

# LONG-RANGE STRATEGIC PLAN



**USA**  
WRESTLING





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## BUILDING FOR FUTURE

On February 12, 2013, the International Olympic Committee's executive committee recommended to eliminate wrestling from the Olympic Program. It was a jolt heard around the world.

USA Wrestling immediately took action, creating the 2020 Vision campaign and the Committee to Preserve Olympic Wrestling (CPOW). American leaders such as Dan Gable (photo right) campaigned tirelessly to help. USAW began leading the global movement to force leadership changes at the International Federation, create new governance and rules for the sport, while leading the presence and look and feel for major championships, which began at the 2014 World Cup and continued with the heavily-successful World Championships in Las Vegas in September 2015. Now USA Wrestling believes its global leadership has taken hold and the future looks brighter. The work, however, to continue to elevate wrestling's movement must grow stronger.

USA Wrestling's performance measurement begins with good strategy that describes how the organization wants to achieve its mission and fulfill the vision. Each goal has relevant objectives, supported by tasks and metrics, set forth in executable terms. The development and execution of this plan will remain a fluid process with adjustments guided by feedback and evaluation.

At USA Wrestling, we continue to evolve our Long-Range Strategic Plan's five goals.





## PROUD OF ITS PAST & PRESENT

- 4<sup>th</sup> most medals by sport in U.S. Olympic Committee history
- 2<sup>nd</sup> most medals by country in Olympic history
- 2<sup>nd</sup> most medals, 2015 World Championships
- More than 100% membership growth since 2000
- NGB leader in digital traffic, Team USA website
- Leader in National Governing Body issue of U.S. Olympic Committee (Chair, NGB Council)
- Long-time international leader on governance
- Long-time leader in presentation and scoring
- International leader to Keep Olympic Wrestling in Olympics
- Comprised of 50 state associations that provide age-group wrestling
- Superior volunteer committees that have overseen the exponential growth of the sport



**Helen Maroulis, Gold Medal**  
2015 World Championships  
2016 Olympic Games



**John Smith, Gold Medal**  
1988, 1992 Olympic Games  
4-Time World Champion



## Mission

USA Wrestling, guided by the Olympic Spirit, provides quality opportunities for its members to achieve their full human and athletic potential.

## Vision

USA Wrestling will strive to be the world's best sports organization.



## Responsibility

Fulfilling all functions, tasks, duties and assignments with trust credibility on behalf of USA Wrestling by honoring promise and pledges.

## Integrity

Being true to self and the mission of USA Wrestling, while discerning right from wrong and acting on it.

## Dedication

Dedication to carrying out the mission and goals of USA Wrestling with the highest degree of sacrifice and discipline.

## Honesty

Being truthful and upright with people and issues in furthering the mission of USA Wrestling.

## Accountability

Providing answers and reasons to others for actions and behaviors intended to support the mission of USA Wrestling.

## Respect

Recognizing the absolute dignity in every human being, with a sense of compassion, caring and concern for the well-being of other people.



## Top Strengths, Weaknesses, Opportunities and Threats:

### Strengths:

- Olympic and International Relationships
- Passion within Sport
- Overall Financial Stability
- Leadership and Management
- Human Resources
- Internet Presence and Videos

### Opportunities:

- International Events
- Folkstyle Program
- Beat the Streets
- Women's Programs
- Broadcasting (Universal, NBC Sports)
- Human Interest Stories
- Developing Discipline and Character

### Weaknesses:

- Limited unrestricted and restricted funds
- Limited public / media interest and human interest stories
- Different high school / NCAA rules than International
- Market position and lack of clear public Image
- Perceived lack of loyalty

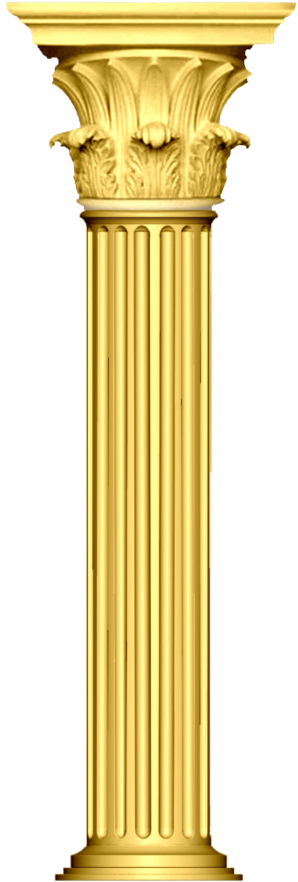
### Threats:

- Reduction of volunteerism
- Cheating / Drugs
- Rising insurance costs
- Loss of a discipline or wrestling in the Olympics
- Outside organizations conducting Olympic-style wrestling
- Loss of NCAA and other college programs
- Concussion issues
- Lack of acceptance of women's wrestling

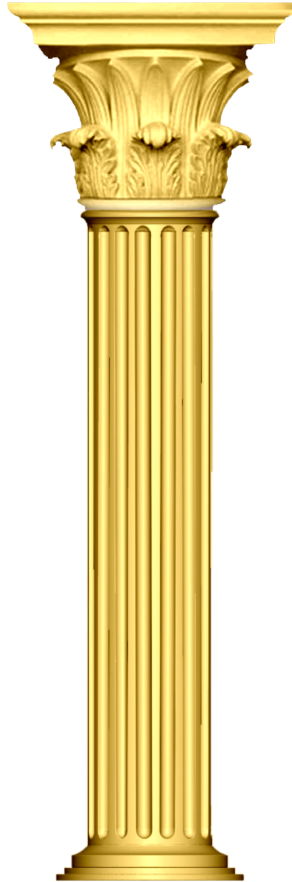


For over 25 years, USA Wrestling has built organizational strengths on four key business pillars.

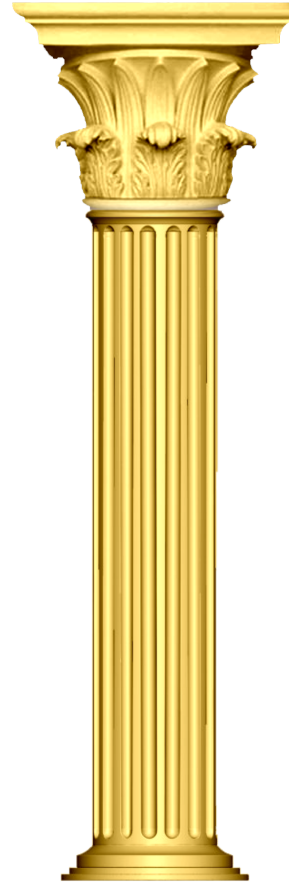
**Competitive  
Excellence**



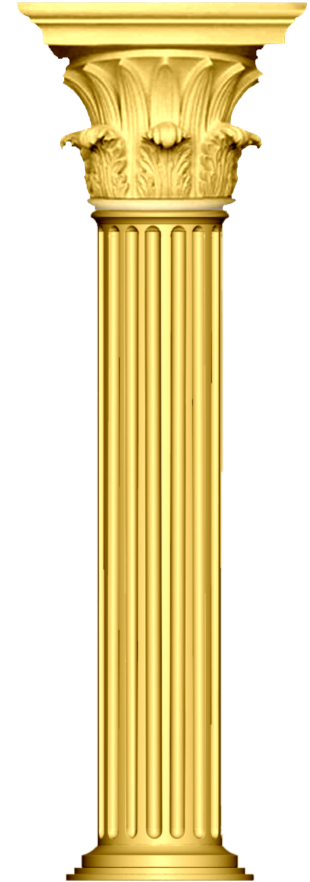
**Build the  
Brand**



**Grow the  
Base**



**Network the  
Community**





## **GOAL #1**

### **ACHIEVE COMPETITIVE EXCELLENCE: Be the World Leader in Wrestling**

**OBJECTIVE 1: Athletes** – Provide the support necessary for the United States to consistently be among the top performers in all three Olympic disciplines in every international competition.

#### **Initiatives and Tasks**

- A. Increase athlete support and incentives**
- B. Increase opportunities for age group athletes**
- C. Develop stronger emphasis on Women's Programs**
- D. Enhance training site opportunities**
- E. Create opportunities for college and high school wrestlers**
- F. Performance Plan – Set attainable goals for performance at all levels of international wrestling that are measurable and reviewed regularly**



**GOAL #1 - continued**

**ACHIEVE COMPETITIVE EXCELLENCE: Be the World Leader in Wrestling**

**OBJECTIVE 2: Coaches** – Recruit, train and develop world-class coaches at all levels in the tactical, technical and strategic application of successful coaching.

**Initiatives and Tasks**

- A. Provide training with tactical and strategic applications**
- B. Increase coaches' support and incentives**
- C. Conduct specialized coaches workshops around the country**
- D. Develop a standardized system for teaching coaches at each age group level**
- E. Set attainable goals for performance at all levels of international wrestling that are measurable and reviewed regularly**
- F. Increase the number of Women's coaches**
- G. Strengthen National Coaching Staff**
- H. Encourage National Coaching Staff to partner with state organizations in developing national programs**

## **GOAL #1 - continued**

## **ACHIEVE COMPETITIVE EXCELLENCE: Be the World Leader in Wrestling**

**OBJECTIVE 3: Officials** - Recruit, train and develop world-class officials on all levels of competition.

### **Initiatives and Tasks**

- A. Create strategy to recruit new officials**
- B. Provide training with tactical and strategic directions**
- C. Conduct specialized officials workshops around the country for recruitment and education of officials**
- D. Develop a standardized system for official's education at each age group level**
- E. Set attainable goals for performance at all levels of officials' education that are measurable and reviewed**





## NATIONAL TEAMS - Key Results Area

- Qualify all (18) slots for Tokyo Games
- Earn (8) total medals at 2020 Tokyo Games
- Win (20) combined medals in senior World Championships in 2017 – 2019
- Win (60) combined medals in Cadet and Junior World Championships in 2017 – 2020
- Win medals in every weight at Pan Am Championships with (10) gold

### Key Strategies

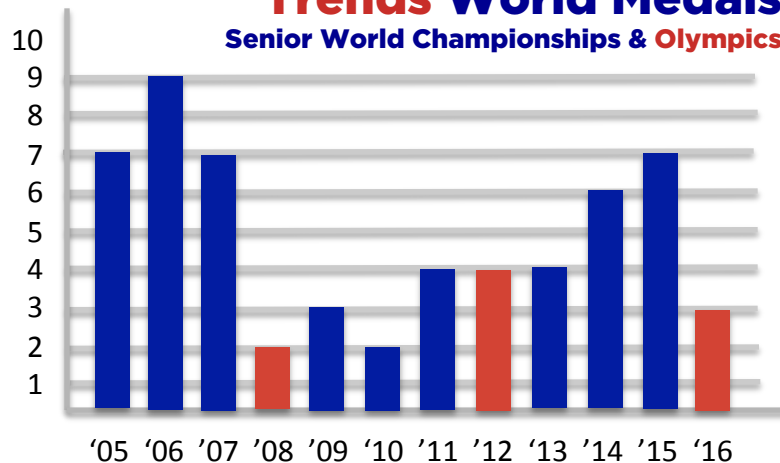
- Hire/retain elite level coaches with proven success
- Increase quantity/quality of international competitions
- Increase international travel to top tournaments – all disciplines and officials

### Key Tactics

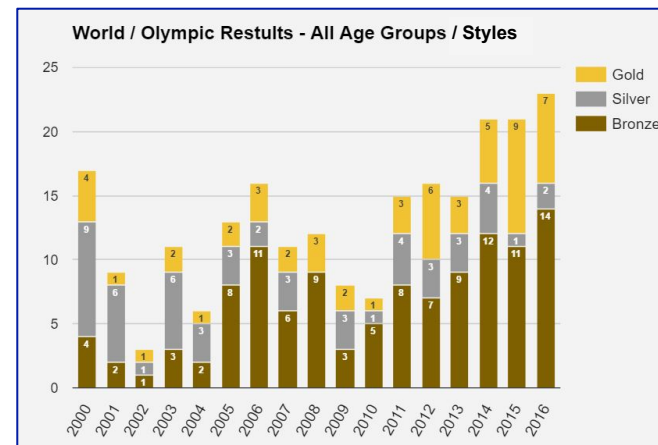
- Work directly with USOC for increased funding
- Increase direct funding from corporate sponsorship and private donors with refined high performance plans
- Refine National Team operations maximizing efficiencies
- Increase international tournaments for all disciplines

## Trends World Medals

Senior World Championships & Olympics



## Trends Jr. World Medals



## **GOAL #2**

### **Strengthen public awareness of USA Wrestling Programs and Membership**

**OBJECTIVE #1: Communications** – Increase exposure through leading edge technology and social media.

**OBJECTIVE #2: Events** – Develop strategy to conduct and produce high quality USA Wrestling Events on all levels of competition.

**OBJECTIVE #3: Marketing** – Build the brand through effective marketing and promotion.

**OBJECTIVE #4: Fundraising** – Raise funds for targeted programs that enhance performance and promotion.

**OBJECTIVE #5: Television/Web** – Create new TV, web deals with increase of 10% of revenue from 2016

**OBJECTIVE #6: Membership & State Services** – Review and revise membership strategies that create additional revenue streams. Strengthen state associations by providing world-class service and leadership.





## COMMUNICATIONS – Key Results Area

- Increase social media subscribers by 10% to 20% annually
- Increase awareness of wrestling at all levels, peaking at Olympic and other World Championships
- Increase the awareness of USA Wrestling and its athletes by 5% each year with continued superior informational services
- Expand magazine by 10,000 reader; more and better content

### Key Strategies

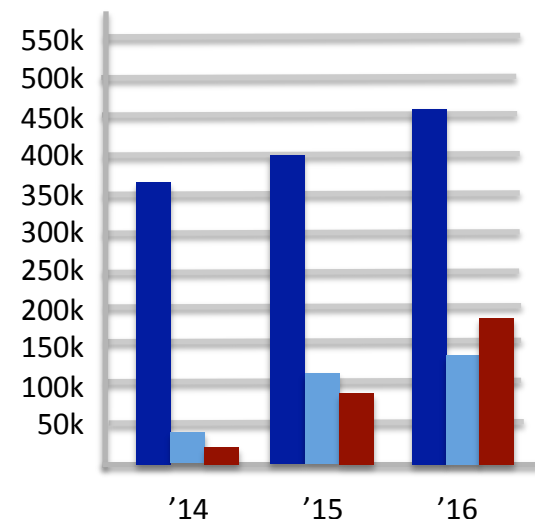
- Integrate most prominent and newsworthy information for timely postings on USAW Facebook, Twitter, Instagram and any other newly developed social platforms
- Hire part-time PR agency (at critical periods for publicity)
- Launch monthly option to USAW members with W.I.N.

### Key Tactics

- Segment information for website and social media based on priority material as predicated by weekly metrics
- Collaborate with PR agency to promote and publicize major world competitions, including national placement
- Provide internal and external communications, including crisis management and flow to core groups in quick electronic format

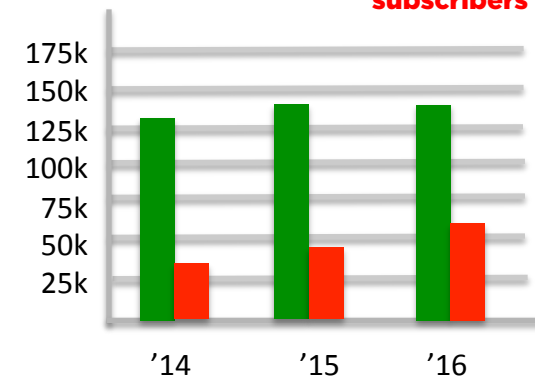
### Trends Social

Facebook Twitter Instagram



### Trends Social

Google+ Followers YouTube subscribers



## MARKETING - Key Results Area

- Increase corporate sponsorship by 50%
- Recruit (3) new USOC-affiliated sponsors
- Land presenting sponsor for Women's National Team program
- Increase brand awareness at grass roots level by 10%
- Build Tour of America national Folkstyle event as definitive series

### Key Strategies

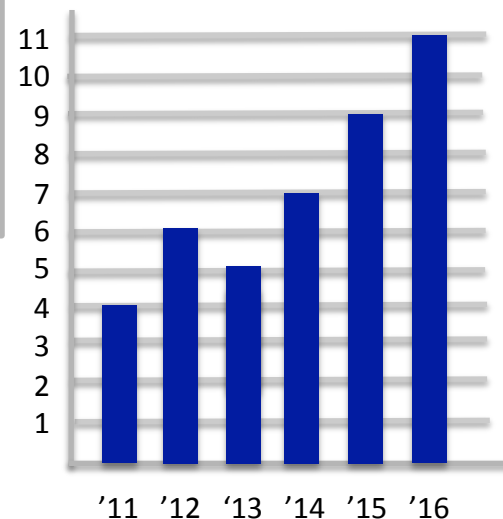
- Complete analysis of 'sponsorable' assets, 2016 to 2020
- Target list of potential quad sponsors and licensees
- Create and develop necessary programs that align with sponsor strategies and tactics
- Create a campaign for recruitment around youth wrestling
- Support and surround key national and regional events with universal USAW marketing material to support member services

### Key Tactics

- Create new sponsor material, including positioning and full disclosure of assets, while also leveraging National Teams, athletes
- Match organizational assets with best corporate sponsor fit, with tiered structure of USOC, endemic and other
- Create a series of five to six grassroots events by region that introduce wrestling and the basic elements for training
- Create USAW branded club support kits: poster, sticker, banner

## Trends Sponsors

Annual



## NATIONAL EVENTS – Key Results Area

- Increase all Cadet and Junior National Events by 3% yearly
- Increase all Freestyle, Greco-Roman events by 3% yearly
- Host Olympic Trials, 2020 with 10% attendance, revenue increase
- Add (1) Beat The Streets dual meet per year
- Increase Regional Folkstyle *Tour of America* Duals by 10%

### Key Strategies

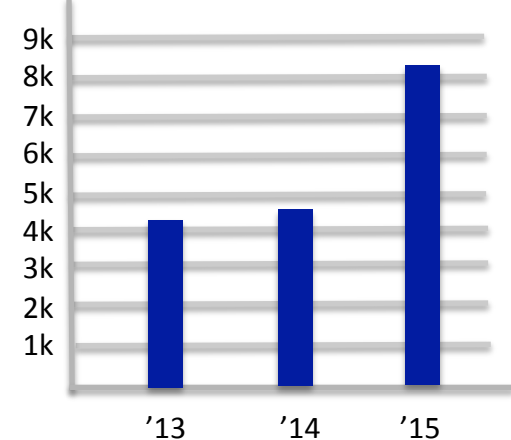
- Working with marketing division, or outside agency, provide marketing support for Junior and Cadet National events
- Help build *Tour of America* Folkstyle Series
- Working with marketing division, or outside agency, provide marketing support for Freestyle and Greco Roman Nationals
- Create a grand-scale and integrated event “WrestleFest”, which includes National Festival for wrestling with competition
- Elect top-notch bid location and committee for Olympic Trials
- BTS events with organized duals in at least four cities, including New York, Los Angeles, San Francisco, and Chicago

### Key Tactics

- Create dynamic event marketing material for all USAW National events and all newly created events
- Incorporate greater corporate sales strategies with dedicated funds to key events as outlined in key strategies

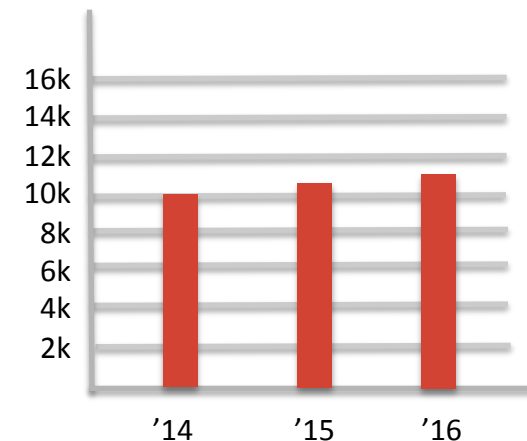
## Trends Events

### Annual Cadet/Junior Nationals



## Trends Events

### Freestyle/Greco-Roman Regionals





## FUNDRAISING – Key Results Area

- Manage \$8,000,000 in restricted funds, 2017-2020, which include individual donors, pledges, funds accrued
- Raise \$900,000 in unrestricted new funds, 2017-2020
- Raise \$250,000 annually through annual Gala
- Solicit and Secure Team Leaders for Olympics

### Key Strategies

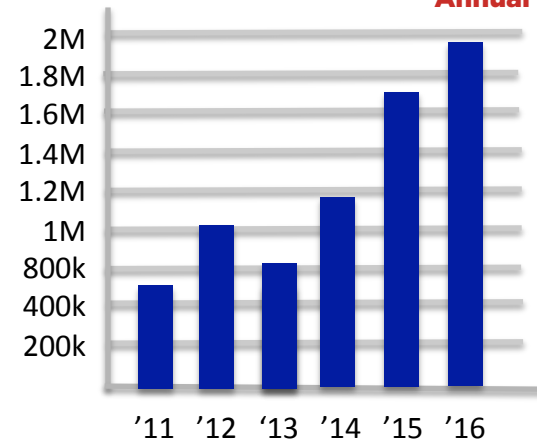
- Create and present an annual fundraising Gala (‘Night of Champions’) in conjunction with US Wrestling Foundation
- Create and present regional private donor fundraising socials
- Create and develop ‘Victory Tour’ post Olympics
- Create one-off fundraising built around awareness via social media and grass roots events

### Key Tactics

- Host key donors at national and world wrestling events, including Tokyo Games
- Manage key donor relations while scouting new one-off opportunities
- Expand and enhance the “Live the Dream Medal Fund” campaign
- Execute a national world-class Fundraising Gala annually with US Wrestling Foundation
- Execute 5 to 6 socials by region, leveraging alumni relations, as private donor fundraisers as Ambassadors for the organization
- Continue to build Alumni relationships and leverage them into private donor fundraising roles
- Enhance and expand marketing of “Booster Club”

## Trends Fundraising

Annual





## MEMBERSHIP/STATE SERVICES - Key Results Area

- 275,000 total members by 2020
- 40,000 member coaches by 2020
- 4,800 member clubs by 2020
- 1/3 of all high school-age wrestlers to be USAW members, (estimated 85,000 by 2020)
- 100% affiliate participation at Annual State Leaders Summit
- Increased automated registration tools

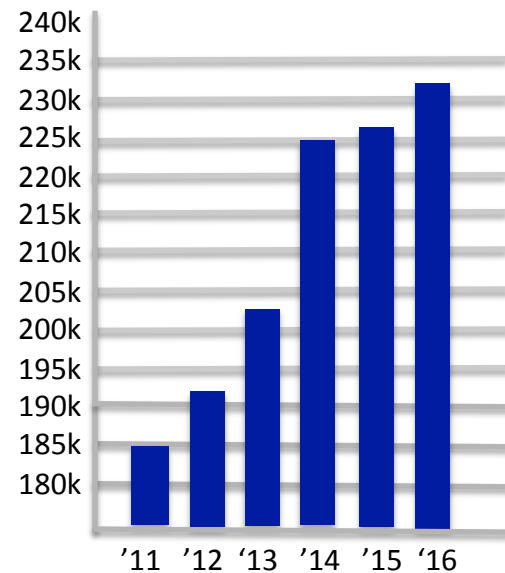
### Key Strategies

- Enhance current membership system
- Enhance and increase state member marketing services (digital and print)
- Increase integration between event and membership system
- National wrestling campaigns

### Key Tactics

- Include membership sign-up, tournament registration and profile interaction
- State Specific Marketing Kits (digital downloads)
- USA Wrestling branded Marketing Kit (poster, banner, stickers) to affiliate clubs
- Execute “Try Wrestling Week” and “Wrestling Week Across America”, new national promotional campaigns developed in conjunction with state associations; designed to increase visibility and participation in wrestling yielding better membership

## Trends Membership



## TV/WEBSITE - Key Results Area

- Increase total national television hours by 50%
- Contract national linear and live stream deal through 2020
- Live stream all USA Wrestling major events
- Create integration with all USA Wrestling online platforms
- Work with partners on integrated event mobile apps

### Key Strategies

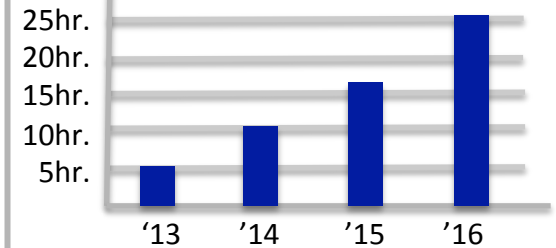
- Secure a national television deal through 2020 with a national broadcast partner
- Secure an integrated linear and live stream partner that can help produce and distribute more live and tape-delayed coverage of major USAW events
- Create integration between all USA Wrestling online platforms for content sharing and distribution

### Key Tactics

- Linear and live stream broadcast all events with no production costs to USAW in exchange for partial rights and USAW sponsor integration
- Create content provision agreements with state chapters and other freelancers to service video on demand
- Develop new chapter content including education-based

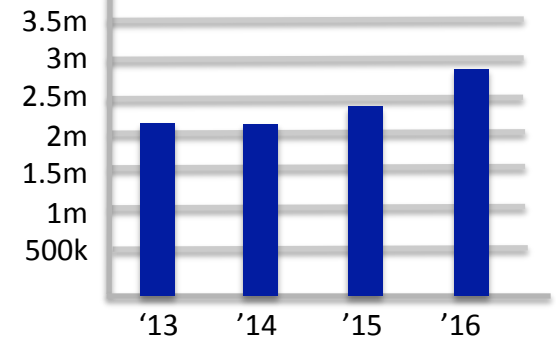
## Trends National TV

Hours (NBC, NBCSN)



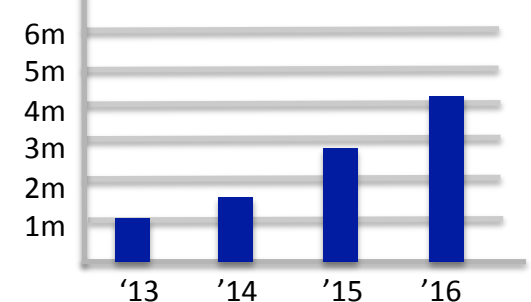
## Trends Website

Annual Unique Visitors



## Trends Streams

Major Events Viewership





## GOAL #3

### **LEADERSHIP AND ORGANIZATION: Maintain Flexible Organizational structure, sensitive to the changing needs of our sport**

**OBJECTIVE 1: Leadership** – Develop consistent program to educate leaders within our sport (leaders to include professional staff, board of directors and state leaders).

**OBJECTIVE 2: Governance** – Frequently evaluate current USA Wrestling policies and procedures.

**OBJECTIVE 3: Strategic Planning** – Create a strategic plan with timelines and milestones that is clear, purposeful and useful to USA Wrestling.

**OBJECTIVE 4: Volunteers / Officials** – Provide highly valued programs to encourage and reward volunteerism.



## Key Results Area

- Review and amend USAW policies and procedures to best reflect each divisional goal, increasing communication and marketing to partners within the wrestling community and beyond

## Key Strategies

- Advance mission, vision and values of USA Wrestling
- Provide orientation and education for new Board members
- Volunteers/Officials – Create new programs to encourage volunteerism with our ever-changing sport
- Create volunteer recognition programs at all levels with national awards
- Develop programs to recruit and encourage volunteers
- Develop strategy for recruitment, retention and education of new officials

## Key Tactics

- Annually review size and effectiveness of the Board of Directors
- Establish online video conferencing for periodic panel discussions with leaders
- Prepare written material on roles and responsibilities
- Provide volunteer special awards dinners and/or celebrations at all levels
- Design a line of clothing for discounts for officials, state leaders, volunteers, extending brand
- Develop a promotional campaign on reasons for volunteering and rewards of involvement
- Provide training for volunteers to do their jobs, such as written position description for all positions
- Create a National Directory of Volunteers, and provide volunteer registration via the internet
- Create and fund an officials education program using technology
- Invite mat officials and pairing officials to participate in major events
- Develop funding plan to decrease financial burdens of officials
- Develop recruitment program for non-traditional officials such as young and retired
- Develop service recognition program using technology and incentives with peer oversight



## GOAL #4

### **STRENGTHEN THE WRESTLING COMMUNITY: Build strategic alliances to raise the profile and strengthen USA Wrestling's international and domestic position**

**OBJECTIVE 1: External Relationships** - Develop and expand relationships with organizations and individuals with common interests to the benefit of USA Wrestling.

**OBJECTIVE 2: Folkstyle Development** - Foster relationships with folkstyle organizations and individuals, exposing them to USA Wrestling programs.

**OBJECTIVE 3: Women's Wrestling Development** - Positively Influence the development of women's wrestling on the interscholastic, intercollegiate, and local levels.

**OBJECTIVE 4: UWW** - Develop and establish stronger relationships between prominent USA Wrestling volunteers and staff with UWW and UWW members.





## Key Results Area

- Develop and expand relationships with organizations and individuals with common interests to the benefit of USA Wrestling

## Key Strategies

- Enhance partnerships with the Hall of Fame and National Wrestling Coaches Association
- Work in collaboration with Los Angeles 2024
- Expand USA Wrestling's commitment to Folkstyle program - develop education program for parents and coaches
- Enhance partnerships with NCAA, NAIA, and NFHS and all affiliate groups
- Enhance Women's Wrestling Development, with addition of NAIA, NCAA, and high school female wrestling
- Develop and establish stronger relations with UWW, linking USAW strategic plans for greater international growth
- Continue to build relationship with USOC and its key staff in all applicable area

## Key Tactics

- Meet with PAL, YMCA, Boys and Girls Clubs, NFHS, NAIA, Armed Forces, NCAA, NJCAA, NJCWCA and others as appropriate Partnership with existing independent wrestling organizations through core initiatives through electronic services
- Work directly with high school activity associations to implement USA Wrestling's Coaches Education Program into the high school certification program
- Create brand awareness with marks and logos in publications or on-site at high school and college events
- Hold major event in Los Angeles
- Folkstyle regional events (SEE 'MARKETING')
- Expand Tour of America with socials at each event to extended influencers
- Continue to lobby for USAW personnel in UWW committee positions, with influence at World Championships
- Write an integrated strategic plan regarding USOC and USAW relationships through Tokyo





## **GOAL #5**

### **INCREASE FINANCIAL READINESS: Assure USA Wrestling's financial ability to carry out its mission, vision and goals**

**OBJECTIVE 1: Investment Fund** - Review and revise as appropriate investment fund strategies and oversee portfolio management.

**OBJECTIVE 2: Unrestricted Income** - Maximize sustained, long term, incremental unrestricted resources to be used for operations.

**OBJECTIVE 3: Private Donor Fundraising** - Implement a development strategy to further connect with a broader group of philanthropic individuals (SEE FUNDRAISING).





## Key Results Area

- Balance annual operating budget
- Complete annual audit with no repeated recommendations annually
- Effectively manage annual finances

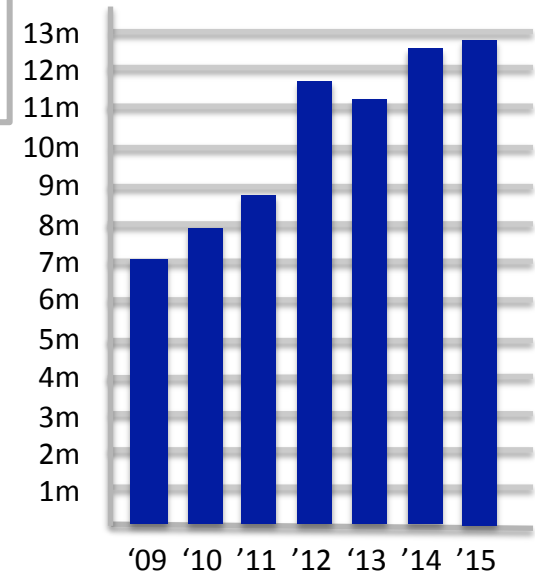
## Key Strategies

- Maintain high-level of fiscal disclosures and transparency
- Maintain high-level of fiscal viability and planning
- Maintain organizational climate with strong internal controls
- Fulfill staff and board responsibilities for financial management
- Ensure better integration of divisional and organizational goals

## Key Tactics

- Publish monthly financial statements and Form 990
- Conduct and publish annual independent audit
- Have Finance Committee actively involved with USA Wrestling Board of Directors
- Analyze financial impacts for major projects prior to approval
- Provide best practices and shared opportunities with state chapters and key staff
- Develop financial training programs for key staff and state chapters
- Use generally accepted accounting principles for non-profits
- Implement universal electronic forms for purchase orders, travel requests, inventory, and procurement procedures

## Trends Budget Annual Budget





1. Do the strategic goals address what we must do to accomplish our vision?
2. What metrics are used to ensure that we accomplish goals and objectives in a timely, sustainable and cost effective manner?
3. How is performance data reported?
4. How do we identify strengths, weaknesses, opportunities and threats to ensure that all aspects of the organization are considered?
5. How is the plan deployed throughout the organization?
6. How is focus maintained?
7. Are objectives and initiatives supported and tracked by departments?