

US SKI & SNOWBOARD

Diversity and Inclusion Strategic Plan

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2017-2020

I. Background

As the landscape of the United States continues to become more diverse, it is important for the participants and audience of sport governing bodies to reflect those changes. U.S. Ski & Snowboard is committed to increasing opportunities for full participation through the creation of a Diversity & Inclusion Plan that includes policies, best practices, and programs that position U.S. Ski & Snowboard to increase athlete participation and its fan base.

As noted in the U.S. Ski & Snowboard's scorecard there is room for growth in U.S. Ski & Snowboard ability to reach certain demographics. <http://www.teamusa.org/diversityscorecards>

U.S. Ski & Snowboard has been seeking athletes in underserved demographics to expand the pool of elite athletes. At the development level, U.S. Ski & Snowboard has partnered with the national Brotherhood of Skiers (NBS) to recruit and evaluate potential skiers.

Additionally U.S. Ski & Snowboard's Talent Identification system seeks athletes from any demographic who exhibit the potential to become an elite athlete, taking athletes from other sports and including them in the U.S. Ski & Snowboard's programs. The U.S. Ski & Snowboard's Youth Initiatives were developed to work with youth-serving organizations to grow the pool of recreational skiers and snowboarders to find the next Olympians. The NASTAR program acquisition in 2016 (a license option agreement to acquire the license and ultimately the NASTAR brand over the next six to seven year term) was a step forward for U.S. Ski & Snowboard getting more people involved in the sport and in racing.

The Youth Initiatives are U.S. Ski & Snowboard-led national, strategic initiatives to provide winter sports opportunities to youth in the United States that will improve fitness, build youth of character, and expand the athlete pool by increasing participation in winter sports, specifically skiing and snowboarding.

The Youth Initiatives work on the structure of U.S. Ski & Snowboard below the level of competitive development as it focuses on bringing children of all demographics to experience the sports directed by U.S. Ski & Snowboard. This completes the loop of sport management from beginner to Olympian and becomes one of the components for future success of U.S. Ski & Snowboard's athletic programs. The addition of new winter sports enthusiasts is also designed to build growth in skier days, equipment sales and fan base for U.S. Ski & Snowboard's winter sports.

The program should deliver incremental benefit to U.S. Ski & Snowboard by engaging a new demographic in winter sports thereby growing the talent pool. It also has a social benefit by allowing U.S. Ski & Snowboard athletes the opportunity to encourage children to try a winter outdoor activity and to learn a new sport while having fun. Furthermore U.S. Ski & Snowboard's athletic experience, training, club structure and management will be used in conjunction with successful programs to build best practices for the nation-wide initiatives.

In addition, U.S. Ski & Snowboard is focusing on evolving the NASTAR property with improvements in technology and digital communications to enhance its appeal to recreational skiers and snowboarders of all types from throughout the nation. U.S. Ski & Snowboard is working to overhaul the NASTAR.com website and upgrade a number of key services for the NASTAR participant. The new website will have a responsive design to optimize the navigation from desktop computers to smart phones. In partnership with this initiative, the NASTAR timing and results vendor, GRS, is developing mobile optimized results pages including live scoring so that participants can see their results in real time on the hill.

In November of this year, the Putnam NASTAR Pacesetter Trials Copper Mountain provided the opportunity to promote the connection between NASTAR and the U.S. Ski Team with team athletes participating in the Pacesetter Trials along with U.S. Ski Team Alumni like Casey Puckett and Marco Sullivan, NASTAR Nationals Champions and the U.S. Adaptive Ski Team.

All of the programs of U.S. Ski & Snowboard are built utilizing the variable sports model that was devised by the Strategic Planning Committee; every program of U.S. Ski & Snowboard must further the vision of the organization to make the United States of America the best in the world in Olympic skiing and snowboarding.

In 2016, the organization changed its mission to be more encompassing; the mission of U.S. Ski & Snowboard is to lead, encourage and support athletes in achieving excellence by empowering national teams, clubs, coaches, parents, officials, volunteers and fans.

To achieve the mission and vision of U.S. Ski & Snowboard, five organization goals were set out:

- Goal #1 – Achieve athletic excellence
- Goal #2 – Grow the visibility of our sports
- Goal #3 – Engage, lead, and grow our communities
- Goal #4 – Cultivate organizational excellence
- Goal #5 – Achieve financially sustainable growth

U.S. Ski & Snowboard's domestic program personnel are building motivating competition systems and regional programs to engage youth in our sports and provide them an environment to enjoy and excel in competitive skiing and snowboarding. Expansion of the domestic elite series is envisioned to increase athlete access and increase competition availability, as well as crossover with other nations.

A new online learning management system (LMS) will continue to reduce barriers to coach and club education, facilitating greater knowledge transfer throughout our system. Best practices identified through the club certification review process will be compiled and promulgated across clubs, increasing the collaboration across our club community. A Gold Cup High Performance Partnership will tighten the collaboration between and across U.S. Ski & Snowboard Gold Clubs operating high-performance centers.

Expansion of U.S. Ski & Snowboard's club and coach education program is an opportunity to strengthen partnership with U.S. Ski & Snowboard clubs, and to increase the quality delivery of programs in those clubs. Advancements in this area will allow development systems to better capitalize on the vast investments being made at the club level; improved organization and capacity at the club level will yield profound performance impacts at the development level, which can be better realized by an expanded investment in manpower to develop and deploy educational content, and to provide consultation services to our clubs.

An effective data program relies on actionable recommendations; advanced data analytics are a skill the U.S. Ski & Snowboard must acquire; this skillset may also prove valuable in the evaluation of technology projects and injury prevention programs, as well as improving talent identification and selection methodologies.

To that end and with an eye to the future generations of our team, a new athlete assessment is being rolled out to our clubs, enabling benchmarking and improved talent detection. Talent identification and talent transfer is an area where we have experienced both high levels of success (aerials) and failure to match the efforts of other nations (snowboarding and freeskiing) or to exploit natural talent transfer opportunities across U.S. Ski & Snowboard (skicross) and across U.S. Olympic sport (gymnastics talent). We continue to explore ways to better facilitate talent identification and transfer.

Recent work by the USOC and others has demonstrated the positive impact of establishing productive education and career pipelines for athletes that not only help in transition but also help improve performance and extend careers. The U.S. Ski & Snowboard's ACE team has opportunities to improve that pipeline at the high school, college, career and alumni stages of an athlete's career.

The next step of a comprehensive strategic planning process was to re-evaluate U.S. Ski & Snowboard's brand strategy, which has been the focus of the Branding Task Force (comprised of top branding executives from across the country) throughout 2016. Led by Jeanne Jackson, Co-Chair – President & Strategic Advisor, Nike and Charlotte Moats, Co-Chair – External Consultant, McKinsey in conjunction with Lisa Baird – CMO, USOC; Hoby Darling – Former CEO, Skullcandy; Mark Dowley – Chairman, DDCD & Partners; Dave Morin – Founder, Slow Ventures; Patty Wolff – Former VP Marketing, PepsiCo; Dexter Paine, U.S. Ski & Snowboard Chair & U.S. Ski & Snowboard Executive Team.

The committee began by performing an extensive brand audit of U.S. Ski & Snowboard's four active brands: U.S. Ski & Snowboard, US Ski Team, US Freeskiing and US Snowboarding. The U.S. Ski & Snowboard surveyed over 2,000 stakeholders (including donors, sponsors, members, athletes, parents, volunteers and fans) to better understand motivations and perceptions. U.S. Ski & Snowboard also held dozens of focus groups with stakeholders from each sport, including our elite teams. In doing so, we identified that motivations across sports and across stakeholders were more similar than anticipated. The motivation for athletes to compete and for donors and sponsors to engage is similar regardless of sport discipline. We also found that our elite team brands, and the US Ski Team in particular, are by far our strongest brands.

Once the brand audit was complete, the committee tackled the optimal brand strategy, including whether U.S. Ski & Snowboard should be a “Branded House” (one master brand) or “House of Brands” (portfolio of brands). We also benchmarked the brand strategies of other NGBs and looked at how analogous organizations have positioned themselves. After much debate, it became clear that simplifying our brand architecture was essential – U.S. Ski & Snowboard should reposition itself as a “Branded House” rather than a “House of Brands”.

When the four U.S. Ski & Snowboard brands were established, the focus was on the differences among the sports, rather than the similarities. Since then, the sport landscape has changed. For example, U.S. Ski & Snowboard athletes have grown accustomed to wearing a common TEAM USA logo at the Olympics, regardless of sport differences. The media landscape has also changed, and we are now competing in a world of increasingly fragmented digital and social media. It is not only expensive to support four separate brands, but it is confusing to potential fans, donors, and participants.

While each sport should maintain its own identity, sponsorships, and ability to fundraise, all sports concluded that they benefit from having a shared mark or logo that indicates that they are all part of a common organization and Team. To design the new marks, RFPs were sent to a dozen design firms, and U.S. Ski & Snowboard received pro-bono design submissions from five agencies. Leveraging focus groups of athletes, donors, and sponsors, we went through many rounds of design iterations with multiple firms. After reviewing hundreds of design submissions and iterations, we were pleasantly surprised with the winning design - it was the clear favorite with athletes across sports.

The launch of a new brand for what is now the U.S. Ski & Snowboard and its teams will provide an opportunity for the organization to increase its value and unify all sports under one common brand for the first time. Achieving that value will require a well-developed and executed launch plan, as well as education to a wide group of stakeholders from sponsors to donors to clubs and all U.S. Ski & Snowboard members.

The new brand strategy and logo was shared with the Board of Directors and Board of Trustees in early December, and the new marks will appear on select athletes for the first time at 2017 World Championships. This will be a soft launch, with the public launch taking place in May and June at U.S. Ski & Snowboard Congress and Partner Summit. The new brand strategy is also guiding the redesign of the website, which will go live in the new fiscal year.

II. Vision for Diversity and Inclusion

What does Diversity and Inclusion mean to your organization and how do you envision it impacting success?

The U.S. Ski & Snowboard strives to increase the participation of all individuals without regard gender, race, ethnicity, culture, religion, sexual orientation, gender expression or mental or physical disability. A diversity of thought, perspective and experience is instrumental in growing our sports and, it is hoped, bolster both athletic performance and business results.

Provide a CEO quote on the importance of diversity.

"Diversity is extremely important to the U.S. Ski & Snowboard. We continue to do our best in this area considering our location and our sports." Tiger Shaw, U.S. Ski & Snowboard President/CEO

III. Diversity and Inclusion Awareness and Outreach Strategy

It is important to highlight your success in diversity and inclusion and reflect a welcoming environment for everyone. To that end, all NGBs and HPMOs are required to build a Diversity and Inclusion Awareness and Outreach Strategy into their diversity plans. This section can be used to describe the implementation of these initiatives. Each organization may do more, but at minimum, each diversity plan should include the following strategies and objectives:

- a. Please include a plan to review your website regularly to ensure it is inclusive and reflects a diverse array of persons with disabilities, all gender identities, the LGBTQ community, military veterans and people of color.

U.S. Ski & Snowboard staff updates the various segments of the website on a regular basis. The governance section of the website is updated quarterly, at minimum. U.S. Ski & Snowboard will make best efforts to have various constituents represented on the site.

- b. Please include a plan to review your print publications to ensure they are inclusive and reflect a diverse array of persons with disabilities, all gender identities, the LGBTQ community, military veterans and people of color.

U.S. Ski & Snowboard will remind its creative team to reflect a diversity of persons in its print publications such as the annual report, etc.

- c. Please include a plan to clearly state your Vision and Definition for Diversity and Inclusion (II & III) on your website.

Beginning in 2017, the U.S. Ski & Snowboard will include the Diversity and Inclusion verbiage in the governance section of the U.S. Ski & Snowboard website.

- d. Please include a plan to host your Diversity and Inclusion plan on your website and provide a link to your NGB scorecards.

Once the plan has been approved, the U.S. Ski & Snowboard will post the Diversity and Inclusion plan in the governance section of the U.S. Ski & Snowboard website and include the link to the U.S. Ski & Snowboard scorecard.

IV. Definition of Diversity and Inclusion

State how your organization defines Diversity and Inclusion.

U.S. Ski & Snowboard Definition of Diversity and Inclusion:

U.S. Ski & Snowboard ascribes to the definitions of diversity and inclusion which have been developed by the USOC; i.e. diversity is about differences among people, whether they work for, are served by or otherwise have a stake in the organization itself. These differences among stakeholders include but are not limited to race, ethnicity, gender, sexual orientation, socio-economic status, age, geographic location, national origin, religious beliefs, language, veteran status and physical abilities. Diversity is invaluable because it generates differing points of view, leads to innovation, fosters an understanding and acceptance of individuals from different backgrounds, and recognizes the contributions that a variety of individuals and groups can make.

Inclusion is about creating and maintaining an environment that is welcoming and inviting to all, and where differences are valued. It means promoting an environment in which contributions and strengths are recognized, optimized and valued in a way that generates opportunities for adaptability, problem solving, growth and ultimately increased success.”

U.S. Ski & Snowboard does not tolerate discrimination within its organization, values diversity, and is respectful of the experiences and rights of athletes and others.

As an employer, U.S. Ski & Snowboard supports equal employment opportunity for all applicants and employees in compliance with both state and federal laws. It does not discriminate against employees or applicants for employment on any prohibited basis, including race, color, gender, pregnancy, age (40 or over), religion, national origin, ethnic background, genetic information (including of a family member), military service, citizenship, sexual orientation, gender identity, disability, or any other characteristic protected by applicable law.

V. Diversity and Inclusion Strategies for 2017-20

Below outline various goals to implement as part of your D&I Plan. While it is not necessary to develop a goal for each category, we encourage you to identify at least two diversity and inclusion goals to be accomplished during the 2017-20 quad.

The purpose of the plan is to identify any programs and/or initiatives that are specifically designed to increase the level of diversity and inclusion in your leadership, staff, fan base, membership, athletes, etc. Each NGB is strongly encouraged to pick a red or yellow category from their D&I Scorecard to help identify opportunities for the Recruitment section.

The green areas of your scorecard can be used to identify opportunities for retention. Additionally, each goal should be attainable, realistic and measurable. We would also encourage you to review the strategic plan for your NGB as there should be areas of overlap. For example, your initiatives around the recruitment of athletes may only need to be changed to include efforts to target diverse groups.

Recruitment Quad Diversity Goal: Provide an overview of the D&I Goal(s) related to athlete, membership, etc., you plan to achieve in 2017-20. Use the red and yellow sections from your D&I Scorecard to help identify potential areas for growth.

U.S. Ski & Snowboard collaborates with national, regional and local programs to facilitate winter sports programs for youth.

U.S. Ski & Snowboard encourages athletes/alumni to engage with and donate time and support to youth programs. While not an official program of the U.S. Ski & Snowboard, many of the athletes do school and club visits on their own in their hometowns and local mountains, and the U.S. Ski & Snowboard helps facilitate these when requested.

Community service and engagement are becoming more common throughout our Teams. A number of the athletes commit annually to an athlete service project under the auspices of Hope Sports which gives athletes an opportunity to devote time to a worthy cause outside of their sport – they take a break from summer training and head to Mexico to build a house for a family in need. Guest speakers address the group throughout the build, many of them with Olympic ties, to help the athletes see the importance of using their platform and visibility to give back to their local and global community – a fan and service outreach.

Annually, the U.S. Ski & Snowboard Center of Excellence in Park City supports the *Fast and Female* program. The younger girls, ages 8-12, participate in stations around the COE led by female members of the US Cross Country team and other sport ambassadors. *Fast and Female* is led by two ski competitors and friends: Chandra Crawford from Canada and Alaskan ski racer Kikkan Randall – a 4x Olympian and World Champion.

Over 250 athlete ambassadors and sports experts have joined them. All are volunteers. Collaborating since 2008, they have grown the organization to reach over 3,000 girls age 8-18 annually and inspired them with their team of athlete ambassadors and sport experts. The ambassadors are great role models. "Girls drop out of sports at six times the rate of boys in their early teens and the top reason for their mass exodus from physical activity is the experience of a lack of social belonging. For this reason, Fast and Female's Vision is: A positive, empowering environment for girls in sport. When coaches are more supportive, parents lay off the pressure, and teammates learn the skills to get along, the sport environment will be fun, positive and empowering and girls are motivated to stick with their activities."

Recruitment is resource dependent. U.S. Ski & Snowboard focuses on revenue generation to fulfill all of its strategic organizational goals, which includes its primary goal of achieving athletic excellence. Revenue generation enables the U.S. Ski & Snowboard to fund development projects and to retain its core of elite and development Team athletes. Additionally, revenue generation helps to cultivate organizational excellence and to achieve financially sustainable growth as well as grow the visibility of our sports and allows U.S. Ski & Snowboard to engage, lead, and grow our communities.

Strong visibility of the U.S. Ski & Snowboard's sports and athletes is a vital component of achieving U.S. Ski & Snowboard's vision. Telling our story to the public enhances fundraising through greater recognition of our sports and hero athletes, and is the primary platform for growing our fan base, membership and commercial sponsors.

U.S. Ski & Snowboard has a long history of innovation in media partnerships to bring skiing and snowboarding to the American public. In the past five years, U.S. Ski & Snowboard has worked in concert with media partners worldwide to pioneer new business models to increase exposure domestically and internationally, as well as creating new revenue platforms to support athletic programs.

Of all the public channels available for U.S. Ski & Snowboard to tell its story, earned media through traditional print, electronic and digital news media channels reaches the most people. It is anticipated that U.S. Ski & Snowboard can reach a billion persons in the 2018 Olympic year, with a projection of two billion for the Beijing season in 2022.

The future success of U.S. Ski & Snowboard events rests on great relationships with resort partners. This is critical to being able to maintain the established core events as well creating opportunities for new sports added to the Olympic schedule. The annual business plan will focus on engaging and growing advocacy with U.S. ski resorts for U.S. Ski & Snowboard and its programs.

[Retention Quad Diversity Goal: Provide an overview of the D&I Goal\(s\) related to athlete, staff, membership, etc. you plan to achieve in 2017-20. Use the green sections from your D&I Scorecard to help identify potential opportunities.](#)

U.S. Ski & Snowboard focuses on retention of its athletes, staff, and membership with an inclusive environment while providing opportunity for growth and development as appropriate to the athletic pipeline.

One of the keys to organizational excellence is an engaged employee culture. This is created through greater trust, collaboration, communication and accountability. Those same elements will lead to a more engaged culture. This is a cycle that grows. Technology and business processes that augment and support employees' work will lead to more time and energy for forward-thinking, creativity and innovation. The right technology and business processes allow employees to be innovative.

Our athletes and employees are U.S. Ski & Snowboard's most valuable assets. A key to organizational excellence is providing a framework by which each elite athlete and employee understands how to protect themselves both here at home and on the road. This goal involves not what the USOC has deemed SafeSport risks, but also domestic security and travel security. U.S. Ski & Snowboard will provide education and knowledge so that our athletes and employees are aware of the risks they may encounter on snow and elsewhere. Hopefully a better understanding of those risks will permit good decision-making and a better outcome for all.

Creating a strong foundation of engaged members and supporters is paramount to the athletic and financial success of the organization and the sports we steward. Last season we embarked on a path to grow membership by restructuring categories and pricing. Additionally, in 2016, we focused specifically on growing the cross country community where we felt there was a strong potential market for growth. For the quad, those efforts will continue in addition to plans for growth across the greater sport community.

Creating strong boards for governance and fundraising are critical success factors. Board governance principles are a constantly changing landscape. In order to be a Best in the World sports organization, U.S. Ski & Snowboard must ensure that its governance structure comports with contemporary standards of excellence. U.S. Ski & Snowboard studies benchmark organizations and models itself after best practices in this space and drive partner organizations within and without U.S. Ski & Snowboard to mirror these standards.

U.S. Ski & Snowboard has established an effective and admired lobby within its International Ski Federation governance, holding key positions on both the FIS Council and committees, and remains well positioned to continue to provide stewardship and leadership within the international governance. Our approach is to utilize a lean delegation of well-placed and influential representatives, with a highly focused agenda. Agenda points are good governance and transparency, diversity of representation, a World Cup financing structure that is more advantageous to the national ski associations through enhanced calendar planning and re-imagined rights and revenue sharing, and enhanced broadcast models. A projected change in leadership at FIS due to the eventual retirement of the current president will be highly influential on the success of the overall agenda, and we will play an appropriate and influential role in that transition.

[Revenue Quad Diversity Goal:](#) Provide an overview of D&I Goal(s) aimed at increasing revenue in 2017-20, such as sponsorships, grants or development opportunities.

The athletic strategies for the future require a level of funding not currently supported by the revenue programs in place. To meet the vision of Best in the World in 2018 and beyond, U.S. Ski & Snowboard must increase the revenue streams in each of the departments. Targets for each of the departments are aggressive. What will become a robust funding model requires an innovative model that

capitalizes on both old and new methods of revenue generation. The targets will be set on an annual basis to exceed the goals of athletics in each year of the quad.

Thanks to the vision of U.S. Ski & Snowboard supporters many decades ago, our organization has been well positioned to capitalize on the passion of enthusiastic sport participants who are driven to help make dreams a reality for our athletes. Board members and major donors are financially supporting our organization with very generous philanthropic gifts. Providing meaningful engagement opportunities for them is critical to their continued involvement, enthusiasm and support. Not all donors want to roll up their sleeves and work on a committee or task force, but many do. It is important we know how and when our donors want to engage with the organization. A donor who is highly engaged has a deeper understanding of how the organization runs, has a deeper level of trust and typically will continue their support longer and at a higher level than those who don't.

To help achieve revenue goals to support athletes, the Marolt Athlete Endowment was re-introduced this December at the time of the Foundation Board of Trustees' meeting. The Marolt Athlete Endowment is a \$50 million campaign in support of the athletes' most pressing needs in the areas of athletics and education. Guided by the U.S. Ski & Snowboard vision, mission and strategic goals, the organization is focused on building endowment funds to support athlete travel, and elite coaching. U.S. Ski & Snowboard is also focused on developing the whole athlete by building funds to support athletes' education endeavors and career skill development while providing a smooth transition from life as an athlete to life as a career professional.

Athlete Support; athletic scholarship support for B, C and D team fees and travel expenses	\$20,000,000
Elite Coaching; competitive salaries, continuing education and ensure ongoing support	\$20,000,000
Higher Education; provide needs-based college tuition reimbursement for current and retired athletes.	\$ 5,000,000
Career Coaching and Transition; provide funds to support athletes through career coaching and transition programs, including personal branding, marketing, PR, social media, networking, interviewing, internships, mentoring, presentation skills, financial education, etc.	\$ 5,000,000

As was discussed in detail in the background segment of this plan, also in support of revenue goals, the U.S. Ski & Snowboard has undertaken a brand review to determine appropriate brand strategy to drive revenues from sponsors and donors and sharpen its identity with internal and external audiences. The task force will advise creation of corresponding brand identity, marks, messaging, and activation. Pro bono support was provided and the scope of the work included building on the 2015 strategic planning process; performing a brand audit with 2000+ stakeholder surveys; dozens of focus groups across sports; and benchmarking of analogous NGBs, leagues, and brands.

Simplifying the brand will have the following benefits: Drive revenue by clarifying identity to donors, sponsors, fans and participants. Unite athletes, members and participants under one common sport family. Establish a common message and common voice in fundraising and sport awareness.

Consistent and meaningful communications are also key to the success of engaging our alumni, donors, members and fans. This next year a focus will be on moving to a database management system that will allow us to better communicate specific messages and appeals to sport-specific audiences.

VI. Diversity and Inclusion Action Plan for 2017-20

Use the next pages to outline your annual D&I goals and programs for 2017-20. Required fields for each year include: type of quad goal (i.e. recruitment, retention or revenue); area of focus for your NGB; name of the program or action and the individuals who are responsible; start and completion dates; and a brief description of the program, including how your organization will measure success.

Each NGB is encouraged to identify programs that will directly address one or more of the categories outlined on the D&I Scorecards. <http://www.teamusa.org/diversityscorecards>.

Action Plan Overview (2017)

Action Plan 2017	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal X Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	<input type="checkbox"/> Board of Directors <input type="checkbox"/> Standing Comm. <input type="checkbox"/> Professional Staff <input type="checkbox"/> NGB Membership <input type="checkbox"/> Nat. Team Athletes <input type="checkbox"/> Nat. Team Coaches <input type="checkbox"/> Dev. Team Athletes <input type="checkbox"/> Dev. Team Coaches <input type="checkbox"/> Part-time / Interns	Name of Program: D&I Person(s) Responsible: C. Miller	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Jan 2017 Completion Date: Dec 2017	In 2017, the Chief Human Resources Officer will review the most recent U.S. Ski & Snowboard Scorecard to assess opportunities for growth.
<u>Outcomes:</u> (Will be collected along with Diversity Data on April 1, 2018)					

Action Plan 2017	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	U.S. Ski & Snowboard Board of Directors U.S. Ski & Snowboard Standing Committees	Name of Program: D&I Person(s) Responsible: L. Kosglow & E. Resnick	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: March 2017 Completion Date: Ongoing	In 2017, the co-chairs of the U.S. Ski & Snowboard Nomination & Governance Committee will review the most recent U.S. Ski & Snowboard Scorecard to assess opportunities for D&I on the U.S. Ski & Snowboard Board of Directors and the standing committees of the organization.
Outcomes: (Will be collected along with Diversity Data on April 1, 2018)					

Action Plan 2017	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	Foundation Board of Trustees	Name of Program: D&I Person(s) Responsible: A McLane E Resnick	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Jan 2017 Completion Date: Ongoing	In 2017, the co-chairs of the Foundation Board of Trustees' Nomination & Governance Committee have begun to assess opportunities for D&I on the Foundation Board of Trustees; the goal is to add two or more women and/or ethnic minorities to the board.

Action Plan 2017	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
Outcomes: (Will be collected along with Diversity Data on April 1, 2018)					

Action Plan 2017	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	Foundation Professional Staff	Name of Program: Revenue and D&I Person(s) Responsible: T. Worthington	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Jan 2017 Completion Date: Ongoing	In 2017, involve and engage wealth holders below the trustee board through the Foundation's Ambassador program; the goal is to support the Foundation financially, but not take on the board commitment responsibilities (eventually the hope is to move some of these individuals to the trustee board). The goal is 10 ambassadors.
Outcomes: (Will be collected along with Diversity Data on April 1, 2018)					

Action Plan 2017	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	NGB Membership Development Team Athletes	Name of Program: NASTAR & U.S. Ski Team Outreach Person(s) Responsible: Calum Clark	<input checked="" type="checkbox"/> Race/Ethnicity <input checked="" type="checkbox"/> Women <input checked="" type="checkbox"/> LGBTQ <input checked="" type="checkbox"/> Military Vet. <input checked="" type="checkbox"/> People with Disabilities	Start Date: 6/1/16 Completion Date: 5/1/17	As part of U.S. Ski & Snowboard's NASTAR consumer racing program, U.S. Ski & Snowboard is working to engage the athletes of the future by increasing youth exposure of our U.S. Ski Team athletes. The 1 st goal is to have 20 athlete event days at NASTAR events this year. The 2 nd goal is to send "Get Involved" emails to young talented NASTAR participants that include a personal note from Ted Ligety. *See NASTAR Recruitment letter at the end of this section.
<p>Outcomes: (Will be collected along with Diversity Data on April 1, 2018)</p>					

Action Plan 2017	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	Development Team Athletes Revenue Generation	Name of Program: Projects Big Air & Big Jump Person(s) Responsible: T. Worthington	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Jan 2017 Completion Date: Ongoing	<p>In 2017, the Foundation staff has committed to help secure the funding needed to support the Utah Olympic Park Project Jump; this is an initiative to create a new training facility for snowboarders and freeskiers at the UOP in Park City, UT. (Build it and they will come ...)</p> <p>Project JUMP will include four jumps: one large and one medium with an artificial in-run to an airbag, and one large and one medium for winter use. It will allow for development and elite-level athletes to train year-round in a safe environment. The goal in 2017 is \$100,000 of a \$400,000 campaign.</p> <p>Fundraising to date has been sufficient to cover the design, engineering, permitting, and first-phase construction; additional fundraising will be required throughout the winter. December-February will see purchasing and manufacturing of the airbag and dry snow in-run surface.</p>
<p>Outcomes: (Will be collected along with Diversity Data on April 1, 2018)</p>					

Action Plan 2017	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal X Retention X Revenue	Nat. Team Athletes Nat. Team Coaches Dev. Team Athletes Dev. Team Coaches	Name of Program: Marolt Athlete Endowment Person(s) Responsible: T. Worthington	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Jan 2017 Completion Date: May 2018	In 2017, through the Marolt Athlete Endowment which is described in the goals section, the Foundation has set the goal of reaching 20% of the trustees and \$20 M in revenue generation.
Outcomes: (Will be collected along with Diversity Data on April 1, 2018)					

Action Plan 2017	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal X Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	Development Team Athletes & Fan Development	Name of Program: Boys and Girls Club - UTAH Person(s) Responsible: K Anderson	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Completion Date:	In 2017, the SBX team visited a local Boys and Girls Club as part of their outreach to and PR for their competition at Solitude. The B&G Club kids were given winter gear and invited to attend and to watch the SBX finals on Saturday, Jan 21. The athletic department will strive to make this a regular outreach for local UT competitions.

	Outcomes: (Will be collected along with Diversity Data on April 1, 2018)
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*Nastar Recruitment Initiative Letter

Dear

Congratulations on winning your (GOLD/PLATINUM) NASTAR medal! NASTAR introduced me to ski racing at a young age, fostering my continued love for the sport. These days, I'm pacesetting and attending NASTAR events, where I meet racers like you who inspire me and are paving the way for our sport's future. Whether you win an Olympic medal or a NASTAR medal - it's important that you have fun and enjoy participating in this awesome sport.

In addition to having a NASTAR course, (RESORT) also offers great programs and instruction to become even better and faster at racing, visit (URL) or call (TELEPHONE NUMBER) for more information.

U.S. Ski and Snowboard Association clubs are another great opportunity to pursue the sport of alpine ski racing. Just like NASTAR, U.S. Ski & Snowboard clubs represent a community of people that are passionate about skiing and snowboarding and provide you with a fun, productive environment to pursue your ski racing dreams. If you are interested in learning more, visit www.alpine.uskiteam.com/global/getting-started to find your local club and learn more about ski racing.

With the season in full swing, don't forget to participate in the Liberty Mutual Insurance [NASTAR Regional Championships](#) and get your runs in to qualify for the 2017 Liberty Mutual Insurance [NASTAR National Championships](#). We'll be returning to Steamboat, CO March 23-26 for a weekend full of exciting activities and - most importantly - some great racing!

Good luck the rest of the season, and I'll see you in Steamboat for Nationals!

Action Plan Overview (2018)

Action Plan 2018	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	Professional Staff NGB Membership Part-time / Interns	Name of Program: HR Person(s) Responsible: C. Miller K. Adrian	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Jan 1, 2018 Completion Date: Ongoing	By 2018, the Human Resources department will ensure that all job openings are forwarded to USOC Diversity and Inclusion. The position announcement including the link to the NGB career site will be sent to them for distribution to its regional and national university diversity directors' database.
Outcomes: (Will be collected along with Diversity Data on April 1, 2019)					
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	NGB Membership	Name of Program: Membership for Military Person(s) Responsible: S. Barnes	<input checked="" type="checkbox"/> Race/Ethnicity <input checked="" type="checkbox"/> Women <input checked="" type="checkbox"/> LGBTQ <input checked="" type="checkbox"/> Military Vet. <input checked="" type="checkbox"/> People with Disabilities	Start Date: Jan 1 2018 Completion Date: Ongoing	In 2018, U.S. Ski & Snowboard will discuss the feasibility of putting into place a membership initiative that will allow military personnel/veterans to identify themselves in the membership database, which may require programming resources.
Outcomes: (Will be collected along with Diversity Data on April 1, 2019)					

Action Plan 2018	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input checked="" type="checkbox"/> Revenue	<input checked="" type="checkbox"/> Foundation Professional Staff	Name of Program: Revenue Person(s) Responsible: T. Worthington	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: FY 2018 Completion Date: Ongoing	In 2018, involve and engage wealth holders below the trustee board through the Foundation's Ambassador program. The goal is an additional 10 ambassadors (20 in total). <u>Outcomes:</u> (Will be collected along with Diversity Data on April 1, 2019)
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	<input type="checkbox"/> Foundation Board of Trustees	Name of Program: D&I Person(s) Responsible: A McLane E Resnick	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Jan 2018 Completion Date: Ongoing	In 2018, the co-chairs of the Foundation Board of Trustees' Nomination & Governance Committee continue to assess opportunities for D&I on the Foundation Board of Trustees; the goal is to add three or more women and/or ethnic minorities to the board (assumes vacancies). <u>Outcomes:</u> (Will be collected along with Diversity Data on April 1, 2019)

Action Plan 2018	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal X Retention X Revenue	Nat. Team Athletes Nat. Team Coaches Dev. Team Athletes Dev. Team Coaches	Name of Program: Marolt Athlete Endowment Person(s) Responsible: T. Worthington	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Jan 2018 Completion Date: May 2019	In 2018, through the Marolt Athlete Endowment, the Foundation has set the goal of reaching an additional 35% of the trustees and set a goal of and additional \$20 M in revenue generation.
Outcomes: (Will be collected along with Diversity Data on April 1, 2019)					
D&I Goal X Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	NGB Membership Development Team Athletes	Name of Program: NASTAR & U.S. Ski Team Outreach Person(s) Responsible: Calum Clark	<input checked="" type="checkbox"/> Race/Ethnicity <input checked="" type="checkbox"/> Women <input checked="" type="checkbox"/> LGBTQ <input checked="" type="checkbox"/> Military Vet. <input checked="" type="checkbox"/> People with Disabilities	Start Date: 6/1/16 Completion Date: 5/1/18	As part of U.S. Ski & Snowboard's NASTAR consumer racing program, U.S. Ski & Snowboard is working to build lifelong fans of ski racing through U.S. Ski Team athlete exposure at events. The goal is to have 25 athlete event days at NASTAR events this year.
Outcomes: (Will be collected along with Diversity Data on April 1, 2019)					

Action Plan 2018	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal <input type="checkbox"/> Recruitment <input checked="" type="checkbox"/> Retention <input type="checkbox"/> Revenue	<input type="checkbox"/> Board of Directors <input type="checkbox"/> Standing Comm. <input checked="" type="checkbox"/> Professional Staff <input type="checkbox"/> NGB Membership <input checked="" type="checkbox"/> Nat. Team Athletes <input type="checkbox"/> Nat. Team Coaches <input checked="" type="checkbox"/> Dev. Team Athletes <input type="checkbox"/> Dev. Team Coaches <input type="checkbox"/> Part-time / Interns	Name of Program: Hope Sports Person(s) Responsible: K. Anderson	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Summer, 2018 Completion Date: Summer, 2018	In 2018, US Ski and Snowboard athletes will have an opportunity to participate, engage and provide service and support to families and children in Mexico. Athletes travel with Hope Sports to Rosarito, Mexico and work together for four days to build a home for a family in need. Athletes work as a team to improve the lives of a family. We consider this global outreach.
Outcomes: (Will be collected along with Diversity Data on April 1, 2019)					

Action Plan Overview (2019)

Action Plan 2019	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	NGB Membership	Name of Program: Membership Person(s) Responsible: S. Barnes	Military Vet.	Start Date: Jan 2019 Completion Date: Dec 2019	In 2019, the U.S. Ski & Snowboard will determine the feasibility of offering a discounted membership to those who have served in the military.
Outcomes: (Will be collected along with Diversity Data on April 1, 2020)					
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	Foundation Board of Trustees	Name of Program: D&I Person(s) Responsible: A McLane E Resnick	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Jan 2019 Completion Date: Ongoing	In 2019, the co-chairs of the Foundation Board of Trustees' Nomination & Governance Committee continue to assess opportunities for D&I on the Foundation Board of Trustees; the goal is to continue to add more women and/or ethnic minorities to the board as vacancies occur.
Outcomes: (Will be collected along with Diversity Data on April 1, 2020)					

Action Plan 2019	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal X Retention X Revenue	Nat. Team Athletes Nat. Team Coaches Dev. Team Athletes Dev. Team Coaches	Name of Program: Marolt Athlete Endowment Person(s) Responsible: T. Worthington	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Jan 2019 Completion Date: May 2020	In 2019, through the Marolt Athlete Endowment, the Foundation has set the goal of reaching the remaining trustees and other supporters and set a goal of \$10 M in revenue generation to close out the MAE endowment.
Outcomes: (Will be collected along with Diversity Data on April 1, 2020)					
D&I Goal X Retention X Revenue	Foundation Professional Staff	Name of Program: Revenue Generation Person(s) Responsible: T. Worthington	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Jan 2019 Completion Date: Ongoing	In 2019, continue to involve and engage wealth holders below the trustee board through the Foundation's Ambassador program. The goal is to renew and sustain a core group of 30 through the quad.
Outcomes: (Will be collected along with Diversity Data on April 1, 2020)					

Action Plan 2019	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
<p>D&I Goal</p> <p><input type="checkbox"/> Recruitment</p> <p><input type="checkbox"/> Retention</p> <p><input checked="" type="checkbox"/> Revenue</p>	<p><input type="checkbox"/> Board of Directors</p> <p><input type="checkbox"/> Standing Comm.</p> <p><input type="checkbox"/> Professional Staff</p> <p><input type="checkbox"/> NGB Membership</p> <p><input type="checkbox"/> Nat. Team Athletes</p> <p><input type="checkbox"/> Nat. Team Coaches</p> <p><input type="checkbox"/> Dev. Team Athletes</p> <p><input type="checkbox"/> Dev. Team Coaches</p> <p><input type="checkbox"/> Part-time / Interns</p>	<p>Name of Program: Sales & Marketing</p> <p>Person(s) Responsible: VP, S&M</p>	<p><input type="checkbox"/> Race/Ethnicity</p> <p><input type="checkbox"/> Women</p> <p><input type="checkbox"/> LGBTQ</p> <p><input type="checkbox"/> Military Vet.</p> <p><input type="checkbox"/> People with Disabilities</p>	<p>Start Date:</p> <p>Completion Date:</p>	<p>The media contract with NBC expires in the spring of 2019. This contract allowed U.S. Ski & Snowboard to grow media rights revenue. The renewal in 2019 provides an additional opportunity to increase revenues in the last two years of the quad and to increase exposure domestically and internationally, as well as creating new revenue platforms to support athletic programs.</p> <p>U.S. Ski & Snowboard's primary delivery is through a strong partnership with NBC. Broadcast and digital viewership increased significantly over the past five years due to higher quality production, better marketing and social media promotion and consistent scheduling.</p> <p>U.S. Ski & Snowboard has a robust digital audience and overall media reach of up to one billion impressions overall per season. Largely led by global media impact numbers from television and digital video/highlights, these numbers are not yet amortizable with our current delivery methods that also lack advertising methods, which will be a future focus.</p>

Action Plan 2019	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
	Outcomes: (Will be collected along with Diversity Data on April 1, 2020)				

Action Plan 2019	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal X Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	NGB Membership Development Team Athletes	Name of Program: NASTAR Data Integration Project Person(s) Responsible: Calum Clark	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: 6/1/18 Completion Date: 5/1/19	U.S. Ski & Snowboard's NASTAR consumer racing program has 15 years of historical results that start at a younger age than traditional U.S. Ski & Snowboard results. To properly analyze this data, we need to come up with a way to combine the NASTAR data with U.S. Ski & Snowboard data. The goal is to have a system (e.g. a database) that allows us to analyze the NASTAR and U.S. Ski & Snowboard data together for development and talent identification purposes.
	Outcomes: (Will be collected along with Diversity Data on April 1, 2020)				

Action Plan 2019	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal <input type="checkbox"/> Recruitment X Retention <input type="checkbox"/> Revenue	X Nat. Team Athletes	Name of Program: Kids Play Int'l Person(s) Responsible: K. Anderson	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: 2019 Completion Date: 2019	A single athlete will travel to Rwanda for two weeks to work with kids to better understand gender equality. The program engages the kids in play as the platform for learning.
Outcomes: (Will be collected along with Diversity Data on April 1, 2020)					

Action Plan Overview (2020)

Action Plan 2020	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal X Recruitment X Retention <input type="checkbox"/> Revenue	Foundation Board of Trustees	Name of Program: D&I Person(s) Responsible: A McLane E Resnick	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Ongoing Completion Date: Ongoing	In 2020, the co-chairs of the Foundation Board of Trustees' Nomination & Governance Committee continue to assess opportunities for D&I on the Foundation Board of Trustees; the goal is to continue to add more women and/or ethnic minorities to the board as vacancies occur.
<p>Outcomes: (Will be collected along with Diversity Data on April 1, 2021)</p>					
D&I Goal <input type="checkbox"/> Recruitment X Retention X Revenue	Foundation Professional Staff	Name of Program: Revenue Generation Person(s) Responsible: T. Worthington	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: Ongoing Completion Date: Ongoing	In 2020, continue to involve and engage wealth holders below the trustee board through the Foundation's Ambassador program. The goal is to sustain and maintain this group through the quad. The goal is to maintain a group of 30.
<p>Outcomes: (Will be collected along with Diversity Data on April 1, 2021)</p>					

Action Plan 2020	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured																																							
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	NGB Membership Development Team Athletes	Name of Program: NASTAR Profit Generation Person(s) Responsible: Calum Clark	<input checked="" type="checkbox"/> Race/Ethnicity <input checked="" type="checkbox"/> Women <input checked="" type="checkbox"/> LGBTQ <input checked="" type="checkbox"/> Military Vet. <input checked="" type="checkbox"/> People with Disabilities	Start Date: 6/1/15 Completion Date: 4/30/20	U.S. Ski & Snowboard's NASTAR citizen racing program was purchased in 2016; we hope to make the program a revenue generator in 2020. The goal, make net revenue >\$100k.																																							
Outcomes: (Will be collected along with Diversity Data on April 1, 2021)																																												
D&I Goal <input checked="" type="checkbox"/> Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	Ability Class	Name of Program: NASTAR Person(s) Responsible:	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input checked="" type="checkbox"/> People with Disabilities	Start Date: FY 19/20 Completion Date: 4/30/20	By 2020, the goal is a 4-5% increase in the number of participants who fall into the NASTAR ability categories. In 2016, U.S. Ski & Snowboard worked with the Disabled Sports USA to establish the appropriate categories; following are the numbers reached in 2016: Breakdown by Category: <table border="0"> <tr><td>Blind – Totally</td><td>1</td><td>0.0%</td></tr> <tr><td>Blind - Visually Impaired</td><td>5</td><td>0.0%</td></tr> <tr><td>Blind - Partially Sighted</td><td>7</td><td>0.0%</td></tr> <tr><td>Two Track Skier</td><td>26</td><td>0.1%</td></tr> <tr><td>Three Track Skier</td><td>11</td><td>0.0%</td></tr> <tr><td>Four Track Skier</td><td>5</td><td>0.0%</td></tr> <tr><td>Upper Extremity - 1 Arm</td><td>10</td><td>0.0%</td></tr> <tr><td>Upper Extremity - Both Arms</td><td>1</td><td>0.0%</td></tr> <tr><td>Mono Ski</td><td>15</td><td>0.0%</td></tr> <tr><td>Intellectual Disability</td><td>45</td><td>0.1%</td></tr> <tr><td>SB Above the Knee Amputee AK</td><td>14</td><td>0.0%</td></tr> <tr><td>SB Below the Knee Amputee BK</td><td>11</td><td>0.0%</td></tr> <tr><td>Intellectually Disabled Snowboarder</td><td>3</td><td>0.0%</td></tr> </table>	Blind – Totally	1	0.0%	Blind - Visually Impaired	5	0.0%	Blind - Partially Sighted	7	0.0%	Two Track Skier	26	0.1%	Three Track Skier	11	0.0%	Four Track Skier	5	0.0%	Upper Extremity - 1 Arm	10	0.0%	Upper Extremity - Both Arms	1	0.0%	Mono Ski	15	0.0%	Intellectual Disability	45	0.1%	SB Above the Knee Amputee AK	14	0.0%	SB Below the Knee Amputee BK	11	0.0%	Intellectually Disabled Snowboarder	3	0.0%
Blind – Totally	1	0.0%																																										
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Action Plan 2020	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
Outcomes: (Will be collected along with Diversity Data on April 1, 2021)					

Action Plan 2020	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal X Recruitment <input type="checkbox"/> Retention <input type="checkbox"/> Revenue	NGB Membership	Name of Program: Military Membership Person(s) Responsible: S. Barnes	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input checked="" type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: 5/1/2020 Completion Date: Ongoing	U.S. Ski & Snowboard's Membership department determines a method to verify military service to offer a discounted membership to those who have served in the US forces.
Outcomes: (Will be collected along with Diversity Data on April 1, 2021)					

Action Plan 2020	Area of Focus	Program or Action and Individual Responsible	Target Audience	Start & Completion Date	Brief Description of your Program(s) and How Success is Measured
D&I Goal <input type="checkbox"/> Recruitment <input checked="" type="checkbox"/> Retention <input type="checkbox"/> Revenue	X Nat. Team Athletes	Name of Program: More Than Sport Person(s) Responsible: K. Anderson	<input type="checkbox"/> Race/Ethnicity <input type="checkbox"/> Women <input type="checkbox"/> LGBTQ <input type="checkbox"/> Military Vet. <input type="checkbox"/> People with Disabilities	Start Date: 2019 Completion Date: 2019	<p>Foster partnership with More Than Sport to provide multiple opportunities throughout the year for athletes to engage with the community, as well as promote a cause they are passionate about.</p> <p>Two athletes with causes promoted by More Than Sport, and two events during the year facilitated by More Than Sport.</p> <p>This encourages athletes to independently seek out “give back” opportunities for a cause they are passionate about, while still making it easy for them to simply engage through the team.</p>
<p>Outcomes: (Will be collected along with Diversity Data on April 1, 2021)</p>					