



COLLEGIATE PROGRAM STRATEGIC PLAN 2017-2020

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MISSION

USA Archery and its Collegiate program is committed to advancing the mission of the organization:

The mission of USA Archery shall be to enable United States athletes to achieve sustained competitive excellence in Olympic, Paralympic, World Championships and international competitions and to promote and grow the sport of Archery in the United States.

VALUES

USA Archery is committed to applying and reinforcing the organizational guiding principles in collegiate program activities:

Integrity – Have the courage to choose what is right, adhere to the mission and practice our values rather than merely profess them. Employ the highest ethical standards, demonstrating honesty and fairness in every action we take.

Leadership – Lead with a passion for the sport, a clear vision for the future and a focus on the best outcomes for Archery. Encourage teammates to reach their full potential. Embrace diverse perspectives and ideas in a spirit of building trust and collaboration.

Communication – Promote honest, open communication and convenient exchange of information that is clear, concise and timely.

Excellence – Foster an environment that inspires personal bests. Provide high-value, quality services to effectively meet the needs of our community and colleagues. Take calculated risks to improve and transform, adopting best practices and using the power of resources and teamwork to create maximum impact.

Respect – Foster an inclusive culture on and off the field of play by honoring the rights, views, and inherent value of others, treating all with dignity and courtesy. We believe respect to be a performance advantage and set expectations with teammates and ourselves to hold it in the highest regard.

Learning and Continuous Improvement – Promote an organizational growth mindset. Lead with critical thinking, healthy challenge of the status quo, timely and meaningful feedback, and directed learning.

2020 VISION

We envision the following will be true of USA Archery and its Collegiate program by 2020:

5000 Student Members

Increased Competitive Opportunities

- Local/Conference Play
- Sustainable Structure

Collegiate Champions!

- Olympians, Paralympians and World Championship Team members come from the collegiate program.

More and Better Collegiate Facilities

More Professional Programs/Teams

- 20 Varsity Programs/Teams
- 2 Conference Leagues established

Endowments

- USA Archery has created and is fundraising for an overall program endowment.
- More schools are actively working to network with benefactors to create school-specific archery program endowments.

Regional Coordinators

- Regional Coordinators are established to promote and grow the program in their area.

Collegiate Pillars

USA Archery believes that there are five key “pillars” of collegiate program success:

- **Athletes/Training** – Identification, development, and retention of internationally competitive Olympic and Paralympic caliber athletes capable of winning medals. Creation and maintenance of training environments - including sites, facilities, programs and services – to optimize competitive performance.
- **Coaching** - Identification, recruitment, and development of coaches capable of developing medal contending athletes/teams.
- **Competitions** – Event availability, accessibility and participation opportunities.
- **Marketing/Promotions** – Effective marketing and promotion of collegiate programs and events. Effective school and athlete recruitment efforts.
- **Organizational/Administrative Health** – Organizational health and capabilities of the individual collegiate archery programs.

Leadership is recognized as an embedded and essential component of the other pillars. From a program planning perspective, USA Archery’s organizational Strategic Plan for 2017-2020 sufficiently addresses this pillar. As a result, this plan will focus on identifying priorities for the above outlined five pillars.

2017-2020 Collegiate Program Priorities

To realize the 2020 vision of success, USA Archery will implement the following priority initiatives:

ATHLETES/TRAINING

A. Identification & Recruitment

1. Partnerships. Create partnerships with school administrative departments to encourage support of athletes' training and competing.
 - a. Facility Access
 - b. Sports Psychology
 - c. Strength and Conditioning
 - d. Nutrition
 - e. Class Waivers
2. Professional Coaches. Connect a professional coach with each collegiate program.
3. Outreach. Engage in more grassroots efforts around collegiate programs.
 - a. High School. Create stronger ties with high school programs for better recruitment and a larger athlete pool.
 - b. JOAD. Better communication and promotion of collegiate program to JOAD members.
 - c. College Student Body. Recruit from the current student body or other sports.

B. Development & Retention

1. Training Resources. Connect athletes to resources to develop comprehensive expertise and ability to apply in training regimens.
 - a. Coach education
 - b. Mental training
 - c. Training plans
 - d. Equipment optimization
 - e. Nutrition
 - f. Strength and conditioning
2. Training
 - a. Safe Sport Training. Educate athletes on SafeSport and Code of Conduct.
 - b. Collegiate Culture Training. Educate athletes on collegiate culture and environment and how to navigate athletic departments.

COACHING

A. Identification & Recruitment

1. Recruit Coaches. Actively recruit archery coaches for collegiate programs who are currently coached by students.
2. Diversity. Increase the amount of female coaches.
3. Athlete to Coach Transition. Develop a fast track development pathway to recruit coaches from the competitive athlete pool.

B. Development & Retention

1. Professionalization. Encourage a professional, all-around coach. Seek opportunities for advanced learning in all facets of the sport.
 - a. Recurve, Compound, Barebow, Para
 - b. Target, 3D, Field
 - c. Judging
2. Awareness of Coach Education. Ensure athletes are aware of coach certification and education opportunities.
3. Resources. Connect coaches to resources to develop comprehensive expertise and ability to apply in training regimens for athletes.
 - d. Leadership and team development
 - e. Mental training
 - f. Mobile coach
 - g. Training plans
 - h. Equipment optimization
 - i. Nutrition
 - j. Strength and conditioning
4. International Team Experience. Increase opportunities for collegiate coaches to acquire international team coaching experience.
5. Peer to Peer Communication. Create more opportunities for coaches to network with other collegiate coaches.
6. Training.
 - a. Safe Sport Training. Educate coaches on SafeSport and Code of Conduct.
 - b. Collegiate Culture Training. Educate coaches on collegiate culture and environment and how to navigate athletic departments.

COMPETITIONS

A. **Pipeline.** Expand opportunities for athletes to compete closer to school.

1. Local.
 - a. Provide event equipment support to programs to enable them to host events.
 - b. Connect programs to local JOAD clubs or archery retailers for training and event facilities
2. State. Expand collegiate division offerings in state championships.
3. Conference. Establish conferences and promote inter-conference competition.
4. Regional/National. Establish a vision for the qualifying structure of regional and national competitions to allow for future growth.

B. **Format and Training**

1. Dual Track. Explore opportunities to create more fun, less intimidating events and formats for college archery.
 - a. Shorter distance
 - b. Fewer arrows
 - c. Team focus
 - d. One day events
2. Event Culture. Work with local organizers on environment and offerings at events.
 - a. Allow for team registration for events
 - b. Work with judges to focus on education
 - c. Ensure that fun is an important element in planning
 - d. Registration and eligibility verification is simplified
 - e. Event information is easy to find
 - f. Quality and standardization of awards
3. Event Education
 - a. Create education materials for programs on how to run profitable and quality events.
 - b. Utilize technology and train organizers to simplify running local events, i.e. consistent registration, results software etc.
 - c. Improve access to judges for events.
 - d. Ensure cross training of next NOCC organizers to ensure consistency from year to year.
4. Public Relations. Work closer with schools to promote collegiate athletes who succeed at events.
5. Scheduling
 - a. Adjust timing of regional events due to weather
 - b. Look to fill the Spring and Fall seasons with more events.

MARKETING & PROMOTIONS

A. **Targeted Marketing.** Create more targeted marketing material based on type of customer.

1. College administration/athletic director
2. Student looking to start a club
3. Student looking to attend a college

B. **Promotion Booths.** Attend more events and meetings to promote the collegiate program and recruit for the teams.

1. High School Archery Events i.e. NASP, OAS, S3DA
2. Other Archery Organization Events i.e. ASA, NFAA, 4H
3. JOAD Nationals
4. NAIA Conference
5. NACDA Conference
6. NIRSA Conference

C. **Fundraising/Sponsorships**

1. Fundraising
 - a. Create national program endowment
 - b. Work with specific schools to help develop endowments and encourage donors
 - c. Educate programs on fundraising best practices
 - d. Create forums to share fundraising ideas between programs
2. Sponsorships
 - a. Expand collegiate program sponsors
 - b. Communicate and promote sponsor offerings better to programs

D. **Education**

1. NGB. Increase education efforts to challenge misinformation regarding other organizations and USA Archery.
 - a. NGB status
 - b. Club/program affiliations
 - c. Fielding international teams
2. Training. Increase training of club leaders/coaches in the following areas.
 - a. Fundraising/sponsorship marketing
 - b. PR/social media
 - c. Collegiate culture (how to navigate)
 - d. SafeSport
 - e. Archery safety information
 - f. Event management
 - g. Program administration
 - h. Membership/event software
 - i. Judging

E. **Communication.** Create and enhance communication efforts.

1. Website. Revamp website for easier access to collegiate information.
2. Newsletter. Create a newsletter to support training and program communication.
3. Forums. Create forums to share ideas and best practices between programs.

ORGANIZATIONAL/ADMINISTRATIVE HEALTH

- A. Technology.** Use technology to help ease the burden of club management.
1. Membership System. Automate student eligibility verification system
 2. Communication. Use various mediums for communication between USA Archery and programs, and between program coordinators/coaches and students. i.e. forums, LinkedIn or Facebook groups etc.
- B. Leadership Turnover.** Reduce program leadership turnover and enhance education for new program leaders.
1. Professional Coach. Work to establish a more permanent coach or program leader who is not a student when possible
 2. Startup Guide. Create a new club/team startup guide to help new programs
- C. Support.** Need additional support for marketing and promotions, operations and event management.
1. Regional Coordinators. Establish regional coordinators to lead and facilitate program growth, provide education and support, and help coordinate events.
 2. Additional Staff. Hire additional staff to support communication, marketing and operations efforts.
 3. Grant Program. Continue to offer, and look to expand, the collegiate grant program.

APPENDIX 1. SWOT ANALYSIS DETAILS

Strengths

	Athlete/ Training	Coaching	Competitions	Marketing & Promo	Org Health
USA Archery staff/collegiate program manager					X
Number of current clubs				X	X
Support for Collegiate Archery Program				X	X
Well defined operational procedures and event structure					X
Collegiate committee/annual meeting for constituent feedback					X
Grant programs				X	X
USA Archery membership database					X
USA Archery certification programs and Mobile Coach resources/Accreditation's		X			
Number of coaches		X			
National Training System		X			
USA Archery Coach Symposium		X			
Grants for coach education		X			
Coach Observer Program		X			
High performance structure/high scores at NOCC	X		X		
Events are fun and accepting of all students/collegiate culture	X	X	X	X	X
Mixed team/team rounds experience and team-building			X		
Well run national indoor, regional and national outdoor events/opening ceremonies			X		
Number of archers with eligibility	X		X		
Diversity of teams/programs	X				
Award programs	X		X	X	X
Affiliation with World University Games	X		X	X	
Number of collegiate athletes	X				
Strong JOAD programs	X	X			
Models of successful facilities and programs (i.e. MSU, JMU, Texas A&M)	X	X	X		X
NGB	X	X	X	X	X
Archery is fun and cool and used by mainstream media/Hollywood				X	
Club development programs	X	X	X	X	X
Coach development programs/USA Archery Mobile Coach and other coaching apps		X			X
High quality regional and national events			X		
Quality colleges and universities enrolled in program	X	X	X	X	X
Availability of marketing materials and resources				X	
Social media presence				X	
Website to highlight programs/resources/events				X	
Press coverage at major events				X	
Direct member/program communications				X	
Marketing Director				X	

Weaknesses

	Athlete/ Training	Coaching	Competitions	Marketing & Promo	Org Health
Event administration			X	X	X
Complexity of administrative processes/rules	X		X		X
Fundraising				X	X
Program leadership and stability/continuity		X			X
Need for additional USA Archery staff dedicated to Collegiate Archery Program					X
Timing of communications/too many email communications				X	X
Need to be more aggressive in club recruitment initiatives				X	X
Travel grants not sustainable/funding			X		X
Need to define how much time is spent towards growing competitive programs vs. clubs				X	X
Support for unfunded organizations				X	X
Program awareness	X	X		X	X
Number of higher level/paid coaches		X			
Lack of ITS opportunities for collegiate coaches		X			
Opportunities for continuing education		X		X	
Self-interest (not putting the athlete first)	X	X			X
Awareness of code of conduct/policies, etc.		X		X	X

Lack of permanent/professional college coaches		X		X	X
Lack of female coaches		X		X	
Athlete to coach transition	X	X		X	
Lack of coaches with adaptive archery knowledge	X	X			
Inability to speak "college" (i.e. awareness of various target audiences)	X	X		X	X
Certification level of coach does not equate to ability/skill	X	X			X
NTS Interpretation's		X			
Lack of collegiate division in local, state and other regional events	X		X		X
WUG eligibility guidelines confusion in comparison to USA Archery	X		X		
Not growing collegiate recreational programs				X	X
Lack of continuity between college programs/teams (i.e. leadership, athletes/coach development)	X	X	X		X
Lack of knowledge on how to coordinate successful events (i.e. event guide)			X	X	
Timing of 3-D National Championships			X	X	
Quality of awards			X	X	
Lack of dedicated range space on campus			X		X
Collegiate division missing from local and state events			X	X	
Need to distinguish award results for collegiate on social media (i.e. indoor nationals)			X	X	
Faculty support					X
Lack of athlete training plans/access to high performance coaching	X	X	X		
Administration/coach awareness of existing collegiate club network		X		X	X
Information on how to transition to a high performance archer	X	X	X	X	X
Individual vs. team training	X	X			
Cost of quality equipment	X				
Communication with athletic director's	X	X		X	
Lack of professional new program/team development guidance		X		X	
Lack of collegiate booths/marketing at USA Archery and other organizational events				X	
Lack of fun at events			X	X	
Need a dedicated collegiate archery program social media account				X	
Improve website, social media and communications				X	
Promotion to NASP, OAS, S3DA and JOAD				X	
Resources for targeted marketing (i.e. new students, athletic directors and university officials)				X	
Scholarship opportunities/varsity public relations battle				X	

Opportunities

	Athlete/ Training	Coaching	Competitions	Marketing & Promo	Org Health
Automated student eligibility verification					X
Provide new club/team start-up guide				X	X
Provide information on best practices for fundraising				X	X
Develop Linked In forum for USA Archery Collegiate Archery Program				X	X
Focus on targeted conference growth				X	X
Add additional athlete representation to the Collegiate Committee					X
Allow coaches to nominate/vote for the regional and collegiate coach of the year		X			X
Create leadership development program for colleges/universities	X	X		X	X
Assign duties to the Collegiate Archery Program Committee/Incentivize					X
Peer to peer/coach mentor program development		X		X	
Connect existing coaches to collegiate programs		X		X	
Educational opportunities for Field, 3-D, etc.	X	X	X	X	
Development of "fast track" coach education programs for athletes	X	X		X	
Education modules for compound, recurve and barebow specialization	X	X	X	X	
Increased focus on sports psychology/mental management	X	X	X	X	
Equipment optimization/tuning education and resources	X	X	X	X	
ITS coach development for collegiate coaches		X			
Make the sport fun/offer a variety of rounds and distances (recreational track)	X	X	X	X	
Better promote/define sponsor packages for All Americans, etc.				X	
Increase promotion of events to collegiate program athletes and leaders (i.e. back to school schedule)	X		X	X	
Centralize location for NOCC			X		
Offer fall events			X		
Provide team event registration to secure athlete slots			X		
Focus marketing and promotion initiatives within a specific conference or region				X	
Develop event qualification system for NOCC			X		

Offer online registration software and format for results reporting			X		
Regional/National social media and results reporting strategy			X	X	
Standardize indoor national collegiate awards by region (consider team awards)			X	X	
Provide structure for fundraising events			X	X	
Growing number of JOAD and high school programs	X		X	X	
Opportunity utilize alumni as ambassadors for the sport				X	X
Collaborate with USOC NCAA staff to understand current landscape/stakeholders				X	X
Develop coach retention/succession plan		X			X
Collegiate Dream Team Program	X	X			
Target agricultural schools and regions with strong bow hunter base				X	
Network with other sports				X	X
Promote students can train while getting a college degree	X			X	
Utilize university resources	X	X	X	X	X
Develop more video content				X	
Social media training for athletes, coaches and program leaders	X	X		X	X
Simplify and revitalize marketing materials				X	
Go head to head with USCA marketing and communications efforts				X	
Develop partnerships with NACDA, NIRSA, conferences and other stakeholders				X	
Leverage social media statistics with potential sponsors				X	
Present a more accessible, friendly USA Archery presence				X	
Inform colleges and universities there is a pool of certified coaches/market to coaches		X		X	
Identify and recruit colleges that are not affiliated with USA Archery				X	
Improve member dashboards and ability to share via social media				X	
Expand sponsors/team discounts				X	
Develop an endowment				X	
Develop college brochure templates				X	
Provide list of corporate sponsors available at local/regional level				X	
Archery campus visit day	X	X		X	X

Threats

	Athlete/ Training	Coaching	Competitions	Marketing & Promo	Org Health
One full time USA Archery staff member dedicated to collegiate program					X
Lack of program/travel funding				X	X
Student turn-over					X
Lack of SafeSport education/violations	X	X		X	X
Safety concerns of college/university				X	X
Perception you have to use NTS/Misinformation about NTS	X	X			
Lack of diversity in sport	X	X		X	
Lack of knowledge of field/3-D archery	X	X	X	X	
Coach specialization in one discipline (i.e. Recurve)	X	X			
Coach burn out	X	X			X
Lack of funding for coaching	X	X			X
Unqualified coaches	X	X			
Competition distances for beginners	X	X	X		
Navigation of eligibility processes	X		X	X	
Increased participation at national events/venue capacity			X		
Timing of event registration windows/lack of slots (i.e. indoor nationals)			X		
Number of schools able and willing to host ROCC/NOCC			X		X
Availability of judges for events/access to judges			X	X	
USCA – Confusion between USCA and USA Archery				X	X
Athlete – Academic demands, lifestyle, time and money	X				X
Elite perception of USA Archery				X	X
USA Archery is not specialized as collegiate only				X	
Email communications can get lost due to too many communications				X	
Number of trained ambassador's/influencers recruiting new colleges/universities'				X	

APPENDIX 2: STRATEGIC PLANNING WORKING GROUP

Members:

Denise Parker	CEO, USA Archery
Rod Menzer	Director of Marketing, USA Archery
Mary Emmons	Director of Program Development, USA Archery
Callie Grieser	Collegiate Archery Program Manager, USA Archery
Jason Tong	Athlete, U.C. SanDiego
Curtis Balusek	Athlete, Georgia Institute of Technology
Allie Blazek	Athlete, Texas A&M
Derek Davis	Coach, Columbia University
Rodney Estrada	Coach, Emmanuel College
Glen Bennett	Coach, Michigan State University
E.G. LeBre	Coach, Brandeis University
Sandra Childress	Coach, The University of Arizona
Sarah Wilhelmi	Director of Collegiate Partnerships, USOC