



**USA ARCHERY**

# **2022-2024 DIVERSITY, EQUITY, INCLUSION AND ACCESS STRATEGIC PLAN**



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## 1. *Vision for Diversity, Equity, Inclusion and Access*

### **USAA strives to be an organization which:**

- Is free of prejudice based on various personal characteristics including, but not limited to gender identity, sex, sexual orientation, ethnicity, race, age, physical ability, religion or socioeconomic status
- Actively promotes equal opportunities for all without regard to the above referenced characteristics
- Provides diversity training to its directors, committees, staff and membership to help recognize implicit bias based on personal characteristics and/or perceptions to develop a deeper understanding of our individual differences to create a more inclusive organization
- Employs a diverse team that is reflective of both the population of the United States and whose behaviors reflect USAA's culture as defined in the [\*\*USA Archery High Performance Ethos\*\*](#)



## **2. Our Commitment to Diversity, Equity, Inclusion and Access**

**Diversity:** USAA is striving to create a community reflective of the diversity of the United States. Areas of focus include gender identity, sex, sexual orientation, ethnicity, race, age, physical ability, religion and socioeconomic diversity.

**Equity:** USAA is committed to ensuring fair treatment and equal access within the archery community for all participants.

**Inclusion:** USAA is committed to fostering a community that is welcoming to all individuals. Archery is a sport for everyone, and we want to ensure that every person feels welcome in all areas of the sport.

**Access:** USAA is dedicated to breaking down barriers of entry and increasing the availability and presence of archery in all communities to persons of all ages, abilities, and socioeconomic status.

## **3. Non-Discrimination Statement**

USAA shall provide an equal opportunity for all participants without discrimination on the basis of gender identity, sex, sexual orientation, ethnicity, race, age, physical ability, religion or socioeconomic status. USAA is dedicated to combating discrimination, challenging inequalities, and championing diversity in the archery community and will provide a welcoming environment for everyone. USAA is committed to the varied communities that compete, participate and work to make USAA a world-class organization. To that end, each of those communities are recognized in our leadership, staff, events, clubs, programs, digital spaces and marketing materials. USAA is committed to promoting a culture of equality in the sport, in which all people can see themselves taking a part, removing barriers of entry to the sport for underserved and underrepresented individuals and communities, and takes responsibility for empowering, exposing, educating, and engaging the archery community to drive actionable change in their respective local communities. To accomplish this work, USAA has developed a strategic plan to foster diversity, equity, inclusion and access within the sport of archery.



#### **4. Diversity and Inclusion Strategic Plan - Categories**

- A. Organizational Health:** USAA recognizes that its policies, procedures and business practices must reflect USAA's vision for a diverse, equitable, inclusive and accessible organization. USAA will update its internal business practices to deliver inclusive business value, boost intrinsic value among leadership and members and improve the overall culture and operational performance of the organization from the inside out.
- B. Our People:** USAA will strive to attract and retain directors, executive committee members, staff, independent contractors and other business partners that reflect and recognize our diversity and these differences will represent a significant part of not only our organizational culture, but also influence the organizational achievements and overall reputation of USAA. USAA will set forth objectives to attract, recruit and retain a diverse leadership and staff while providing continuing education to those individuals to sustain an inclusive and welcoming organizational culture free of bias.
- C. Outreach, Marketing and Communications:** USAA strives to attract and retain a membership reflective of the population of the United States without regard to gender identity, sex, sexual orientation, ethnicity, race, age, physical ability, religion or socioeconomic status. USAA will develop outreach and marketing objectives to increase diversity in the categories of membership, athletes, coaches and judges as specifically related to increasing the number of participants in the following categories: people of color, women, LGBTQ+, persons with disabilities and socioeconomic limitations. Areas of focus will include USAA publications, communications, and digital content.
- D. Funding:** Annually, USAA will develop a tactical plan specific to accomplishing the goals set forth in this plan with a dedicated annual budget, if applicable. In addition to USAA's dedicated annual budget, USAA will seek new funding sources which support initiatives for diversity, equity, inclusion and access initiatives, which will be added into the annual DEIA budget.



## ACTION PLAN OVERVIEW – ORGANIZATIONAL HEALTH

**Goal:** Update USAA business practices to include policies, procedures, publications, and digital content to reflect USAA’s vision for a diverse, equitable, inclusive and accessible organization.

| Objective  | Initiative(s)  | Target Audience                      | Target Date  | Success Measures   |
|--|--|--------------------------------------|--|--|
| <p>Strengthen USAA policies and procedures to create a solid foundation for a more diverse, equitable, inclusive and accessible organization.</p>  | <p>Update USAA's policies and procedures to be reflective of DEIA initiatives set forth by USAA and appoint a permanent DEIA Advisory Council.</p> | <p>USAA Members and Stakeholders</p> | <p><b>Start Date:</b><br/>1/1/2022</p> <p><b>Completion Date:</b><br/>12/31/2023</p> | <p><b>1.</b> USAA policies and procedures are categorized as “best practice” within the framework of the DEIA audit recommendations.</p> <p><b>2.</b> A DEIA Advisory Council is established to provide feedback to USAA staff on future DEIA initiatives.</p> |
| <p><b>Expected Outcomes:</b> USAA policies and procedures will reflect and support an environment for a diverse, equitable, inclusive and accessible organization.</p>   |  |                                      |  |  |
| <p>Evaluate USAA business practices internally and externally to ensure opportunities for all are diverse, equitable, inclusive and accessible.</p>  | <p>Inventory and evaluate USAA's business practices internally and externally.</p>   | <p>USAA Members and Stakeholders</p> | <p><b>Start Date:</b><br/>1/1/2022</p> <p><b>Completion Date:</b><br/>12/31/2024</p> | <p>USAA business practices as related to hiring practices, employment benefits, event bidding, vendors, service providers and contractors are categorized as “best practice” within the framework of the DEIA Audit recommendations.</p>                       |
| <p><b>Expected Outcomes:</b> Collectively, USAA's internal and external business practices are recognized as leading in the areas of diversity, equity, inclusion and access for all stakeholders and members.</p> |  |                                      |  |  |



## ACTION PLAN OVERVIEW – OUR PEOPLE

**Goal:** To recruit and retain a board of directors, executive committees and staff that are more balanced and reflective of the population in the United States, including people of color, women and LGBTQ+ individuals and persons with disabilities.

| Objective   | Initiative(s)   | Target Audience   | Target Date  | Success Measures   |
|---|---|---|--|--|
| <p>To attract, recruit and retain a diverse board of directors, committee members and staff.</p>  | <p>Establish best practices for DEIA recruitment via the USA Archery bylaws and USAA talent and recruitment efforts.</p>  | <p>People of Color, Women, LGBTQ+ and Persons with Disabilities</p> | <p><b>Start Date:</b><br/>01/01/2022</p> <p><b>Completion Date:</b><br/>12/31/2024</p> | <p>The USAA DEIA Scorecard will reflect increases in the categories of Board of Directors, Committee Members and Staff who are people of color, women and persons with disabilities in comparison to the results of the 2020 DEIA Scorecard by 20%.</p> <p>Additionally, USA Archery will complete a member survey to gauge the percentage of LGBTQ+ members involved in the organization.</p> |
| <p><b>Expected Outcomes:</b> USAA will develop a process by which to attract and retain diversity in executive leadership and staff.</p>  |   |   |  |  |
| <p>To educate executive leadership and staff in the areas of diversity, equity, inclusion, and access and to bring awareness to the challenges underrepresented populations face.</p> | <p>USAA will offer DEIA continuing education programs annually to board of directors, committee appointees and staff.</p> | <p>USAA Board of Directors, Committees and Staff</p>                | <p><b>Start Date:</b><br/>01/01/2022</p> <p><b>Completion Date:</b><br/>12/31/2024</p> | <p>USAA will provide for DEIA continuing education opportunities annually. Each individual will complete at least one course annually.</p>   |



**Expected Outcomes:** USAA will promote and sustain an inclusive and welcoming organizational culture free of bias.

## ACTION PLAN OVERVIEW – OUTREACH, MARKETING AND COMMUNICATIONS

**Goal:** USAA will develop outreach, marketing and communication objectives to increase diversity in the categories of membership, athletes and coaches as specifically related to increasing the number of participants in the following categories: people of color, women, LGBTQ+, persons with disabilities and socioeconomic limitations.

| Objective  | Initiative(s)  | Target Audience   | Target Date  | Success Measures  |
|--|--|---|--|---|
| USAA will review and update publications, communications, and digital content to be reflective of diverse audiences and direct target marketing initiatives at underrepresented populations to create awareness of the sport of archery. | Develop a comprehensive DEIA digital and print marketing and communications strategy to reach diverse audiences. | People of Color, Women, LGBTQ+, Persons with Disabilities and individuals with socioeconomic limitations. | <p><b>Start Date:</b><br/>01/01/2022</p> <p><b>Completion Date:</b><br/>12/31/2024</p> | <p><b>1.</b> The USAA DEIA Scorecard will reflect a 10% increase in the categories of athletes and coaches who are people of color, women, and persons with disabilities in comparison to the results of the 2020 DEIA Scorecard.</p> <p><b>2.</b> USAA will create targeted marketing campaigns and offer grant programs to reach underrepresented populations.</p> <p><b>3.</b> USA Archery will create a dedicated DEIA webpage at <a href="http://www.usarchery.org">www.usarchery.org</a>.</p> |

**Expected Outcomes:** USAA will increase the number of athletes and coaches who are people of color, women, LGBTQ+ and persons with Disabilities.



## ACTION PLAN OVERVIEW – FUNDING

**Goal:** Increase the amount of annual funding USAA dedicates to diversity, equity, inclusion and access initiatives and seek additional funding sources to support these areas of focus.

| Objective  | Initiative(s)   | Target Audience               | Target Date   | Success Measures   |
|--|---|-------------------------------|---|--|
| To identify and secure funding sources to support and grow USAA diversity, equity, inclusion and access initiatives. | USAA will seek new grant, sponsor opportunities to support implementation of annual USAA DEIA tactical plans. | Grantors, Sponsors and Donors | <b>Start Date:</b><br>01/01/2022<br><br><b>Completion Date:</b><br>12/31/2024 | <b>1.</b> Annual DEIA tactical plan initiatives are financially supported<br><br><b>2.</b> The number of grantors and/or sponsors contributing funds to USAA DEIA initiatives are increased. |

**Expected Outcomes:** USAA will identify and secure funding to successfully implement annual DEIA tactical plan initiatives by evaluating opportunities within the Easton Foundations, NAA Foundation and other grant and sponsor resources to support DEIA initiatives ongoing.