



Strategic Plan – 2007

(This plan was approved by the US Lacrosse Board of Directors on June 10, 2007.)

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Table of Contents

Table of Contents.....2

Introduction.....3

Organization Profile and History.....4

Mission, Vision and Value Statements.....6

Areas of Strategic Concentration, Goals and Strategies.....7

Appendices.....12

Introduction

Successful organizations do not achieve success by accident. Success requires thoughtful planning, constant self-evaluation, adjustment, adaptation, and a clear sense of mission, vision and values. US Lacrosse strives to be as successful as possible as the national governing body of lacrosse at all levels throughout the United States.

This strategic plan is the second strategic plan formulated by US Lacrosse since its inception in 1998. It represents the careful, thoughtful work of the US Lacrosse Strategic Planning Committee chaired by Lee Stevens over the past twelve months. Lee Stevens and all members of the Strategic Planning Committee fully deserve our heartfelt thanks and appreciation for a job well done.

The development of a strategic plan results in the establishment of organizational priorities, goals that are consistent with those priorities and strategies and action steps to achieve those goals. The US Lacrosse Strategic Plan – 2007 includes eight areas of strategic concentration that represent the organizational priorities of US Lacrosse for the next five years. Each area of strategic concentration includes specific goals and strategies/action steps to achieve those goals.

The US Lacrosse Strategic Plan – 2007 is nothing more than a plan. The strategic planning process does not end with the development of a strategic plan; instead, strategic planning continues on a consistent basis within the context of the overall strategic plan and the need to measure and evaluate organizational success in relation to the strategic plan and the ever-changing landscape of lacrosse at all levels throughout the United States.

The US Lacrosse Strategic Plan – 2007 therefore constitutes a beginning, and the organizational success of US Lacrosse in relation to the areas of strategic concentration set forth in the strategic plan will be evaluated on an ongoing and consistent basis by the US Lacrosse Strategic Planning Committee. This Committee will report back to the Board of Directors of US Lacrosse on an annual basis regarding the accomplishments of US Lacrosse in relation to the strategic plan and the areas in which the strategic plan may require modification or adjustment to conform with the reality of rapid change in the sport of lacrosse and the role of US Lacrosse as the national governing body of lacrosse throughout the United States.

Organization Profile and History

US Lacrosse is a 501(c)3 nonprofit organization founded in 1998 as the national governing body of men's and women's lacrosse. The organization resulted from a three-year strategic initiative led by stakeholders from every segment of the sport and focused on creating a unified national structure to more effectively support the growth and development of lacrosse.

US Lacrosse combines the contributions and talents of individuals formerly involved with a number of independent lacrosse organizations: the Lacrosse Foundation, the United States Women's Lacrosse Association, the National Junior Lacrosse Association, the United States Lacrosse Officials Association, United States Lacrosse Coaches Association, United States Club Lacrosse Association, the Central Atlantic Lacrosse League and the National Intercollegiate Lacrosse Officials Association.

Although the organization has only recently emerged within the national lacrosse community, US Lacrosse now provides a leadership role in virtually every aspect of the game throughout the United States, and its operations include numerous programs and initiatives, dozens of nationally circulated publications, regional and national events, and many services for its national membership. US Lacrosse also serves as an information resource for over one million lacrosse enthusiasts throughout the country.

Programs and Services include Coaches Education and Certification, Officials Training, BRIDGE, Diversity Initiative, Lacrosse Magazine, National Team program, All-American and Academic All-American programs, Physical Education Curriculum for lacrosse and the Sportsmanship Card Initiative.

National Events include Annual National Convention, U-13 and U-15 Youth Festivals, Women's Division Intercollegiate Associates National Championship, Women's Division National Tournament, Men's Division National Senior Showcase and National Lacrosse Hall of Fame Induction

US Lacrosse policy is determined by a 33-member national Board of Directors, which meets three times a year and includes men's and women's lacrosse representatives from more than two dozen states. The officers of the Board form an Executive Committee that meets six times a year to monitor the progress of the organization.

Men's and women's divisions under the board address the issues specific to the play of each version of the game; twelve councils within and/or between each division represent each constituency of the game; committees throughout the organization focus on specific areas of operation; and, hundreds of volunteers serve within these various components of the organization's national structure.

Over the past eight years, US Lacrosse membership has grown from 20,000 to more than 200,000 in 58 regional chapters throughout 36 states and the District of Columbia.

The membership category that has seen the greatest growth in terms of numbers is the Youth player constituency (18 years of age and under) and now represents 75% of our current membership. The organization's annual operating budget has increased tenfold from just over \$1 million in 1998 to \$11 million in 2007, and national staff has quadrupled from a dozen in 1998 to over 50.

The US Lacrosse national headquarters is located in Baltimore, and features a three-story administrative center, as well as The Lacrosse Museum and National Hall of Fame...the sport's national archive.

US Lacrosse relies on growing membership support for a large portion of its operational funding. Additional funding programs include annual giving, planned giving, foundation and corporate giving, capital drives, grants, advertising and special events.

The US Lacrosse Foundation is an independent nonprofit corporation that operates in support of US Lacrosse, the national governing body of men's and women's lacrosse. According to the US Lacrosse Foundation bylaws, "The principal aims and objectives of the Foundation are to encourage, foster and promote the sport of lacrosse, as played by both men and women, in the United States and, in particular, to benefit and support the programs and activities of US Lacrosse."

Mission, Vision and Value Statements

Mission

US Lacrosse is the national governing body of lacrosse. Through responsive and effective leadership, we provide programs and services to inspire participation while protecting the integrity of the sport.

Vision

US Lacrosse envisions a future that offers people everywhere the opportunity to discover, learn, participate in, enjoy and ultimately embrace the shared passion of the lacrosse experience.

Values

In accomplishing our mission, we value:

- ∞ The customer*
- ∞ Opportunity for all*
- ∞ Clear and effective communication*
- ∞ High standards of conduct*

Areas of Strategic Concentration & Goals

Areas of Strategic Concentration

- I. Organizational structure
- II. Communications
- III. Coaches and Officials Recruitment, Retention and Development
- IV. Barriers to Participation
- V. Financial Plan
- VI. Membership
- VII. Safety and Equipment
- VIII. Mission Critical Properties

I. Area of Strategic Concentration: Organizational Structure

USL will have an effective organizational structure that allows for the efficient and successful implementation of its mission.

Since its inception in 1998, USL membership has increased over 700% while its organizational structure has changed very little. USL will examine its structure and decide what changes, if any, will allow it to most effectively accomplish its mission.

I.1 Goal: Identify and re-examine volunteer and staff structures with the assistance of a consultant

I.2 Goal: Implement new organizational volunteer and staff structures based on the recommendations approved by the Board of Directors

II. Area of Strategic Concentration: Communications¹

USL will establish effective information and communication strategies to serve the sport.

The hallmark of any great organization is an effective internal and external communication structure. In order for USL to carry out its mission, it is imperative that the dissemination of information among staff, committees and volunteers, is carried out in a logical and effective way. Similarly, a clear and effective communications strategy is also vital to the organization's ability to engage members and the general public.

II.1 Goal: Establish and implement effective communication strategies for internal and external audiences

II.2 Goal: Establish broad-based public relations and marketing strategies/initiatives to expand national awareness of lacrosse

II.3 Goal: Establish USL as the national lacrosse information clearinghouse

III. Area of Strategic Concentration: Recruitment, Retention and Development of Coaches and Officials

¹ *In this context internal is defined as across and within staff, volunteers, boards, divisions, councils, committees and committee leadership. External is defined on two levels 1) membership and 2) the general public which includes the general lacrosse community and others*

Coaches and officials sustain and fuel the sport's growth. These two essential groups have substantial influence over the quality of experience and safety of participants, as well as the sport's culture. Therefore, a comprehensive and standardized certification program for both coaches and officials at every level is crucial to the welfare of participants and the sport's continued healthy growth.

III.1 Goal: Create and/or improve programs to recruit, develop and retain qualified coaches to support the growth of lacrosse

III. 2 Goal: Create and/or improve programs to recruit, develop and retain qualified officials to support the growth of lacrosse

III.3 Goal: Provide programs to qualify and certify 1) men's coaches, 2) women's coaches, 3) men's officials, and 4) women's officials

III.4 Goal: Establish and require high standards of sportsmanship in all phases and levels of the sport

IV. Area of Strategic Concentration: Barriers to Participation

US Lacrosse will create and expand opportunities by minimizing barriers to participation in the sport

Lacrosse is too often perceived as an elitist sport limited to northeastern prep schools. USL will correct this perception by providing accurate information on lacrosse participation and developing programs to ensure that the sport is accessible to all. US Lacrosse will identify and overcome obstacles to participation and encourage all members of the national lacrosse community to work to reduce those barriers.

IV.1 Goal: Diversify staff and volunteer base²

IV.2 Goal: Increase opportunities for participation in underserved communities

IV. 3 Goal: Increase, promote and deliver resources that support the creation and development of new lacrosse programs

V. Area of Strategic Concentration: Financial Planning

²: *Diversification as it relates to the goal of "diversifying staff and volunteer base of US Lacrosse" refers to geographic, socio-economic, racial, ethnic and cultural diversity.*

Growing organizations require a sound financial foundation to continue to fund operational growth. In order to effectively manage and support the tremendous growth of lacrosse throughout the country, USL will have a proactive financial plan that addresses capital and operating requirements. This plan should analyze how funds are generated to support all aspects of this strategic plan and identify contingencies to cover periodic shortfalls.

V. 1 Goal: Create a financial plan to ensure the organization's financial stability and viability while supporting defined strategic priorities

V.2 Goal: Provide a facility that enables USL to fulfill its mission

VI. Area of Strategic Concentration: Membership

The members of USL are the lifeblood of the organization. USL will provide greater member value in order to cultivate new members while retaining existing members to increase the overall membership.

VI.1 Goal: Provide a value proposition to retain existing and attract new members of USL

VII. Area of Strategic Concentration: Safety and Equipment

Lacrosse has changed significantly over the last 25 years. Rules, equipment and athleticism of participants have evolved considerably and continue to influence the frequency, severity and nature of lacrosse injuries and, as a result, player safety. The nature of lacrosse-related injuries has a significant influence on the growth of the sport.

USL will be an advocate for increased sport safety and a primary source of funding and leadership for greater research and related collaboration.

VII.1 Goal: USL is a primary resource for sport science and safety information and on-going research, as well as an advocate for safety in the game

VIII. Area of Strategic Concentration: Mission Critical Properties

As the National Governing Body for lacrosse, USL will prioritize, establish and own certain mission critical properties.

USL currently owns several key properties that help to define the organization and showcase the sport. USL will evaluate its current portfolio of properties and strategically consider the development of new ones. USL properties will be mission critical, in that they will relate directly to the organization's strategic priorities, in addition to emphasizing accountability and quality of experience. USL will nurture and promote these properties fully in order to maximize their benefit.

Examples of such properties include the following: Youth Festivals, National Team Program (men and women), the Women's Division National Tournament, the USL Museum and Hall of Fame and the USL Annual Convention.

VIII. 1 Goal: Determine which properties are the best uses of USL resources in order to fulfill its mission

Appendix I: ABBREVIATIONS USED IN STRATEGIC PLAN***AAU: Amateur Athletic Union***

The Amateur Athletic Union (AAU) is one of the largest, non-profit, volunteer, sports organizations in the United States. A multi-sport organization, the AAU is dedicated exclusively to the promotion and development of amateur sports and physical fitness programs.

ECAC: Eastern College Athletic Conference

The ECAC's membership includes 323 Division I, II, and III colleges and universities from Maine to North Carolina. The conference provides services to its constituents that include: administration of 111 championships and events in 35 men's and women's sports; assigning officials in 15 sports; coordinating awards; administration of affiliate organizations, conventions, meetings, marketing, officiating, playing leagues, public relations and special events.

ILF: International Lacrosse Federation

Founded in 1974, the International Lacrosse Federation (ILF) is the governing body of men's international lacrosse. The ILF has as its mission to promote and develop the game of lacrosse throughout the world, to establish rules and regulations for international competition, and conduct world championships.

IFWLA: International Federation of Women's Lacrosse Associations

International Federation of Women's Lacrosse Associations was formed in 1972 to promote and develop the game of women's lacrosse throughout the world. Inaugural members were Australia, England, Scotland, Wales and the United States. Today, ten member nations participate in World Cup competitions.

IMLCA: Intercollegiate Men's Lacrosse Coaches Association

The IMLCA was created to help build the game of lacrosse and become the premier organization providing coaches development and monitor the integrity of the game. Its membership is comprised of individual collegiate coaches.

MCLA: Men's Collegiate Lacrosse Association (formerly the USL Men's Division Intercollegiate Associates)

This Council, formerly known as the Intercollegiate Associates, represents the interests of the non-varsity collegiate programs that now play under the umbrella of the Men's Collegiate Lacrosse Association. Comprised of 185 college teams in nine conferences from coast to coast, the MCLA provides a "virtual varsity" structure for college non-varsity lacrosse - with conference championships, post-season awards, national polls, and NCAA regulations governing eligibility and rules of play.

MLL: Major League Lacrosse

Major League Lacrosse (MLL) was successfully launched in June 2001 as a single entity ownership structure to showcase the best professional outdoor lacrosse in the world. With local team operators in each market, ten (10) teams currently comprise the league.

NCAA: National Collegiate Athletic Association

NFHS: National Federation of State High School Associations

The National Federation of State High School Associations serves its members, related professional organizations and students by providing leadership for the administration of education-based interscholastic activities, which support academic achievement, good citizenship and equitable opportunities.

NLL: National League Lacrosse

The National Lacrosse League is North America's professional indoor lacrosse league, featuring the best lacrosse players in the world. The NLL has thirteen (13) teams playing in the major markets of the United States and Canada.

PCA: Positive Coaching Alliance

Positive Coaching Alliance (PCA) provides live, research-based training workshops and practical tools for coaches, parents and leaders who operate youth sports programs to get them on the same page about what it means to Honor the Game. Positive Coaching Alliance educates adults who shape the youth sports experience by offering partnership programs with YSO's (Youth Sports Organizations), schools, cities and national sports governing bodies. PCA also provides corporations with the opportunity to offer sports parent workshops to their employees.

USILA: United States Intercollegiate Lacrosse Association

The USILA is an association of Institutions with varsity lacrosse programs in all three NCAA divisions, founded in 1885. In 2005, its membership was 213 schools.

WDOC: Women's Division Officials Council (otherwise referred to as the NUC or National Umpiring Committee)

Appendix II: TIMELINE FOR STRATEGIC PLANNING COMMITTEE

December 2-4, 2005

Strategic Planning Session I: *Strategic Planning Committee and Advisory Board*

Topical focus: included review of USL history, operations and status report of current USL Strategic Plan; SWOTS (strength, weaknesses, opportunities, threats) development

March-April, 2006

Dissemination of work products from Session I. Work assignment #1

May, 2006

Dissemination of materials for review in preparation for June Planning Session. Work assignment #3.

June 16-18, 2006

Strategic Planning Session II: *Strategic Planning Committee*

Topical focus: Mission review/revision/development; identification, understanding and prioritization of critical issues

September 29-October 1, 2006

Strategic Planning Session III: *Strategic Planning Committee*

Topical focus: Goal development and related strategies/actions

November 11/10-12, 2006

Strategic Planning Session IV: *Strategic Planning Committee*

Complete and refine goals and strategies; prepare/determine next steps for June presentation to board of governors

January, 2007

Present Update to USL Board of Directors of Strategic Planning work completed to date and present new USL Mission Statement for approval

January through May, 2007

Small group sessions and regular conference calls to complete the Strategic Plan

May 1, 2007

Draft plan to USL Executive Committee for review and discussion at their May 14 meeting

May 18, 2007

Draft plan to USL Board of Directors for review and discussion at their June 9-10, meeting

June 9-10, 2007

Strategic Plan presented to USL Board of Directors for approval

Appendix III: USL STRATEGIC PLANNING COMMITTEE MEMBERS

David Burn

Current lacrosse affiliation: Men's referee, high school and college, Counsel to the Executive Committee of USL Board of Directors

Geographic location: Nashville, TN

Roles held in lacrosse career: Player, high school, college college, post collegiate club; President, TN Chapter of USL; At-large member USL BOD; Member first USL Strategic Planning committee; official

Lacrosse Honors: n/a

Alma Mater: Vanderbilt University, Memphis State University School of Law

Current or recent non-lacrosse professional role: Vice President and General Counsel, M633, Inc. Franklin, TN.

Ann Kitt Carpenetti

Current lacrosse affiliation: Women's Division Director, USL

Geographic location: Eldersburg, MD

Roles held in lacrosse career: Player, high school, college club, post-collegiate club; umpire

Lacrosse Honors: n/a

Alma Mater: University of Buffalo

Current or recent non-lacrosse professional role: Formerly served as the Director of Public Policy and Constituency Affairs for the Ovarian Cancer National Alliance in Washington, DC

Kevin Corrigan

Current lacrosse affiliation: Head Coach, Men's Lacrosse, University of Notre Dame

Geographic location: South Bend, IN

Roles held in lacrosse career: Player, high school, college; official; Coach, high school, College (D1 & D3)

Lacrosse Honors: n/a

Alma Mater: University of Virginia

Current or recent non-lacrosse professional role: n/a

Melissa D'Angelo

Current lacrosse affiliation: Head Coach, St. Anthony's High School

Geographic location: Huntington Station, NY

Roles held in lacrosse career: High School Coach and Official

Lacrosse Honors: n/a

Alma Mater: State University of NY at Oneonta

Current or recent non-lacrosse professional role: President/Owner – Computer Solutions

Tom Fitzsimmons

Current lacrosse affiliation: President, Northern Texas Chapter of USL, Chief Referee District 8, Men's Division Board of Directors, USL Regions Council, MDOC Training Committee

Geographic location: North Texas and Arizona

Roles held in lacrosse career: Player, high school, college, post-collegiate club; Coach high school and college; official

Lacrosse Honors: Captain, US Military Academy, 1973, All American HM, 1972-73, North South All Star Game, 1973, NCAA Post Graduate Scholarship for Academic/Athletic Achievement

Alma Mater: US Military Academy, Harvard Business School

Current or recent non-lacrosse professional role: President of Manufacturing Company, Dallas, TX

Brooke Fritz

Current lacrosse affiliation: Head Lacrosse Coach/Asst Athletic Director, Springside School

Geographic location: Wayne, PA

Roles held in lacrosse career: Player, coach, USL Coaches Council HS – Chair; USL Upper Atlantic Region – Chair, HS; VP- PASLA; USL Convention Committee, National Teams

Lacrosse Honors: 1st team All American, 1992, Captain, 1992 North/South All Star game, All NESCAC

Alma Mater: Bates College

Current or recent non-lacrosse professional role: n/a

Dale Kohler

Current lacrosse affiliation: General Manager, Brine

Geographic location: Baltimore, MD

Roles held in lacrosse career: Player, high school, college, lacrosse equipment sales and manufacturing

Lacrosse Honors: 3 time all American, team captain, national champion, 1974; member of the Baltimore Chapter of USL – Hall of Fame

Alma Mater: Johns Hopkins University, 1976

Current or recent non-lacrosse professional role: n/a

Hank Molloy

Current lacrosse affiliation: President, Northern California Chapter of USL, Level Five Men's Official

Geographic location: Mountain View, CA

Roles held in lacrosse career: Player, high school, college, post-collegiate club; official, USL Strategic Planning Committee, USL MDOC Board of Governors, District Officials Assigner

Lacrosse Honors: Inducted into the Northern California Lacrosse Hall of Fame, 2005

Alma Mater: US Naval Academy

Current or recent non-lacrosse professional role: n/a

John Robinette

Current lacrosse affiliation: Head Lacrosse Coach, Fort Lewis College

Geographic location: Durango, CO

Roles held in lacrosse career: Player, high school, college, post collegiate club; coach, youth, high school, college; Administrator, youth lacrosse; USL Strategic Planning Committee

Lacrosse Honors: n/a

Alma Mater: Salisbury University, 1993

Current or recent non-lacrosse professional role: Supervisor, Durango Parks and Recreation

Cathy Samaras

Current lacrosse affiliation: WomensLacrosse.com

Geographic location: Annapolis, MD

Roles held in lacrosse career: Started Quick Stix for Girls, WomensLacrosse.com, The Draw., helped start the Chesapeake Club Lacrosse (CC Lax)

Lacrosse Honors: Inducted into the Chesapeake Chapter Hall of Fame, 2005

Alma Mater:

Current or recent non-lacrosse professional role:

Kate Sherwood

Current lacrosse affiliation: Member, USL National Umpiring committee; Chair, Training Committee; Nationally rated umpire; Pacific Region chair, NUC.

Geographic location: San Francisco, CA

Roles held in lacrosse career: Player, high school, college; Official

Lacrosse Honors: n/a

Alma Mater: George Mason University

Current or recent non-lacrosse professional role: Project Development Manager, PowerLight Corporation

Steve Stenersen

Current lacrosse affiliation: Executive Director, USL

Geographic location: Baltimore, MD

Roles held in lacrosse career: Player, high school, college, post-collegiate club; Exec. Dir., The Lacrosse Foundation; Chair, International Lacrosse Development Committee,

Lacrosse Honors: Member, NCAA Championship Team, UNC – 1981, 82; Captain 1982; International Lacrosse Development Award-2005, Bernie Ulman Award-1998; Vail Lacrosse Shootout 25th Anniversary Award-1997, Krongard Trophy-1990; ILF/IFWLA Unification Committee

Alma Mater: University of North Carolina-Chapel Hill

Current or recent non-lacrosse professional role: n/a

Lee Stevens

Current lacrosse affiliation: Tournament Director, NCAA Lacrosse Championships, University of Pennsylvania; Chair-USL Strategic Planning Committee

Geographic location: Downingtown, PA

Roles held in lacrosse career: Player, high school, college, post collegiate box; Coach, high school, college; Official, high school, college; Assignor, high school, Tournament Director NCAA Men's and Women's lacrosse championship; Board and Executive Committee member, The Lacrosse Foundation; Board and Executive Committee member, USL

Lacrosse Honors: Inducted into the Eastern PA Lacrosse Hall of Fame, 2001

Alma Mater: Drexel University

Current or recent non-lacrosse professional role: n/a

Ann Witsil

Current lacrosse affiliation: Oregon Chapter Board; Oregon Girls High School All-American Committee Co-Chair; Oregon Hall of Fame Committee Co-Chair; USL Regions Council, NW representative; USL Strategic Planning Committee; Board member of Lincoln High School Girls Lacrosse; player, parent of current high school and college players

Geographic location: Portland, Oregon

Roles held in lacrosse career: player, high school, college, post-college; founder/coach and co-chair of Oregon High School Girls All-American Selection Committee; co-founder, co-chair of Oregon Lacrosse Hall of Fame

Lacrosse Honors: Captain, high school and college teams

Alma Mater: Tower Hill, Smith College, Dartmouth College, Cornell University Johnson Graduate School of Management, MBA

Current or recent non-lacrosse professional role: President, Catalyst Strategies; Executive Director, Kinship House

GeMar Neloms – Facilitator

Current lacrosse affiliation: *Assistant Coach* – Oberlin College Women's Lacrosse Team; *Board Member* - Washington Inner-city Lacrosse Foundation; *Member* - US Lacrosse.

Geographic location: Washington, DC; Oberlin, OH

Roles held in lacrosse career: *Player* - Oberlin College Women's Varsity Lacrosse Team; Syracuse University Women's Lacrosse Club; Chicago Women's Lacrosse Club; National Tournament Midwest Team II; Westchester Women's Lacrosse Club; Annaplax Women's Lacrosse Club; Mother's Women's Lacrosse Club; *Head Coach* - Archbishop Carroll High School Girl's Lacrosse; *Assistant Coach/Clinician* - Rosemary Hill Lacrosse Camp; *Head*

Coach - George Washington Women's Lacrosse Club; *Clinician* - WINNERS Lacrosse Summer Camp, Washington, DC; New Trier High School, Winnetka, IL; Darien High School, Darien, CT; Howard University, Washington, DC; *Participant* -New Umpire Training; *Local Official* Spring 2000

Alma Mater: Oberlin College (BA); Syracuse University's Maxwell School of Citizenship and Public Affairs (Master's in Public Administration with a concentration in management)

Current or recent non-lacrosse professional role: Principal, GeMar Neloms Consulting