

ATHLETIC COACHING POLICIES & PROCEDURES

Role of the Athletic Coach

Athletic coaching, while generally focused on the court or field, is conceived at EMU as an activity involving a range of responsibilities. The athletic coach is a role model and a motivator for both academic and athletic excellence. The athletic coach at EMU loves God, respects the sport, serves the Church, and is fundamentally committed to Biblical shalom as the centerpiece of the Gospel, and while respecting the relativity of all cultural creation, holds to the historically conditioned but purposeful Anabaptist-Mennonite Christian tradition.

Athletic coaches are supervised by and responsible to the director of athletics. The primary responsibility for the quality of the athletic program at Eastern Mennonite University resides with the director of athletics and the athletic coaches. Given the professional status of athletic coaches at EMU, a heavy responsibility rests on coaches to engage actively in ongoing self-development, creative and innovative coaching, and mutually wholesome relationships with colleagues and students.

Athletic Coaches Employment and Promotion Policies

Criteria for Eligibility

To be eligible for athletic coaching each coach must have demonstrated experience in the respective sport. Further, each coach must be fully able to support the mission of the institution, be in harmony with the doctrines and practices of the Mennonite Church USA, and abide by the *Community Lifestyle Commitment*.

These beliefs and practices should include a commitment to a believer's church understanding of the people of God, the Christian calling to discipleship, the way of nonresistance and love in all human relationships, as well as a willingness and ability to warmly articulate basic Christian convictions.

Athletic Coach Recruitment

The following guidelines are used when recruiting for head coaching positions:

- A. Together the director of athletics and the vice president for student life in consultation with the provost and academic dean (when relevant) identify a coaching position and agree to initiate recruitment (includes advertising in Mennonite periodicals, the NCAA News, on Menno-link and on occasion in other appropriate journals). The coaching position is posted on the EMU website and on EMU's employment bulletin board. Applicants are asked to submit a cover letter, a brief description of their philosophy of coaching and recruiting at the collegiate level, vita, copies of college transcripts and contact information for three references.
- B. The vice president for student life appoints a search committee (typically chaired by the director of athletics), which identifies potential candidates (credentials, experience, fit with the institution, etc.). As applications are submitted, the chair of the search committee sends a letter acknowledging receipt and indicating the planned hiring timeline.
- C. The search committee chair, the director of athletics or the vice president for student life initiates further contact with a select number of applicants. Documents sent include the course catalog, general information brochures, the EMU Philosophy, the EMU Mission Statement; The Personal Statement of Faith and Life form; the *Confession of Faith in a Mennonite Perspective*; the Community Lifestyle Commitment; the job description; and a copy of the coach recruitment

process. Initial screening of prospective candidates occurs by contacting references, and then conducting a phone interview between the search committee (or representative) and the candidate. Prior to the phone interview, the candidate is instructed to be prepared to discuss questions on the personal statement of faith and life, as well as to converse generally about other materials sent.

- D. One or more candidates are invited to campus for an interview when the search committee, the director of athletics and the vice president for student life agree that the applicant is to be given serious consideration. When invited to campus, the candidate is asked to prepare written responses to the Personal Statement of Faith and Life. The athletic department hosts candidates. Opportunity is provided for both formal and informal interviews with athletic coaches, staff, students, vice president for student life, undergraduate dean, provost, and the president.
- E. Candidates are evaluated not only on potential coaching and mentoring strength, but also on their commitment to the mission and philosophy of the institution. The materials sent earlier are reviewed with the candidate at the interview.
- F. At the time of the campus interview, candidates are required to fill out the “Authorization for Release of Information” form. The department is responsible to return the completed form to the human resources office, which handles the request and will respond back to the department. Candidates must be reviewed in this manner before the offer of employment is made.
- G. After the campus visit, the search committee evaluates the relative strengths and weaknesses of the candidate(s). The committee conveys a recommendation to the director of athletics and the vice president for student life which may rank order the candidates. If a candidate is recommended for hiring, the vice president for student life consults with the provost and president for agreement on who receiving the first offer. The vice president for student life or the director of athletics extends the invitation verbally and then in writing to the candidate.
- H. Salary and coaching rank are determined by the vice president for student life according to policy published in the Faculty/Staff Handbook and are conveyed to the candidate in the written offer, which also includes information about moving expenses if applicable. Questions about fringe benefits are referred to the human resources department to interpret the handbook policies.

Athletic Coach Appointment

- A. All athletic coaching appointments are one-year renewable contract appointments with a first year provisional appointment.
- B. An annual Salary Statement shall be issued by EMU to the athletic coach and shall indicate salary level and fringe benefits.

Contract Review & Renewal Process

- A. First year appointments shall be provisional; during this provisional time the institution is under no obligation to renew the contract and renewal is at the discretion of the director of athletics in consultation with the vice president for student life.
- B. The review process after the first year shall occur annually and be initiated by the director of athletics. The director of athletics sends a letter to the coach within two weeks of the completion of the playing season indicating generally the nature of the review process. The director of athletics requests that the coach complete a self-evaluation and written review of the season at least one week before the scheduled review which shall, whenever possible, occur no later than

30 days after the end of the season. Team members will routinely complete an end-of-season evaluation that is implemented by the director of athletics as soon after the end of the season as possible (preferably within two weeks). Results of the player evaluations will be shared with the coach in ways that hide the identity of individual student athletes, usually by presenting the results in aggregate form.

- C. The director of athletics completes a performance appraisal and reviews it and the other documents at the scheduled review. Within ten days following the scheduled review the director of athletics will indicate intent to: 1) extend a one-year contract renewal; 2) extend a one-year contract renewal contingent upon documented improvement in stated area; 3) not renew the coaching contract with the individual coach released at the end of the current academic semester.
- D. All documents related to the review will be placed in the coach's file in the office of the director of athletics. A copy of the signed performance appraisal will be sent to the vice president for student life, and the original to human resources.

Appeal Procedures

- A. If the director of athletics recommends non-renewal or other contract changes and the coach wishes to appeal the decision, it must be done in writing to the vice president for student life within ten working days of notification. The vice president for student life will meet with the coach and the director of athletics to hear the appeal.
- B. If the appeal is denied, the coach may make a second and final appeal to the provost within ten working days. The provost will meet with the coach and the vice president for student life (and/or the director of human resources) to report the outcome of the appeal.

Other Conditions for Release of Contract

Upon the recommendation of the president, a contract may be terminated for unsatisfactory service such as incompetence, neglect of duty, opposition to the mission and goals of EMU or to the Mennonite Church, or immorality. Except as hereinafter noted, a coach/employee shall be given 30 days written notice of termination for any of the reasons stated above.

Notwithstanding the above, the Board of Trustees reserves the right to discontinue the services of any coach at any time due to a major decrease in enrollment or any other extreme eventuality (e.g., gross incompetence, immorality, neglect of duty, etc.). Employees who are the subject of informal (within the institution) or formal (legal) charges/allegations may be suspended from duties (with or without compensation) pending an investigation of charges.

Appeal

- A. Appeal in the case of a terminated contract must be initiated by the coach in writing within ten working days of the date of termination notice, such appeal to be addressed to the Coaches Status Committee (CSC) comprised of the vice president for student life, the faculty athletic representative (or designate), a coach (elected by the department) and an appointed administrator (C level designation or above – preferably the undergraduate dean). The committee shall hold hearings and otherwise review the merits of the case. The decision must be in writing and addressed to the athletic coach in question. The committee shall render a decision no later than 45 days after the terminated athletic coach initiates the appeal.

- B. In the event the CSC decision is contested, the aggrieved party may initiate formal grievance procedures. (See appendices for Grievance Procedures.)

Athletic Head Coaching Rank and Promotion Procedures

Coaching rank at EMU is recognition given to athletic coaches for academic preparation, experience and professional achievement (competition, recruiting) and contribution to the campus, church and community are important areas of consideration in rank and promotion decisions.

In a number of situations EMU employs persons who work across departments and/or divisions and therefore hold joint appointments. In coaching/teaching appointments the athletic coaching salary is calculated on the athletic coaching scale and teaching salary is calculated on the teaching scale. Coaches that teach at least one half time hold faculty status and are eligible to apply for professional development opportunities and sabbaticals. Individuals with a teaching assignment of two thirds or more are on the faculty fixed-interval contract system and faculty scale.

A. **Minimal criteria** for appointment or promotion to each coaching rank are as follows:

1. CR I rank
 - College-level course work.
 - No prior college coaching experience necessary.
2. CR II rank
 - Completion of a bachelor's degree.
 - Three years of successful college coaching experience (comparable professional experience may be considered on a case-by-case basis).
3. CR III rank
 - Six years of successful college coaching experience (comparable professional experience may be considered on a case-by-case basis).
 - Completion of a minimum of eight professional development conferences, workshops, courses and seminars, which enhance coaching effectiveness (written certification or documentation of learning required) or 18 hours of graduate level study in an appropriate sport related discipline.
4. CR IV rank
 - Nine years of successful college coaching experience (comparable professional experience may be considered on a case-by-case basis).
 - Completion of a minimum of twelve professional development conferences, workshops, courses and seminars, which enhance coaching effectiveness (written certification or documentation of learning required) or a Master's degree in an appropriate sport related discipline.
 - Active involvement and participation in conference, regional or national coaching or sport associations.
 - Internal and external validation of coaching skills and achievement.
5. CR V rank
 - Twelve years of successful college coaching experience (comparable professional experience may be considered on a case-by-case basis).
 - Completion of a minimum of sixteen professional development conferences, workshops, courses and seminars, which enhance coaching effectiveness (written certification or documentation of learning required) or a doctorate in an appropriate sport related discipline.
 - Continued active involvement and participation in conference, regional or national coaching or sport associations.

- Internal and external evidence of outstanding achievement in the profession.

When coaches work towards professional development the criteria must be met by January 15 for a July 1 contract. A coaching rank cannot be skipped in the promotion process.

Promotion in each case shall require the satisfaction of all criteria, which include coaching proficiency, experience, performance, education, internal and external validation and service. The institution encourages constant personal and professional development, and the promotion system has such development as its goal. Work towards a coaching certification or other types of professional development or advancement (publishing, honors, awards or appointments) is an external validation, which benefits both the individual and the institution. Thus, all athletic coaches should work toward external validation at appropriate points in their careers. External validation will be deemed highly significant in the promotion process. No promotions will be given during the first year of employment at Eastern Mennonite University.

B. Demonstrated excellence is expected and evaluated as follows:

1. Coaching

- a. Student athlete evaluation. The evaluation must reflect sustained, positive student affirmation.
- b. Peer evaluations.
- c. Supervisor evaluation/performance appraisals.
- d. Performance (win/loss record, conference finishes, regional rankings, coach-of-the-year, all-conference athletes, etc.)

2. Professional Development. Every athletic coach should be able to demonstrate activities that reflect serious concern to remain abreast and active in the coaching discipline or instructional area. Examples are publications, presentations at conferences, workshops, leadership and/or participation in professional coaching organizations, certification (if available), clinics and summer camps.

3. Campus, community and church activity. All coaches are encouraged and expected to engage in a variety of community activities including continuous interaction with students, committee work on campus, community service, engagement in local congregational life and broader church activity. Recruitment activities on behalf of admissions, participation in student life activities with students, and regular chapel attendance are examples of involvement that are important for supporting the institution and building community on campus. Coaches are expected to model a wholesome, active and responsible lifestyle rooted in Anabaptist/Mennonite spiritual experience and theological understanding. Part of this is fostering collegial relationships and demonstrating the ability to work productively with colleagues on shared tasks.

The relative priority of each of these categories will be tailored to the individual's particular needs, assignment and stated goals.

C. A Coaching Portfolio should be maintained by the coach and designed to provide necessary documentation to meet the criteria for review and promotion in rank. Failure to present a well-developed portfolio with material illustrative of the established criteria may result in denial of promotion. Items appropriate to meet these requirements are:

1. Materials referred to or needed to document items in B1-3 above, including student-athlete evaluations for the past 3 years, and documentation for achievement and service.

2. Up-to-date curriculum vitae (educational, personal, scholarly, coaching performance and community activity).
3. Annual end of season reports
4. A self evaluation and colleague evaluation (forms provided by the AD)
5. Statement of goals for future service at EMU

Promotion Procedures

- A. The athletic coach initiates the request for promotion by submitting a letter of request for promotion to the director of athletics by October 1. The letter indicates how the criteria for promotion are satisfied and is accompanied by a coaching portfolio documenting coaching success, professional development and service.
- B. The director of athletics polls the other coaches and forwards the department’s recommendation along with the portfolio to the vice president for student life by October 15.
- C. The vice president for student life completes the promotion recommendation form indicating support or denial and meets with the coach to review the recommendation.
- D. The vice president for student life submits the promotion recommendation form, letter of promotion request and portfolio to the Coaches Status Committee (CSC) by November 1.
- E. The chair of the CSC circulates the materials among the members of the committee and convenes a meeting to review the recommendation. If the committee approves the recommendation request, the chair forwards the recommendation in writing to the provost by November 15. If the committee denies the request, the chair reports the action of the committee including rationale to the athletic director and coach after the meeting.
- F. The provost reviews the recommendation and approves or denies the request in writing to the vice president for student life who notifies the coach and the director of athletics by November 30.
- G. Promotions become effective with the salary period beginning in the following academic year.

Appeal Procedures

- A. If a coach wishes to appeal the decision of the committee, it must be done in writing within ten working days of notification of the committee’s decision. The committee shall then meet to hear the appeal. If the appeal to the committee is denied, the coach may make a second appeal to the provost. The second appeal must be made in writing within ten working days of notification of the committee’s decision.
- B. All appeal procedures shall provide a fair hearing for all interested parties.

Salary Schedule for Athletic Coaches

Index Schedule (base adjusted annually)

<u>COACHING RANK</u>	<u>LEVEL</u>	<u>STEPS</u>										
		<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>
CR I	X	0.922	0.945	0.967	0.99	1.012	1.035	1.057	1.08	1.102	1.124	1.147
	Y	0.961	0.985	1.008	1.032	1.055	1.079	1.102	1.125	1.149	1.172	1.196
CR II	Z	1.000	1.025	1.049	1.074	1.098	1.122	1.147	1.171	1.196	1.220	1.244

	A	1.040	1.065	1.090	1.116	1.141	1.166	1.192	1.217	1.242	1.268	1.293
CR III	B	1.106	1.132	1.159	1.185	1.211	1.238	1.264	1.290	1.317	1.343	1.369
	C	1.146	1.173	1.200	1.228	1.255	1.282	1.310	1.337	1.364	1.392	1.419
CR IV	D	1.239	1.268	1.297	1.326	1.356	1.385	1.414	1.443	1.473	1.502	1.531
	E	1.281	1.312	1.342	1.372	1.402	1.433	1.463	1.493	1.523	1.554	1.584
CR V	F	1.423	1.455	1.487	1.519	1.552	1.584	1.616	1.648	1.680	1.713	1.745
	G	1.466	1.499	1.532	1.565	1.599	1.632	1.665	1.698	1.731	1.764	1.798
	H	1.512	1.546	1.580	1.614	1.648	1.682	1.717	1.751	1.785	1.819	1.853

Provisions:

1. Steps 1-10 are increases based on experience, skill, service and job relation.
2. A full-time salary is determined by multiplying the above level-step index times the established base. Salaries for less than full-time persons who are classified by level and step (half time or more) are determined proportionately to the contract load.
3. Stipend athletic coaches are remunerated according to the Stipend Coaching Salary Schedule available in the director of athletics office.

Rank	Professional Growth and Achievement Levels
CR I	levels -X and -Y
CR II	levels Z and A
CR III	levels B and C
CR IV	levels D and E
CR V	levels F, G, and H

Steps	Experience, Skill, Service and Job Relation Steps
1	2 years coaching experience (college)
2	4 years coaching experience (college)
3	8 years coaching experience (college)
4	12 years coaching experience (college)
5	20 years coaching experience (college)
1	job related experience
1 or 2	skill (coaching expertise)
1 or 2	service (institutional, student, constituency, etc.)

Criteria for Placing Athletic Coaches on Salary Scale and Promotion

Placing athletic coaches on the salary scale involves two major aspects: determining the level in a range from X to H and determining the steps in a range from zero to ten. Following is a description of the procedure and the criteria.

Coaching Rank

- A. Each of the ranks from Coaching Rank I (CR I) to Coaching Rank IV (CR IV) has a range of two levels. The criteria used to establish the level are:
 - 1. Additional professional development beyond the minimum required for that rank.
 - 2. Professional growth and achievement of marked significance (publication, awards, etc.).
- B. The Coaching Rank V (CR V) has a range of three levels. The criteria used to establish the number of levels received within this rank are:
 - Level F Developing conference and/or regional coaching recognition, and developing success as a coach.
 - Level G Consistent conference and/or regional coaching recognition, and sustained success as a coach (example: overall win/loss over .500).
 - Level H National coaching recognition or equivalent.

Procedure and Criteria Used for the Steps

There are four separate categories in this area:

- A. **Job-Related Experience.** In this category a maximum of one step may be granted for experience in jobs other than college coaching. This work must be related to the coaching position at EMU, and thus in turn enhances the performance in coaching. The criteria used are a minimum of three years of such experience for one step. In cases where there is significant job-related experience less than three years in length but longer than one and a half years, a half step may be given.
- B. **Experience Plus Experience-Skill Category**
Five steps are given for coaching experience as follows:
 - 2 years - 1 step
 - 4 years - 2 steps
 - 8 years - 3 steps
 - 12 years – 4 steps
 - 20 years – 5 steps
- C. **Coaching Performance.** A maximum of two steps is available on the designed scale for coaching performance. The considerations are:
 - 1. Coaching experience at EMU of more than two years and coaching half time or more in the year of the evaluation.
 - 2. Clear strong signals from students and colleagues that the athletic coach is recognized as an excellent coach.Evaluations of coaching performance submitted by the director of athletics and student-athlete evaluations are used to confirm.
- D. **Outstanding Service.** Two steps are available for outstanding service. The considerations are:
 - 1. Exceptional professional achievements locally, regionally, nationally.
 - 2. Creative leadership and institutional involvement in committee work.
 - 3. Exceptional involvement in student activities, counseling, entertainment, etc.
 - 4. Relationships with the constituency.

Athletic Coach Contract Period and Payment Schedule

The EMU athletic coach salary scale is based on a twelve-month assignment. While in-season responsibilities may exceed full-time work, off-season responsibilities are much more flexible and difficult to define. Recruiting is a year round process and requires evening, weekend and summer work.

Full-time athletic coach salaries are paid over a twelve-month period beginning August 31 of the respective contract year. Special assignments for athletic coaches are negotiated on a separate salary scale and arranged outside the regular contract.

There are several voluntary deductions that athletic coaches may elect to have deducted from their paychecks. These include payments into an approved tax deferred plan, participation in the flexible benefits plan or a front-end contribution to EMU. Direct deposit is available to any bank. On each payday a form similar to a check stub will be distributed showing the gross to net calculations.

Athletic Coach Professional Improvement Opportunities

At the heart of a successful athletic program lives an energetic and active athletic coach. Eastern Mennonite is home to a community that values learning, various forms of scholarship, community service, international understanding, contribution to the church and personal accomplishments. To nurture and sustain the athletic coach as a growing resource, Eastern Mennonite is committed to professional improvement. In addition, athletic coaches are expected to take initiative in promoting their own growth as persons of faith.

Professional Development Funds

Professional Memberships

EMU recognizes the value to athletic coaches of belonging to professional coaching organizations. EMU encourages *EMU athletic coaches** to join a professional society by providing one annual membership (up to \$250.00) to a professional society of the athletic coaches member's choosing.

Professional Meetings and Conferences

EMU recognizes the value to athletic coaches of participating in professional development through attendance and presentations at national and regional meetings. EMU encourages *EMU athletic coaches** to attend and present their work by providing \$250.00 to attend a professional meeting. In addition EMU will cover 50% of expenses over \$250.00 (to a maximum of \$250.00 additional), or 100% of expenses over \$250.00 (to a maximum of \$500.00 additional) if the *EMU athletic coach** is on the official program.

**EMU athletic coaches* are head coaches who hold on-going positions, which are subject to review. *EMU athletic coaches* may submit requests for support for attending more than one professional meeting to the vice president for student life. Requests will be honored within budgetary limitations.

Athletic Coach Workload

Head Athletic Coaches with Joint Appointments

Athletic coaches are expected to maximize the use of practice time with their team and exhibit practical expressions of Christian discipleship. Off the playing field coaches are expected to be a part of planning in their departments, and to serve, as elected or appointed, on committees that further the educational

mission of the university. Head athletic coaches are expected to maintain regular office hours, attend athletic department meetings and be available for student athletes, committee assignments and other institutional activities.

Stipend Athletic Coaches

The university also employs stipend (defined by less than half-time appointment) head and assistant athletic coaches who receive no fringe benefits. The rights and responsibilities of these athletic coaches are comparable to those outlined below.

A stipend athletic coach is a person whose coaching particularly equips him or her to meet an identifiable need in the university. A stipend athletic coach will be characterized by the following:

- a) holds coaching experience or playing experience in the sport assigned
- b) has primary employment/income elsewhere, is a graduate student or is retired
- c) is available to coach over a number of years but is contracted as needed
- d) supports the mission of the university.

Appointment and Evaluation of Stipend Athletic Coaches

Appointment of a stipend head coaching position is made by the director of athletics, upon recommendation of a search committee, and in agreement with the vice president for student life. Stipend assistant athletic coaches are appointed by the director of athletics upon recommendation by the head coach and in agreement with the vice president for student life. Stipend athletic coaches are employed for a specific assignment and are remunerated according to the stipend athletic coaches' salary scale.

Evaluation of stipend head coaches follows the same pattern as other head coaches. Summative evaluation of assistant coaches is the primary responsibility of the head coach, and shall be completed in writing as part of the annual end-of-season report. These written evaluations shall include a summary of feedback about assistant coaches from student athlete evaluations after the close of each season. The athletic director will share relevant portions of player evaluations of assistant coaches in a form that does not reveal the identity of individual players. Other areas for evaluation may include but are not limited to the following: support of the mission and values of EMU; relationships to players; character and demeanor/attitude; role as an educator-practitioner (teaching fundamentals, strategy, modeling good play and sportsmanship); and completion of duties assigned by the head coach. All assistant coaching positions are temporary contract and seasonal appointments. Assistant coaches should not assume that they will be re-appointed until such time as their temporary salary statement is signed prior to each season by the coach, athletic director, and vice president for student life.

At Eastern Mennonite University part-time athletic coaches are a valuable resource and are encouraged to participate as fully as possible in departmental activities in addition to their primary coaching responsibility. They are also invited to participate in broader university life such as chapel, athletic department meetings and EMU events, as schedules permit.

- A. Individuals hired for a part-time coaching assignment are responsible to furnish the director of athletics with an up-to-date curriculum vitae and transcripts for all college and graduate work.
- B. Athletic coaches employed less than three-quarter are requested, if at all possible, to participate in both the Fall Faculty/Staff Conference and Fall Student Life retreat (scheduled preceding Fall Faculty/Staff Conference).

- C. Stipend head coaches are expected to designate and post regular office hours when students may meet them. These athletic coaches shall keep the director of athletics and office manager informed of their office hours.

- D. In general, the stipend coach's primary contact will be with the director of athletics. Practical questions related to department policies, office location, meetings, etc., can best be addressed in the department. Part-time athletic coaches are always invited to bring any concerns or questions to the attention of the vice president for student life.