



QUAD PARA HIGH PERFORMANCE PLAN 2017-2021

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MISSION

USA Archery and its High Performance program are 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 Para High Performance program by 2021:

Peak Performance

- Athletes win more medals in 2021 Tokyo Paralympics than in Rio
- Win gold!
- U.S. is viewed as the dominant archery country

Full Team – Robust Pipeline

- Recruitment efforts are strong
- Collegiate and youth programs are more fully developed
- U.S. fields full teams to international competition

Inclusive and Respectful Environment

- Para needs are incorporated into U.S. events
- International and camp travel and logistics is made with para athletes needs taken into consideration
- Community is better educated on what para archery is, and what it is not (i.e. Special Olympics)

Para Archery is More Local

- More local and state competitions are available
- Local and regional camps and recruitment efforts are taking place
- National classification is more accessible and not a barrier for participation

More and Better Coaches

- Coach quantity and quality is enhanced
- Top coaches are participating at para camps and training opportunities
- Coaches with para expertise are more easily recognizable i.e. certification
- Athletes are also certified coaches
- Coaches are well-rounded, understanding more aspects of coaching beyond just archery technical expertise.
- Coaches are well versed in both recurve and compound disciplines

Para Archers and Para Archery is Promoted

- Para archers are celebrated and promoted
- All types of disabilities are represented in promotion
- Para communities understand the benefits of archery better
- Para communities are more aware of the opportunities to participate

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. Recruitment

1. Athlete Pool. Develop pathways to recruit new talent into the sport of para archery, with an emphasis on female and youth athletes. Identify cross-marketing opportunities to promote archery.
2. Inclusive/Accessible Environment. Work with organizers and staff to ensure that the needs of para archers are accommodated both at events and camps.

B. Marketing & Promotion

- a. Tell Their Stories. 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 new para athletes.
- b. Educate Perception of Paralympics vs. Special Olympics. Actively educated the broader community of what Paralympics is to minimize the misperception of connection with the Special Olympics.
- c. Benefits of Archery. Talk about and promote the adaptive, accessible, lifetime and therapeutic aspects of the sport.
- d. Partner. Partner with other organizations for promotion of programs i.e. Shoot Like a Girl, VA, etc.
- e. Use Athletes. Partner with athletes for promotion of the program at local events, trade shows, etc.

C. Development

1. Standards. Clearly outline competitive standards for athletes at all levels. Funding and opportunities can be based on these standards.
2. International Experience. Archers need more experience in head-to-head matches and the best way to achieve this is through more international event experience.
3. Engage Athletes-Use their Age and Skill Sets. Para archers tend to be older, more mature and bring with them many various skill sets. They are willing to help and their skills and talents can be more effectively utilized to further the para program.
4. Marketing and Public Relations Training. Provide training and education to enhance athletes’ ability to leverage social media, sponsorship and other marketing opportunities.
5. Connect Athletes. Information sharing is key to the development and culture of para archers. Finding ways to allow information sharing among athletes is key not only to their development but to enhance the team culture of the sport.
6. Short Term Resident Training Opportunities. Look to develop a short-term resident program for archers to stay and train between camps.

COACHING

A. Identification & Recruitment

1. Standardize. Create a certification program for adaptive archery to better identify who can be most helpful to para archers.
2. Recruit. Recruit more coaches to learn how to coach adaptive archery.
3. Diversity. Increase the amount and quality of youth and female coaches.

B. Development & Retention

1. Athlete to Coach Transition. Develop a fast track development pathway to recruit coaches from the competitive athlete pool; leverage the USOC's Coach Accelerator Program (CAP).
2. 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
 - e. Equipment optimization
 - f. Nutrition
 - g. Strength and conditioning
3. Recruit Expertise
 - a. Actively recruit more top Level 5 coaches to join the para program
 - b. Recruit experts and top shooters to share their knowledge with athletes and coaches
4. Regionalization. Create more regional high performance coaches and programs.
 - a. Coaching Excellence Centers. Leverage training centers and universities.
 - b. Regional Coaches. Explore creation of regional coach role to support local archers. Seek financial support for providing adequate compensation.

- ### C. Marketing & Promotion. Promote para opportunities to coaches. Advocate benefits of adopting USA Archery coaching program to other organizations.

COMPETITIONS

A. Pipeline

1. More International. Para archers need more international event experience.
2. Regional/State/Local Expansions. Expand state and local event opportunities; encourage and educate state association and clubs on the needs of para archers and how to set up tournaments that are para accessible.
3. Youth/Collegiate. Look to expand para event and program opportunities to youth and collegiate archers.

B. Format and Program Enhancements

1. Para Friendly Environment. Ensure events and training centers are more accessible for para archers, paths, parking, etc.
2. Improve Logistics and Planning. Ensure that planning of international events and logistics includes individual needs of the para archers.

TRAINING

A. **Facilities**. Leverage and utilize the regional centers as hubs for training. Examples include camps, events, seminars, etc.

B. **Performance Programs and Services**

1. **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.
2. **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
3. **Training Camps and Programs**.
 - a. **Fast Track**. Look to re-establish the fast track camp program. The athletes deemed this very helpful.
 - b. **Short Term Resident Training**. Look to develop a short-term resident training program in Salt Lake City.

APPENDIX 1. SWOT ANALYSIS DETAILS

Strengths

	Athletes	Coaching	Competitions	Training
Produce high caliber athletes	x		x	x
Retain high caliber athletes	x	x	x	x
Older, more mature demographics	x	x		x
Tight, social group – camaraderie among athletes	x	x	x	x
Active in shaping the future of the program	x		x	x
Good information sharing between athletes	x	x		x
High level of commitment and dedication of athletes	x			x
Adaptable athletes	x			
Sea of Red “TEAM”	x		x	x
Mentally strong	x		x	
Diverse coaching techniques		x		
Positive attitudes and willing to help/learn	x	x		
Consistency and experience of coaching staff		x		x
Well promoted and advertised			x	
Integration of able and para athletes at events			x	
USAT series			x	
Some states have strong event opportunities			x	
Olympic and Paralympic Sport	x		x	
Individual training – internal motivation	x			x
Fast Track camps				x
Good facilities				x

Weaknesses

	Athletes	Coaching	Competitions	Training
HP Program may not be developing the high caliber athletes	x	x		x
Not enough youth archers in the program	x		x	
Not a strong pipeline – not enough recruiting	x	x	x	
Lack of female archers (quantity and quality)	x		x	x
Not para friendly events or environment – disrespectful of their needs	x	x	x	x
Difficult to travel and participate	x		x	x
Comparisons and perception of connection to Special Olympics	x			
High cost – financial resources	x	x	x	x
Travel and logistics	x		x	x
Lack of professional recognition	x			
Trust issues	x	x		
Lack of resources-sponsorship	x			x
Brutally honest at times (don't always think about others)	x			x
Physical limitations	x		x	x
Mental skills in competition	x	x		x
Lack of coordination on appointment of coaches to athletes		x		x
Lack of pre-camp/event and post-event planning		x	x	x
Not consistent coaching staff appointments		x	x	x
Too few coaches who understand adaptive archery	x	x		x
Lack of understand of compound and recurve		x		x
No certification or way of knowing knowledge of para archer		x		
Lack of quality para coaches		x		x
Lack of medical knowledge – classification and coaching		x		
Lack of all-around coaching knowledge i.e. communication, mental etc.		x		x
Need for help/agents			x	x
Lack of day to day/regional coaches		x		x
Most athletes train alone - difficult				x
Need more information and access to other services, i.e. mental, nutrition, etc.				x
Lack of communication with coaches between camps				x

Opportunities

	Athletes	Coaching	Competitions	Training
Large pool of para athletes – recruit more and better	x			
Good stories to share – increased media exposure	x		x	
Archery is adaptive, accessible, a lifetime sport and is therapeutic	x			x
Connect with more youth	x		x	
Connect with more women/female archers	x			
Stronger local organizers and support	x	x	x	x
Volunteerism – use the athletes and their skill set	x	x	x	x
Military connections	x	x		x
Adaptive resource sharing	x	x		x
Improve tactical and technical skills	x	x	x	x
Develop more coaches from athletes		x		
Coaches need “skin” in the game – not just a free trip		x	x	
Leverage USOC coaching resources – need for all around skills (cont. education)		x		x
Recruit more top coaches to coach para archers		x		x
Promote the coach observer program more		x		
Promote the “team” environment of the para program to top coaches		x		
More regional locations for events i.e. North east			x	
Leverage athlete skills to help i.e. logistics, event needs etc.			x	
More international opportunities			x	x
Develop collegiate para program	x		x	
Regional development/recruitment camps	x			x
More structured/better designed camps based on skill level - progressive				x
Educate about other support services i.e. mental, nutrition etc.				x
Better training plan development				x
Resident-Semi-resident training program				x

Threats

	Athletes	Coaching	Competitions	Training
Ignorance and intimidation	x	x	x	x
Classification System	x		x	
Lack of information and communication (international and national)	x			
Field conditions and availability	x		x	
Accommodations that fit para athlete needs	x		x	x
Lack of benchmarks for athletes/coaches	x	x	x	
Lack of high level competition against peers (eliminations) – incl. international	x		x	x
Scattered geographically (alone)	x	x	x	x
Single coach/ “one” way		x		
Lack of succession plan or para coordination		x		
Lack of coaches (including youth)		x		
Lack of financial incentives		x		
Time/cost commitment to attend events/camps		x		
Losing motivation from training alone				x
Injury				x
Easier to work/deal with able body athletes		x	x	
Physical nature of the work		x		
Future segregation of events (not included in able body)			x	
Inaccurate world ranking because of lack of participation in WR events			x	
Perceived difficulty in working with and accommodating para archers	x	x	x	

APPENDIX 2: STRATEGIC PLANNING WORKING GROUP

Members:

Rod Menzer	USA Archery Board of Directors – Chair and Athlete Representative
Denise Parker	CEO, USA Archery
Randi Smith	National Para Head Coach, USA Archery
Katie Baker	Associate Director, Paralympic Sport Performance, USOC
Richard Burkett	Athlete
Timmy Palumbo	Athlete
Lia Coryell	Athlete
Russell Wolfe	Athlete
Martha Chavez	Athlete
Jerry Shields	Athlete
Joe Bailey	Coach, USA Archery
Steve Bosson	Coach, USA Archery