

(North) Carolina Youth Rugby Draft 2009-2014 5 Year plan

Carolina Youth Rugby P.O. Box 12585, Charlotte, NC 28220

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Rev 5
Dated
May 22nd, 2009
Author : Neil Redgard

A. Executive Summary:

This document identifies the 5 year strategic goals, objectives and implementation strategies for (North) Carolina Youth Rugby to maximize the development of the “junior” game in North Carolina, encompassing

- U19/U17 Single School High School
- U19/U17 Community Club
- U15/U13 Community Club/Single School Middle School
- U11 Club and U11 Single School Elementary

for both boys and girls. It also lists the prioritized goals for 2009 in Appendix 1.

The objective is to develop a state based governing organization for the “junior” game, complemented by both state and regionally based implementation and support structures, that will enable explosive, sustainable growth in player and volunteer participation, whilst lowering the average age at which North Carolinians are introduced to rugby. Achieving these objectives will lead to a six fold increase in the number of players, increased competition at all levels, improved player development pathways and ultimately improved NC Youth Rugby All Star and Junior Eagle team performance, as well as providing a stepping stone for Rugby to achieve varsity status with NCHSAA.

In support of achieving these objectives are 6 key strategic initiatives:

1. Player Participation and Development Program
2. Sustainable Funding Model
3. Professional State Based Administration and Governance
4. Cohesive Competitive Structures
5. Coordinated Coach and Referee Development
6. Maintaining Rugby’s Unique Culture

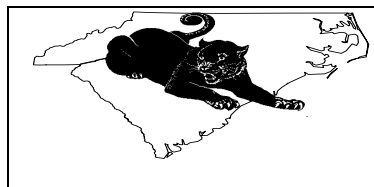
The goals and implementation strategies associated with these 6 initiatives detailed in this document are largely based on USA Rugby’s draft National Youth and High School Director’s 2009 5 Year Strategic Plan.

B. Vision/Mission:

Vision : “To inspire young Americans to fall in love with rugby.”

Mission : “To provide opportunities for all youth to learn and play rugby in a safe and fun environment, honoring the traditions of the game.

- Respect
- Discipline
- Leadership



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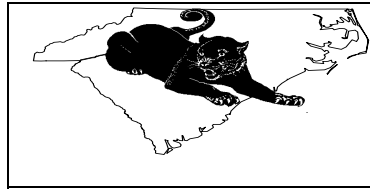
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C. 5 Year Goals:

1. Player Participation & Development Program

- U11/Elementary (Non Contact - Rookie Rugby)
 - 6,000 annual participants through Physical Education programs, After School programs, Parks and Rec, etc.
 - At least 25% of these participants become members of USA Rugby's Rookie Rugby Club.
 - At least 5% of these participants become members of a U11 team
- U15/Middle School (Midi Rugby and non-contact)
 - Youth Non Contact Programs – 20 programs with 600 registered players
 - 50% of youth non contact players go on to play contact.
 - Youth Contact Teams – 40 teams (30 boys, 10 girls) up to U15 playing contact Rugby (school or community based) with 1,000 registered players
 - 75% of contact players go on to play High School / U19 rugby
- U19 & Single High School (U19 Variations to IRB Laws)
 - 120 registered teams with 3'000 registered players as follows:
 - U19 Boys Club Teams – 40 registered teams with 1,000 registered players
 - > 25% of U19 Team players go on to play in college.
 - > 25% of U19 Team players go on to play in U21 Community Clubs
 - U17 Boys Club Teams – 15 registered teams with 250 registered players (estimated 10 fold increase).
 - 75% of U17 Team players go on to play U19
 - Single High School Boys U19 Club Teams -40 registered teams with 1,000 registered players (estimated 5 fold increase) and > 3 teams achieving Varsity Status within that school
 - >25% of graduating High School players go on to play in collegiate club system
 - >25% of graduating High School players go on to play in U21 Community Clubs
 - Single High School Boys U17 Club Teams -15 registered teams with 300 registered players (estimated 5 fold increase) and > 3 teams achieving JV Status within that school
 - 75% of graduating U17 players go on to play at U19 level
 - U19 Girls Teams 10 registered teams with 300 registered players (estimated 5 fold increase).
 - >25% of U19 Girls Team players go on to play in college.
 - >25% of U19 Girls Team players go on to play in Community Clubs



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2. Sustainable Funding Model

- Target \$120'000 of total funding dedicated to the development of Junior rugby before in kind support, as follows:
- Membership: \$60'000 (approximate 6 fold increase)
- Sponsorship & grants \$60'000

3. Professional State Based Administration & Governance

- Recruit and replace Board members as necessary to form a Board with the required qualifications and experience to meet USA Rugby's guidelines for SBROs
- Restructure NCYR to delegate operations from Board level to sub-committees
- Re-unite NCHSRA and NCYR
- Operate a fully functioning website and other necessary means of electronic communication
- Implement a web-based database system for player/team registration, central collection of CIPP and membership dues and player tracking
- Recruit a full time professional Executive Director
- Recruit a full time professional Game Development Officer
- NCYR to achieve Level 4 SBRO status with USA Rugby – Fully Functioning SBRO.

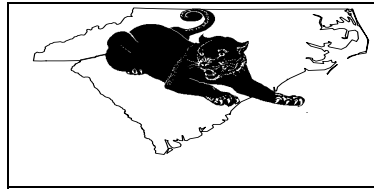
4. Cohesive Competitive Structures

- Establish regional geographic conference structures to suit PPDP objectives of Goal 1
- Establish state championship for U11 through U19 for boys and girls for both community club and single school teams (as required)
- Provide pathway to USA Rugby sponsored Regional and National Championships for top State HS and U19 teams.
- Establish regional All Star Academies to identify local talent and provide players to State U19 and U17 All Star teams
- State All Star teams to compete in USA Rugby High Performance Unit approved All Star Competitions.

5. Coordinated Coach & Referee Development

- Implement State based coach and referee development programs leading to:
 - 100 certified Level 1 Introducing Rugby coaches by December 2014
 - 50 certified Level 2 Developing Rugby coaches by December 2014
 - 150 certified active youth referees by December 2014
 - 50 registered Rookie Rugby coaches by December 2014
 - 10 Rookie Rugby educators by December 2014

The above goals are to be achieved in collaboration with USA Rugby Coach and Referee Development department initiatives.



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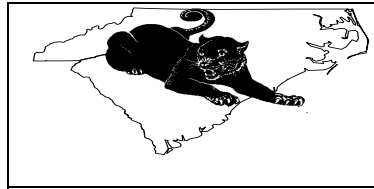
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6. Maintaining Rugby's Unique Culture

- Standardize referee's pre-match talk to teams to cover
 - Safety at the tackle, scrum, ruck and maul
 - Respect for officials, opposition and team mates
 - Discipline and Leadership
- Implement Positive Coaching Alliance training initiatives leading to :
 - Every team having a PCA Rep/Culture Keeper
 - Administrators, referees, coaches, players and parents all following the principles of courage, loyalty, sportsmanship, discipline and teamwork
 - Every game finishing with an after game social attended by all administrators, referees, coaches, players and parents present at the game
- Implement Codes of Conduct for Administrator's, Coaches, Referees, Players, Parents and Spectators
- Implement disciplinary procedures for reporting, recording and tracking yellow and red cards, breaches of codes of conduct and subsequent disciplinary action
- Fostering links to the following external members of the wider rugby community:
 - North Carolina Rugby Union
 - Men's clubs in North Carolina
 - Women's clubs in NC
 - College clubs in North Carolina
 - Virginia Youth Rugby
 - South Carolina Youth Rugby
 - Tennessee High School Rugby
 - Georgia High School Rugby



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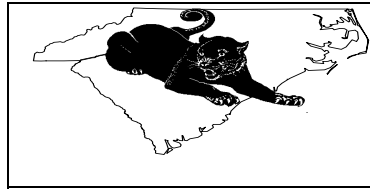
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D. Game Development Programs and Implementation Strategies:

1. Youth Participation & Player Development Program

- U11/Elementary School - Rookie Rugby Participation
 - Launch an awareness, promotion and participation campaign to explode youth participation in Rookie Rugby during and after the school day to target of 6,000 players annually.
 - Partner with local youth programs at schools and youth organizations to support rugby programming.
 - Form partnerships to promote the game and facilitate rugby's inclusion as a systemic part of the NC educational system.
 - Form partnerships to develop urban-youth participation programs where there is a high concentration of schools, youth organizations and young people.
 - Establish programs, curriculum and systems to support and track growth in participation
 - Establish coach, referee and player development resources to facilitate growth in the U11/Elementary School game.
 - Establish 10 non-contact U11 Rookie programs throughout the state through school and community rugby programs.
- U11/Elementary School - Rookie Rugby Development
 - 25% of participants become members of USA Rugby's Rookie Rugby.
 - 5% of participants become members of a U11 team
 - Ensure player identification with USA Rugby and Rookie Rugby brand early on through any points of contact available to the young players.
 - Establish a database of participants to enable continuous communication and promotional programs to encourage players to join local clubs.
 - Inform local clubs of participation program in their local areas and encourage local relationships and partnership wherever possible.
 - Promote models of best practice for youth programs to follow to develop players through middle and high school.



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- U15/Middle School Non Contact Teams (Summer Activity)
 - Establish 20 non-contact youth rugby programs throughout the state through school and community rugby programs. 50% go on to play contact rugby
 - Assist in creation of national programs, curriculum and systems that can be replicated locally to support the development and growth of such youth programs.
 - Encourage state-based competitions, exhibitions and championships to use Rookie Rugby as the introductory game.
 - Educate coaches, parents, educators and administrators as to the additional benefits of playing contact rugby and safety considerations in implementing such programs

- U15/Middle School Youth Contact Teams
 - Establish 40 (30 boys and 10 girls) Youth Contact Rugby Teams including U15 and Middle School teams throughout the state to provide a development pathway for Rookie Rugby participants and teams. 75% go on to play High School, U17 or U19.
 - Establish contact programs in community clubs that have adequate coaching resources as early as U11, in addition to supporting contact programs affiliated with middle schools such as U13 and U15 programs.
 - Create state programs, curriculum, recommended rules continuum, coach and referee development resources to facilitate safe introduction of young players to contact rugby.
 - Encourage creation of state sponsored competitions and championships for young players using standardized continuum state-wide, as recommended by USA Rugby.
 - Approach all High School/U19 teams to establish Middle School/U15 teams wherever possible.
 - Establish coach, referee and player development resources to facilitate growth in the U15/Middle School game.

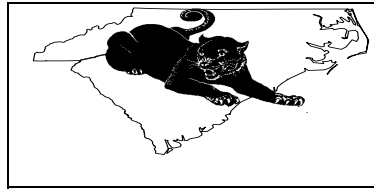
- U17/U19 Single High School Teams
 - Establish 40 U19 and 15 U17 Single High School Rugby Teams with a goal of moving towards varsity sanctioning and ultimately interscholastic state athletic association recognition.

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- Promote rugby opportunity to High School Principals and Athletic Directors as a unique and powerful vehicle for promoting state gender equity balance, opportunity in a full contact sport, and student-athlete physical and social development.
- Establish relationships with local public school athletic leagues & programs.
- Work effectively with athletic administrators and interscholastic officials within the state high school associations.
- Attend state based convention of North Carolina High School Athletic Association and other relevant interscholastic conferences to network and promote rugby opportunity.
- Assist USA Rugby to establish national database of college club and varsity rugby teams. SBROs to work with LAU and TUs to establish contacts at colleges, share player information and disseminate to coaches and parents to support player recruitment and admission processes wherever possible.
- Assist USA Rugby to establish national database of Adult teams. SBROs to work with LAU and TUs to establish contacts at senior clubs, share player information and disseminate to coaches and parents to support player recruitment wherever possible.
- Establish coach, referee and player development resources to facilitate growth in the U17/U19 single High School game.
- U17 & U19 Community/Club Teams
 - Establish 40 U19 & 15 U17 Team programs to facilitate increased participation in the game where High School programs cannot be established as a first-step.
 - Use all relevant tactics from those above to develop relationships and feeder systems to the local U17 & U19 program.
 - Establish relationships with successful Adult Clubs for purposes of sharing facilities, human resources and ongoing player development.
 - Follow same process as above regarding college admission.

2 Sustainable Funding Model

- Target \$120'000 of total funding dedicated to the development of Junior rugby before in kind support, as follows:
 - Membership: \$60'000 (approximate 6 fold increase)
 - Sponsorship & grants \$60'000 (approximate 50 fold increase)



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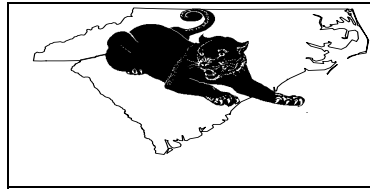
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3. Professional State Based Administration & Governance

- Recruit and replace Board members as necessary to form a Board with the required qualifications and experience to meet USA Rugby's guidelines for SBROs
 - Fill the following vacant board positions :
 - Secretary, Single School Side Representative, Community Club Side Representative
- Restructure NCYR to delegate operations from Board level to sub-committees
 - Create the following sub-committees, find volunteers and set goals/terms of reference etc:
 - U19 Boys , Single High School Boys, U15/U13/U11 Boys, Girls, All Stars, Referee and Coach Development, Culture Keeping
- Re-unite NCHSRA and NCYR
 - NCYR Board and NCHSRA leadership to work together to develop a plan to address the concerns/requirements of both parties.
- Operate a fully functioning website and other necessary means of electronic communication
 - NCYR Board to find > 2 volunteers to be responsible for web site and other forms of electronic communication.
- Implement a web-based database system for player/team registration, central collection of CIPP and membership dues and player tracking
 - Work with USA Rugby on Beta version of new registration system.
- Recruit a full time professional Executive Director
 - Define job definition, responsibilities and candidate skills profile
 - Identify potential candidates
 - Secure sufficient funding
 - Employ suitable candidate
- Recruit a full time professional Game Development Officer
 - Define job definition, responsibilities and candidate skills profile
 - Identify potential candidates
 - Secure sufficient funding
 - Employ suitable candidate



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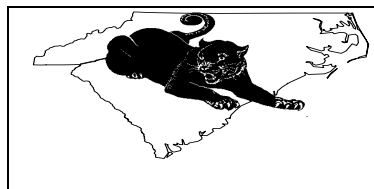
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- NCYR to achieve Level 4 SBRO status with USA Rugby – Fully Functioning SBRO.
 - Develop plan with USA Rugby

4. Cohesive Competitive Structures

- Establish regional geographic conference structures to suit PPDP objectives of Goal 1
 - Establish 5 U19 Boys Community Club Conferences (2 Div 1 and 3 Div 2)
 - Establish 3 U17 Boys Community Club Conferences (2 Div 1 and 1 Div 2)
 - Establish 5 U19 Single School High School Conferences (2 Div 1 and 3 Div 2)
 - Establish 3 U17 Single School High School Conferences (2 Div 1 and 1 Div 2)
 - Establish 3 regional U15 Boys Conferences (2 Div 1 and 1 Div 2)
 - Establish 3 regional U13 Boys Conferences (2 Div 1 and 1 Div 2)
 - Establish 2 regional U11 Coed Non-contact Conferences
 - Establish 2 regional U19 Girls Conferences
- Establish state championship for U11 through U19 for boys and girls (coed at U11) for both community club and single school teams (as required)
 - Establish play off system based on above conference structure
- Provide pathway to USA Rugby sponsored Regional and National Championships for top State HS and U19 teams.
 - Establish a fair system of selecting representatives to Regional/Nationals if state play is not completed before selection is required.
- Establish regional All Star Academies to identify local talent and provide players to State U19 and U17 All Star teams
 - Establish 3 regional All Star Academies to meet during fall and spring to assist in development of All Star program.
 - Establish a NC regional All Star Tournament to act as the selection process for final state All Star squad
- State All Star teams to compete in USA Rugby High Performance Unit approved All Star Competitions.
 - Enter U17 and U19 boys and girls teams to two annual USA Rugby High Performance Unit sanctioned events
 - Compete in any future USA Rugby All Star Academy League



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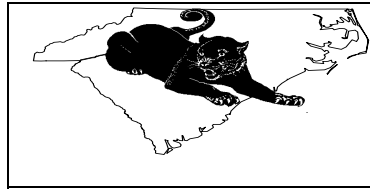
5. Coach & Referee Development

- Implement State based coach and referee development programs leading to:
 - 100 certified Level 1 Introducing Rugby coaches by December 2014
 - Arrange annual local certification courses in conjunction with USA Rugby
 - Reach out to local college undergraduates to become assistant coaches
 - 50 certified Level 2 Developing Rugby coaches by December 2014
 - Arrange local certification courses in conjunction with USA Rugby
 - Reach out to local college undergraduates to become assistant coaches
 - 150 certified active youth referees by December 2014
 - Arrange local certification courses in conjunction with USA Rugby
 - Reach out to local college undergraduates to become youth referees
 - Reach out to U19 All Star players to become youth referees
 - 50 registered Rookie Rugby coaches by December 2014
 - Arrange local certification courses in conjunction with USA Rugby
 - Reach out to local college undergraduates to become Rookie Rugby coaches
 - Reach out to U19 All Star players to become Rookie Rugby coaches
 - 10 Rookie Rugby educators
 - Arrange local certification courses in conjunction with USA Rugby (PJ Anderson, Robert Joseph and Jonathan Worrall are already qualified educators)

The above goals are to be achieved in collaboration with USA Rugby Coach and Referee Development department initiatives.

6. Maintaining Rugby's Unique Culture

- Standardize referee's pre-match talk to teams to cover
 - Safety at the tackle, scrum, ruck and maul
 - Respect for officials, opposition and team mates
 - Discipline
 - Leadership
- Ensure two independent certified referees are available to run touch at play off games and finals and any games played with large crowds



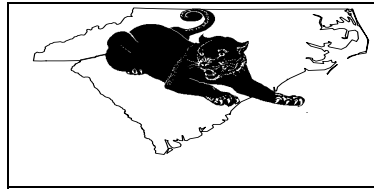
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- Ensure independent certified referee is available as a 4th official at games where large crowds are expected
- Implement Positive Coaching Alliance training initiatives leading to :
 - Every team having a PCA Rep/Culture Keeper
 - Administrators, referees, coaches, players and parents all following the principles of courage, loyalty, sportsmanship, discipline and teamwork
 - Every game finishing with an after game social attended by all administrators, referees, coaches, players and parents present at the game
- Implement Codes of Conduct for Administrator's, Coaches, Referees, Players, Parents and Spectators
- Implement disciplinary procedures for reporting, recording and tracking yellow and red cards, breaches of codes of conduct and subsequent disciplinary action
- Fostering links to the following external members of the wider rugby community:
 - North Carolina Rugby Union
 - Men's clubs in North Carolina
 - Women's clubs in NC
 - College clubs in North Carolina
 - Virginia Youth Rugby
 - South Carolina Youth Rugby
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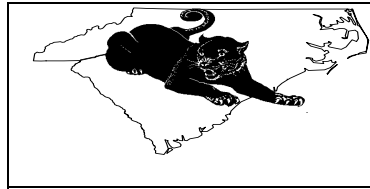
Appendix 1: 2009-10 Priorities

The following priorities are suggested by the NCYR President for review and comment by NCYR membership prior to submission for Board approval in June 2009.

Once reviewed and approved with any comments they will be tracked using a 100-day plan that is will be updated on a monthly basis. The 100 day plan will assign responsibility for each task to a given person or group of people.

1. Player Participation & Development Program

- U11/Elementary (Non Contact Rookie Rugby)
 - Launch an awareness, promotion and participation campaign to explode youth participation in Rookie Rugby during and after the school day to target of 1,000 players in 2009.
 - Partner with local youth programs at schools and youth organizations to support rugby programming.
 - Form partnerships to promote the game and facilitate rugby's inclusion as a systemic part of the NC educational system.
 - At least 25% of the participants to become members of USA Rugby's Rookie Rugby Club.
 - Establish 4 U11 Non Contact Rugby programs at community clubs with > 80 registered players
- U15/Middle School (Midi Rugby and non-contact)
 - Approach all High School and U19 teams to establish Middle School/U15 teams wherever possible.
 - Establish coach, referee and player development resources to facilitate growth in the U15/Middle School game.
 - Youth Non Contact Programs – 5 summer programs with 150 registered players.
 - Youth Contact Programs – 8 U15 teams with 120 registered players and 8 U13 teams with 120 registered players.



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- U19 & Single High School (U19 Variations to IRB Laws)
 - U19 Boys Club Teams – 10 registered teams with 250 registered players by end of 2009
 - U17 Boys Club Teams or U19 B Sides– 5 registered teams with 125 registered players
 - Single High School Boys U19 Teams -10 registered teams with 250 registered players
 - Single High School Boys U17 or U19 B Side -5 registered teams with 125 registered players
 - U19/High School Girls Teams - 4 registered teams with 100 registered players

 - Promote rugby opportunity to High School Principals and Athletic Directors as a unique and powerful vehicle for promoting state gender equity balance, opportunity in a full contact sport, and student-athlete physical and social development.

 - Build on relationships with local public school athletic leagues & programs.

 - Work effectively with athletic administrators and interscholastic officials within the state high school associations.

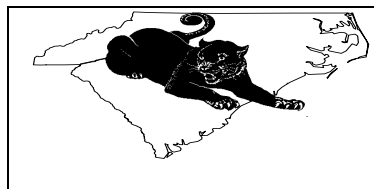
 - Attend state based convention of North Carolina High School Athletic Association and other relevant interscholastic conferences to network and promote rugby opportunity.

2. Sustainable Funding Model

- Target \$45'000 of total funding for 2010 dedicated to the development of Junior rugby before in kind support, as follows:
 - Membership: \$35'000
 - Sponsorship & grants \$10'000

3. Professional State Based Administration & Governance

- Change name to North Carolina Youth Rugby
- Recruit and replace Board members as necessary
 - Fill the following vacant board positions :
 - Secretary, Single School Side Representative, Community Club Side Representative



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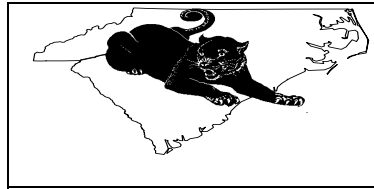
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- Restructure NCYR to delegate operations from Board level to sub-committees
 - Create the following sub-committees, find volunteers and set goals/terms of reference etc:
 - U19 Boys , Single High School Boys, U15/U13/U11 Boys, Girls, All Stars, Referee and Coach Development, Culture Keeping
 - Review need for other sub-committees eg Tournaments
- Re-unite NCHSRA and NCYR
 - NCYR Board and NCHSRA leadership to work together to develop a plan to address the concerns/requirements of both parties.
 - Plan to be implemented in Summer through Fall of 2009
- Operate a fully functioning NCYR website
 - NCYR Board to find > 2 volunteers to be responsible for web site and implement regular updates from Fall 2009 onwards.
- Implement a web-based database system for player/team registration, central collection of CIPP and membership dues and player tracking
 - Work with USA Rugby on Beta version of new registration system

4. Cohesive Competitive Structures

- Establish regional geographic conference structures to suit PPDP objectives of Goal 1
 - Establish 2 U19 Boys Community Club Conferences with total of 10 teams by end of 2009 for 2010 spring playing season
 - Establish a U17 Boys Community Club Conferences or U19 B Side with total of 5 teams by end of 2009 for 2010 spring playing season
 - Establish 2 U19 Single School High School Conferences with total of 10 teams by end of 2009 for 2010 spring playing season
 - Establish a U17 Single School High School or U19 B Side Conference with total of 5 teams by end of 2009 for 2010 spring playing season
 - Establish 2 regional U15 Boys Conferences each with 4 teams
 - Establish 2 regional U13 Boys Conferences each with 4 teams
 - Establish a U19/High School Girls Conference with 4 teams



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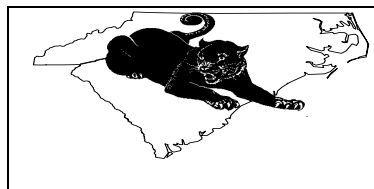
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- Establish state championship for U13 through U19 for boys and girls for both community club and single school teams (as required)
 - Establish play off system based on above conference structure
- Provide pathway to USA Rugby sponsored Regional and National Championships for top State HS and U19 teams.
 - Establish a fair system of selecting representatives to Regional if state final is not completed before selection is required.
- Establish regional All Star Academies to identify local talent and provide players to State U19 and U17 All Star teams
 - Establish North and South regional All Star Academies to meet during fall and spring to assist in development of All Star program.
- State All Star teams to compete in USA Rugby High Performance Unit approved All Star Competitions.
 - U17 and U19 All Star Boys to compete in Charlotte and Pittsburgh
 - U19 All Star Girls to compete in Charlotte

5. Coordinated Coach & Referee Development

- Implement State based coach and referee development programs leading to:
 - 100 certified Level 1 Introducing Rugby coaches by December 2014
 - 40 Level 1 Coaches by end of 2009
 - 50 certified Level 2 Developing Rugby coaches by December 2014
 - 20 Level 2 Coaches by end of 2009
 - 150 certified active youth referees by December 2014
 - 40 certified Youth Referees by end of 2009
 - 50 registered Rookie Rugby coaches by December 2014
 - 15 certified Rookie Rugby coaches by end of 2009
 - 10 Rookie Rugby educators
 - 15 certified Rookie Rugby educators by end of 2009

The above goals are to be achieved in collaboration with USA Rugby Coach and Referee Development department initiatives.



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6. Maintaining Rugby's Unique Culture

- Standardize referee's pre-match talk to teams covering the following topics
 - Safety at the tackle, scrum, ruck and maul
 - Respect for officials, opposition and team mates
 - Discipline
 - Leadership
- Ensure two independent certified referees are available to run touch at play off games and finals and any games played with large crowds
- Ensure independent certified referee is available as a 4th official at games where large crowds are expected
- Implement Positive Coaching Alliance training initiatives leading to :
 - Every team having a PCA Rep/Culture Keeper by start of 2010 season
 - Every game finishing with an after game social attended by all administrators, referees, coaches, players and parents present at the game
- Implement Codes of Conduct for Administrator's, Coaches, Referees, Players, Parents and Spectators
- Implement disciplinary procedures for reporting, recording and tracking yellow and red cards, breaches of codes of conduct and subsequent disciplinary action
- Fostering links to the following external members of the wider rugby community:
 - North Carolina Rugby Union
 - All men's and women's clubs in North Carolina
 - All college clubs in North Carolina