



STRATEGIC PLAN

2017-2021

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MISSION

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.

ORGANIZATIONAL VALUES

USA Archery is committed to the following guiding principles:

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.

2021 VISION

We envision the following will be true of USA Archery by 2021:

Peak Performance (Bullseye!)

- Athletes achieve top performances time and again, winning more gold medals than ever before at the 2021 Tokyo Olympic & Paralympic Games.
- Depth of athletic talent is a competitive advantage.
- Coaching and judging incorporates cutting edge training & technology, thereby setting the bar for proficiency and results.
- Our reputation is being the most inclusive, cleanest and fairest of all sports.

Women Are Winners

- We have more female archers in all age categories and competitive classes (recreational, junior, senior, etc.) than ever before.
- Our elite women individuals and teams are consistently top in world rankings.

Archery Is Everywhere, Exciting & For Everyone

- Archery is the fastest growing sport in America with strong participation in all states at all levels.
- Our fan base is highly engaged and enthusiastic.
- Local, state, regional and national competitions and championships are competitive, well-run, exciting and easily accessible for spectators and athletes alike.
- Archery is integrated into mainstream culture and we are one of the more diversified sports in our participant demographics, including age, gender, ethnicity, etc.
- Archery is a collegiate varsity program and is a robust pipeline for elite athletes.

An Organization Members Want to Belong To

- Our programs, customer service and commitment to communication drive high satisfaction, double-digit membership growth and a sense of pride in being a USAA member.
- Focus on training and funding opportunities for all athletes – Olympic and Paralympic – as a model other sports aim to replicate.

Well-Oiled Machine

- USA Archery is a well-run business and built to last with a strong culture of excellence enabling sound financial and organizational decisions and results.
- Leader in leveraging social/digital tools and techniques to fuel growth.

Paving the Way for Future Success

- We are innovating new ways to attain and sustain high performance.
- Compound bow is on everyone's radar as Olympic discipline.
- We have built the foundation to professionalize the sport and create careers in archery, including for athletes and coaches.

2017-2021 PRIORITIES

1. **COMPETITIVE EXCELLENCE.** Provide resources and support to maximize elite athletes' ability to reach the podium and advance the United States as the top performing country in international competition.
 - A. Funding for Athlete Retention. Increase athlete funding and allocate resources to put money in the right place, which will increase the number of continuing athletes and extend their competitive lifespan, including women & Paralympians.
 - B. High Performance Pipeline. Expand and improve club programs focused on high performance, which include local clubs, college teams, women's and Paralympic programs at a local, state, regional, and national level.
 - C. Paralympic Sustainability. Expand infrastructure, personnel longevity and competitiveness of the Paralympic program.

Targets

1. Medals in Olympics
 2. Scores of Highest U.S. Archers compared to International Field
2. **MEMBERSHIP OUTREACH & GROWTH.** Increase value perception of USAA and develop programs to support a steadily growing membership base that reaches a broader geography and more diverse, non-traditional populations.
 - A. Communication. Improve knowledge and perception of membership benefits to both members and non-members.
 - B. State/Club Development. Develop state coordinator training with common formats and arm Ambassadors at the state level to increase awareness, cohesion and collaboration with clubs.
 - C. Outreach to New Populations. Grow outreach and assess offerings to non-traditional interest groups, e.g., bow hunters, younger and older age groups, girls and women, etc., to increase both numbers and diversity of members.
 - D. Affinity Partnerships. Cultivate affiliations with organizations to offer archery in combination with other programming to increase overall participation, includes Multi-Sport Organizations (MSOs), S.T.E.M. etc.

Targets

1. Membership Growth

2. Club Growth
 3. Membership Satisfaction Survey Results
 4. States with indoor/outdoor state championships
 5. Growth of participation at indoor/outdoor state championships
3. **COACHING/JUDGING QUALITY.** Maximize the effectiveness of coaching/judging certification programs while increasing the number of higher level coaches and judges.
- A. Curriculum Enhancements. Review current curriculum for all levels and identify opportunities to ensure adoption of latest coaching and judging best practices:
 - Sport Science
 - Mental training & psychology
 - Education methodologies
 - Equipment: selection, set-up, tuning
 - Technology
 - Accessibility to diverse populations and Paralympic athletes
 - B. Measure Effectiveness. Develop measures to better assess coaching and judging program effectiveness. Coaches and judges should be able to demonstrate proficiency in application and performance.
 - C. Coaching and Judging and Performance Improvement. Encourage coaches and judges to seek higher level certifications and recruit high level athletes as coaches and judges. Communicate opportunities for coaches and judges to get international experience to enhance performance.

Targets

1. Growth of L3 and L4 coaches
 2. Amount of Coach Education Programming
4. **MARKETING & PROMOTIONS.** Increase partnerships and modernize marketing efforts to stay attractive, relevant and viable with participants, fans, sponsors and donors.
- A. Technology/Digital & Social Media. Explore new technology enabled/social/digital marketing channels and practices to raise awareness and meet defined customer expectations for compelling content, real-time, two-way exchange of information and experiential interactions.
 - B. Non-traditional Partnerships. Explore new, non-endemic sponsor categories and cultivate partnerships in entertainment.
 - C. Donor Engagement/Fundraising. Increase funding from grants and other donors to support operations.

Targets

1. Sponsorship dollars increase
2. Fundraising dollars increase
3. Social media engagement metrics

5. EVENT OPTIMIZATION. Increase event availability, accessibility, participation and return on investment.

- A. Value. Continue to seek ways to improve profitability for event organizers and value for competing archers.
- B. Event Structure. Better develop local, state, and regional event structure and explore ways to overcome barriers to participation.
- C. Indoor Nationals. Make indoor nationals more exciting and relevant as a national championship.
- D. Experience Standardization. Provide a more consistent and standardized experience at specified events.
- E. Event Strategy. Develop an event optimization strategy to include participation philosophy and qualification criteria.

Targets

1. Profitability of Events (Organizer and USAA)
2. Amount of Prize Money (without sacrificing bottom line)
3. Event Satisfaction Survey Results

6. ORGANIZATIONAL HEALTH. Pursue administrative and fiscally responsible practices in support of USAA's business operations and strategic goals.

- A. Human Resources. Identify resources and opportunities for staff development; explore and recommend best balance of staff and volunteers.
- B. Technology Infrastructure. Enhance operational excellence and viability of Archery's e-commerce business through enhancements and integration of data, analysis and systems capabilities, e.g. membership services database, inventory management & distribution, accounting software, document retention, file sharing, email/calendar, etc.
- C. Reserves. Develop a plan for future growth and protection of reserve funds, including approach to future investments and support for capital improvement projects.

Targets

1. Staff Retention
2. Maintain acceptable administrative cost ratio
3. Create and track progress toward a capital campaign