



QUAD HIGH PERFORMANCE PLAN 2017-2021

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MISSION

USA Archery and its High Performance program is committed to advancing the mission of the organization to achieve sustained competitive excellence:

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 high performance 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.

2021 VISION

We envision the following will be true of USA Archery and its High Performance program by 2021:

Peak Performance (Bullseye!)

- Athletes win more medals than ever before at the 2021 Tokyo Games
- Men win gold!
- Depth of athletic and coaching talent is a competitive advantage.
- Coaching quality is enhanced by emphasizing proficiency and results.
- U.S. is viewed as a dominant archery country.

Team Sport

- Higher value placed on training and competing as a team.
- Sense of team is strong and is a critical success factor for elite athlete achievement; perception shifts toward archery being a team sport with individual component.

Women Are Winners

- Women reach the podium in Tokyo.
- More women coaches are involved in the sport of archery than ever before.

Archery Is More Local, Targeted and Customized – But Also Fun & Exciting

- Local, state, regional and national competitions and championships are competitive, well-run, exciting and easily accessible for spectators and athletes alike.
- Thriving archery centers exist in more areas of the U.S., e.g., Northeast and Midwest.

An Organization Members Want to Belong To

- USA Archery is a “Top 2” desirable organization for shooters.

Paving the Way for Future Success

- The mental aspect is recognized as essential for success and as a competitive advantage; it is integrated into the fabric of training and coaching; and the U.S. is viewed as #1 in world at mental toughness.
- We are more proactive and innovative with training innovation, including use of technology and sport science.
- The foundation is laid to professionalize the sport and create careers in archery, including for athletes and coaches; more coaches are managing their own teams.
- Pathway exists for qualified former elite or experienced athletes to become coaches.
- Training, competing and funding opportunities for elite athletes is significantly increased and tailored to achieve optimum results.
- Increased financial independence affords athletes a sense of security to extend their competitive careers.

High Performance Pillars

Research and experience indicate that there are five key “pillars” of competitive success:

Athletes – Identification, development, and retention of internationally competitive Olympic and Paralympic caliber athletes capable of winning medals.

Coaching - Identification, recruitment, and development of coaches capable of developing medal contending athletes/teams.

Competitions – Identification and prioritization of appropriate competitions that align with high performance objectives and drive international success.

Training – Creation and maintenance of training environments - including sites, facilities, programs and services – to optimize competitive performance.

Leadership - Effectively managing and allocating the financial and human resources of the organization while ensuring good governance and business practices are upheld, including a robust strategic planning process.

When working optimally and effectively in combination, these pillars lead to:

- **Achievement,**
- **Sustainability, and**
- **Alignment**

Leadership is recognized as an embedded and essential component of the other pillars. From a High Performance planning perspective, USA Archery’s organizational Strategic Plan for 2017-2021 sufficiently addresses this pillar. As a result, this High Performance Plan will focus on identifying priorities for Athletes, Coaching, Competitions and Training.

2017-2021 High Performance Priorities

In order to realize the 2021 vision of success and maximize the aims of Achievement, Sustainability and Alignment, USA Archery will implement the following priority initiatives:

ATHLETES

A. Identification & Recruitment

1. Talent Transfer. Develop pathways to recruit new talent into the sport of competitive archery, with an emphasis on female athletes. Identify cross-marketing opportunities to promote archery.
 - a. Compound AND Recurve. Create clear points of entry and talent development opportunities specifically designed to accommodate compound athletes making the transition to recurve and Olympic competition.
 - b. Other sports AND Archery. In addition to cross-marketing efforts in general, seek appropriate avenues to recruit collegiate athletes who have competed in other sports. Explore talent pool opportunity with college athletes rehabilitating from a sport injury.
2. Mental Toughness. Include psychometric evaluations (e.g., Strengths Finder, etc.) as part of talent ID.
3. Competitive Drive. Assess level of competitive nature in addition to athleticism potential in recruitment of elite athletes.

B. Development & Retention

1. Standards. Clearly outline competitive standards for athletes at all levels.
2. International Team Composition. Explore leveraging the benefits of composition continuity year over year without jeopardizing the benefits of bringing up emerging talent, i.e. seek improvements to selection and training processes that strike the right balance between the two.
3. Team Culture. Initiate culture change with younger age group; embed team elements (e.g., promoting importance of team, reinforcing team-centered behaviors, having team captains, etc.) in JDT program.
4. Marketing & Promotion
 - a. Social Media and Content Development. Utilize social media channels and other communication avenues to generate support for top athletes, including:
 - | Leveraging their social media presence to attract more sponsorships.
 - | Telling athlete stories, creating and sharing “personality profiles” designed to not only highlight accomplishments but also generate fan/donor/sponsor excitement and enthusiasm and inspire up and coming athletes.
 - | Explore benefits of naming camp(s) after a high profile archer and the possibility of having the archer coach the camp(s).
 - b. Marketing & Media Training. Provide training and education to enhance athletes’ ability to leverage social media, sponsorship and other marketing opportunities.
 - c. Compensation. Actively assist athletes with identifying and engaging in revenue generation opportunities, e.g. sponsorships, speaker engagements, etc.
5. Elite Recurve Archer Retention. Offer standards-based stipends and other resources to medal-capable recurve athletes. Seek financial support from USOPC and other channels to augment USA Archery resources in order to retain top talent and for the U.S. to continually be a Top 3 country at the Olympic Games.

COACHING

A. Identification & Recruitment

1. Professionalization. Foster a professional coaching culture. Seek opportunities for advanced learning and job creation; expand college course offerings modeled after programs at Fresno State and West Virginia.
2. Diversity. Increase the amount and quality of female coaches.

B. Development & Retention

1. Standards & Monitoring. Clearly outline coaching proficiency standards and incorporate demonstration of proficiency to maintain certification level.
 - a. Leverage USOPC model of coach development, e.g. involvement of a teaching coach and observation techniques.
2. Athlete to Coach Transition. Develop a fast track development pathway to recruit coaches from the competitive athlete pool (preferably elite athletes); leverage the USOPC's Coach Accelerator Program (CAP).
3. Resources. Connect coaches to resources to develop comprehensive expertise and ability to apply in training regimens for athletes.
 - a. Leadership and team development.
 - b. Mental training.
 - c. Leverage Mobile Coach app and other avenues to provide expanded resource/continuing education materials, perhaps in conjunction with coaching certification completion.
 - d. Training plans – including age appropriate development guidelines; incorporate into JDT programs.
 - e. Equipment optimization.
 - f. Nutrition.
 - g. Strength and conditioning.
4. Quality/Proficiency Demonstration. Explore separation of current coaching levels into separate “Instructor” and “Coach” tracks to improve quality of top-level coaches. Include proficiency demonstration requirements as part of top levels of “Coach” track.
5. Regionalization. Create more regional HP coaches and programs.
 - a. Coaching Excellence Centers. Leverage training centers and universities.
 - b. Regional Head Coach. Explore creation of regional head coach role to support local JOAD coaches. Seek financial support for providing adequate compensation.

C. Marketing & Promotion

1. USAA Coaching Program as Industry Standard. Advocate benefits of adopting USA Archery coaching program to other organizations, i.e. NASP, S3DA.
2. Revenue Diversification. Seek to license and sell products and services to diversify revenue streams, e.g. coaching education programs, training manuals and other publication resources, e-commerce business, etc. Strengthen capabilities with social media and other digital channels.

COMPETITIONS

- A. **Pipeline**. Expand opportunities for athletes to compete closer to home.
1. Local. Develop JOAD tournaments.
 2. State. Expand state championships; link JOAD competitions to qualification criteria.
 3. Region. Establish Regional competitions that include ability to qualify for Nationals.
- B. **Format Enhancements**
1. Team Focus. Emphasize importance of team events and other “sense of team” elements.
 - a. Include mixed team event at all USAT competitions.
 - b. Adjust duration to accommodate team elements at domestic competitions.
 - c. Offer incentives for team wins at competitions. (shared goal with Training)
 2. Consistency. Increase uniformity and professionalism of USAT events modeled after World Archery events, as well as improve support for USAT participation in international competitions.
 - a. Officiating & Event Management. Set consistent expectations of judging/Director of Shooting roles. Provide training resources and improve communication to judges and event staff.
 - b. Scoring. Standardize scorecards.
 - c. Announcing. Recruit better event announcers, to include livestreaming and video (e.g. YouTube broadcasts). Explore avenues to identify and engage qualified athletes.
 - d. Guidelines. Adjust format and officiating guidelines to best balance “professionalism” and “accessibility” of events, e.g. dress code. Customize degree of stringency required for given event(s). Reinforce consistent application by officials and event staff.
 - e. Team. Promote appropriate team-friendly behaviors at events. Incorporate into official guidelines.
 - f. International Support Staff. Consistent composition of support staff for international competitions, e.g. coaches, team leaders, etc.
 3. Competitive Tracks. Offer separate Junior and Championship circuits that appropriately support a culture of competitive excellence and growth.
 - a. Needs Assessment. Evaluate emerging and elite athlete needs and preferences as they relate to competitions and preparation for World Cups, World Championships and Olympic Games. Based on findings, design a “segmentation plan” to optimize performance.
 - b. Rating System. Create a domestic event qualification rating system that aligns to the different circuits and performance optimization goals.
 - c. Scheduling. Where possible and feasible, prioritize performance goals as an event planning criterion rather than host/organizer availability and convenience. Schedule events at different times (dates) and of different duration that best aligns to performance optimization goals.
 - d. Indoor National Final. Include Finals tournament for indoor Nationals.
 - e. World Cup Final. Offer USAT Final (WC final) and pilot for pro circuit; explore opportunities to hold finals in iconic locations to simulate international environment as well as attract spectators and sponsors.
- C. **Marketing & Promotion**. Leverage social media, streaming video broadcast (e.g. YouTube/Fb Live) and other to marketing/business development channels to increase event visibility, fan engagement and revenue generation opportunities (e.g., sponsor activation, naming rights, etc.) to offset cost and increase prize monies to attract and retain top talent, including aspiring elite athletes.

TRAINING

- A. **Facilities.** Leverage and utilize the centers as hubs for training. Examples include camps, events, seminars etc.
- B. **New Sites.** Explore JOAD or other partners to establish indoor or outdoor programs in under-represented geographies in the U.S., e.g. Northeast or Midwest.
- C. **Performance Programs and Services**
1. **Team Focus.** Increase purposeful training as a team
 - a. Create and deliver intentional team development programming
 - b. Incentivize based on overall team performance
 - c. Increase the number of team competitions at national events
 - d. Use World Cups to serve as opportunities for both team building and team event training.
 2. **Technology.**
 - a. **Tools.** Use data, analytics and other technology-enabled means to connect athletes for better collaboration and information sharing. Explore tools to showcase and provide meaningful interaction and interpretation opportunities for:
 - i. Scores – with emphasis on augmenting team performance on training days.
 - ii. Training resources.
 - iii. Equipment trends.
 - iv. Measurement of major program impact (e.g., DAS, RA, etc.).
 - b. **Emerging Sport Tech.** Seek strategic partnership(s) to research high potential emerging technology/software applications, especially in the area of cognitive/biofeedback mechanisms, and to assess and integrate into standard talent development/training model.
 3. **Total Athlete.** Ensure archers have access to high quality and convenient network of support services and consultative experts for all-around development and to maintain high fitness level.
 - a. Mental training.
 - b. Training plan expertise/partners (athlete-to-athlete, athlete to coach, coach-to-coach).
 - c. Equipment optimization.
 - d. Nutrition.
 - e. Rehab.
 - f. Strength and conditioning.
 4. **Culture of Learning (Brief/Execute/Debrief Model).** Foster a growth mindset and create a culture of continuous improvement among athletes, coaches and support staff by integrating into the standard training environment a routine of (1) setting performance goal(s) in advance, (2) designing and attempting to train in alignment with goals, and (3) upon conclusion of training, debriefing on how well goals were achieved – or not – and why. Subsequent training sessions seek to incorporate learnings identified in the debrief.
 5. **Training Camps and Programs.** Evaluate effectiveness and optimize current camp programs accordingly as well as introduce new targeted, specialized training opportunities for improving pipeline development.
 - a. **Compound/Recurve.** Assess JDT, RA and other programs and implement enhancements, to include exploring application process improvements and setting and measuring behavioral and overall performance outcome expectations for participants. Establish guidelines for follow-through on outcome expectations for training program organizers/administrators.
 - b. **Team building.** Incorporate emphasizing importance of team behaviors into camp programs as well as JDT and RA programs.
 - c. **Virtual Training.** Explore avenues to utilize online/web-enabled instruction and practice environments.
 - d. **Equipment tuning.** Create a training series focused on helping athletes improve equipment handling skills.
 6. **Games Preparation.** Treat World Cups and World Championships as Olympic “rehearsals,” to continually optimize performance elements and refine readiness procedures.

APPENDIX 1. SWOT ANALYSIS DETAILS

Strengths

	Athletes	Coaching	Competitions	Training
Competitiveness – incl. international competitiveness - of USAT series, World Cups, World Championships	x		x	
Participation growth (overall)	x		x	
Number of compound competitors	x			x
Club system (JOAD)	x			
RA Program	x			
Lifetime sport; early specialization not a necessity	x			
JDT Program	x		x	x
Olympic sport (recurve)	x	x	x	x
Number of event offerings/"good" tournaments	x	x	x	x
Very top shooters stay in sport	x			
Growth in monetary awards	x		x	
Coaching education program/reciprocity		x		
Coach Locator service on website		x		
Certification Program/NTS (National Training System)		x		
Online course schedule for coaching certification		x		
Mobile Coach app		x		
Head coaches who have developed Top 8 athletes		x		
Ability of some compound clubs to develop good coaches		x		
Facilities (CV & SLC Easton Centers of Excellence, etc.)			x	x
Olympic Games/World Championships qualifying process/team selection			x	
Emphasis of quality over quantity for HP (vs quantity when learning to shoot)				x

Weaknesses

	Athletes	Coaching	Competitions	Training
Lack of coordinating training plans and support for athletes outside of RA program	x	x		x
Lack of local competition opportunities	x		x	x
Lack of world ranking events in the U.S.			x	
Lack of Team Events	x		x	x
Not Shooter/Customer Friendly Events	x		x	
Consistency in event setup and management – no standards	x		x	
Too few competitions for recurve	x		x	x
Quantity focus over quality focus				x
Not training together	x			x
Lack of expertise in technology		x		x
High cost of training	x			x
Weak mental training		x		x
Low quality of coaching (50% of L4 coaches haven't shot a bow; many not able to craft training plans)	x	x		x
Poor dates and location of events			x	
Packed competition schedule			x	
Juniors and Seniors at the same events			x	
Incentives (money/contingency/scholarships)	x	x	x	x
Boring	x		x	
Team Selections are open events			x	
Domestic events are not profitable			x	
Administration and management of events is inconsistent			x	
Length of USAT events			x	
High volume of mixed-level participants leads to "jack of all trades, master of none" dilemma			x	
Lack of measurement of quality		x		
Lack of female/diversity	x	x		
Standardized coach education course delivery		x		
Lack of depth	x	x		
Lack of leadership		x		
Certification desire over education		x		

Weaknesses, Cont.

	Athletes	Coaching	Competitions	Training
Opportunity to make a living – professional capability	x	x		
Poor quality of local events	x		x	
Inconsistent JOAD experience	x			
Lack of sites or places to shoot – especially in local communities	x			x
Cost of equipment	x			
Gap between cadet/junior to senior and elite	x			
Lack of USA Archery presence in Northeast and Midwest	x	x	x	X
Underutilization of existing facilities (Eason Centers of Excellence)				

Opportunities

	Athletes	Coaching	Competitions	Training
Creating leaders/leadership opportunities	x	x	x	x
Intentional work on team and team rounds	x	x	x	x
Stronger Pipeline	x	x	x	
Develop “mental toughness” as a competitive advantage	x	x		x
Capitalize on Hollywood’s love of archery	x			
Enhance athlete recruitment and talent development opportunities via highlighting early specialization not required aspect of sport	x			
Develop more quality coaches (practical application), incl. athlete track	x	x		x
Professionalize the sport; increase financial compensation for athletes & coaches; enhance continuing education; job creation	x	x	x	
Increase marketing and sponsorship efforts (includes YouTube etc) to enhance revenue generation and entertainment value	x		x	
Equipment optimization resources and technology		x		x
Market USAA to other organizations	x	x	x	
Hire new coach		x		x
Leverage facilities	x		x	x
Separate out youth and senior events			x	
Drive more local tournaments			x	
Consistency from event to event			x	
Focus on the development beyond technical skills	x	x		x
Utilization of support services (nutrition, mental, strength etc)		x		x
Creating effective training plans		x		x
Enhance international success via environment simulation			x	
Access to better mental training support				x
Training application for connecting with other athletes				x
Tracking more information				X
College opportunities – create/expand collegiate sport and education programs, offer scholarships	x	x	x	X
Attract bow hunting community into the sport of competitive archery	x			

Threats

	Athletes	Coaching	Competitions	Training
Large time commitment to be an elite archer	x	x	x	x
High total cost to train & compete (incl. equipment, travel and lodging)	x	x	x	x
Other archery organizations and disciplines	x	x	x	x
Attraction of college and “life” and career opportunities	x			
Other sport opportunities	x	x		
Loss of interest (generally)	x			
Repetitive nature of sport/non-movement	x			
Loss (closure) and/or change of facilities, facility regulations	x		x	x
Best coaches moving on or retiring/not having a succession plan in place		x		x
Perception that coach education is unnecessary or for monetary gain		x		
Other certification programs (NASP, S3DA) and cross-pollination to other USAA clubs		x		
Reduced volume of RA applicants	x		x	X
Potential athletes see archery as a backyard game or hobby; not viewed as a “real” sport				

Threats, Cont.

	Athletes	Coaching	Competitions	Training
Standardization/large scale adoption of mental training mitigates competitive advantage potential				x
Competing (non-USAA) domestic training/competition opportunities, including higher prize/contingency money offered and attracting greater spectator interest			x	x
Competing organizations' bidding for World Archery events			x	
Length of World Cups (~ 1 full week)			x	
Event "reputation" management			x	

APPENDIX 2: STRATEGIC PLANNING WORKING GROUP**Members:**

Rod Menzer	USA Archery Board of Directors – Chair and Athlete Representative
Denise Parker	CEO, USA Archery
Mary Emmons	Director of Program Development, USA Archery
Guy Kreuger	Manager of Education & Training, USA Archery
Reo Wilde	Athlete, Compound Archery
Brady Ellison	Athlete, Recurve Archery
Mackenzie Brown	Athlete, Recurve Archery
Crystal Gauvin	Athlete, Compound & Recurve Archery
Zachary Garrett	Athlete, Recurve Archery
KiSik Lee	Men's National Head Coach, USA Archery
Russell Nakiski	Assistant Head Coach & Resident Athlete Program Director, USA Archery
John Crawley	High Performance Director, USOPC
Tammie Forster	Assistant Director, Sport Performance, USOPC

Facilitator:

Avery Wilson	Director of Strategic Planning, USOPC
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