

Revised 9.9.20				

Leadership and Governance

1=poor 2=below average/less than satisfactory 3=average/satisfactory 4=above average/more than satisfactory 5=exceptional

	Question	Score	Comments
1	We utilize a standing committee structure (or equivalent strategy) to divide up and delegate board work. Each committee has good leadership and reports to the full board of directors.		
2	Our board regularly evaluates organizational performance, overall board performance and individual board member accountability.		
3	We have an active and engaged board of directors that fulfills clear roles and responsibilities.		
4	Each board member and officer regularly evaluates his or her own performance.		
5	We have current and binding bylaws that our board and organization follow.		
6	Our club values both character development and athletic performance.		
7	The board regularly evaluates the executive leadership (executive director/director/head coach, etc.) and the executive leadership is responsible for evaluating all other staff.		
8	The executive leader of the organization (executive director, director, head coach, etc.) submits an annual self-evaluation to the board of directors.		
9	We have an official mission statement.		
10	We have active and accountable board officers fulfilling the duties of board president/chair, board treasurer, and board secretary.		
11	We perform a SWOT analysis or other like exercise annually that includes board members and key staff. This is reflected in a strategic plan with short and long term goals and objectives.		
	Total	0	

Finance and Funding

1=poor 2=below average/less than satisfactory 3=average/satisfactory 4=above average/more than satisfactory 5=exceptional

		Score	Comments
1	Our board of directors drafts an annual budget with the staff leadership that is formally approved by the board.		
2	We draft an annual financial report (even a simple one) for our organization, parents, and other constituents.		
3	Our board of directors actively gives or gets resources for the organization, and provides leadership in all areas of resource development.		
4	Our budgets and financial plans are a direct reflection of our mission, values, and goals.		
5	Our budget is structured such that the following are easy to identify and track: earned revenue vs. development revenues; operating vs. capital expenses; In-kind resources; program expenses vs. general operating expenses; cash flow budgeting.		
6	We have drafted a case statement* for our club.		
7	We have made contact with our local community foundation(s).		
8	Our club has clear policies and procedures for accepting and processing charitable gifts, sponsorships, in-kind donations, and other support. Including appropriate recognition of the donor/sponsor.		
9	Our budgets and resource development plans account for appropriate financial aid or scholarship funds.		
10	Major financial policies are current in our bylaws and we are aware of the Sarbanes-Oxley guidelines as they relate to financial accounting practices.		
11	We are aware of and adhere to the best principles and practices of financial reporting.		
12	Our club is aware of and adheres to the best principles and practices of ethical fundraising.		

13	Our club quantifies and tracks in-kind gifts, donations and support (including board/volunteer hours, and support from the host resort/partner).		
14	Our board of directors and club leadership understands and reviews a "profit and loss" report, a "YTD budget to actual" report, and a "balance sheet" report no less than quarterly.		
15	Our club has clear goals represented in our resource development or fundraising plan.		
16	We have an overall resource management plan that includes human (staff, volunteers, etc.), physical (facilities and equipment), and financial resources.		
17	Our club has clearly defined roles and responsibilities regarding financial accounting and financial performance.		
	Total	0	
	<p><i>*A case statement is simply a written document that states the most important facts about an organization. It can range in length from a wallet-size card to twenty pages or more. Also called the case for support, is the core document of any fundraising, especially for specific fundraising initiatives such as capital or endowment campaigns. The case statement should include your mission, vision and values statements, and should set out to clearly answer the who, what, and why of your fundraising efforts. Below are some questions that an effective case statement might seek to answer:</i></p> <ul style="list-style-type: none"> - How does this organization help people? - Who do we help? - What vital services do we offer? - What is our organization's track record? - What are our plans for the future? - How do we use our money? - Why do we deserve support? 		

Fostering Club Culture

1=poor 2=below average/less than satisfactory 3=average/satisfactory 4=above average/more than satisfactory 5=exceptional

	Question	Score	Comments
1	We emphasize the importance of student-athlete academic responsibilities. They are frequently discussed, monitored and consistently supported by the entire club community.		
2	We enforce high ethical standards with regards to our athlete recruiting practices, and we respect athlete and parent decisions with regards to what program is best for them.		
3	Our club awards and recognizes individuals, behaviors, and performances that best represent all aspects of our desired culture with parents, athletes, volunteers and coaches.		
4	We regularly discuss the important balance between character development and athletic performance with our parents, athletes, coaches, and community.		
5	Our club actively strives to promote and encourage a "shared culture" with U.S. Ski & Snowboard		
6	As a club, we strive to provide optimal and knowledgeable coaching at all levels.		
7	We have an athlete code of conduct that we take seriously and enforce consistently.		
8	We are proactive to confront members of the community who encourage breaches and allow breaches in the code of conduct. We expect athletes, parents and the club community to not only abide by and respect our codes of conduct for themselves, but also not tolerate the actions of others who may not support the codes		
9	We have a clearly stated and documented process for code of conduct violations, conflict resolution and other due processes.		

10	We consistently emphasize the importance of long-term athlete development with our parents, athletes, coaches and community. Our club and coaches focus on an athlete-centered approach that allows all athletes to pursue excellence within their own chosen goals - consistent with the mission and vision of the club.		
11	As a club, we are fostering a culture that measures club and athletic performance against consistent standards.		
12	We regularly use, discuss and display our mission, values, and goals with parents, athletes, coaches, staff and the community.		
13	Our club strongly supports a non-discriminatory environment, has a formal non-discrimination policy which it enforces consistently, and discusses this both formally and informally with parents, athletes, coaches, board and community.		
14	We educate parents about their appropriate roles and responsibilities - both formally and informally. We facilitate parent-to-parent education and mentoring.		
15	We always host a parent orientation meeting in the fall or early winter.		
16	We encourage parent involvement, and recognize parents' rights.		
17	Our codes of conduct and disciplinary processes allow for self-referral. ("Self-Referral" means that a student-athlete or other member of the club community may come forward to ask for assistance in dealing with a situation(s) that have to do with a breach of the club's codes, policies or values. This "self-referral" would then be dealt with through educational, medical or other appropriate means, rather than through disciplinary measures. This process of "amnesty" is only available for those who "self-refer" and not after "getting caught." The club community should be aware of this policy and its limits with regards to confidentiality and reporting that may be required by law.)		
18	We utilize U.S. Ski & Snowboard resources to help us reinforce our own club culture as well as the culture of the U.S. Ski & Snowboard.		
19	We regularly discuss our philosophies on "winning" vs. "success" (both formally and informally) with our parents, athletes and coaches. We are fostering these philosophies as consistently as possible.		
	Total	0	

PR, Communications, and Marketing

1=poor 2=below average/less than satisfactory 3=average/satisfactory 4=above average/more than satisfactory 5=exceptional

	Question	Score	Comments
1	We post or distribute training schedules, competition schedules, information on upcoming events and other up-to-date and easy to access information.		
2	All available communications outlets are properly utilized, and we frequently provide stories to the local media.		
3	We have dedicated personnel or volunteers who monitor and implement our communications plan.		
4	We have a coordinated plan that guides all our PR, communications, and marketing efforts.		
5	Our communications plan includes strategies for community outreach.		
6	We look for ways and discuss strategies to co-market and co-brand our club with our host resort and/or other major partners.		
7	We advertise throughout our local and regional market - especially through an established relationship with all local schools.		
8	The mission, vision, values and goals of the organization are communicated consistently in all of our communications and marketing.		
9	We utilize some type of newsletter to communicate updates and club activities to all constituents.		
10	Our communications reflect our non-discrimination policy and are intended to reach all potential constituents. Further, we are always looking to include new demographics represented in our communities.		
11	We capitalize on the use of appropriate U.S. Ski & snowboard marketing campaigns and resources, as well as other opportunities such as: "National Club Day", "NSAA's Learn to Ski and Snowboard Month", FIS's "World Snow Day" and "Bring Children to the Snow" projects and other opportunities at our local resort.		
12	We employ some social media strategies for club communications and marketing - Facebook, Twitter, etc.		

13	We utilize U.S. Ski & Snowboard's available marketing (i.e. co-branded merchandise) and communication (i.e. job postings, coach forum) resources.		
14	We use a regularly updated and user friendly website. It contains good information for all constituents.		
	Total	0	

Human Resources

1=poor 2=below average/less than satisfactory 3=average/satisfactory 4=above average/more than satisfactory 5=exceptional

	Question	Score	Comments
1	Our staff is made up of individuals that are enthusiastic team players who maintain personal and professional integrity and are thereby motivated, reliable and accountable.		
2	Our staff is safety conscious, committed to goals, and they are positive influences and role models for children.		
3	Our staff members are available to parents, and communicate effectively and professionally with all constituents.		
4	Our club offers appropriate compensation and benefits.		
5	We comply with all U.S. Ski & Snowboard rules and procedures regarding coaching staff qualifications and our coaching leadership has adequate levels of US Ski & snowboard certification in line with U.S. Ski & Snowboard coaching certification standards.		
6	We use written position descriptions for all staff positions		
7	We specifically allocate resources to staff and professional development activities.		
8	Our staff and organization structure is well defined and well communicated to all staff.		
9	We have specific guidelines with regards to staff or professional development requirements and/or opportunities.		
10	We use a staff handbook that contains information about the organization's history, mission and culture, compensation guidelines, professional development, performance reviews, benefits, and other major staff and organizational policies.		
11	Our club offers some incentives for coaches and staff receiving higher levels of certification or advanced degrees applicable to their position. Further, the club recognizes staff for achieving established performance standards.		

12	We have clear guidelines regarding the grounds for termination, and the process associated with termination. We always have good documentation regarding performance when a termination is necessary.		
13	We train staff regularly.		
14	We evaluate staff regularly.		
15	Our club complies with U.S. Ski & Snowboard membership for all coaches and officials - which includes requirements for background checks, SafeSport and concussion policies.		
16	Our club leadership is involved in U.S Ski & Snowboard Sport Education programs (i.e. Clinics, Conference, Teaching Clinics, etc.).		
17	Our club utilizes U.S. Ski & Snowboard education programs and we encourage our families, athletes, coaches, and members to do the same.		
18	We recruit for and train volunteers regularly. We give volunteers clear work descriptions.		
	Total	0	

Athlete Safety

1=poor 2=below average/less than satisfactory 3=average/satisfactory 4=above average/more than satisfactory 5=exceptional

	Question	Score	Comments
1	Our club is aware of and vigilant in dealing with any form of abuse including emotional, physical and sexual misconduct, bullying, hazing, harassment.		
2	Our club, its leadership, coaches, parents, athletes and volunteers are all aware of the SafeSport Code, and Policies and Procedures		
3	Our club uses the SafeSport guidelines as an educational tool for its leadership, athletes, parents and coaches. Further, we have policies and resources in place, including "emergency action plans", with regards to SafeSport claims and violations.		
4	Our club requires all individuals who are in a position of authority and/or having frequent contact with athletes, including coaches, officials, staff, volunteers and members of the Board of Directors to have a current U.S. Ski & Snowboard membership which triggers SafeSport Training and Background Screening.		
	Our club has reviewed the U.S. Ski & Snowboard Minor Athlete Abuse Prevention Policies (MAAPP) and adopted and incorporated all required policies into their own club policies.		
	We offer and give SafeSport Training (or provide a link to the US Center for SafeSport Trainings) to parents and minor athletes		
5	We do additional DMV checks for individuals driving athletes or club vehicles.		
6	First Aid and CPR training and certification is current for all appropriate staff. We provide for or arrange relatively easy ways for our staff to renew these certifications.		
7	Our club is aware of and monitors the use of supplements used by its athletes. We have clearly defined guidelines for their acceptable use.		

8	We only allow trained and certified professionals to manage our training and competition arenas.		
9	We have safety protocols and guidelines for all club travel - which include written travel policies that must be agreed to and signed by all athletes, parents, coaches and other adults traveling with the club, and which are in complete compliance with the MAAPP policies.		
10	Our club is in compliance with U.S. Ski & Snowboard concussion policies and practices and state requirements.		
	Total	0	

Club Programming

1=poor 2=below average/less than satisfactory 3=average/satisfactory 4=above average/more than satisfactory 5=exceptional

		Score 1-5	Comments
1	For education of athletes, coaches and parents use of all phases and domains of the U.S. Ski & Snowboard Training Systems model is encouraged, supported and utilized.		
2	We implement SkillsQuest (or alternative skill-based assessment in non-alpine sports) and use U.S. Ski & Snowboard accredited evaluators, or trained evaluators (or equivalent).		
3	We use <i>(and explain and present to athletes and parents)</i> a clear athlete progression that coincides with the principles of long term athlete development and the U.S. Ski & Snowboard Training Systems.		
4	Our coaches have adopted and discuss a common teaching language and terminology.		
5	Our coaching staff frequently discusses the power, purpose and effectiveness of giving athletes feedback and considers the appropriate timing and messaging.		
6	Our program uses video analysis to provide athletes with immediate visual feedback.		
7	Our club programs follow written curricula that are in line with U.S. Ski & Snowboard Training Systems, the athlete development pipeline and an assessment of benchmark skills.		
8	Our club groups athletes according to their developmental phase (athletically, physiologically, emotionally/psychologically) and not just chronological age. There is open and consistent communication among the coaching staff, parents and athletes regarding athlete grouping and optimal development.		
9	Our club curriculum includes an emphasis on and implementation of physical conditioning.		
10	Our club curricula incorporate cross training and general motor skill development.		

11	Our club provides some year-round training/physical conditioning - or maintains contact with athletes and families year-round regarding the same.		
12	Our club conducts periodic strength and conditioning testing.		
13	Our club curriculum includes appropriate rest and recovery sessions or activities.		
14	Our club has a dedicated strength and conditioning staff to plan and deliver the conditioning program - or - our club utilizes outside professional resources to do the same.		
15	Our curriculum incorporates appropriate technical and tactical skill acquisition that is age-appropriate and sport and/or discipline specific.		
16	Our club curriculum includes guidance and oversight with equipment selection, preparation and maintenance.		
17	We educate our athletes and families about, and verify the use of, U.S. Ski & Snowboard, FIS and other governing bodies' equipment guidelines and regulations.		
18	We look for opportunities to help our athletes test and acquire different products.		
19	Our program focuses on fun and rewarding skill acquisition.		
20	Our program emphasizes sportsmanship and fair play.		
21	Our coaches communicate our core values and a philosophy of performance that are consistent with our club's values and philosophies.		
22	Our club curriculum teaches athletes how to set and monitor individual goals, and supports the achievement of these goals. We have a dedicated staff member or other resources that lead our mental skills training program.		
23	Our curriculum introduces and uses visualization and imagery techniques.		
24	Our curriculum develops athlete concentration and focus skills.		
25	Our curriculum teaches and uses relaxation and/or arousal techniques.		
26	Our coaches develop a season-long athlete management plan for each athlete.		
27	We provide coaching at all competitive events attended by the team/club.		
28	Our program teaches and implements competition day plans that include behaviors, techniques and strategies.		
29	We develop course/venue inspection skills in training and at competitions.		

30	We have clearly established athlete-to-coach communication strategies and necessary equipment during competitions.		
31	We provide educated and professional coaching at all levels.		
32	We provide coaching (or help coordinate and arrange with regional, national or international partners) at every level of competition that any of our athletes reach.		
34	We have clear "return from injury" policies and procedures.		
35	We have a clear anti-doping policy.		
36	We incorporate education about nutrition and performance in our programming for athletes and parents.		
37	Our club works to maximize the use of our available terrain preparing athletes for various, and less than ideal conditions.		
38	Our club is open and honest in discussing relative talent and the balance of talent, skill acquisition and effort.		
39	Our coaches get involved with appropriate local, regional and national camps, competitions and projects.		
	Total Score		0

Club Logistics

1=poor 2=below average/less than satisfactory 3=average/satisfactory 4=above average/more than satisfactory 5=exceptional

	Question	Score	Comments
1	Our club, its leadership, coaches, athletes, parents and families are advocates and ambassadors for our local or host resort.		
2	We offer and present our club as a resource to the resort.		
3	We have an adequate and trained volunteer base for the events as we host or help host.		
4	We implement course/venue control systems and communications systems during all training and competitions.		
5	We have a communication plan in place to inform parents, the club community, and key leadership about critical incidents (major happenings that everyone is likely to hear about anyway, i.e. injuries, discipline, etc.), such that we as a club can help "control the flow" of information.		
6	Our club has an emergency action plan for all of our training and competition venues.		
7	Our club procures all the necessary tools and equipment to implement our programming and events. This includes age-appropriate equipment and compliance with U.S. Ski & Snowboard and/or FIS regulations.		
8	Course inspection is mandatory in our club.		
9	We maintain our courses and venues up to industry standards and US Ski & Snowboard guidelines.		
10	Our club board of directors has made and maintains direct contact with resort ownership about our on-going strategic alliance.		
11	The appropriate person/people at our club deal directly with the appropriate resort management and personnel to execute written agreements that are backed by the strategic alliance discussed by the board and resort ownership.		
12	Knowledgeable club staff purchases all equipment or someone informed by knowledgeable club staff, and is stored, maintained and properly monitored by a dedicated and trained staff.		

13	Our club has fostered a good working relationship with our local/host resort.		
14	Our programs and club are organized such that we can give detailed information about our program activities to the resort and other allies well in advance.		
15	Our club uses the U.S. Ski & Snowboard Event Organizer Handbook as a resource for mapping out roles and responsibilities for competitions.		
16	Our club has a venue safety plan.		
17	We strive to have all agreements with the resort and other strategic allies in writing and formally reviewed on an annual basis.		
	Total	0	

Athlete Development High Performance Standards - Dry Land Programming

1=poor 2=below average/less than satisfactory 3=average/satisfactory 4=above average/more than satisfactory 5=exceptional

		Score 1-5	Comments
Club Philosophy and Athlete Development System			
1	We have a statement of intent/purpose regarding the process and vision of athlete development.		
2	Our athlete development statement addresses all components of the U.S. Ski & Snowboard Athlete Training System physical fitness and mental training domains.		
3	We have and can provide an example(s) of general annual training plans for alpine, snowboard, freestyle, cross country and freeski sports. (if applicable)		
4	Athletic development programming (dry-land) addresses the expected movement competencies and training skillsets for national team athletes.		
5	We have written policies and procedures for current return to snow practices, processes and staff structure.		
6	We have an established plan and process for testing procedures and data collection.		
7	We have adopted the U.S. Ski & Snowboard SkillsQuest -Fitness testing battery (along with any others preferred by our club) and contribute to a centralized database.		
8	We utilize the U.S. Ski & Snowboard USTART testing battery for development athletes.		
9	We have access to U.S. Ski & Snowboard (or other) Force Plate testing equipment and protocols.		
Human Capital and Resources			
10	Our club has a clearly defined management plan for medical and sports medicine situations, including named team physician/medical director, primary point of contact at club and sports medicine integration process.		

11	We have direct point of contact with the U.S. Ski & Snowboard High Performance Coordinator. This dedicated liaison is a member of our high performance team. (Minimum requirement for High Performance Center partners)		
12	We employ at least one (1) qualified athletic development coach and can provide resume and qualification to U.S. Ski & Snowboard. (Minimum requirement for High Performance Center partners)		
13	We employ at least one (1) qualified sports medicine professional (physical therapist and/or certified athletic trainer) and can provide resume and qualification to U.S. Ski & Snowboard. (Minimum requirement for High Performance Center partners)		
14	We maintain a maximum coach to athlete ratio of 1:20, and work to facilitate a schedule that allows for an average ratio of 1:12 if possible.		
15	We work to provide opportunities for HP team and coaches to attend all HPC projects, workshops, and collaboration programs – both regional and central (Park City). (High Performance Center Partners only)		
16	We work to include sport coaches in all projects where applicable, and provide opportunities for internal education to sport coaches/staff that do not attend HPC projects. (High Performance Center Partners only)		
17	We provide services to athletes for nutrition consultations with a registered Dietitian (preferably one certified in Sports Dietetics). This can be sourced externally.		
18	We provide services to athletes for consultations with a licensed sport psychologist/mental coach when necessary.		
Facility Access and Availability			
19	We provide and maintain a facility for athlete development training that meets with the expectations of preparation for athletes on the national team (movement competency and training skills).		
20	We provide and maintain a facility appropriate for injury treatment, physical therapy/athletic training, private consultation and return to snow training.		
21	We provide a general overview of training and schedule of access to facilities for athletes.		
22	We regularly review current facility needs and offerings with regard to equipment, floor/surface, space constraints/allowances, schedule/access limitations etc. and adjust planning and resources accordingly.		
Total Score		0	