BEST IN THE WORLD

**Top factors driving
USSA club success**

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2014 USSA Club Excellence Conference

USSA Clubs – a lay of the land

Numbers of USSA Members by Club

USSA Club Members	# of Clubs	% of Clubs
300+	10	2.3%
100-300	65	15.4%
50-100	70	16.6%
25-50	77	18.3%
11-24	83	19.7%
10 or less	93	22.1%
0	22	5.2%

Types of Clubs

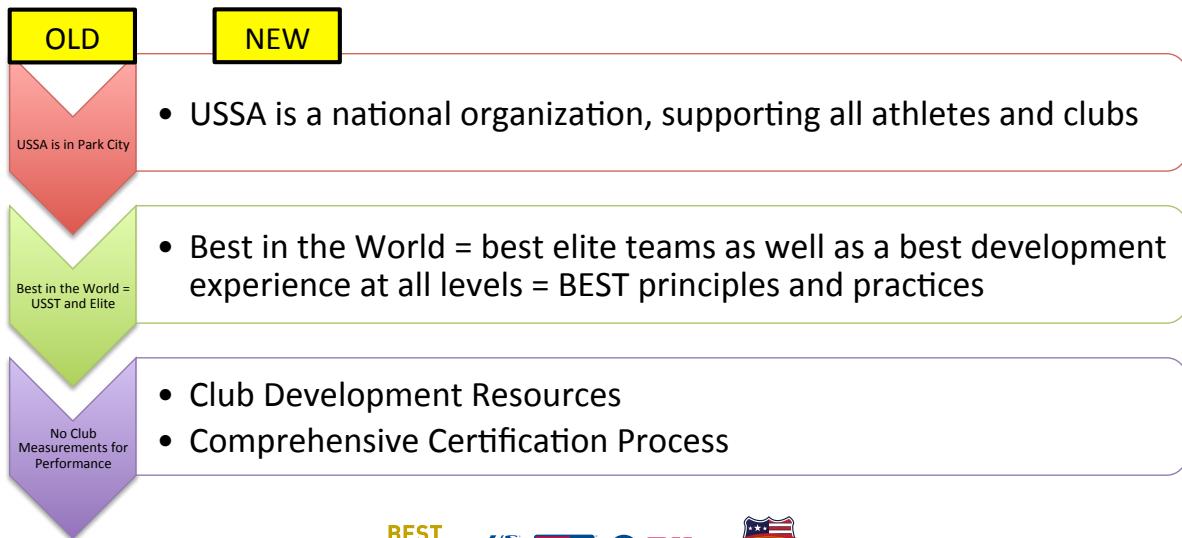| Type of Club	# of Clubs
Alpine	327
Freestyle	119
Snowboard	112
Cross Country	97
Jumping/NC	29

"We are just a small ski club"

Approximately 83% of USSA ski clubs have fewer than 100 USSA members

McKinsey Study Recommendations

"Becoming a more effective club-based organization will require a shift in mindset and behaviors"

OLD	NEW

USSA is in Park City

- USSA is a national organization, supporting all athletes and clubs

Best in the World = USST and Elite

- Best in the World = best elite teams as well as a best development experience at all levels = BEST principles and practices

No Club Measurements for Performance

- Club Development Resources
- Comprehensive Certification Process

Club Development

1. Business Entity
2. Leadership and Governance
3. Finance and Funding
4. Fostering Club Culture
5. PR, Communications and Marketing
6. Human Resources
7. Athlete and Child Safety
8. Programming
9. Program Logistics
10. Assessing Outcomes and Measuring Results

Collecting the data

- Direct visits (one to two full days) to approximately 20 clubs: VT, NH, NY, MN, CO, UT, ID, CA…
- Direct consultations with over 50 clubs
  - All sports
  - All regions
  - Established and new
  - Big and small
  - Economic diversity, demographic diversity
  - Club leaders, coaches, parents, boards and host resorts

#1 Take away - diversity

#1 factor driving success:
Club Identity

- Mission
- Vision (strategic plan)
- Values
- Clubs that define what **they are** in positive terms…not what **they are not**

#2 factor driving club success:
Leadership

- Active
- Accountable
- Aggressive
- Diverse
- Communicate to broader community
- Evaluative, reflective and not afraid to change
- Driving constant improvement – no old guard!

Leadership consists not in degrees of technique but in traits of character; it requires moral rather than athletic or intellectual effort, and it imposes on both leader and follower alike the burdens of self-restraint.
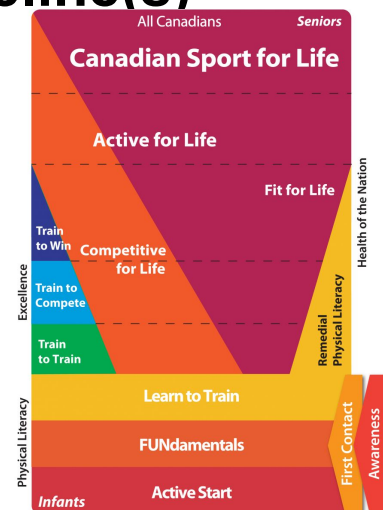- Lewis H. Lapham

#3 factor driving club success: Collaboration

- Better together
- Build capacity
- Community outreach
- Club to club
- Club to community
- Club-USSA-Club
- Coach-to-coach

#4 factor driving club success: Understand the pipeline(s)

Understand the pipeline(s)

- Where are your athletes coming from? Where could they come from?
- Where are your athletes going to?
- LTAD
- Are you working with other programs?
- Clear internal pipeline and common curriculum
- Communicate

Control your own destiny!

Treat every athlete like a champion…

#5 factor driving club success: Passionate Staff

What kind of passion?
- Want to be the best
    - Professional
    - Knowledgeable
    - Constant learning and advancement
    - Get out of your comfort zone
- In it for the kids not themselves (where can I best serve the athletes?)
- Connected to resources and national project
- Pride and professionalism - not ego!
- Confidence

#6 factor driving club success: Broad Community Support

- Involve parents
- Strong financial development
- Support local businesses
- Strong volunteers
- Connections with alumni
- Strong partnership with resort
- Community outreach
- Clubs that work to be an asset to the community, the resort, the parents

#7 factor driving club success: Attention to detail (programming)

Everything matters!
- Coaching language
- Technique
- Tactics
- Athlete management
- Physical conditioning
- Mental skills
- Equipment
- Philosophy (winning, success, etc.)
- Use of terrain

#8 factor driving club success: Evaluation and planning

How are we doing?

- As a club?
- As coaches?
- As a board/board members?
- As athletes?
- As parents?
- As a community?
- In the community?

Top factors driving club success!

Pipeline

Passionate Staff

Collaboration

Community Support

Leadership

Program Details

Identity

Club Success

Evaluation

Conference orientation and goals

- Club consultant introduction and thanks
- Breakout descriptions
- More hands on and interactive
- More targeted content – more content
- Grow multi-sport participation
- Grow parent participation
- Grow board participation
- Extend into local, regional "club" events
- Theory AND Practice (Best Principles and Practices)