

Project “Rebound” for Athletics Program

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Abstract

Working at the overseas international school here in south east Asia, we as teachers do face different types of challenges, especially from the cultural side of dilemma, in trying to implement the most appropriate practices from experiences to provide positive influences among all students, as well as to our own associates in the everyday life. Being in the position as Athletic Director myself, I see this as one of the most important aspects among all school tasks as to bring students sense of belongings, honor, pride, and teamwork. I strongly believe the most functional method of encouraging student involvement in sports and extra-curricular activities, is by putting together a sound and solid foundation in the athletic program, where students get to enjoy the fun and exciting part of doing sports (activities) under well-structured program guidelines. In this project article, I will lay out the ground from the aspect of the history of my school, the past-current status of school athletic program, and what my goals are in putting together a more thorough and rounded infrastructure to the program in the future and build from it, as I called it “The Project Rebound”.

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About Kaohsiung American School

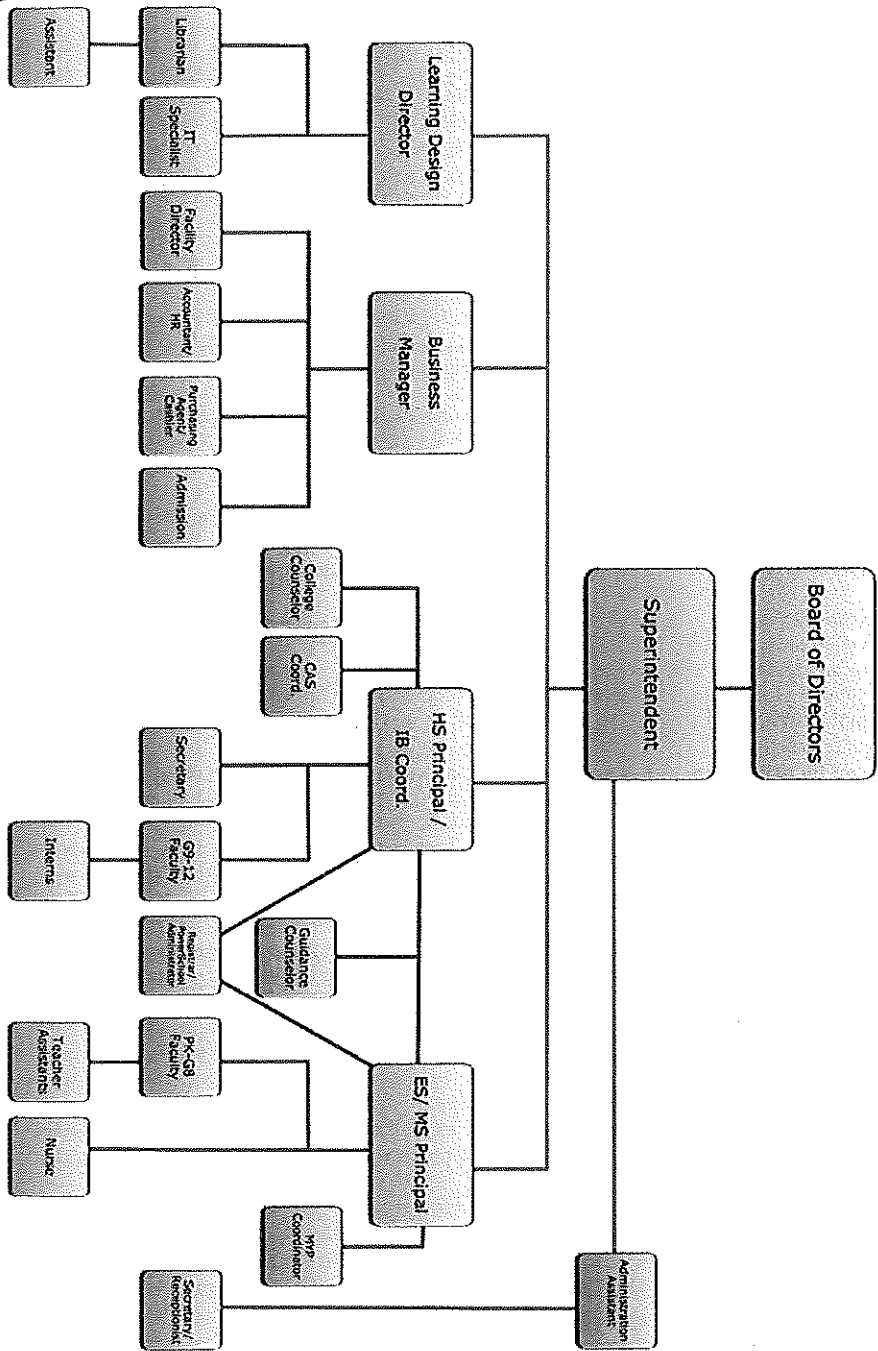
Kaohsiung American School (KAS: <http://kas.tw>) was established in 1989 as an elementary school serving the needs of local and expatriate families with children from pre-kindergarten to eighth grade. The first school was located in a series of apartments in the Chang Gung Hospital compound. Starting in 1992, KAS served as a school of record for University of Nebraska (Lincoln) Correspondent High School courses, with the first graduate in 1997.

In 1997, KAS began to offer independent high school courses. In January 1999, KAS moved into shared lease facilities in a Kaohsiung City elementary school. Then, in January 2003, Kaohsiung American School became sole occupiers of another elementary school facility, leased for 9 years (and granted for another 20-year lease recently in August, 2013) from the Kaohsiung City government. The Board of Directors have allocated over \$5 million USD all along to renovate the 40 year-old buildings and campus and continuing.

KAS is a private, non-profit, Pre-K to Grade 12 institution offering a college preparatory program leading to US high school diploma. The high school staff includes 20 classroom teachers, the majority of whom are from the USA and Canada. The 240 high school students this 2013-2014 school year (9-12) represent over 15 countries, including the USA, Taiwan, Canada, Japan, Singapore, New Zealand, the UK, France, the Philippines, and others. A high percentage of the student population is overseas-born Taiwanese holding a foreign passport. “B.I.G.” represents KAS mission statement for students’ strive for:

- “B”: Balanced Individuals (Academic, Art, Athletics)
- “I”: Independent Learners (Passionate, Curious, Critical Thinkers)
- “G”: Global Citizens (Award, Ethical, Cooperative)

SECTION 20: KAS ORGANIZATIONAL CHART 2013/2014



Source: Kaohsiung American School Website: <http://kas.tw>

History of Past & Current Athletic Program at KAS

The KAS Athletic Program offers sports activities along with various extra-curricular activities/clubs throughout the year. It covers the entire school levels from Grade 1 all the way up to Grade 12, ranging from activities such as feeder sports and art club in elementary level, team sports in middle school level, and MUN (Model United Nation), GIN (Global Issue Network), team sports (junior/varsity) in high school level.

From the Athletic Sporting Seasons, KAS joins 2 major conferences/leagues, known as “ACAMIS” (The Association of China and Mongolia International Schools: <http://acamis.org/>) for varsity levels of sporting competition that is off island, where as another league as “TISSA” (Taiwan International Schools Sports Association) in providing lower level student-athletes (junior varsity, junior varsity-b, and all middle school sports teams) various channel of exposures to meet different levels of competition that take place within the island itself.

In the aspect of extra-curricular program, we have the entire school staffs devoted into offering various activities across the board to all grade levels, like art club, music club, feeder sports, board games, and construction club, along with other self-driven/promoted activities/clubs run by high school students, such as dance club, cheerleading club, invisible children club, speech club, and Taiwanese culture club. All activities and clubs go year long that offer students opportunities to explore their own interests while learning different skills from interacting with each other, with proper supervision from school staffs on the side.

Below are examples from this current school year in regards to ACAMIS, TISSA, and Extra-Curricular Programs that are happening at KAS for your reference.

Taiwan International Schools' Sports Association (TISSA) Middle School Handbook



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TISSA Philosophy

This organization is committed to the task of providing interscholastic sports competition for Middle School students attending expatriate schools in Taiwan. We seek to involve as many students as are interested and concurrently to promote attitudes of effort, enjoyment, and good sportsmanship in the lives of participating students as they engage in athletics in this developmental stage of life. Student participation is at the core of our philosophy.

Athletic Association CHARTER

1. The executive body of this organization shall be comprised of the Middle School Athletic Directors of: Morrison Academy Taichung, Morrison Academy Kaohsiung, Bethany School (Morrison-Taipei), American School in Taichung, Taipei European School, Kaohsiung American School, Grace Christian Academy Taipei, Dominican International School Taipei and I-Shou International School Kaohsiung.
2. This Executive Committee will meet twice annually to review necessary changes in current procedure regarding: Budget, Tournament Guidelines, and the Rules Handbook etc. and any other applicable matters.
3. The calendar shall include four basic tournaments: Volleyball, Softball, Soccer, and Basketball. Dates will be set annually by the Executive Committee. Each season will be about 6 - 8 weeks in length culminating in a tournament to be hosted by schools chosen by the Executive Committee.
4. Disputes that develop during tournament play should be brought to the Executive Committee in writing within 5 days following the tournament. The Committee will review the facts and are the final arbitrators.

Current members of TISSA organization and AD's.

Morrison Academy Kaohsiung	Ken Campbell
Morrison Academy Bethany	Chris Jakola
Morrison Academy Taichung	Dondi Peleo, Don Dwight
Taipei European School	Kwok Chow
Dominican International School	Hennie Prinsloo
Grace Christian Academy	Aaron Berg
American School Taichung	Derek Kensinger
Kaohsiung American School	Whitney Little, Ken Su
I-Shou International School	Calum Stuart

Calendar

SPORT	DATE	VENUE	Entry Cut-off
Volleyball	October 26	MAC (A Divisions), GCA (Girls B), MAB (Boys B), MAK(C Divisions)	Sept 27 th , 2013
Softball	Dec. 14	MAK (A Divisions and Boys B), MAC (C Divisions and Girls B)	Nov. 15, 2013
Soccer	March 8	ISIS(A & B Boys), MAK (A Girls), MAC (C divisions and B Girls)	Feb. 7, 2014
Basketball	May 3	ISIS (Boys A), MAK (Girls A), MAC (B Divisions), GCA (Boys C), MAB (Girls C)	April 5, 2014

Cross Country Invitational @ American School of Taichung

March 15th, 2014

Uniform Regulations and Colors

Morrison Academy Kaohsiung	Red and Black
Morrison Academy Bethany	Black and Silver
Morrison Academy Taichung	Light blue/dark blue
Taipei American School	Gold and navy
American School Taichung	Dark Blue
Kaohsiung American School	White and Blue
Taipei European School	Dark blue and white
Dominican International School	Black and White
Grace Christian Academy	Red and white trim
I Shou International School	Navy and White/Sky blue and white

- All players on a team must wear the same jersey color.
- All players should have a number on their uniform.

Team Regulations**Maximum Team sizes**

Volleyball 15	Softball 18
Soccer 18	Basketball 15 (13?)

Eligibility Requirements:

A student should meet the following requirements to be able to participate in any of the activities of the organization:

- Be enrolled as a Middle School or Upper Elementary (for small schools) student on a full-time or part time basis in any of the member schools
- Be younger than 15 years of age at the start of the organization's athletic calendar - August 1

A student's division placement will be based on the following:

- Grade level
- Age on the cut-off date - Aug 1 of the athletic calendar year

Divisions are as follows:

Division	Criteria: A student should be in...
A Division	Grade 8 and U15 on cut-off date
B Division	Grade 7 and U14 on cut-off date
C Division	Grade 6 and U13 cut-off date

- **Schools should only play students down, if they cannot field ONE team for the tournament.**
- Only students who meet the criteria of a lower division will be allowed play down.
- Girls are allowed to participate on boy's teams but not vice versa.
- If it is necessary to play players down the following restrictions apply to on field play - 2 players playing down can be on the field for Softball and Soccer, 1 player playing down for Volleyball and Basketball.
- A Division - Grades 6th - 8th. No limit as to number of players from any grade level.
- B Division - Grades 6th and 7th.
- C Division - Grade 6. No 8th grade students allowed.
- A coach can't put a potentially weak team in the B division, unless they have at least one team in the A division.

TEAMS SPORTSMANSHIP - Student, Coach and Parent Expectations

Student Athlete

Strive for the highest personal degree of excellence.

Treat all players, officials and coaches with respect and courtesy.

Respect and accept the decision of the coach and or referee. When decisions are questionable, the athlete should confer with the coach and the coach then seeks for understanding.

Coaches

Always keep in mind that you are a role model for students. Going into any game with the right outlook is very important. Please remember every team cannot win and teaching students how to lose on occasion can also be a very good lesson. Youth sport should instill attitudes and characteristics that will be beneficial in the years to come.

Young athletes must be made to feel good about themselves. A coach should not belittle, put down, degrade and/or reject any child. A coach must establish and maintain proper discipline at all times with the same rules and expectations applying to everyone.

A coach influences students playing in the program. They notice your dress, your language, whether or not you have a sense of humor, and many other things. Because of this, a coach is required to possess a positive attitude at all times. Set a good example by never swearing, smoking, yelling, or screaming, etc.

Coaches must refrain from any personal action or display of poor attitude which may lead to unsportsmanlike behavior from others. At all times, coaches must show complete respect for game officials, opposing players, coaches, and spectators.

Poor displays of conduct will not be tolerated. Such actions will be dealt with by the School Administration and the Athletic Director.

Parents

The responsibility of the coach is to control the players and parents by setting a good example. Parents demonstrating bad attitudes temper tantrums, intoxication, or poor displays of conduct, should be dealt with immediately by the coach and TEAMS A.D.'s

TOURNAMENT GUIDELINES

Tournament

- * The tournament director will be determined by the location of the tournament.
- * The director will set the format for the tournament.
- * The director will select a format that fits best depending on the # of teams per division.
- * A minimum of 3 games per team per tournament is the target.

Awards

The 1st place team in each division will receive a traveling trophy to hold until next year's tournament, for the tournaments that are not split into northern and southern divisions. Where the tournament is split north/south, each division is responsible for providing a winner's trophy. 1st place team members will also receive medals.

Red ribbons will be given to 2nd place teams.

White ribbons will be given to 3rd place teams.

Sportsmanship Recognition

If time allows: the tournament director can designate someone to verbally poll coaches and ADs regarding which student athlete they feel has demonstrated a high level of sportsmanship and team spirit. Final decision is made by tournament host AD. This student athlete will be recognized during the awards ceremony at the end of the day.

It is strongly recommended that all schools remain at a tournament until the awards presentation, regardless of their own performance or standing at the tournament. This should be communicated to coaches at the beginning of the sports season.

Tournament Format Options:

- a.) Round Robin
- b.) Pools Round Robin with Playoffs

- All schools are encouraged to send a minimum of one boys and one girls team to each tournament.
- The M.S. Athletic Association mandates that each school must commit to sending at least one team to each tournament.
- Final notification of team entries for the tournament must be given to the tournament director 3 weeks prior to the tournament. Failure to comply with this regulation may result a restriction of the number of teams that school will be allowed to bring to that tournament.
- Repeated offenses may result in a review of that schools future eligibility.
- School AD's should inform the tournament director of any "possible queries" relating to age, size etc. All players should be entered in the correct division.
- Failure to comply with regulations will result in disqualification of the team.

Officials/Referees

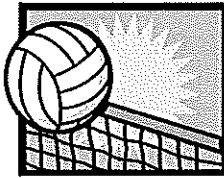
- Attaining good officiating is difficult. The tournament director is encouraged to find the best officiating financially and logistically possible.
- Officials should ideally not work more than 2 games in a row.
- Rules should be in English and Chinese (for referees).
- Rules should be conveyed to coaches, students and parents before the tournament to avoid confusion on the day.
- Coaches should seek confirmation from the AD if they are uncertain of any point.

Tournament tie break rules.

If two or more teams are tied in won-loss record or points at the end of round robin play in a tournament, the following tie breaker will be used.

- Two teams involved -The winner of the head to head competition.

- Three or more teams which have played each other, the team with the highest goal or point differential among the tied teams will win the tie breaker and the team with the second highest goal differential among the tied teams will be second place, etc.
- If the tie remains after the above method is used, the next tie breaker will be the least goals or points conceded in games involving only the tied teams.
- The third tie breaker is the most goals or points scored in games involving the tied teams.
- If the tie still remains the tie breaking methods will be repeated in order using all matches played.
- If the tie is between two or more teams which have not played each other, the first tie breaker will be the least goals or points conceded in all matches. The second tie breaker is the goal differential in all matches. The third tie breaker is the most goals or points scored in all matches.
- In volleyball the sets won and lost will be counted like soccer goals and methods b and c will be used to break the tie. If this doesn't break the tie, the points in each set will be counted and methods b and c will be used.



MIDDLE SCHOOL VOLLEYBALL TOURNAMENT RULES

International volleyball rules will be used with the following exceptions.

- All play will be on a 7'4(224 cm) net.
- If both coaches prefer and agree (and notify the referee of their preference) to have all team players rotate continuously throughout the game in the same order, this option is allowable.
- If this rule is not used, each substituted player must remain on the court for a minimum of 6 rotations (returning them to the spot where they came into the game). Injuries excluded. (This is best when a team has a small number of players, i.e. 7-8, thus allowing all players to have equal playing time.)
- If one team would like to rotate in this method while the other team does not, the coach should discuss this with the opposing coach prior to the start of the game. It is not necessary that both teams substitute in the same manner.

KAS/2013-2014 Extra-Curricular Program

Overview

The Extra Curricular Program is composed of clubs that offer students the ability to extend their learning opportunities beyond the classroom. Clubs in varieties of areas are being offered based on grade levels.

Club Basics

Clubs are broken down into 4 seasons, with 6 weeks per season.

Clubs must include at least 10 students, exceptions on a case-by-case basis can be made due to available space, travel, or safety issues.

3 types of Clubs sessions can be selected: a). Lunch Club; b). Seasonal After-School Club; and 3). Year-Long After-School Club.

Club meeting time can be determined by itself-- but need to notify AD before the start of any season.

Advisors of Clubs need to take attendance and submit it to AD by the end of each week, and hold club members accountable for attending meetings as needed.

Students are not allowed to switch club in mid-season at all.

Students who take LATE BUS must be released by 4:25.

Funding

Any returning or new applied club requests must be made by DECEMBER 1st for the following school year (2014/2015). No requests will be accepted afterwards. We will review all requests and grand funds to clubs within the most reasonable measurement to smooth all functions of clubs.

Clubs Fair

On Wednesday, August 21st, there will be the High School Club Fair for high school students to select clubs they are interested in joining. If you are the advisory for any club(s), please kindly get in touch with club leaders to make proper arrangement in the Fair.

Stipends

All Staffs

Teachers are required to put in 7.5 hours of extra-curricular sponsorship as part of the contractual obligation without compensation.

For 15 hours of sponsorship will be eligible for NTD\$2,000 stipend. For every 15 additional hours of involvement will be compensated on the stipend reward scale.

Hours can not be combined from different activities to accumulate for more hours with higher rewards.

Activity Compensation

MUN-150 hours-NTD\$28,000

ES/MS StuCo-60 hours- TD\$12,000

HS StuCo-67.5 hours-NTD\$14,000

After-School Club (Year-Long)-30 hours-NTD\$4,000

Lunch Club (Year-Long/Meet Once Weekly)-15 hours-NTD\$2,000

Lunch Club (Year-Long/Meet Twice Weekly)-30 hours-NTD\$4,000

All Advisors for after-school and lunch clubs may claim an extra 15 hours towards a higher award for activities that take place at night or on weekend trips. Every hour worked at night or weekend counts as an hour on the scale.

Stipend Steps and Hours Required For Award

Step 0 – 7.5 hours – 0

Step 1 – 15 hours – NTD\$2,000

Step 2 – 30 hours – NTD\$4,000

Step 3 – 45 hours – NTD\$8,000

Step 4 – 60 hours – NTD\$12,000

Step 5 – 67.5 hours – NTD\$14,000

Season Dates

Season 1: 8/26 – 10/4

Season 2: 10/28 – 12/6

Season 3: 2/10 – 3/21

Season 4: 4/14 – 5/23

Updated Clubs Information

Please kindly verify with your club members for the latest up-to-date club information, such as meeting dates/hours/locations/advisor etc., and get back to AD's office as soon as possible before start of any season.

Sample Stipends from 2012/2013

KASPER (Lunch) - All Season - \$2,000

GIN (Lunch) - All Season - \$2,000

Science Club (Lunch) - All Season - \$2,000

NHS (Lunch) – All Season - \$2,000

Soccer Club (AS) – All Season - \$4,000

STOP (Lunch) – Season 3,4 - \$500

Math Club (Lunch) – All Season - \$2,000

Track (AS) – Season 1,2,3 (+Sat Trip) - \$4,000

StuCo – \$14,000

MUN – All MUN events - \$28,000

Invisible Children (AS) – Season 1,2,3 - \$2,000

Anime (AS) – All Seasons - \$4,000

ES Chinese Culture Club (AS) – All Seasons - \$4,000

Source: KAS Athletic Department
(<https://sites.google.com/a/kas.kh.edu.tw/athletics/home/high-school-extra-curricular-programs>)

Project “Rebound” to KAS Athletic Program

As our campus is going under the total renovation now, we are looking at a brand new campus ready to be used in the next year or two (<http://kas.tv/kaohsiung-american-school/campus/>). That includes the state of art classroom buildings, library, information technology center, cafeteria, artificial turf field, the indoor gym, and indoor swimming pool. While expecting the welcome of new facilities, we as the athletic department does need to work on all sorts of planning in regards to how we could best use all those facilities to their best function with the most suitable management control and procedures, to meet different wants and needs from our students, athletes, parents, and surely school administrations.

From the past history, our athletic program pretty much run on case by case operation style, with very limited resources nor help coming from the local communities, mainly due to language barrier and understanding of local school systems, but only among other international schools in the neighborhood. Which gave our staffs and athletes quite limited access to see and experience different coaching and working styles that might actually benefit themselves on and off the court from seeing various levels of competition and play.

With the luxury of having lived in both Western and Asian cultures myself, I have been fortunate enough to be able to bring in different types of sporting approaches from local communities to work with our own coaches and athletes on top of the interaction with other international schools, since taking over the program myself this school year. There are certainly various thoughts and reactions coming from coaches and athletes on both sides through interactions that could easily make this type of approach go in a total opposite direction as I was originally hoping for. Via this ongoing experiential practice, I am putting together my thoughts for the future development of our athletic program here, as I called it “The Project Rebound”.

(a). Project Rebound: "Who"

As I value our athletic program across the entire school buildings, stakeholders in the Project Rebound to be benefited including:

1. All KAS Students: from Pre-K up to Grade 12, regardless their interest levels in joining sporting events, would all benefit from the well-established program management.
2. All KAS Staff-Coaches: they will have much clear guidelines in running their practices and teams with the most resources and supports.
3. All KAS Parents: they will have so much confidence in knowing their children are in good hands joining KAS sports program to improve their skill levels and professionalism both on and off the courts.
4. Last but not least - the KAS itself: my goal is to build up the KAS athletic program to be top of the line practice where our student-athletes could actually take advantage of playing KAS sports as part of their leverages in going into college sports in the future, while working alongside with the academic strain.

(b). Project Rebound: "What"

The purpose of Project Rebound is to look through the past of what KAS athletics is all about, plus what type of approaches we are currently using for our student-athletes, to plan for a much well-rounded and firm program infrastructure for all KAS staff-coaches, students, and parents to follow. From the Project Rebound, I am projecting to build the program that holds the fine balance in adapting the American sporting spirits while absorbing the local Taiwanese training mentality via constant interaction with both international schools and local communities as often as we could possibly be.

(c). Project Rebound: "When"

Since our new campus, especially all athletic facilities, will not be fully renovated in the next 2 years or so, I am planning to implement my project gradually between now and the completion of new campus, so that our program could go right into work to its best once everything is ready to go, such as use of new gym, swimming pool, and turf field etc..

(d). Project Rebound: "Where"

As our school body will get to expand to 800 to 850 students once the new campus is ready, I am looking at numbers around 250 students in each of the building, including elementary school, middle school, and high school levels. Project Rebound will go as:

1. Elementary School Level: to build up the Extra-Curricular Program so that young students do get to experience various activities being offered by staffs, and actually gain knowledge/skills from it, instead of working like babysitting service.
2. Middle School Level: to build up the understanding and mentality of being part of TEAM PLAYERS while learning all the important fundamentals in all sporting activities.
3. High School Level: to move to the next stage where students get to see and interact with higher level of competition through practices and tournaments both on and off island, in the hope of maximize athletes' potential to their best.

(e). Project Rebound: "Why"

In order to implement much thorough and detailed program management, the extra needs of personnel addition, change of current school policies, costs of setting up all facilities along with their maintenance, communication with own staffs, students, and parents, are all

the necessities as well as potential risks in either facilitating or slowing down the project implementation from now and to the long term future.

(f). Project Rebound: "How"

The implementation process blueprint includes:

1. Fully established project outlines: to lay the ground for future discussion
2. Department discussion: to review the project in details with different set of eyes in making it as thorough as possible
3. Project revisit: to revise the project after gathering all needed information via group discussions in making the final project draft
4. Project finalization: visit with school administrative team for final approval or revision
5. Project Implementation: upon final approval from school administration and board, we will start to put project into practice by different sectors, based on the current school construction process, to make sure the practice gets to the most appropriate aspects with the most sufficient available resources. We want to avoid putting all project into play at once where resources get wasted with insufficient infrastructure being build and ready.

Project Rebound: Assessment and Evaluation

With the new approach of building up relationships with local communities, KAS sports teams have been working closely with neighborhood schools for exchange scrimmages, ranging from middle school basketball, soccer, and high school volleyball. There have certainly be pros and cons in this approach from some school staffs, where some would see it as good learning opportunities for our own KAS athletes facing high level of competition, regardless of the big gap skill-wise; some would claim that it has gone too far away from the typical American education/sports spirits, where we always want more encouragement to our students than seeing them getting defeated in greater deficit.

I myself value both voices closely as the main resource in adjusting a better approach in trying to build up our athletic program and athletes. It will certainly take time for all to see the benefit of facing higher assessment to drive that inner force from our athletes, but surely need to remind myself we are not running professional teams in educational settings.

The overall outcome from my first year new approach went pretty well, where all our varsity teams showed tremendous improvement in the tournaments: 2nd place for Men's volleyball, 2nd place for Men's basketball, 3rd place for Women' basketball, 3rd place for Women's soccer, all considered the best standings in recent years. References are:

- Official ACAMIS site: <http://acamis.org/>
- Official KAS Athletic page: <https://sites.google.com/a/kas.kh.edu.tw/athletics/>
- Official KAS Facebook page: <https://www.facebook.com/pages/KAS-Athletic-Council/128731510485582>

The afterwards consultation with team coaches and some players were mostly very positive, and also being another feedback resource for myself in the constant review of how my plan and project work along the way that could benefit KAS to the best.

Conclusion in the planning of Project Rebound

Honestly speaking, there is indeed still a long way to go in putting all my projected plan into play for our athletic program. Based on the current status of available resources due to campus renovation, I would always consult with the administrative team ahead of time before putting something in play. The main purpose is as stated earlier that I want to make sure every penny, manpower, cost, expense, and resource get to use to the right group, at functional locations, with sufficient supporting staffs, and hard-working/self-driven athletes who are the most ingredients to make this program work and to its best. In a word, I would simply put it as "it is all about people". If I am able to put the right personnels in the right place at the right time with proper tasks, I am sure I could see that big REBOUND and REBIRTH of our KAS athletic program in the near future.