



A LETTER FROM THE BOARD CHAIR AND CEO

In June 2021, the law firm DLA Piper was retained by the United States Olympic & Paralympic Committee (USOPC) to investigate concerns raised by certain members of the USA Archery community. USA Archery leadership wishes to thank the many athletes, coaches, management, staff and other members who participated in the DLA Piper interview process. Your participation and input were important and many of your suggestions were incorporated into the recommendations ultimately made by the USOPC. Those recommendations aim to help the USA Archery Board and management better serve its members and to create a stronger, more transparent, and more inclusive organization, and that is why we intend to implement all of them.

We, the USA Archery Board of Directors, and USA Archery Management, recognize that meaningful changes need to take place, and with the assistance of the USOPC, we are already at work addressing key areas of change. This work includes the following:

Governance

It is essential that our members trust and are confident that the Board of Directors serve them and the organization effectively. We will create a new onboarding process for Directors that will be streamlined, yet more robust, and equip directors to step into their roles and responsibilities efficiently and effectively.

We want our members to be able to raise their concerns directly with the Board of Directors and to feel comfortable doing that. Therefore, we will establish a process for that communication to be able to occur and redesign our complaint process to facilitate the filing of anonymous complaints.

We need strong leadership that is held accountable, so as an organization, we will continue to evaluate the effectiveness of policies meant to improve our governance and leadership, which will include a more formal CEO evaluation process.

Conflicts of Interest

Our USA Archery community is small and many members of our Board of Directors are also members of other USA Archery constituencies, such as coaches, judges and athletes. The Board needs to appropriately and proactively manage the inevitable conflicts of interest that arise as a result. The Board has already made improvements in this area for example, a representative of the Ethics Committee attends all Board meetings and potential conflicts of interest are identified at the beginning of every meeting so actual or perceived conflicts can be handled appropriately, and we will continue to evaluate additional ways to ensure that conflicts of interest do not impact Board actions.



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Discrimination, Favoritism and Retaliation

It is critical that our organization must be free of all forms of discrimination. All members of USA Archery must feel safe and to know that reward is based upon a standard of performance applied consistently to everyone. All members of USA Archery must also feel free to speak up with no fear of retaliation and know that they are welcome.

It is worth noting that fully addressing these important issues has already been a focus of USA Archery, and to advance such goals, we have already taken some steps to address concerns about discrimination, favoritism, and retaliation, including:

- Creation of a permanent DEIA Advisory Council
- Completion of comprehensive Diversity, Equity and Inclusion audit by the Inclusion Playbook, an organization dedicated to DEIA+ ideals
- Development by athletes for athletes of the High-Performance Ethos
- Establishment of the Club Excellence Award program to recognize Clubs promoting DEIA efforts
- Grant making programs to grow DEI initiatives for veterans, adaptive, women and people of color

However, we know that we need to do more. In furtherance of these commitments, we will look for more ways to gain knowledge and awareness of diversity, anti-harassment, and any unconscious bias, and we will continue developing and implementing new protocols and procedures that are transparent and more clearly communicate the processes followed and the reasoning around decisions. We must make the definition of retaliation clearer, share it broadly, and ensure that acts of retaliation against athletes or anyone submitting concerns are not tolerated.

The USA Archery Board of Directors has changed and increased from 10 Directors to 15 Directors with the addition of three more Athlete Directors and two more Independent Directors since the work by DLA Piper began. Many of the concerns identified by DLA relate to actions that took place several years ago and the Board and management have made progress in addressing some of the issues identified by DLA Piper. However, we understand that much more change will be necessary to affirm a culture within our organization in which leadership understands and effectively performs its responsibilities and individuals within our community know they will be treated with respect, fairness and in accordance with clear parameters which are universally understood.

We want to assure you that the USA Archery Board of Directors, Management and Staff embrace the challenge to make necessary changes and are committed to implement them.