

USA ARCHERY

STRATEGIC PLAN **ADOPTED: December 4th, 2021**

STRATEGIC PLAN OVERVIEW

Mission

Who We Are, Why We Exist

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

How We Demonstrate Our Mission

USA Archery is committed to the following core values to guide advancement of our mission and implementation of our strategy:



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 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.

2028 Success Vision

What Might Success Look Like By 2028?

A working group of board members, athletes, coaches, staff leaders and other stakeholder representatives (see Appendix for list of participants) met October 9-10, 2021 to draft strategic priorities for USA Archery to guide organizational focus through 2028.

The group engaged in robust discussions covering the most important issues that need to be addressed and advanced over the next seven years to position the organization for continued success.

The visionary objectives and desirable achievements by 2028 below guided development of priority focus areas and goals for the strategic plan and were the result of answering a role play question: *What do we want to be true for USA Archery and our sport by 2028?*

- **Elite Athlete Performance and Support.** *Expanded support for elite athletes results in inspiring performances, ability to stay with the sport longer and competitive success for our teams.*

By 2028 we would like to see:

- A robust pool of high performing elite athletes have greater ability to earn a living through archery and remain elite longer.
- Stable recurve and compound teams that have great performances through all international competitions; our teams win individual, team and mixed team medals at upcoming Olympic and Paralympic Games, World Championships, and World Cups.
- There are clear and supported pathways for youth and collegiate athletes to follow to become an elite archer.

- **Membership and Sport Growth.** *Sport participation reaches new heights led by USA Archery's focus on delivering more quality, affordable opportunities to engage in the sport.*

By 2028, we would like the following to be true:

- USA Archery has inspired a generation, young and old, to enrich their lives through the art and practice of archery.
- USA Archery is the largest archery organization in the U.S. with the most members.
- USA Archery has a solid foundation of community archery programs in LA and Southern California, following LA28.
- Every member feels appreciated.
- There is massive membership growth from non-competitive archers.

- **Archery Includes Everyone.** *Participation and popularity of the sport is further enhanced and reaching new communities across the country due to USA Archery's success at being inclusive and accessible to all.*

By 2028, we envision:

- Archery is a diverse sport and is accessible to broad based urban populations.
 - USA Archery is viewed as a highly successful, diverse and inclusive organization, with a diverse Board of Directors and staff.
 - The national team reflects the US.
 - Female members are at least 50% of memberships.
 - All USA Archery athletes feel included, respected and have equitable support opportunities.
 - The U.S. public views archery as a safe sport in which to participate.
- **Widely Known and Supported Across the Country.** *Archery is a very popular sport, with avid fans across the country, spurring strong and sustained interest in supporting USA Archery and our mission.*

By 2028:

- There is strong sport awareness and increased mainstream media and television coverage of archery in the US, because archery is an exciting sport to watch.
 - There are more US fans of archery than ever before.
 - Athletes and their stories are showcased, and fans know them by name.
 - There are more non-endemic and major sponsors of athletes and the sport.
- **Firm Foundation for the Future.** *USA Archery is a thriving business with expanded capacity and capabilities to fulfill our mission.*

In particular, by 2028, it is envisioned that:

- USA Archery has expanded revenue generation, grant and sponsor opportunities.
- Community, club and college archery programs are strong and growing.
- Our youth are internationally competitive.

- **Events.** *USA Archery sponsored events will be great experiences for competitors, organizers, staff and spectators alike.*

By 2028:

- Events create great experiences and are inclusive for all archery participants.
- There is more event staff.
- USA Archery supports and partners with clubs and organizers to hold more regional, state and local events.
- Events are available at all levels

- **Respected Reputation.** *USA Archery will be the #1 archery organization in the U.S.*

By 2028:

- USA Archery is viewed as the number one resource for instructor, coach and judge education and development for archery.
- Compliance is a plus not a minus.
- USA Archery is THE organization in the USA for archery.
- USA Archery is respected internationally and has a strong relationship with World Archery.
- We are proud of who we are, members value us; we are a growing organization with a cohesive team and a \$7M budget.
- We have a reputation for being technologically savvy, innovative, and easy to do business with.

Strategic Priorities Overview

With the vision for the future in mind, and after reviewing current and future state issues, USA Archery will focus on four key areas to address the most pressing challenges and opportunities ahead. These are not intended to encompass the full scope of our activities; rather, they represent the highest priorities for the organization to achieve between now and 2028 to ensure the vitality and success of our organization and our ability to advance our mission.

The key “pillars” for strategic success by 2028 are:

- **MEMBERSHIP PATHWAYS.** Enhance avenues for sport entry and lifelong participation, maximizing member growth, retention and overall experience.
- **ORGANIZATIONAL EFFECTIVENESS.** Strengthen capabilities and capacity to enable greater connectedness and support for our mission, values and strategic priorities.
- **PIPELINE AND HIGH PERFORMANCE.** Reinforce the high performance pipeline to achieve and sustain competitive excellence with increased support and coordination of transitions across all levels of development.
- **EVENT OPTIMIZATION.** USA Archery sanctioned events are consistently well-run, enjoyable, and technologically advanced experiences for participants and fans alike.

STRATEGIC PLAN INITIATIVES

MEMBERSHIP PATHWAYS

Membership is the lifeblood of USA Archery. The ability to attract new members and retain existing ones is critical to our success. It is imperative to adjust our focus towards diversity, equity, inclusion, and access, and clear, creative ways to engage with the sport and the organization. The core aim of this pillar is to grow sport participation nationwide and increase membership, with a particular emphasis on grassroots.

Strategic Goal: Enhance avenues for sport entry and lifelong participation, maximizing member growth, retention and overall experience.

Objectives:

- 1) **Pathway “Roadmap”.** Prioritize and articulate the key pathways from initial participation to membership and stakeholder engagement, ensuring gaps between introductory programs and club/event participation are minimized.
- 2) **Grassroots Growth.** Grow base participation in the sport through quality programming and safe and inclusive environments.
 - a) **Diversity and Inclusion.** Create an inclusive and diverse environment that welcomes, encourages, and respects individuals from various backgrounds and abilities.
 - b) **LA28.** Leverage the opportunity and promotion of sport around the LA28 Games to increase participation in, and awareness of archery.
 - c) **Member Experience.** Promote and educate clubs on methods to increase membership and enhance the participant experience such that all types of members feel included and appreciated.
 - d) **Athlete Safety & Well-being.** Increase the awareness and positive perception of measures taken to create physical and emotionally safe environments within USA Archery.
- 3) **Coaching.** Increase the number of quality coaches, leading to a better experience and increased athlete retention rates, providing more opportunities for growth and development.

Success Measures

By 2028:

- Membership growth & retention (overall) - 25% increase compared to 2021 final membership numbers
- Club membership growth & retention (overall) - 33% increase compared to 2021 final membership numbers
- Diversity, Equity, and Inclusion – Meet and exceed all USOPC DEI dashboard benchmarks
- LA28 – Explore Archery is available in 25 or more recreation centers in Los Angeles with next step program opportunities
- Coaching Increase - 20% increase of coaches with advanced coach certifications

ORGANIZATIONAL EFFECTIVENESS

In order to build a “firm foundation for the future,” USA Archery must improve certain functional abilities and work to create a supportive and welcoming culture to better serve members and live up to our charge to be the steward of the sport of archery in the U.S.

Strategic Goal: Strengthen capabilities and capacity to enable greater connectedness and support for our mission, values and strategic priorities.

Objectives:

- 1) **Strategic Communications.** Coordinate access and dissemination of information with identified customer needs and preferences to enhance member and stakeholder experience (easier/faster/more relevant) and drive greater awareness and understanding of organizational services and resources.
- 2) **Celebrate Community.** Foster a strong sense of connectedness and respect among USA Archery members, staff and stakeholders by “telling our story” of amazing accomplishments, inspiring journeys, and inclusiveness of diverse people, abilities and life experiences.
- 3) **Culture of Excellence.** Align behavioral expectations, actions and organizational values to enhance trust and confidence across the entire archery ecosystem, from grassroots to high performance, and inclusive of athletes, coaches, judges, volunteers, administrators, parents, partners, etc.
- 4) **Revenue Expansion.** Create and monetize opportunities to engage non-traditional audiences and partners, thereby growing interest, appreciation and revenue.

Success Measures

By 2028:

- Member/Stakeholder Satisfaction – Membership satisfaction is increased to 80% compared to 73% in 2021
- Member/Stakeholder Perceived Value – Perceived membership value rated as good or higher is increased to 70% compared to 58% in 2021
- Revenue Growth of \$3,000,000 from 2021

PIPELINE AND HIGH PERFORMANCE

To be competitively excellent and successful internationally, USA Archery needs to expand our support for the pipeline to elite archery, to include both able-bodied and Para. We also will focus on nurturing the ability of elite archers to remain in the sport and continue to compete at the highest levels.

Strategic Goal: Reinforce the high performance pipeline to achieve and sustain competitive excellence with increased support and coordination of transitions across all levels of development.

Objectives:

- 1) **Paralympic Engagement.** Expand Paralympic archery with an emphasis on reducing barriers for entry, increasing recruitment, improving talent identification and growing opportunities for classification.
- 2) **Development Programs and Pathways.** Enhance and support programs that lead to youth and post-youth elite performance. Increase education, outreach, and awareness of pathways to becoming an elite archer.
- 3) **Collegiate Archery.** Elevate the partnership with collegiate archery programs to serve as a systemic and predictable high-performance pipeline. Enhance the connectivity and coordination between pre-college competition, through collegiate ages and programs and national team opportunities.
- 4) **Elite Archery Professionalization.** Introduce more avenues of earning opportunities for elite athletes during their competitive career to support competitive excellence and sustained engagement with USA Archery and the sport.

Success Measures

By 2028:

- Para USAT Team – A full Para United States Archery Team is named.
- Paralympic Classification – There are 250 athletes with a national or international classification.
- Athlete Earnings - Elite athlete stipend earnings are increased over 2021 offerings by 20%
- Collegiate growth & retention (overall) - 50% increase in collegiate clubs and members with collegiate eligibility compared to 2021
- Performance at 2028 Olympic and Paralympic Games: USA Archery wins 3 medals at both the 2028 Olympic and Paralympic Games and achieves 12 top 8 finishes overall.

EVENT OPTIMIZATION 2.0

One of the biggest opportunities to improve member satisfaction is event planning and execution. Other organizations are sponsoring events that have a more consistent and welcoming experience that are increasingly attractive to our members. Access to events is a primary reason members join USA Archery; it is imperative that they see and feel continued value in participating in USA Archery-sanctioned competitive opportunities. Despite major efforts in event experience improvement in the previous strategic plan, continued focus on event optimization through 2028 is warranted.

Strategic Goal: USA Archery sanctioned events are consistently well-run, enjoyable, and technologically advanced experiences for participants and fans alike.

Objectives:

- 1) Consistent Customer Experience.** Establish and reinforce best practices for delivery and management of USA Archery-associated events.
- 2) Event Ecosystem Strategy.** Strategically review the current USA Archery event ecosystem and develop plan to target event locations to increase sport awareness, create more growth opportunities, be more accessible to all participants and spectators (both physically and with more participant slots), and generate fan excitement.
- 3) Event Technology.** Integrate innovative technology into event delivery to create additional efficiencies and optimize in-person or virtual participant, spectator and fan experience.

Success Measures

By 2028:

- Event Satisfaction –USA Archery’s overall event rating average is 4.3 or higher in the event survey.
- Event Attendance - Increase attendance and registration at USAA events increases by 4,000 participants compared to 2021.
- Event ROI - Triple national event net revenue over 2021 net revenue

APPENDIX 1. Strategic Planning Working Group Members

Members:

| | |
|---------------------------|---|
| Julio Mazzoli | USA Archery Board of Directors – Chair, Independent |
| Rod Menzer | CEO, USA Archery |
| Jen Rotternberg | Board Member, Independent |
| Dee Falks | Board Member, Coach |
| Mike Cullumber | Board Member, Judge Director, Club Director, Coach |
| E.G. Le Bre | Board Member, Collegiate Coach |
| John Stover | Board Member |
| Rob Kaufhold | Board Member |
| Lia Coryell | Board Member, Para AAC and USOPC AAC Rep, Paralympian |
| Eric Bennett | AAC Rep, Paralympian |
| Jack Williams | Athlete, Olympian, Recurve |
| Jennifer Mucino-Fernandez | Athlete, Olympian, Recurve |
| Lexi Keller | Athlete, Compound |
| Jose Drapeau | Athlete, Compound |
| Linda Ochoa-Anderson | Athlete, Compound |
| Steve Cauffman | Athlete, Barebow, Coach, Judge |
| Andy Neville | Ethics Committee Chair |
| Mary Emmons | Staff, USA Archery |
| Lee Kisik | Staff, USA Archery |
| Chris Webster | Staff, USA Archery |
| Sarah Boyd | Staff, USA Archery |
| Emily Beach | Staff, USA Archery |
| Callie Grieser | Staff, USA Archery |
| Guy Krueger | Staff, USA Archery |
| Caren Sawyer | Easton Foundations |
| Kristy Wapniarski | Event Organizer, Judge |
| Phil Graves | Judge |
| Derek Davis | Collegiate Coach |
| Keaton Chia | Coach |

Facilitators:

| | |
|-------------------|--------------------------------------|
| Avery Wilson | USOPC Strategy & Business Consulting |
| Denise Parker | USOPC NGB Services |
| Kelsey Montgomery | USOPC Strategy & Business Consulting |
| Jace Coston | USOPC Strategy & Business Consulting |

APPENDIX 2. Maturity Model

During the strategic planning session, the working group was asked to rate USA Archery’s organizational capabilities on a maturity model scale developed by Deloitte.

Deloitte’s Maturity Model includes eight key categories encompassing the major operational activities of NGBs:

- Governance – Board structure and effectiveness, execution of safe sport including the grievance process
- Membership/Grassroots – Management and growth of membership base including youth and development programs
- High Performance – Support and development of elite athletes
- Certification/Education – Coach/official training and development
- Revenue Management – Management of revenues including events, membership, sponsorships, etc.
- Events – Execution of NGB events including coordination with any external partners
- Marketing/Communications – Promoting the NGB brand via content development and marketing activities
- Administration – Execution of back-office and general business functions including finance, HR, IT, etc.

On this scale:

- “1” or “Minimal” indicates the organizational capability is either non-existent or under-developed.
- “2” or “Developing” means that USA Archery has processes in place to deliver on this capability but are not fully optimized.
- “3” or “Performing” equates to the ability being fully and consistently developed and delivered.
- “4” or “Leading” indicates that USA Archery is an innovator and leader in this capability.

Below are the ratings determined by the group for USA Archery. The lowest rated capabilities (Events, Membership/Grassroots, Marketing/Communication) are aligned with priorities in this strategic plan to address identified operational gaps.



APPENDIX 3. Session Notes

TOP LINE SUMMARY

The SWOT analysis – looking internally at strengths and weaknesses, and externally at opportunities and threats – was updated during the Strategy Summit with input from participants. Below is a summary of the top responses.

| <i>Internal</i> | | <i>External</i> | |
|---------------------------------|--|---|---------------------------------|
| Strengths | Weaknesses | Opportunities | Threats |
| Our team (leadership and staff) | Event quality | Technology (athlete and fan experience) | Potential for a recession |
| Content platforms | Minority group representation | LA28 | Athlete specialization |
| Organizational governance | Membership value | Diversity, Equity, and Inclusion | Compliance demands |
| Certification programming | Marketing and organizational awareness | Virtual competition / ESports | International elite competition |
| Elite athlete performance | Strategic focus | Endemic sport partnerships | |