**MCPS High School Athletics Specialist Performance Standards, Performance Criteria, Descriptive Examples**

*The six standards that have been established for Athletics Specialists are further defined by performance criteria for the purpose of supporting all components of the teacher PGS. These criteria include fundamental components associated with developing high quality athletic programs. Descriptive examples create a picture of what being an athletics specialist looks like when meeting or not meeting the MCPS standards. These descriptive examples are not intended to isolate behaviors in a checklist or to suggest that every athletics specialist is expected to be doing everything that is described. They define a range of behaviors and are intentionally designed to reflect a high standard of performance.*

**STANDARD I: Athletics specialists provide leadership and facilitate a shared vision of high-quality athletic programs that support achievement for all student-athletes.**

**Performance Criteria**

1. The athletics specialist facilitates the development, implementation, and stewardship of a high-quality athletic program.
2. The athletics specialist extends his/her mission beyond the academic growth of students.
3. The athletics specialist develops the leadership capacity of staff to share the responsibility for implementing a strategic plan for athletics.
4. The athletics specialist serves as a culturally responsive leader who infuses equity and access in all aspects of athletic program operations.

**DESCRIPTIVE EXAMPLES**

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| **Meets Standard** | **Below Standard** |
| The athletics specialist promotes the R.A.I.S.E. core values of the MCPS systemwide athletics program. | The athletics specialist does not promote the R.A.I.S.E. core values. |
| The athletics specialist works collaboratively with appropriate staff members, including the administration, security team, and the extracurricular activities director to develop and supervise an afterschool safety and supervision plan, consistent with MCPS policies and procedures. | The athletics specialist does not work collaboratively with appropriate staff members to develop and supervise an afterschool safety and supervision plan, consistent with MCPS policies and procedures. |
| The athletics specialist treats and holds all students, coaches and stakeholders, regardless of race, gender, ethic/cultural background, socioeconomic status to high standards of sportsmanship and excellence. | The athletics specialist does not hold all students and coaches to high standards of sportsmanship and excellence. |
| The athletics specialist meets with stakeholders and provides oral and written explanations of the program vision and strategic plan and how they support the school system’s vision and strategic plan; solicits input from stakeholders; monitors staff responses to requests, inquiries and input. | The athletics specialist does not meet with stakeholders; does not elicit input. |
| The athletics specialist assesses equity in all aspects of the athletic program and establishes goals and initiatives appropriately, such as:   * access to facilities * financial equity * uniform rotations * communication with students and families * equipment purchases * support for programs | The athletics specialist does not provide equitable opportunities for all stakeholders. |

**STANDARD II: Athletics specialists ensure a high-quality athletic program is developed, articulated, and implemented.**

**Performance Criteria**

1. The athletics specialist is knowledgeable about current practices and methods in regards to safety, facilities management, etc.
2. The athletics specialist communicates his/her knowledge clearly to coaches, students, and staff.
3. The athletics specialist uses comprehensive, collaborative planning skills to design effective athletic programs and instruction.
4. The athletics specialist promotes high expectations for the delivery of quality programs and services.

**DESCRIPTIVE EXAMPLES**

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| **Meets Standard** | **Below Standard** |
| The athletics specialist assists the systemwide athletics unit with the creation of schedules across the interscholastic athletics program. | The athletics specialist creates schedules without the assistance and collaboration of the systemwide athletics unit. |
| The athletics specialist promotes and ensures compliance with all applicable MCPS, state, and national policies and procedures regarding health and safety initiatives. | The athletics specialist does not promote and ensure compliance with policies and procedures regarding health and safety initiatives. |
| The athletics specialist manages and supervises the online registration for athletics, including coordination and communication with students and parents/guardians. | The athletics specialist does not manage/supervise the online registration process for athletics. |
| The athletics specialist provides direction and assistance to coaches and athletic department personnel in terms of: practices organization and management including adherence to safety standards; coaching skills and techniques, care and storage of equipment and uniforms; and relationships with the media. | The athletics specialist does not provide direction or assistance to coaches and other personnel for adherence to safety standards; coaching skills, care and storage of equipment and/or media relations. |
| The athletics specialist prepares a year-long athletic program with details for all activities. | The athletics specialist does not prepare a year-long athletic program. |
| The athletics specialist works with staff and stakeholders to establish timelines for critical processes/activities and benchmarks for monitoring success (e.g. safety/crisis and transportation policies and regulations, maintenance schedules, etc.). | The athletics specialist works on a limited basis with staff and stakeholders to establish timelines for critical processes/activities and benchmarks for monitoring success.. |
| The athletics specialist provides necessary information to ensure that students, staff, and the school community understand MCPS policies, regulations, and procedures, as well as local, state, and federal mandates. | The athletics specialist does not provide vital information about regulating procedures. |
| The athletics specialist provides structures and processes that promote effective communication and timely resolution of conflicts; assists in establishing and maintaining regular procedures whereby staff are able to communicate concerns. | The athletics specialist does not resolve conflicts in a timely way. |

**STANDARD III: Athletics specialists are responsible for establishing and managing an athletic program that fosters a positive learning environment.**

**Performance Criteria**

1. The athletics specialist manages operations and resources to ensure a safe, efficient athletic program.
2. The athletics specialist coordinates human and material resources to improve and support the athletic program.
3. The athletics specialist develops and supervises efficient processes in order to maximize performance.
4. The athletics specialist develops and manages a comprehensive athletic budget and manages all financial operations within the athletic department.

**DESCRIPTIVE EXAMPLES**

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| **Meets Standard** | **Below Standard** |
| The athletics specialist assists the principal in the selection and evaluation of coaches and athletic department personnel. | The athletics specialist does not assist the principal in the selection and evaluation of coaches and athletic department personnel. |
| The athletics specialist utilizes social media applications, websites, software programs, and technological resources to promote the program and effectively communicate with all stakeholders across the program. | The athletics specialist does not utilize technological resources to promote the program and communicate with stakeholders. |
| The athletics specialist meets with booster clubs, PTSAs and other school or community groups to promote and gain support for the total school athletics program. | The athletics specialist does not meet with community groups to promote or gain support for the athletics program. |
| The athletics specialist encourages attendance and community support for all athletic activities. | The athletics specialist does not encourage attendance and community support at events. |
| The athletics specialist develops and monitors a comprehensive athletic budget.   * maintains accurate sport by sport financial records, including the purchase of uniforms and other equipment * assists in preparing a detailed yearly financial report for the director of systemwide athletics, * responsible for ticket accounting procedures for home athletic events. | The athletics specialist does not develop or maintain a comprehensive athletic budget. |
| The athletics specialist monitors site preparation for all events held in/on athletic facilities; coordinates the use of athletic facilities by school and other agencies; assists in preparing appropriate forms to meet the requirements of the Interagency Coordinating Board. | The athletics specialist does not monitor site preparation for events held in/on athletic facilities. |
| The athletics specialist establishes fair practice schedules, access to facilities and inclement weather processes. | The athletics specialist does not ensure fairness in practice schedules, access to facilities and inclement weather processes. |
| The athletics specialist maximizes effective use of support personnel, including ticket managers, assistant AS’s, night game managers, assistant game managers, first aid assistants, etc. | The athletics specialist does not delegate tasks. |
| The athletics specialist delegates responsibilities to a variety of appropriate staff; empowers them to assume a leadership role in the decision-making process; monitors and provides feedback to staff with regard to performance of these responsibilities. | The athletics specialist does not delegate responsibilities. |
| The athletics specialist creates, coordinates and communicates schedules to stakeholders regarding contests, award ceremonies, booster meetings, and other athletic functions. | The athletics specialist schedules are rarely planned well in advance of events. |
| The athletics specialist facilitates the development and implementation of an action plan to ensure student safety and security in accordance with MCPS policies and regulations. | The athletics specialist leads the program without consideration of an action plan to ensure the safety and security of students. |

**STANDARD IV: Athletics specialists assess and analyze data to develop and adapt plans that enhance the athletic program.**

**Performance Criteria**

* The athletics specialist observes coaches on a regular basis to provide feedback.
* The athletics specialist monitors student progress in athletics.
* The athletics specialist attends events to gather data regarding the athletic program.

**DESCRIPTIVE EXAMPLES**

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| **Meets Standard** | **Below Standard** |
| The athletics specialist attends athletic practices and events to evaluate program quality and confers with coaches and athletic department personnel to share observation results. | The athletics specialist does not attend practices and/or events to evaluate quality or confer with coaches and staff to share observation results. |
| The athletics specialist uses a variety of data sources to create and implement a strategic plan and vision for promoting success in all aspects of athletic department operations, such as:   * athletic rosters/school enrollment * financial reports * academic/eligibility reports * parent/student surveys | The athletics specialist uses limited data to make decisions. |
| The athletics specialist assists coaches in ensuring students achieve eligibility standards. | The athletics specialist does not monitor ineligibility lists. |
| The athletics specialist solicits feedback through a variety of methods prior to making changes to existing programs/processes or prior to adopting new ones | The athletics specialist does not consider feedback through a variety of methods prior to making changes to existing programs/processes or prior to adopting new ones. |
| The athletics specialist fosters a collaborative atmosphere for revising products, programs, services and implementation plans based on progress data; encourages stakeholders to provide input. | The athletics specialist does not seek input to revise the athletic program. |

**Standard V: Athletics specialists are committed to continuous improvement and professional development.**

*Performance Criteria*

1. The athletics specialist seeks and uses feedback and reflects on his/her leadership.
2. The athletics specialist draws upon sports management research and strategies in the delivery and enhancement of the athletic program.
3. The athletics specialist is an active member of professional learning communities.
4. The athletics specialist actively pursues professional growth and educational experiences.

**DESCRIPTIVE EXAMPLES**

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| **Meets Standard** | **Below Standard** |
| The athletics specialist encourages coaches and athletic department personnel to attend clinics, in-service courses, conferences, and seminars related to their responsibilities. | The athletics specialist does not encourage coaches and athletic department personnel to attend clinics, in-services courses, conferences, and seminars related to their responsibilities. |
| The athletics specialist holds membership and appropriate certifications in local, state, or national professional associations and organizations. | The athletic specialist does not participate in professional associations and organizations. |
| The athletics specialist participates in required school, cluster, and system-wide meetings; shares information obtained at meetings with staff. | The athletics specialist inconsistently attends system-wide meetings. |
| The athletics specialist seeks out professional development in order to develop and monitor a strategic plan to support the success of the entire athletics department. | The athletics specialist does not seek professional development in order to develop and monitor a strategic plan to support the success of the entire athletics department. |
| The athletics specialist seeks the support of colleagues (peer visits, cluster planning groups, email), shares materials and experiences, and is open to applying advice or suggestions. | The athletics specialist does not accept the support of colleagues. |
| The athletics specialist demonstrates dedication, integrity and ethical behavior and holds others to these norms. | The athletics specialist acts unethically at times. |

**Standard VI: Athletics specialists exhibit a high degree of professionalism.**

*Performance Criteria*

1. The athletics specialist understands and responds to cultural, economic, and other factors that influence the success of the athletic program.
2. The athletics specialist views himself/herself as a leader in the educational community.
3. The athletics specialist acts as liaison between or among various entities and stakeholders.
4. The athletics specialist represents the interests of the program and school system when engaging with local, state, national, and governmental groups/agencies.

**DESCRIPTIVE EXAMPLES**

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| **Meets Standard** | **Below Standard** |
| The athletics specialist confers regularly with the director of systemwide athletics and/or systemwide athletics specialist about matters pertaining to interscholastic athletics, including:   * summer workshop * schedule committees * workgroups * handbook | The athletics specialist does not confer with the director of system-wide athletics and/or other systemwide athletics specialist about matters pertaining to interscholastic athletics. |
| The athletics specialist represents the principal at athletic events and at discussions related to athletics/facilities use when asked to do so. | The athletics specialist does not represent the principal at athletic events /discussions related to facilities use when asked to do so. |
| The athletics specialist attends athletic contests when appropriate or arranges coverage and represents the principal at athletic events when requested to do so. | The athletics specialist does not attend athletic contests or arrange coverage when requested to do so. |
| The athletics specialist performs related duties consistent with the scope and intent of the position. | The athletics specialist regularly does not perform related duties consistent with the scope and intent of the position. |
| The athletics specialist engages in dialogue, problem-solving, planning with other stakeholders within the county or across the state including SGA, faculty, coaches, students, media, central office, MPSSAA, boosters, parents, security, business office personnel, administration, etc. regarding:   * equity and cultural proficiency * title IX * strategic planning * best practices | The athletics specialist makes decisions in isolation. |
| The athletics specialist regularly attends countywide meetings; attends coaches’ meetings for sport(s) to which they are assigned to function as athletics specialist liaison. | The athletics specialist fails to represent the school as the athletics specialist. |
| The athletics specialist advocates on behalf of students, staff, families, communities and the school system for necessary resources to support program goals and objectives. | The athletics specialist does not advocate for all athletic programs equitably. |