

USA Hockey

Program Services Department Overview



PROUD PARTNERS IN HOCKEY

TM

June 15, 2019
Andy Gibson
USA Hockey

Program Services



- Provide local youth associations with the tools necessary to deliver the best youth sports experience in their communities which includes growth and leadership best practices.
- Resource center for local youth associations on growth, program administration and board governance



Historical Perspective



NATIONAL 8U BOYS AND GIRLS					
	2014-15	2015-16	2016-17	2017-18	2018-19
TOTAL	105,925	107,703	115,694	122,135	123,303
	1.9%	1.7%	7.4%	5.6%	1.0%
NEW	45,480	45,539	52,076	55,769	55,652
RETAINED	60,445	62,164	63,618	66,366	67,651

- Total increase of +1.0% (+1,168 players)
 - Established a new record in 8U total
- NEW players increased for first time in 5 seasons by 117 (-0.2%) players
- RETAINED players increased by 1.9% (+1,285)

Massachusetts Perspective



MASSACHUSETTS 8U BOYS AND GIRLS					
	2014-15	2015-16	2016-17	2017-18	2018-19
TOTAL	13,862	13,098	13,196	13,019	13,320
	4.0%	-5.5%	0.7%	-1.3%	2.3%
NEW	6,100	5,147	5,709	5,566	5,960
RETAINED	7,762	7,951	7,487	7,453	7,360

- **TOTAL** 8U increased by +2.3% (301)
 - Girls' participation increased by +7.5% (232) for a new 5-year high
- **NEW** players increased by +7.1% (+394)
- **RETAINED** players decreased by -1.2% (-93)

Target Market



- New players
 - More than 3.3x the number of NEW 8U (55,652) than NEW 9-14 YOs (16,442)
- Retained players
 - 54.9% -- 8 & Under
 - 91.2% -- 9 to 14

AGE	NEW	REPEAT
4	83.1%	16.8%
5	66.0%	34.0%
6	46.1%	53.9%
7	32.1%	67.9%
8	25.4%	74.6%
9	17.7%	82.3%
10	11.5%	88.5%
11	7.9%	92.1%
12	6.0%	94.0%
13	4.3%	95.7%
14	3.6%	96.4%

Long-Term Growth

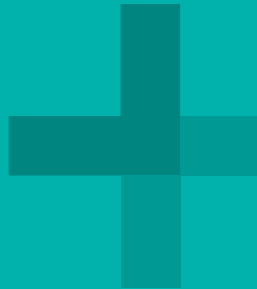


BOYS & GIRLS AGE POPULATION					
	2014-15	2015-16	2016-17	2017-18	2018-19
9 TO 14	181,107	183,275	184,502	186,161	187,766
%	1.8%	1.2%	0.7%	0.9%	0.9%

9th consecutive season that the 9 to 14 age group has grown as a result of more players graduating from 8 & under



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MILLENNIAL PARENTS + YOUTH SPORTS RESEARCH (PROJECT M)

C+R
RESEARCH



Background + Objectives

A decade ago, Sun Valley Strategic (SVS) led a discovery initiative among **USA Hockey's members** to proactively drive growth among entry level players (8U). This research-driven marketing effort was hugely successful - helping to increase entry-level registrations by more than 30% since 2009.

Today, **USA Hockey** is seeing new “cracks in the foundation” at the 8U level as their pool of prospects is shifting to Millennial parents - who are both demographically and psychographically different from prospects a decade ago. **The purpose of this research is to better understand Millennial parents** in order to develop core branding positioning and messaging for USA Hockey that is relevant and appealing to them.

Specifically, SVS and USA Hockey would like to:

1

Understand Millennial parents' attitudes, motivations + behaviors related to selecting youth sports for their child

2

Identify marketing for USA Hockey that resonates with Millennial parents in terms of content + media placement

3

Identify opportunities to successfully drive USA Hockey growth among kids age 5-10 years as well as improving diversity

Research Approach

C+R Research conducted a total of 12 in-person focus groups among **Millennial parents**—three each in Boston, Minneapolis, Atlanta, and Irvine



Irvine, CA 3/13/19

- 2 groups USA Hockey Outsiders (Gen Pop)
- USA Hockey Insiders (Current Members)



Minneapolis, MN 3/6/19

- USA Hockey Outsiders (Gen Pop)
- USA Hockey Insiders (Current + Lapsed Members)
- USA Hockey Insiders (Current Members)



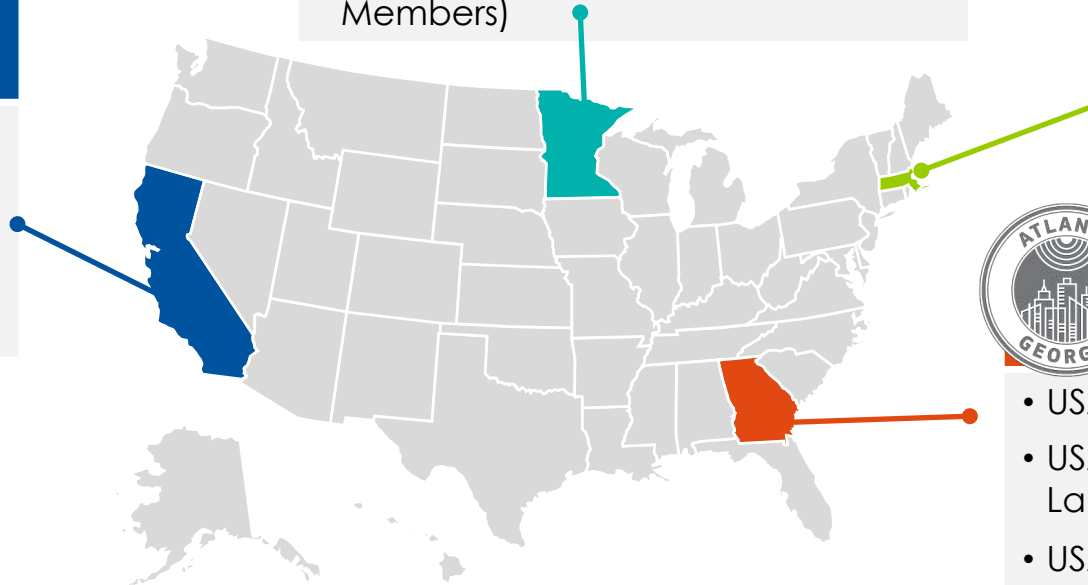
Boston, MA 3/5/19

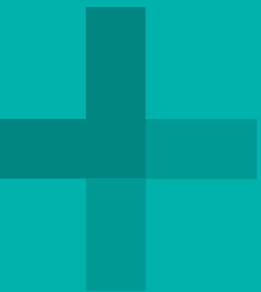
- USA Hockey Outsiders (Gen Pop)
- USA Hockey Insiders (Current + Lapsed Members)
- USA Hockey Insiders (Current Members)



Atlanta, GA 3/12/19

- USA Hockey Outsiders (Gen Pop)
- USA Hockey Insiders (Current + Lapsed Members)
- USA Hockey Insiders (Current Members)





KEY FINDINGS + IMPLICATIONS



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Key Findings + Implications

1

Opportunity to excite Outsider kids/parents about benefits of youth hockey

There are over 20 million boys and girls at the 5-9 year old level in the United States. USA Hockey has tapped into a fraction of that prospect pool and now has an opportunity to begin a conversation with Millennial parents and their children about the key benefits that set hockey apart from other youth sports:

1. Millennial parents start to **investigate youth sports early in their child's life** (3 to 5 years old);
2. Open to letting the child **try almost any youth sport** and most often learn about **signing up** through flyers sent home from school;
3. Quick to **dismiss a sport** that their child does not like;
4. Tend to **stay in "discovery mode" until they find the right fit** – perhaps until their child is 9 or 10;
5. Settle on a **sport that their child enjoys/loves** and where the child demonstrates improvement;
6. Expect **consistency in scheduling** and clear communication

IMPLICATIONS FOR USA HOCKEY

- ✓ Millennial parents will allow their child to try almost any sport in which they show interest. However, information about USA Hockey needs to be **easily accessible** for Outsider parents to consider.
- ✓ These parents are NOT exposed to promotional posters in rinks or USA Hockey ads on the NHL Network so they must be **reached using other means** - including through the schools, community/park district programs, web sites dedicated to parenting in the new Millennium, and other social media sources.

Key Findings + Implications

2 Acquisition process starts by exciting the child about the sport

There is an opportunity to reach beyond “preaching to the choir” by helping children start the discussion about youth hockey with their Millennial parents, who are open to talking with their children about activities that the child would like to try. However, Outsiders’ lack of knowledge about youth hockey coupled with the lack of information available can be a consideration barrier for these parents.

IMPLICATIONS FOR USA HOCKEY

- ✓ **Excite the child.** Marketing promotional programs through the schools can help to promote youth activity opportunities in the community and create excitement for kids.
- ✓ **Inform the parent.** Outsiders don’t know where to start. USA Hockey can make youth hockey more welcoming to these parents by helping them navigate the sign up process and appropriate progression path, and helping to make the equipment needs less intimidating – e.g., “you only need a ball to play basketball.”

Key Findings + Implications

3 Elite nature of hockey is a turn-off to many Outsiders & some Insider parents

Outsider parents hear through word-of-mouth about the extremes of participating in youth hockey and are turned off before they even let their child try the sport. Specifically, they are turned off by:

1. Significant **time commitment** both weekly and seasonally;
2. Significant **fees** at the local level;
3. Perception that hockey is **dangerous**;
4. Often **reach a crossroads** after a couple of developmental seasons when local fees can increase dramatically, leaving parents scarce options for simple fun, rec-style hockey if their child doesn't progress to elite play;
5. Additionally, while often worn as a badge of honor for Insiders, Outsiders view the “**cultish**” **nature of elite hockey** as a turn-off

IMPLICATIONS FOR USA HOCKEY

- ✓ Advancement in youth hockey often means a commitment to more money, more time at practices and games, and traveling far distances to compete. The overwhelming majority of players will not make the very top tiered team available in their local association, **leaving some with no option but to leave the sport.**

Key Findings + Implications

4 Outsiders and some Insiders show interest in a low commitment and less competitive approach to youth hockey

There was generally positive feedback from both Insiders and Outsiders when reacting to a **concept test**, which purposely took the major previously-known objections to youth hockey (excessive time, money, travel) off the table by floating the hypothetical notion of a Fun & Fitness League that was:

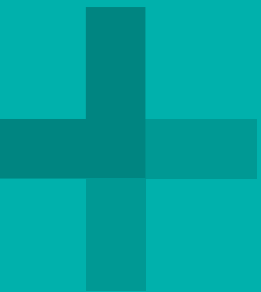
- a) Affordable;
- b) a reasonable commitment of time; and
- c) local, requiring no travel

Such a league would be designed to:

- Attract more Outsider kids and their parents into the game
- Keep more Insider kids who are not willing or able to go to the next competitive level

IMPLICATIONS FOR USA HOCKEY

- ✓ While there is much to consider relative to the actual details of such an effort, the feedback was generally positive on the topic. More study in terms of nailing a design that can be piloted in one or two markets before a potential roll-out is required.



PERCEPTIONS OF YOUTH ICE HOCKEY



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Boston Insiders stay loyal to youth hockey because their kids love to play, and it positively influences their lives



YOUTH HOCKEY LOYALTY DRIVERS

Child Loves Playing

They are having fun, motivated to get ready to play, gets a rush not experienced in other sports

Life-Long Friendships

In community program, kids grow up together from 5 years to HS. Insiders say this is changing with Select teams

See Progression

Parents are amazed by the speed of progression. The ADM is viewed as a great program – gain a unique skill set

Exciting + Fun To Watch

Not boring. Support the whole team

Child Is Thriving

Building confidence, engaged with teammates, new experiences from travel, doing best on and off ice



**Exciting,
progressing,
skilled**



My son jumps for joy at playing hockey. He loves it and it's the only thing that motivates him quickly to get ready.

I watch my son take leaps in his hockey that I never expected.

My son speeds around the ice, and it's the perfect way to get his energy out.

It is an exciting experience for both of us. Enjoyable and nerve-wracking at the same time.

I said my son has grown tremendously this year just in the area of hockey. He went from skating kind of to actually full out playing hockey this year, which was pretty cool to see.

When it's the idea that these kids could potentially play together from the time they are five until they graduate high school, I think there's a lot of value in that. They've had these same kids and adults in their life supporting them.



**Images shown were chosen by parents to reflect their perceptions of youth ice hockey*

They say the Select (i.e. private) teams are negatively changing the youth hockey experience in their communities

- *Insiders who are more involved in the program say USA Hockey is doing “nothing about it”*



YOUTH HOCKEY FRUSTRATIONS

Select Destroying Community Programs

Taking kids, coaches away from community dilutes talent; losing community building/"big family;" pay-to-play

More Commitment When Joining a Team

Less flexibility, greater time commitment at young age, can get too competitive, more expensive (Select)

Crazy Parents

Can ruin a season – e.g., have own agenda, talk negatively about other parents + players, too focused on winning

Season Too Long

September to April – draining + overlaps with other sports

REASONS TO LEAVE HOCKEY *

Boston Insiders leave hockey when their **child is not enjoying it**. This can be for a number of reasons:

- Not a good fit – likes individual sports like golf, swimming
- It gets competitive too fast – focus changes from fun to winning. Two parents say this happened with Mites

*Based on feedback from 3 Lapsed Insiders



You go to tournaments so you're spending weekends with families. Unfortunately, we're losing this because of club teams. When town teams, community based programs, were more prevalent, it was just building the community within a town.

So, if we're talking five to ten years, ADM says focus should be on fun not winning. I think where programs, where parents, where kids get off track is that they put too much focus on winning instead of fun. And that can come from the coach, it can be the kid, it can be the parent.

So the problem with the valley league is the schedule goes from basically the first week of September all the way until April. It's too long. Every year, every parent, every kid, doesn't matter how much you love the sport, says it is way too long



Boston Outsiders **don't feel** like youth ice hockey **is for them** – it's for a different kind of family



PERCEPTIONS OF YOUTH ICE HOCKEY



For rich white people



Cold + not appealing



Not for average kids

I just don't get it. It's expensive. It looks dangerous. I can't imagine sitting in that really cold arena. They've got to learn to skate, and I'm just freezing.

*I feel like ice hockey is a sport that you start playing when you're five. **If you come along at 10 you're not going to keep up.***

*It's not as diverse. It's a lot of mostly white people. There's some black people now, but **it's a rich white person's world.***

Must Be Skilled

- ✓ Outsiders believe hockey skills are more **inherent** – “you either have it or you don't”
- ✓ Unlike soccer or football, hockey requires **a lot skill** – “you can't fake it”
- ✓ A few say their kids don't even know how to **skate**

Must Start Young

- ✓ Several feel their kids have already “**aged out**” of hockey, as most kids start when they can walk
- ✓ If their kids start now, they will be at a disadvantage – “It is a lot easier to just continue another sport.”

Lack Of Diversity

- ✓ Because hockey is so expensive, it **excludes** a large group of families – Outsiders believe the sport caters to “white rich people”
- ✓ Some **don't feel “invited”** as they've never received information about joining hockey
- ✓ Most agree youth ice hockey families are “**too clique-y**”
- ✓ Rink feels cold/uninviting

Specifically, they **don't "get" the appeal** of youth ice hockey's **all consuming** commitment (time + expense)



BARRIERS USA HOCKEY NEEDS TO OVERCOME



"Huge
commitment"

Ultra
competitive



“ One of my son's close friends is a hockey kid. His dad was in hockey, and **he is gone all the time**. In state, out of state, going to hockey, missing other sports to go play hockey, and taken out of school to go play hockey. It's everything. ”

Outsiders are **turned off** by the **huge commitment** that's required to play ice hockey.

They specifically mention:

- ✓ **It's expensive** – e.g., ice time, equipment, tournaments, travel, etc.
- ✓ **Time commitment** – year round, miss school + other sports for games, 5am practices, travel out-of-state, every weekend
- ✓ **Need to start too young** - 5 years or younger to compete
- ✓ **Sink or swim environment**

Outsiders Want...

Less competitive - fun leagues, recreation leagues (include learning to skate)

More relaxed time commitment
Outsiders don't want hockey to consume their life – no travel, reasonable practice times

Less expensive – equipment, no unexpected costs

More inviting – hockey is outside of their “comfort zone.” They need to be **invited to learn**

Parents agree, **child engagement** is the first step to increasing youth hockey interest + trial among Outsiders

Parents and C+R offer the following considerations to engage kids and their parents:

BRING HOCKEY TO SCHOOLS

SPONSOR READING PROGRAM

- Kids who read a certain number of books get free tickets to hockey game (NHL or minor league)
- Have pro players (in uniform) or mascot come to read to kids – Q&A after

HOST AFTER-SCHOOL INTRAMURALS

- Offer after-school floor hockey games + activities – emphasis fun
- Offer after-school Learn-to-Rollerblade

PRO HOCKEY NIGHTS FOR SCHOOLS

- Free tickets - make kids feel special, walk out on ice with players, school name on jumbotron
- Focus on more diverse schools

HOCKEY UNIT

- Donate equipment - field hockey sticks, nets, helmets, jerseys, etc. Provide curriculum for PE class

BRING HOCKEY TO SCHOOLS (#2)

FLYERS IN SCHOOL BACKPACKS

- Promote free basic skills development opportunities + Learn to Skate for Free
- Promote family night at rink

TEACH PE CLASS

- Have special day when pro hockey players or mascot teach a field or floor hockey class

SUPPORT UNDERFUNDED SCHOOLS

- Show families that USA Hockey is invested in their community

YOUTUBE (Kids #1 media)

CHALLENGE VIDEOS

- Youth hockey players doing safe challenges – e.g., obstacle course, cool tricks
- Professional teams doing safe, exciting challenges

FUNNY VIDEOS

- Youth hockey or professional bloopers or funny skits

COOL HOCKEY HIGHLIGHTS

- Highlight reel of amazing hockey plays from professional, college and/or Olympic teams

SEND YOUTUBE INFLUENCERS TO GAME

- Have them share video of their experience
- Have them take a basic skills class and share video

TIK TOK VIDEOS

- Hockey theme Tik Tok videos

BRING BACK THE MIGHTY DUCKS MOVIE



Outsiders need youth hockey to be **easily accessible**, and they need to see that it is **safe + fun** for their child

Parents and C+R offer the following considerations to engage kids and their parents:

GET FAMILIES TO THE RINK

HOST FAMILY NIGHTS

- Events where kids and parents can learn together (skate or play)
- Parent night out – on-ice activities for kids while parents go out

FREE TOURS OF PRO FACILITIES

- Let families get on the ice

PRO HOCKEY DAYS

- Events where professional, Olympic, or college players participate in fun activities with kids

DISCOUNT (OR FREE) TICKETS

- Free tickets to professional or college games – the cost for a family to attend a pro hockey game is cost-prohibitive for many

REACH PARENTS ON SOCIAL MEDIA

POST CUTE VIDEOS

- Videos of cute beginners falling and having fun – e.g., similar to dad who filmed and miked son. Post on Facebook, Instagram
- Show that youth hockey is safe, fun, and family friendly

POST YOUTH PLAYER VIDEOS

- Testimonials from youth players (age 5-10) to show their passion and excitement for the game

ADVERTISE ON FACEBOOK

- Can target message to specific regions

ADVERTISE ON NEXTDOOR

- Can target message to specific neighborhoods

HOCKEY THROUGH COMMUNITY

BASIC SKILLS THROUGH COMMUNITY

- Have information table at YMCA, park districts, and rec centers
- Offer Learn-to-Skate or Play classes through YMCA, park district, and rec centers
- Summer camps through YMCA, park districts, and rec centers

INCLUDE IN MULTI-SPORT CLASSES

- Include a hockey component to multi-sport classes – this has not been done

HOST ACTIVITY FOR OTHER YOUTH ORGANIZATIONS

- Guides, Scouts, The Boys & Girls Club, etc.
- Learn-to-Skate or Play – emphasize the fun

POP-UP RINKS

- Can be for ice skating or roller blading. Host fun hockey activities, bring in professional players. Have representatives to answer parent questions

Marketing Ideas + Opportunities (Boston)



Partners with Bruins or college teams

- Get somebody from the Bruins to come in and teach these kids. That gets them excited, especially little kids who view these guys as celebrities
- Discount tickets to Bruins game

Create more interest with kids

- I won't try hockey. If it's not your comfort zone, if it's a game you don't really like already because it has these misconceptions about the game, **you won't really encourage your kids.** You'd be like, ah, let's not do this year.
- Flyers in school backpacks

After-school program

- You could consider doing street hockey but maybe without roller blades. Just on sneakers, sticks. You know, just to teach basic hockey stuff. Try to do something in the summer to get kids

Community-based events/marketing

- It's places from your own areas. It's places you know. If you're looking at the whole community aspect, the whole diversity, you know what's in your town and you trust those places. Places people go. Maybe having actual USA hockey players there at the event.
- Kids love swag – give away a USA hockey swag bag
- You should partner with communities to get out there. It should be in the local places, in the YMCA, the Boys & Girls Club. To be in the local places, we'll see it.
- I think you need to associate yourself with other youth sports. Like reaching out to the local baseball leagues and soccer leagues and things like that. If you're stealing their generated list or you're able to hand out flyers at a few of the games or post it on the local Boys & Girls club, it is going to be the number one way that you're going to get attention. Well, soccer season is over, consider trying hockey.
- I coach lacrosse with my son, and lacrosse is like ice hockey on feet. And a lot of kids, if they're good at one, they're good at the other, so it's a very symbiotic sort of sports relationship. There's tons of youth across, throughout the states. So they can really target that group because a lot of kids might. That could be start, and that can branch out from there because once it starts it spreads. But I think lacrosse would be a good segue because there are a lot of youth in lacrosse.

Partner with Play it Again Sports or Dicks

Advertise on Facebook

Hat Trick Growth Challenge



To complete the Hat Trick Growth Challenge, participating associations will utilize programs and tools emphasize the three main driving forces of growth:

1. Retention
2. Acquisition
3. Conversion

If your association completes 1, 2, or 3 Challenge items from each growth category, you earn Bronze, Silver or Gold status.



Retention



➤ Options:

1. Participate in Welcome Back Week (September 16-22, 2019)
2. Host a Season Ice Breaker event
3. Apply for a growth grant
4. Hold at least two parent meetings for 8U program during the season



Welcome Back Week



- September 16th – 22nd
- Local Association Coordinates:
 - Local volunteers make phone calls to families inviting kids back for another season
 - Provide registration details for sign-up
 - Provide local practice/game scheduling information
 - Restate the association's commitment to fun, guidance and improvement
- USA Hockey Provides:
 - Email reminders to unregistered families
 - Sends recorded phone message reminder from a Women's National Team athlete or NHL player
 - List of players that need a personal phone call (in portal)



Welcome Back Week



- August 20th
 - Email to 2018-19 players (8U) that need to register for 2019-20 season
 - Step-by-step instructions
- September 5th
 - Prerecorded :30 phone call sent
 - 40,441 total calls sent last year
 - 9,832 calls from Maddie Rooney
 - 4,836 calls from Nick Seeler
- September 16th – 22nd
 - Download list of players that need a call
 - Coordinate personal phone calls to unregistered families

HEY PARENTS!



Fall is coming, which means it's time to sign your child up for another season of youth hockey!

Some of our best memories are from being at the rink and on the ice with friends and we encourage you to give your kids an opportunity to experience those same joys.

To get started, renew your USA Hockey membership for the 2018-19 season by [clicking here](#).

We look forward to seeing your child on the ice playing the greatest sport in the world.

Maddie Rooney
Maddie Rooney

John Carlson
John Carlson

USAHOCKEY.COM

Acquisition



➤ Options:

1. Host an event on national Try Hockey For Free Day November 9, 2019
2. Host an event on national Try Hockey For Free Day February 22, 2020, during Hockey Week Across America
3. Host a Try Hockey For Free event at any point of the season (must be registered with USA Hockey)
4. Host a girls-specific Try Hockey For Free event during Girls' Hockey Weekend (October 4-6, 2019)



Try Hockey For Free

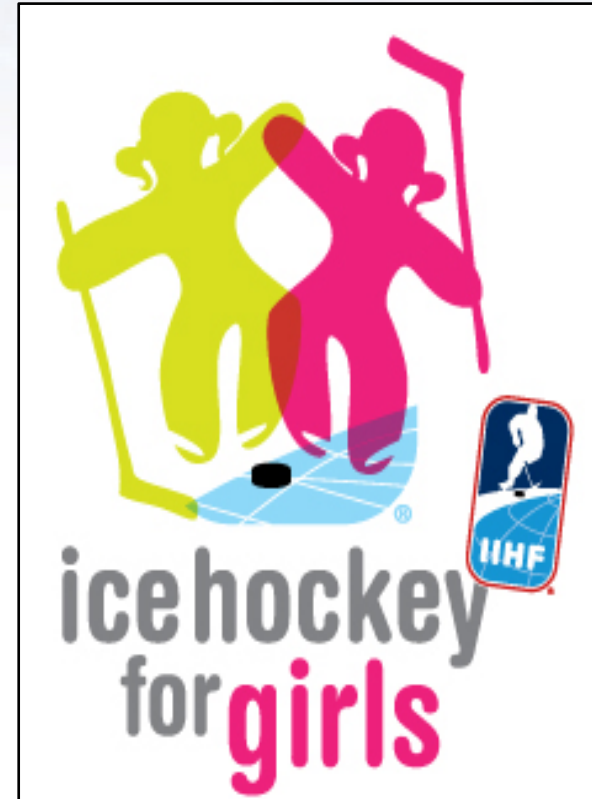


- National Dates: November 9th & February 22nd
 - Provide an opportunity to acquire new local players by hosting kids between the ages of 4 to 9
- Local Association Coordinates:
 - One hour of ice
 - Volunteers
 - Equipment to lend
- USA Hockey Provides:
 - *Giveaways
 - On- and off-ice clinic guidelines
 - USA Hockey Sanctioning
 - Online registration portal
 - Grassroots promotional tools
 - Marketing best practices
- Any Other Date:
 - Must be registered 4 weeks in advance with USAH
 - Must be sanctioned
 - Must utilize participant registration portal
 - *Giveaways not included

Girls' Hockey Weekend



- Girls' Hockey Weekend
- October 4th-6th
 - Build awareness, celebrate girls playing and grow participation
- Local Association Coordinates:
 - *Must register through USAH and be 8U focused
 - Host a Try Hockey; Cross-Ice Jamboree; Season Ice Breaker; or an original event
- USA Hockey Provides:
 - Giveaway
 - Best practices guidelines
 - Online registration portal
- Last season 121 host sites



Conversion



➤ Options:

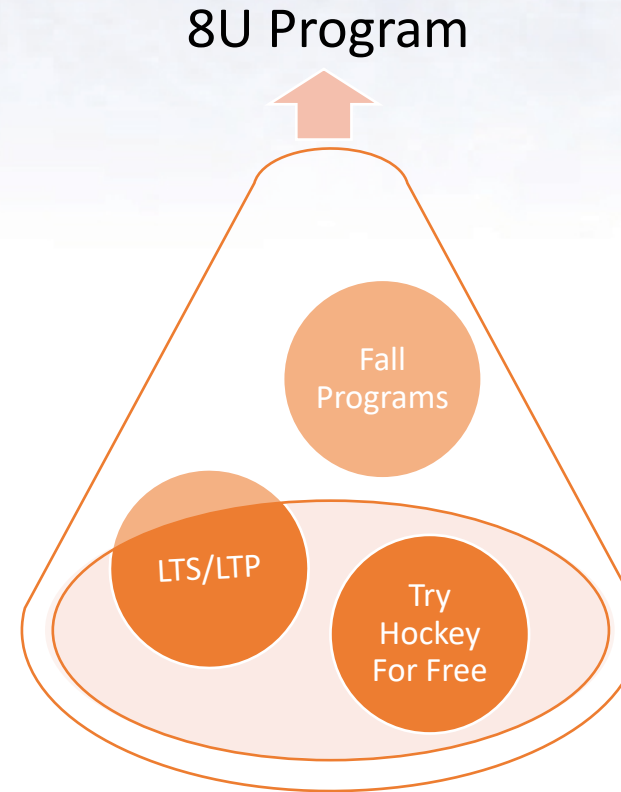
1. Create a female-focused initiative within your coed 8 & under program
2. Host a transition or next-step program after Try Hockey dates
3. Hold an equipment drive and/or purchase OneGoal equipment from Pure Hockey
4. Create a player development pathway visual for your youth hockey program and communicate the pathway to families in two different methods



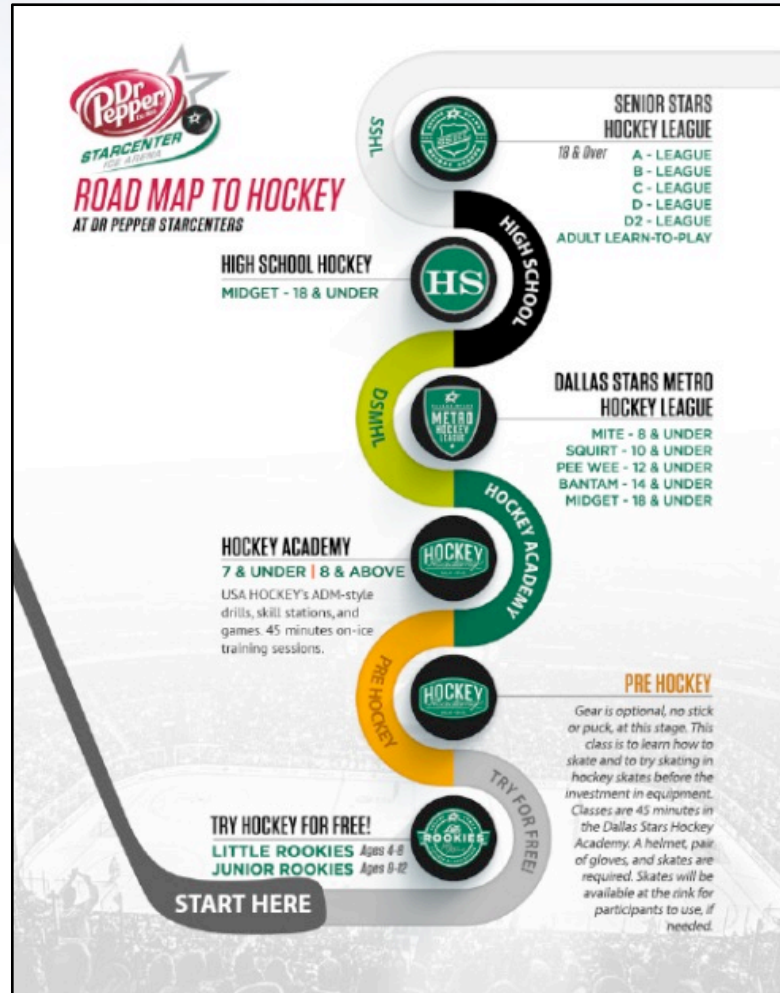
Transition Programs



- Learn to Skate
 - Program designed to help young skaters become more confident on their skates
- Learn to Play
 - Program that focuses on skating skills, but also teaches the basic skills of stickhandling, shooting and passing
- Follow up
 - Your Try Hockey event is a great opportunity to capture contact information to fill future programs
 - Be sure to reach out and invite them to join your summer or fall youth hockey program



Player Development Pathway



- Specific to your Association
 - Includes names of each program
 - Eligible ages of each program
 - Contact information for questions
- Shows program progression and/or options
 - Correlates easily to website/brochures
- Association must communicate their pathway to families using two different methods

Rewards



➤ Bronze

- Complete 1 Challenge item from each of the three buckets (3 total)

➤ Silver

- Compete 2 Challenge items from each of the three buckets (6 total)

➤ Gold

- Complete 3 Challenge items from each of the three buckets (9 total)





Club Excellence: A Tool to Help Your Association Run Better



What is Club Excellence?



- Designed to equip youth hockey associations with the knowledge and tools to offer the best youth sports program in their community
- Importance of volunteers
 - Represent USA Hockey
 - Implement organizational programs and philosophies
 - Main point of contact for customers



Areas of Focus



- Administration
 - Strategic Planning
 - Financial Development
 - Governance
- Hockey Development
 - ADM
 - Coaching Education
 - Participation Growth
- Volunteer Development
 - Consumer Education
 - Volunteer Recruitment and Retention



Roles & Responsibilities of Club Leadership



Determine Organizational Direction

- Develop organizational mission and vision
- Ensure effective Planning

Provide Necessary Resources

- Determine coaches and administrators
- Ensure adequate resources to achieve organizational goals
- Identify competent leadership
- Increase the organization's reputation

Provide Oversight

- Develop, evaluate and improve your programs and services
- Provide assessment and support for coaches and administrators
- Provide financial oversight
- Maintain accountability of legal and ethical integrity

How can Club Excellence Help?



Governance

- The difference between a bylaw and policy
- Ensure your board has a roadmap to avoid conflict
 - Conflict of Interest, Whistle Blower, Document Retention

Lead with Intent

- Running impactful & efficient board meetings
- Committee best practices
- Strategic planning framework
- Self-evaluation framework

Develop Financial Oversight

- Employee vs. independent contractor
- Helpful policies to ensure financial abuse safeguards
- Guidance on fundraising, locating and securing grants

Legal Guidance

- The 3 D's (legal responsibilities)
- Basic elements of bylaws and how to best leverage them
- Basic responsibilities of a board

Club Excellence Portal



Job Descriptions

- Gives the volunteer direction and clarity on their role
- Ability to create additional custom positions

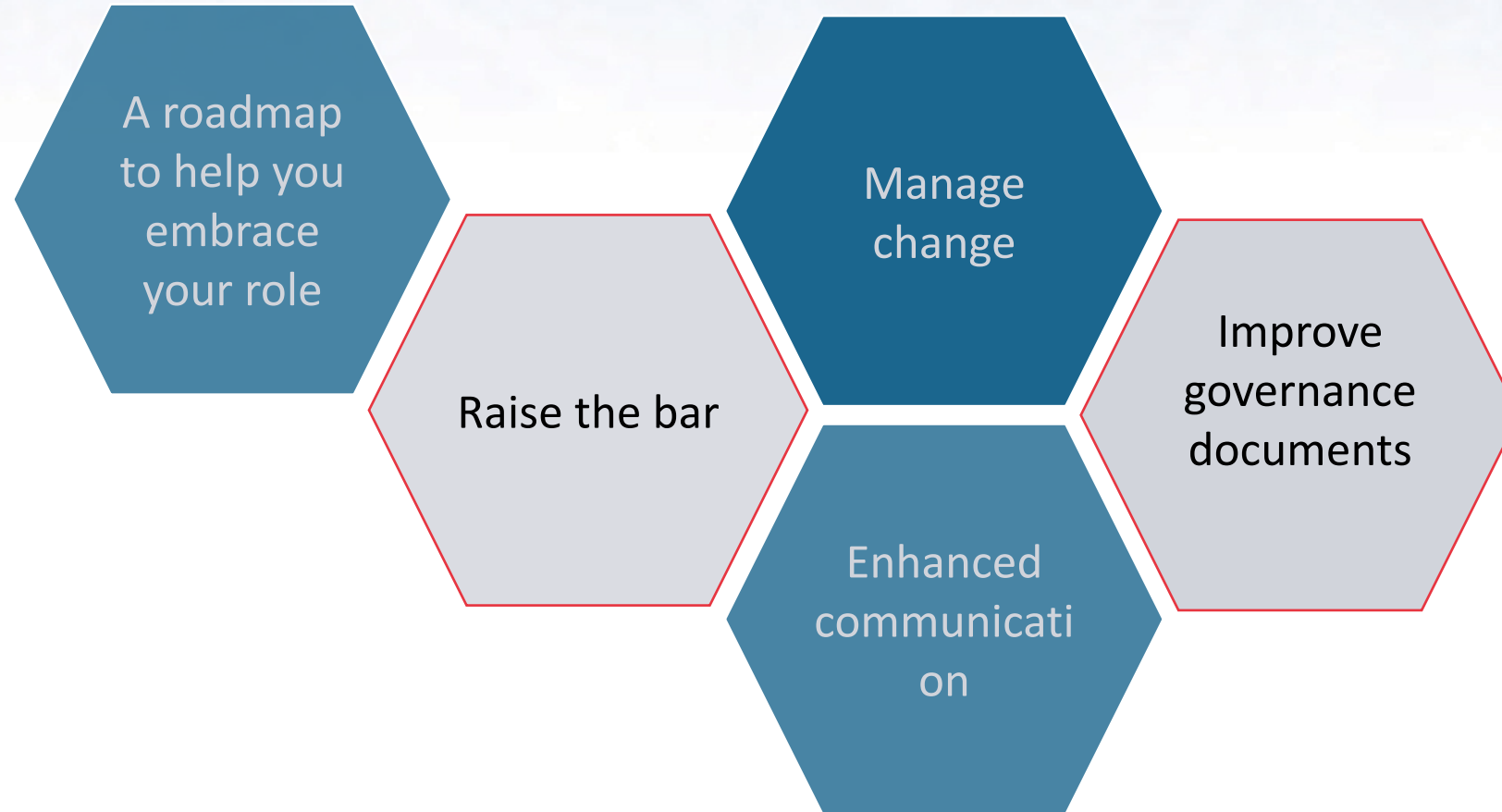
Position Specific Tasks

- Monthly guide to direct individual board members
- Central location to self-police everyone's progress

Resources

- Quick-reference documents on non-profit governance best practices and navigating USA Hockey's structure
- Resources Groupings: Hockey Development, Coaching Development, Parent Development, Governance, and Financial

Impact



Register!



Write your name, email, association name and interested programs on page being passed around:

- Club Excellence
- Hat Trick Growth Challenge
- Try Hockey For Free
- Girls' Hockey Weekend

www.USAHockey.com/ProgramServices

Program Services Team



Katie Holmgren

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