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# *State of the Academy*

Los Angeles, CA

July 18, 2009



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# *The Future Starts Now*

- Every aspect of the Academy program improved in this past season
  - Player Development
    - Players are getting better
    - Identification process is getting more systematic
  - Coach Development
    - Increased feedback from Technical Advisors
    - Exposure to U.S. Soccer Best Practices
  - Referee Development
    - Developing system to identify and develop talented young referees
    - Increased feedback from clubs on performance
  - Club Development
    - Improved execution of Academy program
    - More measurement to track improvement
    - Academy club is becoming the destination for elite players
    - Moving more players away from pay-to-play dependency



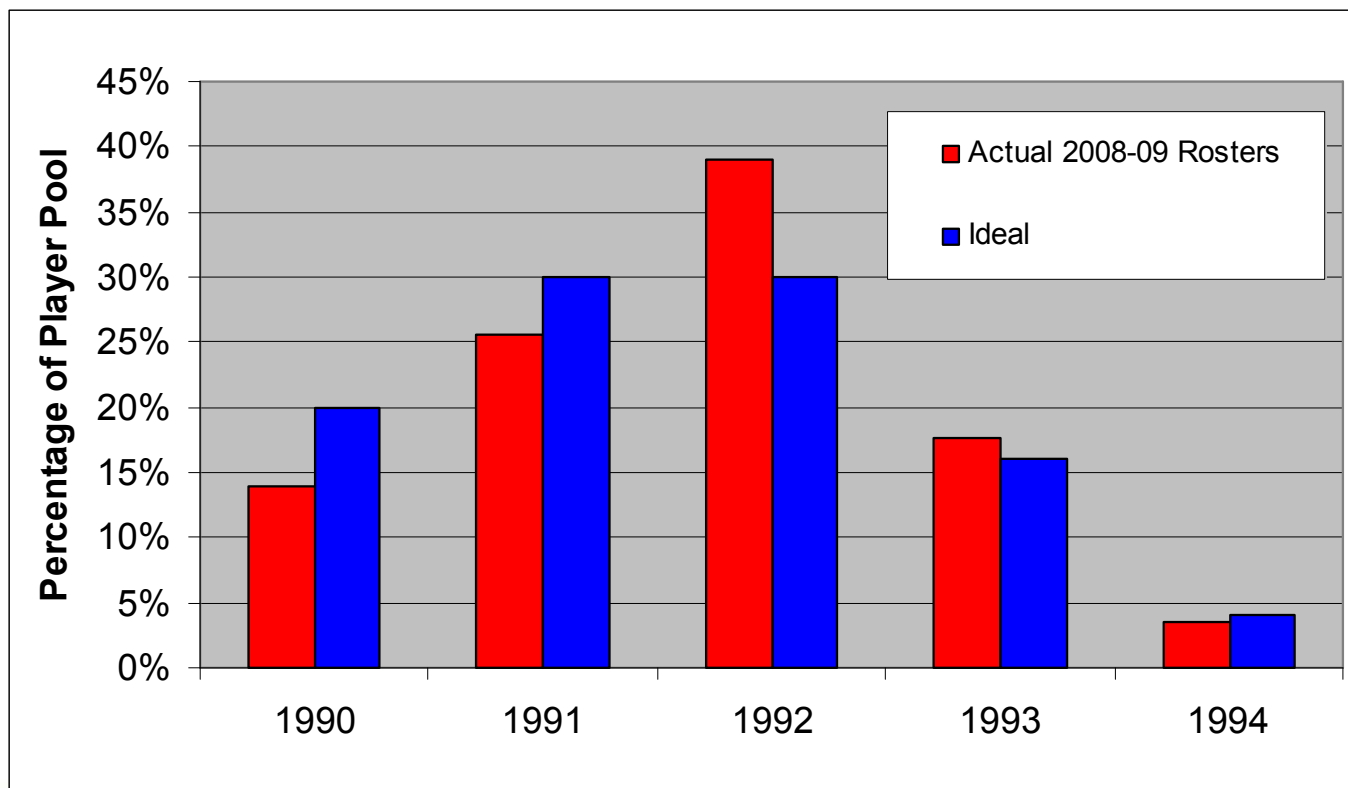
# *Player Development*

- Quality of Academy Players is getting better
  - Improved environment
    - More mixed age rosters
    - More players playing up
    - Better overall player pools
    - Reducing/Eliminating barriers to entry for elite players
  - Verified by ProZone and SPARQ data



# Mixed Player Pool Rosters

- For the most part, the player pools in Academy clubs now incorporate a better distribution of players from five age groups in the club, featuring the top players
  - Better long-term player development strategy
  - Contributed to better player attendance near the end of the season in 2008-09





# More Players Playing Up

- Many clubs played younger players up during Academy season
- Academy Honors given to younger players who played up
  - Joseph Schmid (FC DELCO), Zack Foxhoven (CO Rush), Nico De la Cruz (WA Premier), Eduardo Alvarez (Greensboro)

## U-15/16 Ages at Finals Week

DOB (year)	% Players
1992	75%
1993	23%
1994	2%

## U-17/18 Age at Finals Week

DOB (year)	% Players
1990	18%
1991	61%
1992	20%
1993	1%

- Examples of participants who played up
  - AJ Corrado (Carmel), Andy Najar (D.C. United), Chase Miller (IMG), Zach Barnes (Dallas Texans), Nathan Smith (Cal Odyssey) and many more



# Player Development - ProZone

- Quality of play at Winter Showcase has improved

	2007-08	2008-09	% Change
Total Passes	237	268	+12%
Successful Passes	160	195	+18%
First Time Passes	78	83	+7%
First Time Passes Complete	50	57	+12%
Short Passes	63	75	+15%
Medium Passes	119	140	+15%
Long Passes	55	53	-3%
Shots on Target	4.5	5.5	+18%
% Shots on Target	35%	46%	+23%

Source: ProZone

- More passing, more successful passing, less long balls and better shooting



# Player Development - ProZone

- Quality of play at Finals Week has improved

	2007-08 Finals Week	2008-09 Finals Week	% Change
Total Passes	261	269	3%
Successful Passes	192	205	6%
First Time Passes	85	77	-11%
First Time Passes Complete	59	57	-3%
Short Passes	69	73	6%
Medium Passes	135	139	3%
Long Passes	56.4	56.1	-1%
Shots on Target	6	7	15%
% Shots on Target	47%	54%	13%

Source: ProZone

- More passing and more successful passing. Less 1<sup>st</sup> time passing, but more successful 1<sup>st</sup> time passing. Less long balls and better shooting.



# Player Development - SPARQ

- Quality of soccer-specific athleticism is getting better as season progresses

U-15/16 SPARQ Scores	2008-09 Winter Showcase	2008-09 Spring Showcase	% Change	Impact
20m	3.19	3.17	-0.6%	Improvement
Vertical	24.2	24.8	2.4%	Improvement
Agility	16.75	16.12	-3.9%	Improvement
Yo-Yo	560	600	6.7%	Improvement

U-17/18 SPARQ Scores	2008-09 Winter Showcase	2008-09 Spring Showcase	% Change	Impact
20m	3.14	3.12	-0.6%	Improvement
Vertical	25.1	25.5	1.6%	Improvement
Agility	16.53	15.93	-3.8%	Improvement
Yo-Yo	520	600	13.3%	Improvement

Source: SPARQ



## *Player Identification*

- Increased scouting presence in 2008-09
  - Full-time dedicated Technical Advisor for each Conference, plus John Hackworth
  - Grew National Team Scouting Network from 25 coaches to 65 coaches
  - Scouted 1,200 Academy games throughout season
    - Scouted 600 Academy games in 2007-08



# *Player Identification*

- Maintained 2007-08 platforms for player evaluation
  - Academy Games
  - Academy Training Sessions
  - U-17 MNT Friendlies
- Created new platforms in 2008-09 to evaluate players
  - Select Team Scrimmages against U-17 MNT at Spring Showcase
  - Players selected to train with the U-20 MNT at Spring Showcase
  - Market Training Centers



## *Player Identification*

- Academy players regularly make up over 50% of roster for YNT camps
  - U-15, U-17 and U-18
- 247 Academy players have been called into YNT camps since the program started in Oct. 2007
  - U-15 BNT: 75 players
  - U-17 MNT: 57 players
  - U-18 MNT: 110 players
  - U-20 MNT: 44 players
- Players called into YNTs from 59 different Academy clubs



# *Player Identification*

- Professional Player Placement
  - Tristan Bowen – LA Galaxy Academy to LA Galaxy (MLS)
  - Gerson Mayen – Chivas USA Academy to Chivas USA (MLS)
  - Robert Adam – De Anza to Hearts (Scotland)
  - Adrian Buelas – Chivas USA to Santos Laguna (Mexico)
  - Joel Mitchell – IMG to Southend United (England)
  - George Pantelic – Real So Cal to FK Rad (Serbia)
  - Many more...
- Many additional players provided opportunities to train with first division professional teams



# *Player Identification*

- College placement
  - College presence at Academy events
    - 200-300 college coaches at Showcases/Playoffs
  - Great opportunity to play college soccer
    - 650 graduates from 2007-08 Academy season played collegiate soccer this year
      - Estimated 85% of total graduates in 2008-09
    - 21 players were on rosters of NCAA Final Four teams in 2008
      - UNC, Maryland, Wake Forest and St. Johns



# Coach Development

- Expanded platforms for Academy Coach Development
  - Symposiums at U.S. National Team Games
  - Observational Opportunities at Youth National Team Camps
  - Post-game evaluations from National Team Scouting Network
    - Regular season Academy games
    - Academy Showcases
  - Training Evaluations from National Team Scouting Network
  - Technical Feedback from Academy Showcases
    - Game reviews
    - SPARQ testing
    - Video
  - Club Evaluations
    - Mid-year
    - End of year
  - Marketing Training Centers



# Referee Development

- Began the process of narrowing referee pools in Academy program
  - Based on feedback from U.S. Soccer Referee Department, Technical Advisors/National Team scouts and Academy coaches
- Solidified Showcases as premier referee development and identification events
  - Spring Showcase – 120 referees from 24 states
  - Playoffs – 110 referees from 20 states
  - Finals Week Referees
    - 12 officials selected from around the country based on performance in Academy games and events
    - Attended week-long development program based on performance in regular season Academy games and Showcases/Playoffs
- But we can get better



## *Club Development*

- Added mid-year evaluations
  - More feedback for clubs before end of year evaluations
- Reduced travel expenses without affecting number of games
- Consolidated events
  - Combined Fall, Winter and Nike Friendlies into Winter Showcase and Nike International Friendlies
- Replaced Summer Showcase with Playoffs
  - Kept more teams invested into later in the season
  - Improved quality of games
- Launched new administrative web site – Demosphere



# Club Development

- Academy clubs are recognized as the destination for elite players
  - Increased numbers at 2008-09 tryouts earlier in the season
  - Teams moving from tryout process to selection process in 2009-10
  - U-15 BNT Pool (94s) = 97 Total Players
    - 84 are currently signed or are planning to sign with an Academy club for next season (87%)
    - 5 of 13 players not signed are not from Academy markets
  - Increased interest from other clubs to merge with existing Academy clubs
  - Some Academy clubs still need to work on attracting the best players in their market



## *Eliminating Barriers to Entry for Elite Players*

- More Academy clubs providing scholarships or eliminating fees for players to participate in the program
- U.S. Soccer, U.S. Soccer Foundation and NIKE launched Academy Scholarship Program in Feb. 2009
  - 144 Academy players received partial scholarships to provide equipment and cover travel expenses
  - Provided opportunities for players from low income families
    - Average family income of Academy scholarship player was \$32,125
    - 95% players completed Academy Scholarship Program
      - Met minimum start requirements and finished Academy season
      - Completed Academy Activity Logs every two weeks
  - Scholarship players had real impact on Academy environment
    - 61 players participated in the Academy Playoffs
    - 12 players received for Conference XI honors
    - 4 players received Academy XI honors
    - 10 players called into a YNT team in 2009



## *Summary of 2008-09 Season*

- Last year was another positive step to improve elite youth soccer in the U.S.
  - Improved competitive environment
  - Improved player pools
  - Improved everyday environment
- But we need to continue to get better...



# *Looking Forward*

- 2009-10 Season
  - Membership Update
  - Changes to Competitive Platform
  - Increase our Focus on Everyday Environment

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# *Membership Update*



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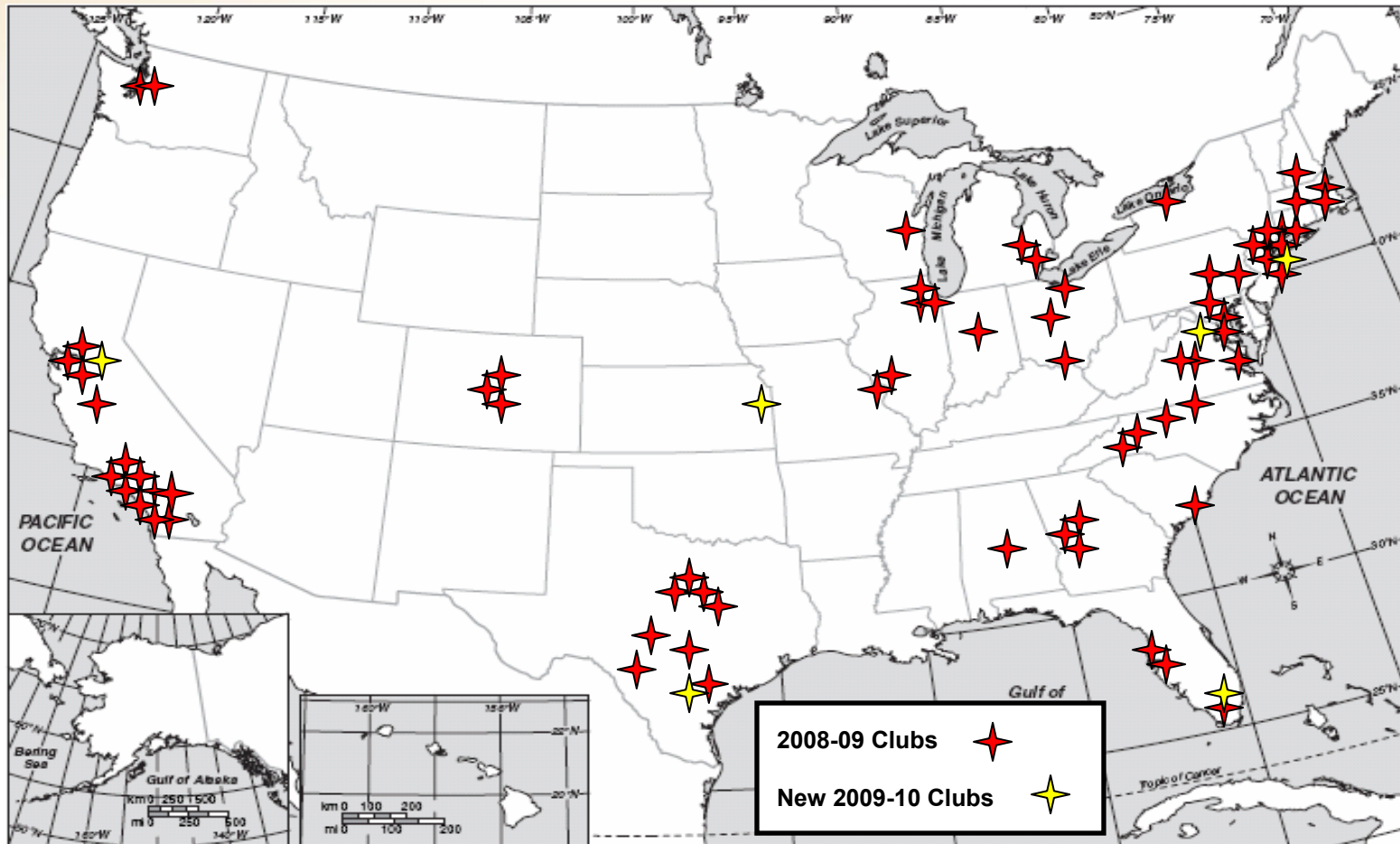


# *Academy Membership Update*

- Three clubs will not return to the Academy in 2008-09
  - Schulz Academy (Boca Raton, FL) – poor performance on evaluations
  - FC Portland (Portland, OR) – poor performance on evaluations
  - CASA (Cleveland, OH) – merged with Internationals
- Six new clubs added for 2009-10 season
  - Selected from over 200 applications
    - California Development Academy (Sacramento, CA)
    - Houston Dynamo (Houston, TX)
    - Kansas City Wizards (Kansas City, MO)
    - McLean Youth Soccer (McLean, VA)
    - NJSA 04 (Holmdel, NJ)
    - Weston SC (Weston, FL)



# 2009-10 Academy Clubs





# ***New Division Alignments***

- East Conference
  - New England Division – 6 teams
  - Liberty Division – 6 teams
  - Mid-Atlantic Division – 7 teams
- Central Conference
  - Great Lakes Division – 6 teams
  - Frontier Division – 9 teams
  - Texas Division – 9 teams
- South Conference
  - Atlantic Division – 8 teams
  - Southeast Division – 9 teams
- West Conference
  - Northwest Division – 7 teams
  - SoCal Division – 9 teams



# East Conference

- New England Division
  - Empire (NEW)
  - FC Greater Boston
  - New England Revolution
  - Oakwood
  - Seacoast
  - South Central
- Liberty Division (NEW)
  - Albertson
  - BW Gottschee
  - FC Westchester
  - Met Oval
  - New York Red Bulls
  - PDA
- Mid-Atlantic Division
  - Baltimore Bays Chelsea
  - D.C. United
  - FC DELCO
  - Match Fit Academy
  - NJSA 04 (NEW)
  - PA Classics
  - Potomac



# Central Conference

- Great Lakes Division
  - Carmel United
  - Columbus Crew
  - Derby County Wolves
  - Internationals
  - Ohio Elite
  - Vardar
- Texas Division
  - Andromeda
  - Classics Elite
  - Dallas Texans
  - FC Dallas
  - Houston Dynamo (NEW)
  - Lonestar Aztex
  - Solar
  - Texas Rush
  - Texas SC
- Frontier Division
  - Chicago Fire
  - Chicago Magic AS Monaco
  - Colorado Rapids
  - CO Rush
  - FC Milwaukee
  - Kansas City Wizards (NEW)
  - Real Colorado
  - Sockers FC
  - St. Louis Scott Gallagher Metro
  - St. Louis Scott Gallagher Missouri



# South Conference

- Atlantic Division
  - CASL
  - Greensboro Youth Soccer
  - McLean Youth Soccer (NEW)
  - North Meck
  - Richmond Kickers
  - Richmond Strikers
  - South Charlotte
  - VA Rush
- Southeast Division
  - AFC Lightning
  - Atlanta Fire
  - Birmingham United SA
  - Bridge FA (NEW)
  - Clearwater Chargers
  - Concorde Fire
  - IMG
  - Miami FC Kendall
  - Weston SC (NEW)



# West Conference

- Northwest Division
  - Cal Odyssey
  - California Development Academy (NEW)
  - Crossfire Premier
  - De Anza Force
  - Mustang
  - Santa Cruz County Breakers
  - Washington Premier
- SoCal Division
  - Arsenal
  - Chivas USA
  - Irvine Strikers
  - LA Galaxy
  - LAFC
  - Nomads
  - Pateadores
  - Real So Cal
  - Surf



# *Club Evaluations for 2009-10*

- Club Grades = 28% of final grade
  - Communication/Attendance
  - Facilities
  - Disciplinary Record
  - NEW – Club Scholarship Program
- Technical Grades = 60% of final grade
  - Technical Staff
  - Player Development
  - Training
  - Game Evaluation
- Administrative Grades = 12% of final grade
  - Registration
  - Scheduling
  - Marketing Requirements
  - Web site



# Club Grades

- Communication/Attendance = 7%
  - Frequency and Effectiveness of Communication with Academy Administrative Staff, Academy Technical Staff and Academy Leadership
  - Required Events (i.e. Conference Calls, SPARQ Training, Annual General Meeting, Other)
  - Optional Events (i.e. Coaching Symposiums, Gatorade Hydration Testing, Town Hall Meetings, Player ID Opportunities, Other)
- Club Scholarship Program = 7%
  - Elimination of Fees and/or Scholarships Awarded
- Disciplinary Record = 7%
  - Reds and Yellow cards accumulated by players over the season, Coach and Administrator Sideline Behavior and Parent Behavior
- Facilities = 7%
  - Match Facilities and Training Facilities



# Technical Grades

- Everyday Environment = 45%
  - Technical Staff = 15%
    - Overall quality, Professionalism and Participation in Market Training Centers
    - Staffing, Technical Director, U-15/16 Coach, U-17/18 Coach and Goalkeeper Coach
    - Professional Development: Licensing and Academy Coaching Development Opportunities
  - Training = 15%
    - Quality of Training Sessions, Player Attendance, Coach Participation
  - Player Development = 15%
    - Youth National Player Production
    - Player Selection: *Overall Quality of Talent Pool relative to Market and Club*
    - Improvement: Individual and Pool
- Game Evaluation = 15%
  - Attacking, Defending, Transition, Match Management and Roster Management



# *Administrator Grades*

- Registration = 3%
- Scheduling = 3%
- Adherence to Marketing Guidelines = 3%
  - i.e. Display Academy patch on right sleeve, Sideline setup, Use of Academy Ball, Proper use of the logo, Others
- Website = 3%
  - i.e. Display of appropriate logo, Appropriate contact information, Links to team page, Link to Academy homepage on ussoccer.com, Updated list of Academy Alumni from the club, Other



## *Timing of Evaluations*

- Addressed issue of timing of mid-year evaluations for 2008-09
  - Active clubs in the fall will receive mid-year evaluations in mid-December
  - Clubs beginning Academy season at the Winter Showcase will receive mid-year evaluations in April
- End of year evaluations will be distributed after the Academy AGM
  - Clubs at risk of not returning to the Academy in 2010-11 will be notified earlier

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# *Changes to Competitive Platform for 2009-10*



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# *Playoff Qualification Changes*

- Due to 10 Academy Divisions, we needed to change Playoff format and improve seeding process
- Qualification for Playoffs
  - Top two teams from each division advance to playoffs based on division record only (similar to 2008-09 season)
  - Next 12 teams with best overall points per game (regardless of standing in their division) advance to Playoffs



# Playoff Seeding Changes

- Seeding at Playoffs
  - Teams seeded into 4 pots based on overall points/game
    - Pot 1: Teams seeded from #1 to #8
    - Pot 2: Teams seeded from #9 to #16
    - Pot 3: Teams seeded from #17 to #24
    - Pot 4: Teams seeded from #25 to #32
  - One team drawn from each pot and placed in a playoff group
    - Teams will be placed back in general pool if drawn into Playoff group with a Division opponent



# New Format for Showcases

- Showcases will feature staggered starts
  - Clubs either play on one of two schedules:

Group	Fri.	Sat.	Sun.	Mon.	Tue.
Group A1	Game 1	Game 2	Off	Game 3	x
Group A2	Game 1	Off	Game 2	Game 3	x
Group B1	x	Game 1	Game 2	Off	Game 3
Group B2	x	Game 1	Off	Game 2	Game 3

- Every team still plays 3 games in 4 days
  - Club still travels together
  - Teams still miss the same # of days of school
  - Teams will be split into Groups by Academy staff before the season starts
- New format will allow us to select better Showcase venues



# Registration Changes

- Registration transitioned to U.S. Soccer Registration Department
- Two teams = One player pool
  - Old: Teams required to roster 18 full-time players in each age group
  - New: Teams required to roster 36 full-time players between both age groups
- Any registrations received after Wednesday at 12pm CT for a weekend match will incur a \$50 late fee, plus the cost of shipping and handling to deliver the passes
  - Registration may still be denied if not enough time is given to process request or information is incomplete



# Registration Changes

- College Players will still be eligible to participate as Developmental Players
  - No Playoffs, No Finals Week, Only 6 appearances
  - Defined as any player on a college roster, including Spring Season
- Players can only change their status (Full-time/Developmental) once during an Academy season
- Status change must be made by Wednesday at 12pm before weekend at the latest
- Every player must have a player card for each game
  - Fine of \$25 per player for missing cards
  - Risk of forfeiting game if ineligible player steps on the field
  - Violations will be reflected in registration grade



# *Player Transfers*

- Players are strongly discouraged from transferring between clubs during the Academy season
  - If both clubs agree on transfer, no suspension required
  - If original club does not agree on transfer (and the player will not meet the 25% start requirement), the player must sit at least 3 games, plus any head-to-head matches that season
  - If original club does not agree on transfer (and the player will meet the 25% start requirement), the club does not have to release the player
- Any Academy player who trains with another Academy club before receiving a release from their original club will not be allowed to transfer to the new Academy club
  - It is the club's responsibility to know if a player attending their training session is released from another Academy club



# *Improved Referee Program*

- Continue to develop referee pools based on U.S. Soccer Referee Department, scout and Academy coach feedback
  - Reward top rated officials with more important games and Finals Week invitation
  - Maintain quality of officials involved in the program
  - Develop young referees for future advancement
- Increase presence of Referee Instructors/Mentors
  - Regular season Academy games
  - Showcase games
- Continue to work on training opportunities during Academy events relative to Academy issues



# Key Dates

- Conclusion of 2008-09 Academy Season
  - 2008-09 Club Evaluation feedback will take place over the next 6 weeks
- 2009-10 Academy Season
  - Registration Opens for all teams on Aug. 3
    - Compile player information as soon as possible
      - Closes on Aug. 24 for teams playing in Fall
      - Closes on Sept. 4 for teams not playing in Fall
    - Scholarship Applications are due by Sept. 15
  - Kick-offs and Venues for Initial Schedule Dates Finished by August 15
  - First games of 2009-10 Academy Season are on Sep. 5
  - Calendar of Market Training Sessions will be distributed before Sept. 5



# Showcase Dates

- Winter Showcase at Reach 11 Complex (Phoenix, AZ)
  - 77 teams in each age group
  - Group 1: Friday, December 4 to Monday, December 7
  - Group 2: Saturday, December 5 to Tuesday, December 8
  - *\*Groups will be announced in August 2009*
- Spring Showcase at Location TBA shortly
  - 77 teams in each age group
  - Group 1: Friday, May 28 to Monday, May 31
  - Group 2: Saturday, May 29 to Tuesday, June 1
- Playoffs at Bryan Park (Greensboro, NC)
  - 32 teams in each age group
  - U-15/16: Friday, June 25 to Monday, June 28
  - U-17/18: Saturday, June 26 to Tuesday, June 29
- Finals Week at Home Depot Center (Carson, CA)
  - 8 teams in each age group
  - U-15/16: Arrive Thursday, July 8. Depart Friday, July 16.
  - U-17/18: Arrive Friday, July 9. Depart Saturday, July 17.

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# *Focus Moving Forward: Everyday Environment*



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# *The Everyday Environment*

- We are still far behind the rest of the world in terms of the quality of our players
  - Technically
  - Tactically
  - Physically
  - Mentally



# Player Development - ProZone

- Despite improvements, we are still trailing top youth players in Europe and far behind international standard at senior level

Categories	Academy 2008-09	FA Academy Players	Spain (MNT)	Brazil (MNT)
Total Passes	268	291	641	487
Successful Passes	195	223	566	440
First Time Passes	83	95	195	168
First Time Passes Complete	57	69	146	101
Short Passes	75	88	177	127
Medium Passes	140	148	355	264
Long Passes	53	55	110	97
Shots on Target	6	8	13	15
% Shots on Target	46%	53%	54%	57%

Source: ProZone



## *Everyday Environment*

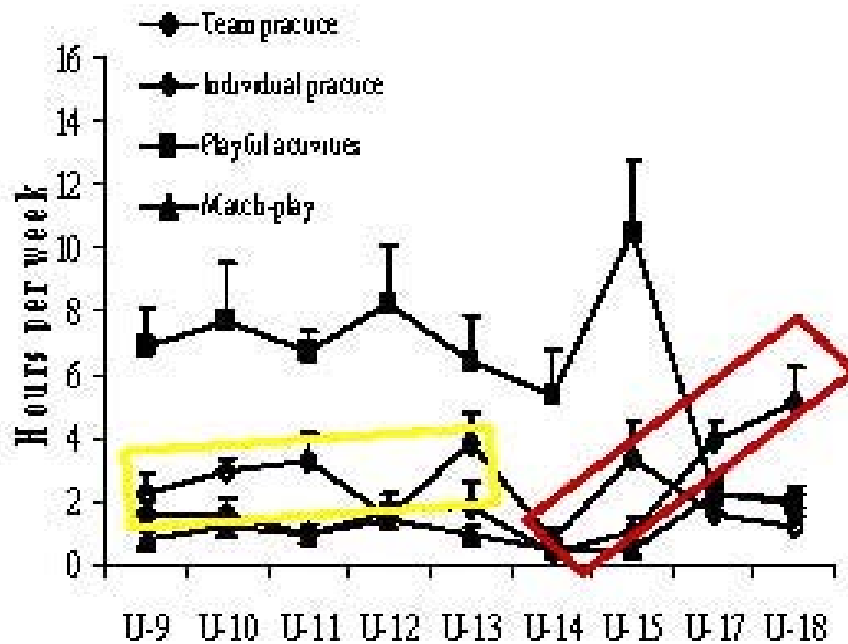
- The Everyday Environment is the platform to address these deficiencies by:
  - Increasing the volume of training
  - Improving the quality of training
- Changing the Everyday Environment is a massive challenge shared by the Academy clubs and U.S. Soccer



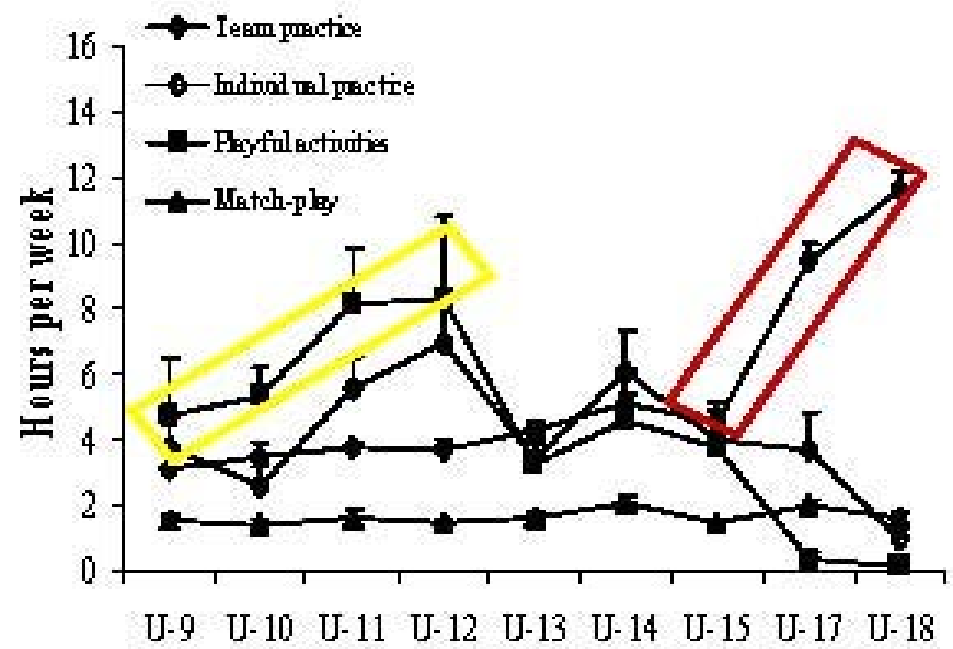
# Training Time

- Elite players train in elite environment more than non-elite players
- Study on background of elite soccer players in England
  - Demonstrates that increased time in training environments is key differentiator between pro-players and non-pro players

## Sub-elite Soccer Players



## Elite Soccer Players

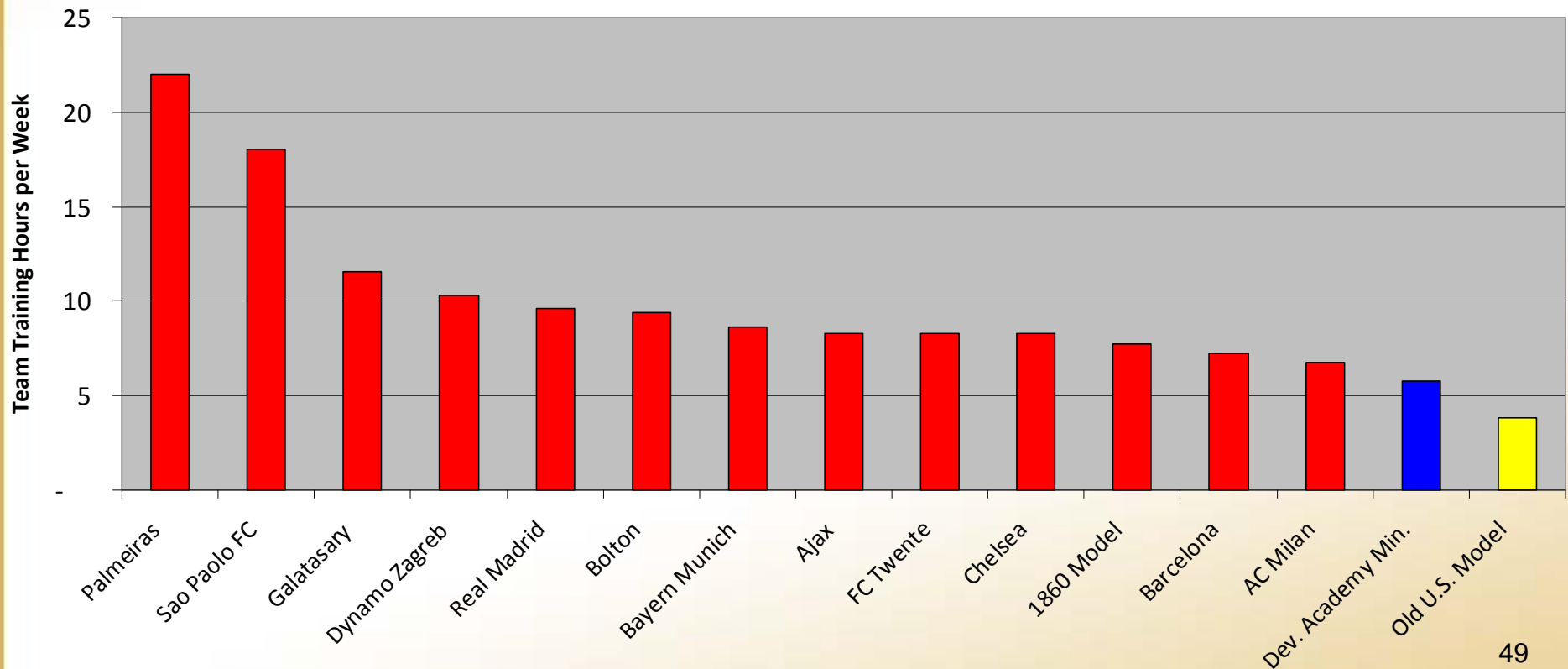


Source: Ward et al. (2004, 2007) High Ability Studies



# Increasing the Volume of Training

- Academy players are spending more time training in better environments than in previous U.S. environment
- We are still not training as many hours per week as same age youth players from top clubs around the world





# *Improving Attendance at Training*

- Scheduling trainings is a start, but attendance at training sessions by full-time players needs to get better
- **NEW RULE:** Academy Player status dependent on attendance at training
  - If player consistently misses training sessions attended by Technical Advisor or other members of National Team Scouting Network...
    - Player will be downgraded to Developmental Player (if local)
    - Player will be dropped from team roster (if located too far to attend training regularly)
  - Warnings will be issued before a player's status is changed



# *Improving the Quality of Training*

- Two strategies for improving the quality of training
  - 1) Provide More Coaching Education Content
    - Via Seminars, Symposiums, Video and Access to National Teams
    - Increase number of Market Training Centers for Academy clubs
      - Model for National Team training sessions
  - 2) Provide More Feedback on Application of Content
    - Greater U.S. Soccer staff presence at Academy club training sessions
    - Refined feedback on Academy games
      - Post-game feedback at regular season games and Showcases
      - Access to On-line Reports by Academy scouts at your games (your games only)



# *Improving Content*

- Model Training Sessions
  - National Team Camps
  - Youth National Team Camps
  - Market Training Centers
- SPARQ Training
- Nutrition and Hydration Content
- More Access to Video
  - Showcase games
  - Additional games



## *Improving Feedback from U.S. Soccer*

- Full-time Academy Technical Advisors will focus on three areas in 2009-10
  - Academy Training Sessions
  - Academy Games
  - Market Training Centers
- Feedback will come in multiple forms
  - Post-Match Feedback
  - Post-Training Meetings
  - Call Frequency
  - Mid-year and End of Year Evaluations
  - On-line game evaluations from weekly Academy matches (pending scout assignments)
  - Meetings around Market Training Centers and Symposiums
  - SPARQ training ratings
  - Video of Showcase games



# *Training Evaluations*

- Below evaluation criteria developed and tested at the end of the 2008-09 Academy season
  - Player and Coach Attendance
  - Training Session Quality
    - Amount of field space, content, flow, information, exercises, organization, ability of players, etc.
  - Coach Effectiveness
    - Coach's influence, communication, attention to detail, instruction, feedback to players, response from players and presence
  - Mentality of Players
    - The focus, effort and professionalism of the players
  - Overall Training Environment
    - Evaluate the competitive level, standards and overall environment
  - Training Facility
    - Availability of field space, Lighting, Clubhouse and Additional facilities

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# *Market Training Centers*



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# Academy Market Training Centers

- New Academy platform designed to improve player identification, player development and coach development
  - Academy club will be selected to host a Market Training Center in markets with multiple Academy clubs
  - Run by Conference Technical Advisors with assistance of National Team Coaches and Host Academy coaches
    - Aligned with YNT calendars to evaluate players before camps and trips
  - Top 22-26 players at each age group from local clubs will be invited to train for one day
    - Players are responsible for transportation
  - Non-host coaches are strongly encouraged to participate and attend
- Positive feedback from pilot sessions held in 2008-09
  - Los Angeles (3), Northern CA, NY/NJ, Greensboro and Chicago



# Academy Market Training Centers

- Expand model in 2009-10 to focus on key Academy markets

East Conference	Central Conference	South Conference	West Conference
New England	Chicago	Atlanta	Los Angeles
NY/NJ/Phila.	Dallas	DC/VA	Bay Area
Phila./Balt./DC/VA	Denver	Greensboro	Seattle
	Houston	Tampa	
	Columbus		

- Frequency of market training centers will match quality of player pools; not the same number in each market

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# *Looking Forward*

## 2009-10 Season



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## *Looking Ahead*

- We have made great progress over the past two years and as we head into year three, we are committed to do more for the game:
  - More visits from Technical Advisors
  - Greater technical emphasis on the training environment
  - Greater implementation of Market Training Centers



## ***Taking Responsibility***

- We also want each club, coach and technical staff member to focus on doing more for improving the everyday environment
  - More focus on providing a meaningful everyday environment for the best players
  - More responsibility for the environment at each club
  - More communication with Technical Advisors
- We have seen the results thus far and look forward to working together to push ourselves even further in the coming season



## ***2009-10 Season***

**The best players in the world  
have committed 10,000 hours  
over 10 years to be great.**

**What have you done for your  
players today?**