



USA ARTISTIC SWIMMING STRATEGIC PLAN 2021-2024

MISSION

Mission

Lead in the advancement of artistic swimming by empowering athletes to achieve competitive success, uniting our community & inspiring our membership to pursue lifelong excellence & involvement in the sport.

CORE VALUES

USA Artistic Swimming is committed to the following values in alignment with Olympic ideals to fulfill its mission and achieve its strategic priorities.

We believe greatness comes through collaboration and teamwork to help each other thrive and move as one

We value the dignity of every person and embrace a culture where everyone can participate, be themselves and feel welcomed



We lead with passion for the mission and continuously strive for excellence in sport and life

We serve and communicate with unwavering candor, honesty and respect

STRATEGIC PRIORITIES OVERVIEW

To successfully advance its mission and vision, USA Artistic Swimming will focus its time, energy and effort in the following four areas:

- **Empower Athlete Success.** Grow and sustain an athlete pipeline and development program that maximizes athlete potential and overall wellbeing and positions the national team to return to the Olympic podium in 2024.
- **Enhance Membership Value.** Deliver and optimize programs and services to better engage our community.
- **Embrace Diversity, Equity & Inclusion.** Galvanize our community to be inclusive of all, foster belonging and celebrate the beauty and power of diversity.
- **Exemplify Organizational Excellence.** Improve organizational capabilities, business acumen and staff development. Increase revenue to support strategic initiatives and build financial stability.

STRATEGIC PRIORITIES

EMPOWER ATHLETE SUCCESS

Grow and sustain an athlete pipeline and development program that maximizes athlete potential and overall wellbeing and positions the national team to return to the Olympic podium in 2024.

Strategies:

- 1) **Safe Training Environments.** Establish a culture of inclusion and safety that reinforces procedures and behavioral standards to reduce the risk of abuse, injury and emotional stress.
- 2) **Holistic Athlete Approach.** Support well-rounded athlete development, with an emphasis on health, safety, diversity, inclusivity, fair competition and personal growth, alongside high-performance aspirations and the creation of transition programming for athletes.
- 3) **Positive Coaching and Judging Techniques.** Enhance education and practice standards through expanded adoption of best practices and positive reinforcement systems that provide opportunities for coaches and judges to expand knowledge and skills and effectively apply their expertise in service to athletes.
- 4) **High Performance Focus.** In synergy with the other athlete success strategies, implement a high-performance strategy that positions the national team to achieve *sustained* international success.

Target Outcomes
<ul style="list-style-type: none"> • Increase athlete awareness and understanding of safety policies • Increase and retain the number of athletes in the national team pipeline • Increase athlete competitive career longevity, satisfaction and engagement • Increase investment in coach development • Podium performance at Paris 2024

ENHANCE MEMBERSHIP VALUE

Deliver and optimize programs and services to better engage our community.

Strategies:

- 1) **Community and Member Development.** Support clubs in their growth initiatives, establish partnerships in key cities, enhance event experiences and produce digital campaigns to attract new members and fans to the sport.
- 2) **Membership Retention.** Increase members’ sustained involvement with USAAS by better understanding our member needs and preferences, delivering creative and informational content and engaging with our alumni members.
- 3) **Elevate the Sport and USAAS Brand.** Drive excitement for artistic swimming, inspire lifelong participation and expand our audience. It is the NGB’s responsibility to tell the story of our members and the entire sport by working with current stakeholders and developing new relationships that will deliver through digital media, broadcast channels and beyond.

Target Outcomes
<ul style="list-style-type: none"> • High member, alumni, sponsor and donor satisfaction • Increase event & program participation & satisfaction • Increase sport and brand awareness and positive sentiment • Increase recognition and admiration of all members • Increase # of and engagement of fans

EMBRACE DIVERSITY, EQUITY & INCLUSION

Galvanize our community to be inclusive of all, foster belonging and celebrate the power of diversity.

Strategies:

- 1) **Culture of Inclusion.** Instill across our community a welcoming environment for all participants regardless of race, gender, religion, sexual orientation, ethnicity, nationality, ability or socioeconomic status.
- 2) **Expand Gender, AWD, Racial and Sexual Orientation Diversity.** Create and sustain targeted outreach and engagement opportunities to recruit and retain the involvement of all genders, ability, race and sexual orientation.
- 3) **Celebrate Our Differences.** Reflect the growing diversity of artistic swimming with a dedicated campaign to raise awareness, foster belonging, and cultivate new or renewed involvement with the sport and USAAS.

Target Outcomes
<ul style="list-style-type: none"> • Perception of USAAS and the sport of artistic swimming as very diverse and inclusive is high and positive • Measurable increase in diversity of athletes and other participants (coaches, judges, staff, etc.) – especially gender and racial/ethnic diversity. • All leadership completes certified DEI training. • Offer membership DEI training course . • DEI presence in all committees

EXEMPLIFY ORGANIZATIONAL EXCELLENCE

Improve organizational capabilities, business acumen and staff development. Increase revenue to support strategic initiatives and build financial stability.

Strategies:

- | Target Outcomes |
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| <ul style="list-style-type: none"> • Increase board engagement & effectiveness (Independent Director direct integration) • Strategic process implementation (Op Plan) • High staff engagement, satisfaction & retention • Transparent BOD communication • Increased # members • Increased total revenue (\$) and revenue from memberships, sponsors & donors |
- 1) **Governance Best Practices.** Strengthen board effectiveness with adoption and sustained adherence to best practices.
 - 2) **Business Strategy.** Ensure effective and regular business planning and implementation is a priority for the organization including strategic, operating and contingency/scenario planning.
 - 3) **Staff Empowerment.** Clarify job expectations, identify development opportunities and create opportunities for USAAS team members to demonstrate abilities and maximize impact.
 - 4) **Economic Solvency.** Ensuring funds are available to fund the things that we need to do. Identify areas across all current revenue streams that can be improved (fundraising, membership, event planning/execution, grant opportunities, sponsorship) and develop new revenue streams.
 - 5) **Exemplar Federation.** Builds and maintains effective international relationships through mentorship, prepare the next generation of USA representatives to serve in FINA, UANA and other international positions of prominence. Increase event hosting, event participation and social media engagement.

APPENDIX

Purpose & Values Development

To aid the discussion and plan development, the board and participating staff members were asked to respond to a couple questions during the planning session in December 2020. These are the questions and the word cloud of responses that resulted.

Lauren McFall Gardner	Board/General Athlete Rep
Stacey Chapman	Board/Independent Director
Keryhl Gantt	Board/Independent Director
Jennell Lynch	Board/Independent Director
Joanne Pasternack	Board/Independent Director
Kim Kohut	Board/Secretary
Linda Loehndorf	Past President
Olivia Ekberg	USOPC AAC Alternate
Chris Leahy	VP, Competitive Operations
Irene Hawes	VP, Olympic International
Michele Kraus	VP, Member Development
Ashley Johnson	VP, Diversity, Equity and Inclusion
Shari Darst	Education Director
Baylee Robinson	Events & Membership Director
Alyssa Jacobs	Communication & Partnership Mktg Coordinator
Morgan Bergquist	Membership Specialist
Lara Teixeira	HP Manager/Assistant Coach
Andrea Fuentes	Head Coach
Anna Voloshyna	Assistant Coach
Morgan Fuller Kolsrud	Board/USOPC ACC Representative