

# **WE CAN FLY**

## **PROJECT 2010**



**PRESENTED BY  
CARLOS QUEIROZ  
& DAN GASPAR**

# PROJECT 2010

## ***Winning the World Cup by 2010: Soccer's Equivalent to the Apollo XI Moon Landing***

Throughout history, Americans have many times demonstrated a remarkable ability to accomplish extraordinary goals. While Americans do not own a monopoly on inventiveness or problem solving, one fact sets them apart from the rest of the world. America's collective resources and creativity are the greatest on earth.

One of the best examples of American creativity was the Apollo XI manned lunar landing mission.

*"I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to earth."  
—President John F. Kennedy  
May 25, 1961*

President Kennedy's challenge to America set in motion a collective effort of creativity, teamwork and technological excellence which led to America's ultimate triumph in science and technology. Today, the USA is still the only country of the world to achieve such an extraordinary goal.

For U.S. Soccer, the equivalent of another Apollo XI lunar landing is on the horizon. Project 2010, as stated by U.S. Soccer, has set a goal of playing host to, and to be in a position to win the World Cup in the year 2010. Project 2010, the boldest challenge yet to the sport in America, has begun.

This report discusses the structure and programs that will be necessary if U.S. Soccer is to reach the goals set by Project 2010. It is a tall order, to be sure. But through frank evaluation, careful planning and a commitment to change, the goal of making Project 2010 a reality is certainly within reach.



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# PART I

*We can fly*  
**2010**



# BACKGROUND

In January 1998, Alan Rothenberg, Hank Steinbrecher and Sunil Gulati of U.S. Soccer commissioned Coaches Carlos Queiroz and Dan Gaspar to research soccer in the United States and make recommendations to help the USA reach a goal of making the U.S. National Team an honest competitor for the championship of World Cup 2010.

The purpose of the study was to review all levels of soccer in the United States, compare it to other successful soccer countries in the world and chart a course for the future of soccer in the United States.

Coach Queiroz, assisted by Daniel Gaspar, interviewed soccer people from around the United States, while attending and participating in numerous soccer events. The findings in the interviews (pp. 90 – 109) represent a wide range of opinions and beliefs.

In order to obtain open, honest answers to difficult questions, strict confidentiality was assured each person interviewed. Although this report reflects the findings of the study, comments from those interviewed do not necessarily reflect the views of Coach Queiroz or Coach Gaspar.

# OPENING LETTER

July 16, 1998

My Dear Friends:

First of all, I truly hope that you have enjoyed watching the latest edition of international sport's greatest show on earth, the 1998 World Cup.

I would also like to express my sincere gratitude for your invitation to work on Project 2010. During the time that I have worked on the Project, I've had the opportunity to meet with many people involved in all aspects of the game throughout the United States. I will be forever grateful for the confidence that you placed in me, and for your willingness to share with me the strengths, weaknesses, desires, expectations, ambitions — every aspect of soccer in the USA. Ultimately, I thank you for your trust.

My dear friends, as Americans you live in a land rich with human resources and unlimited potential, where hopes and dreams frequently come true. During the years leading up to 2010, you have every opportunity to put the infrastructure in place to create an environment where the sport can move forward in a meaningful way.

Believe me, my friends, you deserve success. But even more important than that, the world soccer community needs America to help ensure its own future.

The goals you have set and shared with me will not be easy to reach. It will be a long journey, many times hard and unforgiving, and fraught with many twisting turns and hard bumps. And, of course, on such a journey there naturally will be problems, some of which will result in some "injustice."

But in the end, you are right. There is nothing — really nothing in life — like the unique experience of being a world champion. Once you have tasted victory at the international level, I can assure you — from personal experience — that you will be permanently addicted.

During our conversations and research, it was good to know that the American soccer family knows who it is, where it has been, and where it wants to go. American soccer has never doubted itself. This quality will be a great asset as you face the reality of the immense challenge for 2010. It will help you understand well the actual starting point of your journey, the provisions for the trip, the direction of travel, and the list of your fellow travelers.

As you read the report, please don't be offended by my frank observations. I have tried to include honest, straightforward suggestions on how you can best reach your goal — suggestions based on things I have experienced during the development of my own career.

## **Listen to your colleagues**

In my view, it is extremely important to pay attention to what is going on throughout the U.S. Soccer Family. I have had the good fortune to meet many of America's soccer citizens. I have spoken and listened to them with great interest and attention. Because of this, I believe I am in a position to offer

you the following advice. *It would be a mistake to implement such a complex project without truly hearing what your own people have to say.* Your colleagues are important, because without them, it will be very difficult to achieve any meaningful success. And, if you go against them, you are sure to fail.

I must confess that during my time in the United States, I have learned a great deal from you. Some of you have a good grasp of the issues and how to attack the problems. Some of you see simple solutions for all problems. Still others, in all honesty, have much to learn about the realities of our international sport.

Your cooperation, honesty and openness is much appreciated. It proves that the U.S. Soccer Family is interested and eager for change, and would be dedicated to change if given the opportunity.

Some of you said things to me that, perhaps, you might otherwise would never have the opportunity to say publicly. For this reason, I promised total confidentiality to all persons interviewed. I then took the statements that I felt were most pertinent, and formulated them into themes to chart a course for the future.

### **Harmony**

Harmony! You might ask what this word has to do with your dreams for 2010. I'm telling you that it means a great deal — in fact, everything.

I believe “harmony” is a key word in the developmental process of any large organization. Without it, you cannot create anything special. For example, how could the great pop music writing team of Lennon and McCartney create a hit song if they stood back-to-back, looked in opposite directions and never looked each other in the eye?

Likewise, our coaches are the musical composers of our sport. You, the U.S. Soccer Family, cannot supply the lyrics to the music without being in total harmony with those whose job it is to lead us to success.

A country which was the first to land a man on the moon knows more than anyone about the intricate details of a space mission. Everything must work as a unit. Everyone must cooperate with harmony – as a team.

In my country of Portugal, we have the saying: “Don't put all your eggs in one basket.” But this is exactly what the United States does when it invests time, energy and money into preparation of the youth national teams, but does nothing to improve the competitive system that provides for player development.

### **From Many Opinions, Beliefs And Convictions To One Philosophical Concept**

Like you, I was an enthusiastic television spectator of the World Cup in France. With my own national team not competing, I was able to pay particularly close attention to your U.S. National Team. What I'm about to say might be shocking to you, but it is what I believe to be true.

What surprised me the most prior to the World Cup were the illusions about just how good the U.S. team was. These illusions revealed a naiveté which failed to come to grips with just how far the U.S. team must improve, before it is ready to compete with the rest of the world in the really big competitions — not just friendly matches.



No one should be surprised about the performance of the U.S. Team in France. It was a natural occurrence — nothing more nor less than the reality of soccer in the United States.

Each time the United States plays a full international, there is the chance that the team will show improvement. But regardless of the national team's current results, it does not change the reality of soccer. We cannot be so naive to think that we will win on miracles. If I suffer from an illness, I can take medicine to reduce the pain, but it doesn't necessarily mean that I will be free of disease. Likewise, the U.S. could have a good result in the World Cup, but it might not be the best indicator of whether or not we are progressing in the right direction at all levels at home.

Only when we improve all competition at the state and local levels will we raise the level of play throughout the United States. As the cream rises to the top, then and only then will we experience, in a systematic way, meaningful improvement in the results and ability of the U.S. team.

While this will not make many of you feel any better about the team's performance in France, you should be proud of the fact that the team made it to the final tournament. Remember that the Czech Republic, which only two years ago finished second in the European Nations Cup, did not even qualify for France.

As we got closer to the World Cup, I was encouraged that there was so much discussion in the media about who would be selected and who would be in the starting lineup. The debate, highlighted in the press and on television, proved there is a growing passion for soccer, where everyone is eager to give an opinion. This is good for the sport.

However, during the last stage of its preparation for France, I noticed a kind of arrogant confidence surrounding the team. In my opinion, this arrogance, which included the notion that the USA could beat anyone in the world at any time had a negative effect on the overall strategic and psychological preparation of the team.

There is a commonly accepted saying in the world of marketing. "Under-promise, over-deliver." Going into the 1998 World Cup, U.S. Soccer had it the other way around. They overpromised and, miscalculating the reality of the situation, naturally under-delivered.

Off-the-cuff comments by the leaders of U.S. Soccer and the coaching staff — without any apparent unified public relations strategy — created unrealistic expectations both inside and outside of the team. I heard one comment that the USA was ready to beat any country at any time. There were other comments about imposing respect, instead of earning it. This whole attitude and approach, I feel, was debilitating to the U.S. cause — like shooting the team in the foot before the first ball was kicked.

All of this had an adverse effect on the psychological attitude of the players and made it even more difficult for the coach. Like many of you, I may not agree with all the decisions made by Steve. But when I see so little accepting of responsibility around him, I am unconditionally by his side.

The time has come for us to set aside our oft-stated convictions, and, for the good of the game, to return to reality.

2010 isn't that far off. There is no time to waste. It is time for important decisions — decisions that will determine our soccer destiny. Therefore, it is extremely important not to proceed in a premature or hasty manner.

It is time to reflect. Analyze the situation. Solidify convictions.

Moving forward, it is fundamental to define our concept and the philosophy that will guide all aspects of our plan for 2010, not the least of which includes the following:

- Human resources
- Financial resources
- Structure and systems
- Equipment and facilities
- Overall planning

It is important to first establish the philosophy, then select the best possible people. If you reverse the process — in my opinion — you will be making a serious mistake.

### **Federation vs. Confederation**

What a huge county you have in the United States! So many people in so many states. The diversity is magnificent. According to official reports, there are millions of registered players, plus an enormous number of players outside the U.S. Soccer system. To take advantage of all of those vast resources, it will be important that — as we strive for our goal in 2010 — we change how the Federation prepares its players for high level competition.

Your country demands a federation with the mentality of a confederation. We need to think big. This means setting up a competitive infrastructure, with heavy involvement from state associations, enabling the game to grow stronger naturally at the local level. This is extremely important, because if the game isn't strong at the local level and isn't pushing everything up from the grassroots, then any success we experience at the national team level would have to be considered artificial.

### **Vertical Integration**

During my research, I got the impression that many people within the federation talk about vertical integration, but they do not fully understand or embrace all of the special nuances involved in the process.

Vertical integration doesn't just mean making the Olympic Team coach the assistant coach of the national "A" team. From people to functions, from programs to activities, the concept of vertical integration is vast and complex. It is a dynamic model in which all variables work together in harmony.

In this report, I have attempted to simplify and condense components of our plan into 11 different topical themes. The model that I have created, I call the 2010 Dream Team.

Just as Pele or Ronaldo could not win a World Cup game by themselves — even against the worst of all teams — each of our Dream Team themes for 2010, by themselves, are useless. For this reason, the 11 topical themes are designed to work together with consistency and harmony to form into a successful team.

It is said that the great Italian soccer coach, Michelangelo, after completing his sculpture of Moses, felt his creation was so lifelike that he stepped forward, tapped the statue on the knee, and asked it to speak.

I am convinced that the leader of the 2010 project, once the Dream Team is in place, will only have to throw the ball out to the players on the field, and ask them to win.

### **Coaches**

Frenchman Jules Rimet is credited with having created the competition we now call the World Cup. Not even Mr. Rimet could have imagined that it would take 70 years for his native country to play and win a World Cup final.

Finally, in 1998, our newest world champion is France. It took seven decades for the French to reach the top of the mountain. Today, the French federation has 140 full-time technical staff coaches, working in concert with the country's vast soccer structure to find, select and prepare the best players for international competition.

With this in mind, it is understandable that I will recommend — as a prelude to developing Project 2010 — increasing the size of the U.S. Soccer technical staff. The immediate addition of 99 coaches will help U.S. Soccer adequately cover the vastness of the United States, helping to identify the best players and move them through the developmental system in the most expeditious manner.

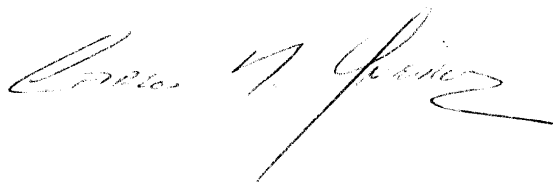
While increasing the size of staff by this many coaches may scare some of you, the act of creating a more sophisticated technical department/staff is absolutely crucial to reaching your goals within the 12-year period. Without it, your dream will remain a fantasy.

It will be important to have a totally effective involvement of coaches from throughout the United States in order to reach your goal. From talking to so many people, I am convinced that many coaches are waiting for their opportunity to contribute to the cause, and from what I can see, they will not disappoint.

Looking ahead to 2010, I am certain of what the United States does not need — a magician who, through smoke, mirrors and a few victories, creates the illusion of success around the national team. What we do need is a comprehensive plan that, if implemented with diligence and harmonious cooperation, will transform our dream into reality.

With much humility, I have attempted in this report to make recommendations that I believe will help U.S. Soccer achieve its goals. I sincerely hope that God will illuminate my ideas so that they are understandable and useful as you pursue success for soccer in the USA.

Wishing you every success in soccer, I remain a lifetime friend,



Carlos Queiroz

# SPECIAL THANKS

July 16, 1998

As I submit my report to U.S. Soccer, I want to take this opportunity to express my gratitude for the dedicated professional assistance of Coach Daniel Gaspar, without whom this report would not have been possible.

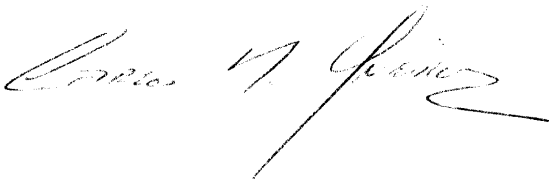
Danny, as I call him, has worked closely with me for many years. Our first association began in 1993, when he joined me at the Portuguese Soccer Federation as I prepared the national team of Portugal during qualifying matches for the 1994 World Cup. Additionally, we have worked as a team while I was at Sporting Lisbon in 1995, with the MetroStars of Major League Soccer in 1996 and with Grampus Eight of the J-League (Japan) in 1997.

During the past six years, he has — without a doubt — become perhaps the most experienced assistant coach of any American at the professional level. While he has specialized in the coaching of goalkeeping, Danny has gained invaluable experience in all phases of the game and will make an outstanding head coach.

Not only has Danny established himself as a top-flight coach working with professional players, he has for many years earned his reputation as one of America's top goalkeeping clinicians.

I hope that U.S. Soccer will appreciate the major role Danny played in the research that has gone into this report, and that they will embrace his ability as U.S. Soccer builds its technical staff in the years to come.

Your colleague



CARLOS QUEIROZ

# PART II

*We can fly*  
**2010**



# THE DREAM TEAM

The Dream Team, is a working blueprint for U.S. Soccer to reach the Project 2010 goals. It consists of 11 recommendations that are fundamental if we are to achieve these goals.

All 11 programs must be interrelated, must grow at the same time and move in the same direction. Final global success depends on the harmony, efficiency and consistency that exist between programs.

Paramount to the successful implementation of the Dream Team's *Starting 11* is the ability to build bridges between political leaders and coaches, between administrators and coaches, and between entire programs.

While not one of these Dream Team programs could by itself be considered revolutionary, there are those in the soccer family who might find some of them to be radical. That is perfectly acceptable. Change is never easy in a large organization, but it will be necessary to reach the lofty goals set for 2010.

A key component of the programs is the restructuring of elite level youth competition to include interstate competitions at the U14, U16 and U18 levels and a National Youth Professional League at the U19 level. The aim of this restructuring is to provide a gradual natural progression from youth soccer, up through the ranks to the professional level.

It must be emphasized that this restructuring is not a criticism against the Olympic Development Programs (ODP) which has been the backbone of American soccer scouting in these formative years. ODP will continue to carry most of the load of identifying players, but would gradually give way to the proposed programs, which provide a much broader scope for the future.

Likewise, collegiate soccer, which has played such a prominent role in keeping the game alive in the United States, especially through the lean years when there was no professional league, will continue its role of providing student athletes with an avenue to test their soccer skills. However, since it is not the collegiate system's job to produce professional players at the highest level, we must implement a system designed to do just that. Meanwhile, all of scholastic soccer — both high school and college — will continue to provide an important avenue where college students, and those who postpone a professional career until after their formal education, can compete in a nationally competitive environment

# **USA 2010 THE DREAM TEAM**

## **A BLUEPRINT FOR SUCCESS**

### **No. ROSTER**

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- 1. THE STEERING COMMISSION**
- 2. THE NATIONAL TECHNICAL STRUCTURE**
- 3. STRATEGIC PLAN FOR PLAYER DEVELOPMENT**
- 4. A NATIONAL COMPETITION SYSTEM FOR AMERICA**
- 5. A NATIONAL SCOUTING NETWORK**
- 6. THE U.S. NATIONAL PLAYER ACADEMY SYSTEM**
- 7. YOUTH INTERSTATE CHAMPIONSHIPS**
- 8. THE NATIONAL U19 YOUTH PRO LEAGUE**
- 9. COMMUNITY DEVELOPMENT PROGRAMS**
- 10. COACHING EDUCATION / SPECIAL PROJECTS**
- 11. INTERNATIONAL PROGRAMS**

# USA 2010 Starting Lineup

1. The Steering Commission

2. The National Technical Structure

3. A Strategic Plan for  
Player Development

4. A National Competition  
System for America

5. A National System for  
Scouting Players

6. U.S. National Player  
Academy System

8. National U19 Youth  
Pro League

7. Youth Interstate Championships

9. Community Development  
Program

10. Coaching Education /  
Special Projects

11. International Program



# THE STEERING COMMISSION:

## Charting a Course for the Success of American Soccer

A specially selected commission, made up of key leaders within the U.S. Soccer Family, will direct the 2010 project. This commission, which becomes the “brain” of the project, will, at the same time, be the soul of the entire program.

Commission members will be charged with setting the requirements needed to complete the 2010 mission, including the responsibilities of each commission member. The goal is to have commission members know exactly what is expected from them in the way of contribution.

Of paramount importance is that the commission be *directly connected with the identification process and development of talent in the country*. This will require that the commission take a leadership position in changing the way the federation approaches the identification of player talent.

In the past, when U.S. Soccer has identified upcoming player talent, the vision, because of politics and limited resources, has been narrow. While current talent identification has yielded some players who have gone on to successful professional careers, the bulk of our preparation for international play has been to rely on “magician” coaches, who somehow, despite all the limitations of our player identification system, can find a way to take the U.S. team to newfound success.

The correct vision is not about identifying a single star once in awhile, but building from the grassroots level until the USA is producing a much higher-skilled and competition-wise average player. By raising this *average* yardstick, we will be able to see more consistent results because the average talent level of the U.S. team, “across the board,” will rise dramatically.

While part of the national team coach’s job is to scout players, the entire responsibility for player scouting is shared by the entire system. The bottom line is that no one person, or small group of “experts” can find all the players. Through leadership of the commission members and the effective building of bridges between the various groups involved in American soccer, everyone, ideally, will accept some responsibility for player identification.

The system cannot depend on one person. Therefore, it must have sufficient backup to cover situations which may develop as result of human failure.

Inherent in this player identification system is the conviction that once identified, these players should have the opportunity to play a significant number of full international matches, compete in a youth pro national championship, and, in the process, learn what it truly means to “earn three points.”

Along the way, while players learn these important traits, coaches can complete a player’s “soccer education,” with schooling in the important areas of technical training, professional behavior, fighting spirit, team spirit — all within a day-by-day, week-by-week, year-by-year systematic process.

# PROJECT 2010 STEERING COMMISSION

## Commission Makeup

1. U.S. Soccer Federation (Chair of the Commission)
2. Technical Department (National Team Head Coach)
3. Technical Directors (National Assistant Coaches) pp. 22-39
  - 3.1 Director of Academies (National Assistant Coach No. 1)
  - 3.2 Director of National Team Player Development (National Assistant Coach No. 2)
  - 3.3 Director of Coaching Education / Special Projects (National Assistant Coach No. 3)
  - 3.4 Director of Competition / Event Promotion (National Assistant Coach No. 4)
  - 3.2 Director of Regional / State Development (National Assistant Coach No. 5)
4. Four Regional Representatives (Coaches) pp. 24
  - 4.1 Technical Director Region I
  - 4.2 Technical Director Region II
  - 4.3 Technical Director Region III
  - 4.4 Technical Director Region IV
5. U.S. Youth Soccer Association Representative
6. U.S. Soccer Foundation Representative
7. Scholastic Representative (high school / college)
8. U.S. Soccer Financial Representative
9. Professional League Representative

Note: Permanent Members are 1, 2, 4, 5, 6, 7, 8, 9  
Members from No. 3 can be called as necessary

## **Areas of Concentration**

1. The initiation, development and management of soccer programs in the United States
2. The establishment of soccer education programs to develop professional players.
3. The management of the national system of competition.
4. To develop a training process for all players from the age of 6 all the way to the highest level.
5. To establish and manage expanded education programs for coaches.
6. Ongoing analysis of the latest developmental trends in international soccer.

## **Directory of National Programs**

1. Competitive activities at the state, regional and national level.
2. Identifying elite players and preparing them for high level professional competition.
3. Selecting and preparing American teams for international competition.
4. Establishing specific themes, courses and standards for all youth and professional coaches.
5. Coordinating all national competitions within a global soccer calendar.

# NATIONAL TECHNICAL STRUCTURE

In our examination of the current structure of U.S. Soccer, perhaps the most glaring omission of the federation's national team program in recent years has been the lack of a formalized technical department.

Just as FIFA, UEFA, and countries such as, France and Holland have sophisticated technical departments to deal with development processes, U.S. Soccer can focus future development in all areas by establishing its own technical department.

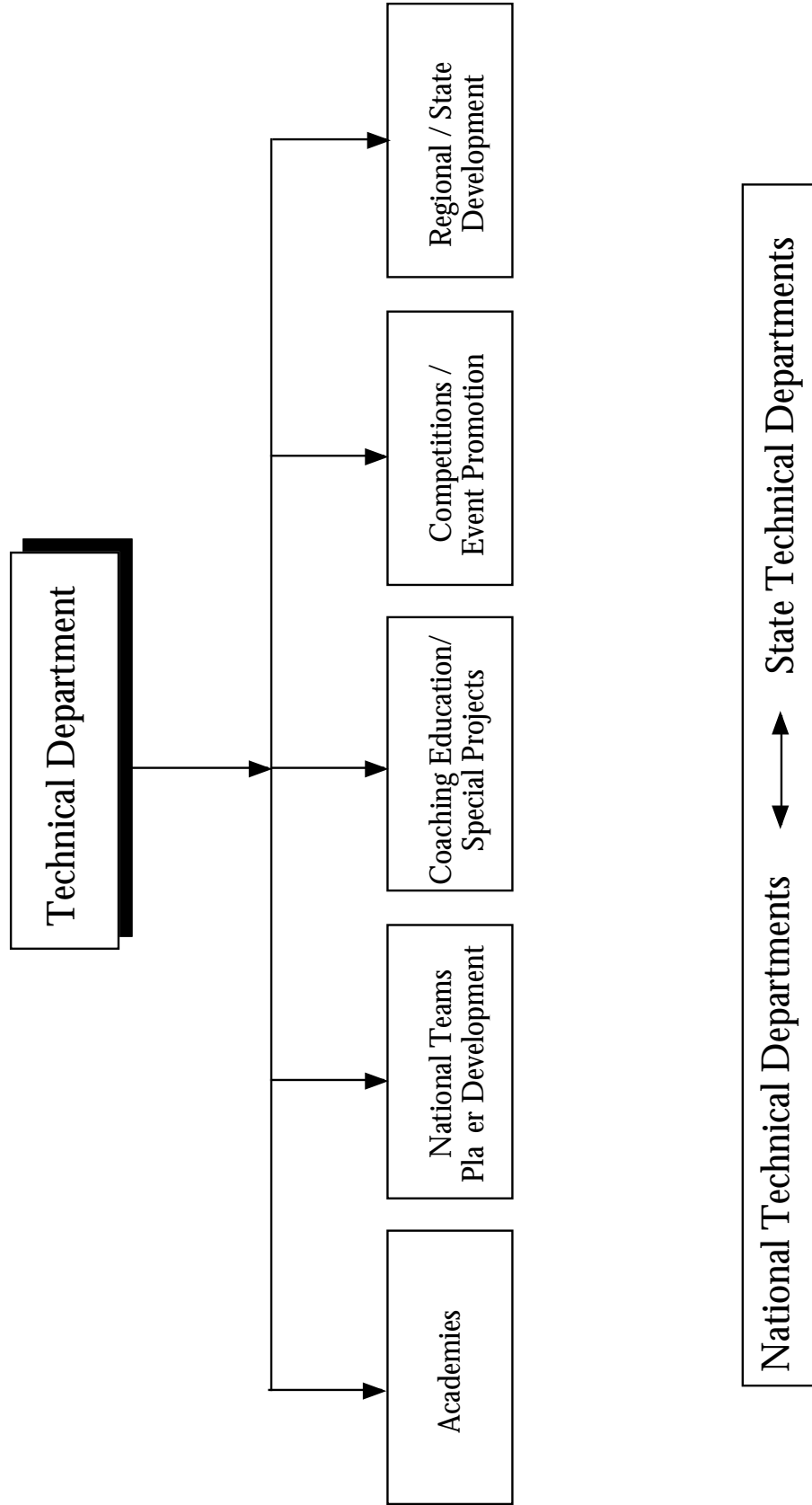
There are five areas in the proposed technical department:

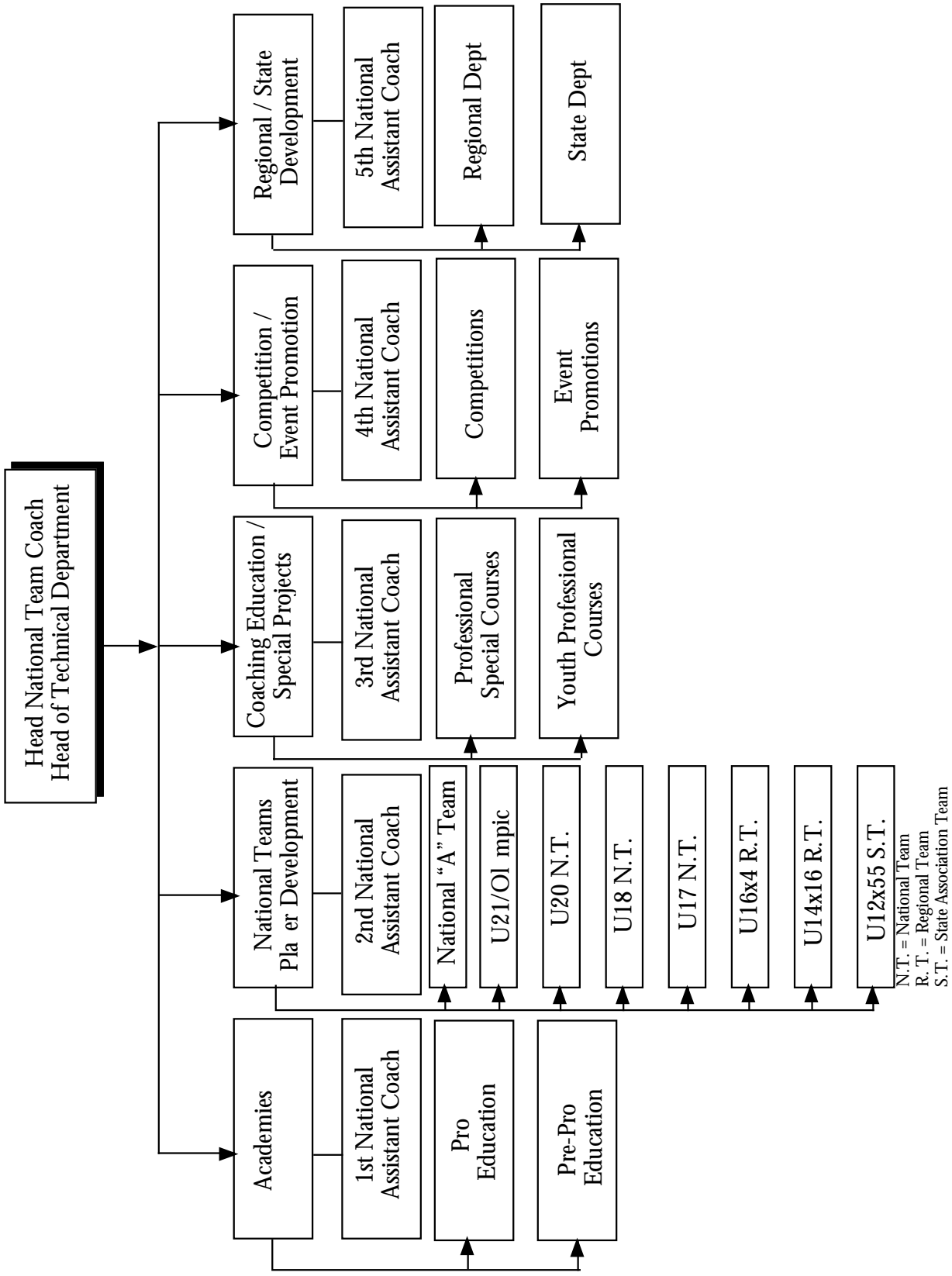
- National Teams
- National Player Academies
- Professional Coaching Education / Special Projects
- Competition / Event Promotion
- Regional / State Development

Each of these areas are tied together by one common goal: to identify and train the best American soccer players for high level international competition. This ground-breaking, dynamic part of the federation, will blaze new trails at the grassroots level, making sure that any local player who truly has the talent, will have the opportunity to be seen by federation personnel.

In addition to this technical area being an integral part of U.S. Soccer in Chicago, this same structure, in order to succeed, must be mirrored at the state level. (See Technical Structure on page 23.) Thus, states work in concert with the national federation, and thereby take an active, ongoing role in the development process of soccer in the United States.

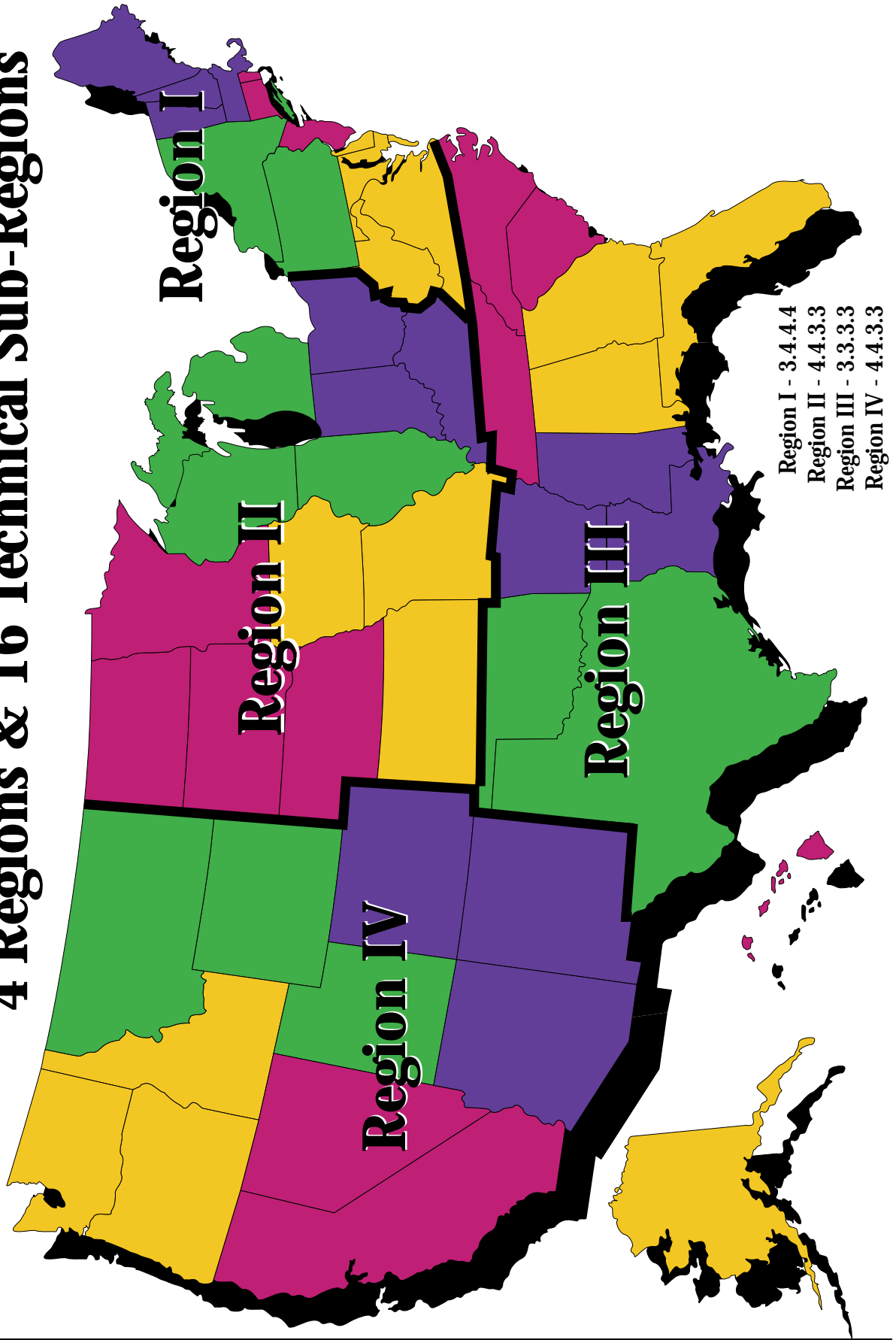
## U. S. Soccer Federation Structure

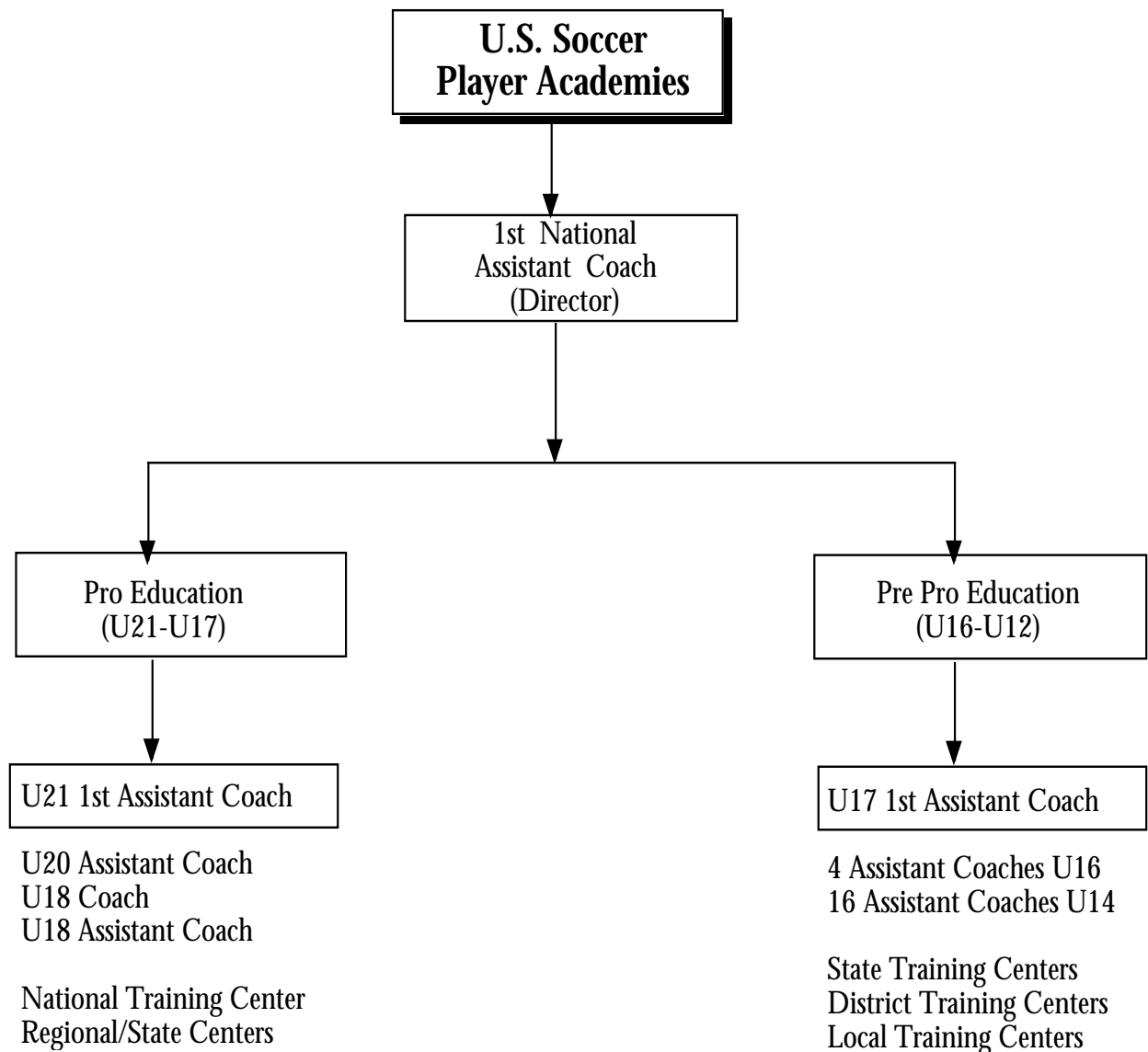


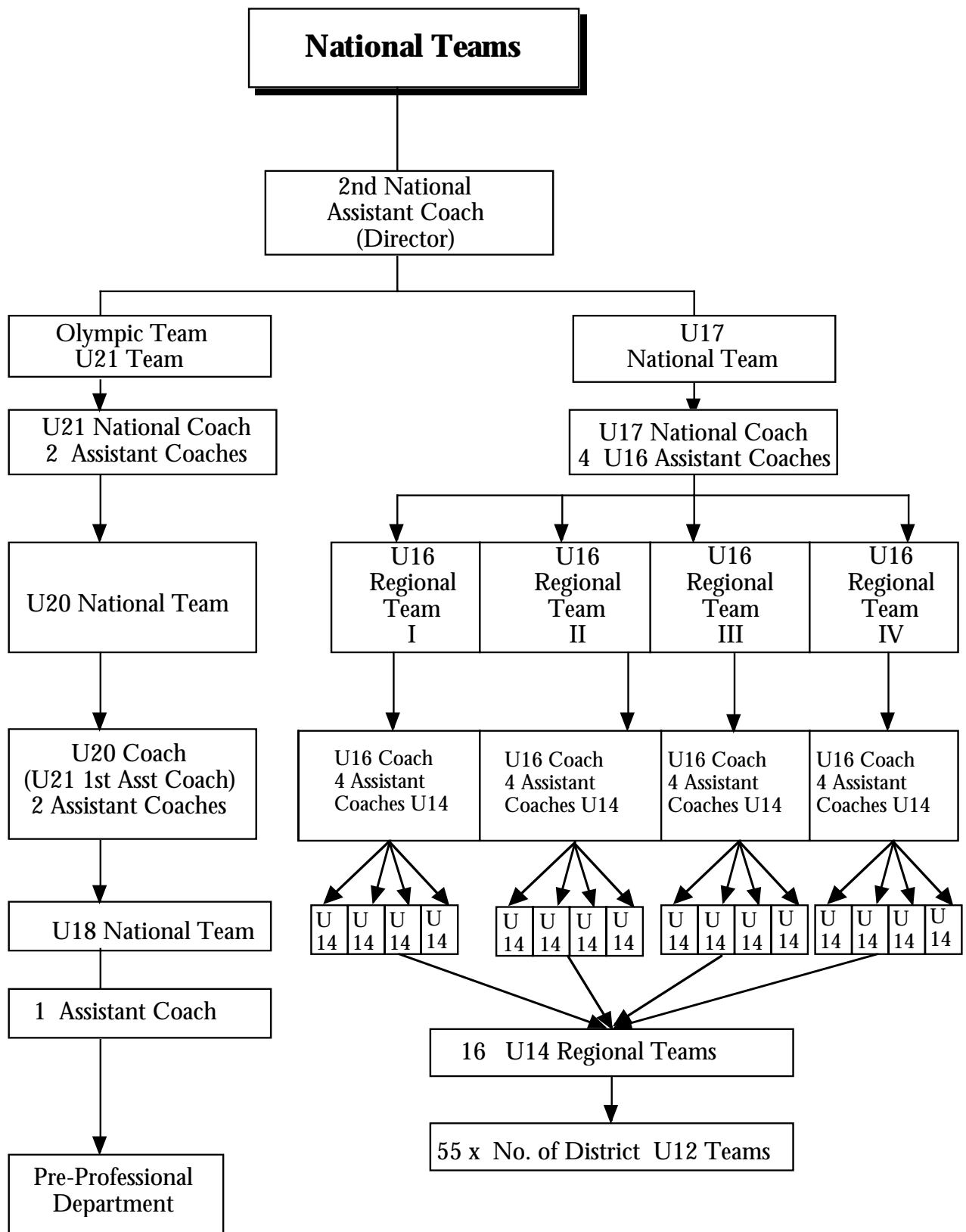


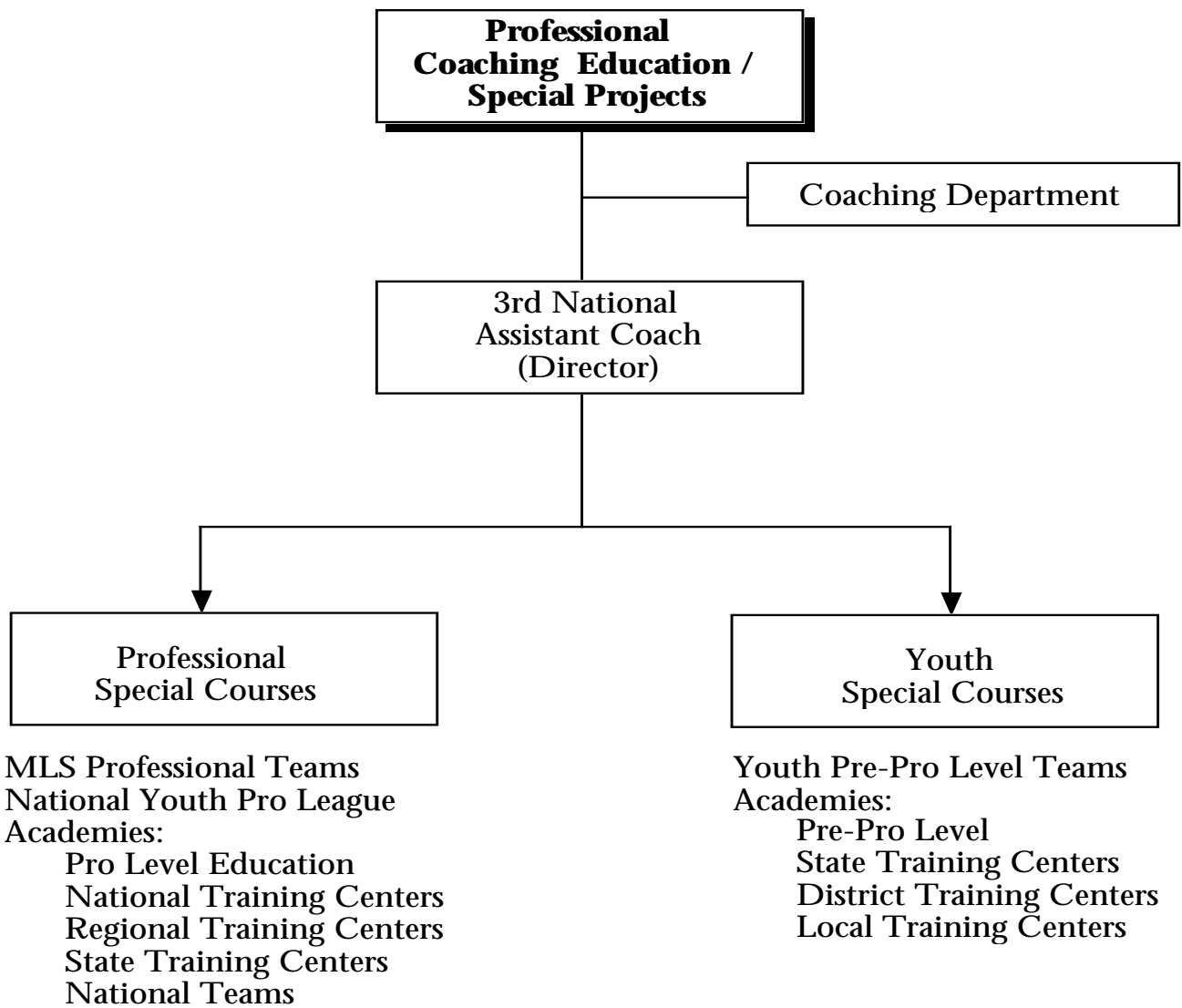


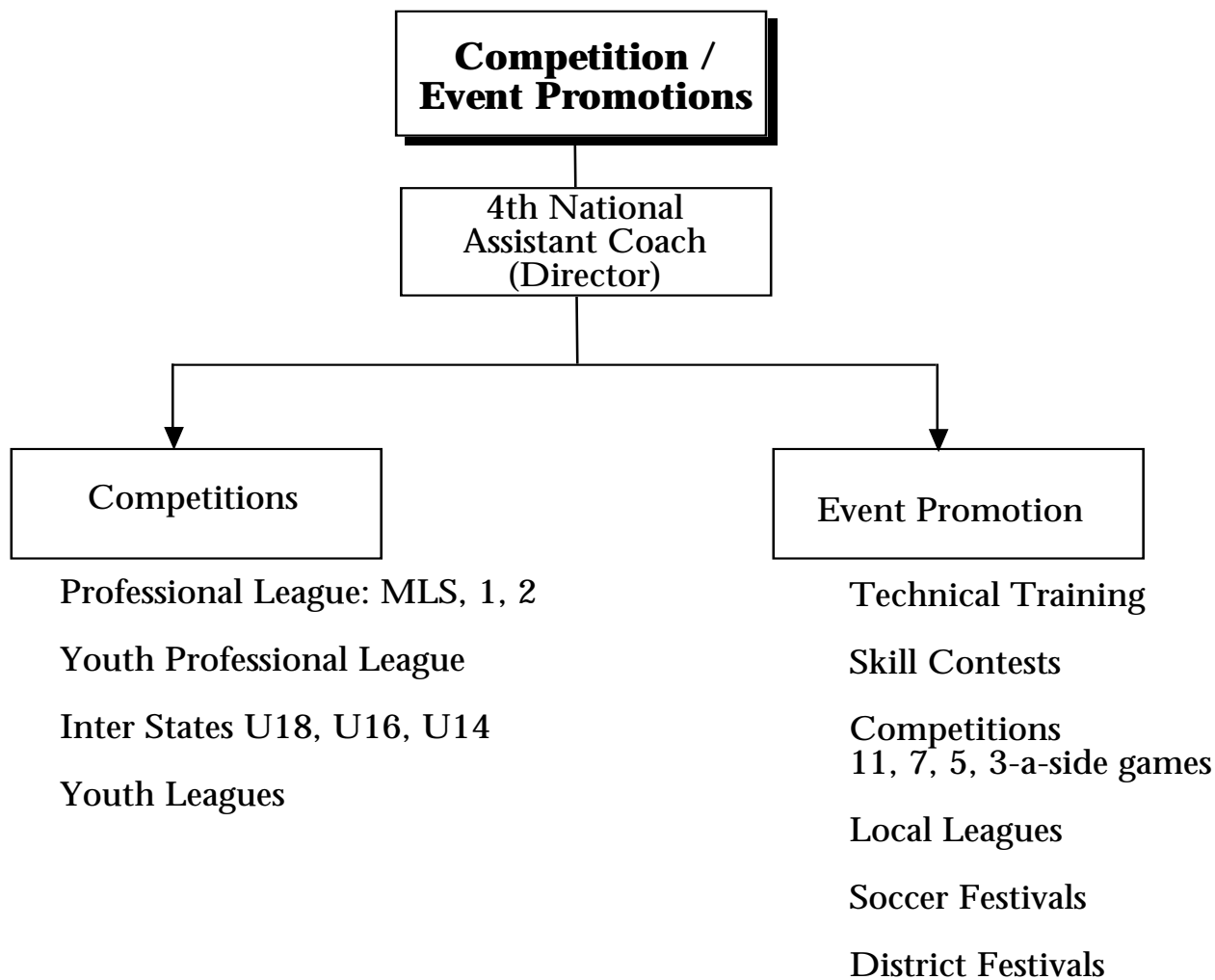
# 55 State Associations 4 Regions & 16 Technical Sub-Regions

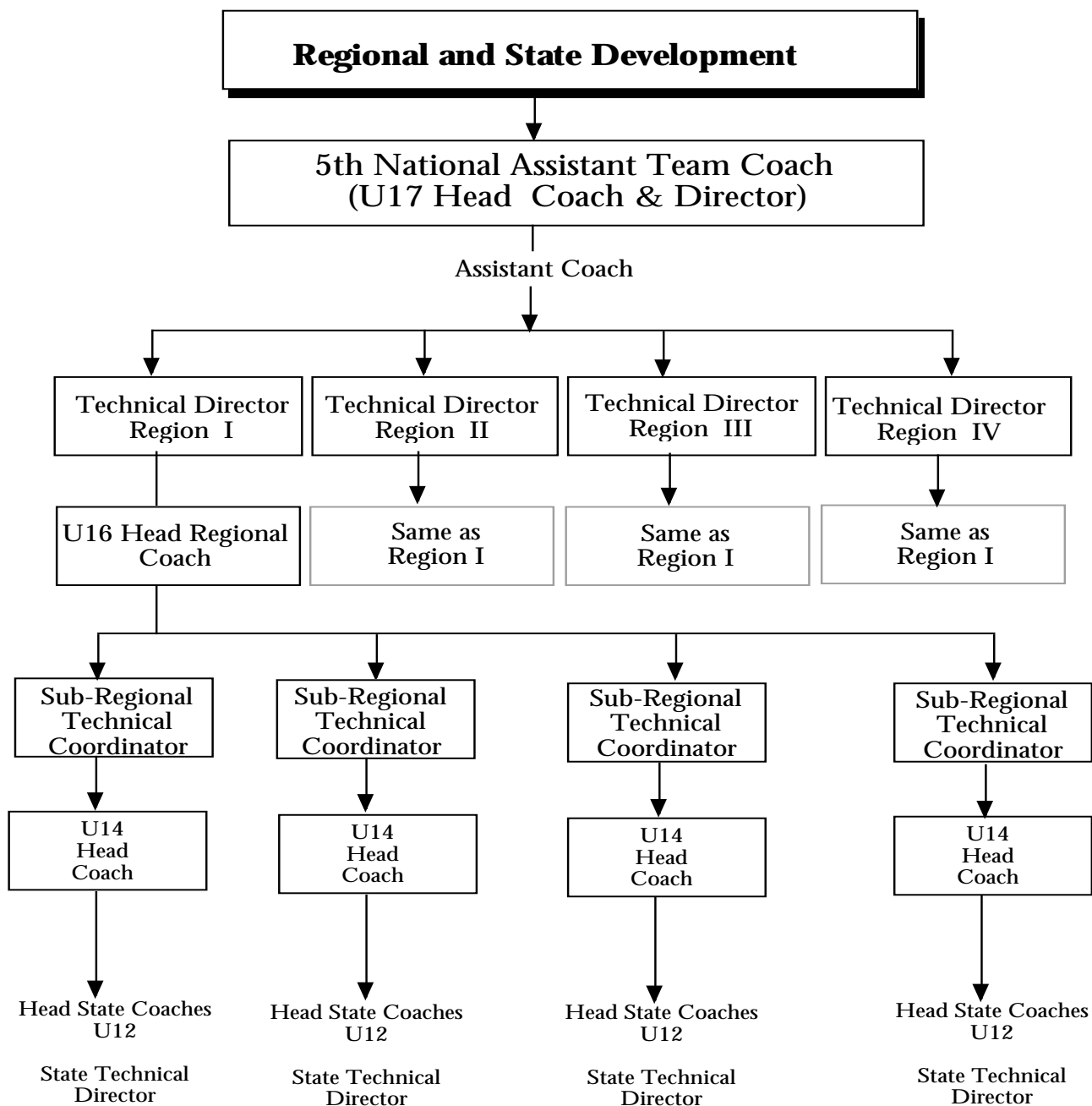




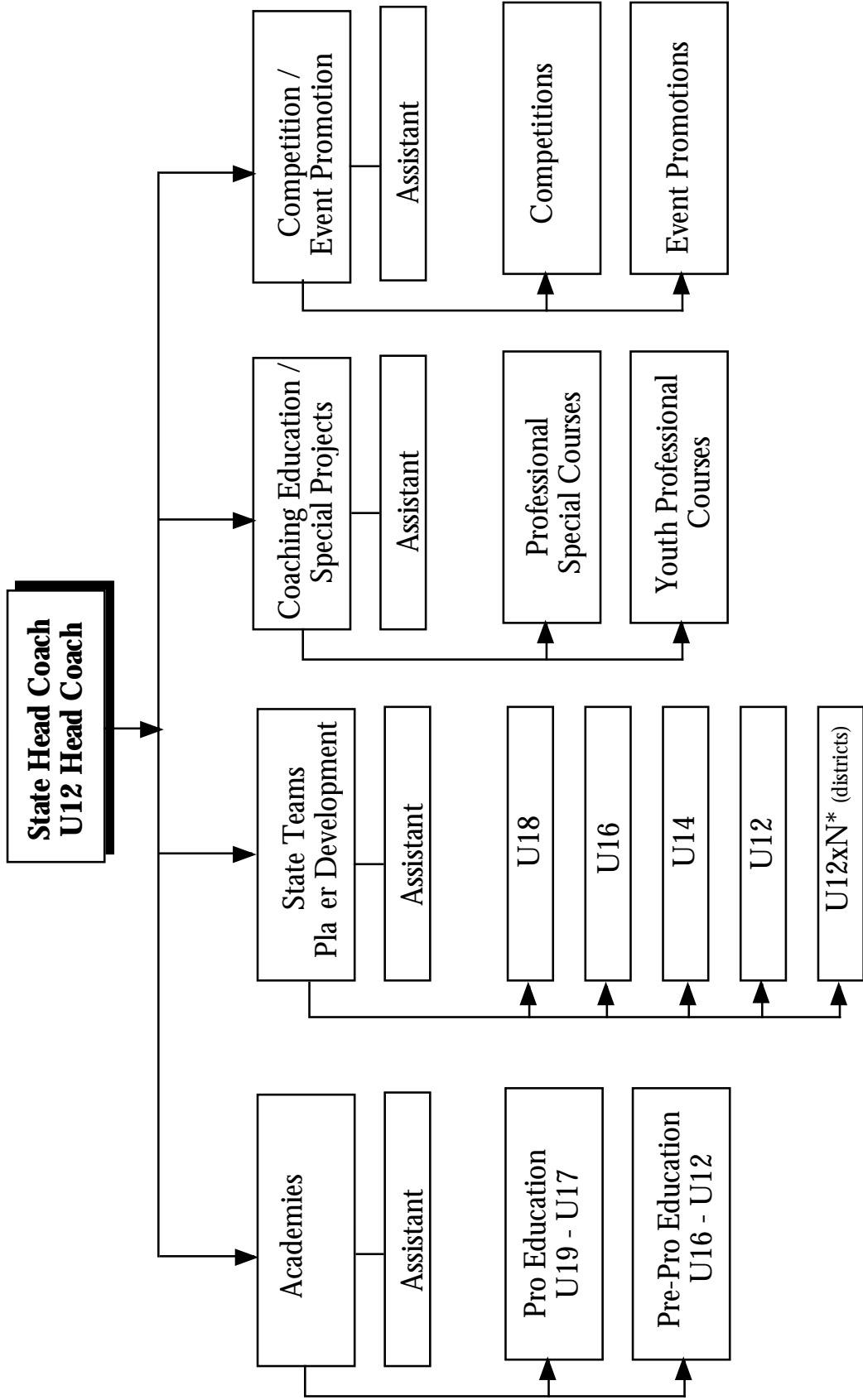






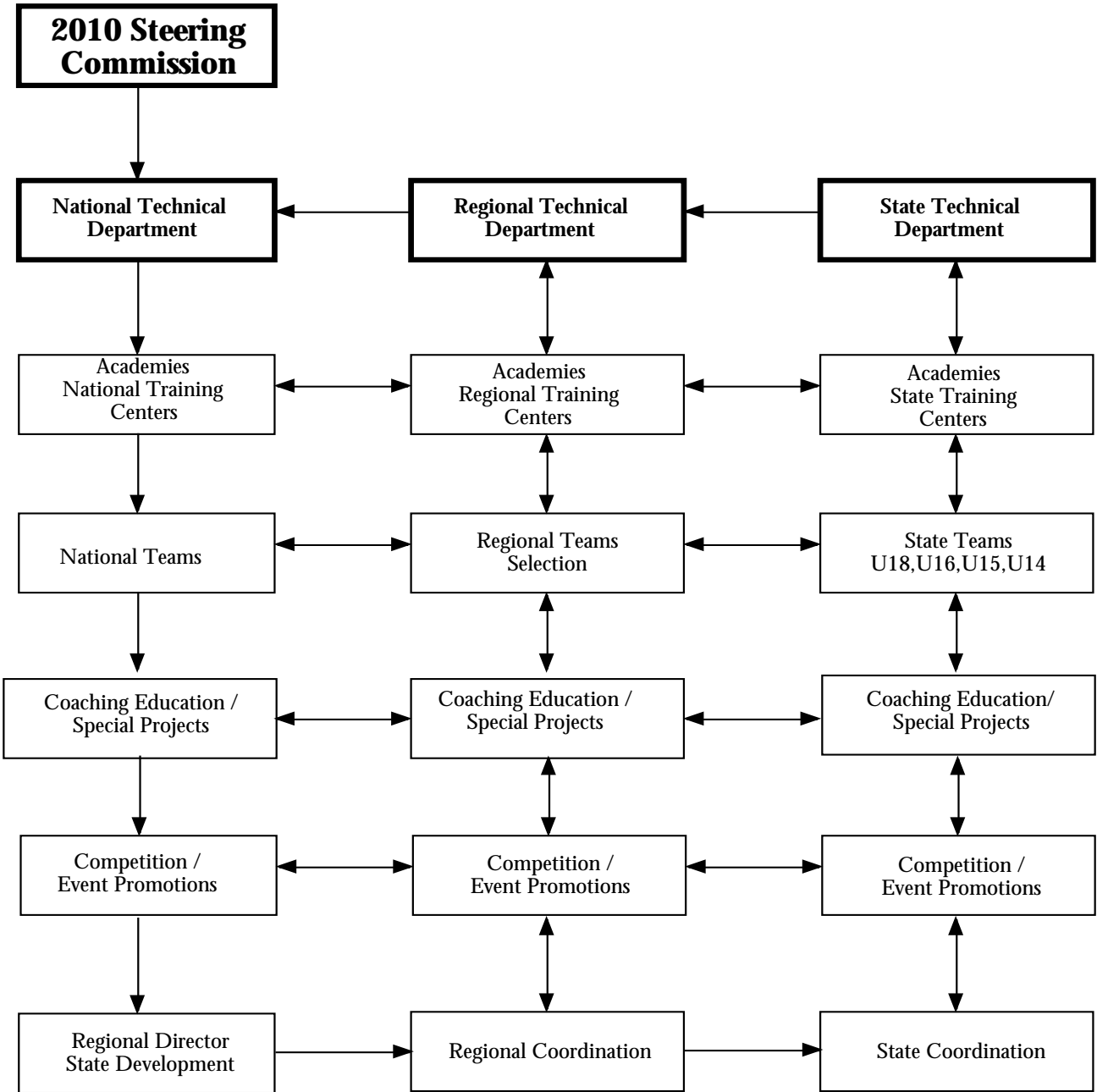


# State Technical Department



\*Equal to the number of districts per state

# Functional Model





# National Staff Structure & Roles

National "A" Team		
Coach	Primary Role	Additional Role(s)
1st	National Head Coach	Head of Technical Department
2nd	Assistant Coach No. 1	Director of Academies
3rd	Assistant Coach No. 2	Director of National Teams Player Development
4th	Assistant Coach No. 3	Director of Professional Coaching Education / Special Projects
5th	Assistant Coach No. 4	Director of Competitions / Events Promotions
6th	Assistant Coach No. 5	Director of Regional / State Development
7th	Head Fitness Coach	
8th	Head Goalkeeper Coach	

Olympic / U21 Team		
Coach	Primary Role	Additional Role(s)
3rd	Head Coach	Director of National Teams Player Development National AA Team Assistant Coach Number 2
9th	Assistant Coach No. 1	Assistant Director of Professional Academies Special Projects
10th	Assistant Coach No. 2	U20 Head National Coach
11th	Fitness Coach	
12th	Goalkeeper Coach	

U20 National Team		
Coach	Primary Role	Additional Role(s)
10th	Head Coach	Olympic/U21 Team Assistant Coach Number 2 Assistant National Team Player Development
13th	Assistant Coach No. 1	Assistant Director of Academies
14th	Assistant Coach No. 2	U18 Head Coach
15th	Fitness Coach	Fitness Coach U18
16th	Goalkeeper Coach	Goalkeeper Coach U18

U18 National Team		
Coach	Primary Role	Additional Role(s)
14th	Head Coach	U20 Team Assistant Coach Number 2 Assistant Director of Academies
17th	Assistant Coach No. 1	Assistant Director of Academies
15th	Fitness Coach	Fitness Coach U20
16th	Goalkeeper Coach	Goalkeeper Coach U20

U17 National Team		
Coach	Primary Role	Additional Role(s)
18th	Head Coach	Assistant National Team Player Development Director of Regional / State Development
19th	Assistant Coach No. 1	Assistant Director of Academies
20th	Assistant Coach No. 2	Region I Head Coach & Technical Director
21st	Assistant Coach No. 3	Region II Head Coach & Technical Director
22nd	Assistant Coach No. 4	Region III Head Coach & Technical Director
23rd	Assistant Coach No. 5	Region IV Head Coach & Technical Director

U16 X4 Regional National Teams		
Coach	Primary Role	Additional Role(s)
20th to 23rd	4 Head Coach U16	U17 Team Assistant Coach Number 2, 3, 4, 5 Regional Technical
24th to 27th	4 Assistant Coach No. 1 U16	4 Assistant Director of Academies
28th to 31st	4 Assistant Coach No. 2 Region I	4 Head Coach U14 & Regional Technical Coordinator
32nd to 35th	4 Assistant Coach No. 3 Region II	4 Head Coach U14 & Regional Technical Coordinator
36th to 39th	4 Assistant Coach No. 4 Region III	4 Head Coach U14 & Regional Technical Coordinator
40th to 44th	4 Assistant Coach No. 5 Region IV	4 Head Coach U14 & Regional Technical Coordinator

U12 X55 State Teams		
Coach	Primary Role	Additional Role(s)
45th to 99th	Head State Coach X55 State Teams U12, U14, U16, U18	State Technical Director

<b>National “A” Team</b>		
<b>Coach</b>	<b>Primary Role</b>	<b>Additional Role(s)</b>
1st	National Head Coach	Head of Technical Department
2nd	Assistant Coach No. 1	Director of Academies
3rd	Assistant Coach No. 2	Director of National Teams Player Development
4th	Assistant Coach No. 3	Director of Professional Coaching Education / Special Projects
5th	Assistant Coach No. 4	Director of Competitions / Events Promotions
6th	Assistant Coach No. 5	Director of Regional / State Development
7th	Head Fitness Coach	
8th	Head Goalkeeper Coach	

<b>Olympic / U21 Team</b>		
<b>Coach</b>	<b>Primary Role</b>	<b>Additional Role(s)</b>
3rd	Head Coach	Director of National Teams Player Development National AA Team Assistant Coach Number 2
9th	Assistant Coach No. 1	Assistant Director of Professional Academies Special Projects
10th	Assistant Coach No. 2	U20 Head National Coach
11th	Fitness Coach	
12th	Goalkeeper Coach	

<b>U20 National Team</b>		
<b>Coach</b>	<b>Primary Role</b>	<b>Additional Role(s)</b>
10th	Head Coach	Olympic/U21 Team Assistant Coach Number 2 Assistant National Team Player Development
13th	Assistant Coach No. 1	Assistant Director of Academies
14th	Assistant Coach No. 2	U18 Head Coach
15th	Fitness Coach	Fitness Coach U18
16th	Goalkeeper Coach	Goalkeeper Coach U18

<b>U18 National Team</b>		
<b>Coach</b>	<b>Primary Role</b>	<b>Additional Role(s)</b>
14th	Head Coach	U20 Team Assistant Coach Number 2 Assistant Director of Academies
17th	Assistant Coach No. 1	Assistant Director of Academies
15th	Fitness Coach	Fitness Coach U20
16th	Goalkeeper Coach	Goalkeeper Coach U20

<b>U17 National Team</b>		
<b>Coach</b>	<b>Primary Role</b>	<b>Additional Role(s)</b>
18th	Head Coach	Assistant National Team Player Development Director of Regional / State Development
19th	Assistant Coach No. 1	Assistant Director of Academies
20th	Assistant Coach No. 2	Region I Head Coach & Technical Director
21st	Assistant Coach No. 3	Region II Head Coach & Technical Director
22nd	Assistant Coach No. 4	Region III Head Coach & Technical Director
23rd	Assistant Coach No. 5	Region IV Head Coach & Technical Director

<b>U16 X4 Regional National Teams</b>		
<b>Coach</b>	<b>Primary Role</b>	<b>Additional Role(s)</b>
20th to 23rd	4 Head Coach U16	U17 Team Assistant Coach Number 2, 3, 4, 5 Regional Technical
24th to 27th	4 Assistant Coach No. 1 U16	4 Assistant Director of Academies
28th to 31st	4 Assistant Coach No. 2 Region I	4 Head Coach U14 & Regional Technical Coordinator
32nd to 35th	4 Assistant Coach No. 3 Region II	4 Head Coach U14 & Regional Technical Coordinator
36th to 39th	4 Assistant Coach No. 4 Region III	4 Head Coach U14 & Regional Technical Coordinator
40th to 44th	4 Assistant Coach No. 5 Region IV	4 Head Coach U14 & Regional Technical Coordinator

<b>U12 X55 State Teams</b>		
<b>Coach</b>	<b>Primary Role</b>	<b>Additional Role(s)</b>
45th to 99th	Head State Coach X55 State Teams U12, U14, U16, U18	State Technical Director



# A Strategic Plan for Player Development

An ongoing discussion point within the U.S. Soccer Family has been: “Are we truly doing everything we can to find and prepare the most talented players in our country?” Following the USA’s participation in the 1998 World Cup, that question is likely to be repeated many times.

To help provide a once-and-for-all answer to that question, and to ensure that we as a federation can identify and produce players who are more creative, efficient, and play with speed of thought, it is of the utmost importance too implement a new strategic plan for development of the technical ability of the elite player.

In this section, we introduce a process with provides for following the elite player in three stages of development: age 7–12, age 13–16 and age 17–19. Emphasis in these observation periods will be in three main areas:

1. Technical
2. Training
3. Competition

The first stage is a fundamentals period, which emphasizes the basic skills of soccer. The second stage is the pre-professional period, when players who may have professional ability, are being discovered and monitored. The third stage, the professional education stage, consists of intensified preparation for a professional career.

It must be emphasized that these programs are only for elite players — individuals who through careful observation, are considered to be far above the ability of the general player population.

## Recreational Fundamentals (Age 7–12)

Fundamentals are the most important part of the game of soccer. Without them, a player does not have the tools necessary to become an efficient member of a team. It is this lack of basic fundamentals which is common among nations who are emerging into the international arena.

Between the ages of 7 and 12, most of the focus will be on providing instruction for players in local neighborhoods and schools. In this stage, the coaches come to the players' environment to teach skills and general soccer knowledge. Emphasis is on providing youngsters with training in a fun environment through such vehicles as skill contests, soccer festivals, local tournaments and local leagues. It is also during this period that we introduce true 11-a-side competition, once players reach 11 years of age.

Producing one super team in a neighborhood is not what this is about. At this age, it is important that as many players as possible have the chance to taste the thrill of victory by winning something.

*While we cannot fight against the more established sports of baseball, football and basketball (they have money, heroes, etc.), we can produce a positive environment that not only teaches our players to appreciate and love the game, but brings them back thirsting for more each year.*

## **Pre-Professional (Age 12–16)**

In the second stage (12–16 years of age), it is important to create a variety of fun activities. By challenging the players in the proper way, we can help them develop a sense of accomplishment, and help them continue to develop a true love for the game.

During this period of development, players in the 12–16 age group usually come to a fork in the road. The average player will go one way, while the best players will take another pathway. Once the elite players are identified, our goal is not to remove the players from their own environment (i.e. training centers) but to bring good competition and quality technical training to the players' own environments, which could include local training centers, run either by the state association or by the federation directly.

During this period, it is also important to identify the best under-14 players in each of 16 technical regions, and the best under-16 from the four national regions as identified by U.S. Soccer. This includes the selection of players for their first international test (FIFA Under-17 World Championship), which features the world's best players under the age of 17.

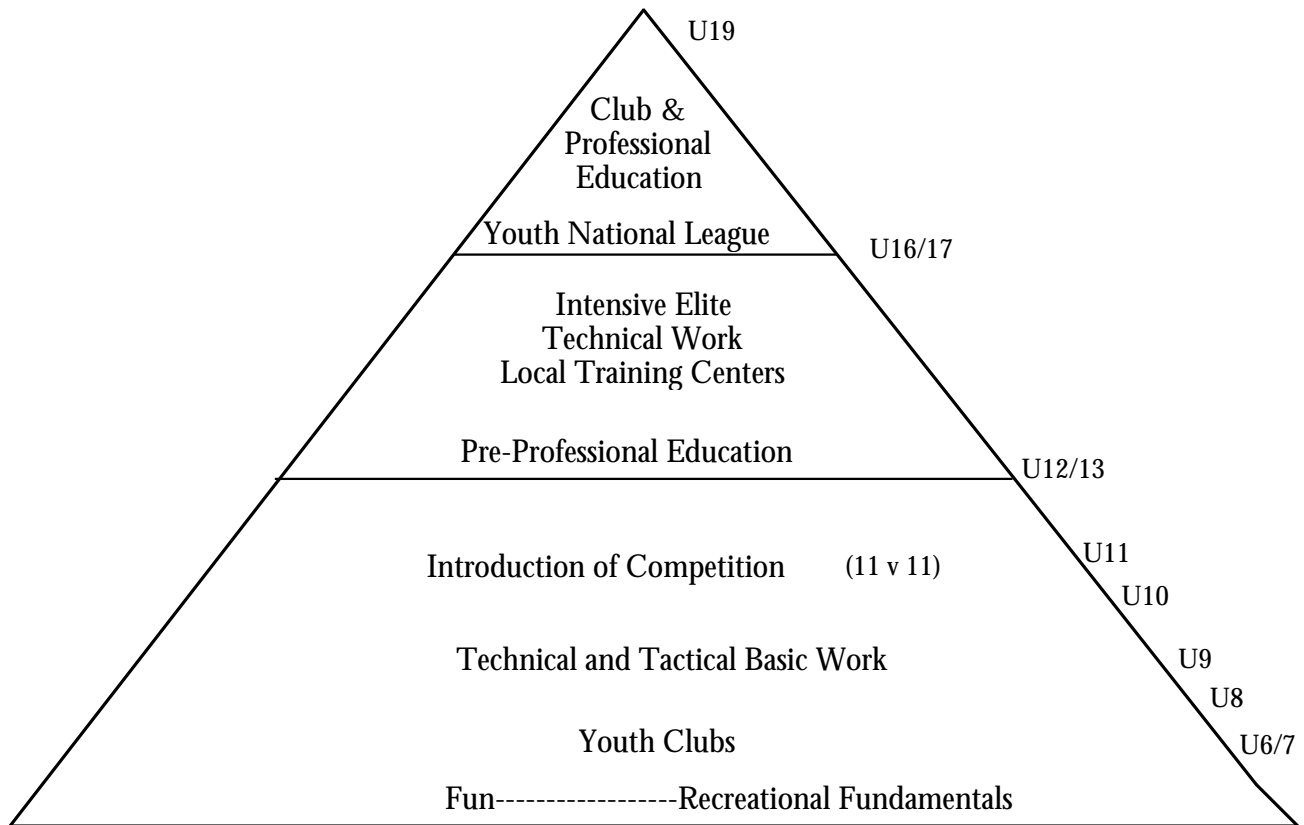
*A new concept which this program introduces for the first time in the United States, is that of intensive technical training work. This includes bringing the best local players together at least three times a week to train with special coaches, who come to teach and focus on individual technical training techniques. Wherever possible, local club coaches or coaches from the local school system can qualify as instructors in these intensive technical training sessions.*

## **Pro Education Period (Age 17–19)**

At this stage of development, players will already have traveled down one of three paths. Average players will follow the current system. The best national players will follow the path of the professional education system, which includes participating inside the Player Academy system or following the path of the U19 National Pro Youth League. The “best of the best” elite players have a third option, to move into their second full international test, which includes participation in CONCACAF qualifying for the U20 World Cup, as well as taking advantage of the benefits of all other national team programs.

Some of these players who complete this stage of development will be ready for a career in professional soccer.

# STRATEGIC PLAN FOR PLAYER DEVELOPMENT



Note: Soccer Elite 2010 → To improve technical capacities and creativity. These conditions are indispensable for achieving success in the future.

# STRATEGIC FORMULAS FOR PLAYER DEVELOPMENT

Recreational (U7-U12) = fun, soccer games & introduction to competition x organized activities  
Individual Technical Fundamental Work

Pre Professional Education (U12-U16) = Intensive Technical Work x Competition  
Qualit Training

Professional Education (U17-U21) = Technical/Tactical/Mental x Qualit training  
Qualit Competition

# A NATIONAL COMPETITION SYSTEM FOR AMERICA

In this section, I have presented a proposal that provides a systematic plan for all competition in the United States. The goal of this plan is an orderly method of identifying all players in all areas of the country who may be good enough to make it as a national team player.

Theoretically, if a six-year-old child should knock on a door, and ask what can U.S. Soccer offer me if I choose to play soccer in my lifetime, you could provide the child with a detailed script on all soccer competition from age 6 through adult.

This proposal describes a program which local clubs, state associations and the federation together can offer any American player from recreational through professional levels. The program divides and coordinates the different responsibilities and obligations among clubs, states and national federation in all competitive situations.

This new system of national competition is an important piece of the soccer developmental puzzle, which is integrated into the main system that supports the identification and development process of talent. That is what I call and classify as the “natural selection of the species in soccer.”

# **UNITED STATES COMPETITION SYSTEM**

## **THE MASTER PLAN**

- **International Soccer Competitions**
- **Professional and International Soccer Competitions**
- **National Youth Leagues**
- **Professional Clubs and International Competitions**
- **Professional Clubs and National Youth Pro League**
- **International Youth Matches**
- **Interstate National Championships**
- **Youth State Team Training Centers  
(National, Regional, State, and Local)**
- **Local Youth Leagues**
- **State Championships**
- **National Youth Championships**
- **Community Soccer Activities**
- **Festivals, Tournaments, Games**



## Natural Selection (Club)

Organization		Activities
U6	Teams: 3, 5, 7 a-side + Skills	Tech/Tactical/Basic + Tournaments. 3, 5, 7
U7	Teams: 3, 5, 7 a-side + Skills	Tech/Tactical/Basic + Tournaments. 3, 5, 7
U8	Teams: 3, 5, 7 a-side + Skills	Tech/Tactical/Basic + Tournaments. 3, 5, 7
U9	Teams: 3, 5, 7 a-side + Skills	Tech/Tactical/Basic + Tournaments. 3, 5, 7
U10	Teams: 3, 5, 7,11 a-side + Skills	Tech/Tactical/Basic + Tournaments. 3, 5, 7
U11	Teams: 5, 7 & 11 Introduction Competition(11)	Tech/Tactical/Basic + Tournaments. 3, 5, 7,11
U12	Teams: 7 & 11	District Competition: Tournaments 7,11 a-side
U13	Teams: 7 & 11	Tournaments
U14	Teams: 11	District League (11)State Competition + National Cup
U15		Tournaments
U16	Teams: 11	District League (11)State Competition + National Cup
U17		Tournaments
U18	Teams: 11	District League (11)State Competition + National Cup
U19	Teams: U19 Youth Pro Teams	U19 Pro League
Pro		

## Natural Selection (State)

Organization		Activities
U6	Skills	Youth Leagues
U7	Skills	Youth Leagues
U8	Skills	Youth Leagues
U9	Skills	Youth Leagues
U10	District Skills	Youth Leagues & District Finals
U11	Skills	
U12	District Camp & District/State U12 Championships	District & State Finals
U13		Training Centers: District, State & Local
U14	District Camp & District/State U14 Championships	Training Centers: District, State & Local
U15		Training Centers: District, State & Local
U16	District Camp & District/State U16 Championships	Training Centers: District, State & Local
U17		Training Centers: District, State & Local
U18	District Camp & District/State U18 Championships	Training Centers: District, State & Local
U19		
Pro		

## Natural Selection (U.S. Soccer / Pro System)

Organization		Activities
U6		
U7		
U8		
U9		
U10		
U11		
U12		Coaching Education – Training Center
U13		Coaching Education – Training Center
U14	U14 National Cup*	Coaching Education – Training Center
U15		Coaching Education – Training Center
U16	U16 National Cup*	Coaching Education – Training Center Youth League
U17		
U18	U18 National Cup*	Youth League Coaching Education
U19	<b>U19 Youth Pro-League</b>	Youth Pro League Coaching Education
Pro	Professional League MLS, A-League, USISL	Professional Coaching Education

\*Note: Implement a National Cup, similar to the Champion's League European format. The best clubs participate. Primarily a U18 National Cup until the U19 Youth Pro League is completely realized.

# SCOUTING NETWORK

- ELITE SYSTEM

## A National System for Scouting Players

This represents a new model of a comprehensive national scouting process. Without sounding like this is a threat to the current ODP player identification system, we must identify — in the medium and long term — an alternative method of reaching farther into the vast reaches of America to find the appropriate occasion that all possible players inside and outside of the mainstream systems of play.

It is extremely important to recognize that this scouting system model can only be successful when it is used in conjunction with all of the other dynamic processes presented in this report. All 11 points of the 2010 Dream Team are equally important to help the federation reach its 2010 goals.

This section also presents the model that supports the work of U.S. Soccer's new Technical Department, coaches who select talent for the different U.S. national teams and the federation's expanded network of coaches across the country. The model has two important characteristics in terms of the evaluation process:

1. The work done by the coaches.
2. The ultimate judgment dictated by the competition.

The efficiency of this model exists because we combine player evaluation in a systematic way with information compiled throughout the life of a young player — directly and indirectly from different levels of coaching and different levels of competition.

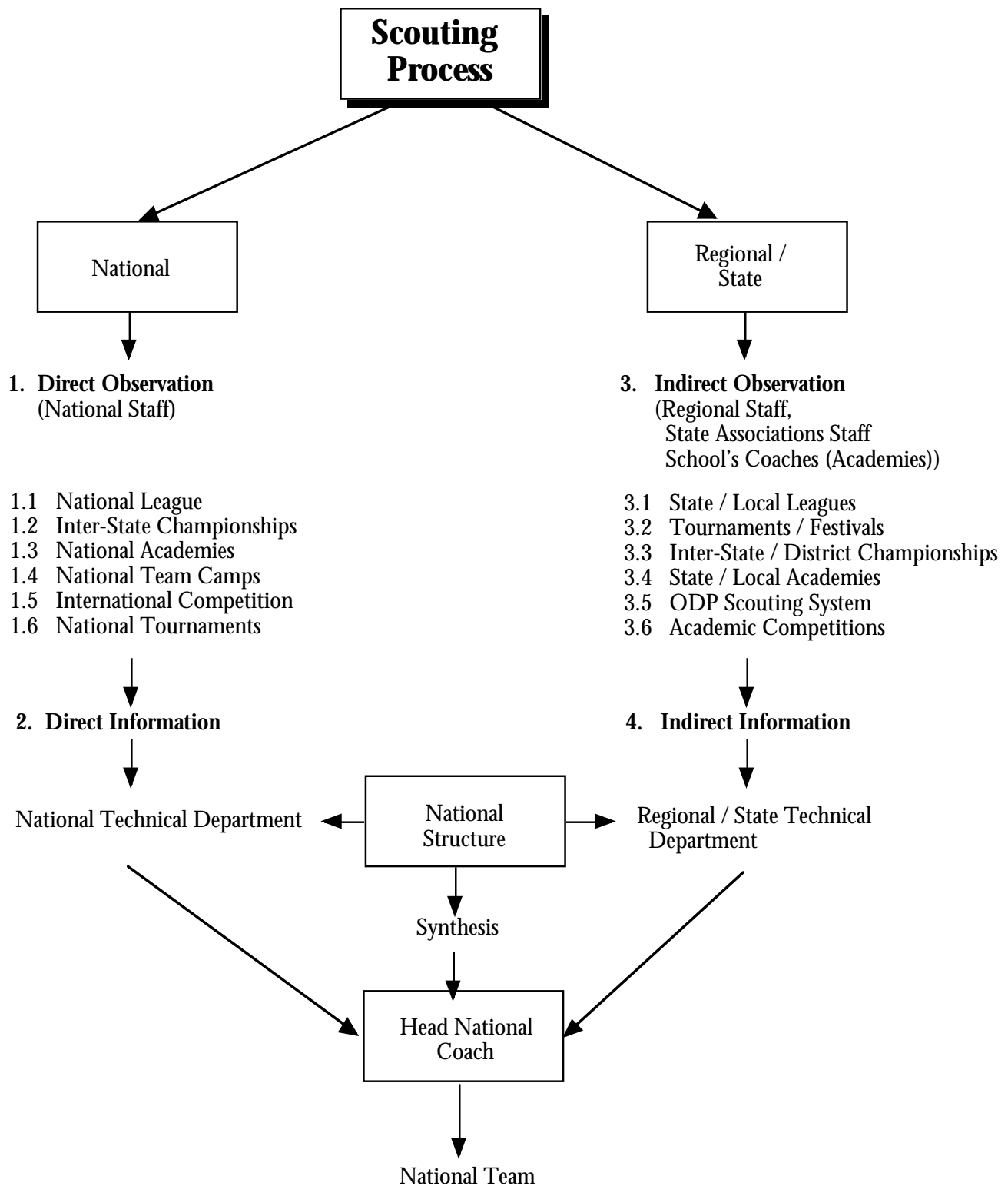
This *directed selection process*, in which players have been provided with the best training, provides for a selection process which is truly systematic in nature.

In conclusion, a successful identification and development process includes synergy between the two following approaches:

- Utilizing a large number of participants organized into competitive divisions, appropriately called natural selection. This is the systematic, “quantitative” approach.
- Utilizing a smaller number of participants through special training programs and special competitive environments. This is the systematic, “quality” approach.

It is important to remember that, independent of the model you choose, two things will always be more important than the model itself:

- The model should work over the long term.
- The ultimate analysis of players will always be determined by the quality of training and the quality of competition.



## Directed Selection (State Associations)

	Organization	Activities
U6		
U7		
U8		
U9		
U10		
U11	Training Centers: Local, Districts, State	
U12		U12 District Selection
U13		U13 District Selection
U14		U14 District Selection + State Selection
U15		U15 District Selection
U16		U16 District Selection + State Selection
U17	Training Centers: Local, Districts, State	U17 District Selection
U18		U18 District Selection + State Selection
U19		
U20		
Pro		

## Directed Selection (Regional Associations)

	Organization	Activities
U6		
U7		
U8		
U9		
U10		
U11		
U12	Training Centers: Local, District, & State	U12 State / Regional Team
U13		
U14		U14 Regional Team
U15		
U16		U16 Regional Team
U17	↑	
U18	↓	
U19	Training Centers: Regional & State	
U20		
Pro		



## Directed Selection (US Soccer + Pro System)

Organization	Activities	
U6		
U7		
U8		
U9		
U10		
U11		
U12		
U13	Pre-Professional Education	
U14	U14 State Championship (State Team) U14 National/Regional Teams (16) Pre-Professional Education	
U15	U15 National/Regional Teams (8) Pre-Professional Education	
U16	U16 State Championship (State Team) U16 National/Regional Teams (4) Pre-Professional Education	
U17	National/Regional Training Center U17 National Team Pre-Professional Education	U17 World Cup <sup>1.</sup>
U18	U18 State Championship (State Team's) Professional Education	
U19	Professional Education	
U20	National Training Center U20 National Team Professional Education	U20 World Cup <sup>2.</sup>
Pro	Olympic National Team "A" National Team	Olympic Games <sup>3.</sup> World Cup

- Note: 1. First International Test (Players Evaluation)  
 2. Second International Test (Players Evaluation)  
 3. Third International Test (Players Evaluation)

# UNITED STATES SOCCER PLAYER ACADEMIES

- NATIONAL TRAINING CENTERS
- REGIONAL / STATE TRAINING CENTERS
- DISTRICT TRAINING CENTERS
- LOCAL TRAINING CENTERS

## The Concept

This presents a teaching academy model which attempts to compensate for the fact that in certain areas of the country, players may not have a proper training environment.

This dynamic model, developed for local, district, state, regional and national training centers, should provide better opportunities for young players to train in a high-quality competitive environment.

These academies could be owned and managed by U.S. Soccer, or by private institutions such as schools or clubs who for economic reasons or economy of scale may choose to run such training centers. Of course, these academies must conform to standards set by U.S. Soccer.

In the long term, state associations and professional clubs will take a more active role in the academy process. Eventually, it should be a requirement that all professional clubs must have as part of their ongoing operations, specific programs (similar to the academy model) that are dedicated to the process of educating professional players.

- The Soccer Academy concept includes the establishment of centrally located national training centers, dedicated to developing the most gifted (top one percent) players.
- Another goal of the Academies is to decentralize the process of identifying and developing players by investing more time and resources in developing the most talented youth players.
- Develop a system that will either substitute or complement the existing systems which by themselves are insufficient structures in education and development of professional players and clubs.
- Serve as the operational model for player development and at the same time help create and develop other structures throughout the country.
- Maximize the potential of America's best players in the country by creating an entire systematic process of correct education for the soccer profession.
- Create an aggressive and dynamic concept which introduces the model of *local training centers* that provide quality and intensive training. In order to achieve specific and quality training, it is not necessary for the younger age groups to leave their home environment.

- We need an “Ambassador Coach.” This is a talented coach who travels from community to community to work with the gifted players. The coach uses a personal vehicle and brings the necessary equipment. Matching talented coaches and gifted player sparks development.
- Serve as a model to organize and operate the formation and design of the *Spider Web Club* under the umbrella structure. (see page 69)
- The ultimate goal of the program, is to organize, teach and discipline players with an intensive effort toward improving individual and tactical skills.

# PROPOSED TIME FRAME

## **Phase “A”-Year One:**

- 1 National Team Center
- 4 Regional Training Centers

## **Phase “B”-Year Four:**

- 2 National Team Centers
- 16 Regional Training Centers
- District Training Centers
- Local Training Centers

## **Phase “C”-Year Eight:**

- 2 National Training Centers
- 16 Regional Training Centers
- 16 State Training Centers
- District Training Centers
- Local Training Centers

## **Phase “D”-Year Sixteen:**

- 2 National Training Centers
- 55 State Training Centers
- District Training Centers
- Local Training Centers

# Academies Dynamic Model

Academies	Ages	Competition	Training	Level	Regime
<b>National Training Center</b>	U19-U17	Professional Leagues	Technical-Tactical Physical-Mental Intensive Work	Professional Education	Dormitory
<b>Regional Training Center</b>	U19-U17 U17-U12	Professional Leagues Local-State-Nat'l Leagues	Technical-Tactical Physical-Mental Intensive Work	Professional Education Pre Professional Education	Dormitory Selected few in Dormitory
<b>State Training Center</b>	U17-U12	Local-State-Nat'l Leagues	Intensive Technical Work	Pre Professional Education	Selected few in Dormitory
<b>District Training Center</b>	U17-U12 U12-U7	Local-State-Nat'l Leagues Local Tournaments Soccer Festival	Intensive Technical Work Fundamental Tech.	Pre Professional Education Promotional	1 1/2 hours max.driving 1 hour max. driving
<b>Local Training Center</b>	U17-U12 U12-U7	Local Leagues Local Leagues Tournaments Soccer Festival	Intensive Technical Work Fundamental Tech.	Pre Professional Promotion	1 1/2 hours max. driving 1 hour max. driving

# YOUTH INTERSTATE CHAMPIONSHIPS

## U18, U16, U14

Part of the difficulty in identifying players in the United States is the vastness of the country, combined with the fact that there are few national stages on which youth players can perform.

To meet this need, U.S. Soccer should promote a major annual competition between select teams from all 55 state associations in the U14, U16 and U18 age brackets. The medium and long-term effects of this championship will be fantastic, in that development at the grassroots level will begin to push up and improve the overall quality of play in all states.

Running side-by-side, these championships will be a valuable aid for coaches to select national teams.

In order to achieve maximum results, these tournaments should be extremely high profile, with major exposure for players in the final national championships. This will be the only way to attract state associations.

*As a result of this competition, states will return to the competition year after year, with better teams — and that means better players. The ultimate target is to make it easier for scouts and coaches to identify true winners and champions. Without these winners and champions, it will be impossible to achieve good international results.*

## **The Concept:**

- To stimulate state associations to create a systematic program that attempts to develop the following areas: system , staff, and soccer equipment.
- To encourage the participation of the state associations, who, along with U.S. Soccer, take responsibility for the developmental process of soccer and the development and identification of elite players.
- Once a program is established at the state level, facilitate integration of the program into U.S. Soccer's overall national program.
- Pursue local financial support of state development programs.
- Stimulate states' responsibility to take part in the process of development for evaluation through competition which serves as a primary vehicle.
- Establish a competitive environment which encourages the creation of champions (winners versus losers).
- Establish a U18, U16, and U14 interstate championship played on an annual basis. This championship should take into consideration the organizational and the 16 sub region technical structure of this country.



## **Proposed Competition System:**

### **Phase One:**

Draw 16 groups with 3 or 4 states per group.

Qualification by the system of everyone plays everyone, home and away.

Qualify 16 winners representing each subregion.

### **Phase Two:**

Draw from the four groups of four regions.

### **Phase Three:**

Semi-Final

Final

# THE NATIONAL U19 YOUTH PRO LEAGUE

The most urgent, critical program of all is the implementation of a U19 National Youth Pro League. This league should be the quintessential soccer league related to the developmental process in the United States, guaranteeing more direct opportunities, better training, and better competition for all U19 talent.

Creation of this U19 Pro League will enable U.S. Soccer, in an indirect way, to invite more organizations to invest time and effort into helping identify and develop players for future professional careers.

This championship also serves as a call to action for the professional system, emphasizing the importance of sharing the responsibility for selecting and developing professional players in the United States.

France, the country that won the World Cup in 1998, decided through its federation 20 years ago that all professional clubs were required to have a special structure to educate and prepare professional soccer players. While soccer in the United States may not be ready to take this giant step in near term, it is incumbent on U.S. Soccer to help the professional clubs so that — as soon as possible — the pro clubs will be ready to fill this role.

Also in this section is the introduction of the *Umbrella Concept*, led by U.S. Soccer, which I believe can do much to help develop the youth professional system.

## **The Concept:**

*There is no professionalism unless there is a system for professional education.*

### **Introduction**

A country's national team selections should reflect the harmonious growth of all the factors in the developmental process.

They must serve as a role model to stimulate and motivate the same process, constituting the instrument of evaluation and comparison to the level of international competition, the supreme reason for its existence.

To showcase international events that do not reflect the reality is a grave error.

Soccer history repeats itself by using a "time tested" model.

If the current system remains the same, it will continue to serve a limited number of individuals. In addition, we do not expand our player pool. It distorts the truth, and it mortgages the progress, the success, and the future.

### **The Relation of Cause / Effect**

The development of pro players in the USA historically is based almost exclusively on federation initiatives and structures. This is especially true with programs that support the activities of the National Team selection, and recently the Project 40, PDO, and U17 residency programs.

It appears that the current approach has proven to be insufficient to achieve the objectives of Project 2010.

The National Teams of mature soccer countries reflect the natural historical development of the soccer in those countries.

The near causes must be at the quantitative and qualitative level to be reached in the entire professional system, specifically players, coaches, and clubs, are the base of the entire professional system of sports.

The federation cannot be the only structure in the entire system to direct the process of identifying and developing talent. It can direct and coordinate, but must fundamentally stimulate development of the entire system and process.

A correct and efficient process of identifying and developing talent must exist in an environment of free competition.

The federation's programs must function as operational models and represent future solutions. It is necessary to constantly evaluate the success of these programs and to introduce any corrective measures that might be necessary.

The future of the U17 Residency Program is not the result of an accumulated systematic experience and progression for many years, but the singular repetition of the same program, performed several times at different levels.

These programs could be construed as models that will lead to the organization of professional centers of training (e.g., academies).

Regarding the most recent U17 National Selections, it is important to question the following:

- Of the 18 players selected, how many have indicated that they want to become professional players sometime in the future?
- What are the benefits achieved in the current system as the result of the preparation plans of the Junior National Team?
- What identification criteria were utilized in the selection process?
- What alterations were introduced in the system?

U17 Residency and Project 40 programs should serve as models of future training centers for the nation, regions, states, and districts, as well as models for the structure and organization of centers for forming professional clubs (MLS, A-League, Youth Super club).

The questions, specifically structural, economical, and financial, do not permit the clubs to form professional training centers.

This is the federation's duty according to the historic evolution and accumulated experiences of the recent past.

*It is important to understand that the most urgent and critical of all measures to be implemented is to help to increase the capacity and ability to train coaches, players, and other personnel who support professional soccer (inside the professional system).*

## The Umbrella Concept

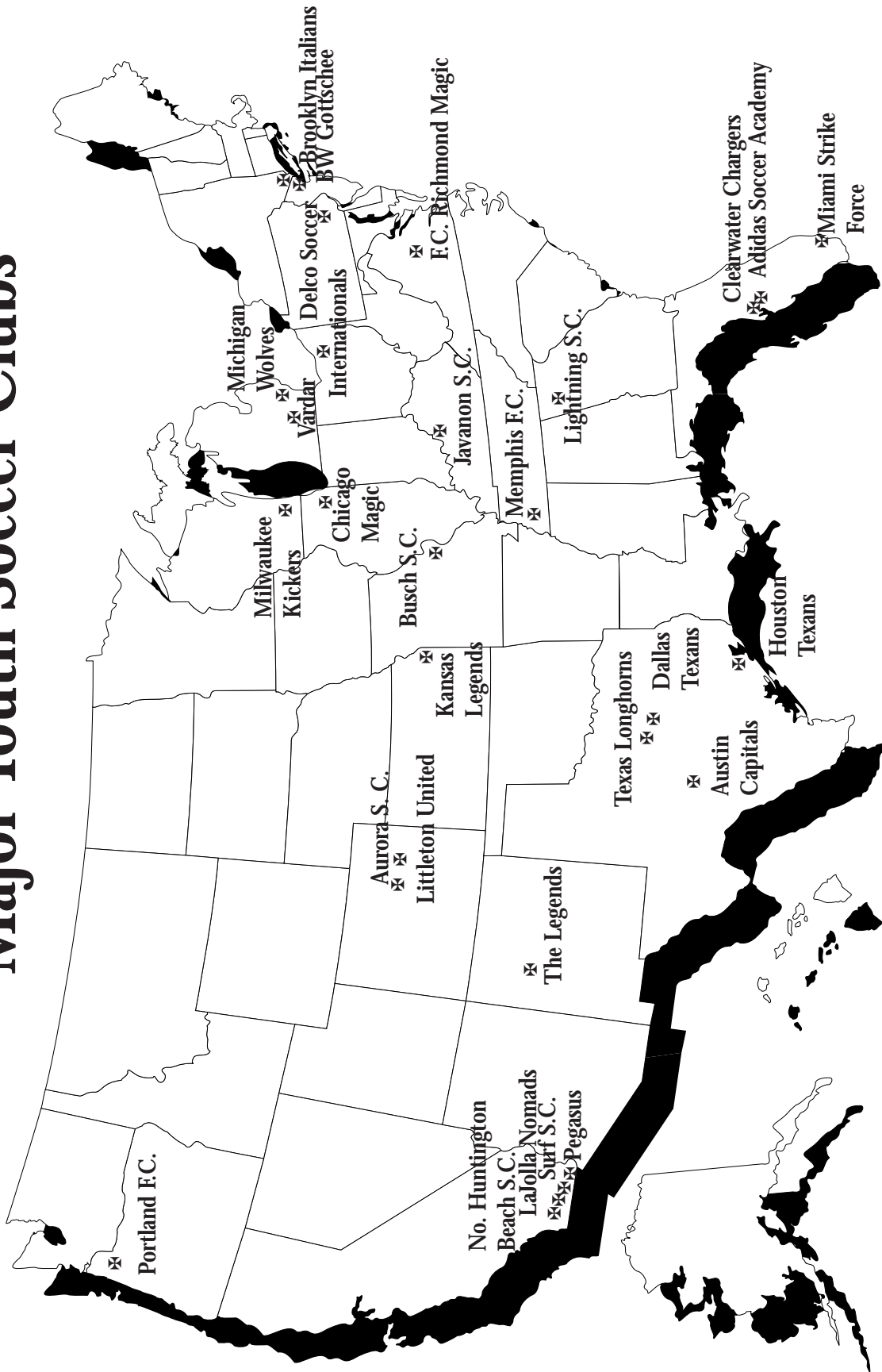
- The object of the umbrella concept is to organize the entire base system (clubs and other organizations). *Web-Families*, on top of which are placed the professional soccer clubs, to act as the *spider* of the system.
- Considering that some states in the nation do not have clubs of professional soccer (MLS, A- League, Youth Super Clubs), we would utilize the academies or the Community Program to substitute the *spider* in some locations.
- The Federation, professional leagues and the soccer foundation would be from one side partners and founders of all the families. Private sponsors would be specific partners of different families.
- The entire identification and development system of talent for one specific family would be under the autonomous responsibility of their organization.
- Free market and aggressive competition. With all the spider they would have the right to allocate the number of talents defined by age groups (U20, U18, U16, U14, U12).
- The status of the *Spider Club* would be obtained from the 2010 Steering Commission after they meet all of the requirements in advance as previously stated by the guidelines.
  - Structure
  - Number of training sessions—coaches—technical qualification
  - Number of players
  - Status
  - Organization and System
  - Sponsors

## Proposed Competition System:

- The system of the organization of this competition should reflect in the first phase the philosophy defined in the National and Regional structure.
- Naturally, the quality of all the criteria of the model and development is a direct reflection of the financial component.
- The different units of function should be autonomous and structured in the development and implementation.
- As a result, the proposal should be implemented by the number of Webs in creating a tournament in consideration of the USA professional system.
  - 16 Technical Regions
  - In each region; 8 to 12 top youth professional clubs or other organizations.
  - *First Phase*, Competition of the championship point system. For the qualification of the best teams (1,2,3,4), a minimum of 48 teams and a maximum of 64 teams.
  - *Second Phase*, Qualification of the champion based on the playoffs system in the top of the soccer hierarchy in the U.S.A.

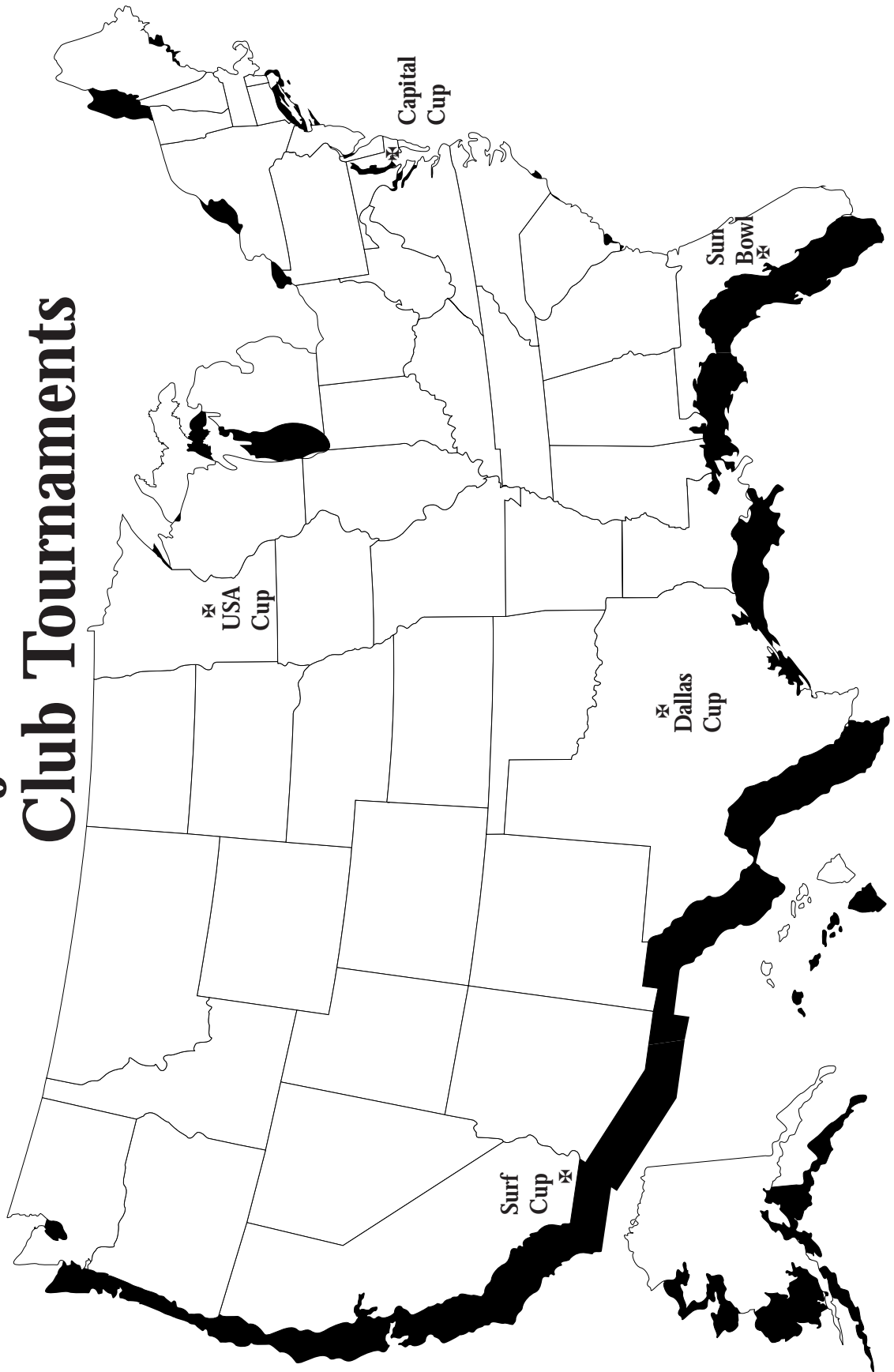
Note: The model proposed in this system also has the benefit of being the same as international competitions sanctioned by FIFA.

# Major Youth Soccer Clubs





# Major National Youth Club Tournaments



# COMMUNITY DEVELOPMENT PROGRAMS

Important to the success of the overall program is the organization of special community development soccer programs, in conjunction with public institutions. This proposal is based on the premise that good community programs can help to cover some areas of the country where soccer either does not exist, or is a brand new sport.

These programs also can provide a better balance between the states, *as well as introduce a wider ethnic mix to soccer in the U.S. States soccer system.*

“One city, one club,” could be the project’s message to all communities. These community programs should, in addition to having their own local competition, have representative teams of the best players in town, to compete with the best players at the national level.

## **The Concept**

The proposed concept for this program has as its fundamental objectives:

- To promote the foundation of a super structure in the areas where clubs or other similar organizations do not exist. This will ensure that an effective identification and development process is implemented.
- To promote an identification process that includes organized training and competition in the various ethnic communities.
- To promote a general expansions in to new areas with programs that quickly identify and isolate exceptionally gifted players. Once identified, these players should be moved to a high quality, competitive, and challenging environment.
- The program should respect the basic principles expressed in the overall system. It should maintain consistency.

## **Program Profile**

### **First Stage:**

Target: Promotions

Competition: Recreational, local leagues and tournaments.

Training: Fundamental.

Ages: U8,U9, U10, U11, U12, U14, U16

### **Second Stage:**

Target: Pre-Professional.

Competition: Community Championship Level and Community Champions League.

Training: Selected groups for intensive technical work.

Ages: U12, U14, U16, U18

### **Third Stage:**

Target: Professional.

Competition: State and National Championship level.

Training: Selected groups for intensive quality work.

Ages: U14, U16, U18, U19

## The Partners

To promote and develop these types of programs (especially in the local areas where soccer clubs with sufficient capacities do not exist), the following soccer sectors should be partners in this project.

Partner A: U.S. Soccer and Professional System.

Partner B: Local sponsor private support.

Partner C: Local municipal support.

Partner D: School system.

The implementation of these types of programs can be offered in two forms:

1. The local programs that meet U.S. Soccer specification will be approved as *Umbrella Status*. This status entitles the club to total autonomy and independence.
2. The local programs, that do not meet the U.S. Soccer specification and desire Umbrella Status, should request partnership with those existing clubs whose Umbrella Status has already been approved. They will be recognized as a sub-organization and as result be autonomous but dependent. Once they qualify they may then apply for Umbrella Status.

# PROFESSIONAL COACHING EDUCATION / SPECIAL PROJECTS

With so many coaches in the United States at all levels, it is time for U.S. Soccer to step forward and re-commit its resources toward educating coaches to deal with the millions of players coast-to-coast.

Working side-by-side within U.S. Soccer:

- the coaching department decides the general education for coaches.
- the technical department decides the specific and special education of coaches.

It is also a duty of this technical department to monitor the development of international soccer at all levels, training and the game itself.

## **The Concept**

In order to identify and develop better players, it is necessary to obtain better coaches.

The efficient development of young talent can only be effective with appropriate training by competent coaches.

We must develop coaches who can adapt quickly and efficiently to the needs of the players and process.

In conclusion — independent of current U.S. Soccer coaching schools — a separate and specific coaching program, dedicated to the goals of Project 2010 should be established.

## **Special Projects Proposal**

1. Youth Professional Coaching Course
2. National/Regional Youth Coaching Course
3. State Youth Coaching Course
4. Training Centers Coaching Course
5. Intensive Technical Youth Coaching Course
6. Technical and Fundamental Coaching Course
7. International Coaching Course
8. Goalkeeping Coaching Course
9. Special Fitness Training Course



# INTERNATIONAL PROGRAM

- COACHES
- PLAYERS

## **The Concept:**

We do not need to reinvent the game of soccer here in the United States. There is one game played around the world.

There has been much discussion about the merits of importing coaches from other countries to help teach the game in America.

A good lesson for soccer people in the USA would be to sit back and analyze how basketball people in the rest of the world feel about developing the sport in their countries. These countries don't mind sending players, coaches and teams to the United States to learn basketball. They are not ashamed to ask American coaches to coach them in their home countries. They are not against asking American players to compete in their home professional leagues. They do not object to American players becoming naturalized citizens to represent their country in international play.

They love the game so much, that in the process of developing the game, they don't talk about frontiers, religions, colors, races or nationalities. To them, it doesn't matter what country a coach comes from. All that matters is what that coach can offer in terms of education and knowledge to help the game grow and improve.

## **International Coaches Program:**

This program would be conducted as an international coaching exchange. If our coaches are to develop a deep understanding of the winning business, they must be in a soccer culture where winning is a requirement. We must have many top American coaches experience a professional club atmosphere, where they observe how clubs prepare for league and cup competitions.

If possible, the American coaches should also participate with teams who are in the World Cup qualifying process. This is a benefit that cannot be experienced in a one or two-week period. Coaches must learn the nuances in a “real” soccer environment, where they will learn the most sensitive technical and tactical points.

While theories learned in coaching schools provide a solid foundation, to fully maximize his / her potential, a coach must feel, smell, taste, see and live the pressures of professional soccer in a country where soccer is “king.”

The optimum would be to have coaches travel in pairs. This would help coaches adapt to local culture and enable them to exchange ideas. An additional suggestion is that it would be beneficial and desirable that the coaches be allowed to travel with family members.

The international coaches program should provide participants with knowledge in the following key areas:

- Team management from top to bottom.
- Understanding the true meaning of “vertical integration.”
- Understanding the management of team and field equipment
- The necessary link between the medical and coaching department.
- Proper nutrition during the preseason, the regular season and the post season.
- Transportation management, both domestic and international.
- Fitness programs specific to soccer
- Understanding the adequate recuperation time.
- Handling the questions and pressure of the media.
- Handling star players.
- Understanding the sacred areas of a soccer club (locker room and soccer pitch).
- Timing of tactical adjustments.
- How the club handles foreign players.
- Halftime discussions.

We suggest the following preparation for the international program:

- Be prepared to keep a coach's diary.
- If English is not spoken, take a crash course in the native language.
- Learn as much as possible about the soccer club's history as well as the country's National Team history.
- Be as fit as possible. You don't have a second chance for a first impression. This is very important in the international soccer arena..
- Bring gifts from your federation.
- Know the protocol of the club or federation.
- Bring video camera to tape training sessions, etc.

## **International Players Program:**

The United States has experienced some success in exporting a selected few players to play and train overseas. There certainly has been significant improvement in the performance of American players who have had these international experiences.

Whenever possible, we must integrate our best youth players into an international professional club system. For players to succeed they must play and learn in an intense competitive arena. They will be battling clever players, whose lives are completely absorbed by the game of soccer.

Playing in the overseas environment is the truest test of “passion.” Players will be required to draw upon all their faculties as they fight for survival. The goal is to help them reach their highest potential. If we are to set them on the right path and put their dreams in motion, this program will require maximum concentration and the highest physical intensity.

It is suggested that players travel in pairs or if traveling alone live with a bilingual host family.

We suggest the following preparation:

- Learn how to be professional player twenty four hours a day.
- Learn how to cope with professional locker room atmosphere.
- Adopt an appropriate dress code.
- Be a student of the international game.
- Get comfortable with the ball, “intense technical work”
- Get in shape “intense fitness work.”
- Play competitive matches.
- Learn as much as you can of the native language.
- Study soccer videos of the hosting country.
- Be culturally aware of “traditional foods, customs, etc.”
- Know the protocol of both federation and club.
- Be prepared to note your activities in a diary.

# PART III

*We can fly*  
2010



# Final Comments

# **It's not about ...It's about**

- It's not about silence. It's about open dialogue.
- It's not about magic. It's about a pragmatic approach to winning.
- It's not about cutting corners. It's about selecting the right corners and doing things the right way.
- It's not about denying the obvious. It's about challenging the status quo.
- It's not about quick solutions. It's about a comprehensive plan of action.
- It's not about blame. It's about change.
- It's not about short term fixes. It's about long-term solutions.
- It's not about sitting back and watching. It's about getting involved.
- It's not about the old regime. It's about a renewed commitment.
- It's not about American soccer. It's about the world's game.
- It's not about parity. It's about making the cut.
- It's not about the past. It's about moving into the 21st century.



**“Project 2010 is not about  
fun or who can pay.**

**Project 2010 is about love  
and who can play.”**

**Carlos Queiroz**

**“Project 2010 is not about  
the business of soccer**

**Project 2010 is about  
the business of winning.”**

**Carlos Queiroz**

# EXTRACTS FROM INTERVIEWS

1. **SOCCER CULTURE IN THE USA**
2. **ORGANIZATION OF THE SPORT**
3. **COACHING**
4. **HIGH SCHOOL / COLLEGE SOCCER**
5. **THE NATIONAL TEAM PROGRAM**
6. **PROFESSIONAL SOCCER**

**Note: Comments from those interviewed do not necessarily reflect the views of Coach Queiroz or Coach Gaspar.**

# **SOCCER CULTURE IN THE USA**

## **LISTEN TO YOUR PEOPLE**

- The job ahead for USA Soccer's true supporters is to pick up the pieces of this wreck and move into the future, changing attitudes and raising standards. This is not about blame. It's about our attitude changing sharply and the standard truly raised.
- This is not about one game or one lineup. It's about the fact that too many American players, too many American coaches and too many American fans don't get it. This is a tough, highly professional game they play at the World Cup. It isn't about recreation or hard work of trying to do your best. It's a life or death professional sports business. That's a far cry from American Soccer.
- If American soccer is to take the next step, it has to demolish several myths. First, the US National Team needs the best available leadership, not a coach who happens to be American. Second, US Soccer's ambitious plan to build toward 2010 will not work unless the US coaching staff is radically overhauled. If you don't win, you need to be replaced. This isn't a picnic game that is followed by a cocktail party. Forget about blame, think about change.
- USA soccer is, in fact, still a feel good arena. Look at the folks who swarm around the game, and too many of them are simply participating in a fad. I often wonder how many U.S. youth, high school or college coaches could name a real world eleven and the clubs they play for.
- What will the population of 9 year olds be by year 2010?
- Identify the Latin leaders.
- The immigration of talent must be a component of the process.
- The development process will happen naturally.
- USA is a melting pot of independent thinkers and business people.
- USA has 55 soccer state associations, climate varies and this affects style of play.
- We have the best raw talent in the world.
- There is a huge social difference between the US and Europe. Good players are forced to look at many options by society and social issues, such as band, boy scouts and other sports. Soccer loses dollars to baseball, basketball and football.
- In our society, recreational soccer is viewed as pure and clean. Professional soccer is viewed as dirty.
- We have institutional versus societal and urban versus suburban issues.
- More aggressive media campaign and presence is needed.
- We need to get our best athletes playing soccer.
- The biggest challenge is changing the environment.

- It's impossible to have a national style of play. The country is too big.
- By 2008, half of our country will be speaking Spanish.
- Midwest players are technical and hard. West coast players are technical and soft. Mid-south is big and strong, and in the North East they are technical and hard. Players are a reflection of their region.
- Development is delayed in the USA. Players should be at their prime when they are age 23. Instead, we reach our prime at 28. Overseas, you either play soccer or you starve.
- In basketball, everyone wants to be Jordan, in football everyone wants to be Montana. In soccer, who do the kids want to be? Kids need to play everyday.
- It's the best political system, but democracy gets in the way for the elite players.
- We need to solicit players that are capable and have passion.
- It's an evolution process and not a revolution.
- The game of soccer has not been embraced.
- It is a white middle class sport. In the rest of the world it is the peoples sport.
- There are highly organized soccer cultures. We can't be like them but we can learn from them.
- USA is about winning trophies.
- Our culture has produced mechanical patterned, GI Joe, scholastic and academic soccer players.
- In the suburbs, the coaches coach as long as their kids play. In the city, you go back and find the same people coaching and administrating soccer for years.
- Nigerians play in the street. Latin Americans play in the street. Also, those who have had fathers who played will play. In the United States of America, we have no street soccer and fathers who did not play soccer.
- Our kids need to see a real soccer environment. They have it easy in the USA. Our players are very pampered, spoiled and they do not do well with diversity and responsibility. They have a lot of people around doing things for them. Foreign players are more mature.
- We need to develop a winning attitude in soccer.
- Players are a reflection of their environment. They get images at an early age. They have to watch and listen to the game.
- We need to deal with the American mentality, which is a beginner's mind with regards to soccer. Ask an American if we can win the World Cup and they will say yes. They don't understand the real challenge. We lack real tradition and history.
- We try to duplicate what is done overseas. What we need to do is train on a daily bases in a professional level environment and play competitive games. We are trying to artificially create this arena. Our education system prevents this from happening.

- The game belongs to everyone. Everyone should buy into the same philosophy. Here coaches are very protective of their players.
- A strength of the USA is the various cultures that exist in the same country. It is a multi cultural society.
- Americans don't think the game. They're preprogrammed. Kids don't know how to solve problems. The game is not always predictable. Sometimes the coach can't solve the problems for the players. Players must know how to resolve problems.
- Soccer professional mentality is learned when you are young. In the USA, it is too free spirited.
- The English have contaminated the game in the USA.
- Our players need to be more humble.
- Soccer is not ingrained in the main culture. It is still a sub culture sport in the USA.
- We need to learn the game and then compete, not the reverse.
- The reason we can't compete and win at the international level, is we do not have a soccer culture on a daily basis.

# ORGANIZATION OF THE SPORT

## LISTEN TO YOUR PEOPLE

- Soccer is politically driven by self interest.
- We have always been under the influence of combined British-Germanic outlook, which does not represent the modern game. Sadly, without vision and leadership, ethnic minorities (ethnic, out of the loop) need not apply. If performance records were considered, those in charge of our player growth would be unemployed. So, what do we do, since they're unable to obtain positive results, we now hire them to be in charge of player development.
- So, what is next? Skill must be of primary importance since it — coupled with America's will to succeed through hard work, risk taking and adventurous outlook, while disciplined and purposeful — will place us on the right path. What is needed is specific and persuasive countrywide direction, that will enable the *selectors* to *identify* qualified players at all positions, with fighting spirit and determination. Proper guidance, in accordance with the nuances and requirements of the modern game, will lead the United States to the next level in world soccer.
- Coaches get fired because they are not politically correct and not because of soccer results.
- It will take imagination and vision. It will take patience and it will take commitment, not to mention money and leadership.
- Administrators often times select players and staff.
- We must always try to fine tune the organization.
- In the 55 youth state soccer associations, they believe in equal time. Seventy to eighty percent of the board of directors are non soccer people. There is a place for recreational soccer, but it should not be the same people who control elite soccer. Administrators have the power to hire and fire. How can you effect change when the ball has been placed in the hands of recreational people. It's very difficult to effect change. The rules are intended to produce parity. We should not make rules that prevent elite players from advancing.
- Administrators have priority.
- Develop a consistent infrastructure.
- Attention to a broad base of players at the youngest ages.
- Perpetuate participation through development.
- We must foster and maintain working relationship with clubs.
- Every state may have a different rule.
- The system must enhance the club structure. The club system should be your base.

- The philosophy is to play the best players and teams against each other.
- Best learning period is from ages 8 to 12. U14 is too late.
- Mandate must come from the top.
- If you try to affect change in a nice way, it will take forever. People have opinions that are based on their agenda. Do it now, the president has to back you up. He must take the heat. Have a plan and be the leader so that you have the authority to get it done. Choose people who you can work cooperatively with and get it done. A lot of people will try to destroy you. You must let them know this is how it's going to be done. This is the honeymoon period.
- The identification and coaching process must come from a strong leader.
- We need a club system like Barcelona, with all sports offered.
- Do we plan from top to bottom or bottom to top?
- USYSA does not have anything special for the elite player.
- The Technical Director must put his soccer people in the regions. To avoid the mistake of a kid who has a soccer brain and he is dismissed or overlooked.
- Bring the top players to the MLS teams. This way they do not have to leave their homes or schools. Build an outstanding facility and academic environment, A facility that can handle competition and education in a first class athletic facility.
- We need commitment and resources to develop a system. Have organizations like US Soccer, WC foundation and MLS tied together to share the resources. These quality facilities would build good will with the communities. WC grant needs to be loosened up.
- There is no real relationship with US Soccer and the youth, except to sell tickets.
- Who really controls soccer? Is it US Soccer, MLS or USYSA?
- How will the new president influence development?
- We never implement the best plan because of budget restrictions, so it's never the best plan. It's the second best plan that gets executed. So you need to go to the richest people in the USA and raise the money to do the best plan.
- We need to subscribe to one philosophy and connect states and national teams. It has to start with state pride first.
- The World Cup money needs to be spent wisely.
- The country suffers with tournament mentality.
- We are a unique country. A plan that works in one country will not work in the USA. Some parts might. You can't adopt the whole system, only some parts of it.
- The system has started to reach the Hispanic and African American communities. We must sell the benefits of soccer to them to join the federation.
- There was a lack of direction from U.S. Soccer. The organization has become better, however, we need to put someone on top so that all levels have the same philosophy.
- We don't have the right club structure.



- Nike should invest money and have four Dallas Cups around the country. Then the foreign countries would go to the region based on logistics.
- Every major city should have a Copa Latina.
- Three key areas: 1. Coaching education. 2. Player Development. 3. Soccer Development.
- There are too many administrative activities. There are lots of low level correspondence duties, and very little direct connection with the field. The infra structure is not clear. There is no clear line of authority. US Soccer and USYSA ideas do not correspond. Accountability is a problem. We spend a lot of time influencing politicians.
- Regional coaches are appointed positions and they are not full time. Therefore, they do not want to offend the president.
- There is no direct line of coaching.
- Coordinators have brainstorm meetings, but no plan. The problem is obtaining consensus.
- The problem is that there is no clear line of authority. We need to know, where are we going and how are we going to get there.
- We should only have two components, Professional and Amateur. Now we have Youth, Amateur and Professional.
- There is not one solution to the complex problem. We need to look at it in terms of short term and long term tracks.
- We need to micro organize the country.
- We need: 1. Clear line of authority. 2. Human resources. 3. Contact-Coaching-Fund-raising.
- Carlos Michia, who serves the minority communities, has an impossible task to cover the entire country. The problem is not coaching, it is the infrastructure. There are rungs missing on the ladder. The US Soccer federation hires the state coach but the state coach will be directed by the state associations. Many state soccer organizations view soccer as recreational only. The state soccer organizations get their money from the masses, which is U12 and down and not the elite players.
- The Nike and Adidas situation will bite us.
- The plan will not be implemented at the same speed because. 1. History 2. Politics and 3. People.
- Should establish U21 league.
- Project 40 should eventually become Project 400.
- We have a lot of idea people, but those who have the ability to implement are not appreciated.
- Influencing politicians becomes very time consuming.
- The decisions are made without consulting the bottom.
- We have the best organizers in the world.

- On the way up it's good, but on the way down is the problem. We need to have a plan to deal with the player who is sent home. This is important so they stay involved and we don't lose them. They may develop later.
- There is good communication because the people are good, not because of good structure.
- Improve the road up and down for players at no cost to them.
- Overseas there is a clear picture. In the US, we are searching for a clear structure.
- For the big jump we need better facilities, a professional network and financing.
- There is not much stability or consistency with the coaching staff.
- Very little guidelines.
- States say no to programs because they will lose power.
- The organizational umbrella is upside down.
- US Soccer has one idea about the game and the MLS has another.
- We need to create an interior division that is very competitive to support the MLS.
- There is a concentration of ethnic players that the current system does not see.
- We have had a poor infrastructure and poor leadership. This has improved. We confuse numbers with quality.
- We lack quality coaches at the youth levels. The best coaches are at the top.
- We need four soccer schools like the ARCO training center.
- There are lots of great ideas at the coaching symposium, but implementation is a problem.
- Competition is too age specific. If he can physically handle it, than he should play up.
- We are ship without a rudder.
- Infrastructure does not allow for vertical integration.
- Huge hole at the Regional level.
- The presidential election will affect who controls the method of player development.
- There is no connection between the National Team Coach, State Directors, Regional Coach and State Coach. Why? Because they have egos and they are not full time.
- USYSA always had money, now US Soccer has *Nike* money.
- We need a full time person answering to a coach and not an administrator.
- We need much better streamline communication. It's too global. Have a master plan, then streamline it by allowing the specific age group coaches to implement the program.
- We need to develop a collective consensus first. Then have one person give direction.
- Director of Coaching must be a long term position so that principles have time to develop.
- Most of the changes are made by administrators, who are not soccer coaches. It's about ego and power. They feel change stimulates and often times they throw away good coaches.

- If the expectation of success is gauged on winning or losing, we must instill this attitude into our players. We must have time to succeed.
- When our best players go back home to their clubs, the level drops. They have more time and space to play. We need to create a year round challenge.
- There is no pride in placing players on the National Team.
- The fault of the system is at the entry level. Players are being observed by inexperienced coaches.
- Minorities are not connected with the system. We need to recognize this resource of players.
- The size of our country is a big challenge. Same problems as 20 years ago except, the only difference is participation level. It's still fragmented.
- Queiroz must impose his system. You must have complete control.
- We have two factions here, the English and American Mafia.
- Establish a coaching fraternity to go out to find these kids.
- How can Cubillas and others like him who live in the USA, be outside the system. People are jealous and will build road blocks.
- We need to separate the business from the politics.
- Democracy is wonderful until they realize votes mean money. Federation will be well served by either men. However, they do not have the strong leadership of Rothenberg. Alan will no longer be president. We have no one with his leadership and credibility. However, the system is in place and we will continue to move forward.
- The goal of Project 2010 is to compete and to be recognized as the best federation in the world, well organized and aggressive.
- The goal is to separate politics from the business.
- We need to expand the system.
- Our problem with the system is when the coach answers to the politicians.
- We have tremendous resources, financial, technical and human.
- How do we develop the MLS referees. They manage the match. There needs to be synergy.
- The biggest battle is the soul of the Federation. Recreational versus winning international competition.
- By the age of 16, our best players should leave home. We must have an academic and soccer experience. We must have them in a residency program that simulates a professional experience and tour.
- The goal should be to sign professional contracts for USA players overseas.
- Options for our elite players should be: 1. Play in a foreign club. 2. Project 40 / MLS. 3. Full soccer college scholarship.
- We need to control their lives from the ages of 15 to 18. We need to have the support of the American society or we have nothing.

# COACHING

## LISTEN TO YOUR PEOPLE

- Former National Team Coach: I have knowledge and international experience and no one has even asked me anything.
- I simply had enough, for my taste, of grandiose ideas, academically influenced rap and sound ineptitude, and ignorance of the modern game. For far too long, we have suffered from a lack of vision and leadership by so-called leaders who have camouflaged their failures. I suggest that we determine that we create the evolution.
- You can look at players in 10 seconds and assess their physical and technical ability. The question is can he play, what is his awareness and anticipation and can he make things happen? Most coaches select based on physical and technical criteria only.
- Coaching Schools: Should be age specific. “C” License: 8–12, “B” License: 12–16, “A” License: 16 and up. The instructors are people who are college coaches. They work with 18 years old. The coaching license is diluted and meaningless. It doesn't make sense. You cannot put it together because of the background of the candidates. We should bring a team in watch them play and the next day train them to find the solutions based on the match. The stop, freeze concept does not work. It's the only sport where you need a license. Other sports are based on winning and losing.
- There are about 20 coaches in the US, the others pretend to be coaches. Patterns of play do not work. Players must respond to the opponents. It is not military training. Some of our coaches paint by numbers.
- Few MLS coaches are USSF staff coaches.
- There was Dettmar Cramer and Karl Heinz Hedergott and the American coaching community were very reluctant to accept foreigners.
- Coaches in the US are either facilitators or administrators.
- Coaches are the magnets. Good coaches attract good players. Good coaches, good leagues, good players and good development all go together.
- Coaches are hired and fired based on results.
- Gansler had no leadership, but had respect. Sampson has some leadership but no respect.
- We hired coaches and gave them lap tops and have not allowed them to coach. Hire them for their coaching ability and not for their administrative ability.
- Coaches are very inexperienced at the lower levels. Most parents start coaching when their kids play and stop coaching when their kids stop playing.

- Most American coaches are not passionate and not contagious.
- There is no deep understanding of the competitive environment. The game is everything. The game is the best coach. Our coaches do not have the same competitive insight as our players.
- We not only have a player problem but a coaching problem as well. Sampson is the only American coach with the internal sense of international competition. We must make coaches competitive.
- We cannot just be book coaches.

# HIGH SCHOOL / COLLEGE SOCCER

## LISTEN TO YOUR PEOPLE

- College is part of the American culture; it is foolish to go against the mainstream.
- Coaching high school in many cases are school teachers and not soccer coaches.
- A major concern at the high school level, is paying a low salary rather than hiring a quality coach.
- In high school and college, players get four years older but not four years better.
- College and High School coaches will say that it is not their responsibility to develop National Team players.
- We do not have a choice, college soccer is here forever and it is big. We should try to make it better and find ways to work with them, so that we minimize the detriment. It is a fixture in our culture.
- College coaches are not on the same agenda.
- The very top players should not be in college.
- College is a detriment to the development of soccer.
- NCAA rules are too restrictive.
- NCAA is like FIFA in our country.
- In the USA, going to college is a win, win situation. Graduate and earn 80K, go to professional soccer you earn 24K.
- We have to accept the USA cultural sports reality. It's tied into the school system.
- We cannot say college is bad, we need to try to augment it.
- High school kids are forced to make multiple sports decisions.
- High school coaches do not coach full time.
- School soccer hinders the development of players who want to play at the Pro level.
- The pay offered by the US Soccer Federation is not worth the risk of leaving a college coaching job.
- The college system policies do not develop soccer. There are only two weeks to prepare for the fall season. College is limiting and there are age restrictions. This means, the same type of players play against each other. There is no player growth, and they play from September to June 1st. You can only look at a player three times. You can only make one phone call per week to a senior player. You cannot call freshmen, sophomores or juniors. Red shirt players can only train. The NCAA main priorities are the big money sports of football and basketball, so the presidents are driven by these sports.
- As a result of the gender equity issue, NCAA is taking scholarships from the men and giving them to the woman.

- Most college coaches recruit from the club system, tournaments and video tapes.
- The college system does not develop the player for the international arena.
- U14 players are thinking of college, not professional soccer.
- Academic coaches have too much security.
- Ages 18–22 are a make it or break age span, where they must learn to compete for positions and deal with injuries and adversity. In the USA, the best players are a big fish in college and high school.
- At the college level the competition has been a disaster. It's physical, and cannot impact the development of this age group.
- College is an anchor. There is no comparison between what is done and what needs to be done to prepare elite players.
- There is a different philosophy between college and US Soccer coaches.
- College has had a positive impact but now they are blocking the process. College coaches agree that college does not prepare players for the pro level. College coaches will accept Project 40, if you give them a one year notice before you take their players. If players are pulled away from their program, without notice and knowledge that this is best for the player and US soccer, the college coaches will oppose it.
- Division I & II players should be allowed to participate in instructional league play outside of the college season.
- How can talent be properly developed when teams usually play less than 20 games a season?

# THE NATIONAL TEAMS PROGRAM

## LISTEN TO YOUR PEOPLE

- How do we identify players and who do they rely on for scouting?
- The regional staff coaches from across the nation complain about the fact that the players selected at the regional levels are all midfield-type players, I simply smirk. Having been exposed to the regional selection in the past, I know that the problem as they see it, is their own! No effort is made to identify different player types. Regional coaches simply look for what they perceive as the best all around players, regardless of positional-specific qualities. Olympic Development Program (ODP) is but an oxymoron!
- What is the population of 9 and 10 year old kids and how do we compare to the rest of the world?
- What you do with your youth players is for ever more. At the ages of 16 and up we will lose to the foreign teams.
- As a National Team coach, I had zero say with the ODP and state program.
- Many players who have been cut by ODP at the district, state, and regional levels are eliminated much too early in the process and elect never to return to the program because of the feeling that it is futile. The truth of the matter is we don't have in place a method within our current ODP infrastructure that allows for the selection and development of players who are physically unable to compete within their own chronological birth year. These physically immature players are eliminated from the program with hopes that they will receive quality coaching, appropriate encouragement and support and the necessary competitive playing opportunities elsewhere.
- ODP should encourage players to play up one or more levels provided they are physically capable and would benefit from the level of competition and experienced received. This is an important element of player development and must be encouraged when possible.
- Interregional events for developmental teams should be a part of the overall program.
- Given the basis for success within US Soccer's Project 2010 we must constantly question and review our methods of player selection and development to ensure that we are providing programs that are second to none.
- Claudio Reyna, Imad Baba and Nelson Vargas were not selected by the ODP system.
- MLS is preoccupied with start up issues and U.S. Soccer can only affect change slowly with regards to youth development programs.



- We need to mobilize and accelerate development of the entire US player pool by integrating unaffiliated , principally Hispanic, youth players into the main stream. This can be achieved by an intensive six week summer program, creating unaffiliated youth tournaments staged in Hispanic communities and establish an academy for elite players by providing professional competition.
- The best players are being produced at the club system. Why have tryouts when the clubs already know who are the best players? Why have the kids pay? The ODP system is without a head.
- The scouting network can be done by the club system. Only some club coaches are involved in the ODP selection process. For the most part they are independent.
- They train once a week because of all the other activities they have. So development decreases.
- The window of time for project 2010 is short because of conflicts. Such as weather, National Cups and schedule issues.
- US Soccer still exists in a nether world where coaches can lead youth teams to miserable results in a FIFA Youth World Cup and simply get passed on to another team. Nobody seems to get fired for not getting the job done. Some actually get promoted sideways for achieving next to nothing.
- The biggest issue is player development. The talent is here, but the environment is not. You can win with size at the youth level, but you need skill at the higher levels. We select the wrong players. We must change by who leads the new charge. We must produce players not athletes.
- Hispanics have joy in their style. We are too robotic. You can make it difficult for tall players to play the game.
- We have athletes in uniforms.
- From 1986 to 1993 we were number one in CONCACAF. Today we are number 2 or 3.
- ODP should be subsidized and all inclusive. Eliminate the dollar factor.
- We must prepare National Team players for the media. On July 4th, the National Team plays Brazil, in the biggest game in US history. Meola says that he will be playing NFL football, a total media disaster.
- Valderrama is a total genius. We need to know how to recognize great talent at a young age. What did he look like when he was 12 years old and how could we recognize another Valderrama? You need lieutenants to recognize talent. We need to design a formula to identify players. We must force kids to watch soccer videos. We should toss out the ODP program and go into the slums. We should hire Pele to identify players.
- ODP does not develop its identification players

- We are too age specific.
- The relationship between clubs and ODP is not good. We need to invite the club coaches into the National Team training centers.
- Our players do not know how to play at the international level. It is critical that the top soccer official dictates what we expect from the regions. Now, all regions and their methods are different. We must pay coaches so that they have responsibilities and accountability.
- ODP has a major flaw. It must be a continual system of adding and deleting.
- With Project 40, we need to get the players before college, not after.
- Each MLS team should have a project 40 team. Have them play preliminary games to the MLS games.
- MLS needs a scouting system.
- We must find a way to make ODP more important than college.
- The key to the scouting system is quality manpower.
- ODP, pay to play discriminates.
- Project 40, no training and too much traveling.
- Nourishing and feeding has to be done so that it challenges the elite players.
- ODP is losing the city players. These players can't afford it.
- Project 40 is heading in the right direction but the pool is too small. At the ages between 18–22 we lose to the rest of the world. Our kids must be challenged everyday.
- We need to put more money and energy into the elite player. The clubs are self serving. They are concerned about winning the trophy and not development.
- We need more of a professional approach with the National Teams. It's too recreational.
- ODP system is only a tryout system. ODP is not the answer and it's a corrupt system.
- The biggest myth is that we take great credit for youth development. Project 40 is too late. No US team has won their age group in the Dallas Cup.
- We must start at age 11 for training the elite players.
- There is no communication if you're outside the National Staff system. The actual selection is done by a very small group.
- Teams have been selected by phone calls.
- The core group of players is too small. We need to surround the core group with a sub group.
- The time to teach is at the ages of 9 to 12.
- At the U17 age group the players must live together. They must go to school and train and play on a regular basis. Everyday they need feedback. They need a regular soccer diet.
- We must not kill the young player with competition. We need the right mixture.
- So much of our thinking is on the National Team.

- Questions parents ask are: how much does it cost and how far do I have to drive?
- The coaches must be intimately aware of the regions.
- Our current staff has not played or coached internationally.
- There is so much talent outside the current system.
- I don't know of any other country that is sending their players to England and Scotland for development.
- Coaches biggest complaint is there is never enough time to prepare.
- The number one reason to go to ODP is to increase the chance of a getting a college scholarship and not to play professional. After they receive a scholarship they do not return to ODP.
- The largest number of registered players is U10. So the state has power. ODP has the least power because of the small number of registered players.
- The elite player in the current system is a small portion of the total picture.
- Friendly international matches are very deceptive.
- Project 40 is very important to get the players in a pro environment. First get the system right and then sell the project. Don't get the players first without the system fined tuned. The system will sell itself and then development will come.
- Players must train intensely everyday.
- Project 40 is only a drop in the bucket.
- A scouting system has evolved independent of the federation. It has been a natural process. We need to observe players in their natural environment.
- You can take out the "D" (development) in ODP.
- Each region makes huge money on ODP. US Soccer wants to control the Regional coach. ODP carved out a program admirably, but now we need definite structure and a year round program. ODP has identification mainstream (middle class).
- If Project 40 is around in 5 years then the Pros are not doing their job. They must build a reserve club system.
- We have a huge country and lots of diversity and culture.
- Not everyone tries out for ODP, so it is difficult to see all the players. So players are forced to select between ODP and clubs. Club coaches say play for me because I will give you more exposure. They are reluctant to send their players to ODP.
- On the average they play three months out of the year, that's not enough.
- Staff too thin to scout players.
- We need to get more personal further down the pyramid.
- There needs to be continuity between teams.
- Establish a common philosophy.
- When overseas players are called for the National Team, they start to think of ideas. It is the ultimate honor. It is not the same in the US.

- National Teams need one place as their training center, all self contained. They have no place called home and are always hopping around. All qualifiers are in different locations.
- US is rated number 12 in the world by FIFA. There will be high expectations and the results are misleading. There is not enough meaningful competition. They must play for something. There is a false sense of security with the good results at home, but poor results abroad. It is a reality check when you play overseas.
- We must be the best team in the CONCACAF.
- Basic training is not correct.
- ODP is a disaster and very political.
- Project 40 is very pretentious. We cannot cut corners to build champions. We must move outside the system to achieve success.
- We do not have a deep talented pool. We are more concerned with quantity than quality.
- Development is in training and competition and we need to teach how to win. We must develop a winning education.
- We need to stretch and expand our player selection. The current system is very political. State coaches are hired by State Presidents.
- 18 of the 22 U20 National Team players and 20 of the 22 U17 players are from the current system. Either the system is working or it's a disaster.
- The scouting system needs to be a network like a spider web.
- The problem is quality time and a network of competitive play.

# PROFESSIONAL SOCCER

## LISTEN TO YOUR PEOPLE

- We must get MLS involved in the development process and supporting training centers.
- MLS has to abandon its single entity system, devolve responsibility to the individual clubs and coaches. The bottom line would be winning and player development. Right now, MLS is a club where everybody wins as long as nobody rocks the boat.
- US soccer players live in an MLS nether world where their performance apparently has nothing to do with attendance. Teams win eight or nine in a row and crowds decline; the playoffs and attendance is miserable; losing and boring teams attract crowds in the 20,000 range. Quite simply, MLS is a phenomenon. At some point it has to become a serious thing where players are held accountable by coaches, fans and media.
- MLS needs a scouting system.
- Raise the salary of the 5 foreign players or just have 3 really good ones. Why not have an exchange program with Mexico? We can't afford to make mistakes on players. One guy makes all the decisions.
- Owners are more worried about the league surviving than winning.
- The MLS league must pay American players more so that they don't leave. We have top and bottom players but no middle players.
- MLS has 3 months off season time. Too much down time.
- Overseas, when the top team needs players they go to the reserve teams.
- MLS is the key to the whole thing.
- The American players are very similar in the A league and the MLS. The difference is in the foreign players in the MLS. If they show up to play the quality is better.
- NASL died in the middle of the 1980's. The short term players won't hurt the growth of the game. However, players need somewhere to aspire. Look at the history and avoid the same mistakes. The NASL did not develop its own players.
- MLS should have a development squad.
- The professional element was missing, so development suffered. Professional soccer is only two years old.
- NASL had no infrastructure and no foundation. Very similar to Japan, very artificial.
- MLS should connect with existing youth clubs.
- We need to focus on professional soccer.
- MLS, A-League, USISL need to bridge together. The professional league is trying to survive.

- The NASL brought us youth soccer. When NASL died, it was replaced by college soccer and this empowered college coaches. Now the MLS has given the power to professional coaches.
- The MLS needs to find a way to play more international games so that it challenges our National Team players. We need to stress the importance of quality soccer fields with proper dimensions, etc. MLS is a disappointment in this area.
- \$24,000 is a ridiculous salary for a professional player. We need to make them feel and be treated like professionals.
- MLS very fragile.
- MLS is not ready to develop.

# CARLOS QUEIROZ'S & DAN GASPAR'S

## ACTIVITY SUMMARY

### Interviews:

Sunil Gulati, USSF Vice President Professional & MLS Deputy Commissioner

Francisco Marcos, Commissioner, A-League / USISL Inc.

Tom King, USSF National Teams General Manger / Competitions

Hubert Vogelsinger, Vogelsinger Soccer Academy

Al Coutinho, former USISL Manager

Hank Steinbrecher, USSF Secretary General & Executive Director

Tim Hankinson, Tampa Bay Mutiny Coach, MLS Player Development & Project 40 Coach

Jerry & Jamie Trecker, Sports Writers

Ralph Perez & Octavio Zambrano, MLS LA Galaxy

Sigi Schmid, U20 National Team Coach

Bobby Howe, USSF Director of Coaching Education

Tim Carter, USSF National Coaching Coordinator

Jay Miller, USSF National Coaching Coordinator

Bob Bounpane, Committee Chairman—Region One ODP Boys

Januz Michalik, former National Team Player & New England Revolution

Mitch Murray, U18 National Team Coach

Kim Wyant, former US Women's National Team Keeper

Mike Lewis, Soccer Magazine soccer writer

Duncan Irving, Soccer America soccer writer

Ed Tremble, Connecticut State Coaching Director & National Staff

Gary Russell, Founder of NASC & MLS Camps

Ray Reid, UCONN Men's Soccer Coach

Paul Malone, Former Diadora and Lanzera owner & NASL player

Rick Derella, CT State coach & indoor facility owner

Virgil Lewis, USYSA, Dallas, TX

Bob Palmeiro & Region One Staff, USYSA, Dallas, TX

Roy Rees, Texans Soccer Club, Houston, TX, former U17 National Team Coach

Doc Lawson, Houstonians Soccer Club, Houston, TX, former Pro player

Juan Carlos Machia, National Coaching Coordinator

Carlos Menjivar, National Coaching Coordinator

Bob Gansler, USSF Staff, former National Team Coach  
Jay Hoffman, Former U20 Coach, Assistant Women's National Team Coach  
Hugo Salcedo, FIFA World Cup delegation  
Project 40 & PDO meeting with National Teams Coaching Staff: Bobby Howe &  
Tom King  
Dean Wurzberger, National Staff, U18 Assistant Coach  
Dave Ungrady, USYSA Magazine  
Tony DiCicco, Women's National Team Coach  
Dr. Bob Contiguglia, USSF Presidential Candidate, former USYSA President  
Arnie Ramirez, LIU Men's Soccer Coach  
Paul Gardner, Soccer America soccer writer  
Thomas Rongen, New England Revolution Coach, National Team Assistant  
Bruce Arena & Dave Sarachan, DC United Coach & Assistant Coach  
Mitch Green, ABC Producer  
Tab Ramos and Tony Meola, Metrostars, National Team players  
Luis Dabo, Santos Soccer Club, Phoenix, AR  
John Rennie, Duke University Men's Soccer Coach  
Ron Campo, Youth Soccer Coach  
Jim Lord, Youth Soccer Coach & Soccer Dad  
Chad Harmon, USISL Staff  
Joe Amorim Haverford College Soccer Coach  
Peter Mellor, USSF Staff



## **Events:**

U20 National Team Training Camp, ARCO Training Center, San Deigo, CA  
Women's & U23 & U20 National Teams Training Camp, ARCO,  
San Diego, CA  
Men's National Team & U23 Training Camp, Orlando, FL  
NSCAA National Convention, Cincinnati, OH (Clinics & Banquet)  
Mens National Team versus Sweden, Orlando, FL  
Umbro College All Star Classic, Fort Lauderdale, FL  
MLS Combine, Fort Lauderdale, FL  
Mens National Team versus Cuba, Gold Cup, Oakland, CA  
Honduras versus Mexico, Gold Cup, Oakland, CA  
Costa Rica versus Cuba, Gold Cup, Oakland, CA  
Trinidad Tobago versus Mexico, Gold Cup, Oakland, CA  
U17/U18 National Team & Regional ODP & CONCACAF National teams,  
Pensacola, FL  
U17 versus Mexico, El Salvador, Guatemala, Pensacola, FL  
U20 National Team & MLS Preseason Camp, Orlando, FL  
Men's National Team versus Costa Rica, Gold Cup, Oakland, CA  
Men's National Team versus Mexico, Gold Cup, LA Coliseum, CA  
Brazil versus Jamaica, Gold Cup, LA Coliseum, CA  
Men's National Team versus Holland, Pro Player Stadium, FL  
Copa Latina, Miami, FL, Tom Mulroy  
Men's National Team versus Belgium, Brussels, Belgium  
UEFA coaching course (Andy Roxburgh, Michel Sablon, Gerard  
Houillier, Bert Van Linden, Mariano Moreno)  
FIFA meeting with Walter Gagg  
USYSA Convention, Dallas, TX  
U18 Training Camp, San Diego, CA  
US National Coaching Symposium, Portland, OR  
U23 versus University of Portland, Portland, OR  
U23 versus Canada  
Tampa ODP tryouts  
NY/NJ Metrostars versus San Jose Clash  
DC United versus San Jose Clash  
Miami Fusion versus Colorado Rapids  
Queens, NY: Hispanic League

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