



# 2016 - 2019 US LACROSSE STRATEGIC PLAN

US Lacrosse strives to deliver resources that enable the highest quality lacrosse experience for its members, while also providing leadership and guidance for the national development and responsible growth of the sport. The demands for US Lacrosse resources and leadership continue to escalate as the popularity of the sport continues to increase.

This marks the fourth Strategic Plan for US Lacrosse since its inception in 1998. From June 2014, through September 2015, the Strategic Planning Committee collaborated with multiple sources to develop a plan that will guide US Lacrosse operations over the next three years. We are pleased to introduce the process, the plan and the success measurements.

## PLANNING APPROACH

While embracing the unique history of America's first sport, the US Lacrosse Strategic Planning Committee utilized the experience of US Lacrosse volunteers and staff to collaborate on a plan that would drive additional focus for several key strategic priorities over the next three years. The planning approach was extensive, and the Committee:

- Reviewed the previous strategic plans that have guided US Lacrosse thus far
- Enlisted the services of a professional consultant to assist throughout the planning process
- Solicited survey opinions from the Board of Directors of both US Lacrosse and the US Lacrosse Foundation, US Lacrosse staff members and at-large constituents who have made significant contributions to the sport at local, regional and/or national levels
- Interviewed US Lacrosse staff leadership
- Sought the counsel of additional US Lacrosse staff throughout the process
- Narrowed the plan focus to four strategic priorities the Committee believed deserved additional energy from the entire organization over the next three years
- Divided the Committee into task forces that worked independently on each of the strategic priorities. Each task force was comprised of volunteers, staff and outside volunteer advisors
- Completed a SWOT analysis of each strategic priority
- Developed goals and strategies for each strategic priority
- Developed targets and metrics that would demonstrate progress toward achieving the goals
- Developed initial targets and metrics to measure progress toward each goal
- Developed projected outcomes reflective of goal success
- Designated the staff person(s) and volunteer committee(s) to lead each strategic priority



The Committee relied upon Board Members of US Lacrosse, US Lacrosse Foundation Directors, US Lacrosse staff, other USL volunteers and key outside individuals throughout the entire process. The Committee strongly believes the strategic plan priorities are consistent with the vision, mission and values of US Lacrosse.

## US LACROSSE VISION

**We envision a future that offers anyone the lifelong opportunity to enjoy the sport of lacrosse.**

## US LACROSSE MISSION

**As the sport's national governing body, US Lacrosse provides national leadership, structure and resources to fuel the sport's growth and enrich the experience of participants.**

## STRATEGIC PRIORITIES

This strategic plan was developed within the context of the growth of the sport and the US Lacrosse infrastructure. It is important to note that this plan doesn't address every issue or opportunity; it is narrowly focused by intent. Vital to the success of the plan is the ability of US Lacrosse volunteers and staff to embrace the strategic priorities and work collectively to accomplish the plan goals.

While it is imperative to acknowledge that existing member services, programs and overall leadership provided by US Lacrosse must continue as usual, the four overarching strategic priorities identified by the Strategic Planning Committee require added focus and resources over the next three years. The four priorities and their related descriptions, goals and strategies follow.



## 1. NATIONAL GOVERNING BODY

**US Lacrosse is the national thought-leader of the sport. Through programs and services, effective leadership, positive influence and meaningful advocacy, US Lacrosse drives the thoughtful development and adoption of lacrosse best practices and standards.**

## 2. EDUCATION

**US Lacrosse provides essential and comprehensive educational resources, tools and information for coaches, officials, parents, players, administrators and volunteers to ensure a quality experience for the lacrosse community.**

## 3. OUTREACH AND INCLUSION

**To assure a diverse national lacrosse community, US Lacrosse provides programs and services that introduce the sport to those unfamiliar with it, reduces financial barriers to participate and supports the establishment of accessible and self-sustainable lacrosse programs.**

## 4. VOLUNTEER AND STAFF CULTURE AND STRUCTURE

**US Lacrosse offers a dynamic, cohesive structure and culture for volunteers and staff that embody a shared commitment to core values and uphold unified behavioral standards that drive mission success.**



# NATIONAL GOVERNING BODY

GOALS	<p>Serve as the preeminent leader in driving the growth of the sport throughout the United States and promoting a lifelong involvement with the sport.</p>	<p>Lead efforts to assure a nationally consistent quality of playing experience for players of all ages and skill levels that promotes a lifelong engagement with the sport.</p>	<p>Honor and safeguard the history and culture of the sport of lacrosse and celebrate excellence at all levels.</p>
STRATEGIES	<p>Establish, publicize and advocate for the position of US Lacrosse with respect to critical issues important to the growth and development of lacrosse.</p> <p>Provide valuable benefits to the national lacrosse community, which are essential to the continued growth, development and integrity of the sport.</p> <p>Lead efforts to collaborate with the Federation of International Lacrosse to achieve International Olympic Committee recognition for lacrosse.</p> <p>Investigate solutions to minimize conflict between the dual roles of national governing body and membership organization.</p>	<p>Establish and brand US Lacrosse Centers of Excellence as the foundation for informed decision making and education.</p> <p>Develop a national event sanctioning program that promotes a consistent playing experience by establishing high standards for events, educating the lacrosse community about the value of those standards, and providing value to sanctioned events.</p>	<p>Lead all aspects of the Men’s and Women’s National Teams program and select National Team coaches, players and support staff who embody the values of US Lacrosse.</p> <p>Continuously evaluate the selection process for the National Lacrosse Hall of Fame to ensure the recognition of Hall of Fame inductees who embody excellence and the values of US Lacrosse.</p> <p>Care for and enhance the US Lacrosse Museum’s collections to best preserve the history of the sport and ensure accessibility of the museum’s historical information.</p>



# EDUCATION

GOALS	<p>Enhance the player experience by providing resources focused on developing and retaining physically, socially, and emotionally strong players.</p>	<p>Develop and deliver accessible and consumable educational content that strengthens the sport and US Lacrosse.</p>
STRATEGIES	<p>Develop a national athlete development curriculum that includes physical and cognitive development strategies and promotes a positive playing experience based on best practices and standards.</p> <p>Deliver timely and relevant age-level appropriate lacrosse education to all lacrosse coaches, officials and parents through US Lacrosse programs and services.</p>	<p>Develop education resources that strengthen the structures of US Lacrosse, its Chapters and local lacrosse organizations.</p> <p>Produce and market consumable safety education and research.</p> <p>Utilize technology to expand the educational presence of US Lacrosse in the marketplace.</p> <p>Target the 15 - 21 year old demographic for coach and official recruitment and training.</p>



# OUTREACH AND INCLUSION

GOALS	Establish lacrosse programs in geographic areas in which the sport is not currently played.	Increase the number of participants among diverse groups who should have access to the sport regardless of the demographic.
STRATEGIES	<p>Establish a model to deliver comprehensive lacrosse development programming based on the unique organizational landscape and need of targeted areas.</p> <p>Build sustainable new lacrosse programs based on national best practices established by US Lacrosse.</p> <p>Forge strategic alliances with organizations to develop lacrosse in areas where it is not currently played.</p>	<p>Increase participation among people of color.</p> <p>Provide the leadership and resources required to develop a national "culture of inclusivity."</p> <p>Form strategic partnerships that reduce the financial barriers for participation.</p>



# VOLUNTEER AND STAFF CULTURE AND STRUCTURE

GOALS	<p>Reform the process of recruitment, training, assessment, retention and replacement of all volunteers and staff based on the US Lacrosse mission, vision and core values.</p>	<p>Assure that the leadership and policy provided by the US Lacrosse Board of Directors allows staff the necessary and appropriate freedom to drive the implementation of strategic priorities in collaboration with volunteer leaders.</p>	<p>Appropriately reduce the size and complexity of the US Lacrosse volunteer structure by realigning, consolidating or eliminating inefficiencies within each structural unit.</p>
STRATEGIES	<p>Create a collaborative recruitment and application process that encourages a partnership between volunteers and staff, and enables US Lacrosse to recruit and retain diverse and qualified staff and volunteers.</p> <p>Create and implement comprehensive educational training programs for all volunteers and staff.</p> <p>Regularly assess the effectiveness of volunteers and staff to advance US Lacrosse strategic priorities and, when appropriate, publically recognize their unique contributions.</p> <p>Strengthen and enforce US Lacrosse policies and procedures pertaining to the removal of volunteers and staff who exhibit behaviors or actions inconsistent with the core values and mission of US Lacrosse.</p>	<p>Clearly delineate the roles, responsibilities and expectations of all volunteers and staff in order to maximize strategic plan alignment.</p> <p>Establish clear and safe communication channels, a defined hierarchy of interactions, and procedures for volunteers and staff to address grievances.</p>	<p>Rigorously examine the organizational effectiveness and fiscal viability of each structural unit within US Lacrosse and consolidate or eliminate as needed.</p> <p>Institute a standard operating procedure to continuously review the level of effectiveness of each structural unit.</p>