



Importance of Volunteers

- Represent USA Hockey
- Implement organizational programs and philosophies
- Main point of contact for customers



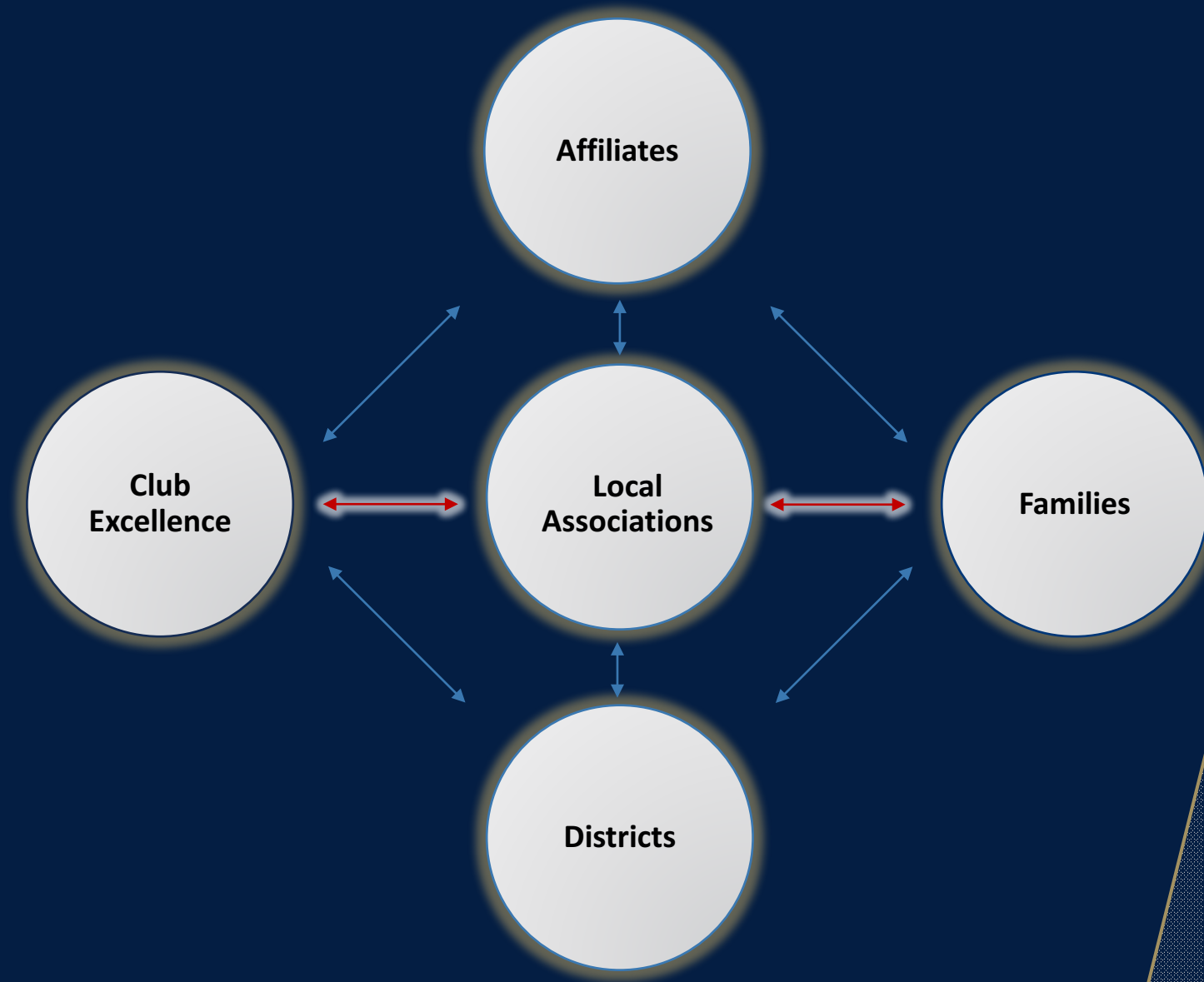


Club Excellence is designed to equip youth hockey associations with the **knowledge** and **tools** to offer the best youth sports program in their community

Previous Communication Structure



Communication Structure



Areas of Focus

Administration

- Strategic Planning
- Financial Development
- Governance

Hockey Development

- ADM
- Coaching Education
- Participation Growth

Volunteer Development

- Consumer Education
- Volunteer Recruitment and Retention



Job Descriptions

Vice President

The main purpose of the Vice President is to act as support to the President and fulfil the duties of the President in his/her absence. Additionally, the Vice President's key role is to aid all board members and committees with their tasks as well as assist with the communication to the general association's membership.

Job Description

- Plan, develop, and enforce
- Ensure organization is met
- Preside over board meeting
- Assist the President in any
- Lead/attend committee m
- Identify candidates to serv
- Report to the board activit
- Review coaching candidate
- Review tryout results with
- Lead contact for recruiting
- Fulfill other tasks assigned

Qualifications

- Strong leadership ability
- Conducts themselves at a
- High-energy and passionate
- Extremely well-organized
- Excellent communication s
- Able to build and maintain
- Efficient planning skills wit
- A strong belief in youth ho
- Able to build and maintain

Hockey Development Coordinator

The Hockey Development Coordinator plays a vital role for a youth hockey association. This individual is responsible for ensuring that the on-ice product being offered is of the best possible quality. Besides making sure that coaches are teaching skills in a fun and engaging manner, the Hockey Development Coordinator needs to communicate the long term athlete focus being applied to both coaches and parents. The ability to apply and promote USA Hockey's age-appropriate recommendations is key to both player development and consumer satisfaction.

A successful candidate in this role will drive an association's success on and off the ice.

Job Description

- Implement the developmental guidelines and training priorities of the American Development Model
 - Both on and off the ice
- Ensure proper instruction is being offered at each level
- Facilitates the recruitment of coaches
- Assigns coaches to appropriate teams by interviewing candidates and matching them by qualifications and USA Hockey Coaching Education Program certification
- Facilitates monthly coaching m
- Coordinate with coaching staff
 - Coaching Education Prog
 - Background screening
 - Online age-specific modu
 - Safe Sport training
- Implement ongoing education
- Coordinate the tryout process
- Determine the structure and ex
- Attend and evaluate skills sessi
- Responsible for communicating
- Act as the main conduit betwe

Qualifications

- A strong belief and knowledge
- Well organized
- Good communication skills, bot
- High-energy and passionate ab
- Efficient planner with a commit
- Commitment to professional de

Secretary

The Secretary maintains the administrative process of the organization. Their primary role includes being the focal point of communication to and from the club's board and its entire membership as well as being a thorough and accurate record keeper.


Job Description

- Act as main point of contact between association membership and Board of Directors and any outside communications as required
- Communicate upcoming meetings and meeting schedule
- Attend all board, executive and other meetings as requested
- Record and manage minutes from those at all board, executive board and other meetings as requested.
- Distribute board meeting agenda no less than 7 days prior to the board meeting.
- Distribute previous meeting minutes at least 48 prior to every meeting
- Ensure up-to-date by-laws and policies are distributed to association's Board
- Accurate organization of all documents relating to the association's and any administrative activities
- Serve as signing officer for certain documents according to bylaws
- Perform other duties assigned by the President or member of the board

Qualifications

- Strong and efficient organizational skills
- Effective communication skills via all mediums
- High-energy and passionate about the success of the association and youth hockey
- Ability to capture key discussion points in a clear and concise manner
- A working knowledge of Microsoft Word, excel, social media, web management and desktop publishing
- Preferred to be a Notary of Public.

Task Lists



Home Club Excellence Tasks Events Resource Center

Board Members

Manage Users

USA Hockey Proud

Tasks List

Preseason

HIDE TASKS

THIS IS USA HOCKEY

USA Hockey provides the foundation for the sport of ice hockey in America, helps young people become leaders, even Olympic heroes, and connects the game at every level while promoting a lifelong love of the sport.

As an association of USA Hockey, here are our core values to guide you with your planning, programming and play both now and in the future.

SPORTSMANSHIP - Foremost of all values is to learn a sense of fair play. Be humble in victory, gracious in defeat. We foster friendship with teammates and opponents alike.

RESPECT FOR THE INDIVIDUAL - Treat all others as you expect to be treated.

INTEGRITY - We seek to foster honesty and fair play beyond mere strict interpretation of the rules and regulations of the game.

PURSUIT OF EXCELLENCE - Each member of the organization, whether player, volunteer or staff, should seek to perform each aspect of the game to the highest level of his or her ability.

ENJOYMENT - It is important for the hockey experience to be fun, satisfying and rewarding for all participants.

LOYALTY - We aspire to teach loyalty to the ideals and fellow members of the sport of hockey.

TEAMWORK - We value the strength of learning to work together. The use of teamwork is reinforced and rewarded by success in the hockey experience.

Hockey Development President

Review your association's 8 & Under participation totals and understand your [2 and 2 Challenge goals for the upcoming season](#)

A growing base of 8U participants is a strong indicator of the long-term health of an organization. By focusing efforts on maximizing the number of 8U players your association hosts, you will make sure that older age brackets will increase in size in future years. Two factors contribute to growth: player acquisition and player retention. The 2 and 2 Challenge will help your association see growth in both player acquisition and retention. Expand this task to get started.

Connect with the Hockey Development Coordinator and Growth Coordinator to evaluate your transitional programming that will take a Try Hockey for Free participant to an association member

Chances are that you have heard a lot about the American Development Model (ADM), USA Hockey's player-development program. The model is based on age-appropriate, age-specific competition and training for boys and girls from their first steps onto the ice and beyond. The ADM places a heightened emphasis on skill development and long-term athlete development principles, providing a blueprint for the best possible youth hockey experience. Put simply, it's doing what's best for kids.

Have the board review the American Development Model resources in their portal and reinforce the message that your association is committed to providing the best local youth sport option.

How your association manages tryouts can determine your membership's view of the association and, if done well, can

Working closely with the local officials' organization helps your association in several ways:

- Contributes to a better understanding and higher engagement with officials
- Provides more of your players with opportunities to get involved in officiating
- Minimizes poor behavior on the behalf of your members through mutual understanding

Expand this task for tips to help you build a strong working relationship with the local officiating organization.

As the season gets started, there are meetings being scheduled with several stakeholders:

- Affiliate
- League
- Coaches
- Parents

Make sure you are aware of the schedule for these meetings, as your involvement in these meetings will help



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Foundational Tasks Treasurer

Secure a Taxpayer ID, or Employer Identification Number (EIN), [from the IRS](#).

If you haven't done so already, consider applying to incorporate the association. Incorporating the association will protect assets, limit liability, provide tax benefits and make you more legitimate in the eyes of your customers.

- [Visit the IRS page for more details.](#)

If the association is a non-profit, secure the tax exempt status under IRS Code 501(c)3

- <http://www.irs.gov/pub/irs-pdf/p4720.pdf>
- <http://www.501c3.org/501c3-services/start-a-501c3-nonprofit/>

Secure accounting software

Establish bank account and credit card processing ability

Determine fiscal year end

If your association is a nonprofit, by the fifth month after your fiscal year end:

- File your state and federal tax returns with the IRS
- File your [IRS 990 or 990-EZ Form](#)
 - Your board needs to review and approve the document
 - After it's filed with the state, add the 990 form to your website to ensure transparency

It is time to complete your SafeSport training and background screening. Expand this task for details on completing these requirements.

Every successful organization relies on a well thought out mission statement that guides their decisions and focus. A mission statement provides purpose and direction to everyone connected to that organization.

Later in the season, we will lay out a format for strategic planning and review, including mission statement development. In the meantime, expand this task to review USA Hockey's mission statement and core values.

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Hockey Development Treasurer

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Governance Treasurer

Review the following Governance Resource Center documents:

- Three D's of Being on a Board
- Directors & Officers Liability Guidelines for Loss Prevention
- Parliamentary Procedure Basic Elements

Resource Center

Guiding Values Worksheet

When beginning the strategic planning process, the first step is for your association board to discuss and identify the values that best represent your organization. Through establishing your Guiding Values, it will better guide your group through developing your vision, mission and goals.

Please note:

- There is no recommended minimum number
- Does your board feel that these values identify with your association's culture and beliefs
- Look for values that would inspire individuals to want to be a part of your association
- Remember that your Guiding Values will be rooted in your Vision and Mission
- *Sample Guiding Values: opportunity, excellence, diversity, sportsmanship, development-focused*

List your Guiding Values below:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____

Once your board feels confident in the Guiding Values you've identified, you can move on to the next step of developing a strategic plan, building your Vision Statement.



Vision Statement Worksheet

Now that you've identified your Guiding Values, your next step is to work with your board on building a dynamic and inspirational Vision Statement. Think of your Vision Statement as what life would be like if your association's mission and goals were achieved.

Use the exercises below to foster and shape discussion for the purpose of a Vision Statement.

Exercise 1: List the Five Words the board wants associated with the association

1. _____
2. _____
3. _____
4. _____
5. _____

Exercise 2: List Five Accomplishments to be achieved in five years from now

1. _____
2. _____
3. _____
4. _____
5. _____

Exercise 3: Describe the ideal/perfect association in terms of what it looks like, feels like and achieves

1. _____
2. _____
3. _____
4. _____
5. _____



Mission Statement Worksheet

Your board has taken the time to identify the values that best represent what your association does, then you provided vision for how the community would be impacted through your organization's success, now you want to take those two items to build your Mission Statement.

The Mission Statement acts as the youth hockey association's marching orders. It should inspire your members and add transparency to what you are all about. Above all else, it should direct the board on how to operate as an organization. Most importantly, it should guide the board's decisions.

Use the exercises below to foster and shape discussion for the development of your Mission Statement.

Exercise 1: In one sentence, answer "Why does your association exist?"

1. _____

Exercise 2: How will the association conduct itself to fulfill the previously defined purpose?

1. _____
2. _____
3. _____
4. _____
5. _____

Exercise 3: What services will the association provide to fulfill that purpose?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____



SWOT Analysis

Now that you've completed the first steps of the strategic planning process, your leadership will need to take the time to identify potential areas for improvement, expansion and change. Before setting new goals and initiatives, a great exercise to identify your current landscape is doing a SWOT Analysis. SWOT stands for Strengths, Weaknesses, Opportunities & Threats.

As a group, use the diagram below to identify these influences.

STRENGTHS (Internal): (Examples: funding, organizational structure, culture, policies)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

Weaknesses (Internal): (Examples: funding, organizational structure, culture, policies)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

OPPORTUNITIES (External): (Examples: local demographics, economy and competition)

- _____
- _____
- _____
- _____
- _____
- _____
- _____

THREATS (External): (Examples: local demographics, economy and competition)

- _____
- _____
- _____
- _____
- _____
- _____
- _____



'16-'17 Summary

- **439** registered associations
 - **31%** of the 1,431 USA Hockey youth hockey associations
- **19** registered associations in MA
 - **12%** of the 163 youth hockey associations



Impact

Embrace your
role

Raise the bar for
the experience
being offered

Attract & retain
leadership

Enhanced
communication

Bite-sized
resources &
action items

Get Started

Register

- Currently serving President or Vice President
- <http://www.usahockey.com/clubexcellence>

Confirm

- USA Hockey will confirm the registration, prompting an email with additional information on logging in to your portal

Invite

- Log in to your portal and invite your fellow board members to join



Looking Ahead

- Custom content by Affiliate
- New positions
- Association assessment tool



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