The Future of American Yacht Clubs

“Building Successful Junior Sailing Programs”

An MCM Monograph

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To all yacht club managers in CMAA, while we are but a small niche in the overall private club industry, we fill significant roles in our respective clubs and have a unified voice in CMAA. I hope this document serves as an inspiration to those who have dedicated their careers to managing yacht clubs and keeping our voices heard. Yacht club managers play an important role in this association and through research such as this; we will keep our unique contributions to the private club industry strong.

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Executive Summary

Junior sailing programs are commonly found in yacht clubs throughout the country and for years have gained in size and popularity. What defines successful programs varies from club to club. Research shows that success is measured by 1. Quality sailing instruction at all levels, 2. Organized parental involvement, 3. Defined program structure, 4. Solid program funding, and 5. Positive contributions to member satisfaction.

This monograph is a study of best practices used by the most successful junior sailing programs across the country. Through a series of club surveys, symposiums, personal interviews, and yacht club summits, data was collected and analyzed from general managers, junior directors and industry professionals. It will provide valuable information for club managers to use when evaluating their own junior sailing programs. This research will serve as a resource for yacht club managers to use when building similar successful programs at their clubs.

Successful junior sailing programs can add great benefits to clubs that extend far beyond the cost of funding these programs. These benefits include: attracting more family participation in club activities; increase in overall membership satisfaction levels; provide a pipeline for potential new members and ultimately provide a vehicle that will ensure the survival of yacht clubs for generations to come.
Statement of the Problem

Many yacht clubs across the country offer junior programs as one component of the club’s overall operations. There are numerous types of junior sailing programs ranging in size from small, summer-only learn-to-sail programs, to large year-round competitive racing programs. These programs are built around the needs of each individual club, but not all of these programs are successful.

As of this writing, there are no models, comparative data, or studies of successful junior sailing programs for club managers to use for comparison when evaluating their existing programs. Likewise, there are no models to use when developing new junior sailing programs with a higher likelihood of success.

The purpose of this monograph is to identify successful junior sailing program practices from around the United States, and subsequently provide this information as a resource for all yacht club managers to use in building similar successful programs at the clubs, which they manage. While this study is focused specifically on yacht club junior sailing, information herein will be a useful resource for any club manager wanting to develop a successful sports-related junior program. By

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1 2011 Yacht Club Symposium
implementing these best practices, managers will be better equipped to build successful junior sailing programs at their clubs.

Information for this document was compiled over a three-year period through a series of personal interviews, surveys, review of books related to the topic, independent research, and Internet searches, which included data from more than 60 yacht clubs, their general managers and/or junior sailing directors, as well as 25 sailing professionals from across the country.

Through this research, the author will demonstrate that successful junior sailing programs incorporate five basic tenets:

A. Deliver quality sailing instruction at all levels to the participants, from learn-to-sail programs to competitive racing;
B. Include a mechanism for organized parental involvement;
C. Offer funding mechanisms through a variety of sources including local 501(c)(3) sailing foundations;
D. Provide sailing opportunities for youth sailors beyond the immediate junior sailing program; and
E. Contribute in a meaningful way to the overall member satisfaction of the club.
Since the 1980’s, clubs have experienced an overall decline in membership and it is recognized that the average age of club membership since then is trending higher.\textsuperscript{2} Jim Fisher, Ph.D. and Paul Boughton, Ph.D. wrote in an article titled “Holding the Fort: Retaining Club Members” that “More than 50% of clubs have fewer members today than in 2001.”\textsuperscript{3}

One of the membership benefits that yacht clubs realize by running successful junior sailing programs is the ability to attract young sailors and younger families to their clubs. “If you get three or four junior members to become members for life, you are covering your nut and that’s what clubs need to understand. That is something that a lot of people miss, for the viability of the club as a whole. When the average age of the membership goes up and up, at some point you will just have a social club and the yachting part of is just going to erode away.” John Craig, America’s Cup 34 Principal Race Officer.\textsuperscript{4} These junior sailing programs and the family memberships they attract, contribute to the trend of younger members joining yacht clubs today, thus staying ahead of the declining membership curve.\textsuperscript{5}

\textsuperscript{2} Perdue, Contemporary Club Management, 2007 Ch. 6 189-230
\textsuperscript{3} McMahon Group, Club Trends 2009
\textsuperscript{4} Craig Interview, April 2011
\textsuperscript{5} 2011 MCM Yacht Club Survey
Review of the Literature

An initial review of the available literature on the topic of yacht club junior sailing programs came from numerous Internet searches, books and articles written on various aspects of the topic, as well as sailing blogs and other printed material. Most of the relevant literature on this topic, however, came from two main sources; the website for US SAILING, which is the organization that serves as the governing body for sailing in the United States, and from hundreds of individual yacht club websites that advertise for their junior sailing programs.6

A review of related books, published articles, websites and online literature was also an important source in identifying common threads between the various junior sailing programs across the country.

All published materials used in this research, while relevant and useful, were used predominantly as background information that provided insight and supplemental support to the three main surveys conducted. Review of this literature was important to the overall thoroughness of this study and excerpts and quotes are noted throughout the document.

6 US SAILING Website: www.ussailing.org
Internet Search

Research for this study began with a review of available resources that could be found online. The search engine Google was used to locate valid secondary data and other relevant information regarding yacht club junior sailing programs. Boolean logic was the preferred online research method used to search for material. Various combinations of the following words were used for this purpose: yacht clubs, sailing associations, junior programs, junior sailing, youth sailing, sailing schools, membership trends, private clubs, join, East Coast, West Coast, Gulf Coast, and Midwest. Additional Internet searches for other components of this document were also made using: US sailing, Olympic sailing, coaching, parental involvement and 501(c)(3) sailing foundations.

In a Google search using the key words: yacht club and junior program, numerous yacht club junior websites were identified which provided valuable comparative information on junior programs nationwide. Various sailing related articles, books and printed materials were also found using this same method. The single best resource for printed material came from the US SAILING website www.ussailing.org and the many links they provided; all of which were sailing related.
Review of Books and Printed Material

Information for various sections of this document was found in books and printed articles, some with more relevance than others. The resources provided herein had the most relevance for this research.

On the topic parental involvement in junior sports, the researcher found several books and articles of relevance for the sections outlining program structure and parental involvement.

An article written for the US SAILING website under Developing Youth Sailors (June 2011), Jessica M. Mohler, Psy.D., CC-AASP, Clinical and Sport Psychologist for the United States Naval Academy discusses parental involvement specific to youth sailing. Dr. Mohler advises on the importance of junior sailing for the development of children and cites clinical psychologists who agree that it is not so much about the sport itself, but the people who surround young children in the sport, such as parents, coaches, teammates, competitors and administrators who are the real character builders in these sailors. The central message of this article is parents need to understand what it is they can do to build a strong foundation for their children.

Several books referenced by Dr. Mohler on sports parenting were also found to be useful for this research. The first book, “Win or Lose, A
Guide to Sports Parenting” is written by Dan Saferstein, Ph.D. (2006), a licensed psychologist who consults individuals, families, coaches and teams in Ann Arbor, Michigan on the importance of best practices when getting involved as a parent in a child’s sport. Youth sports can be especially complicated for parents who do not understand the ramifications of getting too involved and overly protective of their kids. Dr. Saferstein offers a practical approach for good parenting skills that are applicable in all youth sports.

The second book written by Rick Wolff, Chairman of the Center for Sports Parenting and Sports Illustrated columnist titled, “The Sports Parenting Edge,” is relevant for understanding the critical role parents have in the development of their children through sports and how parental involvement with advisory committees can have an important role in the success or failure of junior programs. Wolff also discusses the importance of parental roles in team travel and hiring private coaching. Both of these areas were found to be a common ingredient in successful youth programs.

A third book was also referenced with regards to parental involvement; “Whose Game is it Anyway?” by Richard D. Ginsburg, Ph.D., Stephen Durant, Ed.D. and Amy Baltzel, Ed.D. The three authors are directors of
the Massachusetts General Hospital Sport Psychology Program and the PACES Institute. In their book they talk about the importance of balancing character, skill development and fun. This book was specifically referenced to show the balance and pitfalls of over parenting children in youth sports.


“Successful Coaching” is a best-selling coaches guide and primary textbook used by the American Sports Education Program (ASEP) in their Coaching Principles course as well as a text for college introductory coaching courses. In it Martens introduces the principles of coaching across all sports. This text was specifically relevant in understanding the role of coaching and importance coaching has to the success of any youth sport. Youth sailing programs engage both sailing instructors and advanced sailing coaches that are critical to their success. The researcher found throughout the interview process with junior directors, that they believe the most important part of a successful sailing program is hiring and retaining quality instructors and coaches.
“Be Your Own Sailing Coach” is a book written for sailors who are either too busy or do not have money to hire their own coach and still want to be successful in their sailing careers. This book provided background information for the researcher to understand more fully the complexity of coaching the sport of sailing and why good programs are compelled to evaluate what makes a good coach and to apply those principles to their programs.

Research for developing 501(c)(3) sailing foundations required a review of many books and articles on the subject. Two publications were found by the researcher to be useful in forming non-profit organizations for clubs: “How to Form a 501(c)(3) Corporation” Eighth Edition, by Anthony Mancuso, Delta Printing Solutions, July 2007, and “Help Filling Out Your 501(c)(3) Application” by Sandy Deja.

Mancuso is an attorney that has been active with non-profit organizations for decades. The book provides information on how to find a lawyer or tax advisor, and comes with a CD with various applicable fill-in forms. Deja is a former IRS auditor who provides an e-book that helps walk any interested party through the process of filling out the necessary forms when forming a 501(c)(3) corporation. This e-book is found at www.form1023help.com.
Membership trends were also an important component to this research. In his book “Contemporary Club Management” Second Edition, Joe Perdue includes a chapter on membership marketing where club trends are discussed. This book suggests that on average, club memberships are in the decline with the average age trending upward. It sets the background for this research, which suggests successful junior sailing programs can help yacht clubs reverse those market trends.

Finally, the researcher found the book “Saving Sailing” by Nicholas D. Hayes to be a very valuable resource for this study. Hayes, a sailor himself, interviewed over 1,200 sailors worldwide from 2003 – 2010 as research for his book. In it, Hayes identifies several key components that are crucial for the success of sailing programs; namely the importance of making sailing a family activity, how sailing needs to be a lifelong sport, understanding the influences that affect free-time choices for kids and family time, and the value of being a good mentor. The researcher interviewed Hayes in February 2010 about his book in Tiburon, CA.
Research Design and Methodology

“Junior sailing programs are common in yacht clubs across the United States. Over the past thirty years, these yacht club programs have grown significantly reflecting the uniqueness of the individual clubs they represent.” John Craig, America’s Cup 34 Principal Race Officer.7

Virtually all clubs that offer junior programs have some sort of summer activities, whether they are learn-to-sail programs, competitive sailing programs, or simple introductory programs into boating.8 For some clubs, these programs serve as summer camps with multiple activities such as swimming, classroom education, lunch service programs, and games, in addition to on-the-water instruction.9

Other clubs offer a variety of one-stop-shop day care programs for the busy parents who want to drop off their kids and go. Then there are clubs that run highly organized and well-defined programs with mission statements, a focused purpose, and tools for advancement that usually lead young sailors to advanced sailing programs such as team racing and match racing on up to professional sailing. These advanced sailing programs are where sailors learn the technical skills needed for competitive racing.10

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7 Craig Interview, April 2011
8 2011 MCM Yacht Club Survey
9 Brent Harrill, Junior Director, St. Francis Yacht Club
10 John Fretwell, Junior Director, San Diego Yacht Club
In order to better understand these programs, the author split the research into five separate categories:

1. Internet search for information on existing junior programs.
2. Review of books and printed materials on the subject.
3. Surveys involving junior sailing programs that targeted CMAA yacht club managers with input from their junior directors.
4. Personal interviews with yacht club managers, junior directors and key professionals in the sailing community that have had direct involvement with successful junior programs.

In addition to extensive Internet searches and a review of various books and literature on the subject, two CMAA yacht club surveys were conducted; one survey in 2009 and a second in 2010 for the CMAA Yacht Club Symposiums presented at the World Conferences on Club Management. The surveys asked 120 questions and covered the areas of club fees, membership, food and beverage, junior sailing, race management, retail merchandising and club functions. The researcher conducted both surveys on behalf of the Yacht Club Symposium Committee and presented the results to all symposium participants.
For survey results, see: 2009 Survey Instrument APPENDIX 1
2009 Survey Results APPENDIX 2
2010 Survey Instrument APPENDIX 3
2010 Survey Results APPENDIX 4

The 2009 CMAA yacht club survey had 24 out of 28 participants complete the survey, resulting in an 86% response rate. Seven clubs participating in that survey were identified in the 2011 survey as having one of the ten most successful junior sailing programs in the country. The 2010 CMAA yacht club survey had 26 out of 28 general managers complete the survey, resulting in a 93% response rate. Note that the same seven clubs with exceptional junior programs participated in the 2010 survey as well. Data from these surveys is timely, and very relevant and is included in this research.

At the 2010 Yacht Club Symposium in San Diego, California, 22 yacht club general managers (APPENDIX 5) agreed to assist the researcher in this monograph process, by helping develop a comprehensive 50-question survey to be sent out to approximately 175 CMAA yacht club general managers. After six months of narrowing the focus of the survey with the help of these managers and the team of academic advisors, the final survey document was completed.

For survey results, see: 2011 Survey Instrument APPENDIX 6
2011 Survey Results APPENDIX 7
Most educators and survey professionals cite the importance of keeping accurate survey data in order to present reliable survey information regardless of the method used in compiling the data. “It is clearly important to keep careful records of survey data in order to do effective work. Most researchers recommend using a computer to help sort and organize the data.”

In order to maintain accurate records and provide a neutral and anonymous third party for the data collection, the researcher chose to use the popular online survey tool www.SurveyMonkey.com for this purpose. The survey instrument was distributed to 175 registered CMAA yacht club managers via email with the help of the CMAA National staff, during May and June of 2011. A combination of 50 yes/no, fill in the blank, and essay questions were used covering the topics of:

1. Junior Programs
2. Sailing Foundations
3. Program Financing
4. Parental Involvement
5. Sailing Instruction/Coaching
6. Member Satisfaction/Recruitment
7. Essay Section

11 Colorado State University Writing @CSU; http://writing.colostate.edu/guides/research/survey/com4c1.cfm
Internet surveys typically receive low rates of return as compared to mail surveys. (Mail and Internet Surveys, *The Tailored Design Method, 2nd ed.* Dillman 2007.) In a 2004 research study, “Comparison of Web and Email Response Rates,” Kaplowitz, Hadlock and Levine of Michigan State University studied undergraduate, graduate and professional student response rates to surveys and found that web only surveys produced a 21% rate of return. However, when coupled with reminder notifications, the response rate percentage increased to 25% - 30%. “A reminder mail notification had a positive effect on response rate for the Web survey applications compared to a treatment in which respondents only received an e-mail containing a link to the Web survey.”

Since the volume of information asked was critical to this research, a letter accompanying the survey was sent encouraging participation. In addition, two follow-up emails with links to the survey were also sent, which resulted in 60 surveys returned, representing a 34.2% response rate.

In a MCM Monograph titled “A Study of the General Manager Performance Review Process,” Crystal Thomas, MCM CHE writes “To determine the number of responses needed when conducting survey-based research, one must receive enough usable responses to produce

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12 Kaplowitz, Hadlock, Levine, 2004 Pg. 100
reliable results, and sample size is critical.”\textsuperscript{13} Based on the findings from Kaplowitz, Hadlock and Levine along with additional findings from a 2007 study, “A Comparison Between Mail and Web Surveys: Response Pattern, Respondent Profile, and Data Quality”\textsuperscript{14} which found a 27% response rate for web based surveys, the researcher concluded that a 27% rate of return would be an acceptable response rate for this survey. The actual response rate of 34.2% exceeded that expectation. Data from this survey document was used extensively for this monograph and is one of the main sources of information.

Important to this research was to identify the most successful junior programs already in practice for further study. In order to identify these yacht club junior programs without prejudice or bias, Section 7. Question 3 in the survey instrument asked participants to select up to ten yacht clubs they believe run the most successful junior sailing programs today. Responses were not limited to yacht clubs in the United States. Seventy-five different clubs were identified as having exceptional junior sailing programs. From those responses, ten programs (and ties) with the highest number of votes were selected for further review. Exhibit 1 shows the yacht clubs that received the most votes from the survey respondents.

\textsuperscript{13} Thomas, 2004 Pg.18
\textsuperscript{14} Kwak, N., & Radler, B., 2007 Pg. 262-263
Exhibit 1
Top Ten Most Successful Junior Programs

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<th>From the 60 Survey Respondents</th>
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<td>Larchmont Yacht Club (LYC) NY</td>
<td>5</td>
</tr>
<tr>
<td>Newport Harbor Yacht Club (NHYC)</td>
<td>5</td>
</tr>
<tr>
<td>Pleon Yacht Club (PYC)</td>
<td>5</td>
</tr>
<tr>
<td>St. Francis Yacht Club (StFYC)</td>
<td>5</td>
</tr>
</tbody>
</table>

Source: 2011 Survey, Section 7 Question 3

Note: See APPENDIX 8 for a complete listing of all 75 clubs and the total number of votes received.

Personal interviews were also conducted with yacht club general managers, junior directors, and key professionals within the sailing community. While there were more interviews conducted and information received than could be used for this research, interview quotes directly related to the subject material used in this monograph came from the following individuals:
## Exhibit 2
### Interview Quotes

<table>
<thead>
<tr>
<th>Club / Organization</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>America’s Cup 34</td>
<td>John Craig</td>
<td>Principal Race Officer</td>
</tr>
<tr>
<td>AYC</td>
<td>Jay Kehoe</td>
<td>Waterfront Director</td>
</tr>
<tr>
<td>CYC</td>
<td>Jim Clark CCM</td>
<td>General Manager</td>
</tr>
<tr>
<td>CYC</td>
<td>Maggie Lumkes</td>
<td>Sailing Director</td>
</tr>
<tr>
<td>California YC (Cal YC)</td>
<td>Michele Underwood</td>
<td>General Manager</td>
</tr>
<tr>
<td>Edgartown YC (EYC)</td>
<td>William Roman CCM</td>
<td>General Manager</td>
</tr>
<tr>
<td>Mantoloking YC (MYC)</td>
<td>Michael Sparks</td>
<td>Junior Director</td>
</tr>
<tr>
<td>NHYC</td>
<td>Thomas Gilbertson CCM</td>
<td>General Manager</td>
</tr>
<tr>
<td>Offshore Race Team</td>
<td>Jesse Fielding</td>
<td>Operations and Logistics Manager</td>
</tr>
<tr>
<td>One Design Mgmt</td>
<td>Sherri Campbell</td>
<td>Co-Owner</td>
</tr>
<tr>
<td>One Design Mgmt</td>
<td>Jerelyn Biehl</td>
<td>Co-Owner</td>
</tr>
<tr>
<td>Olympic Gold Medalist</td>
<td>Mark Reynolds</td>
<td>Sailing World Hall of Fame</td>
</tr>
<tr>
<td>Rochester YC (RYC)</td>
<td>Tom Kankoski</td>
<td>Vice Commodore</td>
</tr>
<tr>
<td>Sail Newport</td>
<td>Brad Read</td>
<td>Executive Director</td>
</tr>
<tr>
<td>SDYC</td>
<td>Terry Anglin CCM CCE</td>
<td>General Manager/COO</td>
</tr>
<tr>
<td>SDYC</td>
<td>John Fretwell</td>
<td>Junior Director</td>
</tr>
<tr>
<td>SFYC</td>
<td>Forrest Gay</td>
<td>Sailing Director</td>
</tr>
<tr>
<td>StFYC</td>
<td>Ron Banaszak CCM CCE</td>
<td>General Manager/COO</td>
</tr>
<tr>
<td>StFYC</td>
<td>Brett Harrill</td>
<td>Junior Director</td>
</tr>
<tr>
<td>SPYC</td>
<td>Robert Lovejoy CCM</td>
<td>General Manager</td>
</tr>
<tr>
<td>SPYC</td>
<td>Todd Fedyszyn</td>
<td>Junior Director</td>
</tr>
<tr>
<td>US SAILING</td>
<td>Gary Jobson</td>
<td>President</td>
</tr>
</tbody>
</table>
In addition, information was gathered from the participants of the 2010 CMAA Yacht Club Symposium, the 2011 CMAA Yacht Club Symposium and the 2011 US SAILING Yacht Club Summit.

1. 2010 CMAA Yacht Club Symposium, World Conference on Club Management, February 8, 2010, SDYC, San Diego, California. There were 28 CMAA yacht club managers present for panel and roundtable discussions representing yacht clubs from across the United States.

2. 2011 CMAA Yacht Club Symposium, World Conference on Club Management, February 23, 2011, SPYC, St. Petersburg, Florida. At this symposium, there were 36 CMAA yacht club managers present for a two-day symposium representing yacht clubs from the United States and Canada.

3. 2011 US SAILING Yacht Club Summit, US SAILING Association, April 3-5, 2011, Chicago, Illinois. Approximately 385 yacht club general managers, race officers and directors were present representing 185 clubs from across the United States and Canada. This three-day conference included over 20 educational seminars with 40 speakers and presenters on all aspects of yacht clubs including junior sailing programs.
Results, Discussions and Implications

Introduction

The 2011 MCM Junior Program Survey instrument (the survey) was the primary source of information for this research, along with information from the 2009 and 2010 CMAA Yacht Club Symposium surveys (symposium surveys). Additional information was also used from personal interviews conducted by the researcher to add context to the statistics. This information has been organized into the following seven segments:

1. Junior Sailing Programs
2. Program Structure
3. Parental Involvement
4. Program Financing
5. 501(c)(3) Sailing Foundations
6. Member Satisfaction / Recruitment
7. Discussion of Best Practices

Note: All survey questions referred to in this section were taken from the 2011 MCM Junior Sailing Survey unless otherwise noted. The statistical data presented in percentages has been rounded up. Information used from the 2009 and 2010 CMAA Yacht Club Symposium surveys are noted and identified separately.
1. Junior Sailing Programs

The first question of the survey helped set the parameters by establishing the total number of clubs that operate junior sailing programs among the total number of respondents of the survey.

Exhibit 3
Does your club have a junior sailing program?

Out of 60 total respondents, 46 or 77% answered affirmatively that they currently run a junior sailing program at their club; 14 respondents or 23% do not (Exhibit 3). Of those respondents who answered yes, they were asked to identify the type(s) of programs they offer; learn-to-sail programs, competitive sailing programs or both. Forty-two clubs or 86% responded they run both learn-to-sail programs and competitive sailing programs (Exhibit 4).
Defining what you want your junior program to be is an important first step for clubs to consider when developing junior programs or enhancing existing ones. Facilities, access to the water and resources all play an important role in whether or not clubs can successfully operate a sailing program. In the book titled “Saving Sailing,” Nicholas Hayes (2009) writes, “Youth sailing programs teach the fundamental skills required to sail a boat first, and then, to hold the attention of their participants, focus on skills repetition and the rules and techniques used to race a boat around buoys against other kids.”

As we will see in this document, the most successful programs offer both learn-to-sail and competitive sailing programs. These programs also offer one important

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15 Hayes, 2009 Pg.48
intangible that is often overlooked in discussions about youth sailing: “One of the most important aspects of what we do is not just teaching sailing, but we are in the business of teaching life skills for kids.”

Respondents were asked to identify specific types of junior programs they offer. Yacht clubs with year-round programs identified themselves as operating some combination of spring, summer, fall, and winter programs. Seasonal clubs and clubs with part-time programs identified themselves as operating summer only programs. Clubs with more advanced programs offer team racing, fleet racing and/or high school sailing. (Exhibit 5).

Exhibit 5
Types of Junior Sailing Programs

Source: 2011 Survey; Section 1 Question 2

16 Todd Fedyszyn, Junior Director SPYC
The first statistic to note is that all 44 or 100% of all respondents with junior programs have a summer sailing component to their program. Twenty-two respondents or 52% of clubs say they offer team racing, 30% offer fleet racing, and 32% support high school sailing programs. In the 2010 CMAA survey, 50% of respondents offered year-round programs and 50% offered summer only programs.17 “The more programs you can offer our young sailors throughout the year, the better chance you have of keeping them engaged in the sport over the long run... It’s all about getting butts in boats.”18

The researcher found that most seasonal clubs along the eastern seaboard do not run year-round programs due primarily to weather restrictions. That does not however preclude their programs from being successful. PYC in Marblehead, Massachusetts and LYC in Larchmont, New York both run junior programs where sailing is restricted in the winter months, but are ranked by their peers as running two of the ten most successful programs in the country. It is not the size or the quantity of students a youth program produces that makes it successful, rather it is the quality of instruction and the overall benefit the youth sailors get that sets these programs apart from the rest.

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17 2010 CMAA Yacht Club Survey, Section V Question 15
18 Jay Kehoe, Waterfront Director AYC, US SAILING Yacht Club Summit
Member vs. Non-Member Participation

Another important aspect to consider when building a junior program is deciding whether or not to open your program to non-members. Not all clubs are open to the idea of allowing non-members to participate in their program. In fact, clubs like the NHYC in Newport Beach, California, make it mandatory that all participants in the junior program be members of their club. “We [NHYC] have a very strong junior program and the club sets aside 100 special junior memberships for non-member children to join. These memberships are reviewed annually and satisfy the club's requirement for 100% member participation. Children of existing members may also sign-up for the various programs as they have family privileges through their parents memberships.”

Respondents were asked if their clubs allow non-member children to participate in their junior sailing programs. Thirty-eight clubs or 80% of respondents said their programs are open to non-member children. (Exhibit 6). Managers reported that by opening their clubs to non-members, they are able to run full programs each summer and charge higher fees for the non-member participants. The additional revenues help offset program costs, which can be very high regardless of the type of junior program offered.

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19 Thomas Gilbertson, CCM, General Manager NHYC
Exhibit 6
Does your junior program allow non-member participation?

Respondents were also asked if they charge a premium rate for non-members. Of the 38 clubs that allow non-member participation, 31 clubs or 82% charge a premium rate for all non-member participants in their programs (Exhibit 7).

Exhibit 7
Does your program charge a premium for non-member children?
In order to gain a better perspective on the significance of junior memberships to an overall club membership, the researcher looked at data in the two yacht club symposium surveys. Respondents were asked to provide membership numbers for all categories of membership at their clubs. When comparing the total number of junior members vs. regular members in clubs with the top junior programs, junior members averaged between 7.6% and 7.8% of the regular membership (Exhibit 8). While statistically this is a low number, it is relevant when comparing the total dollars spent on junior programs.

### Exhibit 8
Junior Memberships vs. Regular Memberships

<table>
<thead>
<tr>
<th>Yacht Club</th>
<th>2009 Symposium Survey</th>
<th>2010 Symposium Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yacht Club #1</td>
<td>13.90%</td>
<td>14.70%</td>
</tr>
<tr>
<td>Yacht Club #2</td>
<td>11.80%</td>
<td>10.30%</td>
</tr>
<tr>
<td>Yacht Club #3</td>
<td>9.00%</td>
<td>9.20%</td>
</tr>
<tr>
<td>Yacht Club #4</td>
<td>7.60%</td>
<td>7.00%</td>
</tr>
<tr>
<td>Yacht Club #5</td>
<td>7.00%</td>
<td>7.80%</td>
</tr>
<tr>
<td>Yacht Club #6</td>
<td>4.00%</td>
<td>4.00%</td>
</tr>
<tr>
<td>Yacht Club #7</td>
<td></td>
<td>1.60%</td>
</tr>
</tbody>
</table>

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>7.60%</td>
<td>7.80%</td>
</tr>
<tr>
<td>Median</td>
<td>7.84%</td>
<td>7.43%</td>
</tr>
</tbody>
</table>

*Source: 2009 Survey; Section 2 Questions 6a, 6g
2010 Survey; Section 2 Questions 12, 18*
For comparative purposes, respondents were asked how many of their junior members actually participate in their junior sailing programs.  

Note: Junior members were defined as members under the age of 21.

Exhibit 9
Junior Membership Participation

In Exhibit 9, there was a wide variation ranging from eight clubs with less than 10% participation to six clubs with over 90% participation leaving the balance of the enrollment to non-member children. With such a sizeable amount of non-member participation in these programs, most managers interviewed reported that they use this as a recruiting opportunity for junior memberships while some see this as an
opportunity to create better competition for their own junior members. All managers agreed that their junior program was one way of contributing back to the local community as good neighbors.

One of the difficulties managers expressed universally about retaining their junior members is finding ways to keep them actively participating at their clubs after the age of 21. In his research on sailing participation, Nicholas Hayes found that sailing in America has decreased significantly in the past 14 years. “Participation is down 40% since 1997 and 70% since 1979. There is a meager bubble of young sailors between fifteen and twenty-five years old, both boys and girls. However when today’s sailors reach 25, they generally quit.”

Terry Anglin, CCM CCE, General Manager SDYC suggests, “If you calculate the lifetime value of one yacht club membership, clubs would be crazy not to devote serious time and effort recruiting as many junior members as possible and incentivize them to keep their memberships active. Fees collected for dues, initiation, dockage, storage, food and beverage etc. can bring the total value of one membership into the hundreds of thousands of dollars.”

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20 Hayes, 2009 Pg. 29-30  
21 Anglin Interview, June 2011
Mentoring Programs

Gary Jobson, President US SAILING writes, “Mentoring Works. Take a young sailor under your wing; both of you will benefit.”

Mentoring programs are proven to be very helpful when building consistency in youth programs from year to year. Nicholas Hayes describes mentoring as “Contagious Enthusiasm.” Hayes says, “Authentic, contagious enthusiasm is getting harder and harder to come by... unfortunately mentoring has largely disappeared from the activity of sailing.”

Junior programs have a unique opportunity to offer mentoring programs for their exceptional students to become future instructors. That training has become more widely popular among junior programs and provides another avenue of keeping quality sailors involved for program consistency.

The 2011 survey asked if clubs offered mentoring programs for junior instructors as part of their programs. Twenty-nine respondents or 59% of clubs said they have mentoring programs as part of their overall operation and all top-ten programs have some variation of mentoring programs for future instructors (Exhibit 10).

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22 Jobson, August 1997 *Yachting Magazine*, Pg. 22-24
23 Hayes, 2009 Pg. 125-127
Most junior directors interviewed have established mentoring programs at their clubs in one form or another, which are used to train top junior sailors as potential instructors for the following year.

The researcher found that these mentorships are seen in all size programs. The most common mentorships are ones where advancing sailors are paired with certified instructors as “instructor aides” to gain first-hand teaching experience in a controlled environment. The intent is to keep the best junior sailors involved with the club’s sailing programs as sailing instructors on a year-to-year basis for consistency and familiarity with the program. The researcher also found that clubs typically waive program fees for instructor aides in lieu of salaries or honorariums (Interviews with junior directors January-August 2011).
Hayes concludes in his book, “Mentoring does not happen easily on its own, without support from a culture and community that actively encourages mentors and learners to connect.” Junior sailing programs provide the perfect culture and environment for this type of mentoring to take place and succeed.

Community Outreach and Junior Sailing Programs

Community outreach is an important component for all clubs as contributors to, and participants in, their local communities. Brad Read, Executive Director of Sail Newport in Newport Rhode Island says that junior sailing programs “Provide a huge resource for kids of all socioeconomic backgrounds to get involved in the sport. It is a pretty dynamic step [for yacht clubs] in getting the public initiated in becoming more active on the water and supplying that public access that our communities want to see.”

Opening junior sailing programs to non-member participation is one easy way for yacht clubs to achieve this. In some cases, yacht clubs located on leased land or clubs that maintain leases with their local municipalities are required by the terms of their lease to offer some sort of community outreach.

24 Hayes, 2009 Pg. 133
25 Read Panel Discussion, 2011 US SAILING Yacht Club Summit
On the West Coast for example, the StFYC is located on city-owned land and maintains a lease with the City of San Francisco. The Cal YC in Los Angeles is on county-owned land and is subject to all rules and regulations dictated by the County of Los Angeles. And in San Diego, the SDYC maintains a long-term lease with the San Diego Port Authority. All three clubs, as is common with many clubs around the country, provide this community outreach as part of their lease agreements through their junior sailing programs. Clubs willing to open their junior programs to non-member participation can use these programs as the perfect conduit to satisfy that requirement.²⁶

Program Participation

Discussions with CMAA yacht club managers at the 2010 and 2011 yacht club symposiums identified that the number of students participating in their junior programs is a contributing factor in whether or not their programs are successful. Programs with low student participation typically receive an overall lack of support from the membership, which leads to lower funding and a lack of resources.²⁷

²⁶ Interviews with Ron Banaszak, CCM CCE, StFYC; Michele Underwood, Cal YC; Terry Anglin, CCM CCE, SDYC
²⁷ Panel discussion 2010 Yacht Club Symposium SDYC
Respondents were asked about junior program participation at their clubs; whether or not they have experienced a change in trends over the past five years. Exhibit 11 shows that 26 respondents or 54% have seen increases in program participation over the past five years with 14 clubs or 29% maintaining the same participation levels (no change in trends higher or lower). Combining both categories, 83% of all respondents have either maintained or report growing participation levels, which is a very positive trend for junior programs today. Tracking these trends for any club program is an important tool when planning future programs and committing funds.

Over the past several years EYC in Edgartown, Massachusetts anticipated this trend and funded a $4.5 million junior sailing center to
enhance their junior program. The results, according to General Manager Bill Roman, have been “quite significant; not only for the overall benefit of our junior program, but for the club as a whole.” Roman says it has “significantly increased membership at our club.”

High School Sailing

“High School Sailing is an important part of junior sailing yet less than half of the [yacht] clubs nationwide support them,” according to Sherri Campbell, Co-owner, One-Design Management that oversees the Interscholastic Sailing Association (ISSA), the governing body of high school sailing. Campbell, an active member of SDYC says, “High school sailing is a key component to the success of our junior program at San Diego Yacht Club. Although they are separate entities in many cases, high school sailing programs and yacht club sailing programs are mutually beneficial for each other. Many of the kids in these after-school programs are the same kids that learned to sail in yacht clubs. High school programs keep young sailors interested in sailing and just as importantly, it keeps them in and around the yacht club.”

Renowned sailing champion Jerelyn Biehl, Co-owner of One Design Management with Campbell states, “Over the past five years, high school sailing has been averaging between 300 and 350 high school teams.

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28 Roman Interview, 2011 Yacht Club Symposium
29 Campbell Interview, June 2011
around the country. In 2011, there were over 420 registered teams with the largest growth coming from the Midwest. That is a lot of kids on the water. More importantly it is bringing new sailors into the sport that have never been exposed to it before.”

30 High school sailing is the only coed sport in schools that exists today for kids according to the Interscholastic Sailing Association. Biehl says, “This is especially important for girls. It is the one sport where the boys and girls compete together and it is the only sport where they compete on the same level.”

The Interscholastic Sailing Association (ISSA) is the governing body of high school sailing across the country with seven active districts in Northeast (NESSA), Mid-Atlantic (MASSA), South Atlantic (SAISA), Southeast (SEISA), Midwest (MWISSA), Pacific Coast (PCISA), and Northwest (NWISA). This is the most valuable resource the researcher found on high school sailing. Everything from materials on how to start a high school program at the local, regional and national levels are found on its website: www.highschoolsailingusa.org. (Also see High School Sailing Symposium APPENDIX 9). Some clubs that run high school programs provide instructors, sailboats, and support boats for a fee. Other clubs simply offer limited resources like access to the water and meeting space. Clubs, who support high school sailing as one of several advanced sailing programs, have a better chance of keeping juniors

30 Biehl Interview, June 2011
31 High School Sailing Symposium, November 17-18, 2007
active around the club according to the managers interviewed. The researcher found that not all club managers are familiar with how high school sailing works and what is involved in getting a program started. The survey asked respondents if their club currently supports high school sailing.

Exhibit 12
Does your club support high school sailing?

Exhibit 12 shows 44% of the clubs responding support high school sailing at their clubs and 56% do not. Many factors can have an influence on a club’s decision to supporting high school sailing, most notably the location of the club with regards to neighboring high schools, and the demographics of the community.
In addition, there are costs that clubs incur when starting high school sailing programs. Unless the high school teams provide their own boats, instructors, and equipment, clubs generally provide these assets for them. When asked about what kind of resources the clubs actually offer, 64% of clubs provide the boats and equipment for the high school sailing teams (Exhibit 13). 30% of these clubs provide instructors and 42% provide coaching (Exhibit 14).

Exhibit 13
Equipment Provided by Clubs

<table>
<thead>
<tr>
<th>Equipment Provided by Clubs</th>
<th>Percentage of Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boats and Equipment</td>
<td>64%</td>
</tr>
</tbody>
</table>

Source: 2011 Survey; Section 1 Question 10

Exhibit 14
Resources Provided by Clubs

<table>
<thead>
<tr>
<th>Resources Provided by Clubs</th>
<th>Percentage of Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sailing Instructors</td>
<td>30%</td>
</tr>
<tr>
<td>Sailing Coaches</td>
<td>42%</td>
</tr>
</tbody>
</table>

Source: 2011 Survey; Section 1 Question 11

ISSA estimates that high school sailing can be profitable for yacht clubs. Exhibit 15 shows that with the spring, fall and summer programs, yacht clubs can make a profit by supporting high school sailing.
High school sailing programs can have a positive impact on junior programs as discussed at the high school symposium in 2007. “High school sailing is one of the fastest growing segments of high school sports; high school sailing is huge. Using our fleet of boats year round is a big, big thing [for us]. It maximizes the use of our club assets and adds future members.”

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32 Kehoe Panel Discussion, 2011 US SAILING Yacht Club Summit
2. Program Structure

Yacht club junior programs differ depending on what curriculum they want to offer and the types of resources they are willing to dedicate for their desired results. Exhibit 16 shows the breakdown of how participants are spread out among the various program categories. The data shows that between all of the program categories in youth sailing, the majority of clubs run their programs with up to 100 students year-round. Summer programs are the exception with some clubs running much higher participation numbers, some as high as 400 students.

Exhibit 16
Number of Students per Junior Sailing Session

<table>
<thead>
<tr>
<th>Sessions</th>
<th>Under 25 Students</th>
<th>25 – 99 Students</th>
<th>100 – 199 Students</th>
<th>Over 200 Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring</td>
<td>15 clubs</td>
<td>9</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Summer</td>
<td>1</td>
<td>20</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>Fall</td>
<td>9</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Winter</td>
<td>6</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Team Racing</td>
<td>12</td>
<td>7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fleet Racing</td>
<td>3</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High School Sailing</td>
<td>7</td>
<td>8</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: 2011 Survey; Section 1 Question 6

Most programs in the survey reported no more than 100 students in any given program category throughout the year (with the exception of summer sailing) which suggests that year-round programs need to be kept to a manageable size.
A key common denominator in program structure is the employment of paid professionals by clubs to run their junior programs as opposed to relying on member volunteers. Todd Fedyszyn, Head Sailing Coach SPYC says, “Having a paid director and full set of coaches makes a huge difference for the success of a junior sailing program. There are two tiers of clubs in the country that support junior sailing, those that make the commitment to spend the necessary money to hire good quality coaching and those that don’t.”³³

Forrest Gay, Sailing Director at SFYC says, “Proper staffing with quality coaching and good seasonal instructors is the key to making your program successful.”³⁴ Gay and Fedyszyn agree that the skill level and quality of coaching they demand for their programs are critical components in their success.

Staffing Levels

The next area the survey explores is staffing levels for junior programs including comparisons of full-time vs. part-time and paid vs. volunteer employees. The five most common positions the researcher found in these programs are Junior Directors, Assistant Directors, Office Administrators, Sailing Instructors and Sailing Coaches. All junior programs employed some combination of these five positions.

³³ Fedyszyn Interview, February 2011
³⁴ Gay Interview, September 2010
### Exhibit 17
Staffing Levels for Junior Sailing Programs

<table>
<thead>
<tr>
<th>Number of Hired Staff Positions</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
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<tbody>
<tr>
<td>Junior Director</td>
<td>38</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Assistant Director</td>
<td>11</td>
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<td>0</td>
<td>0</td>
<td>0</td>
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<td>0</td>
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<tr>
<td>Office Administrator</td>
<td>12</td>
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<td>0</td>
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<td>Sailing Instructors</td>
<td>4</td>
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<td>6</td>
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<td>Sailing Coaches</td>
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<th>9</th>
<th>10</th>
<th>11</th>
<th>12</th>
<th>13</th>
<th>14</th>
<th>Response Count</th>
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<tbody>
<tr>
<td>Junior Director</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>38</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>Office Administrator</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>Sailing Instructors</td>
<td>5</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>5</td>
<td>42</td>
</tr>
<tr>
<td>Sailing Coaches</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>26</td>
</tr>
</tbody>
</table>

*Source: 2011 Survey; Section 1 Question 12*

In Exhibit 17, 38 clubs or 90% employ junior directors to oversee their junior sailing programs. Twelve clubs or 29% employ assistant directors and 13 clubs or 31% employ administrative assistants. All 42 clubs that responded employ sailing instructors while 26 clubs or 62% employ sailing coaches.

In Exhibit 18, we see that 44% of clubs hire full-time junior directors, 50% hire seasonal directors and the remaining clubs have part-time member volunteers who serve in the junior director role. 87% of sailing instructors and 65% of sailing coaches are hired as seasonal employees.
Exhibit 18
Full Time vs. Part-Time vs. Seasonal Employees

<table>
<thead>
<tr>
<th>Position</th>
<th>Full-Time</th>
<th>Part-Time</th>
<th>Seasonal</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Director</td>
<td>16</td>
<td>2</td>
<td>18</td>
<td>36</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>2</td>
<td>3</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>Office Administrator</td>
<td>6</td>
<td>2</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Sailing Instructors</td>
<td>3</td>
<td>2</td>
<td>32</td>
<td>37</td>
</tr>
<tr>
<td>Sailing Coaches</td>
<td>3</td>
<td>5</td>
<td>15</td>
<td>23</td>
</tr>
</tbody>
</table>

Source: 2011 Survey; Section 1 Question 12a

Exhibit 19
Paid vs. Volunteer Employees

<table>
<thead>
<tr>
<th>Position</th>
<th>Paid</th>
<th>Volunteer</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Director</td>
<td>27</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>Assistant Director</td>
<td>10</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Office Administrator</td>
<td>9</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>Sailing Instructors</td>
<td>33</td>
<td>0</td>
<td>33</td>
</tr>
<tr>
<td>Sailing Coaches</td>
<td>19</td>
<td>1</td>
<td>20</td>
</tr>
</tbody>
</table>

Source: 2011 Survey; Section 1 Question 12b

Exhibit 19 shows that 100% of all assistant directors; administrative assistants and sailing instructors in the survey were paid employees. In addition, 95% of clubs have paid sailing coaches and 90% of all junior directors are paid professionals. The remaining three junior directors or 10% were listed as club volunteers. The researcher found no standard pay scales used by clubs when paying these various positions, however clubs with multiple programs consistently have more substantial
payrolls. The 2010 symposium survey lists the actual salaries for the junior director positions. The average annual salary paid nationwide for a junior director in 2010 was $42,900. In that survey, the seven clubs ranked as having the most successful programs pay their directors on average $51,300 annually.

Junior Director Turnover

Consistency in junior program directors year after year is critical to the success of any junior program. Keeping junior directors in place for as long as possible is a common goal among all general managers interviewed. Robert Lovejoy, CCM General Manager SPYC says, “Turnover of the director position can be expensive to a club and a time consuming process to go through. It can jeopardize the continuity and consistency of a good junior program.”

Respondents were asked how many years their junior director has been in his/her position. Exhibit 20 shows that 22 out of 33 clubs or 66% have junior directors that have been in their positions three years or less.

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35 2010 Yacht Club Symposium Panel Discussion
36 2010 Symposium Survey, Section V Question 9
37 Lovejoy Interview, February 2011
Michael Sparks, Junior Director at the Mantoloking Yacht Club on the Jersey shore has been running that junior program for over ten years. Sparks says, “What makes junior programs great are great instructors, coaches and program directors. Once you find a good junior director, it is worth everything you can do to keep that person for as long as you can. A revolving junior director position can do more harm to a program than the little good he or she can accomplish in only one or two years.”

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38 Sparks Panel Discussion, 2011 US SAILING Yacht Club Summit
When asked what the average turnover rate is in their club for the junior director position, 23 out of 30 managers or 77% said they turned over their junior director in four years or less. Only 10% kept their directors for ten years or longer (Exhibit 21).

**Instructor Levels**

When hiring instructors for junior programs, junior directors must set instructor: student ratios. Knowing how many instructors to hire for the various programs is critical for student safety as well as for quality
sailing instruction. Respondents were asked about their junior program instructor: student ratios.

Exhibit 22
Instructor: Student Ratios

<table>
<thead>
<tr>
<th>Level</th>
<th>1:4</th>
<th>1:5</th>
<th>1:6</th>
<th>1:7</th>
<th>1:8</th>
<th>1:9</th>
<th>1:10</th>
<th>1:11</th>
<th>1:12</th>
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<tbody>
<tr>
<td>Beginner</td>
<td>19</td>
<td>10</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Intermediate</td>
<td>6</td>
<td>5</td>
<td>13</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Advanced</td>
<td>4</td>
<td>3</td>
<td>7</td>
<td>2</td>
<td>8</td>
<td>1</td>
<td>6</td>
<td>0</td>
<td>4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Level</th>
<th>1:13</th>
<th>1:14</th>
<th>1:15</th>
<th>1:16</th>
<th>1:17</th>
<th>1:18</th>
<th>1:19</th>
<th>1:20</th>
<th>Total Clubs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginner</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>38</td>
</tr>
<tr>
<td>Intermediate</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>38</td>
</tr>
<tr>
<td>Advanced</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>38</td>
</tr>
</tbody>
</table>

Exhibit 22 shows that 29 of 38 respondents or 76% use between a 1:4 and 1:5 instructor student ratio at the beginner levels as beginning sailors are typically between five and eight years old. As students get older and attain the necessary sailing and safety skills, the instructor: student ratios become greater. 68% of intermediate level sailors require between a 1:5 and 1:8 instructor to student ratio and 63% of the advanced level sailors require between a 1:6 and 1:10 instructor: student ratio. The researcher found that the majority of successful programs use
the ratios: 1:4 for beginners, 1:6 or less for intermediates and 1:8 or less for advanced sailors.

There is a comprehensive sailing instructor’s manual that was originally written by the Junior Yacht Racing Association of Long Island Sound and adopted by the United States Yacht Racing Union (USYRU) in 1978. A second copyright edition was written by Gary Jobson and published by the USYRU in 1980. In this manual, Jobson covers all the essential aspects of sailing instruction including: Instructor Organization; Teaching Techniques; Performance Requirements; Daily Lesson Plans; Basic Sailing Instructions; Racing Theory and Sailing Tactics. It is a key resource for clubs to use when setting up a junior sailing program and corresponding curriculum (APPENDIX 10).39

Private Coaching

Use of outside private coaching has long been a point of controversy among junior programs. Some clubs argue outside coaching is a distraction and may contradict teaching methods provided by their program. Others argue that it helps students learn advanced sailing skills faster and better. Data from the three surveys in this study suggest that outside coaching has become more accepted by the clubs

39 Permission to Reprint Granted by Gary Jobson and the USYRU
nationwide. The 2011 survey shows that 58% of clubs responding are now allowing outside professional coaching (Exhibit 23).

Exhibit 23
Does your junior program allow outside coaching?

In the 2009 symposium survey, eight out of 21 clubs or 38% allowed coaching from outside sources not affiliated with their junior program. In 2010, the same survey question was asked and that number grew to 50% with 12 out of 24 clubs allowing outside coaching. It is important to note that this coaching is not parental coaching but rather coaching from professionals that are hired by the individual sailors themselves sometimes employing coaches from other junior programs.
3. Parental Involvement

Parent Advisory Committees

Parent committees are an important part of all junior programs. Brent Harrill, Junior Director at StFYC warns that, “Parent committees can make or break a junior program. Parents with personal agendas sometimes get on these committees and their first priority tends to be what is good for their own kids instead of what is the good for the overall program.”40 The more volunteers you have in support roles for the program, the stronger your program will be according to these junior directors.

Forrest Gay, Sailing Director at SFYC runs a summer program with over 350 junior sailors and a full accompaniment of parents. Forrest says, “Parents are an integral part of any junior program. Successful programs rely on parents for most of the volunteer work but it is important that they understand their role from the beginning. The advisory committee should be in an advisory capacity only. Junior directors are ultimately the ones that know how to run their programs best. They understand the facilities, the kids, the limitations of equipment and staffing. Parents should be there for support but the day to day operations should be left up to the professionals.”41

40 Harrill Interview, August 2011
41 Gay Interview, September 2010
John Fretwell, Junior Director at SDYC advises, “It is important [for junior directors] to control the parents and the program agenda so there are not 200 custom programs individually tailored for members’ kids. Always try to accommodate within reason but it is important to set the rules and say no to the dominant parents from the beginning.”

Respondents were asked if they had parent advisory committees at their clubs and 83% responded affirmatively. (Exhibit 24).

Exhibit 24
Does your program have a Parent Advisory Committee?

Source: 2011 Survey; Section 4 Question 1

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42 Fretwell Interview, June 2011
Of those that do have parental committees, 91% say that their committees are made up of no more than ten people (Exhibit 25).

Exhibit 25
Number of Junior Advisory Committee Members

<table>
<thead>
<tr>
<th>Advisory Committee Members</th>
<th>1-5</th>
<th>6-10</th>
<th>11-15</th>
<th>16-20</th>
<th>21-25</th>
<th>25+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Adults</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clubs</td>
<td>14</td>
<td>18</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>35</td>
</tr>
</tbody>
</table>

Source: 2011 Survey; Section 4 Question 2

The researcher found that the successful parent advisory committees provide a liaison between the board and the junior committee. They are limited in size and scope, and provide direction and support for their junior directors.

Maggie Lumkes, Sailing Director at CYC says this about her junior activities committee; “We have parents that head each of our major sailing groups on our activities committee. They help with each class, for example the 420 [class] parents help with towing boats to the 420 [class] regattas, making travel and hotel arrangements for the kids, coordinating meals etc. The same goes for the other classes, Prams, Opti’s and Lasers. It works out great for our program.”

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43 Lumkes Interview, April 2011
Parent Volunteers

Respondents were asked how many parent volunteers help with the junior program activities throughout the year.

**Exhibit 26**
Parent Volunteers for Junior Programs

Exhibit 26 shows that the number of volunteers needed to assist with the various programs range from less than ten to over 75. The majority of clubs use up to 25 volunteers on regatta days for logistical help as well as to support team travel to away regattas. This includes towing club trailers to events, assisting with room and hotel reservations, and coordinating transportation to and from events. While the amount of support needed varies from club to club, junior directors depend heavily on volunteers for the overall success of their programs.

Source: 2011 Survey; Section 4 Question 3
In junior sailing, traveling teams usually revolve around team racing and high school sailing. In the book “The Sports Parenting Edge,” Rick Wolff talks about the positive aspects of travel teams. Traveling teams are a very important component in any sport and in junior sailing, it provides young sailors the opportunity to experience team dynamics and team building which is a basic foundation for competitive team sailing. Wolff says, “Playing [sailing] on a team that demands a tremendous amount of time helps kids balance their time away from school.” Parents who understand this and offer their support enhance the experience not only for their own children, but also for the sailing team as a whole. “As one gets a little older, the experience of playing on a travel team also exposes them to more and more possibilities in their sport…it’s the travel teams where high school, prep school and college coaches usually find prospects to watch in the years to come.”

Another area where member volunteers make an impressionable contribution is on family days where non-member families visit and mingle with club members. All of the clubs interviewed have some sort of family day intended to foster camaraderie and fun for the families and kids. At Annapolis Yacht Club, Jay Kehoe says, “One of our best practices is that on every Tuesday we have a cookout and family sail

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44 Wolff, 2003 pg. 99
where kids come down, rig the boats and take their parents out sailing. It is awesome.”

“At San Diego Yacht Club, we use our weekly summer barbeques as an opportunity for kids and families to interact with each other and for non-member families to get to know our members. It’s also a great marketing tool for our club to give [non-member] families an opportunity to see what our club is all about.”

Parent Coaching

There are many books written on coaching for almost every sport. Some of the coaching methods are universal and others are very sport specific. Parent coaching in sailing is seen by most junior directors as problematic to their programs.

In his book Win or Lose, A Guide to Sports Parenting, Dan Saferstein, PhD suggests that parents should be careful when offering their kids coaching advice. “Too often sports advice feels better for the parent who is giving it than for the young athlete who has to hear it. Although parental advice is most often given out of love, the child can experience it as undermining, as giving the message you don’t know how to figure

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45 Kehoe Panel Discussion, 2011 US SAILING Yacht Club Summit
46 Anglin Interview, June 2011
things out so I’ll figure it out for you.” That is precisely why most junior programs provide coaching for students on the water and restrict parental access during regattas.

Parents sometimes push their kids too much as is documented in the book, Whose Game Is It, Anyway? By Richard Ginsburg, PhD, Stephen Durant, Ed.D and Amy Baltzell, Ed.D. These authors write, “We are living in an increasingly competitive and overscheduled sports culture. Our children are experiencing stresses and pressures that many of us never felt in childhood. In sports, our kids practice more often and longer, play on demanding travel teams, and are expected to win at every age and level.”

The counter point is that parents who coach their own children are sometimes afraid to push them at all. Hayes says “Parents don’t often nudge their children toward what they perceive to be risky behavior, especially at an early age. The natural parenting response to risk is to avoid it altogether.”

In sailing, it can be problematic when parents take on active coaching roles. Unless they are accomplished sailors themselves, they can

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47 Saferstein 2006 Pg. 19
48 Ginsburg, Durant, Baltzell, 2006 Pg. 119
49 Hayes, 2009 Pg. 198
actually restrict kids from progressing. “There is much evidence that if a parent isn’t familiar with the true risks of something, they will assume the risks to be much higher than they actually are. So if a parent never sailed, and thinks the lake is dangerous, there isn’t a chance their kids will sail either.”\textsuperscript{50}

In their Junior Sailing-Parenting Handbook, San Diego Yacht Club defines the expectations of parents with kids in the program. The SDYC program teaches, “Just like in soccer or baseball, there are sets of ‘guard rails’ to keep parents involved, but not too involved, in youth sailing:

- Leave the coaching to the coaches
- Lending your sailing advise and expertise is, believe it or not, sometimes un-welcome from your sailor
- Respect everyone around you
- Get Involved”\textsuperscript{51}

Both the AYC and SFYC Junior Program Parent Manuals are excellent resources for club managers and to use when evaluating their own parent manuals. They include program missions, codes of conduct, course curriculum as well as roles of students, instructors, and parents. (AYC and SFYC Junior Program Parent Manuals APPENDIX 11.)\textsuperscript{52}

\textsuperscript{50} Hayes, 2009 Pg. 199  
\textsuperscript{51} Reiter, Sinks, 2007 Pg. 4  
\textsuperscript{52} Permission to Reprint Granted by Jay Kehoe, Waterfront Director AYC and Forrest Gay, Sailing Director SFYC
Keelboat Programs and Fleet Racing

Dave Perry, one of the foremost authorities in youth sailing programs says, “One of the fastest growing areas in young adult sailing programs is the development of match racing and keelboats programs for juniors. Balboa Yacht Club in Balboa, California has been a leader in developing youth match racing with the Governors Cup.”

In 2005, US SAILING President Gary Jobson wrote, “Young people seem to disappear after college for 10 to 15 years. A club owned fleet allows sailing to take place during short time periods: a few hours. Clubs should work hard to keep this core age group involved by charging inexpensive dues, promoting junior member social activities and finding innovative ways to get them on the water.”

According to Jerelyn Biehl, “Today we see the East Coast clubs are becoming more active in team racing for the kids which is having a real impact on keeping younger sailors active at their clubs.”

Many clubs today are embracing keelboat programs in an effort to keep young sailors at their clubs. LYC in New York provides Ideal 18’s for members to use, CYC recently invested in Sonar’s for day sailing and

53 Perry Panel Discussion, 2011 US SAILING Yacht Club Summit
54 Jobson, June 2005 Sailing World Pg. 1-3
55 Biehl Interview, June 2011
fleet racing while GPYC, SDYC, SPYC, and StFYC all outfitted their programs with fleets of J-22’s to keep their young adult sailors actively engaged in sailing.

Keelboat programs provide young adults with boats and equipment that they cannot afford to purchase on their own. It provides additional ways to keep young sailors on the water in those critical years when we see the biggest attrition in the sport and keeps youth program evolving with the needs of the sailors. Operations and Logistics Manager Jesse Fielding of the All-American Offshore Team says “How do you keep young people in the sport of sailing and not lose them at the age of 18-21 after college? The answer is planting the right seeds when you are in the early stages of your youth sailing experience.” In addition, Fielding suggests that these types of programs keep young sailors interested and on the water. “There are so many options facing young sailors today and things like fleet racing and safety at sea programs help keep kids interested. The value of these programs, like the Larchmont Yacht Club Safety at Sea program, is that they generate life long sailors first by education.”

For more information about youth match racing opportunities around the United States, see the following websites with calendars of match racing events compiled by Dave Perry, US Sailing Team Alpha Graphics

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56 Fielding Panel Discussion, 2011 US SAILING Yacht Club Summit
Match Racing Coach & Chairman, and US Sailing Match Racing Committee (Exhibit 27).

Exhibit 27
Youth Match Racing Opportunities Around the United States

<table>
<thead>
<tr>
<th>Associations</th>
<th>Websites</th>
</tr>
</thead>
<tbody>
<tr>
<td>US SAILING Match Racing Calendar</td>
<td><a href="http://home.ussailing.org">http://home.ussailing.org</a></td>
</tr>
<tr>
<td>US SAILING Teams Page</td>
<td><a href="http://sailingteams.ussailing.org">http://sailingteams.ussailing.org</a></td>
</tr>
<tr>
<td>USSTAGG Regatta Info</td>
<td><a href="http://sailingteams.ussailing.org/calendar">http://sailingteams.ussailing.org/calendar</a></td>
</tr>
<tr>
<td>Women’s International Match Racing WIMRA</td>
<td><a href="http://www.wimra.org">http://www.wimra.org</a></td>
</tr>
<tr>
<td>North U. North Sails</td>
<td><a href="http://northu.com">http://northu.com</a></td>
</tr>
<tr>
<td>Clever Pig Calendar</td>
<td><a href="http://www.cleverpig.org">http://www.cleverpig.org</a></td>
</tr>
<tr>
<td>Intercollegiate Sailing Association ICSA</td>
<td><a href="http://www.collegematchrace.com">http://www.collegematchrace.com</a></td>
</tr>
<tr>
<td>Scuttlebutt Calendar</td>
<td><a href="http://www.sailingscuttlebutt.com">http://www.sailingscuttlebutt.com</a></td>
</tr>
</tbody>
</table>

Source: Dave Perry, 2011 US SAILING Yacht Club Summit

4. Program Financing

Clubs have three differing financial philosophies on how their junior programs should run: 1. Make a profit 2. Break even 3. Be subsidized by the club. These differing (sometimes conflicting) perspectives have many factors that will affect a club’s ability to accomplish its goals.
Year-round programs for example are more expensive to run than summer-only programs. These programs require more equipment, boats, sails, and resources etc.; create more wear and tear on the club’s assets, and produce less income from the spring, fall and winter programs.

Exhibit 28
Clubs Financial Philosophy for Junior Programs

Exhibit 28 shows that a majority of clubs, 57% expect to run their junior programs with no financial gains or losses (break even). When coupled with the 12.5% of clubs that expect to make a profit, the overwhelming expectation among clubs is to run their programs with no financial losses to the club. Further analysis however suggests that the more successful junior programs are in fact, subsidized by their clubs and
expect to run their overall programs at a financial loss. There is a correlation between summer-only programs and break-even budgets compared to year-round programs and club subsidies. The survey asked respondents how much money clubs spent to run their junior programs in 2010. The responses showed that clubs spent between $6,000 and $452,000 to run their junior programs, which included both summer-only as well as year-round programs.

Interviews with junior directors revealed that virtually all summer programs pay for themselves with program fees and other outside revenues; specifically fundraisers and direct member contributions. In clubs that provide the large year-round programs, the researcher found that the revenue stream does not keep up with all expenses incurred. Major components that add to these losses are: 1. Year-round wages 2. Higher coaching fees for advanced sailors and 3. Team travel expenses. While these do not represent all of the additional expenses clubs incur, they do account for the majority of cost overruns.

In the 2009 and 2010 symposium surveys, 50%-55% of responding clubs run summer-only programs, which attract higher levels of student participation. Six of the seven top junior programs in those surveys subsidize their programs (Exhibit 29). The seventh club runs a year-round program with limited on-the-water activity in the months when its
lakefront is frozen over. During those months, the program focuses on indoor classroom teaching, fundamental seamanship skills and boat maintenance, which require less instructors, payroll and overhead.

<table>
<thead>
<tr>
<th>Net Program Profit/Loss (Year-Round Programs)</th>
<th>2009 Net Profit/Loss</th>
<th>2010 Net Profit/Loss</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yacht Club #1</td>
<td>-130,000</td>
<td>-134,300</td>
</tr>
<tr>
<td>Yacht Club #2</td>
<td>-135,000</td>
<td>-118,000</td>
</tr>
<tr>
<td>Yacht Club #3</td>
<td>-105,000</td>
<td>-110,000</td>
</tr>
<tr>
<td>Yacht Club #4</td>
<td>-110,000</td>
<td>-82,000</td>
</tr>
<tr>
<td>Yacht Club #5</td>
<td>-42,000</td>
<td>-62,000</td>
</tr>
<tr>
<td>Yacht Club #6</td>
<td>-30,000</td>
<td>-51,600</td>
</tr>
<tr>
<td>Mean</td>
<td>-92,000</td>
<td>-92,650</td>
</tr>
<tr>
<td>Median</td>
<td>-107,500</td>
<td>-96,000</td>
</tr>
<tr>
<td>Yacht Club #7 (Limited Program)</td>
<td>Breakeven</td>
<td>Breakeven</td>
</tr>
</tbody>
</table>

Source: 2009 Survey Section V Question 3  
2010 Survey Section V Question 5

John Fretwell of SDYC says, “Having a clear vision of what success is will help clubs define their programs. Without a clear vision and stated goals of what your program stands for, you cannot put a price tag on it. Often people just look at the financial component, which in our view does not define a successful program. Providing a competitive program that produces world-class sailors has a price tag and is not always consistent with a financial goal of breaking even.”57

57 Fretwell Interview, June 2011
Respondents were asked what percentage of their overall operating budget the junior program represents. Exhibit 30 shows that 24 out of 35 clubs or 69% said their junior budget is anywhere from 1% to 6% of their total operating budget while 11 out of 24 or 31% said they spend between 9% and 20% of their operating budget on their junior programs.

In addition to wages, coaching fees and administrative expenses, the biggest up front cost to start a program is supplying the physical assets; boats, equipment, resources etc.
Exhibit 31
Does your club provide club owned boats for the junior program?

In Exhibit 31, clubs were asked if they provided club owned boats for their junior programs. 90% of clubs in the survey provide boats necessary to run these programs. This includes boats for instruction as well as support boats and coach boats. Some clubs look to members for donated inflatables to help defray some of the costs, but as the researcher found, the most successful programs use 501(c)(3) sailing foundations for donated boats and for money to fund the purchase of new boats and equipment for their programs. “It is very important for clubs to supply the assets at the entry level if at all possible. However once they start racing seriously, it is important for kids to have ownership in the boats. Many programs have a 501(c)(3) foundation buy
50% of the boat and have the kids buy the other half. It is a win-win situation and helps these kids stay in the program.”

5. 501(c)(3) Sailing Foundations

The researcher asked respondents if they currently have a 501(c)(3) sailing foundation associated with their club. Twenty-one clubs or 47.7% respond yes they do have sailing foundations affiliated with their clubs and 23 clubs or 52% do not (Exhibit 32).

Exhibit 32
Clubs with Sailing Foundations

Source: 2011 Survey; Section 2 Question 1

Craig Interview, April 2011
Of the clubs that do not have 501(c)(3) foundations, the researcher asked if they would be interested in developing a foundation. Surprisingly, only 26% of those respondents indicated an interest in starting a foundation with 52% stating that they are not interested (Exhibit 33).

Exhibit 33
Clubs Interested in Forming Sailing Foundation

Source: 2011 Survey; Section 2 Question 4

Chicago Yacht Club runs one of the top junior sailing programs and takes a slightly different approach with regards to how they use their foundation money. The Chicago Yacht Club Foundation, a 501(c)(3) organization, supports sailing for the greater Chicago boating community. Funds generated from the foundation are used to support
sailing throughout the community and are not allocated to one specific club. CYC has teamed up with corporate fundraisers and actively pursues large corporate cash donations (sponsorship money) for their overall sailing program. They have been able to raise several hundred thousand dollars annually through this sponsorship program. These sponsorship funds are unrestricted, which allows the club to decide how to best distribute the money throughout their race programs (including juniors). General Manager Jim Clark says, “We take our junior program very seriously and the club takes the approach that they will fund junior sailing to whatever level is needed to produce a great program. We don’t want to depend on foundation money, which may not always be available year to year to help fund our programs. Management budgets how much financing is required and the board appropriates the funds, in part, with money raised through these sponsorships.”

Philip Smith, Commodore of Eastern Yacht Club and a longtime practicing attorney with personal experience forming 501(c)(3) foundations for yacht clubs warns, “Clubs considering forming their own sailing foundations must be very careful in defining the mission and purpose of the foundation.” Commodore Smith has helped set up many 501(c)(3) foundations including the sailing foundation for the Pleon

59 Clark Interview, April 2011
60 Smith Panel Discussion, 2011 US SAILING Yacht Club Summit
Yacht Club, on Long Island Sound; one of the top junior sailing programs in the country.

The researcher found that sailing foundations primarily support junior programs through providing assets such as sailboats, safety boats, instructor boats and coach boats. Foundations provide funds for the purchase of new and used boats and are used as a conduit for individual donors looking to donate boats for a tax write-off. They also award scholarships and grants to junior sailors through contributions made to the foundation. 501(c)(3) sailing foundations have IRS requirements that stipulate they cannot be exclusive to one single yacht club.61

The RYC in Rochester New York recently spent several years researching and developing a community foundation for their junior sailing program. Vice Commodore Thomas Kankoski says, “The original idea behind forming the Rochester Community Boating Foundation (RCBF) was to help fund the junior sailing program.” Their committee found the most challenging aspect in setting up a foundation was the actual fundraising component. “We were fortunate to have two attorneys and an accountant on the founding board. This certainly helped facilitate the legal and tax filing process. Additionally other board members had experience at other foundations. What we were lacking was someone experienced in

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61 IRS Tax Code; 501(c)(3) Charitable Foundations
fundraising and this proved to be the most challenging aspect of getting the foundation off the ground. This is the main reason we decided to broaden the charter of the foundation to include environmental, educational and community aspects.”

San Diego Yacht Club Sailing Foundation is one of the strongest and well-funded sailing foundations of all the clubs researched. Their foundation’s mission statement is very clear: “The San Diego Yacht Club Sailing Foundation is a non-profit corporation created to promote national and international amateur sailing, maritime education and competition. The foundation supports these activities through outreach programs, training activities, provision of sailing equipment and facilities, and encouragement of participation in local, national and international nautical activities. The foundation wishes to encourage an interest in sailing education and competition, and maritime arts and sciences among people in the San Diego area.”

Junior Director John Fretwell highly supports the foundation saying, “The sailing foundation is the arm that provides the boats for our programs. It is one of many important aspects that helps make our junior program so successful.”

62 Kankoski Interview, April 2011
63 SDYCSF Website www.sdycsf.org
64 Fretwell Interview, June 2011
The SDYC Sailing Foundation committee offers its membership a wide range of options for donating to the foundation including legacy options. SDYC Sailing Foundation board member Sherri Campbell says, “The foundation is a great benefactor to the yacht club as well as the San Diego community at large. In addition to Olympic campaigns and amateur sailors, the foundation gives money to every high school sailing program in the county.”

Junior sailing programs that have access to 501(c)(3) foundations use them to help support their junior programs in various capacities. Some of the larger foundations (Exhibit 34) have websites and are available for reference online:

<table>
<thead>
<tr>
<th>Foundation</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annapolis Yacht Club Sailing Foundation</td>
<td><a href="http://www.aycfoundation.org">www.aycfoundation.org</a></td>
</tr>
<tr>
<td>Chicago Yacht Club Foundation</td>
<td><a href="http://www.chicagoyachtclub.com">www.chicagoyachtclub.com</a></td>
</tr>
<tr>
<td>Lauderdale Yacht Club Sailing Foundation</td>
<td><a href="http://www.lauderdaleyachtclubsailingfoundation.org">www.lauderdaleyachtclubsailingfoundation.org</a></td>
</tr>
<tr>
<td>Newport Harbor Sailing Foundation</td>
<td><a href="http://www.nhsailingfoundation.org">www.nhsailingfoundation.org</a></td>
</tr>
<tr>
<td>San Diego Yacht Club Sailing Foundation</td>
<td><a href="http://www.sdycsf.org">www.sdycsf.org</a></td>
</tr>
<tr>
<td>St. Francis Yacht Club Foundation</td>
<td><a href="http://www.stfsf.org">www.stfsf.org</a></td>
</tr>
<tr>
<td>Southport Sailing Foundation</td>
<td><a href="http://www.cleverpig.org">www.cleverpig.org</a></td>
</tr>
</tbody>
</table>

Source: Individual Yacht Club Websites

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65 Campbell Interview, June 2011
Other useful resources for researching 501(c)(3) foundations are:


6. Member Satisfaction / Recruitment

Membership Satisfaction

Overall member satisfaction with the junior programs their clubs provide is an important component for their success. A majority of club managers at the 2009 and 2010 yacht club symposiums expressed high member satisfaction in the junior programs they run. Every junior director and manager interviewed expressed the same sentiment; out of all the programs at their clubs, offering a good junior sailing program ranks as a high priority for members and contributes significantly to the overall member satisfaction at their clubs.

Club managers were asked to rate on a scale of one to ten, with ten being the highest rating of importance, how important is it to your members that your club runs a junior program? Exhibit 35 shows that 92.5% of all respondents scored the importance of junior programs to their membership at a seven or higher. 42.5% of respondents said their
membership considers their junior program to be at the highest level of importance to the club: a perfect ten out of ten.

Exhibit 35
Importance of Junior Programs to Club Members

Source: 2011 Survey; Section 6 Question 8

While the researcher found it difficult to quantify exactly what it is within the junior programs themselves that drives this member satisfaction, club managers agree these programs provide a real intangible benefit to their memberships. The level of importance given to junior programs in yacht clubs is very high and by offering quality programs, managers are able to add to that important element of overall membership satisfaction.
Membership Recruitment through Junior Programs

Club managers of all size yacht clubs use junior programs as a recruitment tool for new memberships. The successful clubs actively recruit for new junior members as well as regular adult members from the parents of these non-member participants. Exhibit 36 shows that 28 out of 41 or 63% of respondents consider their junior program to be a very important tool in the recruitment process for new members. Combined with clubs that believe it is somewhat important, 88% of clubs in the survey believe that there is at least some value in using their junior program as a marketing tool for new members.

Exhibit 36
Junior Programs used by Managers to Recruit New Members

Source: 2011 Survey; Section 6 Question 5
Michele Underwood, General Manager of California Yacht Club says, “We are always looking for ways to attract new members to the club and our junior program provides us with a perfect opportunity to market our club to families whose children have joined as junior members. Our junior program started out primarily as sailing instruction for kids in the summer as well as a racing team that competed in regattas. Now our program has grown to include year round instruction, coaching, scheduled practices and regattas as well as three high school sailing teams. With each development, we have new children interested in sailing and joining either as junior members or as part of a high school sailing team. This has provided an avenue for membership recruitment as parents see the advantage of the whole family joining the club once the child regularly comes to the club. We have seen a recent increase in young families joining the club via the junior program and have developed more family activity programs because of it.”

7. Discussion of Best Practices
San Diego Yacht Club received the highest number of votes for best practices from those CMAA members who participated in this research. One of the leading visionaries of the San Diego Yacht Clubs junior sailing program is world renown sailing figure, Mayland Burnham, a longtime member and benefactor of that club. Burnham’s legacy to the club has

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66 Underwood Interview September 2011
been his never-ending pursuit of promoting the best quality sailing experience for young sailors, no matter what age or skill level. He believes that if you teach young sailors to be true to seven guiding principles that he calls “Virtues of Excellence,” you will lay the foundation for great sailors and clubs that fully embrace these principles will be successful (Exhibit 37). Mayland Burnham’s vision has become the hallmark of the SDYC junior program, a program that has produced hundreds of professional sailors and Olympic medalists in almost every sailing class imaginable. Burnham’s seven “Virtues of Excellence” are:

Exhibit 37
Virtues of Excellence

<table>
<thead>
<tr>
<th>“SDYC Virtues of Excellence”</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Plan Ahead – Set Personal Goals</td>
</tr>
<tr>
<td>2. Commitment – Take Responsibility</td>
</tr>
<tr>
<td>3. Hard Work – Be Prepared</td>
</tr>
<tr>
<td>4. Dedication – Never Give Up</td>
</tr>
<tr>
<td>5. Teamwork – Everyone Contributes</td>
</tr>
<tr>
<td>6. Play by the Rules – Be Honest, Ethical and Fair</td>
</tr>
<tr>
<td>7. Follow Through – Take Action to Achieve Your Goals</td>
</tr>
</tbody>
</table>

Source: Terry Anglin, CCM CCE General Manager SDYC
These seven salient principles, if applied throughout all levels of a junior sailing program, will help define its success. While every club defines their junior program based on the needs of their membership, the programs themselves are a source of inspiration for young sailors, parents, instructors, coaches, and members alike. Successful programs strive to give kids life long experiences, and by doing so, keep them interested in the sport.

Through this study the researcher found the following best practices in use by junior sailing programs around the country that contribute to their success.

**Best Practices**

- Define what a junior sailing program means to your club and write a mission statement that clearly articulates what you want your program to be. Then make decisions for your junior program based on that mission. (For a list of sample mission statements, see APPENDIX 12.)

- Provide a variety of educational activities and on-the-water instruction to satisfy all levels of sail education. Include beginning learn-to-sail programs, and intermediate and advanced programs that include team and fleet racing. Clubs that offer these programs help keep young sailors engaged in the sport over the long run.
• By providing a variety of advanced sailing programs, clubs tend to attract larger numbers of young sailors and are recognized as having more successful programs overall.

• Junior program participation has increased steadily over the past five years. Tracking trends and statistics like these from clubs in your area can be an important tool when planning future programs and committing funds.

• The average ratio between junior memberships and regular memberships from clubs with successful programs is between 7.6% and 7.8% of the membership.

• Most successful junior programs are open to non-member participation. The majority of these clubs charge a premium rate for non-members to help offset program costs.

• Junior programs serve as excellent opportunities for community outreach, which allow clubs to maintain good relations with the local community. In many cases outreach programs satisfy requirements of local municipalities where lease requirements stipulate that clubs participate in various forms of community outreach.

• High school sailing is one of the fastest growing areas of youth sailing today. Clubs that support and embrace high school sailing are benefitting from these programs greatly. Through increased student participation, new sources of revenue are established for
the clubs. In addition, high school sailing programs provide another opportunity for young sailors to stay involved around their clubs. It also introduces sailing to a targeted age group that typically represents the highest dropout rate in the sport.

- Mentoring programs work and are excellent ways to develop legacy programs within junior sailing. Returning sailors and instructors keep club traditions alive and are an excellent resource for future instructors, coaches and program directors.

- Outside professional coaching is on the rise and successful junior programs are finding ways to integrate this type of coaching into their programs. At the same time, parental coaching is universally discouraged as it creates more issues for junior directors who try to provide a consistent program for all sailors.

- Strong junior programs have well-organized parental support groups that interface directly through the junior directors. Successful committees, on average, are kept to ten members or less and give junior directors the authority to run their program for the betterment of all participants; programs that are not favored toward the children of committee members.

- A key common denominator among successful programs is the ability to provide paid professionals. The most common positions include junior directors, sailing instructors, coaches and administrative assistants.
• Junior directors who stay in their positions for four years or longer provide more consistency to junior programs than directors who stay for lesser years. Revolving directors who spend less than two years with a club can often do more harm to the consistency of a junior program in the long run than good.
• Spending the time and money to hire the good quality instructors is one of the most important factors in building a successful program.
• Creating an environment that attracts the sailors to return as instructors each year to teach the next generation of kids, is a key component to building consistency and a culture that is unique to successful clubs.
• The instructor vs. student ratios used in the most successful junior programs are 1:4 for beginner sailors; 1:6 or less for intermediate sailors; 1:8 or less for advanced sailors.
• Sailors between the ages of 15 and 25 represent the largest age group of leaving the sport today. Keelboat programs are one of the best practices being embraced by clubs today, which provide opportunities for young sailors to stay involved in the sport and continue as active members of the club. In most cases, young adult sailors cannot afford to purchase boats of their own. Clubs that provide access to club-owned boats are having success in
keeping young adult active at their clubs after high school and college sailing.

- A majority of clubs budget their junior programs to run at no financial loss. The successful programs in this research, however, subsidize their programs and seek various ways to help offset those costs. The average club subsidy from the most successful programs is approximately $92,000 annually.

- 501(c)(3) sailing foundations provide significant financial help for junior programs by donating program assets such as boats, equipment, and resources to these programs. Sailing foundations also provide grants, and scholarships for kids without the financial means to participate in these programs. Most of the successful programs in one way or another have access to sailing foundations.

- Membership satisfaction among junior programs rates as one of the highest priority in yacht clubs. Successful junior sailing programs provide very positive contributions to the overall membership satisfaction at their clubs.

- Junior programs can be a very good source for potential new members. Active recruitment of junior members from these programs as well as parents of the non-member participants is a common practice among successful clubs. Managers who use this as a resource for attracting new members are seeing an increase in
family memberships and a lowering trend of the average age of candidates applying at their clubs.

- Successful junior programs teach life skills in addition to sailing skills and provide unique and significant experiences that will remain with these kids for a lifetime. This best practice is intangible, but an important byproduct of operating a successful program.

- Developing core principals or “Virtues of Excellence” for junior programs serve as models for all junior sailors and for program staff. These principles, if applied throughout all aspects of junior sailing, will enhance any program giving it clear focus and a template to follow for consistency year to year.
Conclusion

The five basic tenets outlined at the beginning of this document are key elements that help define successful junior sailing programs. These five tenets may vary in how they are applied from program to program but together, serve as major components that drive their success. Although clearly defined as key elements for successful junior sailing programs, these tenets can be applied to all sport related youth programs throughout the private club industry. In summary, successful junior sailing programs:

A. Deliver quality sailing instruction at all levels to the participants, from learn-to-sail programs to competitive racing. Whether the program is junior sailing, junior golf, junior tennis, club swim teams or any junior sport, providing quality instruction is one of the most fundamental components for achieving success. Hiring and retaining a quality junior director and building a program that utilizes his or her skills over several years will provide a solid foundation for the program and will build consistency from year to year. Quality instruction that comes from paid coaches, mentors and teaching professionals all play a key role in program development, program structure, and course curriculum, which also contributes to program consistency over time. Clubs that offer a full range of instruction for every skill level and dedicate
the resources, facilities, and instructors to implement these programs are recognized by club managers and junior directors across the country as operating the most successful junior sailing programs with the best practices.

B. Include a mechanism for organized parental involvement.

Carefully organized parental involvement is a key component in successful junior programs and plays a critical role in any child’s development, both in individual sports as well as team sports. Junior directors rely heavily on member volunteers for support, especially as it relates to team travel and for logistical help when hosting regattas at their clubs. It should be noted that the best parental roles are in advisory capacities only. The planning, organizing and implementation of these programs are best provided by the junior directors themselves.

C. Offer funding mechanisms through a variety of sources including local 501(c)(3) sailing foundations. This is often times a make or break component for a successful youth program. Clubs that fully fund their junior programs are the ones that provide the most opportunity for growth, both for the sailors and for the program itself. Clubs that find it difficult to fund their junior programs through existing club resources as well as clubs looking to develop new junior programs should consider alternative funding sources. Development of a 501(c)(3) sailing
foundation is one way of providing additional funding and can be a valuable resource for adult sailing programs as well. 501(c)(3) sailing foundations such as the ones outlined in this document can serve as useful models for other clubs with youth sports programs.

D. Provide sailing opportunities for youth sailors beyond the immediate junior sailing program. In addition to the instruction offered through a club's own youth sailing program, traveling teams as well as high school sailing teams expose young sailors to greater levels of competition in other cities, states and countries, which allows for a much higher level of competition under a variety of conditions. Opportunities such as these help strengthen the development of junior programs and can provide educational opportunities for kids, including life skills, that would be beneficial in any sport.

E. Contribute in a meaningful way to the overall member satisfaction of the club. In yacht clubs, this is very important. It is clear that when a junior program provides a sense of pride and overall satisfaction to the club members, it is easier to get support and funding for these programs. Clubs that are successful in implementing these best practices enjoy the residual effects such as increased family participation, greater
member enjoyment of the club as well as provide a potential pipeline for new members to join the club.

Olympic Gold Medalist and Star World Champion Mark Reynolds offers these words for managers striving to build successful junior sailing programs: “When I started out as a junior sailor at the club [SDYC], the whole program was based around competitive sailing. Everyday after school and on the weekends my friends and I would head to the yacht club and go sailing. Kids who lost interest in the competitiveness usually left the program. Today the junior program has grown huge and offers everything from beginning sailing for kids who just want to learn to sail a boat, to the serious competitive sailing that makes kids strive to compete. I believe competition is what the kids are there for. Having been in the presence of Dennis Connor, Lowell North, Mayland Burnham, and Carl Eichenlaub growing up, a real energy was created for my friends and I. It was the competition that kept us coming back and for me, it was all about winning. Many [of us] went on to win national titles and world championships and some came back and taught the next generation of kids. That’s what really built the [SDYC] junior program up, hanging around your mentors and learning from them…but it takes time. Successful programs are not built overnight. It takes dedication and hard work, but most of all it takes commitment from the kids, the parents, and
from the yacht clubs to support these programs. There are so many choices for kids out there today and sailing is just one of them.”

Building successful junior sailing programs takes time, money, resources, volunteers and a commitment from the membership to support such an effort. Success is defined in many different ways to many different clubs and there is no one formula that fits all. Throughout this research it was found that every club that supports junior sailing does so based on the needs and desires of their individual membership. The intent of the researcher was to pull together the best practices used by successful junior sailing programs from yacht clubs across the country as a model for managers to consider when building new programs or strengthening existing programs already in place.

Gary Jobson, President of US SAILING is one of the most articulate and outspoken proponents of building the future of this sport and has lectured at yacht clubs across the country in support of these types of programs. Through his leadership, junior sailing is on the rebound and continues to evolve. Club managers interested in building or enhancing their junior programs, should use the many resources available to them through the US SAILING website at

www.ussailing.com, and the resources listed in this document.

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67 Reynolds Interview, September 2011
References


Appendices

APPENDIX 1 ........ 2009 Yacht Club Symposium Survey Instrument

APPENDIX 2 ........ 2009 Yacht Club Symposium Survey Results

APPENDIX 3 ........ 2010 Yacht Club Symposium Survey Instrument

APPENDIX 4 ........ 2010 Yacht Club Symposium Survey Results

APPENDIX 5 .......... Yacht Club Manager Survey Advisors

APPENDIX 6 .......... 2011 MCM Junior Program Survey Instrument

APPENDIX 7 .......... 2011 MCM Junior Program Survey Results

APPENDIX 8 .......... 2011 Junior Program Ranking

APPENDIX 9 .......... High School Sailing Symposium


APPENDIX 11 .......... AYC and SFYC Junior Program Parent’s Manuals

APPENDIX 12 .......... Sample Mission Statements