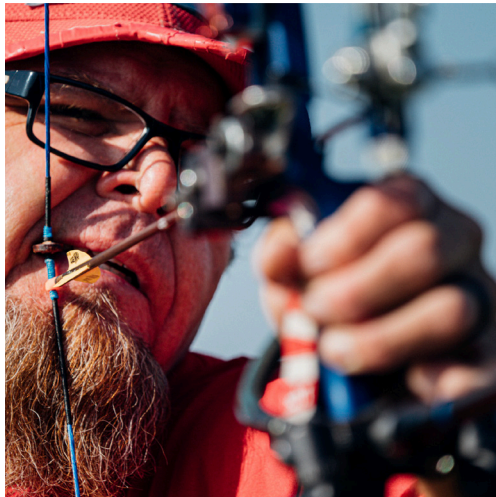




PARA HIGH PERFORMANCE PLAN 2022 - 2028





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2028 VISION

We envision the following will be true of USA Archery and its Para High Performance program by 2028:

PEAK PERFORMANCE (BULLSEYE!)

- Athletes will win more medals than ever before at the 2028 Paralympic Games
- Athletes will continue to podium at Para World Championships and the Para Pan Am Games.
- The depth of athletic and coaching talent is a competitive advantage.
- Coaching quality will be enhanced by emphasizing technical proficiency, teaching ability, leadership acumen, self-care and proven results.
- The United States will be viewed as a dominant archery country.

TEAM SPORT

- A higher value will be placed on training and competing as a team.
- The sense of team is strong and is a critical success factor for elite athlete achievement; perception shifts toward archery being a team sport with an individual component.
- Staff, athletes, and coaches embrace USA Archery's [High Performance Ethos](#) and maintain a positive, supportive, and challenging culture.
- U.S. fields full teams to the Para World Championships and the Para Pan Am Games.

WOMEN ARE WINNERS

- Women will be consistently competitive internationally and will reach the Paralympic podium in both Paris and Los Angeles.
- More women coaches will be involved as leaders in the sport of archery than ever before.

ARCHERY IS MORE LOCAL, TARGETED AND CUSTOMIZED – BUT ALSO FUN & EXCITING

- National classification is more accessible and not a barrier for participation.
- Local, state, regional and national competitions offer competitive Para categories and are well-run, exciting, and inclusive for spectators and athletes.
- USA Archery provides Para High Performance training programs to grow and develop the Para Athlete Development pipeline.
- USA Archery youth and collegiate clubs are producing para high performance athletes in accordance with the USA Archery [Athlete Development Model](#) and enhanced by the USA Archery [Club Excellence Program](#).

AN ORGANIZATION MEMBERS WANT TO BELONG TO

- Para archers of all abilities are celebrated and promoted.
- Athlete stipends, support programs, prize money and contingency enhance athlete recruitment and retention initiatives.
- USA Archery events, policies and procedures reflect and promote diversity, equity, access, and inclusion.

PAVING THE WAY FOR FUTURE SUCCESS

- Performance under pressure and mental well-being is recognized as essential for success and as a competitive advantage and is integrated into training and coaching.
- We are more proactive and innovative with training innovation, including use of technology and sport science.
- The foundation is laid to elevate the sport and create careers in archery, including for athletes and coaches and more clubs and coaches are managing their own teams and high performance programs.
- Pathway exists for qualified former elite or experienced athletes to become coaches.
- Training, competition, and funding opportunities for elite athletes is significantly increased and tailored to achieve optimum results.
- Increased financial independence affords athletes a sense of security to extend their competitive careers.

MISSION

WHO WE ARE, WHY WE EXIST

The mission of USA Archery is to enable United States athletes to achieve sustained competitive excellence in Olympic, Paralympic, World Championship and other international competitions and to grow the sport of archery.

USA Archery is committed to advancing the mission of the organization to achieve sustained competitive excellence through by maintaining a robust athlete development pipeline by providing quality high performance programs, coaching, events and athlete funding and support services while building and maintaining a positive high performance culture.

VALUES

HOW WE DEMONSTRATE OUR MISSION

USA Archery is committed to applying and reinforcing USA Archery's core values in implementation of our high performance 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 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.



THE COMPETITIVE LANDSCAPE

A. CURRENT LANDSCAPE (2022).

1. Recurve Men Open.

The USA recurve Open men's team has two archers ranked in the top 10. Eric Bennett #2 and 2020 Paralympic Gold Medalist Kevin Mather who is ranked #5 in the world. USA looks good in this division for Paris 2024, but USA needs to develop internationally competitive depth beyond those two archers.

2. Recurve Women Open.

Our recurve women's team has no individual ranked in the top 20 in the World. USA needs to work hard in this area to develop and recruit new archers. Asian countries seem to have most of the top ranked archers in this division.

3. Compound Men Open.

USA has 2 veteran athletes in the top 10 of the World Rankings, Matt Stutzman #2 ranked (2022 Para World Champion) and Ben Thompson #4 ranked (2019 Para World Champion). USA looks good in this division for Paris 2024, but USA needs to develop internationally competitive depth to be competitive beyond 2024. Internationally, Eastern Europe and Iran continues to develop internationally competitive athletes at a faster rate than other countries.

4. Compound Women Open.

Our compound women's team has no individual ranked in the top 30 in the World. USA will need to recruit more and younger athletes to maintain a pipeline in this division as many current athletes are nearing retirement from competitive archery.

5. Men W1.

USA has no internationally competitive athletes currently competing in this division and needs to recruit and develop new talent. Eastern Europe has most of the top ranked archers in this division

6. Women W1.

USA only one archer, Lisa (Lia) Coryell, competing in this division and she is the 2022 Para World Champion and is ranked #1 in the World. She will be retiring at the end of 2022 from competitive archery. USA has no other athletes currently competing in this division and needs to recruit and develop new talent.

7. Visually Impaired 1.

USA has one athlete currently competing in this division and she is ranked #5. USA has very little depth for visually impaired. Europe has most of the top ranked archers in this division. VI divisions are not included in the Paralympic Program.

8. Visually Impaired 2/3.

USA has no athletes currently competing internationally in this division. This division has few international participants at this time and is in danger of being eliminated from World Archery's program. VI divisions are not included in the Paralympic Program.



B. SPORT LANDSCAPE.

Para archery continues to grow worldwide and has been formally included on the 2024 and 2028 Paralympic Games. We are seeing good investments from other countries in Para Archery around the world and the competitive landscape is improving.

C. FUTURE CHALLENGES.

USA will be looking to build depth in all para divisions to keep pace with strong para athlete development in other countries. USA Archery will need to increase outreach marketing and recruitment efforts create grow the Para classified athlete pool and improve depth of coaching. With limited funding resources, USA Archery can seemingly only support a limited number of para-athletes to train, while other dominant countries maintain funded high performance programs and/or provide financial support for athletes' year-round. While USA aspires to have a Para Resident Athlete Program, USA Archery currently must be creative with self-funded programs and try to provide support to athletes where they are (i.e., high performance camps, clubs, or collegiate clubs) which can be challenging and a huge disadvantage for the economically challenged.

For para-athletes low financial support, contingency, and prize money all around continues to hamper athletes' ability to train full time.

Emerging countries are from Europe for Para compound and Asia for Para recurve disciplines.

D. SCORING TRENDS.

1. Qualification Round.

USA para archers tend to qualify in the middle to bottom of the participants. A high placement in the qualification round leads to a higher seeding in the elimination round brackets, creating a shorter and most likely easier pathway to the medal podium. While a lower qualification round score will lead to a lower seeding, more matches against more difficult opponents. While this alternative pathway is not impossible, it does create more high-pressure situations for athletes and causes them to peak longer in the elimination round.

2. Team Rounds.

USA Para Teams have not fared well due to lack of depth. In many cases we do not have enough archers to field all the available teams.

3. Performance Gaps.

While the USA para program has two current Para World Champions and one current Paralympic Champion, our depth and talent level is not where it needs to be to sustain competitive excellence.

More financial support for athletes to develop and stay in the sport, as well as increased coach development, outreach and classification resources will be needed to accomplish these goals.

4. International Events.

The trajectory of USA Archery athletes' success at World Ranking Events, Para World Championships and Para Pan American Championships is consistent with athlete performance at the Para Pan American Games and the Paralympic Games. These events provide key international experience to athletes, to include opportunity to build team dynamics and to perform under pressure. The Paralympic Games is the outlier for athlete performance as athletes unconditionally must learn to master the atmosphere, press and prestige of the Games which can be distracting and cause increased pressure as the whole world is watching, which ultimately impacts performance and results.

USA Archery will be intentionally evaluating how to mitigate barriers to performance at the Games to include providing:

- Paralympic Games trials events aimed to select athletes for peak performance at the Games
- Performance under pressure training
- Games environment overview and education
- Enhanced Media and Communications Training
- Improved coordination and communication with USOPC Games Operations
- Best practices for personal care assistants
- Increasing the number of staff present

Funding for international events and training camps will remain a critical component of USA Archery's high-performance plan.

E. PARALYMPIC GAMES PERFORMANCE FACTORS.

USA Archery will be intentionally evaluating how to mitigate barriers to improve performance and ensure success at the Games to include:

- Paralympic Games trials events aimed to select the correct athletes for peak performance at the Games
- Adequate training for athletes to perform under pressure through participation at international events, high performance camps and through daily training, evaluation, and feedback
- Providing information to athletes on what to expect in the Games environment and how to mitigate distractions
- Providing enhanced media and communications training for athletes and staff in relation to brand management, timing and content to eliminate unnecessary pressures and pitfalls
- Improved coordination and communication with USOPC Games Operations to ensure logistics at the Games run smoothly, to include coordination of Opening Ceremony attendance

F. FUNDING.

USA Archery will continue to prioritize annual budgets and funding request for the following:

- High Performance Staff, Coaches and Coach Development
- International Events and Staffing
- High Performance Camps and Programs
- Classification and Agents
- Athlete Stipends, Bonuses and Support Programs
- Sport Performance Services
- Recruitment (Outreach, Marketing and Communication)
- Media and Communications
- Technology
- Events



HIGH PERFORMANCE PILLARS

Research and experience indicate that there are five key “pillars” of competitive success:

Athletes - Identification, development, and retention of internationally competitive caliber athletes capable of winning medals.

Coaching - Identification, recruitment, and development of coaches capable of developing medal contending athletes/teams.

Competitions - Identification and prioritization of appropriate competitions that align with high performance objectives and drive international success.

Training - Expansion of training sites, facilities, programs and sport performance services - to optimize competitive performance.

Leadership - Effective management and allocation of the financial and human resources of the organization to ensure good governance and business practices are upheld, including maintaining a robust strategic planning process.

When working optimally and effectively in combination, these pillars lead to:

- **Achievement,**
- **Sustainability, and**
- **Alignment**

Leadership, diversity, equity, and inclusion is recognized as an embedded and essential component of the other pillars. From a High Performance planning perspective, USA Archery's organizational [Strategic Plan for 2022-2028](#) and [2022-2024 Diversity, Equity, Inclusion and Access plan](#) sufficiently addresses these pillars. As a result, this High Performance Plan will focus on identifying priorities for: Athletes, Coaching, Competitions and Training.

2022-2028 HIGH PERFORMANCE PRIORITIES

To realize the 2028 vision of success and maximize the goals of Achievement, Sustainability and Alignment, USA Archery will implement the following priority initiatives:

ATHLETES

A. IDENTIFICATION & RECRUITMENT.

1. **Talent Transfer.** Develop pathways to recruit new talent into the sport of competitive archery, with an emphasis on youth and female athletes. Identify cross-marketing opportunities to promote archery.
 - a. **Compound -> Recurve.** Create clear points of entry and talent development opportunities specifically designed to accommodate compound athletes making the transition to Paralympic recurve competition.
 - b. **Other sports AND Archery.** Establish cross-marketing efforts and seek appropriate avenues to recruit athletes who have competed in other sports or at other adaptive organizations to include athletes retiring or rehabilitating from a sport or other injury. Explore talent pool opportunities within youth recreation programs, schools and college athletes and develop baseline evaluation criteria to evaluate their high performance potential.
2. **Athlete Competencies.** Assess athletes within the framework of the Athlete Competencies and their overall ability to and commitment to participate in archery as a team sport.
3. **Mental Toughness.** Include psychometric evaluations (e.g., Strengths Finder, DISC etc.) as part of talent ID to determine an athlete's behavior traits and communication style.
4. **Inclusive/Accessible Environment.** Work with event organizers and staff to ensure USA Archery programs, camps and events are accessible and inclusive.
 - a. Update event registration processes to allow athletes to indicate their need to stay on the line or use assistive devices at events.
 - b. Provide education around the use of agents.

B. DEVELOPMENT & RETENTION.

1. **High Performance Programming.**
 - a. Para United States Archery Team
 - b. Training Camps
 - c. User Nights
2. **Athlete Development.** Develop athletes within the pillars of the USA Archery Athlete Competencies to help them to self-assess and continuously develop to reach personal peak performance through continuing education resources.

TECHNICAL				
PSYCHOLOGICAL	LEADERSHIP			
STRENGTH, CONDITIONING, AND NUTRITION	CHARACTER DEVELOPMENT	PROFESSIONAL WORK ETHIC		
TRAINING	ETHICS	TEAM CULTURE	GRIT & MENTAL TOUGHNESS	
RESULTS	SELF COACHING	COMMUNICATION	EQUIPMENT & TUNING	SUSTAINED SUCCESS ON AND OFF THE FIELD
ATHLETE DEVELOPMENT	LEADERSHIP	DUTY	TACTICAL	PURPOSE



- 3. High Performance Program Standards.** Develop clear and transparent standards for participation in USA Archery High Performance Programs and maintain open lines of communication between athletes and coaches to include direct feedback to help athletes reach their performance goals.
- 4. Team Culture.** Initiate and promote the high performance ethos within youth programs; embed team elements (e.g., promoting importance of team, reinforcing team-centered behaviors, having team captains, etc.) in USAA Clubs, training camps and teams.
- 5. Athlete Support.**
 - a. Direct Athlete Support.**
 - i.** Offer standards-based stipends and other resources and support programs for medal-capable athletes. Seek financial support from USOPC and other channels to augment USA Archery resources to recruit and retain top talent and for the U.S. to be a Top 3 country at the Paralympic Games and Para World Championship events. Additionally, look to provide bonus opportunities for World Ranking, international event podiums and/or high qualification round scores.
 - ii.** Explore ways to generate more prize money for athletes during USAA events and work with manufactures to offer more contingency at USAA events.
 - b. Marketing and Promotion.**
 - i. Social Media and Content Development.** Utilize social media channels and other communication avenues to generate support for top athletes, including:
 - a.** Leveraging their social media presence to attract more sponsorships for the athlete
 - b.** Telling athlete stories, creating, and sharing “personality profiles” designed to not only highlight accomplishments, but also generate fan/donor/sponsor excitement and enthusiasm and inspire up and coming athletes.
 - ii. Marketing & Media Training.** Provide training and education to enhance athletes’ ability to leverage social media, sponsorship, and other marketing opportunities. Additionally, educate athletes about how to mitigate and navigate the pressure (real or perceived) as a direct result of media and provide a media manager at the Paralympic Games and other international events, when possible, to assist.
 - iii. Compensation.** Actively assist athletes with identifying and engaging in revenue generation opportunities, i.e., sponsorships, speaker engagements, product endorsements, etc.
 - c. ATHLETE SELECTION PROCEDURES AND OTHER SUPPORT PROGRAMS.**
 - i.** USA Archery will continue to provide athlete and staff selection procedures in accordance with USOPC best practices and with athlete input for the following:
 - Paralympic Games
 - Par Pan American Games
 - World Ranking Events
 - United States Archery Team
 - ii.** USA Archery will continue to provide clear and transparent eligibility guidelines for high performance programs, camps other athlete support programs to include:
 - Para United States Archery Team
 - Training Camps
 - Elite Athlete Health Insurance
 - Event Stipends and other financial support programs
 - Mental Support Programs
 - Other Support Programs and Resources

COACHING

A. COACHING.

- 1. Development.** USA Archery will continue to support national team and Paralympic coaches by providing opportunities for continuing education, feedback, and mentorship. Coaches will debrief following each international event and further evaluate challenges and opportunities.
- 2. Standards and Evaluation.** Annual medal performance standards will be established, and training and performance efforts will remain focused on closing the international performance gap and coaches will be evaluated against these results annually.
- 3. Coach Selection.** International team staff will be selected as outlined by the international team staff selection procedures, developed with athlete feedback.

B. IDENTIFICATION & RECRUITMENT.

- 1. Paralympic Head Coach.** Identify and appoint a Paralympic Head Coach.
- 2. Professionalization.** Foster a professional coaching culture by developing coaches through the USA Archery Coach competencies. Seek opportunities for job creation by expanding collegiate and club based high performance programs to employ more paid coaches.
- 3. Diversity.** Increase the amount and quality of coaches who are female and people of color.
- 4. Collegiate.** Increase the proficiency/quality of our college coaches through the Club Excellence Program and advanced coach education opportunities and coach observer programs.

C. DEVELOPMENT & RETENTION.

- 1. Standards & Monitoring.** Clearly outline coaching proficiency standards and incorporate demonstration of proficiency to maintain certification level through online courses and practical exams.
- 2. Athlete to Coach Transition.** Develop a fast track development pathway to recruit coaches from the competitive athlete pool (preferably elite athletes); and leverage the USOPC's Coach Accelerator Program (CAP).
- 3. Coach Development Resources.** Develop coaches within the pillars of the USA Archery Coach Competencies to help them to self-assess and continuously develop comprehensive expertise and ability to develop along the coaching continuum.

USA ARCHERY COACH COMPETENCIES					
LEADERSHIP	PROFESSIONAL	COMMUNICATION	ARCHERY SPECIFIC KNOWLEDGE	ATHLETE DEVELOPMENT	TACTICAL
ATHLETE CENTERED COACHING	ETHICAL	EFFECTIVE COMMUNICATION	RECURVE AND COMPOUND NTS ADAPTIVE	SKILL IMPROVEMENT	GOAL SETTING
STRONG COACH PHILOSOPHY	MODELS USA ARCHERY VALUES AND STANDARDS	GENUINE AND HONEST FEEDBACK	EQUIPMENT/ TUNING	ATHLETE DEVELOPMENT MODEL	TRAINING PLAN DESIGN AND IMPLEMENTATION
ABILITY TO LEAD AND MOTIVATE	CONTINUED LEARNING AND REFLECTION	PEDAGOGY	EVENT RULES AND FORMATS	MENTAL ASPECTS OF ARCHERY	PHYSICAL FITNESS
SHOWS RESPECT FOR OTHERS	TIME MANAGEMENT	EMOTIONAL INTELLIGENCE	COMPETITIVE ARCHERY EXPERIENCE AND FAMILIARITY	PERFORMANCE IMPROVEMENTS	ADAPTIBILITY AND PROBLEM SOLVING
COACH MENTORSHIP	PROFITABLE WITH RESOURCES	CONFLICT RESOLUTION	BIOMECHANICS AND INJURY PREVENTION	CHARACTER DEVELOPMENT AND PERSONAL GROWTH	TECHNOLOGY



- 4. International Team Staff.** Develop high quality international team staff (ITS) by providing an ITS workshop to prepare coaches, team leaders and support staff for future ITS roles, with an athlete centered focus.
 - a. Recruit a medical team doctor who can work consistently with our Para national and international teams.
- 5. Regionalization.** Provide opportunities for coach development through active participation in USA Archery high performance programs.
 - a. Leverage regional training centers and universities.
 - b. Develop coaches through the Coach Observer Program, Regional Elite Development Program, and the Club Excellence Program.

D. MARKETING & PROMOTION.

- 1. USA Archery Coaching Programs are the Industry Standard.** Promote the benefits of adopting USA Archery's [instructor and coach education programs](#) to other organizations to help promote development and expansion of USA Archery clubs.
- 2. Revenue Diversification.** Seek to license and sell products and services to diversify revenue streams, i.e., coaching education courses, advanced training modules and other business opportunities. Strengthen capabilities with social media, marketing, and other digital channels.

COMPETITIONS

A. KEY COMPETITIONS AND PERFORMANCE MILESTONES.

1. Para United States Archery (USAT) Team Events - Top ranked Para National Athletes will be named to the Para USAT.
 - a. Select athletes based on international data driven MQS scores
 - b. Develop pathway for visually impaired athletes to make Para USAT
2. Para World Ranking Events - Athletes will be selected to Para World Ranking Events based on the Para National Ranking System.
3. Para World Championships - USA Archery will select teams for the Para World Championships based on the Para World Championship selection process.
4. Para Pan American Championships - USA Archery will select teams to the Para Pan Am Championships based on the World Cup and other International Events selection process.

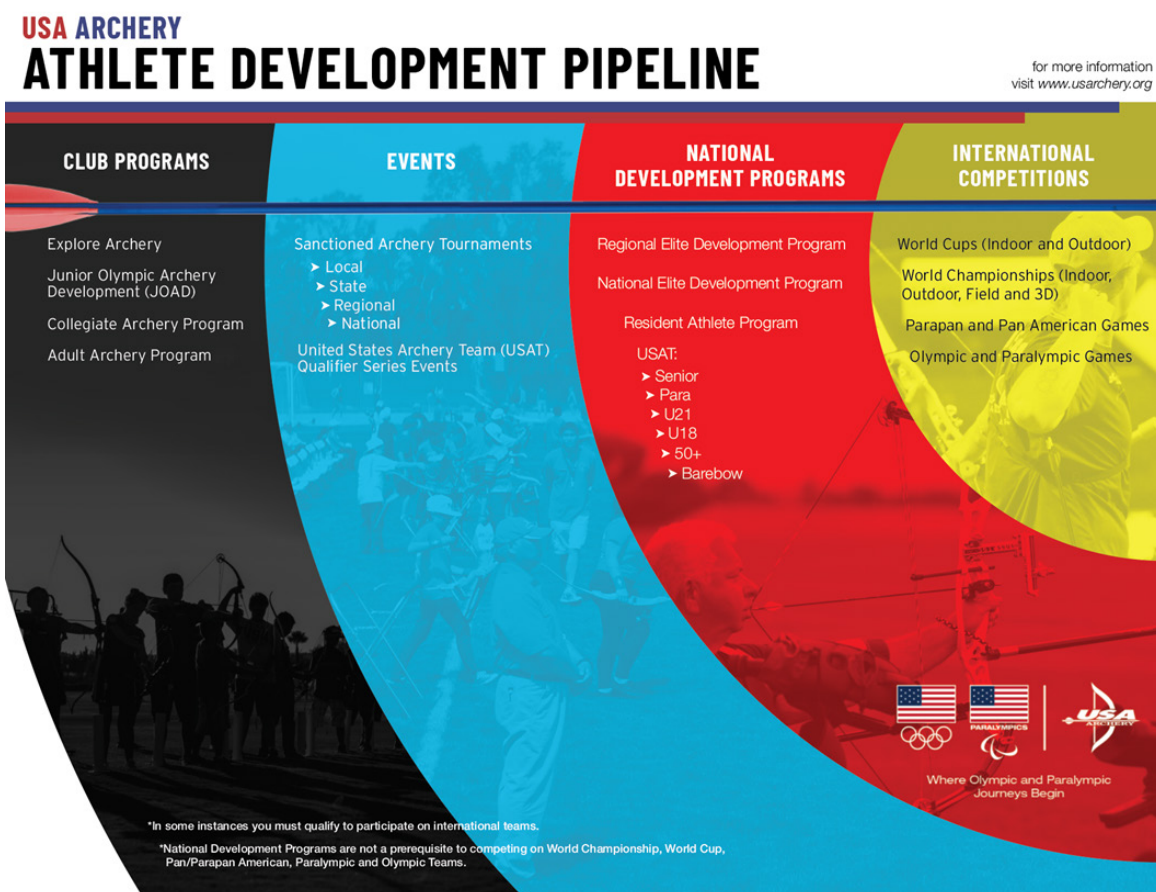
B. PARALYMPIC QUALIFICATION STRATEGY.

1. Paralympic Test Event - Familiarization
2. Para World Championships - Paralympic Quota Event
 - a. Prep Camp
3. Para Pan American Games - Paralympic Quota Events
4. Final Paralympic Qualification Tournament

C. EVENT EXPERIENCE ENHANCEMENTS.

1. **Team Focus.** Emphasize importance of team events and other “sense of team” elements.
 - a. Include mixed team event at all Para USAT competitions when scalable.
 - b. Adjust event duration to accommodate team elements at domestic competitions.
 - c. Offer incentives for team wins at competitions.
 - d. Implement a JOAD Club Team championships award.
2. **Consistency.** Increase uniformity and professionalism of USAT events modeled after World Archery events, as well as improve support for USAT participation in international competitions.
 - a. **Officiating & Event Management.** Set consistent expectations for Staff/Judges/Director of Shooting roles and ensure consistency of rules application.
 - b. **Customer Service.** Provide high quality customer service for event attendees.
 - c. **Scoring.** Standardize online scoring/scorecards.
 - d. **Announcing.** Recruit better event announcers and improve livestreaming capabilities. Explore avenues to identify and engage qualified athletes.
 - e. **Classification Standards.** Educate judges on the importance of consistently applying classification standards during equipment inspection.
 - f. **International Team Staff.** Consistently promote a professional positive high performance culture at events and reduce barriers and conflict to ensure team success.

3. **Competition Planning.** Provide high quality events that appropriately support a culture of competitive excellence and growth.
 - a. **Needs Assessment.** Evaluate emerging and elite athlete needs and preferences as they relate to competitions and preparation for international events. Based on findings, design a “segmentation plan” to optimize performance and maximize participation.
 - b. **Periodization Scheduling.** Where possible and feasible, prioritize performance goals as an event planning criterion rather than host/organizer availability and convenience. Schedule events at different times (dates) and of different duration that best aligns to performance optimization goals.
 - c. **International Event Funding.** Explore ways to increase funding to support top performing para athletes to attend more international events.
 - i. Research grant opportunities to support competitive visually impaired athletes to international competitions.
- D. **PIPELINE. EXPAND OPPORTUNITIES FOR ATHLETES TO COMPETE CLOSER TO HOME.**
 1. **Outreach.** Develop and expand Para pipeline through a variety of marketing and communications efforts and Para developmental programs.
 2. **Club.** Educate clubs on the benefits of utilizing the Junior Olympic Archery Development Program and hosting club tournaments to develop and recruit new athletes; and promote use of the USA Archery [Event Reference Guidebook](#) and other helpful resources.
 3. **State.** Expand and grow state championship events in all 50 states.
 4. **Region.** Establish and grow regional competitions to later serve as qualifiers for National events.
- E. **MARKETING & PROMOTION.**
Leverage marketing, social media, and livestream to increase event visibility, fan engagement and revenue generation opportunities (e.g., sponsor activation, naming rights, etc.) to offset cost and increase prize monies to attract and retain top talent, including aspiring elite athletes.



TRAINING

A. PERFORMANCE PROGRAMS AND SERVICES.

1. Individual and Team Periodized Programming.

a. Programming.

- i. Every Para USAT athlete will have an individualized annual training plan and;
- ii. A daily training plan to guide every training session.

b. Delivery.

- i. Plan -> Do -> Review -> Learn

c. Feedback.

- i. Athletes will participate in coach led monthly review meetings.

2. Team Focus. Increase purposeful training as a team

- a. Create and deliver intentional team development programming
- b. Incentivize athletes for overall team performance
- c. Increase the number of team competitions at national events
- d. Use international events to serve as opportunities for both team building and team round training.

3. Technology.

- a. **Performance Feedback.** Use event and training data, analytics, and biofeedback to connect help athletes reach peak performance. Explore tools to provide and interpret data to guide:

- i. Goal Setting
- ii. Individual Athlete Development and Performance Trajectory
- iii. Training Plans
- iv. Sport Performance Resources
- v. Equipment

- b. **Emerging Sport Tech.** Seek strategic partnership(s) to research high potential emerging technology/software applications, especially in the areas of cognitive/biofeedback mechanisms, and to assess and integrate into standard talent development/training model.

4. Total Athlete. Ensure archers have access to high quality and accessible network of support services and consultative experts for all-around development and to maintain high fitness level to include:

- a. Professional High Performance Coaching (i.e., goal setting, training plans, training organization and delivery, feedback, equipment optimization, etc.)
- b. Mental skills and Mental health services
- c. Performance Nutrition
- d. Strength and conditioning (Sport specific and customized to the individual athlete)
- e. Recovery and medical services

5. Culture of Learning (Plan/Do/Review/Learn Model). Foster a growth mindset and create a culture of continuous improvement among athletes, coaches, and support staff by integrating into the standard training environment a routine of (1) setting performance goal(s) in advance, (2) designing and attempting to train in alignment with goals, and (3) upon conclusion of training, debriefing on how well goals were achieved - or not - and why. Subsequent training sessions seek to incorporate learnings identified in the debrief.

6. Club Development. Develop, optimize USA Archery clubs within the pillars of the USA Archery Club Competencies, to grow the number of high performing clubs within the club system who are producing high performance athletes, via the Club Excellence Program. Successful clubs will be recognized for their achievements.

USA ARCHERY CLUB COMPETENCIES				
CULTURE	ORGANIZATION	ATHLETE DEVELOPMENT	COACH DEVELOPMENT	COMPETITIVE EXCELLENCE
STRONG TEAM/ CLUB CULTURE AND PHILOSOPHY	ETHICAL	INCORPORATES FUN	ARCHERY SPECIFIC KNOWLEDGE	PARTICIPATION IN STATE, REGIONAL, AND NATIONAL EVENTS
DEFINED VALUES AND GUIDING PRINCIPLES	PROFESSIONAL	INCORPORATES INCREASING CHALLENGES AT ALL LEVELS	CONTINUED LEARNING THROUGH USAA COACH COMPETENCIES	TEAM AND INDIVIDUAL PERFORMANCE IMPROVEMENTS
SETS CLEAR EXPECTATIONS, RULES AND ACCOUNTABILITY	INCLUSIVE	PROMOTES CHARACTER DEVELOPMENT AND PERSONAL GROWTH	TRAINING PLAN DESIGN AND IMPLEMENTATION	HEALTHY COMPETITION WITHIN THE CLUB AND TRAINING
FOSTERS EXCELLENCE	ORGANIZED	CONTINUED LEARNING THROUGH USAA ATHLETE DEVELOPMENT COMPETENCIES	UTILIZES THE CONCEPT OF THE USAA ATHLETE DEVELOPMENT MODEL	EVENT RULES AND FORMATS

B. Facilities. Maximize use of national and regional training centers for events, camps, high performance programs and individual training.

1. New Training Sites.

Explore opportunity to develop a training center on the East coast.

2. Continuous Learning.

Create a culture of continuous learning to include:

- a. Virtual Support.** Utilize virtual classrooms to provide instruction and practice environments for athletes and coaches.
- b. Skill/Techniques and Equipment Tuning.** Develop online courses that share leading techniques for equipment tuning.

3. International Event Preparation.

Train for international events as “rehearsals” for the Paralympic Games and Para World Championship and their related quota events to continually optimize performance elements and refine readiness procedures.



APPENDIX A: PARA HIGH PERFORMANCE PLAN WORKING GROUP

USA ARCHERY STAFF

- Rod Menzer CEO, USA Archery
- Mary Emmons Chief of Sport Performance and Organizational Development, USA Archery
- KiSik Lee National Head Coach, USA Archery
- Chris Webster Assistant Head Coach, USA Archery
- Guy Kreuger Education & Training Manager, USA Archery
- Leticia Malavasi High Performance Manager, USA Archery

USA ARCHERY ATHLETE ADVISORY COUNCIL

- Lia Coryell Para AAC, USOPC AAC Representative and USAA Board of Directors
- Eric Bennett Para AAC Representative and USAA Board of Directors
- Kevin Mather Para AAC Representative
- Ben Thompson Para AAC Representative
- Lance Thornton Para AAC Representative

USOPC SPORT PERFORMANCE STAFF

- Katie Baker Associate Director, Paralympic Sport Performance, USOPC