

# Mission, Vision, Values

*What we do, where we want to go, what we believe in.*



## OUR MISSION

We create and cultivate opportunities for participation and achievement in figure skating.

## OUR VISION

Together, we foster fun and inspire a lifelong passion for skating, while developing champions on and off the ice.

## OUR VALUES



### EXCELLENCE

Highest standards in all endeavors.



### INTEGRITY

Honesty and openness in all we do.



### RESPECT

We value each other's voices, contributions and well-being.



### RESILIENCE

We get up and adapt to challenges on and off the ice.



### COMMUNITY








Nurturing connections through the skating community.



# 2018-22 Strategic Plan: Updates and Accomplishments



A copy of the 2018-22 Strategic Plan is found on Members Only, along with the full updates to the plan.

	Accomplishments	Updates to Plan	Responsibility
<p><b>MEMBERSHIP GROWTH AND RETENTION</b> <i>A solid and growing membership base</i></p> 	<p>End of Membership year 2018 was up 4.2% over prior year. Learn-to-Skate USA members is up 10% year-to-date. Introductory Members is up 5% year-to-date. Bridge Program working group stated.</p>	<ul style="list-style-type: none"> <li>- Focus on regular membership.</li> <li>- Use data analysis to determine where to invest funds to retain and grow.</li> <li>- A 4<sup>th</sup> Objective was added: Retain members after college.</li> </ul>	<p><b>Committees:</b> All in the Membership Development Group, Singles and Synchronized Skating Dev. &amp; Technical, Coaches, Athletes Advisory, DORM* <b>Headquarters:</b> Membership, Skating Programs, Marketing, Finance / IT * <b>Clubs</b> * U.S. Ice Rinks Association</p>
<p><b>ATHLETE DEVELOPMENT AND ATHLETE PROGRAMS</b> <i>Support all athletes in reaching their goals and maximizing their potential</i></p> 	<p>New qualifying competition structure set for implementation June 1. 1<sup>st</sup> National High Performance Development Team to launch Jan. 2020. Funding for High Performance athletes increased via the foundation. Alignment of International Committee and International Officials.</p>	<ul style="list-style-type: none"> <li>- Adjusted Objective # 2, to reflect overall support for the High Performance Plan.</li> <li>- Development of an international strategy and calendar.</li> <li>- Development of a High Performance plan for emerging and developing athletes.</li> </ul>	<p><b>Committees:</b> Adult, Programs &amp; New Prog. Dev., Singles, Pairs, Dance and Synchronized Skating Dev. &amp; Technical, Coaches, Athletes Advisory, Sports Science, International, International Officials, Competitions, DORM* <b>Headquarters:</b> Membership, Skating Programs, High Performance</p>
<p><b>TECHNOLOGY</b> <i>A current, functional, integrated and flexible technology platform.</i></p> 	<p>A Technology working group was appointed to prioritize needs. A 5-year "Technology Transformation Plan" was created. A NEW U.S. Figure Skating website is under development!</p>	<ul style="list-style-type: none"> <li>- Reorder of the objectives to complete a needs assessment first (completed Fall of 2018)</li> </ul>	<p><b>Headquarters:</b> Finance / IT, Events, Membership, Skating Programs, Marketing &amp; Communications * <b>Board of Directors</b> * <b>Technology Working Group</b></p>
<p><b>GOVERNANCE AND FINANCE</b> <i>An integrated and agile governance structure with a solid financial base.</i></p> 	<p>Committee Realignment Project approved by 2018 Governing Council. Adjustments made by leadership groups to closely align with Strategic Plan. Nominating Committee working group developed recommendations for improvements in process; leadership development emphasized.</p>	<ul style="list-style-type: none"> <li>- Added a strategy to develop a Nominating Committee Working Group to improve consistency, structure, education and to improve succession planning / leadership development.</li> </ul>	<p><b>Committees:</b> Membership, Finance, Rules, Nominating * <b>Board of Directors</b> * <b>Headquarters:</b> Finance / IT, Development, Membership * Office of the Executive Director</p>
<p><b>OFFICIALS</b> <i>A deep pool of well-trained officials across the U.S. to support U.S. Figure Skating tests and competitions.</i></p> 	<p>Officials Leadership group appointed; completed survey of all officials. Adjustments to committee structure to support Recruitment and Development /Assessment of officials. Developed additional strategies to meet the objectives defined.</p>	<ul style="list-style-type: none"> <li>- Added a strategy to create a leadership training program</li> <li>- Added a subcommittee for Recruitment.</li> <li>- Added a subcommittee for Development and Assessment.</li> <li>- Consider financial support for developing officials.</li> </ul>	<p><b>Committees:</b> Adult, Programs &amp; New Prog. Dev., Singles, Pairs, Dance and Synchronized Skating Dev. &amp; Technical, International Officials, Officials Training, DORM, Domestic Selections * <b>Headquarters:</b> Office of the Executive Director, Events, Skating Programs</p>
<p><b>SAFESPORT</b> <i>Ongoing proactive measures to protect members of U.S. Figure Skating against misconduct, abuse and harassment.</i></p> 	<p>Launched the "Your Voice" campaign in partnership with Team USA athletes. Implementation of expanded Background Checks and SafeSport Training. Leadership, including the AAC chair, continue to have ongoing dialogue with the USOC and U.S. Center for SafeSport. Hired a Manager of SafeSport Education and Outreach.</p>	<ul style="list-style-type: none"> <li>- Continuation of the proactive measures to protect members of U.S. Figure Skating against misconduct and abuse.</li> </ul>	<p><b>Committees:</b> <b>ALL</b> committees, led by SafeSport, Ethics and Grievance * <b>Headquarters:</b> <b>ALL</b> departments, led by the Office of the Executive Director * <b>Board of Directors</b> * <b>Clubs</b></p>
<p><b>BRAND AWARENESS</b> <i>A strong overall brand awareness.</i></p> 	<p>Created the outline for a Marketing working group. A brand guidelines book and style guide have been updated. National Skating Month feature the brand essence of Be Your Own Superhero!</p>	<ul style="list-style-type: none"> <li>- Added an objective to create a Marketing working group to partner with Headquarters to assist the Marketing Department in connecting to clubs, membership, etc.</li> </ul>	<p><b>Committees:</b> Membership * <b>Headquarters:</b> Marketing &amp; Communications * <b>Board of Directors</b> * <b>Marketing Working Group</b></p>