



**Envisioning the Future:
A Plan for the Rowing
Community**

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Version 1**

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Envisioning the Future: A Plan for the Rowing Community

INTRODUCTION

Rowing in the United States has seen unprecedented growth in the last 20 years. As an organization, USRowing is dedicated to sustaining growth and enhancing the rowing experience for athletes by providing excellence in every aspect of our sport including:

- USRowing-sponsored regattas,
- national championships,
- regional regattas,
- coaching certification programs,
- SafeSport training and education,
- referee recruitment and training,
- Olympic and national team support, and serving as rowing's national governing body for the United States Olympic Committee

As we move toward the 2028 Olympics in Los Angeles, we have an opportunity to renew our mission, as well as energize and engage our many stakeholders, creating a way forward that is transparent and fully serves the interests of our members and our sport.

In the Spring of 2018, USRowing's Board of Directors and CEO established a Strategic Planning Committee to begin an exercise to take advantage of this opportunity. What follows is the first stage of that exercise. In this next phase, we are seeking continued feedback, input and reactions from the many constituencies and stakeholders that constitute USRowing.

"A Plan for USRowing 2028" will be the framework and roadmap for our sport. Unlike other strategic plans, the leadership of USRowing will use the plan as a constant reference point for our vision and work. The plan will not be static; rather, it will be regarded as a dynamic working document enabling our organization to be nimble and respond to the changing environment of our sport.

As we look at our future, the first stop is to challenge our mission, and create a statement of our shared values and our vision. The plan will articulate all three to give guidance and direction to the elements in the plan.

The need for agility and flexibility is paramount to the success of our work. The plan will articulate new areas of focus where we will begin work including advancing diversity and inclusion efforts to

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open our sport to underserved communities; examining the potential for new and exciting competitive venues and formats at the national and regional level; creating opportunities for new markets to expand our visibility; engaging in a process to bring rowing to those unfamiliar with our sport, and leveraging other opportunities that may arise.

Another area of important consideration is our current financial model. We will examine where we are and what changes may be needed going forward. In examining the elements of the plan, it is clear that a prime ingredient in reaching our goals and objectives will be to substantially increase and sustain funding. The process thus far has identified the relationship between USRowing and the National Rowing Foundation as an opportunity to examine shared values and areas for common activity and support. A thorough review of the current structure for philanthropic participation and sponsorship support will be part of the plan. A holistic analysis of current income streams for the organization will be completed to identify potential areas for growing revenue, as well as corresponding investments in development.

Through the process, we also have identified the dual role of USRowing to support our national team athletes and our grassroots membership – organizations and individuals. The plan will attempt to bring this dual role to the forefront for transparent discussion and to build excellence in both areas as part of our mission.

To the extent possible, the plan will have specific goals and measurable outcomes. The future substance of the plan and outline that follows will be shaped by working groups charged with constructing goals and objectives for each element. In the process, the intention is for our leadership to engage members and organizations as we move to implement the plan.

SECTION TWO

USROWING FUNDAMENTALS/BASELINE

CURRENT MISSION STATEMENT

The mission of USRowing is to foster community, cultivate excellence and develop World Championship and Olympic champions.

The mission statement is under review and will updated at the conclusion of strategic planning process.

VALUES

USRowing has fundamental values shared by all our constituencies, which includes a culture of mutual respect and professionalism, on-water safety, integrity, fair competition, teamwork, and enjoyment in all aspects of our sport.

VISION

Our vision is for an organization that supports and empowers individuals at every level, allowing them to benefit from all rowing has to offer, and to be the best in the world at the Olympics and the world championships.

SCOPE OF USROWING

USRowing is the steward of the sport and is accountable for the long-term health and vitality of rowing throughout the United States.

With more than 1.5 million participants on and off the water, 75,000 members and 1,400 organizations, USRowing serves and promotes the sport on all levels of participation and competition. USRowing membership reflects the spectrum of American rowers – youth, collegians, masters, including those who row for recreation, competition or fitness.

USRowing is a nonprofit membership organization recognized by the United States Olympic Committee as the national governing body for the sport of rowing in the United States. USRowing selects, trains and manages the teams that represent the United States in international competition including the world championships, Pan American Games and Olympic Games.

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THE PLAN

With the Summer Olympics returning to the United States in 2028, USRowing has a unique opportunity to secure and enhance the future of the sport of rowing in the United States.

The USRowing Board of Directors has established a Strategic Planning Initiative and appointed a Strategic Planning Committee of both members of the board and a diverse group of outside experts that has been working toward identifying the strategic objectives intended to accomplish the following goals:

1. Create a shared (membership, board, and staff) understanding of clearly defined strategic priorities.
2. Develop sustainable initiatives that will expand the sport in underserved and underrepresented communities.
3. Establish and sustain a culture of athlete safety and well-being.
4. Foster collaboration and commitment to the mission and vision for rowing in the United States.
5. Increase awareness, action and resources to support athletes, coaches and participants at all levels of our sport.
6. Strengthen collaboration with critical partners including ACRA, Center for SafeSport, FISA, IRA, NCAA, USOC, scholastic rowing associations, etc.

USRowing's board and staff will be responsible for the continued review and assessment of implementing the plan.

BACKGROUND

The committee, working with staff, has consulted with a wide range of constituencies including:

- Current and former national team athletes
- Growth Committee
- High Performance Committee
- Survey results from more than 5,000 individual members and 230-member organizations of USRowing
- USRowing Board of Directors
- USRowing coaches and staff

The plan focuses on issues and areas identified through the consultations and responses from select members of these groups and individuals. In addition, the committee and staff have identified priority elements vital to meeting the goals and objectives of USRowing.

SECTION THREE

USROWING NINE AREAS FOR ORGANIZATIONAL FOCUS

The following areas are identified by the Strategic Planning Committee for focus and sustained attention by USRowing staff, leadership, membership and affiliated organizations (National Rowing Foundation, United States Olympic Committee).

Separate working groups have been established by the committee to define the specific goals, objectives and detailed plan for each area of organizational focus. Once adopted by the Board of Directors, these specific goals and objectives will be reviewed and updated as we move forward toward the Los Angeles Olympic year of 2028.

Upon adoption of the overall plan, staff and volunteers of USRowing will implement the plans in each area which will be monitored by the Board of Directors of USRowing.

Alphabetical Order

1. Achieve financial sustainability and growth
Working group in progress
2. Athlete safety and well-being
Working group established Q1 2019
3. Coaching development
Working group established Q1 2019
4. Development and retention of USRowing members
Working group established Q2 2019
5. Diversity and inclusion
Working group in progress
6. Events
Working group established Q1 2019
7. Growth of our sports visibility and brand
Working group established Q2 2019
8. Facilities for the future
Working group established Q2 2019
9. High performance: Cultivating and retaining elite athletes of the future
Working group in progress

Established and preliminary working groups are included at the end of the document.

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1. ACHIEVE FINANCIAL SUSTAINABILITY AND GROWTH

Working group in progress

The aspirations and purposeful objectives articulated in this plan will be realized when USRowing, with the inclusion and expanded scope of the National Rowing Foundation, increases its capacity to take advantage of these identified priorities and opportunities for philanthropic support.

Specifically, the committee urges the Board of Directors to consider a bold and aggressive comprehensive fundraising “Campaign for USRowing 2028.” The goals and objectives identified in this plan will be the agenda for a fundraising campaign to be completed before the Los Angeles Olympics and will benefit USRowing at every level.

The rowing community is passionate in its love of the sport and has the financial capacity to realize the vision and goals of this plan.

Related, and as a separate process, the committee urges a reinvigoration of efforts to create similar sponsorship opportunities and to increase revenue opportunities in all relevant aspects of USRowing’s services. Stabilizing and increasing financial support from the Foundation, USOC and organizations such as the Veterans Administration also is a necessity.

USRowing should develop a long-term media strategy that leverages multiple digital media channels to reach and aggregate the largest possible audience. In parallel, USRowing will develop a commercial structure that maximizes the revenue potential of reaching this audience.

As background, the current funding model is comprised of allocating known revenue to support programs which align to the revenue source. In 2018, the income sources and allocations are as follows:

DOMESTIC		
Source	Total	Comments
Individual Membership	\$1,856,000	Support domestic programs
Regatta Entries	\$1,460,000	Support domestic programs
Organizational Membership	\$1,250,000	Support domestic programs
Merchandise/Licensing	\$359,000	Support domestic programs
Domestic Grants/Contributions	\$370,000	Support domestic programs
Sponsorship	\$345,000	Support domestic programs
SUB-TOTAL	\$5,641,000	100% allocation to Domestic Programs

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NATIONAL TEAMS		
Source	Total	Comments
Direct Contributions/fundraising	\$1,837,000 (estimated)	Junior (U19), U23 teams and Independent Boat classes (Senior Team)
United States Olympic Committee (USOC)	\$1,590,000	Restricted to Senior National Team (including Para)
National Rowing Foundation	\$1,200,000	Restricted to National Team (including Para, U23, and Juniors)
Direct Athlete Support	\$820,000	USOC direct payments to designated athletes
Additional Grants	\$346,000	Restricted to Senior National Team (including Para)
SUB-TOTAL	\$5,792,000	100% allocation to National Team
TOTAL	\$11,433,000	

Further information regarding USRowing's current financial structure (including "Your Membership Dollars at Work") will be published on the website in January.

2. ATHLETE SAFETY AND WELL BEING

Working group established Q1 2019

Creating a safe and fair environment, both on and off the water, and providing a positive experience for athletes and all members of the rowing community is paramount to the success of USRowing. Educating USRowing members to recognize the inherent dangers of being on the water (hypothermia, heat stroke, sun exposure, dehydration) and assuring that all members of the rowing community are “swim ready” and, when appropriate, use a PFD will help to create a safe environment.

The safe practice of rowing is not just about being on the water. Embracing a culture of safety must permeate every aspect of rowing and include programs and events from the national team through novice rowing. Each member of the USRowing community must be aware of and recognize issues involving the six areas of misconduct included under the USOC SafeSport program (sexual misconduct, emotional misconduct, physical misconduct, bullying, harassment, and hazing). Education and background checks will help assure this goal is met and provide each member of the rowing community, whether they are an athlete, coach, volunteer or referee, the assurance that they are being treated fairly and with respect.

The preparation of strong policy documents and procedures both by USRowing and each USRowing member organization will allow the individual members of the USRowing community to access and apply steps to assure SafeSport policies are in place and being followed.

The strategic goal of providing a safe and fair environment assures that each athlete and member of the USRowing community will have a positive and safe experience.

3. COACHING DEVELOPMENT

Working group established Q1 2019

Highest on the priority list of our membership is for support to bring coaching excellence to a higher level.

The vision of the USRowing coaching development programs is to advance with the changing times of our sport in the United States, improving the quality of coaching. This includes coaching development, coaching education, coaching certification and mentoring.

Our overarching focus is to establish a comprehensive coaching development program that enhances professionalism of coaches both on and off the water. These programs focus on improving the quality of coaching throughout the United States by establishing a framework to manage certifications (and de-certifications, if needed), while using the national accreditation standards as defined by NCACE and providing ongoing resources to coaches to improve the coaching of rowing across the United States.

To that end, USRowing will have the following goals and objectives over the next three years.

- To broaden the reach of coaching development:
 - Increase offerings of programs, courses and clinics
 - Utilize the NCACE standards of accreditation to ensure comprehensive content of all program offerings
 - Develop more formal and informal mentoring opportunities
 - Develop curriculum and training resources for indoor rowing
 - Increase quality and quantity of online resources for coaching development and better coaching to include:
 - Create website to support curriculum, as well as efficient access to resources (video, lectures, documents, etc.)
 - Mobile Coach App -- increasing access to coaching resources
 - Webinars focused on relevant topics
 - Develop curriculum and training resources for indoor rowing
- To improve coaching quality:
 - More accurately quantify the number of coaches, their qualifications and additional relevant characteristics (such as years or experience in coaching, and retention)
 - Increase number and diversity of coaches participating in USRowing coaching development courses and clinics
 - Increase number of coaches who complete certification requirements
 - Develop a more structured process for earlier identification of coaches and developing partnerships with existing programs such as Athlete Career Development with USOC and others
- USRowing coaching development programs will raise awareness of, and train coaches in, best practices in SafeSport and developing athlete well-being.

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4. DEVELOPMENT AND RETENTION OF USROWING MEMBERS

Working group established Q2 2019

Seventy-two percent of USRowing's membership is under the age of 23 (middle school, high school and collegiate athletes). This constituency is clearly our future and requires a specific focus on retaining these members beyond college, as well as on developing initiatives to introduce rowing to a broader pool of candidates who represent the diversity of our country.

Towards that end, USRowing will have the following goals and objectives over the next five years in the United States:

- Improving awareness, training and development of SafeSport practices for membership organizations and individuals.
- Improve quality of coaching resources (refer to objective number four).
- Establish cohesive regional and national development program (e.g. Olympic Development Program) that includes competition formats that enhance the growth of the sport.
- Develop a fully inclusive outreach and retention program that increases the diversity of under-represented athletes within established rowing programs.
- Develop a fully inclusive outreach and retention program that increases the diversity of adaptive athletes (to include physically and intellectually disabled individuals) within established rowing programs.
- Create program (with emphasis on sculling) to introduce and retain middle school candidates (U15) into the sport of rowing, as well as strengthen opportunities for expanding participation of high school athletes.
- Increase retention of athletes graduating from colleges/universities.

5. DIVERSITY AND INCLUSION

Working group in progress

If the future of excellence and achievement of USRowing is dependent on supporting our youth programs, the close corollary to that premise is the growth of the sport in what are now underrepresented communities. Over the last 10 years, we have celebrated individual success in certain areas of the country, and we now endeavor to increase participation more broadly throughout our membership organizations.

Over the next five years, USRowing will develop sustainable initiatives that will expand the sport in underserved and underrepresented communities.

Vision Statement

USRowing aims to create an inclusive culture which benefits from all the differences among its constituents. These differences include, but are not limited to, race, ethnicity, gender, sexual orientation, socio-economic status, age, geographic location, religion, language, veteran status, and physical and cognitive abilities.

The organization aspires to exemplify diversity and inclusion in the sport of rowing at all levels of governance, training, education, and achievement, from local community rowing clubs to the boardroom of USRowing, from learn-to-row sessions on rivers in cities to lakes in rural communities, to award ceremonies on Olympic and Paralympic podiums.

USRowing takes action to help make the sport safe and accessible to our country's youth and adults, regardless of background or ability. Inclusion is about creating and maintaining an environment in which people are not excluded or marginalized because of their differences. It means promoting an environment in which contributions and strengths are recognized, optimized and valued in a way that generates opportunities for overcoming obstacles, adapting to change, fostering personal growth, and experiencing success in the sport of rowing. In making the sport safe and accessible to all, USRowing is also committed to prioritizing water confidence either through providing formal swim lessons or by creating partnerships with local swim clubs.

USRowing works collaboratively both within the rowing community and outside of it to achieve common goals. The members of USRowing and its leaders know that if the sport of rowing is inclusive and diverse, our athletes will be faster, the sport of rowing itself will grow, and we will all be stronger.

Updated Priorities and Recommendations from Diversity & Inclusion Committee 12/20/2018:

The CEO of USRowing will create a standing committee to further refine the stated goals and work to support the organization as the plan moves forward.

Prior to finalizing this plan for board approval, this committee will submit a proposed recommended budget to illustrate funds necessary to adequately carry out the proposed priorities. This will be available by March 1, 2019.

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Year One Priorities:

- Create two full-time roles to lead and support D&I work and vision at USRowing and work closely with the development team to ensure adequate funds are raised.
- Determine how D&I efforts permeate the whole of USRowing.
- Diversify staff and board of USRowing.
- Starting at Level 1 and continuing through training, ensure coaches go through robust D&I training with USRowing and that all organizational members share their clubs' plans for diversity and inclusion as part of their membership application.
- Communicate clear and robust D&I plan to all members of USRowing.

Support the work of others:

- Identify strategies to recruit, train and retain a more diverse group of coaches at all levels, especially increasing the number of women and coaches with diverse racial/ethnic backgrounds.
- Provide a list of best practices and resources for groups working to start, grow, or improve their own outreach efforts (recruitment, retention, fundraising, coaching education).
- Create and lead a community of groups/individuals doing this work (mailing list, online connections), so they can be resources to one another.
- Monthly waterside chats (Google Hangouts) where the community can gather.
- Provide free USRowing membership to veterans and low-income rowers, so there is no barrier to entry.
- Continue to provide scholarships to low income athletes pursuing national team aspirations.

Year Two Priorities:

- Work to ensure that D&I initiatives are effectively permeating all parts of USRowing.
- Explore formal partnership with USA Swimming to increase safety and water confidence of all rowers.
- Engage in strategic partnerships (i.e. Erg Ed) that enable greater access to and visibility of the sport of rowing to non-traditional rowing communities throughout the country.

Support the work of others:

- Create a rubric or rating system to ID clubs running outreach programs.
- Host an annual conference on Diversity and Inclusion.
- Create an RFP for interested groups/individuals and make grants to help support these efforts.
- Visit programs around the country to offer advice and support.

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6. EVENTS

Working group established Q2 2019

The survey of our membership gave participation in well-organized events a very high priority for USRowing. The specific areas identified below are, in the view of the staff and committee, where the focus for sustaining excellence or improving our current performance should be considered. In each of these areas, we will define the goals and objectives to achieve the following:

Create a holistic regional and national events program that provides each membership constituency with the highest possible standard of staging events and competition, as well as appropriate frequency of competitive opportunities. These include (not prioritized):

- Adaptive Rowing (para, other physical disabilities, intellectually disabled)
- Clubs
- Coastal Rowing
- Collegiate/University
- Indoor Rowing
- Masters
- National Team (trials, NSRs)
- Youth (middle school/high school)

7. FACILITIES FOR THE FUTURE

Working group established Q2 2019

A vision for the future that includes world-class facilities can transform a community and create increased awareness and enthusiasm for our sport.

As we aspire to excellence and create a vision for rowing for the future, the necessity for modern facilities for athletes and coaches at every level is evident.

The Strategic Planning Committee, based on input from the Board of Directors' survey, coaches, and current/recent elite athletes, recommends to the board that consideration be given for a national rowing center, as well as regional centers for USRowing. These centers will be sites for:

- National Team athlete training
- Coaching clinics/education
- Youth and Under 23 development camps
- Clinics and competitions for rowers at all ages and every level

The committee urges USRowing leadership to create a committee to include the NRF, USRowing board representatives and other committed individuals to explore the feasibility and opportunity such facilities would create.

8. GROW OUR SPORTS' VISIBILITY AND BRAND

Working group established Q1 2019

The profile and value of any sport is initially linked to establishing well-organized, high-profile events that appeal to both the athletes and the audience (onsite and remote). Once established, these are linked to a media strategy that “tells the story” of the athletes.

The long-term growth and vitality of the sport also is linked to the increasing the profile and value of its most prominent athletes. Examples include Serena Williams with tennis, Usain Bolt with track and field, Steve Redgrave with rowing and Oksana Masters paralympic athlete with nordic skiing and rowing.

As such, our ability to achieve these goals is directly linked to the extent to which we can achieve the following:

- Increase consumer fan base
- Increase exposure and commercial value through marketing and event partnerships
- Establish long-term event partnerships
- Increase profile and commercial value of key athletes
- Develop brand identity and equity
- Increase media exposure by growing influence and media impact
- The success of Team USA

The long-term vision for establishing and strengthening the relevance and potential of USRowing in the United States necessitates embracing additional forms and formats of the sport. This includes:

- Indoor Rowing (estimated 3 million CrossFit, in-home and gymnasium participants in the United States)
- Coastal Rowing (broadest format to include all formats/equipment types)
- Introduce new formats into existing events such as 500m sprints, mixed events, multiple events/varied formats (e.g. Ryder Cup inspiration)

USRowing will develop a long-term media strategy that leverages multiple digital media channels to reach and aggregate the largest possible audience. In parallel, USRowing will develop a commercial structure that maximizes the revenue potential of reaching this audience.

9. HIGH PERFORMANCE: CULTIVATING AND RETAINING ELITE ATHLETES OF THE FUTURE

Working group in progress

USRowing's vision is to be the best in the world in rowing. Achieving that vision requires the organization to achieve athletic excellence.

The growth of our sport is complemented by the excellence at the highest level of our sport. Cultivating and retaining elite athletes who represent the United States in world and Olympic competition and winning medals raises awareness of USRowing and the sport of rowing throughout the country. In order to meet the goals of significantly increasing medal counts, USRowing has the following objectives:

Performance Targets:

- Junior World Rowing Championships (U19): Sustain top three (3) FISA world ranking (all boat classes), with improvement in sculling performance.
- Under 23 World Rowing Championships: Sustain top three (3) FISA world ranking (all boat classes), with improvement in sculling performance.
- Senior World Rowing Championships: Achieve top-four FISA world Ranking (Olympic class categories) in 2020 and top two by 2022.
- Summer Olympics/Paralympics (currently 18 medals, including four para-rowing)
 - 2020 = five medals
 - 2024 = top three medals ranking
 - 2028 = win the medals ranking

Develop athlete retention program that achieves the following:

- Establish roadmap for retention of priority U19 and U23 athletes.
- Create and institutionalize a program that focuses on supporting the athletes' personal, professional, and athletic goals.

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Program Objective: Establish athlete-centric program that achieves the stated performance objectives.

This will be achieved by creating the following:

- Maintain a training environment that prioritizes athlete safety and wellbeing. This incorporates SafeSport training to all athletes and coaches to raise awareness of this important area of focus for our high-performance program.
- Full-service training environment and services that optimize athlete's training and preparation over the long-term. This includes:
 - Athlete training support
 - Athlete direct funding/retention services
- Professional development opportunities to support viable career planning and personnel development during the athlete's full training period.
- Program to focus on athlete pipeline development and retention.
- USRowing-owned facilities to include:
 - Boathouse and controlled body of water with appropriate training facilities and coaching equipment
 - Control of water/training facilities (reference priority #6)
 - Facilities for permanent coaching and support staff
- Athlete housing (options TBD, but transition from reliance on host families).

SECTION FIVE

CONCLUSION

The Strategic Planning Committee and USRowing staff have worked to create an agenda for the future of USRowing as an organization. As the national governing body for rowing in the United States, USRowing is responsible for our sport at every level. This plan will serve as the guide and direction for rowing in the future.

The goals and objectives of this plan are challenging and will be implemented with the commitment and dedication of the staff and volunteers of USRowing over the next five years.

Thanks to the community, joy and commitment to achievement that permeates our sport, we are confident that USRowing can realize the vision articulated in this plan.

RESPECTFULLY SUBMITTED

The Strategic Planning Committee is designed to represent a broad and diverse set of rowing's constituencies and includes the following individuals:

- Anita DeFrantz – IOC Executive Committee
- Tom Darling – Director, Para-Rowing
- Kate Johnson – VP, Head of Global Marketing Sponsorship, VISA
- Charlie Haight – Chair, Strategic Planning Committee/USRowing Board of Directors
- Amanda Kraus – Executive Director, Row New York
- Matt Lacey – Executive Director, Pocock Foundation
- Bill McNabb – Chairman, Vanguard
- Meghan O'Leary – USRowing Board of Directors
- Jimmy Sopko – USRowing Board of Directors
- Lisa Stone – USRowing Board of Directors

In addition, the committee includes the following Ex-Officio members:

- Marcia Hooper – Chair, USRowing Board of Directors/Co-Chair, National Rowing Foundation
- Jamie Koven – Co-Chair, National Rowing Foundation
- Denise Parker – VP, USOC NGB Services
- Patrick McNerney – CEO, USRowing

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Working Groups for each of the Areas of Focus

Additional members to be added as needed

1. **Achieve financial sustainability and growth (working group in progress)**
 - **Working group:** Charlie Haight, Marcia Hooper, Jamie Koven, Bill McNabb, Chuck Pieper and Nick LaCava (Board Finance Chair)
 - **Additional staff:** Patrick McNerney, Brian Klausner

2. **Athlete safety and well-being**
 - **Working Group:** Rachel Le Mieux, Jamie Redman, ADDITIONAL TBD
 - **Staff:** Willie Black, Susan Smith, John Wik

3. **Coaching development**
 - **Working group:** Jim Dietz, Lisa Stone, ADDITIONAL TBD
 - **Staff:** Kris Korzeniowski, Cam Kiosoglous, Susan Smith

4. **Development and retention of USRowing members**
 - **Working group:** Anita Defrantz, Matt Lacey, ADDITIONAL TBD
 - **Additional Staff:** Susan Smith, Cam Kiosoglous, John Wik, Patrick McNerney

5. **Diversity and inclusion (working group in progress)**
 - **Working group:** Amanda Kraus, Tom Darling, Matt Lacey, Sarah Lopez, Richard Butler, Arshay Cooper, Julia Lobiondo, Sara Lopez
 - **Staff:** Debbie Arenberg, Brett Johnson, Jennifer Kierstead,

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6. Events

- **Working group:** Bill Donohoe, Darlene Disney, ADDITIONAL TBD
- **Staff (as required):** Tom Darling, Deb Arenberg, Susan Smith, Traci Stocker, Alvin Dominique, Brett Johnson, James Rawson

7. Growth of our sports visibility and brand

- **Working group:** Kate Johnson, Stephen Shure, ADDITIONAL TBD
- **Staff:** Patrick McNerney

8. Facilities for the future

- **Working group:** Charlie Haight, Meghan O'Leary, Jimmy Sopko
- **Staff:** Matt Imes, Steve Hargis, Brett Gorman, Cam Kiosoglous

9. High performance: Cultivating and retaining elite athletes of the future (working group in progress)

- **Working group:** Bill McNabb, Chuck Pieper, Mara Ford, Jimmy Sopko, Kate Johnson
- **Staff:** Steve Hargis, Matt Imes, Patrick McNerney

This group will be expanded in 2019.