Case Studies in Coaching Dilemmas and Ethics in Competitive School Sports 1st edition Baghurst Solutions Manual

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CASE 2

Scheduling and Use of Facilities

1. *Who are the primary stakeholders in this case?*
   a. Kristin Brighten, track coach
   b. Kristin's team
   c. Coach Tanner, athletic director

2. *What are some of the internal organizational problems in this scenario?*
   There are several complications in this situation. There is an extreme lack of foresight from the side of the administration. The scheduling issue could have easily been prevented if communication had been clear between the school and the athletic administration about the use of the gym for the dance. If it had been clear, then Coach Tanner could have set some time aside to schedule out when and where practices could be held before the dance was ever set up. This then could have been communicated in turn, and in advance, to all the coaching staff. There are three things that need to happen inside an athletic administration to help drive scheduling and overall success: it needs to be organized, it needs to have clear communication, and it needs to analyze the situation for the most economical decision. This did not happen in this scenario.

3. *Is there a chain-of-command issue in this scenario?*
   Kristin appropriately went to the correct person, her athletic director. Unfortunately, he handed the problem back to her instead of assisting her with a solution. This creates a problem since there isn't much Kristin can do with superiors beyond working with her athletic director. Athletic directors need to be able to plan on setting aside time to assist coaches with complications that might arise within their programs. Unfortunately, many athletic directors forget that poor administrative performances by the coaching staff may reflect back on them.

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4. *What are some of the things that Kristin could have done to prepare ahead of time?*
   Kristin could have planned out what she would do if she didn't have use of school facilities inside or outside. Bad weather mixed with anything that could shut down the inside of the school would always be possible. It would be recommended that she spend time looking at potential alternate, local locations. There might be a Boys & Girls Club or a YMCA facility nearby that would be more than happy to temporarily host the team for training.

5. *Could the athletic director have done anything differently so that the outcome might have worked out positively for everyone?*
   Essentially, if several plans had been in place for poor-weather conditions, this would have made the transition into several locations easier. As athletic director, Coach Tanner should have been aware of the different needs for the gym and planned accordingly, as well as created secondary plans in case problems with the current situation arose. An athletic director should assist in making complicated transitions as smooth as possible for the coaching staff whenever possible, and also seek feedback from them on what may be done to improve these transitions in the future.

Case 2 Further Reading

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Morioka, K., & Giebel, N. (2002). The first year athletic administrator: Learning to prioritize. *Interscholastic Athletic Administration, 28,* 26–27.

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