



# National Council of Youth Sports

## Strategic Plan

### *“Vision 2010”*

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(Effective July 1, 2006)

## **VISION**

“To enhance the youth sports experience in America.”

## **MISSION**

“The NCYS represents the youth sports industry by advancing the values of participation and educating and developing leaders.”

*“A unified voice for youth sports.”*

## **Background & Introduction**

In December 1993, the National Council of Youth Sports (NCYS)—with the strong backing and support of the Sporting Goods Manufacturer Association (SGMA)—embarked upon an aggressive planning process to give the organization a new direction. The strategic focus was designed to: reshape the NCYS in order to accommodate the needs of the membership; develop a specific goal-oriented action/tasking plan with sufficient funding to better execute the NCYS mission and responsibilities; and produce and distribute the “first-ever” Strategic Plan for the organization.

The original 1994 plan was—by design—short range in order to give the NCYS an immediate new look based on results oriented goals. Major goals focused on: increasing membership recruitment; providing more meaningful, educational and productive annual meetings; enhancing communications; and expanding the NCYS advocacy role. The original plan was refreshed in 1995 and identified priority issues focused on addressing the organization’s long term success, such as: adequate funding; effective communications; effective organization; membership/services; and image & credibility. Immediate successes occurred, i.e., membership increased dramatically, annual meetings received “best ever” reviews, a regular newsletter provided consistent communications to members, a part-time Executive Director was hired and the funding posture improved. Despite these immediate successes, the NCYS Board embraced the need for a longer range vision during its 1996 to 2004 and beyond planning sessions resulting in three to five-year strategic plans focusing on taking the organization to the next level while “investing in the future.”

This Strategic Plan - - “*Vision 2010*” - - represents the Board’s recent efforts to further broaden the NCYS horizon and truly be a unified voice for youth sports particularly in the areas of advancing the values of participation while educating and developing leaders. It focuses on the priorities of identity/credibility/visibility, partnerships, funding, member services and leadership/organizational structure for its long-term success.

This plan is not an end in itself—but rather reflects a way of thinking and an ongoing process. This plan is simply a tool to help NCYS accomplish its vision and mission. As in the previous strategic efforts, it is a changing and dynamic plan, which will be continuously revisited. It is only as good as the value of input from the members—so all members are continually invited to give their input . . . See Appendix E, “Give Us Your Feedback”. Together we can produce a strategic plan that communicates our future and continues to build an organization that is visionary and relevant to the rapidly changing youth sports environment.

The NCYS Board of Directors is committed to successfully shaping—with your help—NCYS’s future through the strategic planning process.

*Respectfully Submitted,*

NCYS Board of Directors

Wanda L. Rutledge, President

Jon Butler, Vice President

Pamela Marshall, Secretary

Clay Walker, Treasurer

Karen Collins, Director

James “Obie” Evans, Director

Alicia McConnell, Director

Sally S. Cunningham, Executive Director

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*“When you fail to plan . . . you plan to fail.”*

## **Strategic Planning**

### **"What" and "Why"**

#### **What is it?**

Strategic Planning is the process of:

⇒ determining what an organization intends to be in the future and how it will get there  
and/or

⇒ finding the best future for the organization and the best path to reach that destination.

#### **Why do it?**

- Defines and shapes the organization for the future.
- Establishes a foundation for improved decision making.
- Provides pro-active involvement in the organization and buy-in
- Enhances organizational responsiveness.
- Improves organizational performance.
- Assists in budget preparation.
- Builds sound business practices.
- Creates common purpose and direction, i.e. gets everyone on the same page.
- Is a reference to keep things in perspective and on course.
- Proactive versus reactive.
- Just makes sense!

*"Some people see things as they are and say 'why'... we dream things that never were and say 'why not'".*

## *Assumptions*

The foundation of any plan depends on an “environmental assessment” identifying those external trends that will significantly affect the strategic plan’s results. Assumptions are NCYS’s projections concerning future uncontrollable key external factors on which the plan rests. The board identified the following key assumptions . . .

- Other organizations - - not necessarily youth sports organizations - - will be the primary providers of youth health, fitness, etc. education; these other organizations will provide partnership opportunities.
- There will be a continued decline in health of youth.
- There will be an inequitable “gap” in the delivery of youth sports services between what is being offered at the beginner/recreational level and the competitive level.
- The “for profit” model is changing the landscape of delivering youth sports services and privately built sports (for profit) facilities will grow.
- There will be a greater demand for education on “ethics in youth sports”.
- Stricter insurance requirements will impact youth sports - - on a sport specific basis; yet increasing costs of protecting organizations and their governance from a litigious standpoint will impact all.
- Background checks will be the standard for the industry.
- Consumers representing multi-cultural and diverse populations will demand customization of services.
- Congress will accept our lobbying efforts more.
- Internet and web-based activities will receive increased emphasis.
- The government will take a more active role in standards for youth sports and non-profit governance.
- Sports and recreation facilities will be stretched to capacity and budgets will continue to decline - - particularly in the public sector.
- Competition will increase as new organizations and entities are formed.
- Youth sports will become more privatized and more expensive to access.
- Partnership in the industry will be more multi-faceted vs. singularly focused.
- Youth sports associations will continue to seek leadership education and training for their staffs.
- Families will demand more competent youth sports administrators.
- A need exists for grass roots education for youth sports administrators, volunteers, etc.
- There will be an increasing and continuing demand for youth sports research and trends.
- There will be continued competition between youth sports organizations.
- Volunteer-based organizations will continue but with ongoing volunteer turnover/retention problems.
- Youth sports travel will continue to grow with sports commissions recognizing the value of recruiting youth sports events.
- Fringe and extreme sports impact the youth market as well as “cyber-sports.”
- There is too much emphasis on “competition” and not enough on “fun and recreation”.
- Parents are looking for “standards of best practices” for youth sports organizations.
- Parents need and want more education on “sports parenting”.
- Lack of available public facilities to accommodate the growth in diverse populations will continue to be a factor.

**The environmental assessment continues with an analysis of NCYS’s strengths, weaknesses, opportunities and threats . . .**

**see next sheet ⇒**

# SWOT Analysis

**S**trengths, **W**eaknesses, **O**pportunities and **T**hreats (**SWOT**) relate to prospects for continued success of the NCYS.

- **Strengths** are those capabilities within (internal to) the NCYS organization that make it strong.
- **Weaknesses** are barriers already existing within (internal to) the NCYS organization that make it weak.
- **Opportunities** are the external conditions the NCYS can take advantage of or can create to facilitate high performance and achieve success.
- **Threats** are the external events and situations that are or that can be a problem for the success of the NCYS.

**Derived from an initially long list of input, the following are determined as the most significant for this planning cycle.**

## **STRENGTHS**

*These are the top attributes, which make NCYS strong:*

1. **Being the unified voice of youth sports and the youth serving industry on public policy, advocacy and research.**
2. **Having the capacity to set and activate industry standards by educating and training youth sports administrators.**
3. **Having a vast and responsive network for a “call to action”.**
4. **Existing leadership and unity of the board of directors and staff.**

## **WEAKNESSES**

*To make it stronger, the NCYS needs to:*

1. **Increase its brand recognition.**
2. **Sustain a reliable, stable and diverse revenue stream.**
3. **Expand the size of its staff.**
4. **Address board/leadership succession planning while focusing on a more diversified and proactive membership.**

## **OPPORTUNITIES**

*In order to grow and improve, the NCYS should take advantage of:*

1. **Benchmarking best practices to establish the “NCYS Seal of Approval”.**
2. **Lobbying to lead key national legislation.**
3. **Nurturing key external partnerships and joint ventures to develop opportunities for stable funding, expanded research and increased visibility.**
4. **Marketing and exporting educational and training opportunities externally to and through the individual NCYS member organizations.**

## **THREATS**

*In order to achieve success, NCYS should be keenly aware of the:*

1. **Competition from other recognized sports organizations for NCYS’s programs, sponsors and partnerships.**
2. **Fragmentation of the youth sports industry, i.e., the independence of local organizations, the growing pressure of youth sports specialization, etc.**
3. **Clutter and other distractions in the youth sports universe which require NCYS - - if it is going to make a difference and have an impact - - to have the capabilities, capacity and resources to compete with and cut through it all.**

From the strengths, weaknesses, opportunities and threats evolve those issues that need to be a priority for NCYS to succeed . . . see next page ⇒



## Priority Issues

The following points have been identified as critical factors, which NCYS must address as an organization to make significant progress toward their vision and mission. These issues are vital components of NCYS's immediate and long-term success.

□ ***Identity/Credibility/Visibility***

National recognition and acceptance breeds success while visibility sustains identifiable credibility . NCYS must continue to be dedicated to enhancing its positive national identity (to include sustaining its Washington D.C. presence) through credible execution of programs and partnerships. It must strive to improve and deliver effective pro-active internal and external communications using all forms of media.

□ ***Partnerships***

NCYS's vast network as a unified voice for youth sports provides ample opportunity for partnerships and joint ventures. The organization must aggressively pursue, cultivate and nurture specific value-added relationships to establish stable funding, expanded research and increased visibility.

□ ***Funding***

It is imperative that NCYS generate and sustain stable, consistent and diverse revenue sources to fund all budgeted programs and activities keeping in mind that an unfunded strategic plan is no plan. Long term growth and expansion as well as the success of all other priority issues is dependent on this one priority.

□ ***Member Services***

Quality services keep current members and attract new prospects. NCYS must recruit, retain, and serve a broad-based and diversified representation of youth sport professional leaders. Increasing membership depends on value-added services through grass roots expansion, quality education and training, professional development opportunities and national/international partnerships.

□ ***Leadership & Organizational Structure***

High performance leadership supplemented by a supporting and efficient structure makes good things happen. NCYS must be committed to: maintaining a strong synergy-driven and pro-active board; growing the capacity of the professional staff; and fostering a committee-driven volunteer support structure focused on mentoring and growing future board leaders. The focus has to be on membership diversity and growing future leaders!

These priority issues are the foundation for the NCYS to look to the future and address its vision and mission . . . see next page ⇒

## Vision

The vision is driven by the priority issues. It is a clear and compelling statement of what NCYS aspires to be--in ideal terms--in 5 - 10 years. A vision guides planning and program development and is a desirable picture of the future.

The NCYS vision is . . .

**“To enhance the youth sports experience in America.”**

## Mission

While the vision often look 5 - 10 years out, the mission looks out “forever” and describes everything the organization does.

The NCYS mission is . . .

**“The NCYS represents the youth sports industry by advancing the values of participation and educating and developing leaders.”**

*“A unified voice for youth sports.”*

*“It can be truly said that nothing happens until there is a vision.”*

From the vision and mission evolves the goal-oriented action plan . . . see next page ⇒

# Action Plan

NCYS has designed Goals, Metrics, and Action Steps in the following Action Plan to advance toward achievement of its vision, mission and priority issues. It is imperative in this Action Plan to keep in mind that *“an unfunded plan is no plan.”*

The following action plan takes its shape from these priority issues . . .

- ▢ **Identity/Credibility/Visibility**
- ▢ **Partnerships**
- ▢ **Funding**
- ▢ **Member Services**
- ▢ **Leadership & Organizational Structure**

*“Any plan is bad which is not susceptible to change.”*

# NCYS Action Plan

## Priority Issue: Identity/Credibility/Visibility

Goals and Metrics	Action Steps (In priority order)	Cost			Action Teams	Status
		2007	2008	2009		
<b><u>Goal 1:</u></b>  <b>Enhance the positive national identity of the organization through credible execution and communication of programs and partnerships.</b>	a. Establish a bi-annual CEO Summit in D.C. to include capital hill visits.	20,000	TBD post 2007 summit	TBD post 2007 summit	Sally & Board as needed	
	b. Evaluate other educational delivery opportunities below the CEO level, i.e., the “next generation” of the Leadership training Conference (LTC).	5,000 Spring multi-outlook delivery	TBD	TBD	Sally then pass off to someone else	
	c. Refresh the NCYS logo.	5,000			Jon & Wanda	
	d. Explore developing a partnership for delivering “ethical decision making” education to youth sports administrators.	0			Jon & Wanda	
<b><u>Metric:</u></b>  <b>Certified Sports Administrators: Triple participation by 2008 and triple again by 2010. Baseline: 120 participants</b>  <b>CEO Involvement: Increase CEO attendance 50% by 2008. Baseline: Year 2006 LTC attendance.</b>	e. Lead and champion a congressional bill for youth sports.	1000			Sally & Board as needed	
	f. Explore additional web based technology to expand services, i.e., web casting, etc.	500	5,000	7,500	outsource	
	<b>TOTAL</b>	31,500	5,000	7,500		

# NCYS Action Plan

## Priority Issue: Partnerships

Goals and Metrics	Action Steps (In priority order)	Cost			Action Teams	Status
		2007	2008	2009		
<b><u>Goal 2:</u></b>  <b>Cultivate and develop key external partnerships and joint ventures to better establish opportunities for stable funding, expanded research and increased visibility.</b>	a. Target and cultivate specific organizations for partnering, i.e., a sponsor for delivering programs, a partner on education materials, a joint venture on media development and others.	TBA	TBA	TBA		
	b. Partner with another organization on the newsletter, <i>Youth Sports Today</i> .	6,000	6,000	6,000	Sally first, then outsource	
	c. Produce (on a timely basis) the updated <i>Industry Trends</i> .	5,000			Sally	
<b><u>Metric:</u></b>  <b>Partnerships/Sponsors: Double the number by 2010, i.e., 10. Baseline: 5 partners/sponsors in 2006.</b>						
	<b>TOTAL</b>	11,000	6,000	6,000		

# NCYS Action Plan

## Priority Issue: Funding

Goals and Metrics	Action Steps (In priority order)	Cost			Action Teams	Status
		2007	2008	2009		
<b><u>Goal 3:</u></b>  <b>Obtain sustainable and diversified financial bases to fund activities for long-term growth and expansion.</b>	a. Actively support and encourage member organizations to use the National Center for Safety Initiatives (NCSI).	5,000	5,000	5,000	Sally & Board as needed	
	b. Evaluate and establish a new membership dues structure.	1,000			committee	
	c. Take care of sponsors.	2% of sponsor revenue	2% of sponsor revenue	2% of sponsor revenue	Sally	
	d. Expand revenue from the sale of educational materials.		2,500	5,000	Outsource	
	e. Develop “stand-alone” NCYS driven programs/events.	TBA	TBA	TBA	Board	
<b><u>Metric:</u></b>  <b>Funding Sources: By 2010 have six sustainable/diversified funding sources. Baseline: Three in 2006.</b>	f. Establish licensing agreements with sponsors who focus on youth sports.		3,000	5,000	Sally	
	g. Have board members aggressively and actively seek new funding opportunities as “their individual board responsibility.					
	<b>TOTAL</b>	6,000	10,500	15,000		

# NCYS Action Plan

## Priority Issue: Member Services

Goals and Metrics	Action Steps (In priority order)	Cost			Action Teams	Status
		2007	2008	2009		
<b><u>Goal 4:</u></b>  <b>Expand services to increase the numbers and diversity of membership.</b>	a. Concentrate on cultivating and adding to senior executive membership category (to include clarifying member fees and services).	Based upon outcome of committee Recommendations & CEO Summit	Same	Same	TBA	
	b. Work to insure annual education and training is always relevant.	6,000	6,000	6,000	Education Chair	
	c. Research and benchmark to establish a “NCYS Seal of Approval” for the industry.	1,000	2,000		Outsourced	
	d. Continue to link with colleges/universities to offer continuing education (with emphasis on the subject of “ethics”) and career enhancement opportunities.	See other pages	Same	Same		
<b><u>Metric:</u></b>  <b>Membership:</b> <b>Double aggregate membership totals by 2010. Baseline: 2006 aggregate membership totals.</b>  <b>Senior executive membership:</b> <b>Double senior executive membership totals by 2010. Baseline: 2006 senior executive membership totals.</b>	e. Investigate best business model for establishing “local chapters”.	1,000			Committee	
	f. Market directly to sports commissions to establish “local chapters.”	5,000 see above			Committee	
	g. Highlight and market the potential collaborative networking benefits and opportunities between members.	Covered elsewhere in this plan			Board	
	<b>TOTAL</b>	13,000	8,000	6,000		

# NCYS Action Plan

## Priority Issue: Leadership & Organizational Structure

Goals and Metrics	Action Steps (In priority order)	Cost			Action Teams	Status
		2007	2008	2009		
<b><u>Goal 5:</u></b>  <b>Engage and activate members in the organizational structure to address NCYS challenges of creating membership diversity while mentoring and growing future leaders..</b>	a. Have a minimum of two new potential board candidates for each election cycle per year and incorporate into the overall board succession planning.	1,000	1,000	1,000	Nominating Committee	
	b. Establish committees and task forces using NCYS members to supplement board participation.	Covered elsewhere in this plan			Sally & Executive Committee	
	c. Enhance the government relations skills of members by targeted Capitol Hill visits.	Covered under CEO Summit			Sally & Board	
	d. Actively support outsourcing to supplement the completing of staff taskings and responsibilities, where funding permits.	Sally to propose outsourcing & designation amount annually			Sally & Board	
<b><u>Metric:</u></b>  <b>Diversity: expand multi-cultural diversity on the board of directors.</b>  <b>Membership: Triple active membership involvement on committees and task forces.</b>	e. Insure each board meeting has a meaningful education and professional development topic..	Covered elsewhere in this plan under LTC & CEO Summit				
	<b>TOTAL</b>	1,000	1,000	1,000		
	<b>GRAND TOTAL</b>	62,500	30,500	35,500		



**“An unfunded strategic plan is no plan”.**

## **Review/Accountability**

*Review, review, review  
Revise, revise, revise  
Reward, reward, reward*

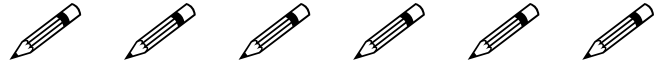
Organizations need to regularly review all plans and objectives and to hold accountable those responsible for carrying out programs and meeting objectives. Timely review allows organizations to take corrective actions if plans are heading off track, change priorities as the external environment and the internal situation change and reallocate financial and human resources, as necessary. Plan review, formal and informal, is an on-going process that takes place at every level. Key programs and action steps should be reviewed semi-annually by the board and monthly by the management staff. The entire plan should be revalidated, updated and revised on an annual basis. Further, the strategic plan should be completely reconstructed about every five years.

The following procedures have been adopted by the NCYS Board to ensure successful implementation and that regular and continuous progress is made.

- *Put “Plan Review” as an agenda item for every board meeting.*
- *Hold the “points of contact” accountable (through regular face-to-face meetings, teleconference, electronic communications) for accomplishing action steps.*
- *Share the plan with the membership at every annual meeting.*
- *Survey members and solicit feedback from the membership prior to each plan revision.*

***“What you inspect gets accomplished, not what you expect.”***

# Appendix



## The Team



- The NCYS is a volunteer-driven non-profit corporation with an experienced and visionary Board of Directors:

Wanda Rutledge, President  
Jon Butler, Vice President  
Pamela Marshall, Secretary  
Clay Walker, Treasurer  
Karen Collins, Director  
James E. (Obie) Evans, Director  
Alicia McConnell, Director

- To further its goals and administer its programs, NCYS has contracted with a professional association management firm, The Management Advantage to provide Sally Cunningham as Executive Director.

Sally S. Cunningham, CSA  
Executive Director  
National Council of Youth Sports  
7185 SE Seagate Lane  
Stuart, FL 34997-2160

**Wanda L. Rutledge** has more than 20 years of experience as a senior non-profit sports management executive, adept at program development, planning, fund raising, contract negotiations, communications, public relations, and problem solving.

As Deputy Director of USA Baseball, the national governing body for the sport, Rutledge was responsible for the overall direction and management of marketing efforts for a new Olympic sport raising an annual budget of \$3 million. Among her achievements, she:

- Created USA Baseball's Junior Olympic grass roots youth baseball program
- Developed and implemented a full-scale plan to make Baseball an official sport in the Olympic Games
- Coordinated international lobby efforts to change the eligibility rules to allow professional baseball players to compete in the Olympic Games
- Managed member services, including: medical/safety/research programs; coaches/administrators education workshops; and the distribution of financial grants to grass roots youth baseball programs through USA Baseball's Foundation



In 1997, Wanda founded WLRutledge Associates as a sports management consulting firm to help non-profit sports organizations meet their management, marketing and event operation needs. Some of her clients included: Bowling Inc., USA Curling, Hamilton (NJ) Township Economic Development Authority. She currently holds the position Director of Special Events for the National Amateur Baseball Federation.

**In 2002, Wanda turned her attention to higher education and became the Director of Alumni Relations for New Jersey City University in Jersey City, New Jersey. In this capacity, Wanda brings her vast experience in affinity marketing, communications and event management to the University setting. She is an adjunct professor there as well, teaching a variety of Business class including: Introduction to Business, Human Resource Management, Principles of Marketing and Sports Management, while serving on the University's Intercollegiate Athletic Council. Wanda has been active in the NCYS since 1990.**

**Jon C. Butler's** background that has prepared him well for his role as Executive Director of Pop Warner. It combines an unusual combination of football experience and business knowledge. For eight years he was President of Rae Crowther Co., the leading manufacturer of football blocking sleds and field equipment. Jon also spent six years as a high school assistant football coach and one year coaching CYO. He is a long-time member of the American Football Coaches Association.

Jon has always enjoyed working with children, as shown by his eight years service as a Big Brother. For his volunteer work with fundraising and recruiting for Big Brothers/Big Sisters of Philadelphia, Jon was recognized by the Chapel of the Four Chaplains.



Jon serves on the Board and Executive Committee of USA Football, as a Board Member of the Philadelphia Sports Congress, a Non-Profit Board Member of the Citizenship Through Sports Alliance, an Advisory Board Member of the National Childrens Literacy and Book Alliance and a Trustee of a non-profit camp in New Hampshire.

**Pamela Kirby Marshall** is the Director of Volunteer Services for the Amateur Athletic Union, one of the largest not-for-profit volunteer organizations in the United States. As a former AAU local association and National Baseball volunteer leader, she brought a unique perspective to the job when joining the paid staff in 1997.

Under her leadership, the AAU has converted all 57 Association Chapters to a state-of-the-art computer and continuously updated registration system. This includes implementing on-line registration, reporting of data at the club and national level and the issuance of insurance certificates for member organizations.

Pam was the first, and only woman to date to serve on USA Baseball's Executive Committee the USOC'S National Governing Body. At present she represents the AAU with the NFL Youth Partners Fund, and serves as the Secretary of the National Council of Youth Sports. When not working in the sports area, her local volunteer endeavor is as an officer of the Friends of Orlando Philharmonic to assist in fund-raising efforts.



On a personal note, Pam has been married for 38 years to Sam Marshall; an architect and they have one son who resides in Mt. Pleasant, SC where he is employed with an engineering firm as a financial analyst. The family enjoys fishing and outdoor excursions with their Golden Retrievers.

**James E. (Obie) Evans** is currently the national president of Dixie Softball, Inc. (DSI), a fun recreational program for girls ages 5 to 18 that requires participation in each game for all of its participants. Mr. Evans, along with others, founded DSI in 1975 and has served as its president since 1977.

DSI is a program made up of volunteers who serve DSI without compensation other than expenses. Mr. Evans makes his living in the dry cleaning/restoration industry. Currently he is employed by Jim Massey-CRDN of Alabama.

Mr. Evans was the only inductee into the DSI Hall of Fame in its inaugural class 1993. He has received numerous keys to cities and other citations by programs associated with DSI. *The Birmingham News* recognized him as an outstanding citizen in his efforts to change the Minor Heights Fire District from a public that did not respond to the citizens to a board that allows the citizens to elect the members and be more responsible to the citizens. In 2004 he was the first recipient of NCYS' Hershey's National Youth Sports Administrator STRIVE Award.



of  
board  
board

He and his wife Keri live in Minor, Alabama. Daughters Denise and Jaime, along with grandchildren Rachel, Ryan, Riley and Reid, all live in the metro Birmingham area.

**Karen Collins** is Assistant Executive Director at USA Field Hockey where she has worked since 1989. Karen is responsible for overseeing all programs and events for USA Field Hockey.

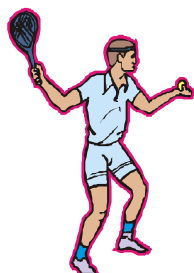
From 1983-1989 she was the Head Field Hockey Coach at the University of Michigan. Prior to that Karen taught physical education and coached field hockey, basketball and track at Windsor Locks High School in Connecticut.

Karen serves on the National Federation of High Schools rules committee for field hockey and was recently inducted in to the Connecticut Field Hockey Hall of Fame. Karen received her BS from Southern Connecticut State University and a MS from Central Connecticut State University.



**Alicia McConnell** is currently the Director of Athlete Facilities and Services for the United States Olympic Committee. Her main responsibility is to cultivate partnerships with community organizations to access additional resources, services and facilities for athletes and National Governing Bodies (NGBs) of sport. She oversees 10 Olympic Training Sites which serve national athletes and teams, as well as 10 Community Olympic Development Programs which create sport opportunities for youth located throughout the Country. Additional responsibilities include overseeing Athlete Services and High Performance Athlete SUMMITs which provide exceptional elite athlete training environments that positively impact performance.

Alicia has an extensive background in coaching, sport program development and program management. She has worked for the YMCA, The City of New York Department of Parks and Recreation, and from 1994 to 1998 Alicia was the National Junior Squash Coach and Head Squash Professional at the Heights Casino in Brooklyn, NY. In 1998 she moved to Colorado Springs to become the Manager of Athlete Development for the United States Olympic Committee.



Alicia earned her B.A. from the University of Pennsylvania in Economics and is currently very active in her community. She serves on the T.E.S.S.A, Inside Out Youth Services and National Council for Youth Sports Board of Directors as well as numerous advisory boards and committees of local and national non-profit organizations.

Alicia grew up in Brooklyn, New York. At the age of 12 she was introduced to the sport of squash and at 18 Alicia won all three titles of Junior, Intercollegiate and Women's National Squash Champion. She won the World Junior Championships in 1980 and went on to win the US Nationals for seven years in a row from 1981-1988. In 1988 Alicia achieved her highest world ranking of 14 and in 1984 she also earned a spot on the US National Women's Lacrosse Team.

She has competed in six world championships and one Pan American Games (when squash was added in 1995 where she won silver and bronze medals). She currently holds the National Women's Doubles title, of which she has held since 1996 and continues to be very active in sports and fitness.

**Clay Walker** brings more than 15 years of sports marketing and business experience to PLAYERS INC, the marketing and licensing subsidiary of the NFL Players Association. As senior vice president, he is responsible for managing the company's \$750 million retail licensing business which includes apparel, trading cards, collectibles, video games and interactive products. In this capacity, Clay oversees the development, marketing and strategic planning of [www.nflplayers.com](http://www.nflplayers.com) and the site's integration into the NFL Internet Network.

Most recently, Clay managed the launch of NFL Players Fantasy Football, PLAYERS INC's online fantasy football game. Clay plays a strategic role in many of the company's programs and endeavors including PLAYERS INC's participation in the NFL Auction with eBay and the \$150 million NFL/NFLPA Youth Football Fund.



Clay earned a B.A. in English from East Carolina University, an M.B.A. from Colorado State University, and a M.S. in Labor Relations from the University of Massachusetts, Amherst.

**Sally S. Cunningham** possesses extensive management experience in business, leadership and organization management issues. Her passion for working in the field of non-profit associations began as a volunteer at the age of fourteen. Since January 1997, Sally has served as the Executive Director of the National Council of Youth Sports.

Sally's achievements have reached national and international recognition including Florida's 2003 and 2004 Businesswoman of the Year. She has been appointed to both the Mayor's and Governor's Advisory Commissions on Women, received the Florida Society of Association Leadership Team Award, and the National Leadership Award as Honorary Co-Chairman of the Business Advisory Committee in Florida.



In addition to holding numerous leadership positions with established organizations such as international chairman of child safety initiatives with the General Federation of Women's Clubs and marketing section charter member of the American Society of Association Executives. Sally serves the advisory board of the National Center for Safety Initiatives and is also the founder of several non-profit start-up companies.

Previously working more than twelve years with the National Association of Police Athletic Leagues, Sally's professional responsibilities included deputy executive director, director of marketing & member services, meeting planner, newspaper editor, and public relations manager.

Sally graduated from the nationally recognized Institutes for Organization Management at the University of Delaware and started her own business managing non-profit associations. Sally holds the National Council of Youth Sports as her most dignified account where she can share her varied talents with a very visionary, unselfish, and dedicated board of directors, and also be challenged to meet the goals and objectives necessary to achieve the organization's mission as well as her life's work.

# Planning Terminology

<b><i>Strategic Plan</i></b>	A management tool that provides a future focused road map for achieving high performance and guiding the organization's decision making.
<b><i>Assumptions</i></b>	Future external changes and trends that can significantly affect the plan's results. Key uncontrollable events or factors on which the success of the plan rests.
<b><i>Internal Assessment</i></b>	Identifying the organization's strengths and weaknesses, for purposes of bolstering the strengths and fixing the weaknesses. Examples: culture, organization structure, quality, service levels, management practices.
<b><i>External Assessment</i></b>	Identifying, as clearly as possible, outside or external factors and trends (opportunities and threats) that will affect the organization's future. These are key uncontrollable factors. Examples: competition, economy, government, technology, customers.
<b><i>SWOT Analysis</i></b>	Identification of <u>s</u> trengths, <u>w</u> eaknesses, <u>o</u> pportunities, and <u>t</u> hreats.
<b><i>Strengths</i></b>	Current capabilities, <u>i</u> nternal to the organization, that are superior to the competitions, help meet high priority customer needs or give significant advantage. Examples: quality, product, customer service, brand recognition.
<b><i>Weaknesses</i></b>	Current capabilities, <u>i</u> nternal to the organization, that prevent achieving advantage or meeting high priority customer needs, areas in need of improvement. Examples: operational problems, poor communications, lack of innovation.
<b><i>Opportunities</i></b>	The <u>e</u> xternal opportunities the organization can take advantage of or create to facilitate growth and improvement. Examples: new products, geographic expansion, cost reductions.
<b><i>Threats</i></b>	The <u>e</u> xternal events and situations, outside you control, that are or can be a problem for organizational success. Examples: legislation, loss of sites, increased costs, declining market.
<b><i>Priority Issues</i></b>	The critical issues the organization must do or take advantage of to be successful. Timing is critical and quick action is essential. Derived from the SWOT.
<b><i>Vision</i></b>	Describes what we want the organization to look like in ideal terms in the future, 5 years from now.
<b><i>Mission</i></b>	Broad description of what we do, with/for whom we do it, our distinctive competence, and why we do it.
<b><i>Goals</i></b>	Broad statements of what the organization hopes to achieve in the next 3 to 5 years. Goals focus on outcomes or results and are qualitative in nature.
<b><i>Metric</i></b>	Standard or means of measuring progress towards completion of goal.
<b><i>Action Steps</i></b>	Specific, concrete, measurable statements of what will be done to achieve a goal, the cost and who is responsible. Each goal could have several actions steps.



## Six Steps to Planning

