

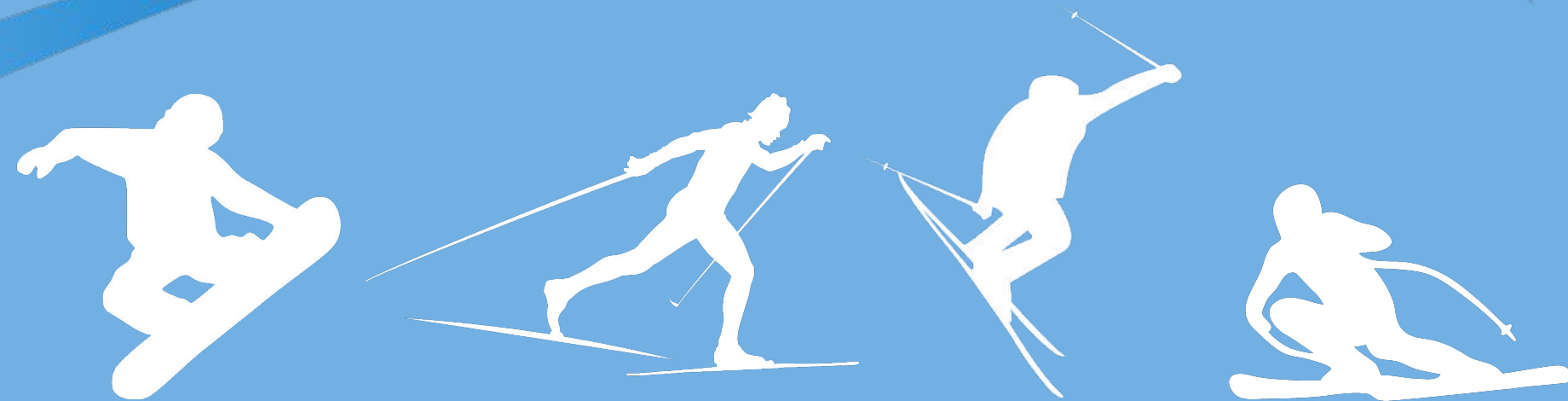


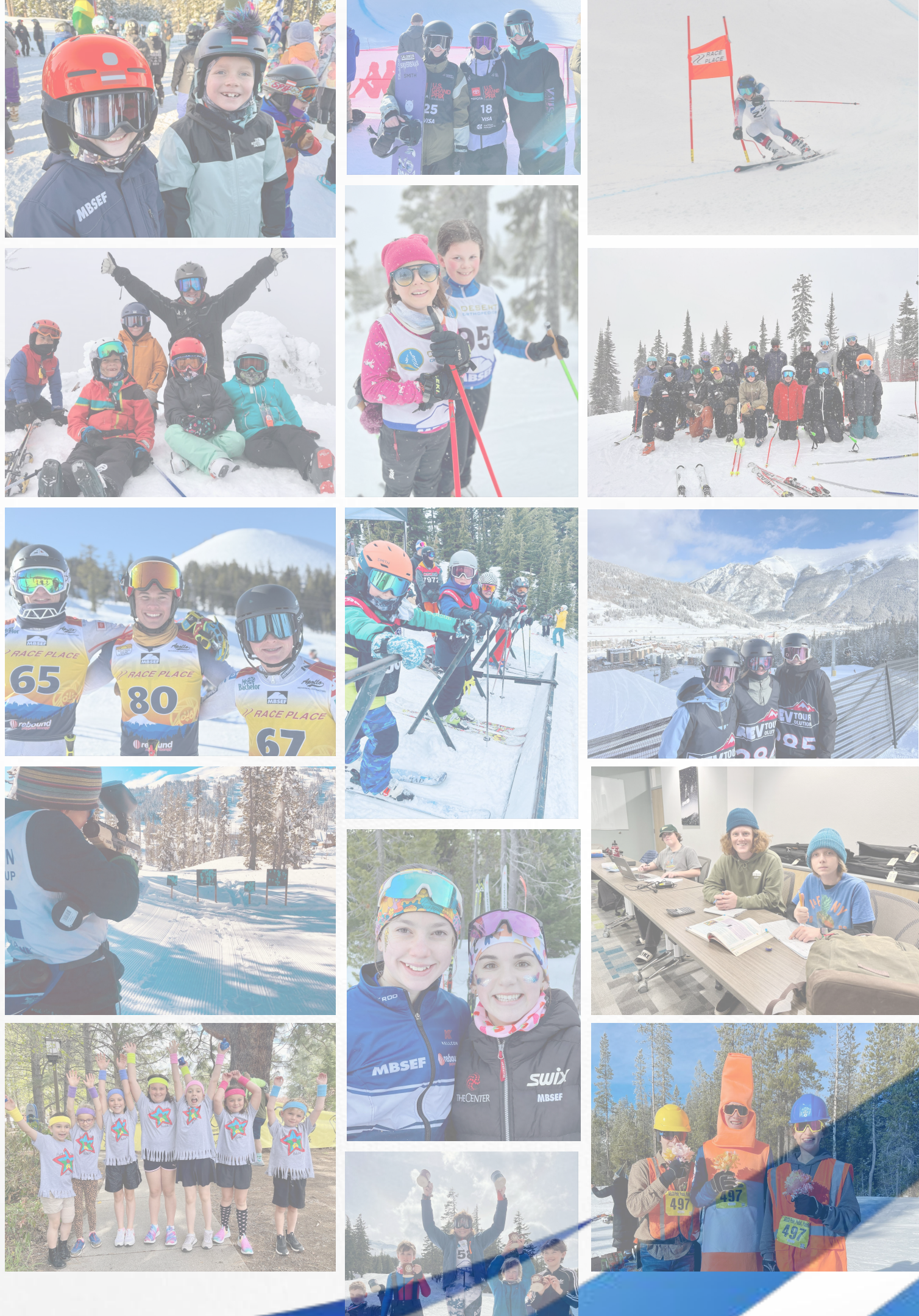
Strategic Plan

2024-2027



*2024 US Ski and Snowboard
Development Club of the Year*





Our Mission

The Mt. Bachelor Sports Education Foundation is a nonprofit organization that creates opportunities through competitive snow sports programs to support athletes in achieving their individual athletic, academic, and personal goals.

Our Vision

To positively impact the life of every athlete we serve.



Our Values

- Commitment
- Honesty
- Accountability
- Sportsmanship
- Excellence



SWOT Analysis

01 Leverage Reputation & Community Support

To build, grow and improve our athletic programs

02 Expand and Refine Communication and Marketing

Planned, targeted and purposeful

03 Academic Support

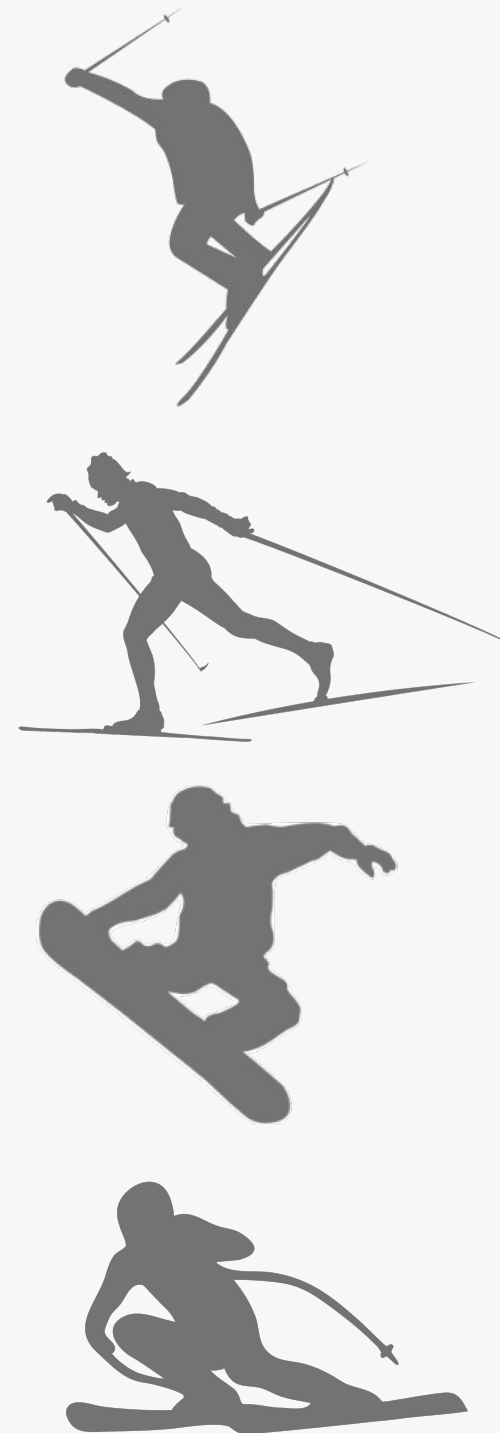
Partnerships, structure and staffing

04 Continue to diversify Funding sources

Grants, sponsorships, estate donors & stock donors

05 Invest in staff & coaching

For retention, recruitment and athletic excellence





Milestone Events



NOVEMBER 2024

Bill Healy's 100th
Birthday



MAY 2026 & 2028

PPP-50th Anniversary
and PPP 50th Running



WINTER 2026

Winter Olympics Italy



2027-2028

Skyliners 100th Anniversary





Focus Areas



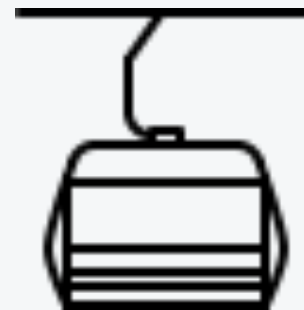
Athlete Achievement

What can we put in place to help our athletes find success, on and off the mountain?



Community Engagement

How can we leverage our internal and external community to advance our mission?



Operational Culture and success

How can our operational culture lift our programs and athletes toward their goals?



Program Excellence

How can we continue to build, evolve and deliver award-winning winter sports programs?



Athlete

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Goal Areas

- **Team Culture**

- MBSEF will foster a community of trust, inclusivity and mutual respect.

- **Athletic Performance**

- MBSEF will guide athletes from developmental programs to elite competition through comprehensive training opportunities and year-round opportunities for growth and success.

- **Wellness & Academics**

- MBSEF will foster athlete well-being through community wellness initiatives, mental and physical health resources, academic support and education for athletes, families and coaches.

Athlete Achievement

Team Culture

At MBSEF, a strong team culture of trust, inclusivity, and mutual respect drives both personal growth and athletic achievement. By teaching and reinforcing our MBSEF values of commitment, honesty, accountability, sportsmanship and excellence we will create a vibrant environment where athletes feel supported and motivated to excel. This is essential for success on and off the mountain.

2025-2026	2026-2027	2027-2028
Continue required Code of Conduct/Values in-person sessions for all competition athletes with a more comprehensive and engaging program focused on well being, values and behavior standards	As age appropriate, promote increasing levels of team travel to build cohesion between athletes. In alpine and nordic this can expand to divisional travel	Continue to build the connection between MBSEF and other ski programs with collaborative camps, partnerships on races, team competitions and more
All teams will proactively develop then send “Thank You’s” to venues they visit for competition or training	Host parent clinics focused on ski tuning, waxing, and athlete wellness to build connection among families	Increase cross program relationships between athletes in different MBSEF programs -summer / off season programs -PPP teams
Identify and support Culture Ambassadors/Team Captains in all comp programs	Develop a process for recognizing MBSEF graduates	Develop a process for staying in touch with MBSEF Athlete Alumni and sharing their stories/paths

Athlete Achievement Performance

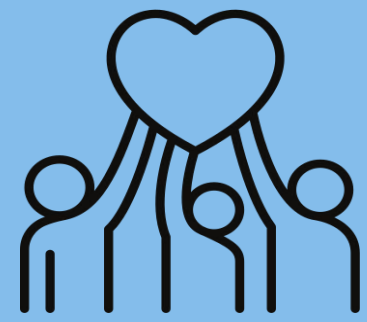
MBSEF will guide athletes from developmental programs to elite competition by providing comprehensive training opportunities that are tailored to each stage of an athlete's journey. By fostering year-round growth through focused skill development, mental conditioning, and physical training, we ensure that athletes are prepared to meet the challenges of increasingly competitive environments.

2025-2026	2026-2027	2027-2028
Host higher level events including FIS Spring Speed Series, IFSA Event	Host higher level events, including FIS slopestyle and possible pipe events	Take over hosting the Mt. Bachelor USASA series when/if it becomes available
Increase athlete participation in spring/summer/fall training opportunities and expand international training trip options	100% of coaches will understand skill targets for their level and be able to develop them in athletes	100% of athletes will have required skills before progressing to the next program level
In all programs, communicate and publish skill requirements to progress from one level to another	Conduct regular coach check-ins and meetings for program consistency.	Develop the SkillsQuest Fitness Testing program-build capacity for testing on site at MBSEF
Increase structure of dryland options, increase athlete participation in dryland especially at higher levels	Align dryland training opportunities with physical fitness training domains from US Ski and Snowboard	

Athlete Achievement **Wellness & Academics**

The MBSEF Wellness & Academics Initiative supports athletes' holistic development by promoting mental and physical well-being, academic success, and education for athletes, families, and coaches. By balancing sport demands with personal well-being, we empower athletes to thrive both on and off the mountain, setting them up for success in all areas of life.

2025-2026	2026-2027	2027-2028
All program leadership represented on Wellness Working Group	Expand Education Series, offer remote participation to other PNW clubs	Incorporate values and wellness topics into program progression plans
Refine systems and education around topics such as concussions	Formalize medical prescreening requirements for all athletes	100% Participation in Academic Support Program by full time athletes
"Athlete's Mindset" as featured topic for 2025-2026 MBSEF Anthem Video	Establish and reinforce protocols for academics while traveling	Have study hall sessions dedicated to specific subject areas with tutors present
Expand awareness of wellness initiative through marketing, expand parent participation in series	Have at least 3 defined academic pathways to guide families when making decisions around schooling options	Develop an information session on the college admissions process with a local college counselor
Expand athlete participation in academic support program, create resources to support academics, build relationships with local schools	Implement a student athlete development series focused on academic skills	Become a resource for other programs hoping to expand their academic support programming



Community Engagement



Goal Areas

- **Increase Community Awareness and Understanding of MBSEF**
 - MBSEF will be recognized as Bend's premier competitive snowsports organization, fostering support and connection with local families and businesses.
- **Build Stronger Relationships through Events and Partnerships**
 - MBSEF will enhance connections through expanded sponsorships, increased event participation and by leveraging key milestones.
- **Develop Resources to Ensure Long-Term Financial Sustainability.**
 - MBSEF will ensure long-term sustainability through increased giving, new endowment funds, fundraising campaigns and new grants.

Community Engagement

Increase Community Awareness and Understanding of MBSEF

Increasing community awareness of MBSEF is essential to building stronger connections with local families and businesses and positioning MBSEF as Bend's premier competitive snowsports organization. Expanding our presence through social media, newsletters, and website engagement allows us to reach a wider audience, attract new supporters, and foster pride and investment in MBSEF's mission and success.

2025-2026	2026-2027	2027-2028
Continue the MBSEF Sweatshirt program, build stoke through athlete engagement in design	Develop marketing strategies to bring more enrollments to programs like Nordic, SkiMo, and Snowboard Devo	New website and possible brand refresh
Increase branded merch included with programs and for families to purchase by 10%	Continue to increase engagement with social media and newsletter	Continue to maintain growth of 15% in social media and newsletter engagement
Increase social media following by 20% through athlete involvement in storytelling, athlete showcases and more program highlights	Begin planning for a new website	Leverage Skyliners 100th Anniversary and PPP 50th for community support and engagement
Increase newsletter engagement by 15%, gain new community subscribers	Issue press releases calling attention to athlete achievements	

Community Engagement

Building Stronger Relationships through Events and Partnerships

Building stronger relationships through events and partnerships is key to enhancing community support and ensuring MBSEF's success. Expanding sponsorships, increasing event participation, and growing volunteer opportunities generate resources to support athletes and programs. These efforts strengthen ties with the community and solidify MBSEF as a central part of Bend's snowsports culture.

2025-2026	2026-2027	2027-2028
Refine and grow the number of MBSEF Sponsorship & Partnership Opportunities available	Expand volunteer database by 40%	Leverage Skyliners 100th & PPP 50th Anniversary for community support and engagement
Secure at least one new podium sponsor at or above the Gold Level	Host a new fundraising event with a target net income of \$10,000	Hold a "Pay off the Building" Campaign, building on momentum from Skyliners 100th Anniversary and PPP's 50th anniversary
Grow participation in existing events, as measured by ticket sales and registrations		

Community Engagement

Develop Resources to Ensure Long-Term Financial Sustainability

Developing resources to ensure long-term financial stability is crucial for MBSEF's continued growth and success. By increasing individual giving, establishing new endowment funds for scholarships, and launching targeted campaigns for specific needs, MBSEF can secure the funding necessary to remain a leader in competitive snowsports while providing consistent support for athletes and programs.

2025-2026	2026-2027	2027-2028
Increase individual giving by 10% over 2024-2025	Launch a campaign to fund a new freeride van and rack with a goal of raising \$80,000 by September 1, 2026	Secure at least one significant grant or funding source for future program and/or venue development
Continue to focus on and grow multi-year sponsors and partners	Increase opportunities for giving, including legacy donations and stock giving	Hold a "Pay off the Building" campaign, capitalizing on community engagement from Skyliners 100th
Establish new endowment funds-Frank Cammack's "Good Kids" and Freeride (Apollo Electric)		



Operational Culture and Success



Goal Areas

- **Foster a Positive and Engaging Workplace Culture**
 - MBSEF will cultivate a connected and engaged team to establish a strong foundation for program quality and long-term success.
- **Streamline Systems to Enhance Efficiency and Reduce Stress**
 - MBSEF will simplify and improve processes to improve workflow.
- **Build a Culture of Excellence and Contribution**
 - MBSEF will involve staff in operations, offer growth opportunities and drive innovation through feedback and initiative ownership.

Operational Culture and Success

Foster a Positive and Engaging Workplace Culture

Fostering a positive and engaging workplace culture is crucial for creating a connected and, engaged team at MBSEF. By strengthening engagement and recognizing staff contributions, we build a foundation of trust, collaboration, and shared purpose. This culture not only boosts morale and retention but also enhances team performance, helping MBSEF achieve its goals and maintain long-term success.

2025-2026	2026-2027	2027-2028
Start quarterly admin team meetings to address progress, challenges and team support	Find ways for programs to team up on projects, share resources and support each other	Revise and update operational job descriptions to make sure that everyone is doing the job they need to do and that tasks are distributed in a way that supports future success
Continue the tradition of breakfast at staff meetings to promote connection and camaraderie	Identify an MBSEF event or fundraiser that each team will take the lead to support	
Publish at least 2 staff newsletters per season to keep everyone informed and connected		

Operational Culture and Success

Streamline Systems to Enhance Efficiency and Reduce Stress

Streamlined systems will improve operational efficiency and reduce stress at MBSEF. By simplifying processes and centralizing key functions, we will create a more organized and effective workflow, allowing staff to focus and be more productive in less time. This efficiency will not only support day-to-day operations but also enhance the experience for families and staff, leading to better outcomes and long-term sustainability for the organization.

2025-2026	2026-2027	2027-2028
Create a more centralized and standardized system for volunteer management and recruitment	Build and implement a staff calendar system, require use for improved communication and planning	Appoint/hire a staff volunteer coordinator to be a point for ALL MBSEF volunteer jobs
Make internal volunteer opportunities readily available for families	Evaluate new registration platform options, made a decision	Fully implement a new registration platform to enhance user experience and operational efficiency
Provide additional training for office staff and coaches on just-in-time communication platforms		
Start compiling a list of desired characteristics for a new registration platform		

Operational Culture and Success

Build a Culture of Excellence and Contribution

Creating a culture of excellence and contribution is vital for driving continuous improvement and fostering a sense of ownership within our team. By empowering staff and board members to take on new responsibilities, stay connected to operations and contribute ideas we encourage innovation and build our leadership capacity. This culture promotes accountability, enhances program quality and helps everyone contribute to shaping the future of MBSEF.

2025-2026	2026-2027	2027-2028
All admin team members will take a small role on the mountain during the season to stay connected to our athletes, families and “our product”	Benchmark MBSEF’s operational practices against similar organizations to identify areas for growth and improvement	Develop and implement a comprehensive feedback system for athletes, families, and staff to suggest improvements and refine programs and operational practices
Establish a “work opportunities” space (digital and/or physical) for hourly and/or injured staff to check for additional work	Create new opportunities for staff to take ownership of initiatives, fostering innovation and leadership	Fully implement a goal setting and review process for all staff
Revise board policies to ensure that board members are engaged in MBSEF as an organization	Continue to revise board onboarding materials and expectations, encourage board turnover, and capitalize on continued engagement of Emeritus Board Members	Target board turnover or new membership of at least 30% by 2028



Program Excellence



Goal Areas

- **Promote inclusivity and broaden participation in MBSEF Winter Sports Programs**
 - MBSEF will enhance scholarship accessibility, increase financial aid and foster community partnerships to support athletes from diverse backgrounds.
- **Evolve and enhance program delivery to meet changing demands**
 - Through continuous refinement of our programs, facilities and venues MBSEF will amplify athlete growth and performance
- **Invest in coaching, staff and support**
 - MBSEF will invest in the future of its athletes by prioritizing coaching excellence through professional learning, support structures and competitive compensation

Program Excellence

Promote Inclusivity and Broaden Participation in Winter Sports

MBSEF is committed to breaking down financial and social barriers that limit access to winter sports. We believe every athlete deserves the opportunity to pursue their passion, regardless of background or resources. By fostering community partnerships and alumni support, we can create lasting pathways that make the sport more inclusive for future generations.

2025-2026	2026-2027	2027-2028
Revise scholarship, grant and award models to ensure they are inclusive and reflective of community needs	Increase scholarship, grant and award giving to \$70,000 annually	Sustain annual scholarships, grants and awards at or above \$80,000 annually
Increase scholarship giving to a minimum of \$60,000 annually	Explore collaboration with community organizations to provide pathways for underrepresented youth to compete in snowsports	Build on previous collaborative efforts with community organizations and explore new possibilities
Strengthen alumni and emeritus engagement to build connections that enhance program reach and support	Recruit more female athletes through targeted outreach, girls-only programs, and leveraging female coaches/athletes as role models.	

Program Excellence

Evolve and Enhance Program Delivery to Meet Changing Needs

Through continuous refinement of our programs, facilities and venues MBSEF will amplify athlete performance and expand options for success. Evolving our resources ensures athletes are equipped with the best tools, opportunities and support to reach their full potential.

2025-2026	2026-2027	2027-2028
Each program will set goals and begin a process of annual revision and conversation about them	Increase structure and offerings for off-season programming to provide year-round training opportunities	Continue process of venue and facility improvements and incorporating future goals into the Bachelor master plan
Review venues & facilities and how they are used, prioritize a list of improvements for the future	Work on venues (tree clearing, other improvements) with Bachelor and US Ski and Snowboard (homologations)	Achieve US Ski and Snowboard Gold Level Club certification
Publish a consistently formatted parent handbook for every program (and sub-program)	Improve program integration between age groups (e.g., U14 to U16+) and between disciplines (Alpine, Freeride, Nordic)	
Hold parent information meetings at the start of every season, for every program		

Program Excellence

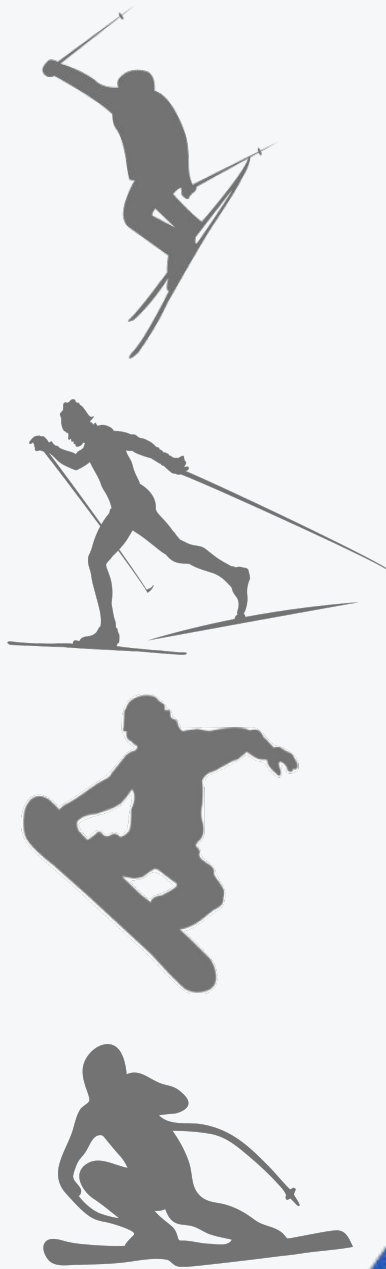
Invest in Coaching, Staff and Support

MBSEF will invest in the future of its athletes by prioritizing coaching excellence through professional learning, support structures and competitive compensation. A skilled, well-supported coaching staff is crucial for fostering athlete growth, ensuring effective training and creating an environment where athletes feel valued and motivated to succeed. By investing in our coaches we will strengthen the foundation of all of our programs.

2025-2026	2026-2027	2027-2028
Formalize a coach education program, offering targeted professional development opportunities	Expand coach development programs, including mentorship opportunities for newer coaches	75% of all staff and 100% of competition staff will have at least a level 1 certification in their discipline
Increase coach compensation by 5-8%	Develop our own certified trainers to be able to host clinics and certify coaches locally	Implement strategies to address staffing challenges, including housing subsidies and competitive wages
Coach recruitment-set goals, and explore options for incentives such as housing stipends	Increase coach compensation by 7-10%	Increase coach compensation by 7-10%
Partner with Mt. Bachelor for race support and labor for venue set-up before large events	Incentivize coaches to return through bonuses and structured commitments	

NEXT STEPS

1. Publish the MBSEF Strategic Plan and Gather Community Feedback
 - Share the finalized strategic plan with the community and actively seek feedback to ensure alignment with stakeholders' needs and expectations.
2. Develop and Share an Implementation Timeline
 - Create and post a clear timeline for implementing the plan, regularly monitoring progress and referencing it to stay on track.
3. Assign Responsibilities for Key Projects
 - Delegate specific responsibilities to ensure accountability and effective execution.
4. Conduct bi-Annual Reviews
 - Hold bi-annual reviews (pre and post season) to assess progress, adjust strategies as needed, and ensure our strategic plan remains relevant and impactful.



Resources

[Alpine Mini World Cup Program Goals](#)

[Alpine Winter Term / Full Time Program Goals](#)

[Freeride Program Goals](#)

[Nordic Program Goals](#)

[Developmental Cycling Program Goals](#)

[Enduro Cycling Program Goals](#)

[Athlete Wellness Goals](#)

[Community Engagement Goals](#)

[Operational Culture and Success Goals](#)

[Program Excellence Goals](#)

