# U S A  A R C H E R Y

## National Governing Body for the Sport of Archery - Strategic Outline

## 2009 - 2012

# VISION

Foster participation in the sport of archery with the ultimate goal of producing Olympic, Paralympic and World Archery Champions.

# MISSION STATEMENT

Provide the necessary resources to foster strong athlete participation, competition and training in the sport of archery.

# ORGANIZATIONAL VALUES

The future of USA Archery will be based on the idea of inclusion and is committed to the following guiding principles:

1. Integrity
2. Strategy
3. People
4. Execution
5. Communication

# KEY OBJECTIVES

Key Objectives for the organization include:

Objective 1: Increase number and satisfaction of members

Objective 2: Increase number of certified coaches

Objective 3: Enhance current grassroots programs

Objective 4: Support multiple training paths for athlete development

Objective 5: Enhance the quality and participation levels at USAA events

Objective 6: Increase USAA generated revenue

## OBJECTIVE #1 – INCREASE NUMBER AND SATISFACTION OF MEMBERS

With the elimination of the magazine, it is increasingly important that we find meaningful value for our members within our membership. It is also important that we are customer oriented and that our members feel that it is EASY to do business with us. The more we can include the members and provide them special benefits, the more valuable the membership becomes.

## MEMBERSHIP GROWTH STRATEGIES

- Better and more effective communication to the membership to make them feel more a part of the organization.
    - Recognizing member's achievements and member profiles online.
    - More frequent communication via CEO blog.
    - Enhance online and email communications via newsletter, Facebook, Twitter etc.
- Reduce customer service issues with the use of technology.
    - Online membership payments, printing cards
    - Online event sanctioning process
    - Online event bidding process
    - Community help boards etc.
- Provide member-only education opportunities
    - Online education programs
    - Adult Achievement Program
    - NTP (National Training Program) Training Camps
- Continue to monitor insurance programs to ensure effective coverage and ease of use.
- Raise the level of presentation of our national events. Make the membership feel they are part of something special.
- Make special event incentives for event participation (USAA members only) i.e. Points Champion etc.

### MEMBERSHIP GOAL - Increase membership by 30% by 2012

## OBJECTIVE #2 – INCREASE NUMBER OF CERTIFIED COACHES

The creation of the new integrated USAA Coaching Certification Program will allow the organization to better market the program to targeted audiences without confusion. It also clearly demonstrates our commitment to a National Training Program, as all coaches in this

country will be exposed to the National Head Coach's training methods. However, we need to be creative to find ways to reduce education barriers. We cannot continue to make coaches take a week off from work and fly across the country to become certified. We also need to create opportunities to have education outside of the certification program.

## NEW COACH CERTIFICATION LEVELS

- ELITE
- REGIONAL
- COMMUNITY
- INTERMEDIATE

## COACH DEVELOPMENT STRATEGIES

- Hiring of Coach Development Manager
- Creation of a single, unified coaching program
- Reduce barriers to certification i.e. cost, travel
- Reduce education barriers by creating more online education opportunities
- Focus funding on those coaches who run "programs" as they will impact more archers
- Recognize coaches efforts and achievements more through website
- Create processes and programs that are inclusive and transparent
- Better communication regarding how to advance their coaching careers

Cultivating instructors and developing their coaching ability will be a key for future program growth. Without coaches USAA cannot increase the number of clubs, cannot introduce new people to archery and cannot train upcoming elite athletes. These coaches will not only be our primary outreach group, they will also be able to create their own Regional Training Centers for athletes who live around them. Not enough attention has been paid in the past to the role a coach plays in the program and athlete development process.

### COACHING GOAL - Increase the number of certified coaches by 20% (Intermediate and above) in the program by 2012

## OBJECTIVE #3 – DEVELOP STRONG GRASSROOTS PROGRAMS TO RECRUIT KIDS AND SUPPORT CLUB DEVELOPMENT

More than any time in our history, we have the luxury of having an incredible base of archers and instructors from which we can attract into a more permanent training program. Between NASP, ASAP and the other various 4-H, Park and Recreation and camp

programs we have approximately 4 million people being introduced to the sport. However, we have not established strong enough alliances with these groups or provided a simple "canned" program to easily transition the instructors and kids to the next level.

USA Archery is now experiencing tremendous response to the JOAD and Adult Achievement programs from these introductory groups. We must provide more and better quality information to outline how to start and run clubs, programs and events. USAA must attend more outreach and promotional events to recruit potential club leaders and provide simple and easy to administer programs.

## GRASSROOTS PROGRAMS KEY GROWTH STRATEGIES

- Recruitment of parents, teachers and park administration leaders is important for next generation club leaders
- Increase collaboration and communication with key partners i.e. NASP, ASAP, DNR, Park and Recreation, 4-H to create a better transition
- Basic education materials are needed to inform potential leaders about JOAD, Olympic archery and how to start a club and run events
- Easier to follow program materials are needed including activities that involve shooting technique, drills, mental training, physical training, nutrition etc.
- Basic recurve and compound packages need to be available and a grant program to provide equipment transition needs
- Increased access to coach certification and training programs is essential for leaders

### RECRUITMENT GOAL - Double the number of clubs by 2012

## OBJECTIVE #4 – CREATE DIVERSE OPPORTUNITIES FOR ATHLETE DEVELOPMENT

In the past athlete development strategy it was often said that at an athlete HAD to follow a specific path in order to get to the Olympics or World Championships. However, in the athlete development model there are no direct lines or a specific "pipeline" an athlete has to follow in order to make it to the Olympics or on a World Team.

USAA strategy is to be as inclusive as possible. Although we have a National Development Program and a National Head Coach who is available for those archers who qualify and desire this training, it is in no way mandatory for development or funding within the organization. The ultimate goal of the organization is to win Olympic, Paralympic and World Championship titles. The path the athlete takes to achieve this result is not an issue to the organization. Our goal is to provide various means and avenues to accommodate the athlete's situation and provide as much training support as possible.

## NATIONAL AND ELITE TEAMS

The support provided at this level of achievement is primarily financial support for travel and training. It is assumed that if you have made it to this level, you have an established training program in place. However, the High Performance Manager's role is to work with this group of athletes to ensure that they are being provided access to all areas of training they may want to utilize. The High Performance Manager can arrange for nutrition, sports psychology, physical training or training with the National Coach if that is what these elite archers need to succeed.

## NATIONAL AND ELITE TEAM STRATEGIES

- High Performance Manager to evaluate needs of Elite archers and develop programs as needed – See High Performance Plan
- Provide funding to as many international events as possible
- Team camps to focus on team round and other support services available
- USOC Direct Athlete Assistance to support national event travel and individual training needs
- Eligibility for Elite Athlete Health Insurance through the USOC
- More recognition and inclusion from the National Head Coach
- Increase the benefits of USAT and Jr. USAT through sponsorships or other value added benefits
- Addition of the National Training Program camps

## NATIONAL DEVELOPMENT PROGRAMS

These programs are the centerpiece of the National Head Coach's training. The Jr. Dream Team and Resident Athlete programs will carry his teachings and training methods. For those athletes who want to "fast-track" their development, being a part of these programs may be an essential step. An archer is invited to participate in the Jr. Dream Team and R.A. program based on their performance level, but it is a voluntary program and the decision to participate is solely that of the archer and their coach.

## NATIONAL DEVELOPMENT PROGRAM STRATEGIES

- Provide access to the National Head Coach training methods
- Provide funding for living and training expenses through the Resident Athlete program for those athletes who cannot afford these items.
- Provide access to the best training support services provided by the USOC

NATIONAL ATHLETE PROGRAM GOAL – Olympic medal in 2012 Olympics

## OBJECTIVE #5 – ENHANCE THE QUALITY AND PARTICIPATION LEVEL AT USAA EVENTS

It is critical that our athletes be exposed to quality events that are run consistently and to international standards. In the past, USA Archery has been heavily reliant on clubs to run almost all of the national events. Very few clubs have the resources to invest in quality equipment or the training of staff to ensure top-level event presentation. Going forward we need to develop a staff-driven approach to our flagship National events to ensure that they are of the highest quality.

It is equally important that USA Archery does not lose its connection to our membership. We need to offer more regional USAT events and ensure that members have plenty of events to participate in from a club, state and regional perspective.

## USAA EVENT STRATEGIES

- Provide better support to club and state associations in running local events, i.e. manuals, best practices, increased promotion etc.
- Increase the number of USAT events to ensure that members have an event in their region
- Support USAT event organizers with more staff and event equipment support to lower the cost of running these events
- Enhance and grow our two main National Events; JOAD Nationals and U.S. Target Championships to international and first class standards
- Develop the Masters program and opportunities for Masters to compete
- Increase the quality and amount of promotion of all USAA events.

EVENTS GOAL – Increase the JOAD and U.S. Target Championships to over 1000 participants by 2012

## OBJECTIVE #6 – INCREASE USAA GENERATED REVENUE

In order for sustained long-term growth it is imperative that USAA find additional revenue streams to lessen its dependence on the USOC and Easton Foundation.

## USAA REVENUE PRODUCING STRATEGIES

- Fee-based educational opportunities
- Revamp events structure (online, regional, state etc.)

- Revamp merchandise program
- Better corporate sponsorship program for USAT and Jr. USAT teams
- Better organized membership and industry giving program
- Increased income from grassroots club programs (JOAD and Adult Achievement)
- USOC increased funding for better performance

FUNDING GOAL – Additional $200,000 USAA generated revenue by 2012