



NOVATO  
**UNIFIED**  
SCHOOL  
DISTRICT

# Athletic Coaches' Procedural Handbook 2022 - 2023

Board approved: May 17, 2022

## **COACHES' PROCEDURAL HANDBOOK ACKNOWLEDGEMENT FORM NUSD CODE OF ETHICAL CONDUCT**

The District shall implement the following listed standards of ethical conduct for each temporary, probationary, permanent, contracted employee (e.g., athletic trainer), of the District who provides supervisory and instructional services in interscholastic athletic programs and activities. Such persons providing service shall:

- Show respect for players, parents, other coaches, and staff.
- Respect the integrity and judgment of the game officials.
- Establish and model fair play, sportsmanship, and proper conduct during practices/contests and in the community.
- Establish player safety and welfare as the highest priority. If there is any question as to the extent of an injury, a physician must be consulted, and a written release obtained.
- Provide proper supervision of student-athletes while under the coach's direction.
- Establish a program that does not allow any type of verbal or physical harassment amongst players or opponents.
- There shall never be any hazing activities among the team.
- Use discretion and proper language when providing constructive criticism and when reprimanding players – use of profanity is unacceptable.
- Understand the proper administrative chain of command and refer all requests or grievances through proper channels, i.e., equipment purchases, fundraising, program funding, eligibility, etc.
- Consistently require all players to adhere to the established rules and standards of the game.
- Properly instruct players in the safe use and care of equipment and uniforms.
- Ensure all uniforms/equipment are returned in good condition at the conclusion of each season.
- Not recruit student-athletes from other schools.
- Not to influence elementary and middle school students outside of your residential attendance area.
- Not exert undue influence on a student-athlete's decision to enroll in a particular athletic program at a public or private postsecondary educational institution.
- Not suggest, provide, or encourage any athlete to use non-prescription drugs, anabolic steroids, or any substance to increase physical development or performance that is not approved by the U.S. Food and Drug Administration, U.S. Surgeon General, or the American Medical Association.

Examples of prohibited employee behaviors with students include, but are not limited to:

- Intentional embarrassment of students
- Sharing confidential information with students
- Accepting gifts or favors that might impair or appear to impair professional judgment
- Flirting and/or engaging in sexual relationships with students
- Discussing their personal life or personal matters inappropriately with students
- Making personal telephone calls, writing personal notes, writing personal emails, writing a personal text or instant text messages or writing personal blog notices to students that are unrelated to school business

- Referring students to web pages that portray inappropriate or unprofessional images or behavior
- Meeting with a student off campus if the meeting is unrelated to school business
- Sexually harassing a student

If an employee is concerned about the appropriateness of a contact with a student, the employee is advised to confer with their supervisor for guidance. Employees who violate this policy may be subject to discipline.

I have read the NUSD Coaches' Procedural Handbook and understand that this handbook represents the philosophy and rules of interscholastic athletics established by the Board of Education of the Novato Unified School District. My signature represents my agreement to abide by Code of Ethical Conduct as well as all of the requirements listed in the NUSD Coaches' Procedural Handbook.

Date \_\_\_\_\_

Signature \_\_\_\_\_

Sport \_\_\_\_\_

Print Name \_\_\_\_\_

**Please print page, sign and turn in to your Athletic Director prior to the start of your season of sport.**

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# **I. PHILOSOPHY, GUIDELINES AND BASIC OBJECTIVES**

## **A. Statement of Purpose**

The Governing Board of the Novato Unified School District recognizes that the athletic program enhances students' feelings of connectedness with the schools and helps to build a positive school climate. The athletic program also promotes the physical, social, and emotional wellbeing and character development of participating students. The district's athletic program is designed to meet student interests and abilities and is varied in scope to attract wide participation. The district encourages and supports student participation in the athletic program without compromising the integrity and purpose of the educational program. (BP 6145 Extracurricular and Co-curricular Activities) The NUSD Board of Trustees recognizes that athletic participation is a privilege granted to all students who voluntarily accept the rules and regulations outlined in the Board Adopted Student-Athlete and Parent Handbook. Enforcement of the athletic code is the responsibility of the school, coaches, parents, and athletes. The objectives of these programs must conform in every respect to the general objectives of the Student-Athlete and Parent Handbook, the emphasis in athletics is upon the development of competitive spirit, safety, inclusiveness, fairness, diversity, sportsmanship, self-discipline and athletic skills. The primary goal of all the programs is to provide a positive experience for student athletes, their families, and the community. As such, district employees will focus on inclusive practices that emphasize a priority of good communication. However, they are also vitally concerned with the promotion of pride and loyalty within the student body and with providing opportunities for wholesome school community relations.

### **Non- Discrimination**

The district's athletic program shall be free from discrimination and discriminatory practices prohibited by state and federal law including, but not limited to, fans or student-athletes taunting opposing athletes or fans with sexual or racial provocations, and the use of any racially derogatory or discriminatory school or athletic team name, mascot, or nickname. No individual or group shall, through physical, written, verbal, visual, or other means, harass, sexually harass, threaten, intimidate, cyberbully, cause bodily injury to, or commit hate violence against any student or school personnel, or retaliate against them for filing a complaint or participating in the complaint resolution process.

The Superintendent or designee shall ensure that equivalent athletic opportunities are provided for males and females and that students are permitted to participate in athletic activities consistent with their gender identity. [BP 6145.2](#)

The Novato Unified School District prohibits, at any district school or school activity, discrimination, harassment, including sexual harassment, intimidation, and bullying, based on actual or perceived race, color, ancestry, nationality, national origin, immigration status, ethnic group identification, ethnicity, age, religion, marital status, pregnancy, parental status, physical or mental disability, sex, sexual orientation, gender, gender identity, gender expression, or genetic information, or association with a person or group with one or more of these actual or perceived characteristics. This shall apply when applicable, to interns, volunteers, and job applicants.

For questions, concerns or complaints, please contact Human Resources; 1015 Seventh Street, Novato, CA 94945; (415) 897-4220; [uniformcomplaint@nUSD.org](mailto:uniformcomplaint@nUSD.org)

## **B. Athletic Guidelines – Sportsmanship**

Participation in the athletic program requires adherence to the highest standards of good sportsmanship. Aspects of good sportsmanship include ensuring fairness in competition and exhibiting respect for the people and institutions associated with athletic contests. In order to promote fairness in competition, the following 16 principles of State CIF promoted “Pursuing Victory with Honor” have been adopted by the NUSD Board of Education. Coaches and athletes of this district will be required to comply with the rules of each sport and to ensure that fairness in competition is not limited by their actions in any way.

1. The essential elements of character building and ethics in CIF sports are embodied in the concept of sportsmanship and six core principles: trustworthiness, respect, responsibility, fairness, caring, and good citizenship. The highest potential of sports is achieved when competition reflects these “six pillars of character.”
2. It is the duty of school boards, superintendents, school administrators, parents and school sports leadership – including coaches, athletic administrators, program directors, and game officials – to promote sportsmanship and foster good character by teaching, enforcing, advocating and modeling these “six pillars of character.”
3. To promote sportsmanship and foster the development of good character, school sports programs must be conducted in a manner that enhances the academic, emotional, social, physical and ethical development of student-athletes and teaches them positive life skills that will help them become personally successful and socially responsible.
4. Participation in school sports programs is a privilege, not a right. To earn that privilege, student-athletes must abide by the rules and they must conduct themselves, on and off the field, as positive role models who exemplify good character.
5. School boards, superintendents, school administrators, parents and school sports leadership shall establish standards for participation by adopting and enforcing codes of conduct for coaches, athletes, parents and spectators.
6. All participants in high school sports must consistently demonstrate and demand scrupulous integrity and observe and enforce the spirit as well as the letter of the rules.
7. The importance of character, ethics and sportsmanship should be emphasized in all communications directed to student-athletes and their parents.
8. School boards, superintendents, school administrators, parents and school sports leadership must ensure that the first priority of their student-athletes is a serious commitment to getting an education and developing the academic skills and character to succeed.
9. School boards, superintendents, principals, school administrators and everyone involved at any level of governance in the CIF must maintain ultimate responsibility for the quality and integrity of CIF programs. Such individuals must assure that education and character development responsibilities are not compromised to achieve sports performance goals and that the academic, social, emotional, physical and ethical wellbeing of student-athletes is always placed above desires and pressures to win.

10. All employees of member schools must be directly involved and committed to the academic success of Student-athletes and the character-building goals of the school.
11. Everyone involved in competition including parents, spectators, associated student body leaders, and all auxiliary groups have a duty to honor the traditions of the sport and to treat other participants with respect. Coaches have a special responsibility to model respectful behavior and the duty to demand that their Student-athletes refrain from disrespectful conduct including verbal abuse of opponents and officials, profane or belligerent trash-talking, taunting and inappropriate celebrations.
12. School boards, superintendents, and school administrators of CIF member schools must ensure that coaches, whether paid or voluntary, are competent to coach. Training or experience may determine minimal competence. These competencies include basic knowledge of: 1) the character-building aspects of sports, including techniques and methods of teaching and reinforcing the core values comprising sportsmanship and good character; 2) the physical capabilities and limitations of the age group coached, as well as first aid; and 3) coaching principles and the rules and strategies of the sport.
13. Because of the powerful potential of sports as a vehicle for positive personal growth, a broad spectrum of school sports experiences should be made available to all of our diverse communities.
14. To safeguard the health of athletes and the integrity of the sport, school sports programs must actively prohibit the use of alcohol, tobacco, drugs and performance enhancing substances, as well as demand compliance with all laws and regulations, including those related to gambling and the use of drugs.
15. Schools that offer athletic programs must safeguard the integrity of their programs. Commercial relationships should be continually monitored to ensure against undue influence of commercial interest. In addition, sports programs must be prudent, avoiding undue dependence on particular companies or sponsors.
16. The profession of coaching is a profession of mental and physical dimensions of their sport. Coaches, through words and example, must also strive to build the character of their athletes by teaching them to be trustworthy, respectful, responsible, fair, caring and good citizens.

Any coach who is unable to comply with these standards must understand their opportunity for employment may be suspended or terminated.

### **C. Objectives of Participation**

The general objectives of the athletic programs at the secondary schools of the NUSD are outlined below:

1. To provide a positive image of school athletics.
2. To strive for the excellence that will produce winning teams within the bounds of good sportsmanship.
3. To expose students to a wide variety of social situations that will enable them to develop the positive qualities of sportsmanship, cooperation, loyalty, leadership and self-discipline.

4. To develop athletic skills and abilities to their fullest potential and an appreciation for athletics and competition.
5. To provide a rallying point for the student body through which it may develop pride and loyalty.
6. To develop respect for coaches, teammates, opponents, and officials.
7. To demonstrate the social competence of operating within a set of rules, thus gaining a respect for the rights of others, and an understanding that penalties follow rule violations.
8. To stimulate a desire to maintain high scholastic standards.
9. To formulate desirable habits of hygiene and sanitation.
10. To develop concepts of goal attainment through hard work and rigorous self-discipline, and to provide a vehicle for the development of an interest in curricular and extracurricular school programs and for post- secondary educational opportunities.

## **II. COACHES' PROFESSIONAL, PERSONAL RELATIONSHIPS AND EXPECTATIONS**

There is a definite need for precise criteria to measure coaching accomplishments within the framework of the athletic program. Although each member of the coaching staff should make every effort to conduct a program that emphasizes excellence as a goal, no coach should be made to feel that their job depends strictly upon their win-loss records. Rather, competency will be evaluated on the basis of ability to teach the skills and knowledge that relate to a sport, the ability to develop positive attitudes, and the ability to properly manage or assist in the management of a sports program.

The following are major performance areas:

### **A. Rapport**

A coach must be able to develop a good rapport with any number of individuals and groups: team personnel, student body, school staff, community as a whole, spectators, officials, fellow coaches in the league, media representatives, and the parents. Good rapport and an image of competency are invaluable for the coach.

## **B. Cooperation**

The district expects a maximum of give and take between all individuals associated in any degree with the athletic program. Coaches must work hand in hand with their athletic director, principal and other members of their staff toward the goals of the athletic department.

## **C. Leadership**

Diligence, enthusiasm, honesty, and love for the game are all part of the professional pride that should be exhibited by any coach. Personal appearance and dress should be appropriate. Dress attire should be suitable for practice, following practice schedules, and building positive attitudes are very important. Actively teach/model sport-specific decorum and etiquette.

## **D. Discipline**

Every facet of discipline is the coach's responsibility. Individually, the coach becomes a model of all that the program represents – observation of school codes, training rules, rules of the game, ideals of good sportsmanship, behavior of participants throughout the season – at home and away, and the conduct of the crowd – especially where the student body is concerned. A desire to do well, to win with modesty, to lose with dignity, should be emphasized.

## **E. Improvement**

A coach is encouraged to take advantage of opportunities presented for self-improvement. Attendance at rules clinics, special workshops, clinics in specific fields, and similar in-service training programs is important (prior approval required).

## **F. Behavior/Speech Provisions – And Relationship to Social Media BP 4040**

Coaches should be respectful of team members, school administrators, coaches, students, and parents at all times. Coaches are expected to maintain a positive attitude acceptable for the environment. Administrators may take appropriate corrective action where speech, conduct or electronic acts by a coach have a disruptive or detrimental effect:

- Whether taking place during a team related or school related activity
- Whether taking place on or off of school grounds
- If seriously threatens the discipline, environment, safety or general welfare of any member of the school community.

## **G. Coaches Pre-Season Orientation**

At the beginning of every season, the coaches of each team will participate in a **mandatory** pre-season coaches orientation. The preseason orientation provides a forum for coaches and school activities staff to openly discuss a variety of issues, such as sportsmanship, school policy. Rules and laws, school culture and administrative expectations. These meetings represent an extraordinary opportunity to lay the groundwork for real collaboration towards healthier high school students and strong schools and communities.

### III. LEGAL RESPONSIBILITIES OF THE COACH

#### A. NUSD Human Resources Requirements

The following documents and certifications are required:

	Varsity Coach	JV/Frosh/Assistant Coach	Volunteer
Sign Coaches' Handbook	✓	✓	✓
<a href="#">LiveScan Fingerprints</a>	✓	✓	✓
ASCC DOJ Clearance	✓	✓	✓
TB Test	✓	✓	✓
<i>No adult may work in any capacity with students without all of the above complete.</i>			
Payroll Paperwork	✓	✓	
Coaching Principles Course	✓	✓	
First Aid/CPR Certification	✓	✓	
Concussion in Sports Course	✓	✓	
Heat Illness Prevention Course	✓	✓	
Sudden Cardiac Arrest Course	✓	✓	
Pre-Season All-Coaches Meeting	✓	✓	
Pre-Season MCAL Meeting	✓		
Post-Season Evaluation with AD	✓		
Post-Season MCAL Meeting	✓		
Post-Season Evaluation with Head Coach		✓	
Attend Post-Season Awards Night	✓	✓	

## **B. Supervision**

Coaches must be where the athletes are. They must provide appropriate supervision of athletes while engaged in all aspects of athletic activity as well as supervision for a reasonable period of time before/after the athletic activity including in locker rooms.

## **C. Technique Instruction**

Athletes must be instructed in proper sport specific techniques by qualified coaches who emphasize safe techniques, risk prevention, progression of skills and multiple methods of instruction (handbook, demonstration, and practice).

## **D. Warnings**

Athletics, by their very nature, pose a risk of a participant being seriously injured. Injuries could include, but are not limited to, fractures, unconsciousness, paralysis, disfigurement, head injuries and possibly death. It is your responsibility to assure that students and parents have signed the Family ID form.

## **E. Safe Playing Environment**

All personnel should inspect the athletic venues and report any observed hazards immediately. Event security measures should be planned and implemented. Requests for improvements should be made immediately following a season and before the subsequent season.

## **F. Protective Equipment**

Appropriate, properly fitted equipment of adequate quality should be provided. The criteria for distribution and instruction for use should be safety focused. Coaches should enforce consistent use of safety equipment.

## **G. Evaluating Conditioning**

Coaches must provide adequate cardio and strength conditioning as well as progression of skills and experiences for their athletes to safely participate in the sport. Coaches must also take preventive measures regarding use of performance enhancing drugs and supplements.

## **H. Evaluating Injury/Incapacity**

Coaches should recognize signs of sports injuries and incapacitating conditions. Proper procedures should be in place for decisions regarding when an athlete is allowed to return to action from an injury. Athletes returning from a concussion **MUST** have a written clearance from a physician. Coaches must not exercise excessive coercion for an athlete to participate. Coaches must have a valid CPR/First Aid certificate and must have the First Aid Kit at all practices and events. Injuries that impact an athlete's ability to practice/compete must be immediately reported to the Athletic Trainer.

## **I. Matching/Equating Athletes**

The coach must exercise reasonable care to match and equate athletes for safe participation based on size, skill level, age, strength, experience, and incapacitating conditions.

## **J. Medical Assistance**

Athletics personnel must provide immediate medical assistance in the event of an injury or other medical crisis. Appropriate medical equipment must be on hand including a First Aid Kit, AED, etc.

## **K. Emergency Response Plan**

Athletic personnel should have ready and be able to activate an effective medical response plan. Coaches should always carry medical treatment consent forms at practice and contests. Coaches should know how to access 911 and the address of the site as well as the closest cross-street or location at the venue. One emergency drill will be conducted per season to be scheduled by the Athletic Director.

## **L. Safe Transportation**

When no bus is provided for athletic transportation, only cleared drivers (parents/coaches or otherwise) may transport student-athletes.

## **M. Insurance Disclosure**

The school does not have a duty to provide insurance coverage, but it is responsible for communicating clear and accurate information about the extent of coverage provided to student-athletes (or the lack thereof).

## N. Duty of Care

A coach may be found to have breached a “duty of care” to an athlete only if the coach intentionally injures the student or engages in conduct that is reckless in the sense that it is “totally outside the range of the ordinary activity” involved in the sport (Kahn v. Eastside UHSD). Based on the analysis set forth in Kahn, the type of conduct that could be deemed to be reckless includes the following:

- 1.9. Encouraging an athlete to return to a contest after the student has suffered concussion like symptoms.
- 1.10. Using taunts or ridicule to “push” a reluctant athlete to perform an activity not previously performed, under circumstances where injury could occur as a result of attempting to perform the activity when not prepared to do so.
- 1.11. Requiring an athlete to practice in extreme heat or weather conditions without adequate hydration.
- 1.12. Requiring an athlete to complete an activity after they report being in pain.

## IV. RESPONSIBILITIES OF THE COACH FOR STUDENTS/ PARENTS/AGENTS NOT IN YOUR ATTENDANCE AREA

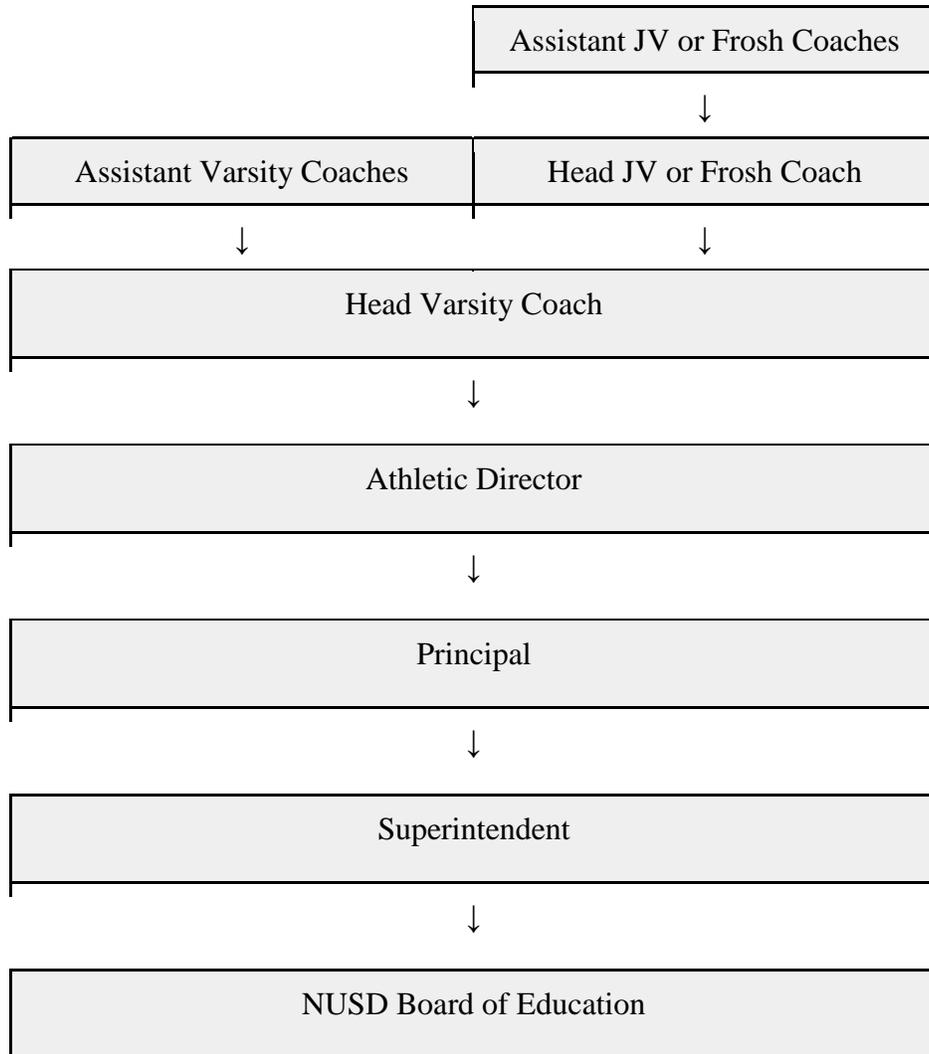
1. All high school coaches will inform parents and students that participation on any youth team is not a guarantee that participants will be able to attend a particular high school. Students are assigned to attend the high school in their residence attendance area.
2. Refer parents to the district website or high school registrar to confirm residency.
3. **COACHES: DO NOT** engage in any conversation regarding residency other than the referral to the district website or High School Registrar.
4. Questions to ask and responses to provide: **“Are you currently living in our attendance area or have you recently moved with your family into our attendance area?”**
  - a. If the answer is “I don’t know” refer them to the district website or High School registrar.
  - b. If the answer is “No,” terminate the conversation by referring them to your High School registrar.
  - c. If the answer is, “We are going to/thinking about/planning to move,” refer them to your High School Registrar.
  - d. If the answer is “Yes,” then you may answer any questions.
5. Penalty: All NUSD High School Coaches who work with youth programs, club, or Parks & Recreational Programs where elementary and middle school students are involved who do not follow the NUSD Board Adopted regulation “IV. Responsibilities of the Coach for Students/Parents/Agents not in your Attendance Area” will have progressive discipline which may include a letter of warning or reprimand placed in their site file to be reviewed at the end of the season by the Athletic Director when the

“Head Coach Professional Performance Assessment” is conducted. At the completion of this evaluation process any disciplinary action will be part of the “Summative Evaluation” as well as the recommendation for continued employment. Ongoing issues that are not resolved will be referred to the office of secondary education by the principal.

## V. ORGANIZATIONAL CHART

Adherence to proper channels of communication is necessary in order to assure adequate program coordination and conduct. The following organizational chart describes the official “chain of command” of the athletic department. Build trusting relationships with your school’s administration. Mutually agree upon your job description with your Athletic Director.

**MAKE SURE YOUR PRINCIPAL AND ATHLETIC DIRECTOR ARE NEVER SURPRISED!**



## **VI . EMERGENCY INJURIES**

### **A. Emergency Injury Procedures**

1. The Head Coach/Athletic Trainer must fill out and sign an accident report and turn it in to the Athletic Director by the following school day. (if outside immediate assistance is needed)
2. Each coach is expected to have the emergency information forms in their possession.
3. When an injury occurs, follow these procedures:
  - a. Give first aid as needed. Use American Red Cross procedures. When in doubt, call 911. If you are using a District phone, call 9911
  - b. When a student-athlete is transported by ambulance, a coach or adult designee must accompany or follow up if possible with him/her.
  - c. Call parent – refer to emergency information form when parent cannot be contacted. Every coach must have this form in their possession and be available anywhere for everyone connected with their team.
  - d. Student-athlete should be turned over to parent, relative or adult designee as indicated on the Emergency Information form. If none are available, the coach is to be considered as the parent in absentia. The coach is responsible to make sure the student-athlete receives reasonable and prudent treatment.
  - e. Accident report forms must be filled out, signed and returned to the Athletic Director's office by the following school day.
  - f. A student-athlete who receives medical treatment from a doctor must have a written clearance to resume athletic participation.

## **VII. ATHLETIC FIELD TRIP BASIC RULES**

1. A school district employee (coach) must supervise any field trip.
2. All students must have an emergency form, signed by their parent(s), prior to leaving.
3. The chaperone (coach) must take roll. A record must be with the chaperone on the field trip and with the Attendance Office prior to the trip departure.
4. All field trips must be approved by the site administrator.
5. The chaperone (coach) is required to check that all drivers are NUSD Board Approved Drivers for the given academic year (AR 3541.1). Novato Unified School District buses do not need to be checked.

## VIII. DISTRICT MANDATED PRACTICE, FIRST GAME, AND END OF SEASON PROCEDURES

### A. CIF & AB 2127 New Practice & Full Contact Rules

For the benefit of the physical and mental health of our student athletes all practices (as defined herein under the auspices of the high school athletic program during the season of sport shall be conducted under the following conditions:

- All teams will be allowed no more than eighteen (18) hours of practice time per week and no more than four (4) hours in any single day.
  1. Multiple practice sessions:
    - a. Double day practices shall not be held on consecutive days
    - b. Must include minimum of three (3) hours rest between practices.
  2. 2. Golf Only:
    - a. 1.12.1. In the sport of golf only, a team is allowed a maximum of two (2) days per week of 18 hole practice rounds. (Counts as four (4) hours)
    - b. Any competition day would count as three (3) hours toward the allowable weekly and daily hours no matter the length of the contest.
- Definition of Practice
  1. Any school or team or individual activity organized by the coach that is intended to maintain or improve a student-athletes skill and proficiencies in a sport: AND/OR
  2. Any school team or individual activity that includes skill drills, game situation drills, inter-squad scrimmages or games. Weight training, chalk talks, film review, meetings outside of school time (excluding parent meetings) that are implicitly required by the coach; AND/OR
  3. Any other coach directed or supervised school team or individual activity or instruction for a specific (private, small group or positional instruction, etc.) AND/OR
  4. Any other team or individual instructing for a specific sport organize or supervise by any team member or anyone else associated with the high school athletic program, team or school; AND
  5. Outside organization activity (club, etc.) shall not be used to circumvent these bylaws.
  6. Other mandatory activities (including, but not limited to study hall, tutorial sessions, team dinners), shall not be considered part of practice time. These activities must be approved by the principal. Activities that would be included herein are exclusive to any activity already covered in the full text of the bylaw.

## **B. Procedure Prior to First Practice**

### **Coaches must ensure that before practice begins:**

- Every student-athlete has completed the following forms as verified by the Athletic Director: Physician's Clearance form dated after June 1, Family ID Registration, and Impact Baseline Concussion test. **Approval will be reported through Family ID only.**
- Every student-athlete is scholastically eligible as verified by the Athletic Director. **Grade Eligibility will be reported through Family ID.**
- Practice times and location(s) are submitted to the Athletic Director. The Athletic Director will maintain copies in the Administration Office.
- Any transportation requests have been submitted to the Athletic Director.

## **C. Procedure Prior to First Contest**

### **Things to do:**

- Issue uniforms and equipment and keep detailed records of all assigned equipment.
- Submit a preliminary and final roster prior to the first contest.
- Read through Field Trip Basic Rules, and make sure all emergency forms are in your possession.
- Make sure all team drivers are cleared through district office of Business Services.

## **D. Procedure After Season is Over**

### **Inventory of Equipment:**

- Head Varsity Coaches shall submit their athletic inventories to the Athletic Director within three weeks of the end of the season or at their post-season evaluation conference.
- All uniforms shall be marked for permanent identification.
- Head Varsity Coaches will be responsible for the care and storage of athletic equipment and uniforms for their entire program.
- During the season, all equipment shall be secured in the proper storage areas after each contest or practice. Within the three-week inventory period at the season's end, all equipment and uniforms shall be cleaned and stored in the designated area until the following year. (Inventory forms are available in the Athletic Director's office.)
- Charge slips on any late, damaged, or lost equipment should be filled out and submitted to the Athletic Director within the three-week period at the season's end. (Charge slip forms are available in the Athletic Director's office.)

## **SPECIFIC JOB DESCRIPTIONS**

- Head Varsity Coach
- Head JV/Freshman & Assistant Coaches'

### **HEAD VARSITY COACH JOB DESCRIPTION**

1. Serve as liaison between their staff and the Athletic Director.
2. Has a thorough knowledge of the Rules and By-Laws of the California Interscholastic Federation, the League, and the Novato Unified School District as they pertain to their sport, including the clearance of all staff members and student-athletes.
3. Understands the proper administrative chain of command and refers all requests or grievances through proper channels. Is aware of all public/staff/departmental meetings that require attendance.
4. Establishes the fundamental philosophy, skills and techniques to be taught by the staff. Designs conferences, clinics and staff meetings to ensure staff awareness of the overall program.
5. Trains and informs staff and encourages professional growth by promoting clinic attendance.
6. Delegate's specific duties, not to include co-head coach designation, supervises implementation, and at season's end, analyzes staff effectiveness and evaluates all assistants.
7. Maintains discipline, mediates grievances, and works to increase morale and cooperation.
8. Assists/provides the Athletic Director in scheduling, providing transportation needs and requirements for tournaments and special sports events.
9. Assists in the necessary preparation for scheduled home sports contests or practices and adheres to scheduled facility usage times.
10. Coordinates facility needs/repairs with maintenance and school employees.
11. Provides proper safeguards for maintenance and protection of assigned equipment.
12. Recommends policy, method, or procedural changes to the Athletic Director.
13. Creates a written document that explains the requirements and expectations pertaining to their sport and maintains a signed acknowledgement and acceptance of all parties concerned prior to participation.
14. Monitors the grades and conduct of their athletes.
15. Provides assistance, guidance, and safeguards for each participant by their presence at all practices, games, while traveling, and when returning from off-campus.

16. Completes paperwork on all disabling athletic injuries on proper forms and submits to the Athletic Trainer by the next school day.
17. Directs student managers, assistants and statisticians.
18. Determines discipline, delineates procedures concerning due process when the enforcement of discipline is necessary, and contacts parents when a student is suspended, dropped or becomes ineligible.
19. Actively leads fundraising efforts and maintains a positive team balance at the end of each school year. Participates in the budgeting process with the Athletic Director by submitting needs for the next season.
20. Recommends/selects equipment and uniforms within budget appropriations.
21. Is accountable for all equipment in their program (Varsity, JV, and Freshman) and submits notification to the Athletic Director for any equipment lost, damaged, not returned, or returned after the due date.
22. Arranges for issuing, storing, reconditioning of equipment, and submits annual inventory.
23. Properly marks and identifies all equipment before issuing or storing.
24. Secures all doors, lights, windows, and locks and stores all equipment before leaving a building or area. Supervises locker room area before and after practice.
25. Instills in each player a respect for equipment and school property, its care and proper use.
26. Responsible for maintaining good public relations with news media, parents, officials, volunteers and fans.
27. Responsible for reporting scores and information after every home contest to the local newspapers and regional newspapers when appropriate. Statistics required by local media, league representatives and MaxPreps will also be the responsibility of the head coach. These duties may be delegated.
28. Head Coaches in football are responsible for having written contracts for non-league games with opposing schools.
29. Responsible for arranging for substitutes because of athletic events with the Principal's secretary or the Athletic Director as soon as possible.
30. Understands that all drivers must be NUSD Board approved drivers for the given academic year (AR3541.1). Drivers must be at least 25 years of age.
31. Guarantees that all District equipment, including district vehicles, is used for official school business only and is operated safely.
32. Nominates athletes for relevant awards and is present at Seasonal Sports Awards Nights.
33. Performs other duties which may be assigned by the Athletic Director or Principal.

## **HEAD JV/FRESHMAN AND ASSISTANT COACHES' JOB DESCRIPTION**

1. Serve as liaison between their staff and the Head Varsity Coach.
2. Has a thorough knowledge of the Rules and By-Laws of the California Interscholastic Federation, the League, and the Novato Unified School District as they pertain to their sport.
3. Understands the proper administrative chain of command and refers all student and parent requests or grievances through proper channels. Is aware of all public/staff/departmental meetings that require attendance.
4. Maintains discipline and works to increase morale and cooperation within the school sports program.
5. Assists in the necessary preparation to hold scheduled sports events or practices and adheres to scheduled facility usage times.
6. Coordinates facility needs/repairs with maintenance and school employees.
7. Provides proper safeguards for maintenance and protection of assigned equipment.
8. Provides assistance, guidance, and safeguards for each participant by their presence at all practices, games, while traveling, and when returning from off-campus.
9. Is accountable to the Head Varsity Coach for all equipment. Assists with issuing and collecting of equipment and submits to the Head Varsity Coach an annual inventory.
10. Recommends to the Head Varsity Coach budgetary items for next year in their area of the program.
11. Secures all doors, lights, windows, and locks and stores all equipment before leaving areas. Supervises locker room area before and after practice.
12. Instills in each player a respect for equipment and school property, its care and proper use.
13. Assists the Head Varsity Coach in carrying out their responsibilities.
14. Instructs team members as to changes in the rules and teaches fundamentals of the sport as outlined by the Head Coach.
15. Works within the basic framework and philosophy of the Head Varsity Coach of the sport.
16. Attends all staff meetings and carries out scouting assignments as outlined by the Head Varsity Coach.
17. Never criticizes, admonishes, or argues with the Head Varsity Coach or any staff members within ears or eyes of players and parents.
18. Strives to improve skills by attending clinics and using resources made available by the Head Varsity Coach.

19. Responsible for arranging for substitutes because of athletic events with the Principal's secretary. The Athletic Director may be contacted in an emergency.
20. Understands that all drivers must be NUSD Board approved drivers for the given academic year (AR3541.1). Drivers must be at least 25 years of age.
21. Guarantees that all District equipment, including district vehicles, is used for official school business only and is operated safely.
22. Nominates athletes for relevant awards and is present at Seasonal Sports Awards Nights.
23. Performs other duties that are consistent with the nature of the position and that may be requested by the Head Varsity Coach.

## **EVALUATION FORMS**

- Non-Varsity Head and Assistant Coach Evaluation Form
- Head Coach Professional Performance Assessment
- Domain 1 Communication
- Domain 2 Administrative/Supervisory Responsibilities
- Domain 3 Coaching Expertise
- Domain 4 Player Management/Development
- Domain 5 Program Leadership
- Domain 6 Pursuing Victory with Honor
- Head Coach Professional Performance Assessment - Summative Evaluation

## NON-VARSITY HEAD AND ASSISTANT COACH EVALUATION FORM

Coach: \_\_\_\_\_

Date: \_\_\_\_\_

Sport: \_\_\_\_\_

Level: \_\_\_\_\_

		<u>Effective</u>	<u>Needs Improvement</u>	<u>Unsatisfactory</u>
1.	Supportive of head coach	_____	_____	_____
2.	Cares for equipment	_____	_____	_____
3.	Exhibits knowledge of sport	_____	_____	_____
4.	Uses sound coaching methods/teaching ability	_____	_____	_____
5.	Motivates players through positive coaching and instruction	_____	_____	_____
6.	Develops rapport between coach and players	_____	_____	_____
7.	Displays enthusiasm in coaching	_____	_____	_____
8.	Maintains discipline and provides proper instruction	_____	_____	_____
9.	Develops rapport with coaching staff	_____	_____	_____
10.	Accepts duties assigned by head coach	_____	_____	_____
11.	Uses good judgment, proper language, and behavior at all times	_____	_____	_____
12.	Dependable	_____	_____	_____
13.	Follows wishes of head coach as to how program is to be run: teaching, drills, offenses, defenses, etc.	_____	_____	_____
14.	Stresses appropriate conditioning, fitness and injury avoidance	_____	_____	_____
15.	Maintains acceptable ethical standards for coach and students	_____	_____	_____
16.	Keep things in perspective:			
a.	Promotes all sports in the athletic program	_____	_____	_____
b.	Is cooperative in sharing facilities	_____	_____	_____
c.	Recognizes the role of athletics in the development of lifelong values	_____	_____	_____
d.	Students' physical and emotional well-being comes before winning	_____	_____	_____

The signature of the coach below does not necessarily indicate agreement with the above evaluation, but indicates they have read it. The coach may attach a memo within 5 days explaining their disagreement regarding any aspect of the evaluation.

Signature: \_\_\_\_\_  
Non-Varsity Head/Assistant Coach

Date: \_\_\_\_\_

Signature: \_\_\_\_\_  
Varsity Head Coach

Date: \_\_\_\_\_

Signature: \_\_\_\_\_  
Athletic Director

Date: \_\_\_\_\_

## HEAD COACH PROFESSIONAL PERFORMANCE ASSESSMENT

### Domain 1: Communication

5 4 3 2 1

**Standard 1.1:** Maintains communications with school administration and staff.

5 4 3 2 1

**Standard 1.2:** Organizes an effective pre-season parent meeting that communicates program philosophy.

5 4 3 2 1

**Standard 1.3:** Communicates to all parties an understanding of the education values and importance of character, ethics, and sportsmanship that are developed from athletic participation.

5 4 3 2 1

**Standard 1.4:** Submits paperwork in a timely manner to all required parties (e.g., rosters, budgets, fundraising request, etc.).

5 4 3 2 1

**Standard 1.5:** Reports pre-game and post-game details to required sports media and school personnel.

5 4 3 2 1

**Standard 1.6:** Maintains clear and open lines of communication with athletes.

5 4 3 2 1

**Standard 1.7:** Communicates with parents regarding academic, athletic, and personal development concerns as necessary.

### Level of Performance:

\_\_\_\_\_ Meets Expectations

\_\_\_\_\_ Needs Improvement

\_\_\_\_\_ Unsatisfactory

### Comments:

**Domain 2: Administrative/Supervisory Responsibilities**

5	4	3	2	1	<i>Standard 2.1:</i> Notifies administration of any safety concerns regarding equipment and facilities.
5	4	3	2	1	<i>Standard 2.2:</i> Provides proper supervision prior to, during, and following practices, contest, and travel.
5	4	3	2	1	<i>Standard 2.3:</i> Prepares for injuries by keeping medical supplies and emergency forms on hand at practices and games as well as implementing procedures for appropriate medical care. Works with athletic trainer to manage injuries of athletes.
5	4	3	2	1	<i>Standard 2.4:</i> Maintains adequate records, statistics, etc., on current team and individual athletes.
5	4	3	2	1	<i>Standard 2.5:</i> Attends mandatory district, league, school , and CIF meetings.
5	4	3	2	1	<i>Standard 2.6:</i> Coordinates with athletic director and school staff for event management, scheduling, travel, etc.
5	4	3	2	1	<i>Standard 2.7:</i> Makes responsible budgetary decisions based upon program needs and fund availability.
5	4	3	2	1	<i>Standard 2.8:</i> Provides an accurate, effective system for handling supplies and distributing and collecting equipment.

**Level of Performance:**

\_\_\_\_\_ Meets Expectations

\_\_\_\_\_ Needs Improvement

\_\_\_\_\_ Unsatisfactory

**Comments:**

**Domain 3: Coaching Expertise**

5	4	3	2	1	<i>Standard 3.1:</i> Demonstrates expertise in skills, strategies, and overall knowledge of the sport.
5	4	3	2	1	<i>Standard 3.2:</i> Maintains consistent team discipline.
5	4	3	2	1	<i>Standard 3.3:</i> Applies understanding of sport-specific principles and technical skills to improve individual and team performance.
5	4	3	2	1	<i>Standard 3.4:</i> Designs training and conditioning programs that properly and safely prepare athletes for peak performance in the sport.
5	4	3	2	1	<i>Standard 3.5:</i> Employs effective instructional methods for the introduction and refinement of sport-specific skills.
5	4	3	2	1	<i>Standard 3.6:</i> Organizes practices effectively to achieve team goals.
5	4	3	2	1	<i>Standard 3.7:</i> Prepares and modifies competitive strategies as needed.
5	4	3	2	1	<i>Standard 3.8:</i> Organizes and implements materials for scouting, planning of practices, and analysis of games.
5	4	3	2	1	<i>Standard 3.9:</i> Strives to build upon successes and improve shortfalls of the program.
5	4	3	2	1	<i>Standard 3.10</i> Seeks opportunities for professional development to enhance coaching expertise..

**Level of Performance:**

\_\_\_\_\_ Meets Expectations      \_\_\_\_\_ Needs Improvement      \_\_\_\_\_ Unsatisfactory

**Comments:**

**Domain 4: Player Management/Development**

5	4	3	2	1	<i><b>Standard 4.1:</b></i> Demonstrates ability to motivate student-athletes to achieve their performance potential at practices and competitions.
5	4	3	2	1	<i><b>Standard 4.2:</b></i> Demonstrates knowledge of physiological and psychological capabilities and limitations of the age group.
5	4	3	2	1	<i><b>Standard 4.3:</b></i> Develops the skills of individual athletes for the benefit of the team.
5	4	3	2	1	<i><b>Standard 4.4:</b></i> Provides meaningful feedback to individual athletes to help them improve.
5	4	3	2	1	<i><b>Standard 4.5:</b></i> Helps each athlete to value their role in the achievement of team goals.
5	4	3	2	1	<i><b>Standard 4.6:</b></i> Displays sincere interest in the academic, athletic, and personal development of athletes in and out of season.
5	4	3	2	1	<i><b>Standard 4.7:</b></i> Demonstrates knowledge of techniques and methods of teaching and reinforcing sportsmanship and good character.
5	4	3	2	1	<i><b>Standard 4.8:</b></i> Encourages a broad spectrum of school sports experiences to foster positive personal growth.

**Level of Performance:**

\_\_\_\_\_ Meets Expectations

\_\_\_\_\_ Needs Improvement

\_\_\_\_\_ Unsatisfactory

**Comments:**

**Domain 5: Program Leadership**

5 4 3 2 1

**Standard 5.1:** Works with the Athletic Director and Principal to hire qualified coaching staff when needed.

5 4 3 2 1

**Standard 5.2:** Develops an effective vision for the entire program and communicates that vision to all.

5 4 3 2 1

**Standard 5.3:** Develops reasonable benchmarks of sport knowledge and skills for coaches to address at each level of the program.

5 4 3 2 1

**Standard 5.4:** Works with coaches at all levels of the program to help them develop strategies to improve individual athletes and teams.

5 4 3 2 1

**Standard 5.5:** Advances the sport program through efforts that result in greatest possible participation and performance.

5 4 3 2 1

**Standard 5.6:** Provides objective input to the Athletic Director on the performance of coaches in the program.

5 4 3 2 1

**Standard 5.7:** Works with the other head coaches on campus to enhance and support the entire sport program.

**Level of Performance:**

\_\_\_\_\_ Meets Expectations

\_\_\_\_\_ Needs Improvement

\_\_\_\_\_ Unsatisfactory

**Comments:**

**Domain 6: Pursuing Victory With Honor**

5	4	3	2	1	<b>Standard 6.1:</b> Program reflects the six core principles of Pursuing Victory with Honor: trustworthiness, respect, responsibility, fairness, caring, and good citizenship.
5	4	3	2	1	<b>Standard 6.2:</b> Teaches, enforces, advocates, and models the Six Pillars of Character.
5	4	3	2	1	<b>Standard 6.3:</b> Enhances the academic, emotional, social, physical, and ethical development of student-athletes and teaches them life skills.
5	4	3	2	1	<b>Standard 6.4:</b> Stresses to the student-athlete that participation is a privilege not a right and the student-athlete must abide by rules and conduct themselves on and off the playing field as positive role models.
5	4	3	2	1	<b>Standard 6.5:</b> Demonstrates and demands integrity and observes and enforces the spirit and the letter of the rules.
5	4	3	2	1	<b>Standard 6.6:</b> All communication with student-athletes and parents emphasizes the importance of character, ethics, and sportsmanship.
5	4	3	2	1	<b>Standard 6.7:</b> Emphasizes the first priority is a serious commitment to getting an education and developing the academic skills and character to succeed.
5	4	3	2	1	<b>Standard 6.8:</b> Ensures that academic, social, emotional, physical, and ethical well-being of student-athlete is always placed above desires and pressures to win.
5	4	3	2	1	<b>Standard 6.9:</b> Models respectful behavior and demands that student-athletes refrain from disrespectful conduct, i.e., trash talking, taunting, and inappropriate celebrations.
5	4	3	2	1	<b>Standard 6.10:</b> Understands and exemplifies that the profession of coaching is the profession of teaching and strives to build the character of their athletes.
5	4	3	2	1	<b>Standard 6.11:</b> Understands, signed and is committed to the principals of the NUSD Code of Conduct.

**Level of Performance:**

\_\_\_\_\_ Meets Expectations

\_\_\_\_\_ Needs Improvement

\_\_\_\_\_ Unsatisfactory

**Comments:**

Coach: \_\_\_\_\_

Date: \_\_\_\_\_

Sport: \_\_\_\_\_

Level: \_\_\_\_\_

\_\_\_\_\_ **MEETS SCHOOL EXPECTATION:** The coach is performing at or above the school standards. Standards listed below indicate a need for improvement and should be addressed in goal setting during the next evaluation cycle.

\_\_\_\_\_ **NEEDS IMPROVEMENT:** The coach is performing at or below school standards in some areas. Standards listed below indicate a need for improvement and must be addressed before the next season. A Performance Improvement Plan will be created to address the areas that need improvement.

\_\_\_\_\_ **UNSATISFACTORY:** The coach does not meet school standards for satisfactory performance. Continuation is not recommended.

\_\_\_\_\_  
Signature of Coach

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Athletic Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Principal

\_\_\_\_\_  
Date