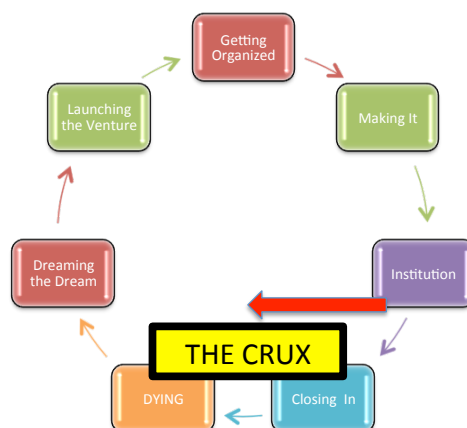




The Organizational Life Cycle



Long-Term Organizational Development



BEST
IN THE
WORLD



What kind of Club are we?

- Nonprofit
- Resort Services
- Academy
- College or University

Values and Culture?

Emphasis on Competition? Development?

Connection to the “Olympic Pipeline”?

BEST
IN THE
WORLD



Organizational Planning

- “If you don’t know where you are going ...
HOW WILL YOU GET THERE?”
- “If you do what you have always done...
YOU WILL GET WHAT YOU’VE ALWAYS GOTTEN.”
- “What is URGENT is not always IMPORTANT and what is
IMPORTANT is not always URGENT!”



Principle of USSA Clubs assessing outcomes and measuring results

USSA clubs are committed to assessing outcomes and measuring results in the following areas:

- Organizational performance
- Athletic performance
- Student-athlete career and life performance
- Parent, family and volunteer performance
- Community performance





What are your desired or stated outcomes?

Organizational

- What is the club's overall mission?
- What does the club hope to achieve in the areas below?

Athletic

- Are our athletes progressing? How do we measure?
- Is our coaching, training and program the best it can be?

Student Life and career

- Are we building character and life skills? How do we measure?
- Has the club, its members, leadership and staff created the best possible environment for our student-athletes?

Parents and Volunteers

- Does our club offer a rewarding experience to parents and volunteers?
- Are our parents and volunteers engaged, trained and retained?

Community

- Is our position in the community improving? Worse? The same?
- How can we be more of an asset to the community?

The assessment cycle



Research and Assessment

- Where are we now? Measurable?
- Where do we want to be? Measurable?
- Are there external criteria or resources available?
- Use assessment tools.
- Surveys
- See assessment tools handouts...



Strategy

- How will we address the need?
- What resources/inputs will it require?
- What are the indicators, benchmarks and measurements we will use?
- Who is responsible for each objective?



Action Plan

- Delegate responsibility?
- Tasks?
- Timelines?



Evaluation

- Have we made progress along the measurable indicators and goals we set forth?
- Right back to research/assessment phase – do we have new goals and needs?



The assessment cycle



Long-Term Organizational Development



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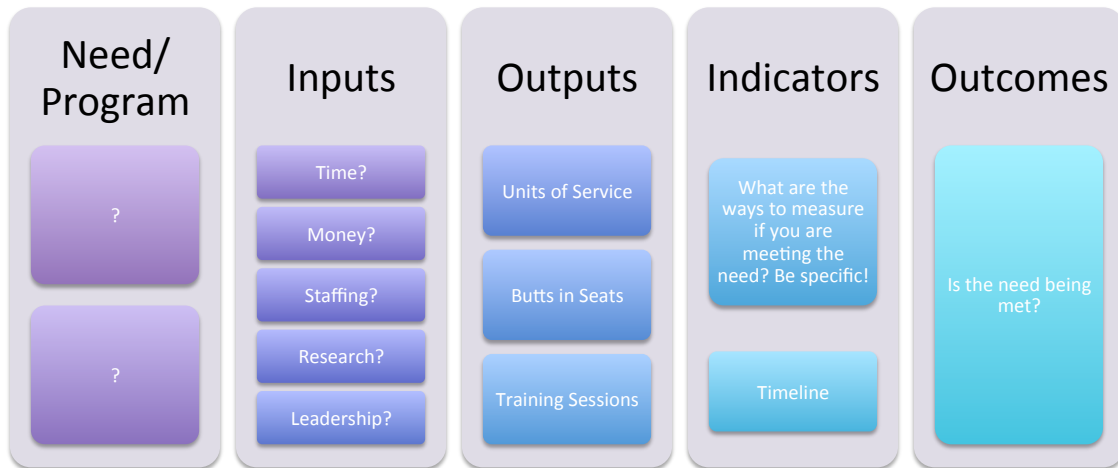
Long Term Organizational Development



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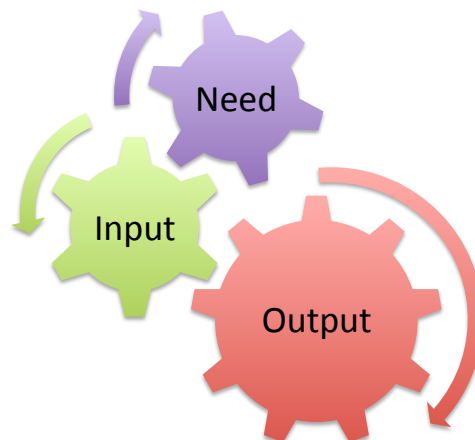
The Logic Model of Program Evaluation



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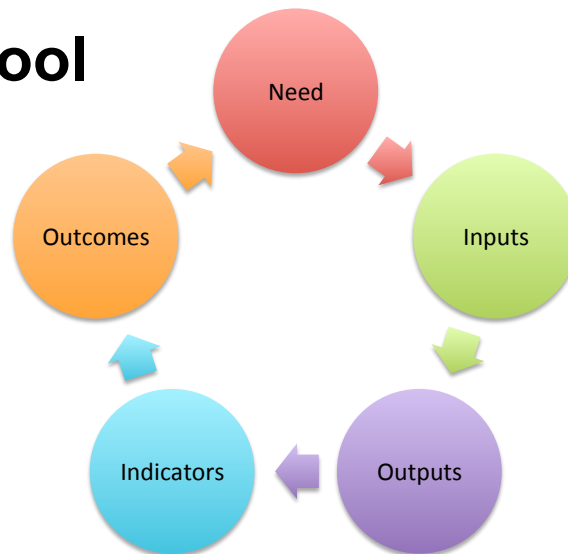
Old School – Spinning your wheels?



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WORLD



New School



Examples: Applying the Logic Model



Organizational Examples:

“We need a more active and accountable board”

“We need a more strategically diverse board”



Examples: Applying the Logic Model



Athletic Program Examples:

- "We need to implement a more consistent curriculum"
- "We need more experienced/professional coaches"
- "We need our kids to be better conditioned physically"
- "We need to measure progress other than with race results"



Examples: Applying the Logic Model



Athletic Program Examples:

- "We need to implement a more consistent curriculum"
- "We need more experienced/professional coaches"
- "We need our kids to be better conditioned physically"
- "We need to measure progress other than with race results"



Examples: Applying the Logic Model



Other Examples:

- "We need a better relationship with the resort"
- "We need more access to training space"
- "We need more community support"
- "We need to measure progress other than with race results"



Resources

- <http://www.bridgespan.org/Publications-and-Tools/Performance-Measurement.aspx#.Uw9zdRmFXbl>
- <http://www.bridgespan.org/Publications-and-Tools/Performance-Measurement/Section1/Building-Capacity-to-Measure-and-Manage-Perfor.aspx#.Uw9znRmFXbl>
- "Diagnosing Organizations: Methods, Models and Processes" Third Edition by Michael I. Harrison ISBN 978-0-7619-2572-9
- "Measuring Program Outcomes: A Practical Approach" United Way can be purchased at <http://www.uwwproducts.com/ProductDetails.asp?ProductCode=0989>

