, and reported to the school system's Finance Office~~. The principal shall report all monetary donations in excess of $1,000.00 to the school system's Finance Office. Other Moore County Schools' employees shall not accept donations from parent or community organizations and may not help such organizations manage or disburse funds.

- Moore County Schools' employees may not accept any direct or indirect renumeration from parent or community organizations for services performed on behalf of the school or school system, including, but not limited to, bonuses or salary stipends. Employees may be eligible for stipends or salary supplements from Moore County Schools in accordance with established protocols.

Legal Reference: G.S. 115C-36,-40, -47

Adopted: November 29, 1990

Revised: _____