



# ATHLETIC PROGRAM EVALUATION ASHLAND PUBLIC SCHOOLS





# What was the Process?

- In 2014, then Principal Adams recommended that Ashland engage in an audit of its athletic programs in collaboration with the Connecticut Interscholastic Athletic Conference (Our MIAA). The MIAA does not have such a program.
- In 2017, APS contracted with CIAC to conduct a formalized audit.
  - Surveys of Parents, Coaches, and Student-Athletes took place in the Fall
  - In October 2017, a visiting team of Retired Principals, ADs and Current ADs came to AHS.
    - Met with Guidance, Superintendent, School Committee, Parents, Student-Athletes, Youth Programs, Clocker Club, Administration, Athletic Director



# What Was the Purpose of the Athletic Audit?

- To strengthen the link between the athletics and academic programs
- To promote the value and importance of the interscholastic athletics program
- To enhance the quality of high school athletics through the promotion of character education, sportsmanship, ethical and socially responsible behaviors
- To examine the structure and operation of the athletics department
- To acknowledge the department's strengths
- To provide recommendations for program improvement
- To provide direction for future decisions regarding mission, vision and how athletics relates to District wide goals



# What the Program is Not Designed to Accomplish!

- **The CIAC program evaluation is not an evaluation of a coach or a specific interscholastic sport.**
- **It is not designed to evaluate the role of the athletic director or school administration.**



# 5 Standards of an Exemplary Interscholastic Athletic Program

## **STANDARD I**

### **PROGRAM GUIDING PRINCIPLES**

The athletic program has developed a mission statement that clearly defines what the school/program is seeking to achieve and delineates the expectations of the program for student-athletes, coaches, school administration, parents, and the community. The expectations of the athletic program are the fundamental goals by which the school assesses the effectiveness of the athletic program and services provided.

## **STANDARD II**

### **PROGRAM CURRICULUM**

The athletic program has developed and implemented programs, activities and curricula that enable the school to achieve its athletic mission and expectations. Embedded in this standard, in addition to sport specific skill development and the promotion of academic achievement, are the teaching and endorsement of sportsmanship, character development, ethics, values, living a healthy and drug-free lifestyle and appropriate behavior for all student-athletes, coaches, parents, and spectators.

## **STANDARD III**

### **PROGRAM RESOURCES AND EQUITY**

The athletic program is provided sufficient support and resources by its governing body and the community to assure the achievement of the athletic mission and expectations. Equitable resources, facilities, and opportunities are afforded to all student-athletes and sports programs including intramural programs for students not involved in interscholastic sports. The athletic program is in compliance with all state and federal mandates.



# 5 Standards of an Exemplary Interscholastic Athletic Program

## **STANDARD IV** **PROGRAM ADMINISTRATION**

**The athletic program has the administrative structure, policies, procedures, and personnel in place to allow for the attainment of the athletic mission and expectations. The program encourages the active involvement of coaches, student-athletes, parents, booster clubs, and the community in decision-making to promote an atmosphere of participation and ownership. The accomplishments of the program, the student-athletes and the coaches are regularly acknowledged and celebrated. The program has a clearly defined formative and summative personnel evaluation plan in place which is designed to enhance the professional growth of all coaches. The athletic program promotes and supports all CIAC regulations and by-laws including those of the National Federation of State High Schools and is in compliance with all state and federal statutes.**

## **STANDARD V** **PROGRAM AND PLAYER EVALUATION**

**The athletic program has an ongoing program evaluation procedure in place designed to measure the department's success in achieving its mission and expectations and the developmental skill growth of each student-athlete. The skill growth of athletes is formally assessed at the end of each season and improvement plans are co-developed by the coach and athlete. The athletic department reports its progress in meeting its mission and expectations to the school administration and develops action plans for improvement.**



# The Process

- Formed the self-study committee
- Completed the surveys
- Conducted focus groups
- Completed self-study
- Two-day evaluation team site visit
- Report submitted to school/athletic administration
- Addressing the recommendations – two year follow-ups



# Commendations - Program Guiding Principals Ashland High School

1. The emphasis that is placed on academic achievement. Ashland High School provides a positive environment for students to succeed academically and athletically,
2. The Ashland High School community for cultivating an environment where student-athletes and those who do not participate in athletics have developed a mutual respect and appreciation for the talents that each contributes to Ashland High School.
3. The progress being made to align the vision of the athletic department with that of the district.
4. The Ashland High School administration and athletic department for promoting policies that stress the importance of sportsmanship, respect, and appropriate behavior between and among all constituents involved in the athletic program as noted in the statement of philosophy and the mission statement in the Ashland High School Student-Athlete Parent Handbook.



# Recommendations - Program Guiding Principals

## Ashland High School

1. Ensure all constituents understand the mission statement and its core values and beliefs as well as how it aligns with the school's mission.
2. Read and discuss the mission at pre-season meetings, award ceremonies and booster club meetings; post the athletic mission statement in all indoor and outdoor athletic venues and all publications to increase familiarity and understanding of the department's goals.
3. Continue to align the vision of the athletic department so that it is in complete alignment with the vision established by the superintendent and the school committee, and continue to work toward the goal of ensuring that the vision and mission of the athletic department is implemented in a manner which is consistent with the mission of the district.
4. Update and revise the mission statement in all documents in a timely fashion so there is a consistent, clear and focused message that is shared with all constituents.
5. Create a schedule for biannual review and revision of the athletic mission statement that ensures the mission remains reflective of the values and beliefs of all constituents. Be certain that student-athletes, parents, coaches, and administrators are offered the opportunity through surveys, focus groups, and advisory councils to provide appropriate input during the process.
6. Establish policies and procedures that assure that the mission and expectations of the athletic department are the basis upon which all decisions are made.



# Commendations - Program Curriculum

## Ashland High School

1. The athletic director and the school administration for promoting a climate and culture where student-athletes, coaches and spectators demonstrate good sportsmanship, respect, and other positive values.
2. The athletic director for developing student-athlete/parent handbook that is a comprehensive and informative guide for students, parents, and coaches.
3. The efforts of the varsity football coaches to provide instruction and information, as well as a collaborative and positive relationship with the community youth programs of Ashland.
4. The efforts of the coaches and the athletic department to promote a positive program that encourages multi-sport participation.
5. The athletic department for providing leadership and sportsmanship training opportunities for student-athletes.
6. The efforts of the athletic director to promote sportsmanship, leadership, development of healthy lifestyles and ethics for all student-athletes and coaches.
7. The Ashland High School student-athletes and members of the athletic department for earning the MIAA Sportsmanship Award for the past two school years.



# Recommendations - Program Curriculum

## Ashland High School

1. Develop a formal mandatory process that assures that students and parents have received and read the student-athlete handbook.
2. Provide resources and training for all members of the athletic department to develop an athletic curriculum articulated and implemented in all athletic programs.
3. Create and implement a plan to provide written documents that articulate sport specific skill development in all athletic programs.
4. Design and implement articulated and aligned curriculum units on: sportsmanship, ethics, values, behavior, leadership, and the development of healthy lifestyles.
5. Design and implement, in coordination with the school counseling department, a formal process to monitor and support the academic progress of student-athletes by all coaches, including those who do not teach at the school.
6. Create a formal policy statement that promotes the benefits of multi-sport student-athletes for the athletic department.
7. Develop formalized documents and procedures to recognize and award student-athlete academic achievement.
8. Develop formal procedures that assure all coached acquire and maintain appropriate MIAA coaching certification credentials.



# Commendations - Program Resources & Equity Ashland High School

1. The pride and support for the Ashland High School athletic programs in both the school and the community.
2. The support for the athletic program from the Clocker Club and its efforts in funding banquets and various team needs.
3. The efforts of the athletic director to provide equity for all teams when allocating funds.
4. The number of multi-sport athletes.
5. The efforts of the athletic director to institute a uniform replacement cycle.
6. The efforts of the athletic director to guarantee equal use of facilities.
7. The number of athletic programs available to students.



# Recommendations- Program Resources & Equity

## Ashland High School

1. Institute a Title IX review process and develop a plan for addressing inequities.
2. Ensure that the booster club has guidelines for how the organization will function to include an accounting process and financial reports.
3. Implement plans for a general end-of-season ceremony that would bring teams together to celebrate the accomplishments of all student athletes.
4. Investigate ways to incorporate intramurals into the athletic program.
5. Formalize the job responsibilities for the maintenance of the facilities. Create a clear understanding of the role of the Facilities Department, Department of Public Works and high school personnel in maintaining athletic fields.
6. Institute a procedure to maintain an accurate inventory of all uniforms and equipment.
7. Expand the pep rally program to include winter and spring sports.
8. Involve all stakeholders by seeking their input as part of the budget planning process.
9. Address the issue of transportation for the alpine ski team.



# Commendations- Program Administration Ashland High School

1. The athletic director for the positive culture and environment that is evident throughout the school.
2. The athletic director for his visibility and supervision of the athletic program.
3. The athletic director for his interaction with students, coaches, and parents.
4. The athletic program provides a wide variety of sports offerings in order to maximize student participation.
5. The athletic director for promoting sportsmanship and proper spectator behavior resulting in good behavior by the student-athletes and fans at contests.
6. The athletic director for the clear articulation and reinforcement of policies and regulations throughout the department and programs.
7. The great spirit of pride, achievement and respect for the athletic department that is felt by the students and community.



# Recommendations- Program Administration

1. Increase the levels of assistance to the athletic director by providing full-time clerical support dedicated solely to the operation of the athletic department.
2. Create a coaches' handbook that outlines the expectations of their role and overall duties, school and athletic department policies and process by which they will be evaluated.
3. Develop a captains' leadership training program for each of the teams with a captains' council for in-season sports.
4. Establish an induction program for new coaches.
5. Create and publish a uniform rotation cycle to ensure equity in replacement of team uniforms.
6. Establish and Emergency Action Plan for athletics so that expedient action is taken in order to provide the best possible care to sport participants and spectators in an emergency.
7. Establish a risk management manual for high school coaches and the athletic director.
8. Establish an end-of-season activity that celebrates the achievements of the entire department



# Commendations- Program & Player Evaluation

1. The feeling that participation in athletics at Ashland High School is a positive experience as evidenced by the statements of coaches, student-athletes, and the parents that were interviewed.
2. The availability of having a competent and qualified administrative assistant to support the director of athletics in managing the responsibilities of the athletic department.
3. The creation of a comprehensive evaluation form that will be implemented for the evaluation of coaches.
4. The academic support provided to student-athletes by faculty, guidance department, and coaches.



# Recommendations- Program & Player Evaluation

1. Form an athletic advisory committee composed of representatives of all of the department's constituent groups in the athletic community to provide an opportunity for their input and to share with them information that includes the successes of individual student-athletes and teams. This committee should be advisory in nature and should provide input to the development and on-going review of the department's mission statement and the athletic director's annual report.
2. An annual report that outlines the department's successes and challenges in meeting the goals of the mission statement should be prepared by the athletic director. The report should be shared with the board of education and the entire athletic community.
3. Implement a mandatory sport specific pre- and post-season assessment that is designed to provide student-athletes with an assessment of their individual skills that includes strategies to support their skills and fitness development.