

# **Orienteering USA Strategic Plan - 2010-2014 - Condensed**

## **Orienteering USA's Vision**

Orienteering USA's vision is to create a single, unified orienteering community ... an Orienteering Nation ... a community committed to filling the forests, the woods, the parks and the fields with new, enthusiastic orienteers.

## **Orienteering USA's Mission**

As the national governing body of orienteering, and in partnership with the clubs, Orienteering USA's mission is to:

- Increase participation in the sport.
- Teach map reading and navigational skills.
- Promote enjoyment of, and respect for, the environment.
- Establish world class competitive excellence within our national team programs.

## **Orienteering USA's Strategic Foundation**

- Orienteering USA should be the cornerstone for the growth of the sport in the United States, and provide resources and information to foster club development.
- Orienteering USA must increase awareness of orienteering, effectively communicating its features and benefits as well as places to orienteer.
- We must increase the number of starts, the number of volunteers involved, the amount of non-starts revenue (donations, grants and sponsorships), and continue to promote the "brand" called Orienteering.

## **Orienteering USA's Goals and Strategies**

- Increase starts at both local meet and A-meet levels by at least 5% annually.
  - Actively pursue new groups of potential orienteers
  - Work with Third Party organizations to expose new people to our sport
  - Expand the "O in Schools" program so that there is a program built from the ground up
  - Work with JROTC, Boy and Girl Scouts, and other national groups
- Implement a revised membership structure to increase membership figures by at least 5% annually, both in clubs and at the national level.
  - Review current membership structure in terms of benefits to members and OUSA
  - Investigate new membership classifications such as joint club and OUSA memberships as well as inviting Third Party Operators as Associate members
  - Increase types of benefits that members receive from the organization
- Establish a consistent and effective volunteer leadership system.
  - Hold board members accountable for individual goals and measures
  - Establish a committee structure which serves as a feeder system to Board of Director positions
  - Review committees on a regular basis and assist in making them more efficient at performing their duties, if needed, and make sure that the principle of "good governance" is followed including awareness of conflicts of interest

- Increase combined non-membership/ non-starts revenue by at least 10% annually.
  - Maximize and coordinate financial development and fundraising activities so all activities complement vs. overlap each other, utilizing technology (website and giving lists) to optimize giving opportunities
  - Implement sponsorship and grant program focusing on companies, products and associations that directly impact the orienteering community.
  - Generate online sales of books, wearables, and knowledge
  - Investigate other possible programs such as working with third party tour operators to establish U.S. orienteering tours for the European orienteering community.
  
- Increase the accessible and mapped acreage of active maps in the United States annually with focus on both new and rejuvenated maps including maps for foot, ski and bike orienteering.
  - Assist in obtaining permissions, finding mappers and getting funding
  
- Promote the brand “Orienteering” and increase our exposure on the web and print media.
  - Establish an effective internal communications system for us all to work as one group vs. disparate regional and local organizations
  - Sell the orienteering experience
  - Identify and develop marketing communication strategies and materials to target key groups
  - Use social media connections to grow our sport
  - Advertise club and national events and NOD
  - Continue to improve OUSA website
  - Use ONA in print and digital form to promote the sport
  
- Maximize environmental positioning to promote the growth of orienteering.
  - Actively seek alliances at all levels to promote like environmental agendas
  - Pursue environmental partnerships with the goal of generating land permissions
  - Work to improve our support of local clubs’ relationships with land owners/park rangers.
  
- Form at least one alliance per year that will benefit OUSA and its members.
  - Pursue alliances from which OUSA, its clubs, and its members can benefit.
  
- Prepare a local club kit and best practices section of the website.
  - Use membership-focused materials and artwork developed and provided by OUSA to publicize meets and other events
  - Train meet directors and course setters to insure quality courses for A-meets
  - Evaluate every A-meet and publicize ways that we can improve future meets

- Have our national team programs compete at high levels of international excellence under one name and banner – Team USA – and supporting them financially as much as possible.
  - Encourage high school and middle school leagues
  - Expand coaching programs so that we reach more individuals with quality training
  - Aim towards realistic goals written by each team on an annual basis
  - Teams should be held accountable for their training
  
- Have an annual review of progress made on the strategic goals including the financial status of the organization to make sure Orienteering USA is financially secure.

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[For more details on goals and strategies to achieve them, see the full strategic plan posted on the Orienteering USA website.]