

THE VANGUARD SCHOOL

Coaches' Handbook

2018-2019

INTRODUCTION

The Vanguard School Coaches' Handbook is designed as a practical guide for coaches. This handbook used in conjunction with the Colorado High School Activity Association (CHSAA) handbook will provide necessary information for carrying out coaching assignments. The CHSAA Handbook is available online at CHSAA.org. Included in this handbook are the operating procedures for The Vanguard School Athletic/Activities Programs which should answer most questions with regard to the athletic/activity programs. All coaches are responsible for the content of the Coaches Handbook and are expected to follow all the rules within the Handbook. This Handbook is not intended to remove the need for regular, constructive communication between coaches and the Athletic Department. Coaches should contact the Athletic Director (AD) for any/all circumstances that arise where the following guidance is unclear or when the Handbook does not address a specific situation.

PHILOSOPHY

Athletics are a key component of The Vanguard School's mission and directly support our efforts to develop character in our students. The Vanguard School is committed to the goal of responsible interscholastic athletics that support our primary academic purpose. A strong program of interscholastic athletics, properly balanced with the academic program, will provide positive developmental opportunities for students. The Vanguard School will do all that it can to partner with parents in helping each player achieve his or her individual potential.

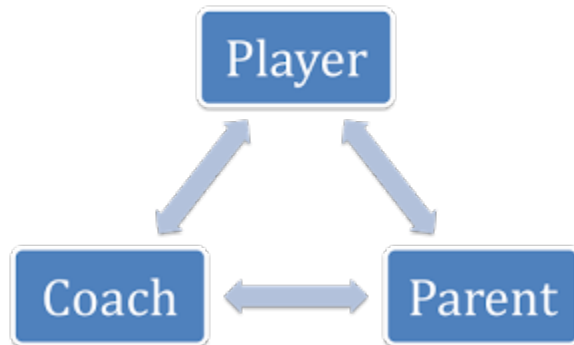


Figure 1. – The Athletic Triangle

SELECTION AND APPOINTMENT OF COACHES

All athletic/activity coaching assignments are made on a yearly basis and all coaches are required to attend all meetings, functions, and classes associated with their coaching appointment. Qualified Vanguard School staff members have priority for extra-curricular assignments. In the event that no suitable or qualified applications are received for a particular coaching assignment, CHSAA and CMCA/Vanguard School guidelines will be followed for the hiring of outside coaches. All coaches at the Jr. High and High School level will be selected after applicants go through the interview process with the Vanguard selection committee. At the HS level, all non- CDE certified coaches, individuals who do not have a teaching certificate, must complete an approved coaching certification program as mandated by CHSAA. All Vanguard coaches serve as at-will employees, and may be terminated by the school at any time during the effective period of their employment, with or without cause.

COACHES CODE OF CONDUCT

It is the coach's responsibility to control himself/herself and their players at all times. The expectation of the school is that the coach is the role model for mature behavior. Athletes are to behave appropriately at all times as representatives of the school.

Coaches must maintain a professional coach to player relationship in all communications with students including in person, on the phone, via email, texting, etc. Coaches must not favor or give the perception of favoritism to any athlete or group of athletes. Such perceptions can be created by spending additional time with an athlete, having an increased level of familiarity with an athlete, providing favors, gifts, or unearned privileges to an athlete.

The following Code of Conduct shall apply to all coaches while they are employees of The Vanguard School:

1. The Vanguard School has a No-tolerance policy for any unwarranted sexual harassment or conduct. Coaches will read, understand, and adhere to the policy at the end of this Handbook, to include their responsibilities as mandatory reporters
2. There will be no inappropriate contact with athletes (e.g. hugging, shoulder rubbing, patting butts, physical intimidation)
3. Coaches will treat all athletes with dignity and respect. Hazing, bullying, profanity, sarcasm, ridicule, and other emotionally harmful behavior will be dealt with severely.
4. Coaches will ensure all athlete-to-athlete interactions are appropriate. Coaches are responsible for recognizing and immediately addressing concerns. In all cases, notification to the Athletic Director will be made.
5. Coaches will not use "pet" names for kids (e.g. honey, sweetie)

6. There will be no unsupervised parties. Coaches should have adequate chaperones.
7. Coaches will not give rides to any students/players for any reason
8. Coaches will not host any sleepover parties or attend any sleepover parties.
9. Coaches will not ever drink or be under the influence of alcohol in the presence of any of the players at any events (social or sporting).
10. Coaches will not text or email *individual* athletes on their team
11. Coaches must fully understand and abide by CHSAA's Sunday No Contact Rule
12. Coaches will not interact on social media (e.g. Facebook, Instagram, Twitter, etc.) with any students/players or parents
13. Coaches should be mindful of the academic rigor associated with a Vanguard education and use good judgment in providing grace to athletes when warranted. Address questions with the Athletic Director.
14. Coaches will not behave in any other way that would bring discredit upon themselves, their team, or The Vanguard School

COACHING REQUIREMENTS

All coaches must:

1. Maintain current CPR certification (Head Coaches, Asst. Coaches, JH, HS)
2. Maintain General First Aid Certification (Head Coaches, Asst. Coaches, JH, HS)
3. Pass the CHSAA test (Head Coaches, Asst. Coaches, Volunteer Coaches, HS)
4. Attend a Rules Clinic in their sport (Head Coaches, Asst. Coaches, HS)
5. Be fingerprinted for purpose of background checks (All Coaches, HS, JH)
6. Maintain Head Trauma/Concussion certification (Every Coach, incl. Volunteer Coaches, HS, JH)
7. Complete the CHSAA coaching education class (for all HS Head, non-CDE certified teacher coaches)
8. Van certification (Head Coaches, Asst. Coaches, HS, JH)

If a coach wishes to involve individuals in their program who are not members of the Vanguard coaching staff, a request must be made to the AD prior. The above requirements will apply to any volunteers a coach wishes to involve in his/her program who are expected to have regular and recurring contact with athletes and/or who are expected to interact with athletes in a coaching capacity. These individuals may also be required to provide references and/or complete an interview with Vanguard administration. Coaches may request to involve individuals at practices who bring expertise or knowledge in specific areas supportive of sports and athletics. In these instances where individuals will participate at a specific event under the constant supervision of certified coaching staff, the above requirements may be waived, but notification to parents/athletes should be made prior.

Coaches will adhere to the following rules on activities/participation:

1. Coaches must clear all outside team functions/activities with the AD before scheduling them.
2. Coaches will allow athletes to finish their current sport before participating in another upcoming sport. Coaches will not ask players to miss practices in their current sport to practice in another sport. This does not apply to non-Vanguard athletic teams.
3. Coaches must give permission for an athlete to transfer sports. Student/Athletes can transfer sports up to 3 weeks after a sport season has started. After 3 weeks, a student may not transfer sports.
4. If a student decides to participate in 2 sports in a particular season, the student/athlete must declare one of them as their main sport. Should a scheduling conflict arise, the student athlete will attend the contest of their primary sport.
5. Coaches will have NO contact with any 8th graders until May 1st of the school year. They may not attend any HS practices during the year, even if out of season. Additionally, no 8th graders may participate with a HS team until that team has completed their regular season.
6. Coaches can appoint managers for their team. There will be expectations given to all managers prior to the season for attendance at practices and games as well as any other duties required by the coach.
7. All Coaches are required to report the results of their contests each Thursday by noon in an on-going spreadsheet during the length of the season. They are to be sent to the AD, Asst. AD and the Executive Director.

CHSAA RULES AND REGULATIONS

Interscholastic athletic/activity programs in the state of Colorado are governed by CHSAA. CHSAA supervises and administers all programs and rules as approved by the state. Those persons directly involved with interscholastic programs will receive a CHSAA HANDBOOK (available online), SEASONAL BULLETIN, and RULES BOOK specific to their sport. Coaches should become thoroughly familiar with the contents of each book. **COACHES ARE REQUIRED TO BE FAMILIAR WITH AND FOLLOW ALL CHSAA GUIDELINES AND REGULATIONS. In the event that a coach is unsure about a specific rule, the coach is required to contact the AD for clarification. Coaches are not to interpret CHSAA rules on their own. The AD is responsible for ALL communications with CHSAA and will provide timely updates and guidance to coaches on a regular basis and in response to specific questions or issues.**

LEAGUE AFFILIATION

The Vanguard School is a member of the Tri-Peaks League (TPL) as a 3A Classification school. The TPL operates within the guidelines established by CHSAA, including all rules and regulations. Copies of the TPL Constitutions and By-Laws will be distributed to all coaches at the beginning of each school year.

THE VANGUARD SCHOOL REGULATIONS

In addition to CHSAA and league regulations, all Vanguard School rules and regulations shall be in effect while a student participates in interscholastic athletic/activity programs. The following should be given special attention:

On the day of an athletic contest, student athletes who miss classes during the day (3 periods with 7 classes per day or 4 periods with 8 classes per day) or miss the entire day are INELIGIBLE to compete or practice on that day unless they obtain permission from the Athletic Director due to extreme extenuating circumstances.

Students on either in-school or out-of-school suspensions are not permitted to attend any day, evening, or weekend activities (practices, contests, extracurricular events). A student's suspension will end at 11:59 p.m. on the final day of suspension.

In addition to CHSAA standards, The Vanguard School requires weekly Progress Reports. Progress Report dates are determined by the Administration of the school and will be adhered to for determining eligibility. Eligibility for school-sanctioned activities is recognized as a privilege awarded to students who have passing grades in each of their academic areas on a weekly basis regardless of whether the student is passing on a cumulative basis. Coaches will be notified by the Athletic Director of any student-athlete who is ineligible for that week time period. Those students who are ineligible will not be permitted to compete for that week starting the day after Progress Reports are distributed. Also, students who are to regain their eligibility after a week are not eligible until the day after Progress Reports are distributed. Students who are ineligible are not permitted to travel to away games. They may attend home games but not in uniform. Students may continue to practice with the team, subject to their coaches and parents' discretion. If a parent decides to remove his/her child from practicing for that week, the coach is under no obligation to place that child back in the regular line-up once they become eligible.

With Infinite Campus, progress reports are done specifically for CHSAA purposes only. A reminder email will be sent by Administration to all teachers prior to the Athletic Director checking eligibility so that the teachers can update their grades before the eligibility check. After the eligibility check is done, coaches cannot contact teachers about any athletes' grades. Coaches will have access to Student/Athlete grades during their season to help each athlete be successful academically and athletically. Eligibility lists are final and will be strictly adhered to except under extreme circumstances. Athletes should address eligibility issues related to grades directly with the teachers responsible for those grades. In the rare instance where students and teachers are unable to reach agreement, athletes may submit appeals directly to the AD, either in writing or in person, on the day Progress Reports are distributed. Appeals must contain specific information regarding grades and why the athlete believes he/she should be considered eligible. The AD will determine

whether the appeal has merit, and will contact teachers as appropriate. The AD will render a decision on the appeal which is final. The athlete will remain ineligible pending the appeal decision.

High School/Jr. High students who meet all eligibility requirements must participate in **FIVE** practices before initially participating in a scheduled game or scrimmage. This rule does not apply to athletes participating in overlapping sports seasons.

Athlete misconduct: (Reference CHSAA Handbook Article 22). Students receiving conduct violations during a contest (example: red card in soccer, ejection in basketball) will be immediately removed from the contest for the remainder of the game. In addition, the player will not play in the next regularly scheduled contest. With a second violation during a season, the student will be excluded from the next two contests. Additional violations (in each sport) are outlined in CHSAA regulations, Article 22.

For students who have committed an infraction outside the athletic arena, that warrants disciplinary action in the sports arena, the AD and the administration will determine the appropriate action.

Students who have not met the academic requirements of The Vanguard School at the end of the semester (failing any class for the semester) may regain academic eligibility on the sixth Thursday following Labor Day for a second semester failing grade and on the Friday immediately prior to March 10th for a first semester failing grade according to CHSAA rule 1710.

Students who are ineligible for any reason are not permitted early dismissal for any circumstance.

COACHES GENERAL RESPONSIBILITIES

As an employee of The Vanguard School, you establish a model for your athletes. Preparedness, keeping accurate records, and having a very clear concept of what it means to be a student-athlete, are keys to developing and maintaining a quality program. The school does not necessarily equate a quality program with win-loss record. However, it does believe that hard work, caring about your athletes inside and outside of the athletic arena, and making your behavioral expectations in and out of school extremely clear are very important. It is critical that you are consistent with your application of your standards and rules. This will allow the athlete to make appropriate choices and understand the consequences for making poor choices. **All coaches will be required to distribute coaching philosophies and athlete expectations to all students and parents at their parent meeting.** A coach's initial version of these documents and any others created will be submitted to the AD for review prior to distribution. If no changes or updates are made to these documents for subsequent seasons, the coach need only notify the AD. Any

change to any document in following seasons must be re-submitted for AD review. Coaches will also be required to email parents (copy the AD) at least on a weekly basis with any updates and/or changes.

Coaches are expected to attend all events associated with their team during the effective period of their contracts. This includes meetings, practices, and games. Absences for legitimate reasons (personal hardship, etc.) should be coordinated in advance when possible, or shortly after. Volunteer and assistant coaches will coordinate with the head coach. Head coaches must coordinate with the Athletic Director. All coaches, regardless of level, are expected to attend any/all post-season competitions for their specific programs (i.e. – JV coaches participate with Varsity teams in post-season play).

PUBLICITY

The Vanguard school is very proud of its athletic teams and actively works to celebrate their hard work and achievements. Coaches are encouraged to submit items for publicity to the Athletic Director, who will review and forward them as appropriate. On occasion, the AD may direct a coach to submit an item. Coaches should not submit items for publicity directly to any media agency or any internal Vanguard staff member responsible for publicity. Internal Vanguard publicity opportunities include: Vanguard Voice, eBlasts, Facebook posts, morning announcements, and Principal's memos to staff. Coaches and athletes are permitted to speak with news agencies seeking interviews immediately before or after sporting events about that specific event. It is required that other arranged interview requests will be submitted to school administration for review prior to taking place. Coaches and athletes are expected to act as positive representatives of The Vanguard School during any publicity event.

VOLUNTEERS/PARENT SUPPORT

Volunteer and parent support is critical to a successful season and can provide an enhanced dimension of esprit de corps to a team. Arranging transportation, decorating lockers, coordinating team dinners/banquets, and supporting fundraising efforts are just a few examples of how volunteers and parents can have a big impact on team morale. Coaches must be careful to ensure, however, that individuals who have not been approved by the school do not act in an official coaching capacity (e.g. providing instruction to athletes, player decisions, engaging in official team/school business, etc.). Official chaperones will be pre-approved prior to any event. While encouraging support from others, coaches must maintain appropriate authority and decision-making responsibilities for their teams. Any volunteer wishing to apply their support toward their athletic volunteer hour requirement should coordinate with the athletic department prior to

volunteering in order to ensure the support meets volunteer hour requirements. Coaches can make specific requests for this to the athletic department as well.

COMMUNICATION

Coaches **MUST** communicate regularly and effectively with the Athletic Director, other coaches, athletes and parents. The following diagram depicts the appropriate flow of communication for Vanguard athletics.



Figure 2 – Athletics Communication

Adherence to this flow by all participants is critical to program success. The Athletic Director is the coach's immediate supervisor and the first point of contact. If problems

arise, the Athletic Director should be notified immediately. Otherwise, coaches and the AD should meet face-to-face or communicate by telephone at least once a week to review program progress and address any issues. Email updates are sufficient when providing basic program info (schedules, games, results, etc.). All coaches will be required to email players and parents once a week with updated practice times, games times, bus departures/return times, etc. Coaches should never send electronic communication directly to an athlete without including the athlete's parent(s) and the AD. The AD will be copied on ANY/ALL electronic communications coaches send. Coaches will use their Vanguard organization email accounts for all sports communications. All coaches will fully understand and comply with CHSAA's No Sunday Contact Rule.

Parents and/or athletes with questions about coaching decisions will be directed to the coach. Athletes should be encouraged to address questions directly with coaches prior to parental involvement. Coaches should communicate at the pre-season meeting when they are accessible to parents and players off the field or court. Coaches will not have face-to-face meetings with athletes without another coach or Vanguard staff member present, unless the athlete's parent is present or the coach and athlete are directly visible to others.

All coaches are hired to coach their specific sport. The HS head coach is in charge of the entire program. However, the head coach will only advise the Jr. High coaches and give those Jr. High coaches a list of skills needed to transition into HS sports. The HS head coaches will not be directly involved in coaching the Jr. High teams.

All coaches are required to carry cell phones at practices, games and on the bus, in the event of an emergency.

ORGANIZATION

In the context of responsibilities, it is the expectation of the Athletic Director that you do the following:

Develop a daily written practice plan and communicate it to athletes: This will give athletes clear expectations for that day's practice.

- a. Organized Drills
- b. Team Play/ Scrimmaging
- c. Conditioning (use this w/in the context of your practice)
- d. Evaluate changes for next session

Keep accurate attendance records to include who is on time and who is late. These records let the coaches, players, parents and administration know what athletes have missed and who deserves playing time. These records also serve as records for CHSAA for eligibility purposes.

Always be prepared. Your preparedness and organization of critical information allows you to answer questions with confidence, patience and unquestioned authority. Your athletes want to know your goals and objectives, and you want them to have confidence in your direction.

Mental preparation is equally important. Players can read your facial expressions and body language very well. If you are excited to be at practice, they sense that excitement; conversely, if you bring the troubles of the day, they recognize your mood as well. Your positive enthusiasm is contagious, and it can be one of the most important characteristics you transfer to your athletes. If you ask your athletes to “check it at the door,” then you need to do the same.

The Athletic Director will be responsible for arranging team photos, and will coordinate with coaches on times/locations.

CRITERIA FOR “CUTS” AND LEVEL OF PLAY

In light of realistic constraints of facilities, personnel, equipment, and team sizes, not all students will be able to participate. Therefore, a fair system of tryouts will be utilized at The Vanguard School when necessary to assure an equitable opportunity for each student to secure a place on a Vanguard School team. Each coach shall provide a specific set of guidelines upon which he/she and other coaches shall equitably evaluate each student-athlete for inclusion at the various team levels. Those guidelines will be provided to the AD, athletes and parents at the beginning of tryouts. The student-athlete should attend all scheduled practices and team meetings to be seriously considered for any team level. Exceptions include only serious illness, religious observances, death in the family, transfer into school, injury or those involved in a previous sports season. Selection of players for various team levels within a sport shall be at the discretion of the coaches for that sport.

Establish criteria for Varsity and Junior Varsity teams. Athletes want to know where they stand in relationship to other team members and what their expected role will be. You are expected to regularly communicate this to players. The Varsity team is to compete at the highest level possible. The JV and/or “C” team(s) should be considered developmental, and as such, should not have Varsity players playing down for the express purpose of winning. Consistency and transparency are keys to successfully developing players between teams.

Skill development shall be the primary goal of middle school programs. The A team should consist of the highest skill level players while the B teams shall be considered developmental squads. All players shall play in scheduled contests, with the exception of tournament play. At the HS level, skill levels again will determine squad placement. At both the Jr. High and HS levels, no advanced player shall play down. However, a coach may move an advanced player down to insure that there are sufficient players to complete the contest. The intent is to allow students to compete at their skill level.

APPEARANCE

All coaches should set and keep a high standard of appearance and conduct at all times. A coach's dress should be neat, professional, and appropriate for all occasions. Coaches should set an example for the athletes.

Students should maintain an appearance that represents the school well and is in accord with The Vanguard School Dress Code:

1. Students are not to wear sports bras or tops where their midriff is showing.
2. No spaghetti straps or short shorts for girls during practices or contests.
3. Boys are not to go shirtless at their practices
4. Athletes must be appropriately dressed around campus and in school buildings.

PRACTICES

A certified Coach (completed all coaching requirements) must be in attendance at all practices. An assistant coach or volunteer who is not certified, cannot run a practice alone.

Practice schedules will be determined by the AD for all coaches of indoor sports.

As a general rule, it is expected that all HS coaches will have practices at least 5 days a week for 2 hours each

Coaches must notify the AD when a practice is cancelled

Coaches must notify parents immediately when a practice is cancelled

Changes in the practice schedule for VB or BB must be given to the AD

All coaches (soccer, tennis, XC, track) will submit their practice schedule to the AD at the beginning of the season

Practice on snow days must be cleared by the AD first. Practice on snow days will be in the afternoon or early evening only and will be optional.

SUPERVISION

Supervision of players and managers is the responsibility of the head coach and his/her approved assistants. Measures should be taken to insure that quality supervision is taking place during all practices, games, tournaments, and travel. Playing facilities and equipment should be routinely checked to make sure they are safe for use. Please alert the Athletic Director of anything you may deem unsafe.

No athletes are to be left unattended anywhere immediately before, during or after practice. All athletes must be picked up before coaches can leave. Please end practices on time so parents can pick up students on time. NEVER give an athlete a ride home or to practice/games for any reason. During rides to away games, boys and girls will be separated front to back on the bus or van. The coach and/or chaperone will sit where the kids are visible and can be observed and not in the front passenger seat.

EVALUATIONS

The Vanguard School takes seriously the development and growth of the coaching staff. The Athletic Director is committed to helping our coaching staff develop their individual and collective potentials. One way to insure that these opportunities are there is through the evaluation process. Coaches will be evaluated at the end of the season based on their practice evaluations, game evaluations and rules and procedures of The Vanguard School. There will be at least one in-season evaluation performed with every coach, every season during an entire practice. There will also be informal evaluations where the AD will observe practices for short periods of time. Please have your written daily practice plan at all practices. Several times during the season the coach will be evaluated in a game setting. Coaches will be evaluated on all levels of professionalism (in public and private settings) and game coaching abilities. Anything positive or negative that is accumulated in the formal or informal evaluations can and will be documented, reviewed with the coach and used in the final formal evaluation process. Evaluations will be done on all HS and JH Head coaches by the Athletic Director. JV coaches will be evaluated by their Head HS coach. Head Coaches of HS sports programs will not be evaluating JH coaches. HS coaches may attend JH practices and games and have open dialogue with the JH coaches so that the programs are aligned.

REMEDICATION AND TERMINATION

In some instances, the performance of a coach may not meet established guidelines. In such cases, the AD will meet with the Coach to address concerns and determine an appropriate course of action. When warranted, the AD will develop a remediation plan for the coach in an effort to correct the deficiency or deficiencies. The purpose of the remediation, or Growth Plan, is to provide the coach with a document that states the problem(s) and identifies corrective action(s) that the coach must initiate. For serious infractions, identified by the Athletic Director and Principal, the coach may be terminated immediately. Termination may also occur if the coach is unable to demonstrate performance improvement in the identified areas.

INHERENT RISKS OF SPORT AND EQUIPMENT

Coaches are required to inform and alert students and parents about the inherent risks associated with the sport they are playing. Please include these risks in your Coaching Philosophies/Expectation papers that are given to parents at the beginning of the season.

CLEARANCE FORMS/FEEES

A student is NOT allowed to participate in a practice, scrimmage, or game until he/she has registered online for all clearances listed here. All athletes must meet registration deadlines that are posted on the CMCA/Vanguard website to participate in athletics.

Students are not allowed to participate in any sport, except CHSAA approved non-contact activities, until he/she has participated in FIVE practices. The following forms and fees must be on file before an athlete can participate in any sanctioned scrimmage or game. Coaches are NOT to accept any registration paperwork from athletes. All forms must be submitted directly to the Athletic Department and ALL at one time.

1. A current physical, which has been signed by a doctor (valid for 1 year)
2. Assumption of Risk/Emergency Release form
3. Signed parent permission forms
4. Athletic Fees paid in full one (1) week after athlete makes the team
5. Sport Specific Inherent Risk form
6. CHSAA By-Laws Student Information Sheet
7. Signed acknowledgement form from Athletic-Activities Handbook

Coaches are not to allow ANY athlete to practice that is not preapproved by the Athletic Director. All coaches will receive email and hard copies of official rosters in advance of the first official practice. Under no circumstances will any athlete be able to participate in a practice until their name is on that official roster.

UNIFORMS, EQUIPMENT AND FACILITIES

All coaches are responsible for uniform check-out at the beginning and uniform check-in at the end of the season. The following procedures will be used regarding uniforms:

1. Uniforms will be checked out by the AD to the Head Coach.
2. The coach will inventory the uniforms before distribution to make sure that it matches the AD's inventory numbers. If the coach fails to do this, the coach is responsible for what the AD's inventory numbers are.
3. A check out list with uniform numbers, sizes etc. and names will be given to the AD after distribution.
4. All coaches will return the uniforms in the original container given to the coach. All uniforms will be washed and folded and put back neatly in the container.
5. The check out list must accompany the returned uniforms
6. Any uniforms not returned by students must be noted on the check out list.
7. If the coach cannot account for a uniform, the coach will be charged for the uniform
8. At no time will the AD allow parents or athletes to turn in uniforms to anyone except their Head Coach.
9. New uniforms are ordered on a 5-year rotational basis. Therefore, it is essential that coaches enforce the proper care and handling of uniforms by athletes. After 5-years, varsity level uniforms are passed to junior varsity teams, and new uniforms are purchased for varsity level teams. Coaches are responsible for researching uniform purchases according to the checklist procedures in the appendix to this manual. The Vanguard School Business Office will complete all orders, submitted

only by the AD. New uniform designs must be approved by the AD. All uniforms must contain some gold on the uniform as one of the official colors.

Check your facility before and after practices and games to ensure a safe environment. In addition, emergency equipment and first aid supplies will be readily accessible regardless of practice plan or game situation. Any trash is to be removed from the practice site at the beginning and conclusion of a practice or game session. In short, make certain that it is ready for the next group. If your practice area is not clean and safe, notify the AD immediately so the problem does not reoccur.

The Athletic Director will schedule practice times with input from the respective coaches. Unscheduled practices must be cleared through the AD in order to prevent facility usage conflicts.

CLASS COVERAGE/SUBSTITUTES

Any on campus coach needing class coverage must fill out a Request for Leave/Substitute form. This form should be completed at least 3 days in advance. The form must be approved by the Principal.

ADMINISTRATOR ON DUTY

Tri-Peaks League requires that there be an Administrator on Duty (AOD) at all home volleyball and basketball games. A majority of the time, the Athletic Director will be at the home games. For away games that the AD cannot attend, the coaches will act as the AOD. Coaches will not be the active AOD during their game that they are coaching. However, for BB, when the boys are playing, the girls' coach can be the AOD and vice versa.

TRANSPORTATION

At the beginning of the season, coaches will establish their traveling rosters and provide this to the Athletic Director. Deviations (additions/deletions) to this roster must be submitted by a head coach or assistant coach to the Athletic Director, the morning prior to travel in order for the school to maintain proper accountability of athletes. All athletes must travel with coaches in approved buses/vans (when available) to all athletic contests sanctioned by The Vanguard School. Coaches are responsible for monitoring and maintaining appropriate behavior on the bus to ensure safety and that the driver is not distracted. In the case that a van is used, an assistant coach or approved parent chaperone must also be present in the van. After all teams have finished participating, students may leave with someone else's parent only if a signed parent note has been given to the coach prior to leaving The Vanguard School. In any circumstance, an athlete will check-in with the coach before departing an away sporting event. When traveling in vehicles, coaches

are responsible for compliance of seatbelt use by self and all passengers, safely loading gear, and operating vehicles safely within specific guidelines at all times. In cases of carpooling to in-town athletic contests, coaches are not to be involved in arranging any rides for athletes. Parents are responsible for getting their child to the athletic venue with NO involvement from the coach. In case of a vehicle accident, police must be called and a police report shall be filed. Coaches should notify the Athletic Director as soon as possible with details of the accident, so it can be determined how best to notify parents of the accident.

OVERNIGHT TRIPS

The Athletic Director will make all arrangements for any overnight trips in advance. When appropriate, the AD may arrange tentative reservations for teams pending sporting results. Under no circumstances will the school make reservations for parents or be responsible for reservations made by parents that are subsequently cancelled due to unexpected sports results, changes in sports schedules, changes in team accommodations or for any other reason. Coaches are expected to inform parents where the team will be staying and provide phone numbers in the event of any emergency. It is expected for opposite sex coaches, that another coach or sponsor, who is the same sex as the athletes, will accompany the team on overnight trips. Athletes must be told curfews and team expectations of conduct. Coaches will be expected to immediately deal with athletes who become problems with disciplinary action, including possible game suspensions. All instances of behavior problems will be reported to the AD so the school can consider additional disciplinary action. The following procedures should be adhered to for overnight trips:

1. An Event/Field Trip form will be filled out for any trip proposal
2. Transportation - A bus/vans will be used to transport all athletes to the event and the hotel.
3. Girls and Boys will room separately. Coaches and bus driver will have their own rooms according to gender. (Coaches are not expected to share beds, but may be in the same room with a rollaway for 3 coaches) All players, chaperones, coaches will all be in the same hallway of the hotel. Athletes will stay four to a room (two queen sized beds). Coaches will send room lists to A.D. upon arrival/check-in.
4. All Coaches are expected to attend overnight trips with the students. Exceptions must be approved by the Athletic Director.
5. Opposite Sex Sport Coaches - There needs to be a same sex chaperone(s) to accompany those teams on the overnight trip.
6. Curfew (in rooms, lights out) - will be predetermined before the trip occurs
7. Itinerary/timeline - Complete itinerary, including game schedule, meal times/restaurants, travel time, hotel accommodations, and curfew will be submitted to the AD/Principal for approval before the event. Notify the Athletic Director in a timely manner of any significant changes.

8. **Permission Forms/Waivers-** will be signed by all parents for overnight trips
9. **TVs -** All questionable channels on the TVs will be turned off, if possible, in the hotel rooms
10. **All cell phones will be collected at the time of curfew (coaches discretion)**
11. **Meals -** all meals will be eaten together as a team with appropriate dress (use Vanguard dress code as a guide)
12. **Bed Check -** will be done by the coaches and/or chaperones for each room
13. **Return –** teams are expected to return home immediately following the final event for their team. Extending stays requires AD approval and only for extenuating circumstances.

Coaches are expected to follow Vanguard rules during overnight trips and ensure their athletes act as positive representatives of the school. Coaches are authorized to use good judgment if it becomes necessary to deviate from the above procedures for the safety or well-being of athletes. These circumstances may occur before or during the trip. When necessary, coaches will communicate with the AD as soon as possible of their request/decision and the circumstances surrounding it.

MEDICAL (FIRST AID) KIT

The Athletic Director will supply each coach with a first-aid kit. The coach will maintain the stock in the first-aid kit and request restocks from the Athletic Director. Medical kits are to be present at every practice and game/contest. Medical kits will contain emergency medical release forms and emergency contact information for each athlete on your team. In the event of an emergency during a practice or contest, only the coach, parent, EMT or trained medical personnel from the stands will be allowed to attend to the injured athlete.

POST-SEASON

At the completion of his/her sports season, each head coach is responsible for the following:

1. **Collecting, cleaning, folding and returning uniforms and equipment to the Athletic Director. Uniforms that are not accounted for will be the responsibility of the coach.**
 - a. **Coaches should identify uniforms with excessive wear and tear (torn, stained, etc.) to the athletic department for consideration of fees**
2. **Submitting a list of those team members who lettered to the AD and any other special awards.**
3. **Submitting a prioritized list of all equipment needs for the following year. Please be as specific as possible. The AD will assess the needs of all the sports programs and will prioritize the requests and needs.**
4. **Meeting with the Athletic Director to evaluate the season.**
5. **Return all keys that were issued.**

GENERAL LETTERING GUIDELINES

Only one athletic letter may be given to a participant during his/her HS career. Each sport and/or year after that, if a letter is earned, a pin or service bar will be awarded. All requirements, including completion of the season, must be met before an athlete can be recommended for a letter. Coaches may recommend that students do not receive an athletic award due to disciplinary reasons. These reasons may include but are not limited to: lack of citizenship, unsportsmanlike conduct, and behavior detrimental to the school, community and/or team.

GIRLS VOLLEYBALL- lettering criteria to be determined by the coach

BOYS AND GIRLS CROSS COUNTRY- To be determined by the coach based on times needed to earn a Varsity letter

BOYS AND GIRLS TENNIS- Compete in 50% of regularly scheduled Varsity level matches or compete at the Regional or State meet.

BOYS AND GIRLS SOCCER- To be determined by the coach

BOYS AND GIRLS BASKETBALL- Make the Varsity squad based on the criteria set by the Head Coach

BOYS AND GIRLS TRACK - Earn a minimum of 10 points and finish the season.

MATCHWITS/KNOWLEDGE BOWL- Compete in 75% of all scheduled competitions

Anything not covered in this Coaches Manual, please contact the Athletic Director with specific questions.

SPORTS AWARDS CEREMONY

There are no official sports awards ceremonies. Teams will be recognized at Friday assemblies where certificates will be distributed. Coaches are welcome to plan and coordinate end of season parties for their team where letters and pins will be awarded.

COACHING EXPECTATIONS AT THE VANGUARD SCHOOL

1. **Put Your Athletes First!** Winning is great, but if students are put first in all of your decisions, positive outcomes will result. Regardless of wins or losses, student-athletes and their long-term success should be the bottom line.

2. **Be a Role Model for Loyalty, Honesty and Integrity.** Young people today are starving for positive role models. Your influence on your athletes will be felt far beyond the playing field and far beyond the time your athletes are in school.
3. **Constantly Strive for Professional Growth.** All coaches owe it to their schools and their athletes to strive to constantly stay ahead of the learning curve in their sport. When a coach stops learning, he or she stops growing.
4. **Make Playing for You a Positive Life Experience!** Interscholastic athletes are still contests played by students. Positive experiences gained in the process will stay with kids long after the cheering of the crowd subsides. It is often a good idea to stop and ask one question—“Am I having fun and are my athletes having fun?”
5. **Be Organized, Efficient and Timely.** Some of the best coaches in the world lose effectiveness by displaying a total lack of organization. As good as a coach can be, a better sense of order is steady influence on athletes and staff.
6. **Be a Leader of Your Program!** Many coaches do a good job of managing their programs. The great coaches manage the details, but also have a vision of how great the program and its athletes can become. The ability to have a vision and focus the efforts of the group toward the goal separates the average coach from the great one.
7. **Be a Positive Force in the School and Community.** Athletics is an important part of the school and community. Good coaches always try to remember that as important as sports are, they are still only a part of the entire educational experience. Coaches who immerse themselves in the total framework of the school model a well rounded view of education and athletics. This sends a positive message to the team members, as well as those associated with the program.
8. **Be Knowledgeable of the Rules and Regulations of Your Sport.** Ignorance of school, state or national rules can often ruin positive performances on the part of a school, its coaches and the athletes served. It is a major duty of all coaches to be well versed in all rules and regulations in order to give athletes the best chance for competitive excellence.
9. **Enjoy the Ride!** Coaches have a tendency to be subject to tunnel vision. Those who last the longest have a unique ability to get the job done but also have fun along the way. If you do not enjoy what you are doing, you will not do it for very long.
10. **Always Put Yourself in a Position that Can Be Defended.** One of the first things I tell every new coach is to never put me in a position where I cannot defend you or your actions. Those who make intelligent decisions in dealing with people and abide by standards of common sense when interacting with students are never in a position where they cannot be defended by an administrator.

List of Appendices:

1. Practice Session Observation Form
2. Head Coaches Season Ending Evaluation
3. Coaching Information Sheet

- 4. Coaches Checklist**
- 5. Uniform Ordering Checklist**
- 6. Fundraising Policy**
- 7. Sexual Harassment Training w/signature page**

VANGUARD MIDDLE/HIGH SCHOOL
PRACTICE SESSION OBSERVATION FORM

Coach: _____ Sport: _____ Date: _____

1. Was there evidence of pre-practice planning (written practice plan)?
2. Were the athletes actively involved in every drill?
3. Was the coaching clear and instructive?
4. Was the atmosphere positive, encouraging and enthusiastic?
5. Were the drills sequential and appropriate for the talent level?
6. Were water, ice, and first aid kits available?
7. Did the head coach effectively involve the assistants?
8. Positive aspects of the practice.
9. Areas that need to be addressed.

VANGUARD MIDDLE/HIGH SCHOOL
HEAD COACHES SEASON ENDING EVALUATION

Coach: _____ Sport: _____

Performance Rating: 4 – Outstanding
 3 - Meets Expectations
 2 - Needs Improvement
 1 - Unsatisfactory
 N/A – Not Applicable or Observed

Coaching Style

1. Knowledge of activity that you are coaching
2. Practice and game philosophies match
3. Consistent with approach to practice and games
4. Maximize individual players' strengths for team benefit
5. Athletes clearly have defined roles on the team
6. Athletes know the coach's philosophy and expectations

Leadership Qualities

1. Supervision of locker room, practice setting, game setting and team transportation
2. Represents their program at State, Regional, Conference, and local level
3. Quality leader of overall program at every level
4. Properly inspires athletes to perform at their highest level
5. Promotes their sport at various levels in the community
6. Understands and provides the time commitment that is needed to build a quality program
7. Shows care and belief in players

Performance- Practice

1. Practice plans were well designed and written out
2. Practices were well organized and effectively executed
3. Athletes were consistently engaged in skill development
4. Was a clear progression of known to unknown skills
5. Athletes were well matched based on the age, size, skill and ability levels
6. Assistant coaches understand role in practice

Performance- Game

1. Understands game strategy and provides athletes the best opportunity to be successful.
2. Game management skills
3. Sportsmanlike attitude is evident and representative of our school
4. Positive leadership is displayed to all athletes and game personnel
5. Communicates openly with coaches and athletes in game setting
6. Expectations of athletes and coaches is unwavering

Team Management

1. **Morale and effort of team was consistent**
2. **Teamwork and emphasis of team was evident**
3. **Team consistently improved as season progressed**
4. **All players felt well treated and appreciated as players**
5. **Players' overall development was evident**

Administrative Duties

1. **Understands and enforces school athletic policies, rules, and regulations**
2. **Academic success is a communicated priority with students**
3. **Supervises distribution, collection, and inventory of all athletic supplies and equipment throughout the season**
4. **Conducts pre-season meeting with coaches, student-athletes, and parents to communicate philosophy and season expectations**
5. **Submits all paperwork requested by Athletic Director**
6. **Attends and participates in coaching meetings, clinics and professional development programs**
7. **Attends all CHSAA required coaching meetings**
8. **Keeps track of volunteer time for parent drivers and chaperones to away contests (only when necessary)**

Communication Skills

1. **Establishes and communicates realistic, achievable goals for the team**
2. **Uses praise and encouragement to influence player behavior**
3. **Exhibits enthusiasm during practices and games**
4. **Conducts self in a professional manner with players, parents, officials, media and community members**
5. **Exemplifies integrity throughout the program with all personnel**
6. **Communication with AD is frequent and open**
7. **Motivates players in an ethical manner**
8. **Treats players and officials with respect and dignity**

Explanation and Comments

Major Strengths:

Areas in Need of Improvement:

Signature of Evaluator: _____

Signature of Coach: _____

Date of Evaluation: _____

COACHING INFORMATION SHEET

Coach: _____

Sport: _____

Sport-specific coursework taken:

Workshops, seminars, clinics, etc.:

Extracurricular Involvement:

Evidence of Professional Growth, i.e., specific strategies incorporated to improve our athletes' experience:

Evidence of your efforts and other items you want included in your written evaluation:

Coaches Checklist

Coach: _____ Sport: _____

Preseason

- _____ 1. Fill out all paperwork needed for Business Office
- _____ 2. Complete NFHS Fundamentals of Coaching Class for non-teachers
- _____ 3. Completed First Aid/CPR course
- _____ 4. Attend CHSAA mandatory official rules clinic (verification to AD)
- _____ 5. Attend all mandatory coaches meetings
- _____ 6. Official Team roster with uniform number(s), grade, height & position to AD
- _____ 7. Copy of team rules, expectations, coaching philosophies turned into AD
- _____ 8. Criteria for earning a varsity letter explained clearly to entire team
- _____ 9. Uniforms distributed
- _____ 10. Medical Kit checked out
- _____ 11. Small Vehicle Transportation Class completed
- _____ 12. Report any possible safety issues regarding your sport venue
- _____ 13. Assess all equipment and report to AD any sport specific equipment needed
- _____ 14. Set weekly practice schedule and give copy to AD
- _____ 15. Distribute game schedule to each player and parent
- _____ 16. Preseason parent meeting-distribute team/season expectations, copy to AD
- _____ 17. Approval from AD for any team fundraisers
- _____ 18. Approval from AD for any new uniforms/warm-ups etc. ordered

Season

- _____ 1. Weekly check of medical kit (supplies, medical release forms, emergency #'s)
- _____ 2. Game scores entered into MaxPreps immediately following home games
- _____ 3. File report of any injuries or problematic behavior ASAP to AD
- _____ 4. Team Photos taken for yearbook, parents
- _____ 5. Set coaches meeting with AD as needed
- _____ 6. Approval from AD for any fundraising \$ spent/all goods ordered through AD
- _____ 7. CC AD on all emails/updates or any parent issues

Postseason

- _____ 1. Inventory equipment sheet completed and turned into AD
- _____ 2. Uniforms completely checked in – Lost/Missing uniforms reported to AD
- _____ 3. Letter winners and special award winners reported to AD
- _____ 4. Keys returned to AD
- _____ 5. Attend Post-season Awards Ceremony as appropriate
- _____ 6. Attend All-Conference Selection meeting
- _____ 7. Outline off-season training program for athletes
- _____ 8. Meet with AD for post-season evaluation
- _____ 9. Turn in all volunteer hours to AD 1 week after season ends



THE Vanguard School

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www.TheVanguardSchool.com

Coach Name (Please Print)

I _____

(Coach signature)

Have received and read The Vanguard School Coaches' Handbook. I am aware of The Vanguard School's athletic policies and have an opportunity to ask questions.

I understand the rights and responsibilities pertaining to coaches and agree to support and abide by the rules, guidelines, procedures, and policies of The Vanguard School.

Date

Comments:

The mission of The Vanguard School is to help guide students in development of their character and academic potential through academically rigorous, content-rich educational programs.



THE Vanguard School

**SEXUAL HARASSMENT
TRAINING
2018**

WORKPLACE SEXUAL HARASSMENT

Sexual harassment is **unwelcome** conduct of a sexual nature. It may include **unwelcome** sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature.

The two categories of sexual harassment are:

Quid Pro Quo harassment occurs when an individual in a position of authority offers a subordinate a benefit in exchange for a sexual favor, or punishes the subordinate for rejecting the offer.

Examples of Quid Pro Quo:

- A department chair insisting a department member goes on a date in exchange for a promotion or continued employment.

Only individuals with supervisory authority over a worker can engage in quid pro quo harassment because there has to be an imbalance of power for this exchange to work. Organizations are responsible for the actions of their managers and are always liable when quid pro quo harassment occurs.

Hostile Environment harassment occurs when unwelcome advances, requests, or conduct have the effect of interfering with the performance of duties, or creating an intimidating, hostile, or otherwise offensive work environment.

Examples of Hostile Environment:

- Unwanted sexual looks or gestures
- Gender directed language
- Personal questions of a sexual nature
- Sexual comments and/or sexually provocative language
- Letters, posters, visuals, emails, etc. of a sexual nature
- Unwanted touching, hugging, rubbing or patting
- Pattern of offensive behavior
- Third party harassment

Sexual harassment is prohibited under Federal and State law as well as The Vanguard School policy.

Title VII of the Civil Rights Act of 1964 prohibits discrimination on the basis of sex (which includes sexual harassment) in employment. To be harassment, the conduct must: be pervasive and severe, not just offensive; be offensive to a reasonable person and the victim (and the victim cannot encourage the behavior); or, alter working conditions. The U.S. Equal Employment Opportunity Commission enforces XXXXX

The Fourteenth Amendment of the United States Constitution guarantees individuals equal protection under the law.

Colorado law Colo. Code Regs. § 708-1 encourages employers to take all “steps necessary to prevent sexual harassment from occurring, such as affirmatively raising the subject, expressing strong disapproval, developing appropriate sanctions, informing employees of their right to raise and how to raise the issue of harassment under the Act, and developing methods to sensitize all concerned.”

The Vanguard School policy, Anti-discrimination/harassment, including sexual harassment has a zero tolerance policy.

The Vanguard School is committed to a policy of nondiscrimination in relation to race, color, sex, sexual orientation, religion, national origin, and disability, and any other class protected by State or federal law. The Vanguard School has a zero tolerance policy prohibiting all forms of discrimination based on any status protected by State or federal law. The Vanguard School’s anti-discrimination/harassment policy also prohibits sexual harassment, inappropriate sexual conduct, and all forms of retaliation.

Unlawful harassment or discrimination includes verbal or physical conduct based on any status protected by State or federal that has the purpose or effect of substantially interfering with an individual’s work performance or that creates an intimidating, hostile or offensive work environment.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- (1) Submission to such conduct is made explicitly or implicitly a term or condition of employment;
- (2) Submission or rejection of such conduct is used as a basis for decisions affecting an individual's employment; or
- (3) Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Retaliation against any employee who files an anti-discrimination/harassment complaint, participates in an internal or external investigation of an anti-discrimination/harassment complaint, or otherwise objects to any unlawful action of another employee or The Vanguard School is prohibited.

All Vanguard School employees who become aware of violations of an anti-discrimination/harassment policy have the affirmative obligation to report the conduct to their immediate supervisor, or if the employee is uncomfortable reporting to their immediate supervisor, to a member of the Administration or Human Resources.

All employees shall understand and adhere to The Vanguard School's anti-discrimination/harassment policy. Any employee found to be in violation of this policy will be subject to disciplinary action, up to and including termination.

Reporting discrimination/harassment (including sexual harassment)

Any employee who feels that he or she has been, or is being subjected to, harassment or discrimination in violation of The Vanguard School's anti-discrimination/harassment policy, local, State, or federal law shall immediately report such conduct to The Vanguard School.

Employees who believe that they have been subject to harassment/discrimination shall:

- (1) Immediately report the incident(s) verbally or in writing to the Executive Director or Operations Director. Should an employee feel uncomfortable reporting such incident(s) to the Executive Director or Operations Director,

the employee may report the incident(s) to the President of the Board of Directors.

- (2) The Executive Director will notify Vanguard's governing body.
- (3) An independent investigation committee of at least two members, comprised of at least one administrator and non-associated staff member, will investigate the complaint through the following process:
 - a. The investigation committee will confer with the charging party in order to obtain a clear understanding of the basis of the complaint.
 - b. The investigation committee will then meet with the charged party to obtain a response to the complaint.
 - c. The investigation committee may hold additional meetings with the parties as is necessary to gather facts, and interview and obtain statements from witnesses, if any.
- (4) The investigation committee will complete its initial investigation within 14 business days of the complaint, if possible. At the completion of the investigation, the committee will give a full written report to the board and the Executive Director, including a recommendation for disciplinary action including termination, if appropriate.
- (5) After reviewing the report, the Executive Director, or designee, may gather any additional evidence as necessary before imposing any disciplinary actions deemed appropriate, if any. Disciplinary action may include a recommendation for termination.
- (6) A member of the investigation committee will meet with the complaining party to discuss the findings and/or conclusions reached during the investigation.

All matters involving discrimination/harassment complaints shall remain confidential to the extent possible.

STUDENT HARASSMENT

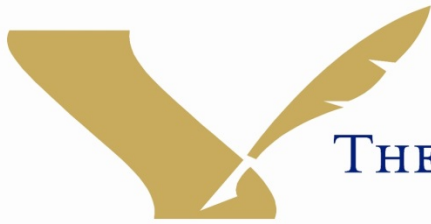
All Vanguard School policies and procedures regarding sexual harassment and appropriate contacts extend to staff and student interactions as well.

On an annual basis, staff members will be briefed on the following:

- Acceptable and unacceptable touching and boundaries of appropriate behavior
- Acceptable and unacceptable use of electronic devices/social media to communicate with students during and outside normal school hours
- Recognizing the signs of inappropriate sexual behavior
- Responsibilities of all employees and volunteers in observing, and reporting (including failure to report) potential sexual misconduct by other employees, volunteers or students
- How and where to report sexual misconduct or abuse incidents
- Definition and prohibition of retaliation against those who report inappropriate behavior

Title IX prohibits discrimination on the basis of sex (including sexual harassment) by an educational program that receives federal funds. The Operations Director is the school's Title IX coordinator and is designated as the individual to receive and handle all sexual misconduct complaints (see SOP – Handling Complaints of Sexual Misconduct).

To ensure appropriate contacts, staff members are prohibited from engaging in one-on-one contact with students (in person or through electronic means). In instances when a student initiates one-on-one contact, the staff member should immediately seek to include another staff member (copy on an email, invite into an office for a meeting), or ensure the student and staff member involved are directly visible to others.



THE Vanguard School

I acknowledge that I have received the manual regarding the prevention of sexual harassment on _____(date). I agree to abide by the principles that were provided in the manual. I understand that if I have any questions that were not addressed in the manual, or if I encounter any problems, I may contact Human Resources or the Operations Director.

I further understand that I am expected to maintain a professional and appropriate environment with colleagues, players, parents, and the community at all times.

Employee Name (Please Print)

Employee Signature

