

Is Your AD Evaluation Effective?

James Perkins, Jr.

*Director of Wellness, Fitness & Sport
Metropolitan School District of Pike Township
Indianapolis, IN*

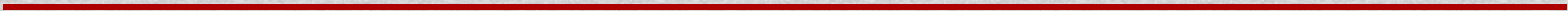
Why an Evaluation Tool for Athletic Administrators?

How many of you have been evaluated and.....

- Felt you didn't get the best review for what you do?
 - Did not have your "value added" contributions to the school weigh in on your evaluation (community impact, contributions to school positive environment, academic achievement of athletes)
 - Have school principals that just want athletic concerns off their desk, they just want to "get through" the evaluation
 - The evaluation is based on 1-5% of what you actually do (cafeteria, bus duty, hall monitor, etc.)
 - Know that your administrator wants to give you a good evaluation, but does not know what to base it on; at times you tell them
 - Have to complete a self-evaluation and provide it to the school principal for the record/file (no review/no discussion)
 - State Legislators adopt new evaluation standards for educators, leaving TBD how Athletic Directors are to be effectively evaluated as a member of the school administrative team
 - Know your job evaluations are of less value compared to other department such as chairs (Math, English, etc.)
 - a) Evaluator/Administrators who have no sport or extra-curricular experience, conduct your evaluation
 - b) Conform to goals and objectives that may take your department in the wrong direction
 - Wish there was a document that aided administrators who don't know, but are willing to learn through the use of an effective evaluation tool
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Purpose of Workshop

My goal by the end of the workshop is that you will have a process that can be discussed with your school administrator to develop a more effective evaluation for you and other Athletic Directors in your district.



- **What Should an Evaluator of Athletic Director Consider in their Evaluation?**
- **In what manner should an evaluation be conducted?**
- **When and how should evaluations take place?**



- Evaluations are active and should occur over a defined period of time that allows the evaluator to observe the Athletic Director at work in most various forms of responsibilities, including visiting the office, files, storage and locker rooms; **not just football and basketball games.**
 - Mental and written notes should be made by the administrator when in the environment.
 - Reports from other administrators, teachers, students, parents and community members should be considered.
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We will now discuss:
Six Parts of an Evaluation

Pre-Evaluation – Beginning the Process

I. Evaluator should examine the PERSONALITY and CHARACTER of the Athletic Administrator

- *Vision/Focus*
- *Goals*
- *Direction/Leader*
- *Communication (Philosophy – Beliefs)*
- *Effect Change (Decisions)*
- *Ability to interact with others*
- *Expectations*



Pre-Evaluation – Discussion of Expectations

Section One – Essay Presentation

Example: Please discuss your vision and plan to meet the standard for academic achievement established by the Superintendent.

Example: The Superintendent has established the focus standard for MSD of Pike Township as “A School District with a Heart”, concern and compassion with accountability as it conducts the daily business of education for students and parents. Discuss your vision, goals, strategies to support this standard of excellence.

*Present to evaluator upon request – to be determined by
School District Administration*

II. Evaluator should examine the level of professionalism of the Athletic Director:

- *Establish level of functionality*
 - *Respect/Reputation*
 - *Seriousness/Dependability/Engagement*
 - *Participation in the profession (membership, leadership, groups and organizations)*
 - *Knowledge in the field – written presentations, published articles, provide professional advice or opinions, involved with establishing policies, guidelines, rules, etc. for the profession*
 - *Recognitions – degrees, certificates, titles, awards, noted outstanding accomplishments*
 - *Student of the field – perpetual learner, attend or seek out professional development*
 - *Planner/Organizer – strategic methods – Scope (size of project to be done) and sequence (protocol)*
-

Section Two - PROFESSIONALISM

Excellent
Performance

Making Good
Progress

Needs
Improvement

- Develops and maintains a comprehensive athletic program which seeks the highest development of all participants, and which respects the individual dignity of every athlete.

Comments:

- Consider the well-being of the entire student body as fundamentals in all decisions and actions.

Comments:

- Supports the principle of due process and protects the civil and human rights of all individuals.

Comments:

- Organizes, directs and promotes an interscholastic athletic program that is an integral part of the total educational program.

Comments:

- Cooperates with the staff and school administration in establishing, implementing and supporting school policies.

Comments:

PROFESSIONALISM (continued)

Excellent
Performance

Making Good
Progress

Needs
Improvement

- Acts impartially in the execution of basic policies, and the enforcement of the conference, county and state high school association rules and regulations.

Comments:

- Fulfills professional responsibilities with honesty and integrity.

Comments:

- Upholds the honor of the profession in all relations with students, colleagues, coaches, administrators, and the general public.

Comments:

- Improves the professional status and effectiveness of the position through participation in local, state and national in-service programs and conferences.

Comments:

- Promotes high standards of ethics, sportsmanship and personal conduct by encouraging administration, coaches, staff, student-athletes and community to commit to these high standards.

Comments:

III. Evaluator should examine administrative ability:

- Understand and perform school and district requirements; what it takes to accomplish them (jobs, tasks, etc.)
 - Know the policies, guidelines, and practices of the school board and school, as related to extra-curricular activities, and when to consult your leadership
 - Know the high school associations bylaws and rules
 - Manager – groups, schedules, activities, facilities, equipment, relationships, and conflicts, finances of program, officials
 - Provide appropriate coaches for sport programs
 - Obtain/Provide financial support or other resources for sport programs
 - Understand legal compliance and application – rules, regulations, policies, guidelines, and practices. Know when to consult leadership or research best information.
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Section Three – Administrative Responsibilities

Excellent Performance	Making Good Progress	Needs Improvement
<p>• Provide leadership for the athletic department and place it in the proper educational perspective.</p> <p>Comments:</p>		
<p>• Assist the district and school administrator in securing competent personnel for the athletic staff at your school. Assist and participate in scheduling of all interviews.</p> <p>Comments:</p>		
<p>• Prepare and keep calendar of school athletic events. Communicate this calendar and a list of activities to all facets of the school.</p> <p>Comments:</p>		
<p>• Facilitate schedules and coordinate with school and district administration for all school athletic practices, activities and community usage.</p> <p>Comments:</p>		
<p>• Attend as many contests, meets and events as possible (home and away).</p> <p>Comments:</p>		
<p>• The athletic administrator and coaches does participate in the entire school program.</p> <p>Comments:</p>		

Administrative Responsibilities (continued)

Excellent
Performance

Making Good
Progress

Needs
Improvement

- Transmit all pertinent information for state association conferences to the principal, coaches, and district administrator.

Comments:

- Arrange school board-approved transportation for athletic events.

Comments:

- Resolve conflicts that may develop from time to time within the ranks of the athletic department.

Comments:

- Act as a tournament manager for all county, conference, and state tournament playoff activities that are assigned to the school district.

Comments:

- Provide a system to maintain permanent records for each sport, such as wins and losses, outstanding records, letter persons, etc.

Comments:

- Establish procedures for the supervision and use of the training room.

Comments:

Administrative Responsibilities (continued)

Administrative Responsibilities (continued)	Excellent Performance	Making Good Progress	Needs Improvement
<ul style="list-style-type: none"> Plan, organize and supervise all athletic awards programs with the cooperation of the booster club, coaches, school and district administrators. 			
Comments:			
<ul style="list-style-type: none"> Coordinate with district administrators, the repair and maintenance of varsity athletic fields, track and gymnasiums, including physical education facilities. 			
Comments:			
<ul style="list-style-type: none"> Coordinate the organization and operation of the press boxes. 			
Comments:			
<ul style="list-style-type: none"> Attend and serve as school liaison at athletic booster club meetings. 			
Comments:			
<ul style="list-style-type: none"> Serve as the liaison between the coaches and the athletic booster club. 			
Comments:			
<ul style="list-style-type: none"> Assist the district administrator in the preparation and distribution of complimentary passes for the school district. Check the school district's policy regarding implementation. 			
Comments:			

Administrative Responsibilities (continued)

Excellent
Performance

Making Good
Progress

Needs
Improvement

- Emphasize to coaches the need for proper player appearance (neat and clean), athletic dress code; manage use of electronic devices, enforce sportsmanship and language requirements.

Comments:

- Examine all equipment and facilities before use.

Comments:

- Provide dressing rooms for visiting teams and game officials.

Comments:

- Keep informed of the rules and regulations of the total athletic program.

Comments:

- Perform such other duties as the principal, district administrator and/or superintendent of schools may direct.

Comments:

Section Four – Sport Specific Duties (continued)	Excellent Performance	Making Good Progress	Needs Improvement
<ul style="list-style-type: none"> • Works in conjunction with the coaches to administer the sport. ➤ <i>Prepare roster as required by the state association, prepare regular game eligibility lists as required by the state association, secure parent’s consent cards, physical cards and medical forms from all participants, establish policies on all passes, inform all coaches of all conference rules and regulations, prepare all reports to state and conference associations within the proper time limits, prepare entry list for tournaments and meets.</i> 			
Comments:			
<ul style="list-style-type: none"> • Secure all needed personnel for the operation of the athletic program, including: ➤ <i>Game officials, announcers, timekeepers, scorekeepers, ticket sellers, ticket takers, security guards, supervisors, custodians, concessions, support personnel, medical coverage.</i> 			
Comments:			
<ul style="list-style-type: none"> • Coordinate and supervise some special events related to the athletic program to include: ➤ <i>Athletic banquets, awards nights, fund raising, pep rallies, gymnasium assemblies, contest intermission activities, special events, some community event activities.</i> 			
Comments:			
<ul style="list-style-type: none"> • Develop the operational budget and financial procedures to include: ➤ <i>Preparation and supervision of the athletic budget process, direct the sale of tickets for all athletic contests, collect all monies from athletic contests and deposit in appropriate accounts, prepare and issue all vouchers for disbursement of funds from the athletic budget.</i> 			
Comments:			

Sport Specific Duties (continued)

Excellent
Performance

Making Good
Progress

Needs
Improvement

- **Procurement and care of equipment**

- *Provide a systems for the purchase, storage, repair, cleaning, distribution and collection of athletic equipment in cooperation with the coaches, establish procedures for proper use of materials, supplies, and equipment, oversee and approve athletic purchases including: maintaining a current inventory, prioritizing needs, providing a system for ordering equipment.*

Comments:

- **Serve as the school representative for the following:**

- *Marion County, athletic meetings, conference meetings, IHSAA meetings, state coaches' meetings, National Interscholastic Athletic Administrators Association.*

Comments:

- **Develop community relations:**

- *Create publicity for all interscholastic sports brochures, press releases and radio airplay, etc., for all schools at athletic events, supervise radio and television broadcasts, assist or coordinate the use of all facilities by groups outside the school, arrange for emergency personnel and procedures for all home athletic events, send reminders of upcoming events to schools, game officials and news media, supervise and coordinate activities of cheerleaders with the athletic program, coordinate participation of school band with the athletic program.*

Comments:

- **Implement prudent legal procedures:**

- *Maintain proper records, which includes a permanent file of players' medical examinations, medical forms, participation records, parent-consent forms, payments, etc.; maintain records which verify coaches' qualifications and certifications as necessary; maintain an inventory of equipment relating to safety and certification, and recommend appropriate repair or replacement; maintain a perpetual inventory of facilities' safety evaluations and recommend appropriate changes, provide a system for approved means of transportation to and from contests and practices; maintain a file of all athletic disciplinary actions, interpret rules and regulations regarding academic eligibility.*

Comments:

Sport Specific Duties (continued)

Excellent
Performance

Making Good
Progress

Needs
Improvement

- **Athletic Academic Eligibility:**

- *Prepare eligibility lists, evaluate each athlete's grades at the end of each grading period, determine eligibility according to school district policy and state athletic association.*

Comments:

- **Oversight of Coaches:**

- *Supervise and observe coaching, maintain proper rapport with coaches, provide a system for evaluation and professional growth of coaches.*

Comments:

V. Evaluator should provide an opportunity to:

- *Discuss evaluation*
- *Explain why/how*
- *Allow response, input, and clarifications*
- *Make adjustments resulting from better understanding*



Evaluation – Final Summary

VI. Evaluator should write and provide a final summary of the evaluation:

- *Which becomes an entry to your human resource file*
- *Allow a written response from the athletic director to be placed in the human resource file, if the request is made*



Section Six – Final Summary

Comments:

➤ Provide an overall Performance Assessment (Example):

- a) *Excellent Performance*
- b) *Making Good Progress*
- c) *Needs Improvement*

➤ Recommend any improvements – adjustments and resources

➤ Allow for verbal and written rebuttal

➤ Signature and date by both parties – appropriate evaluation has been conducted, reviewed, discussed, completed

VII. Expectation of a Superintendent:

- *Welcome:*

*Mr. Nathaniel Jones, Ed.S., Superintendent
Metropolitan School District of Pike Township
Indianapolis, IN*

VIII. Questions

- Contact:

James Perkins, Jr.

Director of Wellness, Fitness & Sport

MSD of Pike Township

Indianapolis, IN 46268

Jperkins@pike.k12.in.us

317-347-8624
