



High Performance Plan

2006-2008

“BEST in the WORLD”

Prepared by:
USA Archery

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INTRODUCTION

2006-2008

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INTRODUCTION

EXECUTIVE SUMMARY

This plan represents the primary focus of USA Archery – *Sustained Competitive Excellence*.

Archery has been contested in the Olympics since 1972 with the U.S. having great success. In recent years, however, several other countries have presented an increased challenge to USA Archery's position of prominence. Without doubt South Korea is now the standard for target archery around the world. USA Archery now has a prime objective to insure continued success at the Olympic level and to once again become the leaders for archery worldwide. We truly are aiming for gold in 2008 and beyond. Our goal is to be the "best in the world." To achieve such an objective we will need to focus on certain priority issues:

1. Conduct Elite Athlete training under the guidance of the National Head Coach.
2. Conduct a Resident Athlete Program for full-time training of Olympic caliber athletes.
3. Develop other Elite Coaches through training under the National Head Coach.
4. Conduct training for a Jr. Development Squad (2012 Dream Team).
5. Develop a network of Regional High Performance Coaches.
6. Improve the General Coaching Education system.
7. Retain current members and recruit new members.
8. Bridge the gap between junior and elite levels within the developmental pipeline.
9. Hire sufficient staff to support and grow programs.
10. Increase funding to support the High Performance Plan.
11. Increase participation of young boys and girls in archery competition.
12. Establish a public relations & marketing plan (business plan) to promote and enhance the image and financial strength of USA Archery.

The High Performance Plan focuses on the 2006-2008 block leading into the Summer Olympic Games in Beijing. The High Performance Plan falls under the leadership of the National Head Coach (NHC) and the High Performance Manager (HPM). It relies on a strong networking system which includes: USOC Sport Partners; USOC Coaching and Sport Science; USOC Sport Science and Technology; USA Archery coach community; the Executive Director and the Board of Governors for USA Archery.

The High Performance Plan will outline specific performance markers, objectives and the means to achieving these objectives. A key element to the HPP is Coach Training. Led by the National Head Coach and integrating USOC Coaching and Sport Science personnel, the USA Archery Coaching Development Plan will be an important part of our overall plan for creating a system of athlete training and preparation for the Beijing Olympiad and beyond.

USA Archery strives for archery excellence and will provide the athletes and the support staff with the means to achieve our goal.

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VISION AND MISSION STATEMENT

2006-2008

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MISSION AND VISION STATEMENT

The **MISSION** of USA Archery is to “develop and promote the sport of archery with the ultimate goal of producing Olympic and world champions.” USA Archery strives to make this mission a reality by providing leadership and structure for the growth and development of sustained competitive excellence in archery.

“BEST in the WORLD”

The **VISION** of USA Archery is to “foster the enjoyment of archery to the level of *national pastime*, from which the ultimate goal will be international sports superiority in athlete performance and in all programs”. USA Archery desires to be the “Gold Standard” for archery worldwide, especially on an Olympic level. USA Archery seeks to create a culture of excellence in leadership, preparation and competition, and become the world leader in the sport of archery.

The **GUIDING PRINCIPLES** that will govern USA archery in its striving for the mission and vision are:

- ❖ Commitment to honesty, integrity and fairness in words and actions.
- ❖ Respect for human dignity.
- ❖ Accountability for actions.
- ❖ Transparency in governance.
- ❖ Devotion to the mission and the customer.
- ❖ Loyalty, dependability and sensibility.
- ❖ Passion for excellence.
- ❖ Commitment to continual improvement through teamwork, positive thinking and innovation.
- ❖ Accessibility through open and timely communication.
- ❖ Cultivating synergistic relationships.



STAKEHOLDER IDENTIFICATION AND PRIORITIZATION

2006-2008

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STAKEHOLDER IDENTIFICATION AND PRIORITIZATION

A. Stakeholder Identification

Youth and Juniors (JOAD)
Seniors and Masters
Elite Archers
Tournament Directors
Officials
Sponsors
International Olympic Committee (IOC)
International Federation (IF) for Archery – FITA
United States Olympic Committee (USOC)
Regional Federations
Coaches
Clubs
Media
Public
Volunteers

B. Stakeholder Needs and Wants

Youth

Opportunities
Coaching
Camps/Clinics
Scholarships
Safe participation
Role Models
Education
Clubs/Teams
Recognition
Incentives
Equipment
Discipline
Interscholastic programs
Insurance

Tournament Directors

Money
Product support
Sponsors
Volunteers
Participant satisfaction
Insurance
Guidance from NGB

Seniors

Opportunities
Value
Recognition/Rankings
Insurance
National Championship
Clubs
Coaching
Equipment
Regional growth
Developmental programs
Education/Information
Communication

Officials

Training
NGB support
Clarity of rules
Objectivity
Appreciation
Recruitment program
Equipment and apparel

Elite

Financial Support
Coaching
Scientific Assessment
Competitive opportunities
Recognition
International acclaim
Success
Support
Quality training facilities
Developmental programs
Communication
Equipment
Apparel

Sponsors

Recognition
Corporate image
Networking
Sales
Customer/athlete awareness
Value
Visibility

Regional/community support
Event Management Expertise
Media coverage

IOC

Compliance
Drug free athletes
Image
Program responsibility
Role models
IF's that control their own sport

Regional Federations

Guidance
USA Archery Support
Regional development
Structure
Recognition
Empowerment/Autonomy
Officials
Information
Communication
Championship events
Money
Leadership

Media

Audience
Stories
Role models
Accessibility
Information
Circulation
Cooperation
Education
Advertising
Sponsorships
Athletic cooperation
Public interest

Financial support
Organization
Respect

IF (FITA)

Compliance
Control
Universally accepted rules
Respect
Sponsorship
Drug fee athletes
Olympic Games
Loyalty
Money
Marketable events
Respectful athletes
Leadership
NF's to control domestic affairs

Coaches

Support
Career opportunities
Certification
Education
Equal opportunities
Recognition
Communication
Income
Administrative support
Exposure

Public

Positive image
Education
Entertainment
Communication
Role models
Participation
Insurance
Economic impact
Goodwill

Quality athletes and events
Service
Access to athletes and events

USOC

Compliance
Rules
Control
Medals
Athlete development
Sponsorship
Positive image
Responsibility
Respect
Equity
Marketable athletes
Leadership

Clubs

Leadership
Communication
Camaraderie
Social Opportunities
Empowerment
Role models
Recognition
Members
Competition opportunities
Structure
Benefits
Consistent set of rules

Volunteers

Recognition
Rewards
Respect
Appreciation
Direction
Opportunities
Purpose
Training



SWOT ANALYSIS

2006-2008

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SWOT ANALYSIS

A. Strengths

- ❖ Long and good history
- ❖ USOC ties
- ❖ Responsible for entire pyramid
- ❖ Chula Vista training facility
- ❖ IF representation
- ❖ IOC representation
- ❖ Olympics
- ❖ National Coach
- ❖ High Performance Team
- ❖ High Performance Program Plan
- ❖ Resident Athlete Program
- ❖ Coaching base
- ❖ Established JOAD program
- ❖ NAA Foundation

B. Weaknesses

- ❖ Funding
- ❖ Limited staffing
- ❖ Limited sponsorships
- ❖ Resistant to change
- ❖ Responsiveness to membership
- ❖ Communication
- ❖ Collegiate program
- ❖ Athlete recruitment and development
- ❖ Sport Science utilization
- ❖ Membership growth
- ❖ Volunteer recruitment and productivity
- ❖ Club support
- ❖ Numbers of elite athletes
- ❖ Inability to recruit top talent to Chula Vista
- ❖ Decision making
- ❖ Athlete and coach support
- ❖ Transparency of governance

C. Opportunities

- ❖ Growth in archery
- ❖ National Archery in the Schools Program (NASP)
- ❖ Outreach education
- ❖ Community based organizations
- ❖ Elite athlete base from non-archery sources
- ❖ Potential sponsors
- ❖ Potential funding sources

- ❖ Media, public relations and marketing
- ❖ USOTC facilities and staff
- ❖ Cooperation with affiliated organizations
- ❖ Olympic Games and International Competition
- ❖ Military Youth/Athlete Programs
- ❖ Cooperative international ventures
- ❖ Regional federations

D. Threats

- ❖ European emphasis in governance and competition
- ❖ Professionalization of archery in other countries
- ❖ Lawsuits and liabilities
- ❖ Sponsorship conflicts
- ❖ Other sports
- ❖ Customer dissatisfaction
- ❖ Special interests



CRITICAL SUCCESS FACTORS

2006-2008

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CRITICAL SUCCESS FACTORS

USA Archery's critical success factors, in order of importance, are:

Top Four in Order of Priority

- 1. Athlete Success/Excellence**
 - ❖ Capitalize on Olympic Games status
 - ❖ Capitalize on the NASP opportunities
 - ❖ Increase competitiveness on the world stage
 - ❖ Expand/improve coaching programs
 - ❖ Develop athletes through all levels of the Athlete Development Pipeline
 - ❖ Resources for National Teams
 - ❖ Incentive based system for world class performances
 - ❖ Strong Resident Program and National Training Camp Program

- 2. Increase Revenue Stream**
 - ❖ Marketing package
 - ❖ Fundraising programs
 - ❖ Involve volunteers in the effort
 - ❖ Sufficient staff support
 - ❖ Improve programs
 - ❖ Increase program support
 - ❖ Increase funding to support the HPP
 - ❖ Increased sponsorships

- 3. Communication**
 - ❖ Improve communication between USA Archery staff, BOG, coaches, athletes, officials, committee members and tournament directors.
 - ❖ Improve website (ongoing)
 - ❖ Expand online options
 - ❖ Establish better database system & management

- 4. Increase Membership**
 - ❖ Numbers
 - ❖ Grass roots
 - ❖ Clubs
 - ❖ State Association
 - ❖ Regional Associations



ATHLETE DEVELOPMENT PIPELINE

2006-2008

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ATHLETE DEVELOPMENT PIPELINE

A. EXECUTIVE SUMMARY

USA Archery is the national governing body for archery in the United States. While U.S. Archery has had a history of success, the lead in the sport has been taken over by Asia (especially South Korea) and Europe. The men from the U.S. continue to be competitive internationally, although, not as dominant as we once were. The women from the U.S. have not been competitive internationally for many years.

We have taken measures to establish a more structured system for developing archery talent in the U.S. with emphasis on international standards of achievement rather than national only. The development of a strong base (of males and females) from which to draw our top athletes, so as to ensure future success in the sport, is a critical issue.

The current structure of the “athlete development pipeline” is stable and does not need a great deal of change. The advent of the Archery in the Schools Program has opened avenues for new sources of archers. The quality of the programs within the pyramid, however, needs vast improvement. The combined efforts of the National Coach, the HPM and the CDC, in implementing the BEST System have already had a positive impact on the quality of archer development. However, complete implementation will take at least one year and development is hindered to some extent by insufficient funding.

Archery was reinstated into the Olympic Games in 1972. We have had good success up through the 2000 Sydney Games, winning medals every Olympics except for Barcelona in 1992 and Athens in 2004. Although in the last 3 years we have not shown to be as strong in international competition, we still have a chance to continue that success in the men’s competition and to establish success in women’s competition. Considering the current competition structure of the Games, there is no guarantee; however, our goal for 2008 is to win medals in Beijing. Our long term goal is for sustained competitive excellence or, to put it more concisely, to be the best in the world. We can do this by doing a better job of training archery athletes from the ground up and that can be accomplished through better coach training.

USA Archery measures its improvement based on the following areas of development:

1. Results of International events.
2. Number of USA archers meeting or exceeding international standards.
3. Number of archers seriously contending for USAT and International Team spots.
4. Number of USA archers competing in national level competitions.

USA Archery has a clear picture of the Athlete Development Pipeline (ADP) in developing future elite archers. Our weak link lies clearly at providing advanced training for promising young archers. USA Archery will focus a lot of attention on this area in High Performance Plan.

B. CRITICAL ATHLETE DEVELOPMENT ISSUES

1. Getting archers started correctly at the grassroots level

Many archers reach a level of modest success with flaws in form and shot execution. These flaws eventually cause those archers to plateau. Even for excellent coaches, getting an archer out of these bad habits and on to their full potential is extremely difficult and time consuming. Efficient development of an archer is more easily accomplished if the archer is started correctly at the beginning level. If proper fundamentals are established early, the potential for attaining elite performance levels is greatly enhanced. The critical issue here is the presence of quality, well-informed, well-trained coaches at the local level. USA Archery has undertaken measures to establish a system for teaching archery in all grassroots programs (elementary school, middle school, high school, YMCA, Boy/Girl Scouts, 4-H, Summer Camps, JOAD Clubs, etc.) that incorporates an accepted and proven curriculum conducted by knowledgeable, talented coaches.

2. Development programs for identified talent

From the Level 1 (grassroots) programs, persons with archery talent will be identified. Identification may be based on competition results, measured performance, or other means of evaluation by qualified coaches, especially the NHC. Once identified, training camps or other programs will be put in place to effectively develop that talent to the next level. Recruitment of talent into successful JOAD programs, collegiate programs or Jr. Development training programs will increase the pool of potential elite archers. The key HP Program that addresses this issue is the Jr. Development Squad, a.k.a. the “2012 Dream Team”.

3. The Bridge between Junior level and Elite participants

There is potential for a gap to exist between the junior level and the elite level archer. The potential for this gap is there because the transition from high school to college, from adolescence to adulthood, is a critical point at which a young person’s commitment to archery can be seriously challenged. The demands of school, work, social life, and the attractiveness of other activities often sidetrack archers from reaching their full potential. For young people with athletic talent, the lure of other sports and possible scholarships is a factor with which archery cannot currently compete. Our most attractive features are our current status as an Olympic sport and as a lifetime sport. USA Archery must increase our efforts at bridging this gap by providing an attractive package of potential benefits for continued commitment to archery and by providing the prospective elite archers with unwavering development opportunities. An archer will remain motivated and excited if he or she is continuing to have fun, is experiencing success and feels that his or her efforts are worthwhile.

4. Develop Recruiting Methods

USA Archery is currently exploring ways to identify and recruit young athletes who have a high potential for success. In addition to the usual focus on young archers in our JOAD clubs we are also exploring the possibilities of recruiting athletes from other sports whom, for whatever reason, are no longer able to compete in that sport (for example: gymnasts who have grown to tall). The longevity that archery provides can be a great lure

to athletes still wishing to pursue their Olympic dream, but can no longer do so in their chosen sport. Athletes that already have the requisite mental and physical attributes could easily be trained in archery.

USA Archery's JOAD program has been successful and will continue to be a major part of our development pipeline. We are currently attempting to recruit more JOAD clubs from the National Archery in the Schools Program that started in Kentucky and has now spread to all 50 states.

5. Assist in Coach Development

USA Archery has made improvements in its coaching programs within the past 4 years, but larger improvements are underway. We are upgrading our certification courses and exploring additional avenues for developing archery coach expertise. USA Archery encourages all JOAD clubs, College clubs, Junior and Senior elite archers to solicit USA Archery certified coaches for assistance. USA Archery conducts a Coach Development Program (CDP) that provides upper level coaches with opportunities to work at camps, courses and international events to gain valuable experience. We have implemented Regional High Performance Coach training and Elite Coach Training under the guidance of the NHC as part of our High Performance Program. This program will provide effective mentorship from the NHC as part of the CDP.

6. Improve Communication

Communication between all the constituencies that make up the USA Archery fraternity has become a priority. Better communication is essential to efficient and effective operation of our organization. Our website continuously being upgraded and we have a magazine as well. New guidelines have been put in place as of May 2006 to improve communication. We will continue to encourage communication between all stakeholders.

7. Improve use of Sport Science

USA Archery endeavors to better utilize USOC Sport Science personnel and affiliated agencies. The USA Archery High Performance Team in conjunction with USOC Sports Science and Sports Medicine personnel have formed a Performance Enhancement Team (PET) that will be working together to assist RA & Elite athletes with their training and preparation. The PET will meet monthly to review and discuss issues pertaining to USA Archery performance.

8. Maintain and improve ongoing programs

The existing programs that have proved to be successful will be both maintained and improved. This includes the JOAD program, the Coaches Development Program, Training Camp Program and the Special Athlete Support Program.

C. CURRENT ATHLETE DEVELOPMENT MODEL

In the development of an athlete from the stage of *Youth* to *Elite*, an athlete passes through the many phases of the *Athlete Development Pipeline* (Figure 1, page 21). This represents the **current** Athlete Development Model.

The *pipeline* is a pyramid structure with a broad base of athletes and a narrowed down selection of high level athletes towards the apex.

The purpose of the *USA Archery Athlete Development Pipeline* is to present a system of support at all levels as well as for Elite archers in their quest for Olympic Gold.

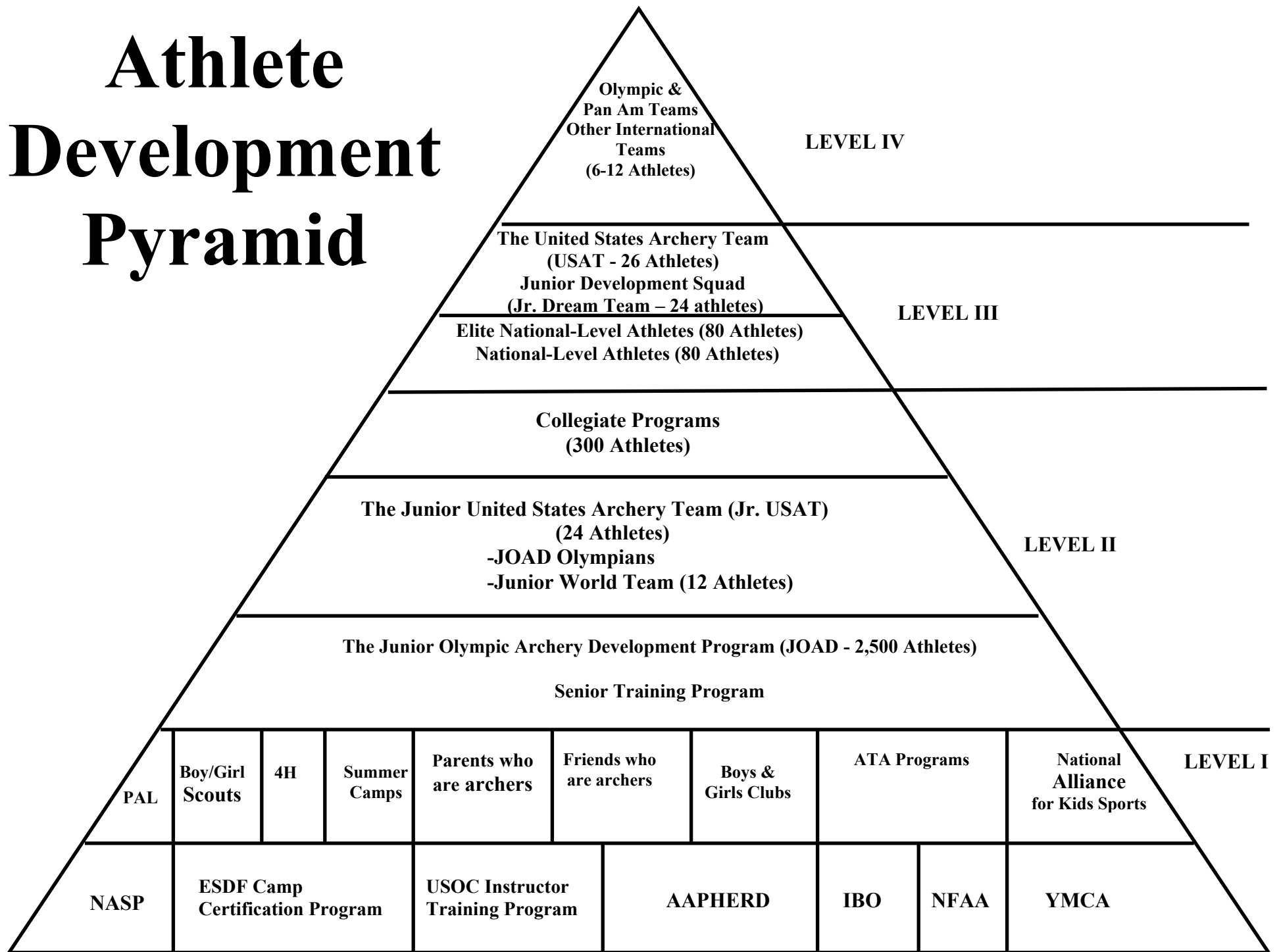
The coaching support system helps to build bridges from one level of participation to the next by offering consistent and diverse training and education opportunities. The larger the base of participation is, the greater the chance of identifying highly competitive archers who will emerge and develop into Elite archers. A system of talent identification through competitions, camps and clinics serves as the basis for this identification process.

The *Grassroots Schematic (Figure 2, page 22)* represents the development of athletes who participate in archery for a number of different reasons.

This model of athlete development assumes that not all athletes participate in archery with the eventual goal of competing at an Olympic Games, however, USA Archery endeavors to provide them with the knowledge and skills necessary should they aspire to such a goal.

There are no strict age criteria for entering into the program since an athlete can “discover” the sport of archery at any age.

Athlete Development Pyramid



Youth

training fun

health fitness travel

social personal achievement acceptance

Juniors lifestyle opportunity challenge Adults

acquire skills injury rehab information

competition positive affiliation

stress-relief

“Golden-Agers”

Figure 2: USA Archery Grassroots Schematic

D. IDEAL ATHLETE DEVELOPMENT MODEL

Introduction:

The Athlete Development Pipeline (ADP) for USA Archery is very straightforward. In reality, it is a pyramid that consists of four levels from the grassroots to the Olympic levels. The sources of gaining new archers need to be updated periodically to acknowledge new programs and relationships that occur that produce new athletes. Below are comments on the need for improvement in certain areas of the ADP.

Four Levels in the ADP:

Level I: This is the “grassroots” level which represents the sources from which new athletes are recruited. USA Archery membership growth has been flat for the last several years and will remain flat unless we expand the base and improve our methods of recruiting and integrating new athletes.

Level II: This is the first level of athletes who form the major competitive pool from which more advanced athletes will be developed. based on performance over time. Each of these groups is briefly described and discussed.

- a. Junior Olympic Archery Development (JOAD) Program: The JOAD program is our major youth development program. In the USA there are JOAD clubs in nearly every state. There are a number of programs in this area and JOAD has its own series of competitive categories giving athletes an opportunity to earn awards such as badges, pins and other recognition for performance. This has been one of USA Archery’s most successful programs. It is here, too, that additional recruiting needs to be done as this is where the first competitive activity takes place. We consider increasing JOAD membership and improving JOAD training as a critical ADP issue.
- b. Junior USAT and National Recognition: As JOAD athletes become more proficient, they have a variety of competitive opportunities, above the local club level, available to them at the state, regional and national level. They have other recognition and nationally sponsored camp activity and other reward programs as well. There are a number of age sub-divisions that permit these young athletes to earn recognition and to compete at the national level. In recognition of the outstanding performance of the top junior archers, we designate the top performers to the Junior United States Archery Team or Jr. USAT. This group consists of recurve and compound disciplines, male and female, and includes Junior and Cadet age categories for a total of 24 athletes. The athletes named to the Jr. USAT are invited to an annual training camp at the Chula Vista OTC and receive special outfitting.
- c. Junior World Team: Every other year the International Archery Federation (FITA) hosts a Junior World Target Championship to which USA Archery sends a full team. A special Junior World Trials Tournament is held with approximately 100 juniors competing for the 12 positions on the team. This is considered the ultimate

competition for junior level athletes with all expenses paid, plus a full coaching staff and special outfitting. The Jr. World Target Championships contains a Cadet class as well and USA Archery sometimes sponsors a Cadet Team on an unfunded (self-funded) basis. When this occurs USA Archery provides additional staff and outfitting.

- d. National Collegiate Program: As the athletes grow older and attend college, USA Archery provides additional competitive opportunities not otherwise available to other athletes. USA Archery has collegiate clubs and approximately 200 athletes in the college program. There is a U.S. Intercollegiate Archery Championship (USIAC) each year, an All-American Collegiate Training Camp, a World University Games Championship every two years (odd years) and a World University Archery Championships every two years (even years). There have been several attempts to increase the membership numbers as of collegiate archers well as the number of college clubs/teams. There are a few NCAA varsity archery teams, but this has not been well supported by the NCAA or individual colleges and universities.
- e. Senior Training Program: To encourage participation at the club level and to motivate older archers to higher levels of achievement, a plan was implemented in 1999 which allows archers over eighteen to compete for classification awards based on achieving various scores. USA Archery clubs may subscribe to this plan through a membership opportunity which allows them to order awards for participants. Club leaders and coaches monitor this user-friendly program.

Level III: As we move up the ADP, the numbers start to become smaller as the competitive levels become more challenging. At this level, we are basically talking about “National Level” athletes. USA Archery does not have qualifying scores for athletes to participate in national level events. As a result any active athlete can enter national level competition regardless of where they may stand in the national ranking list. It is true, however, that our top archers participate since the national level events are qualifying events to certain ranking programs discussed below.

- a. National Level Athletes. The USOC Constitution and By-Laws, Chapter XXXIII Section 7 B (3)(ii) permits athletes who are in the top 50% of the NGB National Championship (USA Archery has modified this to the top 33%) or certain team selection events, to be athlete representatives on NGB governing boards (the USA Archery Board of Governors, the Executive Committee and certain standing committees called Designated Committees). Based on this, USA Archery has 80 National Level Athletes. This count is based on the National Outdoor Target Championship and does not include the Indoor Championship. This is based on the fact that the Olympic and Pan Am Games are “Outdoor” only. The 2005 list included 54 Olympic Bow athletes and 26 Compound Bow athletes.
- b. Elite National Level Athletes. This group of athletes has access to Olympic Training Centers on a no-charge basis and consists of the top 20 male and female athletes in both bow disciplines. It is from this group that we actively recruit athletes to attend the resident athlete program, which is limited to the Olympic bow division.

At this level, we are identifying the top 80 athletes in the USA broken down into four groups of 20 each as follows:

Recurve (Olympic Bow)	(40)	Compound Bow (40) *	
Men	(20)	Men	(20)
Women	(20)	Women	(20)

- * Although the compound bow discipline is not competed in the Olympic Games, it is competed at the World Championship level in a variety of world championship events. At this point, we do not include compound archers in the resident program, but we apply the same criteria to designate Elite National Level athletes. It should be noted that archers sometimes do switch disciplines and the compound bow division is a source of potential Olympic archers.
- c. The Rolling Ranking: In 2001 a new ranking system was put into use to determine which athletes would receive USOC Performance Pool support. Athletes are ranked by their average score in match play. Top athletes are chosen for international events, such as European Grand Prix events, as well as for Elite training camps. The top ranked athletes also receive stipend, bonus and incentive dollars based on their performance.
- d. U.S. Archery Team: The United States Archery Team (USAT) represents the top 26 archers in the country in the following categories:

Olympic Division: Top eight men and top eight women. Total 16
Compound Division: Top five men and top 5 women. Total 10

For most major international competitions, team selection trials are held. For some invitational events and regional events, the teams may be selected from the USAT, although this has not happened in many years. The Rolling Ranking has been a team selection method for the past 5 years. Never the less, to be designated to the USAT is a major step in athlete progression and there are strict qualifying criteria. USAT ranking represents an archers' placement ability in major U.S. National events. As a member of the USAT, athletes receive certain benefits which may include: discounts on tournament entry, free or discounted equipment from sponsors, a training camp at the Chula Vista OTC and special outfitting.

- e. Jr. Development Squad (Jr. Dream Team): A select group of the most promising young recurve archers are chosen by the NHC to be part of a special training and development program. This is a critical part of the USA Archery High Performance Program, especially in terms of sustained competitive excellence for years to come. (See Appendix 6, page 64 for Jr. Dream Team Selection Procedures.)

At Level III, there is also another critical ADP issue and that is to encourage and cause more qualified athletes in the Recurve discipline to become members of the Resident Athlete Program.

Level IV: Olympic and International Teams.

- a. Olympic and Pan Am Games Teams: Whereas the above group was the top 20 in each of the four areas for a total of 40 in each bow discipline, here in Level IV the numbers are greatly reduced to the absolute top archers. The Olympic and Pan Am Games Teams consist of three male and three female recurve archers for a total of six, with an additional two USA Archery designated reserves (not funded by the USOC).
- b. World Cup: FITA has established a World Cup series which culminates in a World Cup Final for the top 4 athletes in each of the 4 major categories (men & women; compound and recurve).
- c. International Teams: Depending on the year, USA Archery designates World Championship Teams in the following FITA sanctioned World Events for both the Recurve and compound bow disciplines. Team composition is shown in the parentheses after each team below.

Odd Numbered Years

Sr. World Indoor Championship (12)
Jr. World Indoor Championships (12)
World Target Championship (12)

Even Numbered Years

World Field Championship (18)
World University Championships (12)
Jr. World Target Championship (12)

E. INTERNATIONAL COMPETITIVE ANALYSIS

1. Top 10 Nations in Archery

As determined in our International Competitive Analysis (see Appendix 1, page 57-58), as of Jan. 1, 2006 the ten top ranked countries in the world are:

<u>Men</u>		<u>Women</u>	
1. Korea	6.Australia	1.Korea	6.Great Britain
2. Italy	7.USA	2.China	7.Germany
3. Chinese Taipei	8.Czech Rep.	3. Ukraine	8.Poland
4. India	9.Germany	4.India	9.Japan
5. Russia	10.Great Britain	5.Italy	10.Russia
			15. USA

This may be different from (and more accurate than) the current FITA World Rankings list. Most of these teams will be well represented in the 2008 Olympic Games., but it is unlikely that they will all have a full complement of men's and women's teams. In 2004, only the following seven countries had both men's and women's teams present. However, in 2004, there were a total of 13 men's teams and 15 women's teams competing.

<u>Full Teams / Athens Olympic Games</u>			
Korea	Ukraine	India	USA
France	Japan	Greece	

2. International Rank Determination

Due to the nature of the criteria, the FITA World Ranking system is not currently an accurate representation of world standing for individuals or teams. See FITA World Ranking System at www.archery.org. The HPM for USA Archery has conducted a statistical analysis of world level competition. This analysis shows the level of scores needed for international success as well as how each country is doing in archery. This statistical document can be used to determine international rankings.

3. Who is the best in the World?

The Koreans are still considered the best in the world. Other countries are producing successful archers but are unable to be consistent with the numbers that Korea is able to produce. The Korean training program starts with a selection of young talent who live and train at the Korean Archery Training Center in Seoul. They are monitored and coached by a highly paid coaching staff. In addition to their coaching staff, they employ team physicians and they take a chef and special food with them when they travel to competitions. The archers receive education while attending the Training Center and are promised high rewards for success. There are unlimited funds for archery activities and it is spent mainly on elite archers. Only their best archers are named to compete at international events based on their performance at the time of the competition.

4. NGB High Performance Program

USA Archery has implemented a High Performance Program. The cornerstone of the program is the National Head Coach. USA Archery sought out the best archery coach in the world, Kisik Lee, and hired him as our NHC. He began his duties in America in January of 2006.

With guidance from Coach Lee the High Performance Program was designed and is currently underway. The HPP consists of programs for junior and elite athlete development as well as coach training and development (see appendix 1, pg 59 for the structure and detailed explanation of the HPP).

5. Performance Projections for the 2008 Olympic Games

In 2002, the USA Men won the Silver Medal at the German Grand Prix and the Gold Medal at the Turkish Grand Prix, losing to Italy by only 2 points in the final of the former and beating Korea in the final of the latter. Also in 2002, the USA Women won the Bronze Medal at the Croatian Grand Prix.

In 2003, the USA Men finished 5th at the World Target Championships and 5th at the Olympic Test Event (they shot the 3rd highest score of any team). The USA women also finished 5th at the Olympic Test Event, beating Ukraine in the process. Butch Johnson won the Gold Medal at the Croatian Grand Prix in May. The U.S. won six (6) medals in the Pan Am Games in 2003 (the maximum number available to any one country). Vic Wunderle and Jennifer Nichols each won the individual gold and lead the U.S. Men's & Women's teams to gold medals.

In 2004, the USA Men finished 4th at the Athens Olympics, losing by a close margin (2 pts) to NED in the Bronze Medal match. Individually, Vic Wunderle also finished 4th, losing by only 2 points in the Bronze Medal match. The USA Women finished in Athens. Jennifer Nichols finished 8th, individually.

In 2005, the USA Men finished 7th at the World Target Championships in Madrid. The USA Women finished 7th, as well. Earlier in 2005, Jennifer Nichols won the Italian Grand Prix.

In 2006, Vic Wunderle won the Puerto Rico Grand Prix and the ranking round portion of the Mexico Grand Prix. Vic finished 5th overall in Mexico and lead the U.S. Men's team to a Bronze Medal finish. Also at the Mexico Grand Prix, Amanda Nichols won individual gold. The Resident Athlete Program athletes all competed in the Mexico Grand Prix, winning a total of 32 medals.

The performance measures for USA Archery for the remainder of 2006 are concerned mostly with the Turkish Grand Prix. The U.S. is sending a male and female team to Turkey and expects to have at least 1 top 8 finish and 1 top 16 individual finish and at least 1 top 8 team finish.

For the 2007, the projections are as follows:

- Win full compliment of Olympic spots (3 for men and 3 for women) at the World Target Championships.
- Win at least 1 medal at the World Target Championships.
- Have at least 2 top 8 finishes at the World Target Championships (individual or team).
- Win at least 4 medals at the Pan Am Games.

For the 2008 Olympics the projections are as follows:

Out of 8 medals available: Men – 2 medals; 1 individual and 1 team; 3 top 16 finishes
 Women – 1 medal; either team or individual; 3 top 32 finishes

6. Improved Performance

To improve performances in the future USA Archery will focus on the following*:

- ❖ Improve training methods for archers, at all levels, with a focus on elite athletes
- ❖ Improve Coach Education methods and curriculum
- ❖ Broaden the base of USA Archery Certified Coaches trained in the BEST method
- ❖ Broaden the base of the athlete pool
- ❖ Increase the Regionally based focus of Athlete Development
- ❖ Recruitment System for Youth, Juniors and Collegiate athletes
- ❖ Increase the use and quality of short-term, long-term and resident programs
- ❖ Continue participation in national and international events
- ❖ Maximize the use of the P.E.T. and other specialized services (sport psychology, biomechanics, Dartfish video analysis, etc.)

* Each of these elements is addressed within the High Performance Program plan and is being conducted under the guidance of the High Performance Team.

7. Trends/Changes

The focus at present is on 2008 with a large amount of the future time and energy of USA Archery being placed on Elite Athlete Development issues. USA Archery is systematically going about its High Performance Program plan under the direction of the National Head Coach and the High Performance Manager.

The most dramatic change that USA Archery is undergoing currently is the shift of focus to a more performance based system and the implementation of a more structured USA Archery athlete development system. The systems are being “coach driven” by the NHC.

Other possible trends in upcoming years will include:

- Increased responsibility of State and Regional Associations
- Increased participation among youth
- Increased participation among women and minorities

F. Athlete Compensation

a. Payment Structure.

At the present time USA Archery does not have a payment structure for paying athletes other than what is made available through the USOC Performance Pool and Direct Athlete Support Program USA Archery occasionally gives athlete support in the form of camps and trips.

b. Contracts. Athletes desiring to participate in the Special Athlete Support Program (SASP) for the distribution of Direct Athlete Support dollars must sign an agreement. See the 2006 SASP document at <http://www.thearcher.com/usarchery/rollingranking/>.

c. USOC Athlete Support.

The USOC athlete support is the backbone of USA Archery development strategy. The use of the Olympic Training Centers, especially the Chula Vista OTC, for the Resident Athlete Program, Elite Training Camps, senior training camps, junior training camps, USAT camps, and Open camps, adds a large dimension to what USA Archery has to offer. The integration of Sport Science and other USOC support staff is a very beneficial aspect USA Archery development. The Performance Enhancement Team (PET), as it is now being defined and utilized, will advance this approach even further.

Further, Basic Grants, Performance Pool, Operation Gold and other funding from the USOC is essential to USA Archery athlete training and support and makes up the lion's share of what we have to offer our top level athletes.

d. Program Measurement.

Please go to www.usarchery.org for information on team selection procedures or reference the SASP document (paragraph "b" above) for measurement criteria. The criteria are geared to pick the athletes who are performing at the top of their skill. Sometimes a minor disconnect occurs between who makes the Olympic Team vs. who gets selected for support, but as we advance our training programs (HPP) this phenomenon is being minimized. For 2004 and 2005, the following individuals received USOC performance pool support.

Summary of Performance Pool Payments for 2004			
Name	Amount	Name	Amount
Butch Johnson*	\$12,938.60	Jennifer Nichols*	\$11,362.60
Vic Wunderle*	\$11,460.60	Karen Scavotto	\$4,940.00
Jason McKittrick*	\$9,268.60	Kathie Loesch	\$4,900.00
Chris Shull*	\$7,875.60	Stephanie Miller	\$4,900.00
John Magera	\$3,000.00	Janet Dykman	\$3,000.00
Guy Krueger	\$432.00	Stephanie Arnold	\$3,000.00
Mark Williams	\$356.00	Kendra Harvey	\$1,500.00
John Burkett	\$134.00		
Glenn Meyers	\$36.00		
Total	\$45,501.40		\$33,602.60

Grand Total	\$79,104.00
*Received \$2,712.60 for 1st place finish at the Italian Grand Prix.	

Summary of Performance Pool Payments for 2005			
Name	Amount	Name	Amount
Butch Johnson*	\$8,000.00	Jennifer Nichols*	\$7,800.00
Vic Wunderle	\$6,800.00	Khatuna Lorig	\$5,500.00
Joe McGlyn	\$2,000.00	Amanda Nichols	\$2,500.00
Guy Krueger	\$1,500.00	Ashley Kamuf	\$2,000.00
Tim Meyers	\$1,500.00	Stephanie Miller	\$1,500.00
Jason McKittrick	\$1,000.00	Lindsay Pian	\$1,000.00
Brett Lazaroff	\$1,000.00	Kendra Harvey	\$500.00
Tyler Martin	\$500.00		
Total	\$22,300.00		\$20,800.00
Grand Total			\$43,100.00
Includes \$2000 each in Op Gold payments.			

e. System Reliability. In 1996, the men's team won the gold medal and one male, Justin Huish, earned an individual gold medal. In 2000, the men's team won the bronze medal and one male, Vic Wunderle, earned an individual silver medal. Team members who were basic grant recipients are indicated by an asterisk (*) and reserves by a double asterisk (**).

f. Basic Grant Recipients by Year:

	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Men	Huish*+	Wunderle	Wunderle	Johnson	Johnson*	Johnson
	White*	Johnson	Johnson	Wunderle	Wunderle*	Wunderle
	Wunderle*	McKittrick	McKittrick	McKittrick	McKittrick**	McGlyn
	Johnson*	Shull	Shull	Shull	Shull	Krueger
	McKittrick**	Krueger	Barrs	McGlyn	Magera*	Meyers
	Parker*+	Eliason	Funston	Krueger	Krueger	McKittrick
		Gerig	Krueger	Meyers	Williams	Lazaroff
					Burkett	Martin
					Meyers	
Women	Scavotto*	Scavotto	Scavotto	Nichols	Nichols*	Nichols
	Dykman*	Dykman	Dykman	Scavotto	Scavotto	Lorig
	Parker*	Carleton	Carleton	Miller	Loesch	Nichols
	Carlson*		Peterson	Loesch	Miller	Kamuf
			Loesch	Dykman	Dykman*	Miller
				Reimann	Arnold*	Pian
					Harvey**	Harvey

For 2000 through 2005, we show those who received basic grant support and who made the Olympic Teams. There is more consistency across the years in the men than in the women. From 2001 through the 2005, athletes received support through the Special Athlete Support Program instead of the Basic Grant Program. This program is currently still being used.

g. National Teams

National teams are chosen by trial events, rolling rankings or USAT rankings. Please go to <http://www.thearcher.com/usarchery/rollingranking/> for current 2006 standings. The Team Selection Procedures for the 2008 Olympics and other events are posted at www.usarchery.org.

h. Major Competitions (see Section 10, page 54 for the 2006-2008 Event Schedules).

The following letter designations are given to indicate relative importance: “A” = most important, “B” = of moderate importance, “C” = least important.

Four Year Cycle

Olympic Games	A
Pan Am Games	A-

Two Year Cycle (Odd numbered years)

World Target Championships	A
World Indoor Championships	B
Other International Events	C

Two Year Cycle (Even numbered years)

World Field Championship	C
Championship of the Americas	C
Junior World Target Championship	A
World University Games	C
Other International Events	C

Every Year

World Cup	B
European Grand Prix events	B
U.S. National Championship	C
Other U.S. National events	C

Operation Gold Event:

In the Olympic year, the Olympic Games is the Operation Gold event.
In odd numbered years, The World Target Championships is the Operation Gold event.
In the even numbered non-Olympic year, the Operation Gold event designation is whichever event is deemed to be the one where the highest quality archers in the world will be participating. Most likely this will be the FITA World Cup.

G. Talent Identification

- a. Philosophy of Talent Identification. The USA Archery talent identification program has largely been club oriented and managed. Now, the process also includes direct identification by the National Head Coach. He is especially qualified and adept at identifying good archery talent. USA Archery also provides certain incentives at the grass roots level to encourage athletes to develop into junior level athletes and to proceed into elite programs, to the extent they have the talent and desire to do so.
- b. Athlete Profile. In the past, USA Archery attempted to determine if there was an ideal profile for an archer. We found there was no direct correlation between the demands of the sport and specific physiological or psychological measures. Accordingly, USA Archery has discontinued any further focus along these lines. However, the NHC, with the assistance of the PET, will conduct general screening of athletes for the RA Program. The general screening will consider basic measures related to physiological and psychological aptitude.
- c. Recruiting. As mentioned in (a) above, we do not have a talent identification program *per se*. Archers come from across the U.S. and there are geographic areas where there are concentrations of archery activity. This generally occurs in relation to the presence of archery “leadership” in those locations. USA Archery will explore ways to recruit more people to the sport of archery as well as how to effectively recruit high potential athletes to the HPP (resident training). First, USA Archery will implement plans to increase the number of active archery programs around the country. Second, through the Regional HP Coach program, we will increase the number of archery coaches that are knowledgeable in assessment and recruiting methods. Finally, we will employ an incentive plan to encourage more top archers to make a full-time training commitment.
- d. Community Olympic Development Program. At present USA Archery does not participate in this program. To the extent that this program continues as a USOC funded program, USA Archery would like to explore participation in it.

H. Coaches

a. Registered/Certified Coaches (as of 12/31/05).

<u>Level</u>		<u>Number*</u>
1	(basic instructor)	4500
2	(instructor)	1200
3	(coach)	250
4	(national coach)	130
5	(master coach)	10

* Numbers are approximate and continuously changing.

The Coach Education/Certification Program is being revised. The levels and titles will change slightly along with the curriculum and training materials being used. Please see the “Coaching” section of the USA Archery website for details on USA Archery Coach Certification criteria and courses.

In general, Level 1 and 2 certification courses are administered, through permission granted by USA Archery, to another organization that acts as a vendor or service provider. USA Archery offers Level 3, and Level 4 courses each year as well. USA Archery handles all re-certification requests, except for Level 1. Level 5 is an honorary designation based on outstanding service to USA Archery.

High Performance Program Coaches

The HPP calls for the training of Regional HP Coaches and Elite HP Coaches. So far in 2006, Coach Lee has trained approximately 20 coaches and has introduced his methods to approximately 100. The personal coaches for the top ranked archers will be the focus of the Elite Coach Training. The development of a HP Coach network is an ongoing effort that will consist of clinics, seminars, courses and camps conducted by the NHC and the HPM, with assistance from USOC Sport Science specialist and other specialist within the archery community. See Appendix 5, page 62 for information on how Regional HP Coaches are selected.

b. Compensation

USA Archery currently employs one full-time National Head Coach, who serves as the head resident coach, and one full-time resident Assistant Coach. Other international team coaches are provided some modest compensation for their time through stipends. All coaches assigned to USA Archery camps are paid a small stipend per day.

The vast majority of archery coaches in the U.S. are volunteers. Some are semi-professional in that they charge fees for their services. Only a few are true professional archery coaches, deriving a large portion of their income through coaching.

I. Athlete/Competencies

Athlete and Coach Competencies can be found on the USA Archery website:

www.usarchery.org.

These competencies are being used as part of our Athlete Development Pipeline and our Coach Development Program.

J. International Games Preparation

Ongoing: New focus on providing (elite archers) potential team members with long-term or periodic short-term training with the NHC. An effort is also being made to include the personal coaches for the top ranked athletes.

USA Archery will be conducting camps, starting in 2006, which will be used, in part, to prepare top ranked athletes for the 2007 World Target Championships, 2007 Pan Am Games and the 2008 Olympics. These camps will include information provided by the USOC International Games personnel, in addition to training on the field with the NHC and Elite Coaches, with assistance from the PET.

K. Sport Services

a. Facilities

U.S. Olympic Training Centers

USA Archery makes use of each of the Olympic Training Centers to conduct programs. The USA Archery Resident Athlete Program is based in Chula Vista. All three OTC sites are used for coach/athlete developmental programs and for administrative meetings, however, the Chula Vista location is the primary spot for archery training. The CV-OTC is the home of our NHC and is the location with the best year-round training opportunities. There is a high priority need for archery to have an indoor training facility in Chula Vista. The archery facility needs to be improved for advanced training to occur, but in its present state, the Easton Archery Complex at the CV-OTC is still our best training location.

The HP Team arranges and schedules short-term programs for groups and for individuals. The top 20 ranked athletes have funded access for facility use (on a space available basis), however, the HP Team determines the appropriateness and priority of individual requests.

b. Facility needs

As mentioned in (a) above, USA Archery is in need of better archery training facilities. The Lake Placid center is not convenient for archery training use, even though we like to use it because of its proximity to archers and coaches in the north and east regions. The same is true for Colorado Springs. There is no specific archery training facility in CS, however, as headquarters for the USOC and for USA Archery, and considering that housing is generally more available there, we utilize the CS center quite often. We would prefer to hold most training activities for athletes and coaches at the CV center, but housing is often an issue and travel to CA, for participants from the east is more difficult. The development of indoor and outdoor archery training facilities in regional locations would provide us with the opportunity to expand programs and increase contact with more of people from our ADP.

The facility upgrades in Chula Vista, however, are a current, high priority need. Coach Lee states that about 40% of his training program for the development of elite archers must be conducted indoors. It is necessary for archers to conduct some of their technique training and equipment tuning without interference from wind or other climate conditions.



ACTION PLANS

2006-2008

“BEST in the WORLD”

Tactic 1:2 Expand JOAD Program
Expand JOAD to include more clubs in all states, with focus on Recruitment from the National Archery in the Schools Program and the U.S. Armed Forces Archery Camps.
Start Date: Oct.1, 2006 End Date: Ongoing

Tactic 1:3 Improve Collegiate participation and competition.
Liaise with Collegiate Recreational Sport Clubs and the NCAA to expand the collegiate archery pool and promote participation in the USA Archery College Program, as well as the Summer World University Games.
Start Date: Ongoing End Date: Ongoing

Tactic 1:4 Explore Recruitment of athletes from other Sports
Athletes whose age or size may have caused them to retire from their sport of choice, may be recruited to continue their competitive goals in the sport of archery.
Start Date: Nov. 1, 2006 End Date: Ongoing

Tactic 2: Expand/Improve Coaching

Tactic 2:1 Conduct Level 1 and Level 2 Instructor Certification Courses.
USA Archery will coordinate with our service provider to conduct courses that will attract, educate and certify a minimum of 500 instructors in 2006.
Start Date: Ongoing End Date: Ongoing

Tactic 2:2 Conduct Level 2, Level 3 and Level 4 Coach Certification Courses.
USA Archery will conduct at least 4 Level 2 – Basic Coach Courses, one Level 3 – Intermediate Coach Course and two Level 4 – Advanced Coach Course that will attract, educate and certify a minimum of 50 coaches in the BEST method in 2006.
Start Date: Ongoing End Date: Ongoing

Tactic 2:3 Increase knowledge about coaching opportunities.
Start Date: Jan.1, 2007 End Date: Ongoing

Tactic 2:4 Increase membership/public awareness of USA Archery High Performance Program coaches.
Publicize location of coaches, competencies, and availability.
Start Date: Jun. 1, 2006 End Date: Ongoing



ACTION PLANS

HIGH PERFORMANCE SPECIFIC

2006-2008

“BEST in the WORLD”

ACTION PLANS

HIGH PERFORMANCE SPECIFIC

The details of the High Performance action plans are outlined in the sections that follow, namely:

- A. HIGH PERFORMANCE PROGRAM: GENERAL
- B. HIGH PERFORMANCE PROGRAM: SPECIFIC

Each aspect is discussed under the following headings:

- ❖ STATEMENT OF PURPOSE
- ❖ ORGANIZATIONAL CHART
- ❖ STATEMENT OF GOALS
- ❖ ACTIVITIES
- ❖ INITIATIVES
- ❖ BUDGET
- ❖ REFERENCE

The budget priorities for 2006 are:

PRIORITIES	2006
National Head Coach Salary & Benefits	136.9
National Head Coach Travel	15.0
High Performance Coach Training	35.0
Junior Development Squad (Dream Team)	30.0
Regional Training Seminars	7.4
RA International Competition (Mexico G.P.)	10.9
European Grand Prix (Turkey)	26.8
Men's Elite Training	20.0
Women's Elite Training	20.0
Jr. World Target Championships	40.5
Pan Am Championships	22.4
RA Program	75.1
RA Assistant Coach	21.0
TOTAL	461K

USA ARCHERY HIGH PERFORMANCE PROGRAM

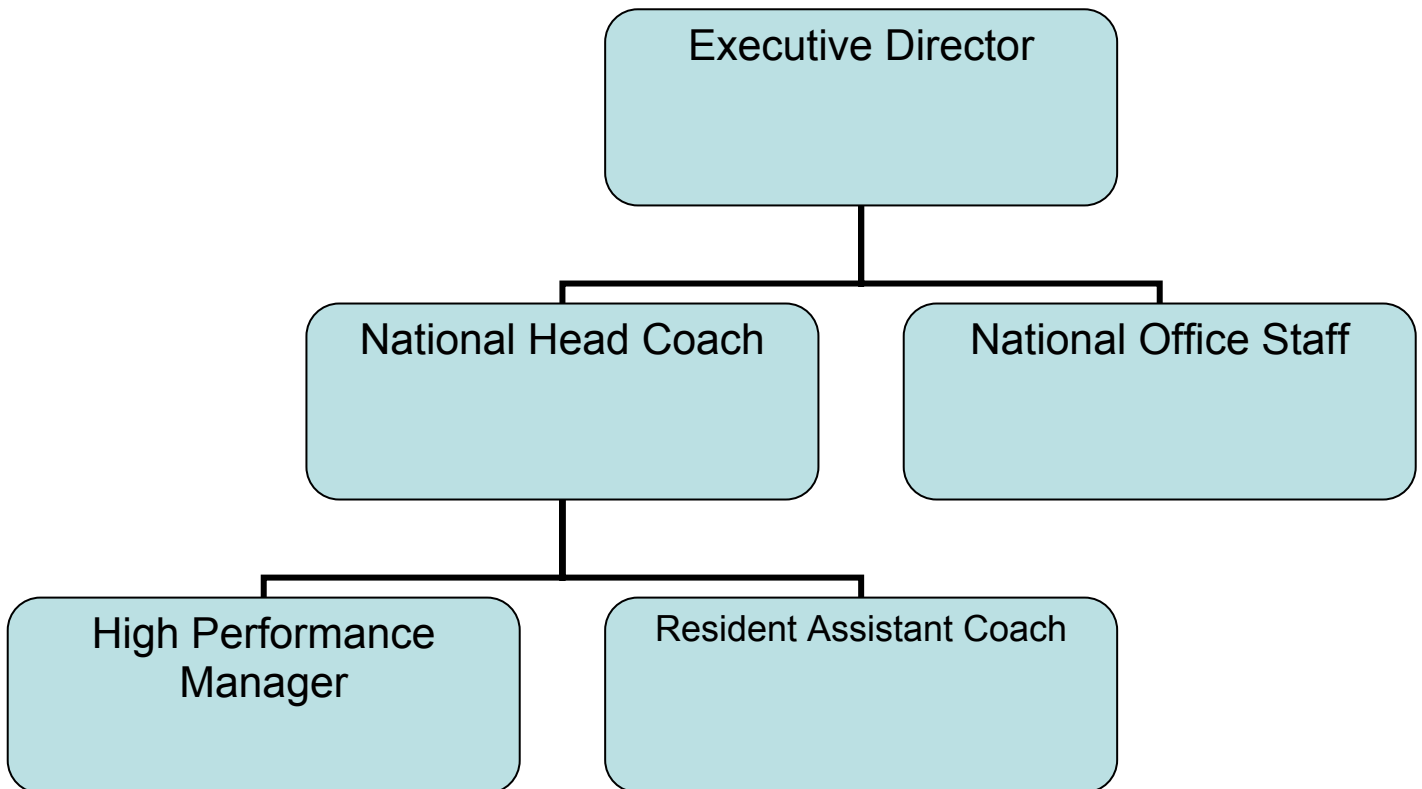
GENERAL

GENERAL STATEMENT OF PURPOSE

The purpose of the USA Archery High Performance Program is to achieve the vision and mission by planning and implementing a system that provides the resources and focus for the best archers at each stage of the development pipeline to achieve their full potential.

ORGANIZATIONAL CHART

(USA Archery HP Plan Reporting Structure)



HP Program Structure: (see Appendix 2 & 3, pages 59-60)

STATEMENT OF GOALS

Meet the markers set by USA Archery and USOC annually.
(See Performance Measures, page 52)

In general, the HPP goals are:

- Improve athlete and coach training methods.
- Establish a National Training System
- Increase the numbers of internationally competitive athletes in the U.S.
- Increase the number and quality of archery coaches in the U.S.

ACTIVITIES

Athlete Training and Preparation

- Participate in International competitions domestically.
- Participate in European Grand Prix events.
- Conduct a Resident Athlete Program (see 2007 RA Program Criteria at www.usarchery.org/programs).
- Conduct training camps to help prepare for Olympic competition.

High Performance Testing and Support

- PET established to advance training on all levels with regular, prompt feedback and support to all elite team members.

High Performance Coach Training

- Conduct Regional Training Seminars
- Conduct National Coach Training Seminars
- Conduct Elite Coach and Regional HP Coach Training Clinics at CV
- Implement revisions to our general coach education system

INITIATIVES

Priority Number: **1**

Initiative Name: **Upgrade Elite Training Program**

Goal Enhancement: To provide structure and support that will maximize program effectiveness.
Program will include objective measures and standards.
Recruit top ranked archers to join Resident Athlete Program.
Establish methods for connecting all elite athletes to the NHC and the National Program, regardless of location.

Does this establish a new goal? No

Responsibility: High Performance Staff

Priority Number: **2**

Initiative Name: **Establish Standardized National Training System**

Goal Enhancement: To ensure continuity within our pipeline and an efficient system for regaining and maintaining world leadership status.

Does this establish a new goal? No

Responsibility: High Performance Staff, CDC

Priority Number: **3**

Initiative Name: **Development of Regional HP Coaches**

Goal Enhancement: To establish a consensus approach (system) for development of archery talent.
Implementation of the BEST method in all coach training.

Does this establish a new goal? No

Responsibility: HP Staff and CDC

Priority Number: **4**

Initiative Name: **Specialized Junior Development**

Goal Enhancement: To establish a “Junior Dream Team” that will train with the NHC in preparation for the 2012 Olympics.

Does this establish a new goal? No

Responsibility: HP Staff, Sport Science and Technology

Priority Number: **5**

Initiative Name: **Fully integrate PET Support**

Goal Enhancement: To increase the use and quality of sport science service provided to athletes and coaches on a year-round basis and to fully integrate PET activity into the resident athlete and long-term program athlete training.

Does this establish a new goal? No

Responsibility: HP Staff, Sport Science and Technology

Priority Number: **6**

Initiative Name: **Elite Coach Development**

Goal Enhancement: To train an elite group of coaches who are capable of effectively preparing elite athletes for international competition and for staffing major international events.

Does this establish a new goal? No

Responsibility: HP Staff, CDC, Sport Science and Technology

Priority Number: **7**

Initiative Name: **National Talent Development Camps (Regional)**

Goal Enhancement: To attract, identify and develop talent.

Does this establish a new goal? No

Responsibility: Regional High Performance Coaches, HP Staff

Priority Number: **8**

Initiative Name: **Youth Recruitment Project**

Goal Enhancement: To launch a national youth recruitment project in all four regions to grow the athlete pool and provide quality coaching at all development levels.

Does this establish a new goal? No

Responsibility: JOAD Committee

Priority Number: **9**

Initiative Name: **Improve General Coach Training**

Goal Enhancement: To establish a consensus approach (system) for development of archery talent.
Implementation of the BEST method in all coach training.

Does this establish a new goal? No

Responsibility: CDC and HP Staff



PERFORMANCE MEASURES

2006-2008

“BEST in the WORLD”

PERFORMANCE MEASURES

2006

- All High Performance Program (HPP) athletes will be able to provide a written training plan for 2006 prior to receiving any support dollars
- All HPP athletes will be able to provide a written training plan for 2006 (Resident athletes, other top athletes) by May 22, 2006
- USOC will receive quarterly updates on athlete performance via quarterly reports provided by the USA Archery High Performance Staff
- By the end of 2006, USA Archery will have at least 4 men and 4 women average within 1 point of the international 12-arrow standard, which is doubled the number achieving this level during the previous 4 years *
- By the end of 2006, USA Archery will have at least 3 men and 2 women averaging over 1300 on the FITA round or 650 on the 70 meter round, which is 40% more than achieved this level during the previous 4 years *
- PET team mid-year and year-end report (June 30, December 31, 2006) to include progress to date and plan for remaining 2006 and 2007 (due June 30).
- Have 1 top 8 and 1 top 16 individual finishes and 1 top 8 team finish at the Turkish Grand Prix.
- Have at least 50 coaches trained in the BEST method (at least 15 HP Regional Coaches).

* Overall program measures

2007

- All High Performance Program athletes will be able to provide a written training plan for 2007 by September 30, 2006.
- USOC will receive quarterly updates on athlete training and performance via reports provided by the USA Archery High Performance Staff.
- By the end of 2007, USA Archery will have at least 6 men and 6 women averaging within 1 point of the international 12-arrow standard.
- By the end of 2007, USA Archery will have at least 5 men and 4 women averaging over 1300 on the FITA round or 650 on the 70 meter round.
- PET mid-year and year-end reports will be filled by June 30 and December 31, respectively.
- Have at least 1 top 4 individual, 2 top 8 individual and 2 top 8 team finishes in Grand Prix events.
- Have 3 top 19 men and 3 top 19 women, individually, or 2 top 8 ranked recurve teams in the World Target Championships (Olympic qualifying spots).
- Win at least 5 medals at the Pan Am Games.
- Have at least 100 coaches trained in the BEST method (at least 30 HP Regional Coaches and at least 12 Elite Coaches).

2008

- Win three (3) medals in the Beijing Olympic Games.



EVENT SCHEDULE

2006-2008

“BEST in the WORLD”

2006 Schedule

Date	Event	Location	NHC Attendance
Jan. 5-7	ATA Show	Atalanta, GA	
Jan. 10	Start of Long-Term Camp	Chula Vista, CA	yes
Jan. 13-16	High Performance Camp - Women	x Chula Vista, CA	yes
Feb. 2-6	Kisik Trip - book launch	Japan	yes
Feb. 9-12	The World Archery Festival	x Las Vegas, NV	yes
Feb. 11-26	Winter Olympics	Torino, Italy	
Feb. 17-19	37th U.S. National Indoor Championships	Concord, NC	
Feb. 24-26	37th U.S. National Indoor Championships	Fairbanks, AK; Tulare, CA	
Mar. 1	Start of Resident Athlete Program	Chula Vista, CA	yes
Mar. 3-5	37th U.S. National Indoor Championships	East Lansing, MI; Andover, MA; Murphysboro, IL; College Station, TX	
Mar. 10-12	37th U.S. National Indoor Championships	Wisconsin Rapids, WI; Salt Lake City, UT; Harrisonburg, VA	
Mar. 16	NASP Championship	x Louisville, KY	yes
Mar. 17-19	NFAA Indoor Championship	Louisville, KY	
Mar. 17-18	BOG Meeting	x Louisville, KY	yes
Mar. 19-25	World Ranking Event	Puerto Rico	
Mar. 25	East Region Training Seminar	x Lancaster, PA	yes
Mar. 30-Apr. 2	Coach Training Seminar	x Colorado Springs, CO	yes
Apr. 5-9	Arizona Cup (USAT Event)	x Phoenix, AZ	yes
Apr. 9-16	World Ranking Event	x Mexico	yes
Apr. 20-27	Olympic Planning	x Beijing, China	yes
Apr. 21-23	WAF Archery Classis	Pittsburg, PA	
Apr. 28-30	Texas Shootout (USAT Event)	x College Station, TX	yes
May 6	West Region Training Seminar	x San Juan Capistrano, CA	yes
May 7-11	World Ranking Event	Cuba	
May 10-13	1st European Grand Prix & W. Cup Series	Porec, Croatia	
May 17-21	USIAC/World Univ. Archery Champ. Trials	x UCLA	yes
May 27	South Region Training Seminar	x Conyers, GA	yes
Jun. 2-4	Gold Cup (USAT Event)	x Bloomfield, NJ	yes
Jun. 7-10	2nd European Grand Prix & W. Cup Series	x Antalya, Turkey	yes
Jun. 8-11	National Field Champ. / World Field Trials	Spokane, WA	
Jun. 12-18	World University Archery Championships	Vinice, Slovakia	
Jun. 21-25	World Ranking Event & W. Cup Series	San Salvador, El Salvador	optional
Jun. 29-Jul. 2	JOAD Nationals	x Lebanon, OH	yes
Jul. 5-8	3rd European Grand Prix	Oblia, Sardinia, Italy	
Jul. 15	North Region Training Seminar	x Chicago, IL	yes

Jul. 24-28	NFAA Outdoor Championships		Yankton, SD	
Aug. 1-5	122nd U.S. National Target Championships	x	Colorado Springs, CO	yes
Aug. 1-6	Jr. World Target Trials	x	Colorado Springs, CO	yes
Aug. 20-27	Jr. Dream Team Camp (tentative)	x	Chula Vista, CA	yes
Aug. 27- Sep. 2	20th World Field Archery Championships		Gottenburg, Sweden	
Sep. 5	Start of New RA Program Year	x	Chula Vista, CA	yes
Sep. 7-10	Coach Training Seminar	x	Colorado Springs, CO	yes
Sep. 10-17	Elite Training Camp (men & women) - tentative	x	Chula Vista, CA	yes
Sep. 22-29	Pan Am Test Event		Rio de Janeiro, Brazil	optional
Sep. 26-30	World Cup Series		Shanghai, China	optional
Oct. 6-7	BOG Meeting	x	Colorado Springs, CO	optional
Oct.15-21	9th Jr. World Target Championships	x	Merida, Mexico	yes
Oct. 22	World Cup Final	x	Merida, Mexico	yes
Nov. 6-12	Jr. Dream Team Camp (tentative)	x	Chula Vista, CA	yes
Nov. 12-18	Elite Training Camp (men & women) - tentative	x	Chula Vista, CA	yes
Nov. ?	Level 3 & 4 Coach Training Courses	x	?	yes

x – attended by the NHC and/or the HPM.

2007 Schedule

Tentative - Subject to Change		
Date	Event	Location
Jan. 18-20	ATA Show	
Jan. 5-7	World Indoor Team Trials	Harrisonburg, VA
Jan.	LAS Classic Indoor	Lancaster, PA
Feb. 9-11	The World Archery Festival	Las Vegas, NV
Feb. 23-25	38th U.S. National Indoor Championships	Tulare, CA; Webster, NY & Rio Rancho, NM
Mar. 2-4	38th U.S. National Indoor Championships	SLC, UT; Andover, MA; Harlem, GA; WI Rapids, WI; C.S., TX; & Williamston, MI
Mar. 9-11	38th U.S. National Indoor Championships	Wichita, KS; Harrisonburg, VA; & Fairbanks, AK
Mar. 15	NASP Championship	TBA
Mar.	NFAA Indoor Championship	
Mar. 24-25	BOG Meeting	Colorado Springs, CO
Mar. 13-17	World Indoor Championships	Izmir, Turkey
Mar.	World Ranking Event	Puerto Rico
Apr. 12-15	Arizona Cup (USAT Event)	Phoenix, AZ

Apr.	World Ranking Event	Mexico
Apr.	WAF Archery Classis	Pittsburg, PA
Apr. 28-29	Texas Shootout (USAT Event)	College Station, TX
May	1st European Grand Prix & W. Cup Series	
May 17-20	USIAC	Sparta, IL
May 25-27	Gold Cup (USAT Event)	Bloomfield, NJ
May 31- Jun. 3	World Target & Pan Am Team Trials 2nd European Grand Prix & W. Cup Series	Chula Vista, CA
Jun.	National Field Championships	Spokane, WA
Jun. 8-10	Southern Illinois Cup (Jr. USAT Event)	Murphysboro, IL
Jun.	Voyager Cup (USAT Event)	Minnesota
Jun.	World Ranking Event & W. Cup Series	
Jun. 28-Jul. 1	JOAD Nationals	Chula Vista, CA
Jul.	3rd European Grand Prix	
Jul. 5-15	44th World Target Championships	Leipzig, Germany
Jul. 13-29	Pan Am Games	Rio de Janeiro, Brazil
Jul.	NFAA Outdoor Championships	Yankton, SD
Jul. 31 - Aug. 4	123rd U.S. National Target Championships	Colorado Springs, CO
Aug. 23-29	Olympic Test Event	Beijing, China
Oct. 3-7	Olympic Trials - 1st Selection Shoot	
Oct. 6-7	BOG Meeting World Cup Final	

2008 Schedule

Tentative - Subject to Change		
Date	Event	Location
Jan.	ATA Show	
Jan.	LAS Classic Indoor	Lancaster, PA
Feb.	The World Archery Festival	Las Vegas, NV
Feb.	39th U.S. National Indoor Championships	
Mar.	39th U.S. National Indoor Championships	
Mar.	NASP Championship	TBA
Mar.	NFAA Indoor Championship	
Mar.	BOG Meeting	Colorado Springs, CO
Apr.	Arizona Cup (USAT Event)	Phoenix, AZ
Apr.	World Ranking Event	
Apr.	2nd Olympic Team Selection Shoot	Chula Vista, CA

Apr.	WAF Archery Classis	Pittsburg, PA
Apr.	Texas Shootout (USAT Event)	College Station, TX
May	1st European Grand Prix & W. Cup Series	
May	USIAC & W. Univ. Champ. Trials	
May	Gold Cup (USAT Event)	Bloomfield, NJ
May	3rd (Final) Olympic Team Selection Shoot	Chula Vista, CA
Jun.	2nd European Grand Prix & W. Cup Series	
	National Field Championships & W. Field	
Jun.	Tr.	Spokane, WA
Jun.	Southern Illinois Cup (Jr. USAT Event)	Murphysboro, IL
Jun.	Voyager Cup (USAT Event)	Minnesota
	Jr. World Target Team Trials	
Jun.	World Ranking Event & W. Cup Series	
Jun.	JOAD Nationals	
Jul.	3rd European Grand Prix	
	7th W. Univ. Archery Championships	
	10th Jr. World Target Championships	India
	21st W. Field Championships	
Jul.	NFAA Outdoor Championships	Yankton, SD
		Colorado Springs,
		CO
Aug.	124th U.S. National Target Championships	
Aug. 8-		
24	Olympic Games	Beijing, China
Oct.	BOG Meeting	



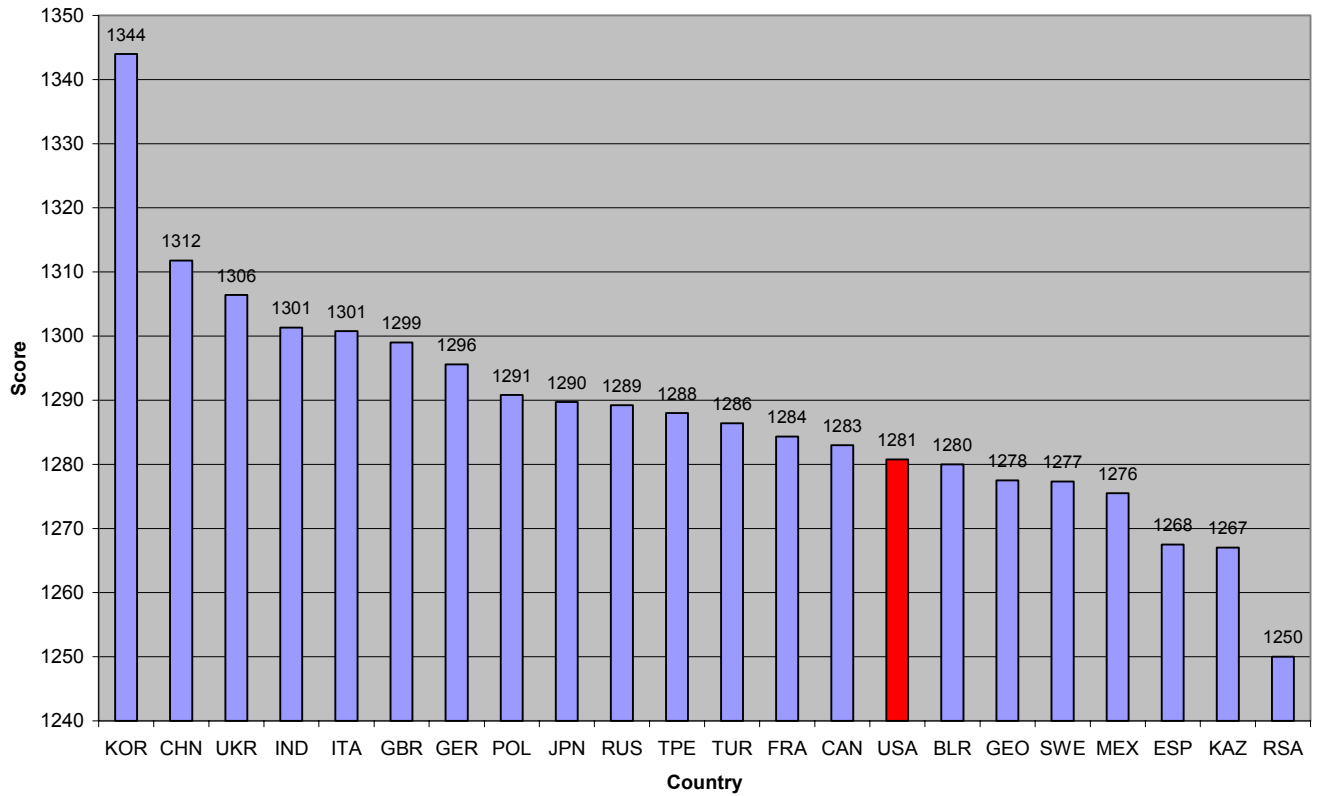
APPENDIX

2006-2008

“BEST in the WORLD”

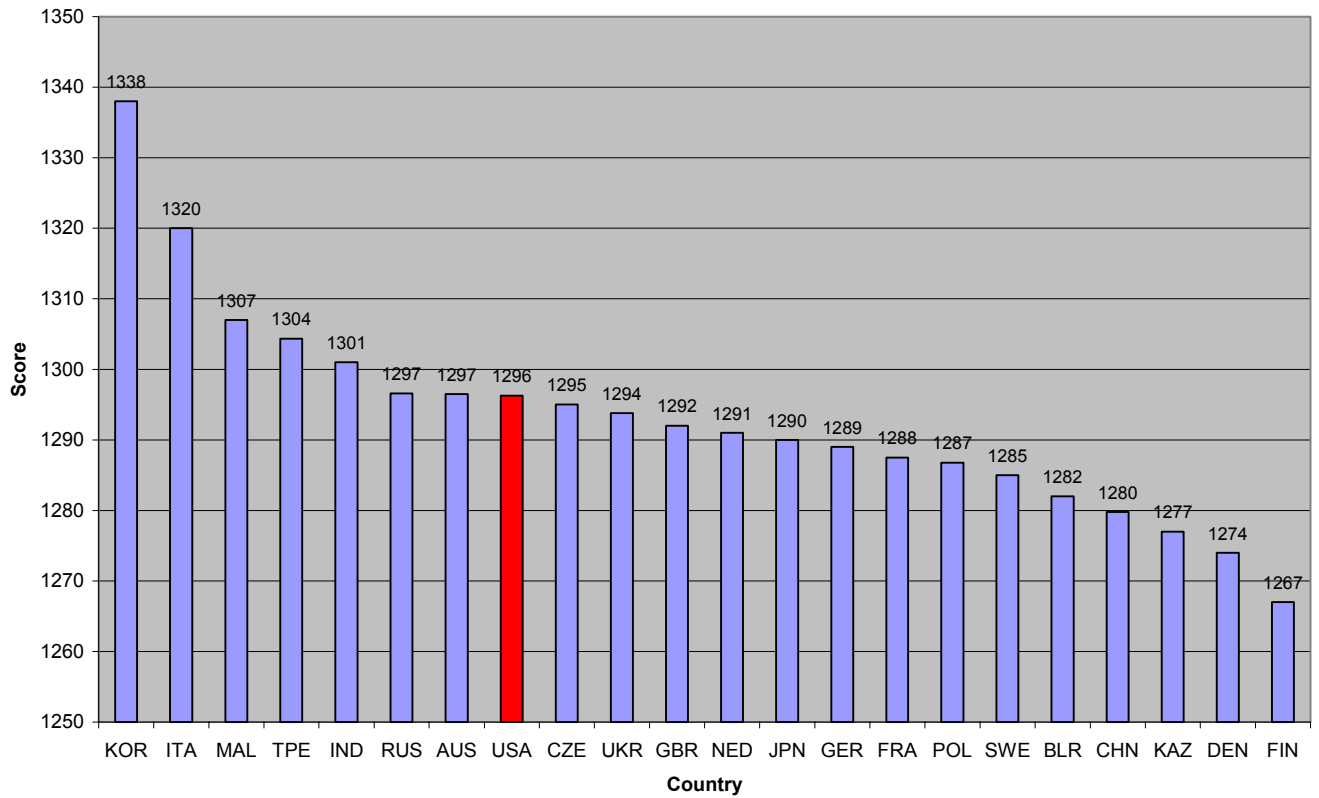
APPENDIX 1

Women's Team Member Average at WTC '97, '99, '01, '03, '05



USA women are showing an upward trend in competitiveness within the past year or two. Over much of the time period shown above, we only had one female that was internationally competitive. Last year we had two and we will soon have three or more, which will have a large impact on our competitiveness as a team.

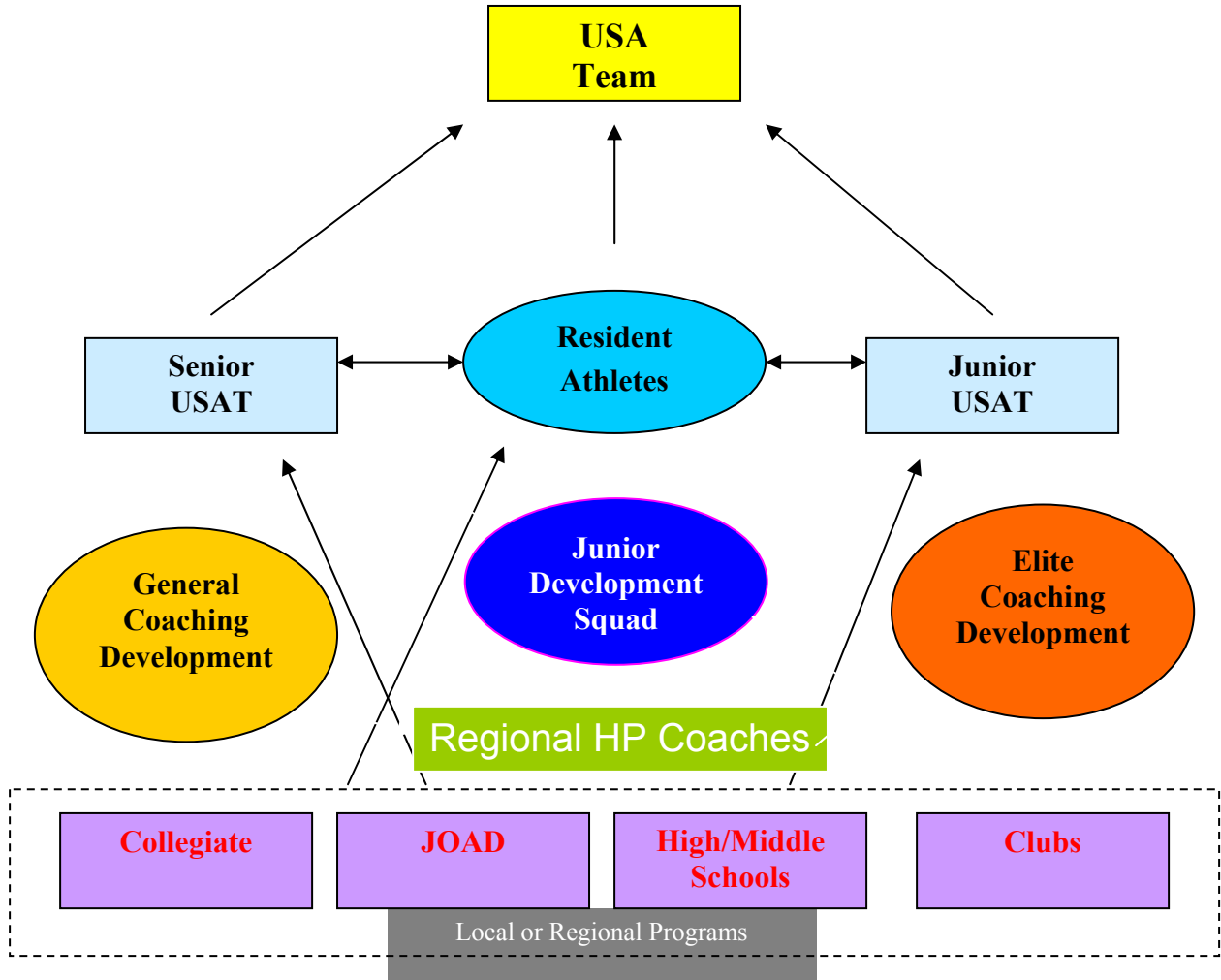
Men's Recurve Team Score Avg in WTC '97, '99, '01, '03 & '05



Malasia (3rd highest) only competed in one WTC during this period, therefore, their ranking may be unreliable. USA is very close to Russia and Australia. We finished 3rd and 4th, respectively, at the last two Olympics and 5th and 7th, respectively, at the last two World Target Championships.

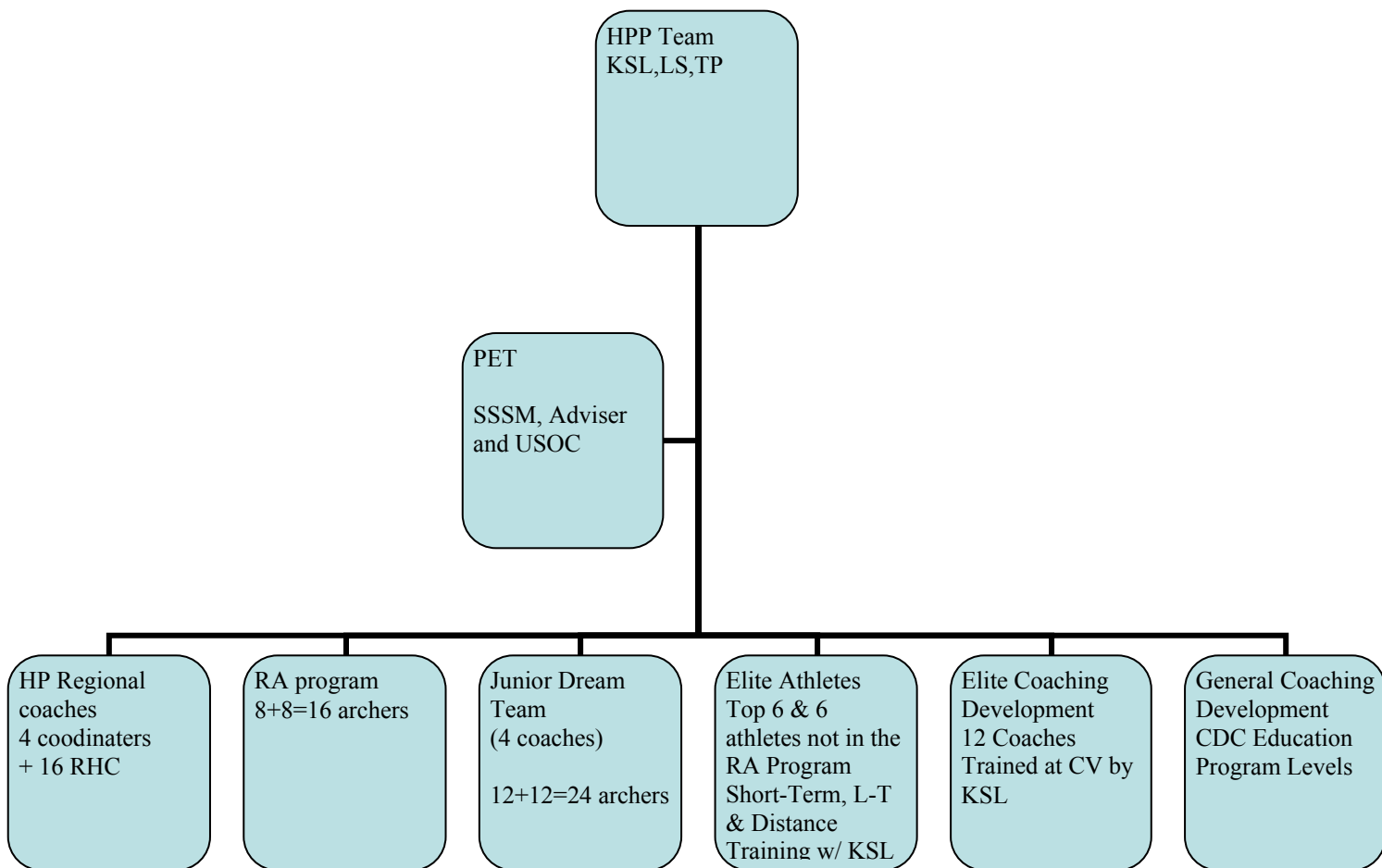
APPENDIX 2

USA Archery High Performance Program



APPENDIX 3

High Performance Program Operational Chart



APPENDIX 5

USA ARCHERY REGIONAL HIGH PERFORMANCE COACH SELECTION PROCEDURES

For 2006, the Regional HP Coaches will be selected according to the following procedures:

- Only coaches who have attended training sessions with the National Head Coach will be considered.
- Selection will be dependent upon unanimous agreement by the members of the USA Archery High Performance Team, which includes: National Head Coach, Kisik Lee; High Performance Manager, Tom Parrish; and Resident Assistant Coach, Larry Skinner.
- USA Archery's goal is to assemble a network of Regional HP Coaches that will work well as a "team" with the National Head Coach as the "Team Leader" and the High Performance Manager as the "Team Manager". Objective standards are not enough to successfully assemble such a team. The team assembled must consist of coaches that compose the best team, not necessarily the best individual talents, and those who are willing to make the commitment to participate to the fullest extent required by USA Archery. There are numerous archery coaches within the U.S. and many of them have several years of experience and impressive résumés. Selection to the Regional HP Coach role requires USA Archery to look beyond such credentials in order to assemble the best "team" with the best chance of working together harmoniously to accomplish the goals of the USA Archery High Performance Program.
- Only coaches who display the following characteristics will be selected/retained:
 - Good working knowledge of the BEST Method (including ability to instruct other coaches and athletes)
 - Ability to coach at all levels
 - Good diagnostic skills
 - Clearly defined coaching philosophy
 - Cares about the sport and about individual archers
 - Good people skills and communication skills
 - Ability to understand the mindset of competitive archers
 - Leadership ability in the Region in which they reside
 - Organized and capable of providing reports as scheduled
 - Displays a positive attitude and patience
 - Honesty
 - Credibility
 - Maturity – emotional control
 - Sound judgment
- The assessment of all subjective components of the selection criteria remain the domain of the High Performance Team, as defined above.

APPENDIX 6

USA ARCHERY JUNIOR DEVELOPMENT SQUAD SELECTION PROCEDURES

For 2006, the initial 24 members of the Junior Development Squad will be selected as follows:

(Recurve only)

- **Top 3 junior males and top 3 junior females from the 2006 JOAD National Championships (July 2).**
- **Top 2 cadet males and top 2 cadet females from the 2006 JOAD National Championships (July 2).**
- **Top 3 junior males and top 3 junior females from the 2006 Junior World Target Team Trials (August 6).**
- **Top 2 cadet males and top 2 cadet females from the 2006 Junior World Target Team Trials (August 6).**
- **Remaining spots to be filled at the discretion of the National Head Coach.**
 - **Selection will be limited in all cases to athletes that are 12-18 years of age.**
 - **Discretionary selection will take into consideration the following:**
 - **Current physical and mental ability**
 - **Potential for future success as determined by the NHC**
 - **Positive attitude, mature for their age, and “coachable”**
- **Continuance in the program to be at the discretion of the National Head Coach based on the following criteria:**
 - **Adherence to program training requirements**
 - **Adherence to the USA Archery Code of Conduct**
 - **Displays maturity and acceptance of personal responsibility**
 - **Displays discipline and good work ethic**
 - **Displays positive attitude**
 - **Displays honesty & integrity**
 - **Participates in activities with a “team” attitude**

APPENDIX 7

Communication of program requests for training centers:

All requests for use of Olympic Training Centers (Chula Vista, Colorado Springs, Lake Placid), must be initiated with the High Performance Manager. Once assessed by the High Performance Manager that the request coincides with the High Performance Plan (by way of collaboration with the National Head Coach), this request is forwarded to the National Office, meeting the established deadlines (6 weeks prior to program start date). The National Office (via the Executive Director or designee) will submit this approved request to Olympic Training Center's central scheduling, meeting the established deadlines (5 weeks prior to start date).

Paralympic programming will submit requests directly to Centralized Scheduling, with consent of USA Archery as it pertains to consideration of facility availability, equipment use and/or personnel.

Once received, Olympic Training Center contacts will confirm back with USA Archery the receipt and approval/declination of these requests, 4 weeks prior to start date.

APPENDIX 8

USOC/NGB AGREEMENT FOR OLYMPIC TRAINING CENTER USE

(Updated 5/1/06)

NGB: *ARCHERY*

NGB CRITERIA:

Funded Access* (Recurve athletes only): *See note on last page.

1. Top 20 men and top 20 women on the most current rolling ranking list.
2. Top 10 junior boys and top 10 junior girls on the most current Jr. USAT list.
3. Top 3 cadet boys and top 3 cadet girls on the most current Jr. USAT list.
4. Team training: Any athlete who is not listed in the numbers 1-3 above who is selected to the World Target Championships, Pan Am Games, or Olympic Games for the year in question and only leading up to the start of the event in question.
5. All archery athletes accepted into long-term programs based upon the specific criteria for that program as approved by the USOC/OTC.
6. All Olympic medalists for USA Archery attending short-term programs who are still competitive or are attending a development program as part of the staff to motivate young archers.

Note: Staff for training camps, where the majority of athletes are criteria athletes, is not charged.

Participants in coach and officials development /education courses are not charged.

Charged Access:

7. All athletes that do not meet criteria 1-6 above.
8. All staff, coaches, officials, or others that do not meet the criteria in the “note” above.

All Athletes:

A complete, thorough and current training plan must be on file with the USA Archery before access will be permitted.

All Participants:

Requests for use of OTC facilities must be made through the USA Archery High Performance Manager and must be submitted for approval to the OTC no less than 45 days prior to the intended date of arrival. The OTC must provide approval prior to any program or activity being conducted.

Current Fee Structure

Room and board = \$40/day (\$60/day for non-U.S. citizens)
Meals only = \$25/day (Breakfast-\$5, Lunch-\$6, Dinner-\$8)
Facility Use Only = \$10/day (\$5 – USOC; \$5 – USA Archery)

ELIGIBLE ATHLETES

ROLLING RANKINGS (May 1, 2006 – June 4, 2006)

Men

1. Vic Wunderle
2. Butch Johnson
3. Joseph McGlyn
4. Jason McKittrick
5. Guy Krueger
6. Shawn Rice
7. Nathan McCullough
8. Richard White (IN)
9. Tyler Benner
10. Guy Gerig
11. Dakota Sinclair
12. Tyler Martin
13. Brett Lazaroff
14. Sagar Mistry
15. Tyler Domenech
16. Stanley Cheng
17. George Tekmitchov
18. Brady Ellison
19. David Ontell
20. Tim Meyers

Women

1. Jennifer Nichols
2. Khatuna Lorig
3. Amanda Nichols
4. Ashley Kamuf
5. Stephanie Miller
6. Kendra Harvey
7. Joy Fahrenkrog
8. Janet Dykman
9. Kate Anderson
10. Olga Usherenko
11. Phyllis Shipman
12. Lindsey Carmichael
13. Lindsay Pian
14. Stephanie Deutsch
15. Lori Cieslinski
16. Nasreen Bakht
17. Stephanie Rowland
18. Tiffany Hirano
19. Amanda Wiss
20. Dawn Chudy

JUNIOR USAT LIST (August 9 2005 – August 8, 2006)

Jr. Men's Recurve

1. Jake Kaminski
2. Tyler Martin
3. Jonathan Miller
4. Jason Burkett
5. Chris Pelletier
6. Patrick Stoltman
7. John Nelson
8. Spenser Rothwell
9. Michael Barber
10. David Lipsey

Jr. Women's Recurve

1. Lindsay Pian
2. Stephanie Rowland
3. Heather Pfeil
4. Danielle McCullough
5. Mollie Moore
6. Maggie Huff
7. Tiffany Hirano
8. Angela Taggart
9. Sara Goshorn
10. Elizabeth Montgomery

Cadet Men's Recurve

1. Daniel Schuller
2. Timothy Noble
3. Lee Stewart

Cadet Women's Recurve

1. Melissa Ash
2. Trelaina Borges
3. Maggie O'Connor

USA ARCHERY OLYMPIC MEDALISTS

Doreen Wilbur
John Williams
Lu Ann Ryon
Darrell Pace
Rick McKinney
Melanie Skillman
Debbie Ochs
Denise Parker
Jay Barrs
Justin Huish
Rod White
Butch Johnson
Vic Wunderle

***NOTE: Access to the OTC, even for eligible athletes and coaches, is still subject to approval and is not guaranteed as a condition of being on the funded access list.**

APPENDIX 9

USA Archery - Chula Vista OTC Access Policy

Athletes: Must meet the OTC Criteria agreed upon by USA Archery and the USOC (see NGB/OTC Criteria) and/or be a participant in at least one of the programs described below (in order of priority).

- 1) Resident Athletes or approved RA applicants/candidates
- 2) Junior Development Squad
- 3) Approved Short-Term or Long-Term Camp or Group
(Ex. Elite Training Camp)
- 4) Elite Short-Term Individuals (on a very limited basis) by approval of the High Performance Team (includes the National Head Coach, Assistant Coach & High Performance Manager).

Athletes not meeting the criteria or the priorities of the USA Archery High Performance Program should plan to attend one of Coach Lee's regional seminars and communicate with the Regional High Performance Coach in their area (once established) for assistance with their training.

Coaches: Must meet the OTC Criteria agreed upon by USA Archery and the USOC (see NGB/OTC Criteria) and/or be a participant in at least one of the programs described below (in order of priority).

- 1) Coaches participating in the High Performance Coach Training Program
- 2) Individual Personal Coaches of High Performance Program Athletes who are training at the OTC at the time
- 3) Coaches participating in special short-term programs, such as Elite Training camps or Coach Training Seminars

Coaches desiring to learn Coach Lee's system are encouraged to attend one of his regional seminars.

Summary:

Coach Lee will be occupied with training the groups listed above and will not have much time for individual requests. Coach Lee's systematic approach involves an orientation meeting to introduce his philosophy, coaching system and the basis for his proven shooting technique, followed by regular, daily training to effectively develop an archer or coach. Obviously, it is not efficient for him to go through these things with numerous individuals one at a time, nor is it effective if only limited to a one-time meeting for a few days. Therefore, he wisely desires to keep most of his activities at the OTC within a group structure and plans to meet the needs of individual archers across the U.S. through the network of coaches trained in his system.

APPENDIX 10
HPP BUDGET SHEETS