



2020 – 2024 | Indiana Swimming Strategic Plan

Vision: Growing Champions and Inspiring Dreams

Mission: Indiana Swimming inspires excellence through progressive and innovative programs and partnerships

Aspirational Goal: Indiana Swimming is the number one LSC in its development of creative and inventive programs to enhance performance of athletes, coaches, and clubs



Strategic Focus #1: Improve Athlete & Coach Performance and Development

Objectives

- Increase number of coaches participating in programming by 50%
- Increase number of clubs achieving Club Excellence status by 25%
- Increase number of swimmers qualifying for national meets

Key Activities

- Engage elite coaches through a high-performance committee
- Develop and implement a high-performance plan
- Support athlete progression through programming, camps and travel



Strategic Focus #2: Increase Resources through Sponsorship, Philanthropy & Partnerships

Objectives

- Increase resources from external sources
- Develop new partnership
- Invest in strategic initiatives that yield return

Key Activities

- Create a Business Development Task Force
- Develop and implement a business plan to support this focus area
- Conduct a Return on Investment (ROI) on major expenditures



Strategic Focus #3: Grow & Retain Membership

Objectives

- Increase total membership by 15%
- Retain members at a retention rate above USA Swimming's averages

Key Activities

- Create and implement a membership growth and retention plan
- Execute quarterly social medial campaigns
- Create DEI goals for athlete & coach membership growth, and ISI and club board leadership



Strategic Focus #4: Support Clubs & Enhance the Member Experience

Objectives

- All clubs are Safe Sport recognized
- All clubs are Club Recognition Level 1 or above

Key Activities

- Evaluate challenges and opportunities for clubs and provide appropriate assistance and resources
- Implement a committee focused on connecting and enhancing club and member experience



Strategic Focus #5: Operational Improvement

Objectives

- Increase total membership by 15%
- Retain members at a retention rate above USA Swimming's average

Key Activities

- Develop and execute a staffing plan to support the strategic objectives
- Develop and execute a plan to transition board to a governance model
- Develop annual goals to support plan priorities and monitor progress



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Strategic Plan Implementation Timeline

Strategic Focus Areas & Key Activities	Responsible Party	Implementation Date(s)
Strategic Focus #1: Improve Athlete & Coach Performance and Development		
<ul style="list-style-type: none"> Engage elite coaches through a high-performance committee 	Exec. Director, Board	2021 Q3 + quarterly
<ul style="list-style-type: none"> Develop and implement a high-performance plan 	Exec. Director, Board	2022 Q4 + annual
<ul style="list-style-type: none"> Support athlete progression through programming, camps and travel 	Exec. Director, Staff	2021 Q2 + annual
Strategic Focus #2: Increase Resources through Sponsorship, Philanthropy & Partnerships		
<ul style="list-style-type: none"> Create a Business Development Task Force 	General Chair	2021 Q4 + quarterly
<ul style="list-style-type: none"> Develop and implement a business plan to increase sponsorships, philanthropy, and strategic partnerships 	General Chair, Board	2021 Q4 + annual
<ul style="list-style-type: none"> Conduct a Return on Investment (ROI) on major expenditures 	Finance Chair, Exec. Director	2021 Q4 + annual
Strategic Focus #3: Grow & Retain Membership		
<ul style="list-style-type: none"> Create and implement a membership growth and retention plan 	Board, Staff	2021 Q4 + annual
<ul style="list-style-type: none"> Execute quarterly social medial campaigns 	Staff & Athletes	2021 Q1 + quarterly
<ul style="list-style-type: none"> Create DEI goals for athlete & coach membership growth, and ISI and club board leadership 	DEI Chair, Board, Staff	2021 Q4 + annual
Strategic Focus #4: Support Clubs & Enhance the Member Experience		
<ul style="list-style-type: none"> Evaluate challenges and opportunities for clubs and provide appropriate assistance and resources 	Board, Region Reps, Staff	2021 Q4
<ul style="list-style-type: none"> Implement a committee focused on connecting and enhancing club and member experience 	General Chair	2022 Q3
Strategic Focus #5: Operational Improvement		
<ul style="list-style-type: none"> Develop and execute a staffing plan to support the strategic objectives 	Exec. Director, Board	2021 Q2
<ul style="list-style-type: none"> Develop and execute a plan to transition board to a governance model 	Exec. Director, Board	2021 Q4
<ul style="list-style-type: none"> Develop annual goals to support plan priorities and monitor progress 	Exec. Director, Board	2021 Q2

Indiana Swimming Values & Culture

Collaborative • Diverse • Dream • Focus • Friendship • Journey • Lifelong • Motivation • Process • Safe • Success • Team • Trust