



2026-2028 STRATEGIC PLAN

BIG SKY SKI EDUCATION FOUNDATION





About the Big Sky Ski Education Foundation

The Big Sky Ski Education Foundation (BSSEF) is a nonprofit ski education and development organization based in Big Sky, Montana, dedicated to fostering competitive skiing and lifelong love of the sport among youth in the region. Since its establishment as a 501(c)(3) in 1993, BSSEF has grown from a small volunteer-based ski team of about 30 athletes into a comprehensive program serving hundreds of participants each season across multiple disciplines including Alpine, Freeride, and Nordic skiing.

Founded originally from community passion and local ski culture, BSSEF's mission is to provide opportunities for young athletes to become great skiers and pursue personal goals—all while instilling the values of good sportsmanship, healthy competitiveness, sound technical skill development, and an appreciation for the spirit of skiing in the mountains.

Over the years, the Foundation has remained deeply rooted in community and volunteer support, evolving into an integral part of the Big Sky winter sports ecosystem. BSSEF partners closely with local institutions such as Big Sky Resort, which supports the organization with training space and access integral to program success. BSSEF's programming spans from introductory levels for young skiers to advanced training, including national-level competition participation, reflecting the Foundation's commitment to both athletic excellence and personal growth.

Today, the Foundation continues to uphold its legacy by nurturing individual potential through discipline, teamwork, and confidence—building not just athletes, but leaders who carry forward a lifelong connection to skiing and the mountain environment.



About the Big Sky Ski Education Foundation

OUR VISION

BSSEF offers world class-class ski programs, rooted in Montana values.

OUR MISSION

To provide an opportunity for kids to become great skiers and pursue personal goals while promoting good sportsmanship, healthy competitiveness, sound technical skills, and an appreciation for the spirit of skiing in the mountains.

OUR NEEDS STATEMENT

BSSEF is the only program provider for competitive Alpine, Freeride, and Nordic skiing programs in Big Sky, Montana.

OUR CORE VALUES

BSSEF fosters a community of skiers through a commitment to sportsmanship and excellence, and a belief that skiing should be accessible now and for future generations. Through high quality coaches, excellent programming and world class facilities and mountain access, BSSEF produces both leading racing teams and cohorts of exceptional skiers who love to have fun.

STRATEGIC PRIORITY #1:

STRONG PEOPLE. STRONG SYSTEMS. STRONG FUTURE

BSSEF will build a clear, sustainable governance and staffing structure that enables strong leadership, accountability, and long-term organizational health. Over the next three years, the organization will clarify roles, strengthen board governance, professionalize management systems, and ensure staff are supported to focus on athlete development rather than administrative overload.

- **GOAL 1.1:** ESTABLISH CLEAR LEADERSHIP ROLES AND MANAGEMENT CAPACITY
- **GOAL 1.2:** STRENGTHEN BOARD GOVERNANCE, ACCOUNTABILITY, AND LEARNING
- **GOAL 1.3:** REDUCE ORGANIZATIONAL RISK, IMPROVE SAFETY, AND PREVENT BURNOUT
- **GOAL 1.4:** INVEST IN STAFF DEVELOPMENT, TRAINING, AND RETENTION
- **GOAL 1.5:** ELEVATE AND BROADCAST COACHING CALIBER AND PROGRAM IMPACT

STRATEGIC PRIORITY #2:

DEEPENING COMMUNITY CONNECTIONS

BSSEF will intentionally strengthen its community culture by improving communication, clarifying expectations, and creating inclusive pathways that help athletes, families, coaches, and alumni feel connected, informed, and valued. Over the next three years, BSSEF will reinforce its identity as both a high-quality ski program and a trusted community institution. Because Big Sky Resort is central to athlete experience and BSSEF's community identity, strengthening the resort partnership is a key strategy for deepening community connections.

- **GOAL 2.1:** IMPROVE COMMUNICATION AND TRANSPARENCY
- **GOAL 2.2:** STRENGTHEN AND FORMALIZE THE RESORT PARTNERSHIP
- **GOAL 2.3:** STRENGTHEN ATHLETE, FAMILY, AND COACH CONNECTION
- **GOAL 2.4:** CLARIFY ORGANIZATIONAL IDENTITY
- **GOAL 2.5:** STRENGTHEN PUBLIC-FACING COMMUNICATIONS AND COMMUNITY VISIBILITY

STRATEGIC PRIORITY #3:

GROWING THE RESOURCES THAT POWER OUR PROGRAMS

BSSEF will build a diversified, sustainable resource development model that reduces reliance on a small number of events and individuals, strengthens board leadership in fundraising, and ensures long-term financial stability. Over the next three years, BSSEF will professionalize fundraising, expand donor engagement, and grow reserves and scholarship support.

- **GOAL 3.1:** DIVERSIFY AND STABILIZE REVENUE
- **GOAL 3.2:** DEFINE FUNDRAISING ROLES AND STRENGTHEN BOARD LEADERSHIP IN FUNDRAISING
- **GOAL 3.3:** EXPAND ACCESS AND EQUITY THROUGH FUNDING

STRATEGIC PRIORITY #4:

LAYING THE FOUNDATION FOR OUR FUTURE: A HOME OF OUR OWN

BSSEF will develop a clear, realistic business and partnership plan for securing a long-term training and operations facility that supports athlete development, staff sustainability, and organizational growth. Over the next three years, BSSEF will move from concept to feasibility by assessing facility needs, strengthening partnerships, and identifying viable pathways to a permanent home.

- **GOAL 4.1:** DEFINE LONG-TERM FACILITY NEEDS
- **GOAL 4.2:** STRENGTHEN PARTNERSHIPS TO SUPPORT A FUTURE HOME
- **GOAL 4.3:** DEVELOP A FEASIBLE BUSINESS AND FUNDING PLAN

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