



**United States Collegiate Ski &
Snowboard Association**

**2022 - 2027
Strategic Plan**

2022 - 2027 USCSA STRATEGIC PLAN

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Introduction Letter

To our stakeholders:

We write this strategic plan with excitement for the future. For over 50 years, we have made a positive impact on the snowsport community. We believe this plan can help guide our ambition to continuously improve our organization and the value for our members.

This living document was created through the feedback of our members. The Strategic Planning Committee (SPC) was formed in the summer of 2018, as our organizational structure adopted a committee lead approach. Since the inception of the SPC, we have been working on creating a road map to steer the future of the organization by empowering our committee members and leaders.

Transparency has always been and will continue to be paramount to the success of this plan and organization. With this as a driving force, one of the events that helped bring this together was the Town Hall we hosted in the fall of 2021. We received feedback from a range of stakeholders including but not limited to conference coordinators, coaches, student-athletes, and former members. Their experiences and vision are the principles behind our core values and aspirations.

The plan has one, three, and five-year targets. We selected this timeframe to implement change immediately yet be vulnerable to reflection on where the plan can improve. As a fluid document, we can only assume the future - we get to shape it.

We recognize the student athlete isn't referenced in this document. That was intentional. We felt with our first strategic plan we needed to establish a foundation. Focusing on our volunteers and industry relationships will provide years of competition for our student athletes. So while they are not specifically address everything we have developed centers around their experience.

Thank you to all our members! Without your efforts our organization would not be able to execute at the high level we do.

Sincerely,

The SPC Committee

OUR MISSION

TO BE THE NATIONAL GOVERNING BODY OF COLLEGIATE TEAM SKI AND SNOWBOARD COMPETITION IN THE UNITED STATES;

TO PROMOTE AND INCREASE AWARENESS OF AND PARTICIPATION IN ALPINE SKIING, NORDIC SKIING, FREE SKIING AND SNOWBOARDING;

TO PROVIDE COMPETITION AND DEVELOPMENT OPPORTUNITIES FOR STUDENT ATHLETES IN A TEAM ATMOSPHERE LEADING TOWARD NATIONAL TITLES IN EACH DISCIPLINE

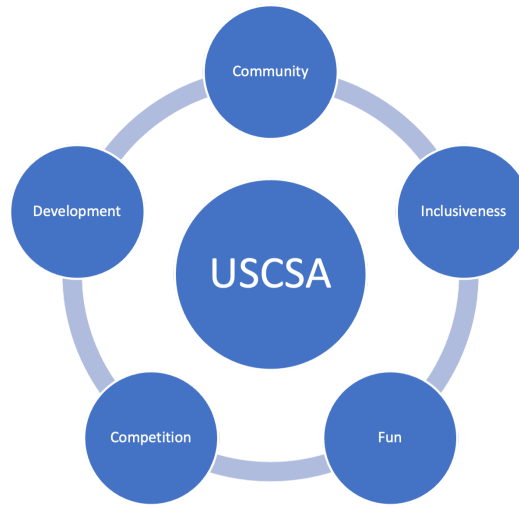
OUR VISION

IN ONE YEAR: TO INCREASE OUR ENGAGEMENT WITHIN THE SNOWSPORTS COMMUNITY WHILE INCORPORATING BEST PRACTICES.

IN THREE YEARS: TO ENHANCE OUR EVENTS BY INCREASING OPPORTUNITIES FOR PARTICIPATION

IN FIVE YEARS: TO BE AN INDUSTRY LEADER OF AN INCLUSIVE SNOWSPORTS COMMUNITY.

OUR VALUES



THE 30,000 FOOT VIEW

Goal 1: Provide Consistency Across Conferences

Goal 2: Offer Growth Through Stability

Goal 3: Create A Sustainable Product

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THE PROCESS

In 2018 the Strategic Planning Committee (SPC) began work on a plan outlining the future of the USCSA.

The SPC developed this plan with a few assumptions: everything we do is for the benefit of the student athlete; the National Office role is to support Conference operations, and; finally, the USCSA is composed of all volunteers.

The SPC has had conversations with our membership capping off a gathering phase with a Town Hall in December 2020. The development of a plan and steps to achieve the goals of the organization soon followed.

THE COMMITTEE

Bo Bigelow, Chair

Charlie Naples, Assistant Chair

Ron Bonneau

Jay Moyer

Eric Charpentier

Eric Plaustein

Meegan Moszynski, Advisor

VOLUNTEER, RECRUITMENT, RETENTION AND EDUCATION

PROBLEM STATEMENT

The USCSA is a volunteer intensive organization, we need to develop a system to recruit, train and retain volunteers. A national focus is needed to help the efforts at the conference level.

OFFICERS & COMMITTEES INVOLVED

President
VP Sport
Conference Coordinators
Student Athlete Reps
Membership
Marketing
Business & Legal (B&L)
Awards & Nominations

YEAR ONE

Create How to Volunteer section on our website

- Welcome the Volunteers
- Volunteer options - types of roles, time commitments
- Trainings
- Volunteer Testimony
- Contact Form
- Deadline: October 1, 2022
- *This section of the website will be created by the Marketing Committee working with the VP of Conferences, National Championship Director, and Student Athlete Representatives.*

Volunteer Survey

- Establish current volunteer database
- Membership Committee will incorporate necessary volunteer questions and qualifications into the 2022/23 registration process

Deadline: September 1, 2022

Establish database of alumni

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- Membership Committee will work with Marketing Committee and Managing Director to develop database
- Deadline: November 30, 2022

Virtual Volunteer Open House

- President & Executive VP will organize the Virtual Volunteer Open House
- Deadline: October 20, 2022

Create alumni specific newsletter

- Marketing Committee and Student Athlete Representatives will develop calendar and content ideas.
- Deadline: March 30, 2023

End of Season Thank You to all volunteers

- President and VP Conferences will draft letter
- Deadline: April 15, 2023

Alumni outreach

- Marketing Committee will work with Conference Coordinators to establish regular alumni outreach
- Special events
- Newsletters
- Alumni membership
- Deadline: April 15, 2023

YEAR THREE

Increase volunteer base by 15%

- Marketing & Membership will develop a plan to increase our volunteer membership base by 15%. This plan will take into consideration the needs of the conferences, committees, and the US National Ski & Snowboard Championships.
- Deadline: April 1, 2025

Cultivate stories of our volunteers

- Marketing and Student Athlete Representatives will create a program where volunteers can share their stories with the USCSA, both written and oral.
- Deadline: October 1, 2024

Volunteer reception at Summer Conference

- The Summer Conference Sub Committee will work with the Managing Director and Development Committee to create a reception for volunteers at the Summer Conference.
- Deadline: April 1, 2025

Outreach training program

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- Beginning with the 2023 Summer Conference we will develop programming designed to help facilitate the growth of our volunteer base. This training will continue on a yearly basis.

YEAR FIVE

Increase volunteer base by 10%

- Marketing & Membership will develop a plan to increase our volunteer membership base by 10%. This plan will take into consideration the needs of the conferences, committees, and the US National Ski & Snowboard Championships.
- Deadline: April 1, 2027

Volunteers stories that share the passion

- Marketing and Student Athlete Representatives will create a program where volunteers can share their stories with the USCSA, both written and oral.
- Deadline: October 1, 2026

Create a Volunteer gift program

- The Awards & Nominations committee will help establish an annual volunteer gift program. This work will be done in conjunction with the Managing Director and the Development Committee.
- Deadline: April 1, 2027

Encourage growth to leadership

- The USCSA Board of Directors, elected VPs and Committee Chairs will help recruit and mentor future leaders of the organization. Ideally each Board Member would identify and mentor their replacement.

OFFICIALS DEVELOPMENT & EDUCATION

PROBLEM STATEMENT

The USCSA has followed US Ski & Snowboard protocols for the training and certification of officials. With limited access to US Ski & Snowboard certification opportunities the USCSA will slowly run out of qualified officials. To address this issue the USCSA will develop an education certification program for officials.

OFFICERS & COMMITTEES INVOLVED

VP of Conference Coordinators
VP of Sport
VP of Alpine
VP of Snowboard/Freeski (SB/FS)
VP of Nordic
Business & Legal (B&L)
Rules
National Office
Membership
Safety

YEAR ONE

Establish an annual USCSA Fall Rules update

- Work with US Ski & Snowboard to host a USCSA focused fall update
- PNSA is willing to provide a USSS and USCSA update to accommodate individuals who seek credential advancement as well as identifying any recent changes that may have occurred
- Deadline: October 1, 2022

Develop education fund for volunteers to attend US Ski & Snowboard trainings

- Grant application process

Establish Competition Officials task force

- Each discipline – alpine, Nordic, SB/FS, a representative from the following committees: Safety, B&L, Rules and member of the leadership team.
- This group will identify what the baseline of knowledge is necessary for an official in the USCSA and what ongoing education they need to receive.

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- Deadline: April 1, 2023

Investigate insurance

- Ensure the organization has the proper insurance coverages. (Directors & Officers, general liability and abuse & molestation)
- Deadline: October 1, 2022

Confer with USASA regarding officials' trainings, education, and certification

- The Managing Director, VP of Sport, VP of Snowboard/Freeski and Executive VP will contact USASA to discuss their training program and see what type of partnership can be established.
- Deadline: October 1, 2022

Develop talking points

- The Managing Director will establish talking points for the USCSA that all elected officers and committee members should begin to incorporate into messaging.
- Deadline: October 1, 2022

YEAR THREE

Development of the USCSA Competition Official training & certification program

- Hire a lawyer who specializes in NGBs to review plan and documents
- Investigate software for training & tracking.
- Establish the Competitions Officials Committee
 - This committee would oversee and administer the development & implementation of the USCSA Officials Education and Certification Program (OECP)
- Publish first draft of USCSA OECP for review and comments
- Deadline: October 1, 2025

YEAR FIVE

Launch USCSA Competition Official Education and Certification Program - plan would be to launch over a 2-year period.

There would be an annual review by B&L, SPC and Competitions Officials Committee to establish updates to the training. This work would be done in conjunction with Rules Committee work on updating the CAR. Members would have the ability to present updates for review by the Competitions Officials Committee.

Deadline: October 1, 2027

USCSA INDUSTRY STANDINGS

PROBLEM STATEMENT

The USCSA needs to work to raise its reputation in the greater ski industry by ensuring that we host professional caliber events and maintain an active presence with industry leaders.

OFFICERS & COMMITTEES INVOLVED

VP of Conference Coordinators

VP of Sport

Business & Legal

Marketing

Development

Rules

National Office

Safety

YEAR ONE

Become active with NSAA

- Attend NSAA Annual Conference
- Submit story ideas to NSAA Journal
- Become members of the NSAA Growth Committee
- Deadline: October 1, 2022

Secure comprehensive insurance

- Ensure the organization has the proper insurance coverages. (D&O, general liability and abuse & molestation)
- Deadline: October 1, 2022

Develop manual for CCs & DCs on best practices

- The Managing Director and VP of CC will develop
- Deadline: October 1, 2022

Start to centralize the contracting process between USCSA Conferences and venues

- Develop complete list of competition events
- Manage contracts between USCSA and venues

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- Deadline: October 1, 2022

YEAR THREE

Develop comprehensive outreach program tailored to ski areas, ski/snowboard clubs, & HS teams

- Continue the development and presentation of the USCSA (name) presentation.
 - Create version for ski area operators
 - ski/snowboard club leaders
- Deadline: October 1, 2025

Work with NSAA, US Ski & Snowboard and USASA to be panelist for relevant seminars

Work on developing a story for inclusion in either NSAA Journal or SAM Magazine

Create strong education training programs for volunteers, coaches, and institution admins

- Establish an annual new volunteer training session. This would be a virtual event where the President, EVP, MD would share the basics of the USCSA
- Create an annual email to school administrators reminding them who the USCSA and what they can expect from the teams during the fall semester.
- Deadline: October 1, 2025

Develop systems to reduce operational costs - focus on bulk purchases, national suppliers

- Deadline: April 1, 2026

Work with Development Committee to create sponsorship packages

- Deadline: October 1, 2025

YEAR FIVE

Review all organizational activities

Work on developing a story for inclusion in either NSAA Journal or SAM Magazine

Continuing education programs