File Memo

13 December 2019

**Subject: Board of Governors Teacher and Club Manager Deliverables Dec 2016 to Date**

**Executive Summary**

The Board of Governors Teacher and Club Manager Committee has advised, consulted and proposed on more than 2 dozen issues and opportunities since our inception. We focus on issues important to our stakeholder groups. We contributed materially to deliberations that have impacted the direction and progress of the ACBL.

We do not count success by the number of motions passed by the Board of Directors. Very few business improvement ideas are well served by bylaw amendments. Instead we focus on proposals that lead to business improvement by focusing on

* improving transparency and the quality of data available to management and stakeholders,
* identifying and eliminating disincentives to growth in the bridge ecosystem,
* managing useful knowledge for the benefit of the ecosystem, and
* system proposals that work on how the various stakeholders interact.

We strive to be financially responsible (benefits justify costs) and respectful of the limits that the size of the ecosystem places on the choices that management must make.

We are collectively proud of our work product and look forward to increasing positive change in the direction and actions of the ACBL and our bridge ecosystem.

Submitted Respectfully on behalf of the Committee

Stephen Moese, K082411

Chair, Board of Governors Teacher and Club Managers Committee

2nd Alternate to the Board of Directors – D11 Board of Governors

D11 President

U124 Secretary

**Board of Governors Reports**: <http://www.district11bridge.com/ACBL_board_reports.html>

**BoG Teacher & Club Manager:** <http://www.district11bridge.com/BoG/2017BoGTCODocs.html>

**Board of Governor’s Teachers and Club Managers Committee Deliverables**

This Committee was chartered in Orlando 2016 with the following mission:

By giving voice to teachers and club owners viewpoints, priorities, and proposals we hope to improve results against key growth priorities:

- Membership,

- # of club tables played per year, and

- Attendance at ACBL tournaments.

Our charter extends through December 2020. We gather inputs from teachers and club owners, work to improve the Board of Governors deliberation process itself, and identify opportunities for the Board of Governors and the Board of Directors to collaborate on issues of interest to teachers and club owners.

What follows describes our deliverables in chronological order:

* **Kansas City 2017**
  + Participated in Kevin Lane’s Task force urging transparency and input from the stakeholders themselves. Encouraged BoD to create task forces comprised of BoD, Mgmt, and BoG members to work on major stakeholder issues.
  + Polled Teachers and Club Managers zone wide with the help of ACBL Management about what’s working and what’s not with the current organization.
* **Toronto 2017**.
  + Presented findings to the Board of Directors
    - <http://www.district11bridge.com/BoG/20170723-BoG-Teacher-and-Club-Owner-Survey-Presentation-Toronto.pdf>
  + Defined the Bridge Ecosystem and the concept of collaboration or “coopetition” ((cooperation and competition) among the key stakeholders.
  + Defined the stakeholders as Districts, Units, Club Managers, Teachers.
  + ACBL Management and the Board of Directors represent the business interest and function.
  + Recommended segmenting clubs by size and role so solutions can be tailored to needs in a business effective and efficient way
  + Recommended creating a list of all teachers whether certified or not to allow sharing best practices and other resources useful to these stakeholders.
* **San Diego 2017**
  + 1) Club Segmentation: We have provided an activity based set of characteristics to describe the range of offerings and services from Clubs. In addition we proposed 4 segments a priori, depending on the data to clarify their population and verify these boundaries: Premium Experience (aka Full Service), No Frills, Social, Entrepreneur. Bahar and Dan plan to include these characteristics in the new customer relationship management system (CRM).
    - LINK: <http://www.district11bridge.com/BoG/20170917-SegmentationModel.xlsx>
  + 2) 10 Big Ideas: We provided our discernments and offered modest amendments that would improve several with clubs and teachers in mind. Of these, advertising/ promotion, improve teaching results, and support/integrate social bridge are big ideas. We also like the ability to offer facts on health benefits from a marketing perspective.
    - LINK: <http://www.district11bridge.com/BoG/20171003-Sense-of-the-Committee-DRAFT.pdf>
  + 3) Limiting Sanction Encroachment: Club owners see this need but fair solutions require in-depth discussion at all levels. We need to identify whether price competition makes bridge better if it hurts or closes a full service club. We need to understand the unique needs of smaller clubs and those with social benefits that outweigh the financial reason for being (e.g. low cost clubs at retirement homes).
    - LINK: <http://www.district11bridge.com/BoG/20171024-On-limiting-or-controlling-sanctions.pdf>
  + 4) More Special Games 2018 - We provided specific feedback to the ACBL on the proposal to increase the number of special games in 2018. We understand this topic has been tabled until Philadelphia. Nonetheless we ask that you consider the discernment we provide.
    - LINK: <http://www.district11bridge.com/BoG/20171016-BoG-TandCO-Inputs-Special-Games-2018.pdf>
  + 5) Focused feedback/guidance on What Teachers Need:
    1. Clear credentials and standards, clarifying what Master Teacher means in terms of student benefits.
    2. Access to all potential new players and advancing players in their area - time searching for new students is time away from teaching and motivating newer players.
    3. Curriculum help that enables all teachers whether credentialed or not. We suspect nonaccredited teachers impact a large share of new players. We need to support and engage their efforts.
    4. Include social bridge in the teaching toolkit - this means encouraging all clubs to offer supervised games (with or without masterpoints®) so newbies can gain confidence in a supportive environment. Demand for this approach is growing and we need a model that encourages teaching games and masterpoints®. We need to recognize that some people want to play competitively and some only want to play for fun. We need to encourage both.
    5. Financial reward for creating a new member who plays for 3 or more years. We need a mechanism that is easy to manage and affordable in today's financial structure.
* **2018 Philadelphia**
  + **1. Joint active mutual promotions with key partners –** Alzheimer’s Association, AARP, Insurance Companies (Long Term Care Specialists), etc. The idea is to engage business who have an interest or benefit from bridge and our existing membership to actively promote learning bridge to their membership/customer base. We can no longer accept just passive exposure based on what we do for them. *Focus: ACBL Marketing.*
  + **2. Creating resources teacher, along with a business model to incentivize contributions and use.** Examples include a library of lesson hands provided by teaching peers to other teaching peers that allow fresh hands on known lesson points, reducing the time and energy spent on preparation. We envision a curated cooperative that helps all teachers. Teachers who contribute can use for free. Other teachers could participate for a modest fee. The electronic library would be keyworded and cross referenced. Creating dealer files for duplicated lesson hands would be enabled too. *Focus: ACBL with Education Foundation and ABTA, as well as all teachers/coaches.*
  + 3. **Using Rubber Bridge to engage new players.** This approach will favor large clubs and Units with central playing sites. The idea is to make playing at the club more attractive than playing at home. Offer some amenities to customers, offer party packages (avoid house cleaning, clean-up, and snacks), perhaps even a local rubber bridge ladder or scale. Proliferate so that NABCs and Regionals can offer these spaces as revenue generators and simple ways to engage home bridge players who aren’t playing duplicate. *Focus: Clubs, with ACBL support and guidance – what does it take to succeed.*
* Topics of interest but cost/benefit not well understood:
  + 4. Connecting teachers to new students. What’s the need? Are we losing prospects because they can’t find the help they want? What needs to be in place to capture those who reach out to us and those who would if they’d thought to? (Google ads, Facebook ads, etc). Does our current infrastructure capture and help all who have a desire to learn or play bridge?
  + 5. Residual fees to teachers and club managers for new students who become members – needs detailed business model. The temporary membership is a step in this direction. Can we feasibly do more? What would it take? (High appeal for Teachers and Club Managers, but needs much detail and proof before creating a proposal). We agree to work on a business model.
* Established the Clubs and Teachers Forum on BridgeWinners for sharing issues, solutions and best practices.
  + <https://bridgewinners.com/forums/browse/clubs-and-teachers/>
  + 133 members and growing
* **2018 Atlanta Strategy Review – ACBL BoD Strategy Committee**
  + Integrated strategy presentation on lifecycle and target audience focus. What growth means and what must be true to sustain growth.
    - <http://www.district11bridge.com/BoG/20180730%20Growing-the-ACBL-Ecosystem-Final.pdf>
  + Sam Marks shared learning from his Atlanta Club and the issues he faces, along with the effort he expends to sustain growth.
  + Betty Starzec presented Teachers perspective from the Ed Foundation and ABTA viewpoint.
  + Dan Storch, ACBL Marketing Director, presented the Marketing Funnel and justified why technology is key to recruiting new prospects to bridge.
  + Steve Moese Address: 
* **2018 Atlanta Board of Governor’s Meeting**
  + Advanced 14 motions for consideration by the Board of Governors. Introduced the approach to distinguish between Motions (M) for Board of Directors action and Business (B) Proposals for ACBL Management action. Greyed proposals were rejected for capability or conflict reasons (CRM debacle had occurred blocking discussion of good business principles and marketing strategy). White proposals were engaged and decided. Yellow proposals were not admitted to the floor for discussion. Those in yellow were given to Management for consideration at a later time.

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| B | 2080716-BoG-Motion-1B-Expand-ACBL-Customer-Relationship-Mgmt Business |
| M | 2080716-BoG-Motion-2-ACBL-Privacy-Policy-Update-Enable-Growth |
| B | 2080716-BoG-Motion-3B-Member-Growth-Business-Metrics -Carried |
| M | 2080716-BoG-Motion-4-Reward-Recruiting-Success **Deferred** |
| M | 2080716-BoG-Motion-5-District-Unit-Owned-Bridge-Facilities – Failed Narrowly |
| B | 2080716-BoG-Motion-6B-Club-Table-Counts-by-Address Accepted |
| B | 2080716-BoG-Motion-7B-Map-Member-Intake-Services-by-Teacher-Club-Unit |
| B | 2080716-BoG-Motion-8B-Growing-New-Members-Best-Practices-Success-Stories |
| M | 2080716-BoG-Motion-9-Club-Sanction-Business-Data-Intake |
| B | 2080716-BoG-Motion-10B-ACBL-Financial-Reporting-Sanction-Fee-Clarity |
| M | 2080716-BoG-Motion-11-District-Unit-Support-for-Clubs-Teachers Carried |
| M | 2080716-BoG-Motion-12-Reward-Top-Recruiters **Deferred** |
| B | 2080716-BoG-Motion-13B-Free-Bulletins-For-Recruiting- Rejected |
| B | 2080716-BoG-Motion-14B-Cell-Phone-Recruiting-App |

* + Committee Summary:
    - **Teachers Hands** **Library** (Baron Barclay and Common Game) – source materials for teachers available for a small fee eliminates designing and curating hands for beginner classes.
    - **Club & Teachers Forum on Bridge Winners** – 87 Members and growing (BoG @ 68) Open Honest and forceful discussions about club ownership and teaching bridge. Global. Dominated by ACBL issues. We seek best practices and success stories in a peer to peer environment where all can learn.
    - **BBO as a teaching resource** – need for onboarding help and demonstrations. No interest in having virtual clubs for brick and mortar club owners. Interest as a teaching tool – but unsure how to begin. Need for simple diret training – Get Me Started – teaching bridge on BBO.
    - **Taste of Bridge & Best eBridge** – tools for recruiting success. Start slow. Emphasize play. Play brings fun. Fun brings interest. Keep in peer groups. Enable self-directed learning. Encourage rubber bridge. If duplicate is what you want – bring them along in a duplicate setting. Eliminate the risk new players perceive at trying bridge for the first time. <https://bestebridge.com/>
    - Rubber Bridge, Canasta, **alternative games to attract traffic** to big clubs. If bridge isn’t enough there are other ways to utilize the space and help cover the overhead costs for your club.
  + The following presentation on Growth was not shared: 
* Heat Map and search capability for ACBL Membership data. Jay Whipple. Google discontinued this capability so map is no longer available as originally created.
  + Filter search for new member recruiting
* Filter search tool created in common game for new member data tracking
  + <http://bridgefinesse.com/D0/GrowthSearch.html>
* Public Tableau 2018 ACBL Data Analyses
  + New Members: <https://public.tableau.com/profile/stephen.moese#!/vizhome/2018ACBLNewMemberAnalyses/LeadingCities>
  + USA: <https://public.tableau.com/profile/stephen.moese#!/vizhome/ACBLDIstrictsbyZipCodeOct2018/D11>
  + Canada: <https://public.tableau.com/profile/stephen.moese#!/vizhome/ACBLDistrictsbyCanadaPostalCode/ACBLCanada?publish=yes>
  + Mexico: <https://public.tableau.com/profile/stephen.moese#!/vizhome/ACBLD16MexicobyPostalCode/Mexico>
  + IRS 990 Data Comparables: <https://public.tableau.com/profile/stephen.moese#!/vizhome/2Nov18-501c4-Comparables/ACBL2016?publish=yes>
  + This reports on ACBL business peers in 501c4 organizations
  + Practical ACBL Data Analysis: 
* New Member Heat Map (Google No Longer supports this tool):

<https://fusiontables.googleusercontent.com/embedviz?q=select+col6,+col7+from+1OrhPqWUCCzj6myiRTSg3Dng_XwklGj5YSEYskRur+limit+1000&viz=HEATMAP&h=true&lat=34.343436068482966&lng=-90.47605787500004&t=1&z=4&l=col6&y=2&tmplt=2&hmd=true&hmg=%2366ff0000,%2393ff00ff,%23c1ff00ff,%23eeff00ff,%23f4e300ff,%23f4e300ff,%23f9c600ff,%23ffaa00ff,%23ff7100ff,%23ff3900ff,%23ff0000ff&hmo=0.6&hmr=19&hmw=0&hml=TWO_COL_LAT_LNG>

* New Member Search:

<http://bridgefinesse.com/d0/GrowthSearch>

* **2018 Hawaii**
  + Proposed 9 zone map for BoD reorganization

MAJOR ISSUES

* **PROSPECTS** - Finding prospective new bridge players is hard work. Big clubs have staff and resources, little clubs depend on members and Unit assistance. This is often hit or miss. We need a solution that works for both.
* **WELCOME FUN** - How we welcome new bridge players is inconsistent – (we lack data but)…we see little use of social bridge programs and inconsistent use of OLLI and other adult education platforms across the Zone. We see less emphasis on FUN for Newcomers, and more on expertise – if true, we have this BACKWARDS. FUN brings people back again.
* **NEWCOMER GAMES** - We see far fewer 0-20 (or less) games across our zone than membership headcount indicates. We construe that clubs who just run games are not doing the work to help newer players find the FUN in bridge.
* **SUPPORTING EFFECTIVE RECRUITERS** - Large clubs invest substantial effort and money in creating successful programs that attract, train and retain bridge players. However, these clubs often have higher overheads and are victims of “low-price” bridge clubs who do none of the recruiting work, gain new players as a benefit, and tend to attract trained players because they can offer significantly lower table fees. Since controlling sanctions by geography is problematic, Large clubs and successful recruiters want compensation for new members they create who return as players year after year.
* **PRICE COMPETITON** – If a low-price club does no recruiting or teaching, should it pay the same low sanction fee to the ACBL as the clubs who invest in recruiting and teaching?

RECOMMENDATIONS

* We recommend extending this Committee as composed for two years.
* All clubs encourage social bridge or social card games as part of their local activity. Social bridge is a source of new players for duplicate. Clubs and teachers should work closely together to engage prospects in their area – this is an important partnership to encourage – it is not a competition.
* That the ACBL consider making all teaching games and all 0-20 games (0 to any MP holding up to 20) free (no sanction fees or rebate all sanction fees) for three years. Clubs need to encourage newcomers to play everywhere.
* That the clubs, teachers and units study their new member recruiting work process – how do new people engage bridge in your area. Make sure they can get immediate contact/options, that the welcome plan works for people who never played bridge as well as the social player or those returning to the game, and that taking on bridge as a pastime is a low risk proposition for the prospective member.
* That the ACBL redirect 10-20% of the membership dues for years 2-3, and 5-10% of the dues from years 4-11 to the original sponsor for a new member. This will support clubs and units that invest money and effort in creating new members, and partially mitigate the effects of predatory price competition in their immediate area. (Temporary memberships, returning lapsed members, and dropouts do not count toward this rebate).
  + 20181125-BoG-Motion-General-Recruiting-Incentive **CARRIED**
  + 20181125-BoG-Motion-Reward-Top-New-Member-Sponsors **CARRIED**
  + Unit Tertiles Proposal 
  + ACBL Vision for Growth
* Joined Governance Task Force as C/T voice
  + Created 9+50 Proposal graphics for Memphis.
* **Memphis 2019 Committee Inputs -** 
  + **TEAM GAMES** Newer players are not playing in them! Sunday Swiss games are slowly disappearing from area sectionals.

Pro-Am-Am-Am teams or “Eight is Enough Swiss Teams” are popular.

Cincinnati is running two experiments – Eight is enough 2-session swiss at a regional (gold points) and Mini-Soloway KOs (swiss Day 1 and Ko day 2) with peer brackets where possible.

* **RECRUITING PLAYERS TO BRIDGE** We applaud current progress toward rewarding those who recruit new members. How can we empower **all members** to regard themselves by bringing friends and family to bridge?
* **SOCIAL BRIDGE** is contributing to the rent. Word of mouth drives players to my club. How do we get people who might like bridge to learn if they haven’t touched cards?

1. Make it easy for all players to show people how to play (Mini bridge, HOOL, BiDittle)
2. Reward members who bring prospects engage duplicate and the ACBL.
3. Run social games for social players

* **TEACHERS**

Certification BPWS 🡪Area Clubs 🡪Apprenticeship 🡪Practice 🡪Own teaching practice.

We need to have the onboarding process for new teachers too!

Clubs must step up and engage new teachers!!!!

Teaching 🡪 Social Settings → Novice Game → I/N game → Open Game – at least a 2-year process. Needs to be replicated at all recruiting clubs.

* **ACBL WIDE GAMES AT CLUBS**

Expect poor participation if you offer NWGs in the afternoon only and 11 AM clubs cannot play.

Expecting clubs to change their start times is bad business and unnecessary intervention.

If posting results and hand records is the issue, do not allow posting until a time certain, even the next day (doable once ACBL Live for Clubs comes online).

* Allow players to view the hands and the results while at the club inside the facility.
* Do not allow hand record distribution until the next day.
* Other remedies besides making clubs change logistics and space needs must be chosen.
* **Las Vegas 2019**
  + Reconsideration Motion for 192-51 Redefinition of the BoD Executive Committee - Carried
  + 192-Las-Vegas Board-of-Governors-Motion-Amend-Duties -1st Reading CARRIED
  + 192-Las-Vegas Board-of-Governors-Motion-Marketing Center of Excellence **Mgmt Advisement**
  + 192-Las-Vegas Board-of-Governors-Motion-Recruiting-Incentive **FAILED**
* **San Francisco 2019**
  + BoG ByLaw 2nd Reading – CARRIED
  + 193-05-BoG\_Unit-and-Club-Teacher-Recommendations– CARRIED
  + 193-04-BoG\_Teaching-Clubs\_Center– CARRIED
  + 193-03-BoG\_Beginner-Articles-from-the-ACBL-Bulletin– CARRIED
  + 193-02-BoG\_Teaching-Clubs\_Center-Incentives **FAILED**

For details please consult the BoG Reports link on the cover page.