



High- Performance Strategy







ORGANIZATIONAL VALUES

Organizational Fitness

We strive to improve both the quality and scalability of systems and processes required for financial and operational excellence.

Member Focus

We work to provide meaningful experiences and resources to our members.

Accessibility

We increase the opportunity for people of all ages, backgrounds, and abilities to enjoy and succeed in the sport of rowing.

Accountability

We follow through on our commitments and strive to provide transparent and continual communications to our stakeholders.

Athlete Care

We prioritize the wellbeing and success of our national team athletes.



JOIN THE
VISION

MISSION



FOUR MEDALS

in the 2024 Paris Olympic
& Paralympic Games

DEFINITIONS

USRowing is the National Governing Body (NGB)

designated by the United States Olympic and Paralympic Committee (USOPC) to select the United States national team for competition at international competition, including the Olympics and Paralympics.

USRowing also supports over 73,000 individual and 1,300 organizational members on the domestic side.

It runs national regattas as well as coaching education, and also oversees the rules and safety of rowing, along with myriad resources for the sport in the United States.

The High-Performance Program at USRowing includes the U19, U23, Para, and Senior national teams.

In 2022, USRowing fielded 66 U19 rowers, 70 U23 rowers, and 85 Senior Team rowers at their respective World Championships.



LOOKING BACK

AT HIGH PERFORMANCE

USRowing has found success in discrete boat classes over the last several quadrennials and benefits from the largest collegiate rowing system in the world. However, substantial challenges have plagued High Performance in the United States:

- **Lack of long-term systematic and systemic approach from the top down**
- **Little to no investment in sculling or smaller boats**
- **Incohesive team culture – poor communication, limited technical guidance, lack of transparency**

As a result...

- **No men's rowing medals in Tokyo (2020) or Rio (2016)**
- **No women's rowing medals in Tokyo (2020); two in Rio (2016)**
- **Only one para medal was won in Tokyo (2020); a mixed 4+**

Now is the time to **“Wake the Sleeping Giant”** with a fundamental shift in our approach, strategy, and delivery.

PATH TO
THE
PODIUM

To build the future that our sport and athletes deserve, we need a deep program with a distinct identity, culture, and presence.





We must

WAKE

the

SLEEPING

GIANT

PATH
TO
THE
PODIUM

Create a national infrastructure

to streamline and strengthen training, culture, and communication.

- Ensure that all High-Performance athletes receive equal services over time
- Collaborate with and support High Performance Clubs throughout the U.S.
- Extend and upgrade Princeton Training Center so it is comparable to top Division 1 facilities.
- Communicate what an HP Club program looks like and what expectations are in both directions
- Start a training center in Boston, MA integrating the current Para program at CRI and in Sarasota, FL with Nathan Benderson Park
- Map out a training cycle with clear planning of decentralized versus centralized training periods during each year
- Designate an equivalent center on the West Coast in preparation for LA 2028
- Move the U19 program under the HP program at USRowing so there is a clear and consistent pipeline

Create a national infrastructure

to streamline and strengthen training, culture, and communication.

- Enhance Talent ID and Development program—from junior through collegiate athletes to populating the senior team; establish “best practices”
- Promote the unique “walk-on” culture of rowing as a second chance for athletes to excel in and after college
- Create a multi-layered and comprehensive scholarship system so participation is never limited due to economic challenges
- Broaden and support collegiate sculling opportunities
- Invest in people and technology to track athletes physically and mentally across multiple years, offer athletes comprehensive care and support
- Create pathways for dual training and career opportunities



Our investment must be **transformational**.

ATHLETE-CENTERED

- Retain established athletes
- Discover and integrate new talents
- Develop, support, and care
- Facilitate dual career and transition

COACH-DRIVEN

- Implement a common philosophy
- Develop and retain elite coaches
- Determine opportunities in different boat classes
- Prioritize events for Olympics and Paralympics

SPORTS SCIENCE-BASED

- Monitor and optimize training (physiology)
- Analyze individual and crew performance (biomechanics)
- Develop strength, power, mobility (strength & conditioning)
- Care for athlete health and wellness (nutrition, medical, and mental services)

Our national team athletes
personify hard work, grit,
and determination.





ATHLETE-CENTERED

PROGRAMMING

Focused on the well-being, development, and retention of athletes

- Quality training and recovery facilities
- High-caliber coaching
- Appropriate support staff
- Increased athlete stipends
- Networking and career development opportunities for athletes



COASTAL & BEACH SPRINTS

These new disciplines represent exciting future opportunities for the US National Team. In 2022, the US brought home five medals from Beach Sprints World Championships.

Although the final program for LA2028 has not yet been announced, it is highly probable that Beach Sprints events will replace the current lightweight events.

In order to offer more opportunities and grow the base for these disciplines, they will be developed under the domestic side of USRowing.

HIGH PERFORMANCE LEADERSHIP

After a six-month international search, **Josy Verdonkschot** was hired in January 2022 to be USRowing's Chief High Performance Officer (CHPO):

- Josy led the Netherlands' Olympic Team in Tokyo, winning five medals and tying New Zealand for the top of the leaderboard.
- As head of High Performance, he is the architect of the new system – responsible for the strategy, vision, and culture.
- The High Performance System includes the pipeline from U19 through U23 and up to the Senior team, as well as the Para team.
- Josy manages the staffing, athlete care, KPIs and, ultimately, performance.





“

There are no shortcuts
and there should be
no ‘one size fits all’
approach if we want to
make each athlete and
our team successful.

Josy Verdonkschot

HOW DO WE GET THERE?

We invest in...

Coaching

- For the Training Centers (2023 Princeton, Boston, 2024 Sarasota, 2025 West Coast)
- For the Talent Identification and Development (USRowing's Under 19/Under 23)
- For Sculling

Programs & Events

- Bring athletes together for Speed Orders, training and selection camps
- Extend participation in international competition
- Direct more services directed at Talent program, less pass-thru of direct and overhead costs

Science & Athlete Services

- Athlete data (anthropometry, training, recovery, testing)
- Biomechanics data (athlete, crew, training, race)
- Additional Direct Athlete Support



**With the largest collegiate program in the world,
a proven head of High Performance at the helm,
strong coaches, and talented and driven athletes,
the U.S. should be the best in the world.**

**PATH
TO
THE
PODIUM**



We all share the same dream of seeing our sport grow and be successful. We all want our rowers to reach the podium in Paris. This ambitious plan will take a commitment to a strong program and an investment in our team.



THE PLAN IS AMBITIOUS



High-Performance Budget

2022 = **\$3,638,000**

2023 = **\$4,535,000**

2024 = **\$4,700,000**


The Largest Drivers:

- Training and competition (altitude, winter, international)
- Technical, physiological, and medical support
- Talent identification and development
- Direct athlete support

The USOPC will provide \$1.9M in 2023.

The balance must be fundraised by USRowing through the development team in collaboration with the USRowing Foundation—with support from corporate partners, grants, and generous individuals.

**PATH
TO
THE
PODIUM**



**To join our champions,
please contact:**

Tracy Brown

tracy.brown@usrowing.org

(individuals)

Julia Moore

Julia.moore@usrowing.org

(corporate partners)

Thank You.



PATH TO
THE
PODIUM



APPENDIX

- Benchmarking
- 2023 Selection Procedures
- Key 2023 Senior Team Events/Regattas
- High Performance Program
- 2024 Key Events
- USRowing NT Athletes
- Our CHAMPIONS
- USRowing Foundation Trustees
- USRowing Board of Directors
- Financials



APPENDIX

Benchmarking

The 2022 High Performance budget of \$4.2M compares to peer competitors' budgets of:

- **TEAM GB** has GBP24m of government funding for three-year cycle to Paris = US\$9.4M per annum
- **ROWING NEW ZEALAND** had US\$3.3M of government funding in 2021 and spent additional \$2.9M on its high performance program (winning five 2021 Olympic medals from 35 athletes and nine boat classes)
- **ROWING AUSTRALIA** had \$6.3M of government funding in 2021 and spent \$7.7M on its high performance program
- **DUTCH ROWING** had \$2.1M of government funding in 2021 and spent \$3.3M on its high performance program (winning five 2021 Olympic medals from 35 athletes and eleven boat classes)

ROWING MEDAL TABLE						
						Total
1	New Zealand		3	2	0	5
2	Australia		2	0	2	4
3	Netherlands		1	2	2	5
4	Romania		1	2	0	3
8	Ireland		1	0	1	2
14	Great Britain		0	1	1	2

USRowing had \$0 in government funding and spent \$4M on the High-Performance Program

NB: GBP converted at \$1.17 per.

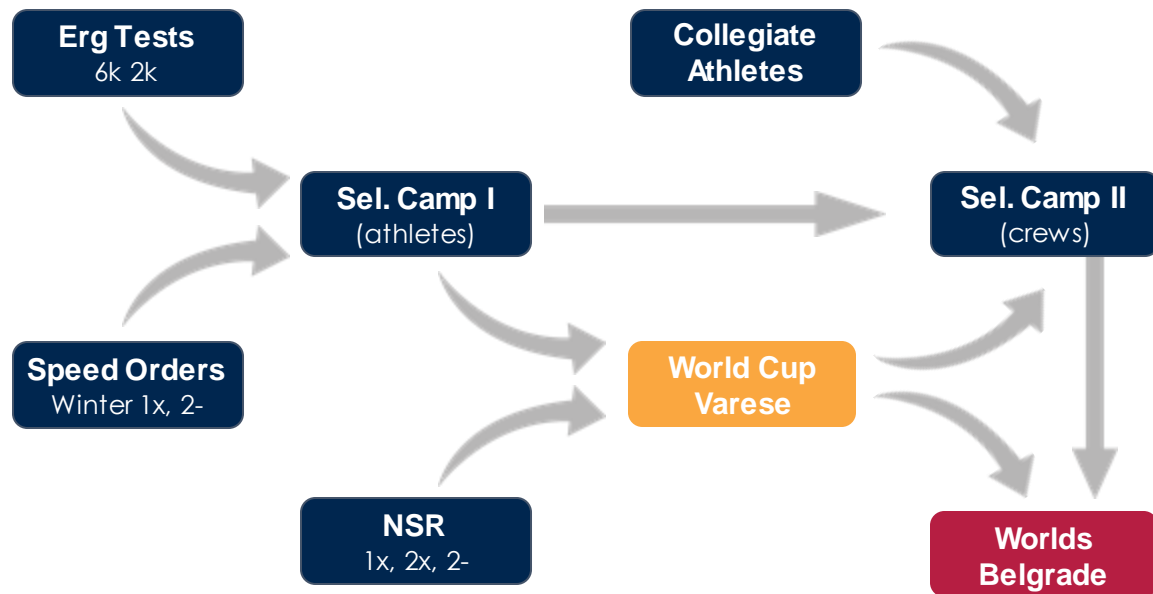
NZD converted at \$0.61 per.

Australian dollar converted at \$0.67 per.



APPENDIX

2023 Selection Procedures



- **NSR Winners**

can qualify for the World Championships via NSR and a top six finish at World Cup II in Varese, Italy (June 2023).

- **Selection camp**

is two-steps, with best athletes racing in Varese, with crews finalized at a second camp



APPENDIX

Key 2023 High Performance Events/Regattas

2023	Start	End	Nights	Athletes	Coaches	PT/AT	MD	HP Staff	Total
Seniors									
Winter Camp (Altitude)	01-22-23	02-12-23	21	32	2	-	-	2	36
Winter Camp (Rowing)	02-12-23	03-05-23	21	56	6	1	-	3	66
Speed Orders Winter	02-28-23	03-05-23	5	2	-	-	1	4	7
NSR (1x 2x 2-)	04-25-23	04-30-23	5	2	-	-	1	4	7
Selection Camp I	04-30-23	05-21-23	21	40	6	1	-	5	52
Preparation Camp Varese (US)	05-21-23	05-27-23	6	32	4	1	-	1	38
Preparation Camp Varese (Europe)	05-29-23	06-14-23	16	36	6	1	-	3	46
Regatta Varese	06-14-23	06-19-23	5	42	10	1	1	3	57
Selection Camp II	06-25-23	07-16-23	21	60	6	2	-	6	74
Preparation Camp Worlds (part 1)	07-23-23	08-12-23	20	56	12	2	-	2	72
Trials (non-Olympic/Olympic rep)	07-26-23	07-30-23	4	2	-	1	1	4	8
Preparation Camp Worlds (part 2)	08-14-23	08-30-23	16	56	12	2	-	3	73
Worlds Championships Belgrade	08-30-23	09-11-23	12	56	12	3	2	6	79
Speed Orders Fall	11-08-23	11-12-23	4	2	-	1	1	4	8
Pan Am Qualification Regatta (Chile)	04-13-23	04-20-23	7	-	-	1	-	2	3
Pan American Games (Chile)	10-17-23	10-26-23	9	-	-	1	1	2	4
Para-Rowing									
Winter Camp (Sarasota)	01-07-23	01-14-23	7	11	3	-	-	1	15
S&C Camp (Lake Placid)	01-25-23	02-02-23	8	10	1	-	-	1	12
Speed Orders Winter	02-28-23	03-05-23	5	2	-	-	1	4	7
NSR (PR1 PR2)	04-25-23	04-30-23	5	2	-	-	1	4	7
Regatta Gavirate	06-05-23	06-12-23	7	4	2	-	1	1	8
Selection Camp Para-Rowing	06-14-23	07-01-23	17	14	3	-	-	1	18
Regatta Paris	07-03-23	07-10-23	7	11	3	1	-	1	16
Trials (non-Olympic/Olympic rep)	07-26-23	07-30-23	4	-	-	-	1	4	5
Preparation Camp Worlds	TBD	TBD	14	7	2	-	-	-	9
World Championships Belgrade	08-30-23	09-11-23	12	11	5	1	-	1	18
U23									
Trials U19/U23	06-11-23	06-15-23	4	2	-	-	1	4	7
Selection Camp U23	06-15-23	07-07-23	22	60	8	-	-	2	70
Preparation Camp U23 Worlds	07-07-23	07-13-23	6	42	8	-	-	-	50
World Championships U23 Plovdiv	07-14-23	07-24-23	10	42	6	1	1	5	55
U19									
Trials U19/U23	06-11-23	06-15-23	4	2	-	1	1	4	8
Selection Camp U19	06-17-23	07-04-23	17	68	10	-	-	2	80
CanAmMex	07-04-23	07-09-23	5	26	3	-	-	-	29
Preparation Camp U19 Worlds	07-04-23	07-26-23	22	42	5	-	-	-	47
World Championships U19 Paris	07-27-23	08-07-23	11	42	5	1	1	5	54
Beach Sprints									
Trials Beach Sprints	TBD	TBD	4	2	-	-	1	4	7
World Championships Beach Sprints	TBD	TBD	4	-	-	1	1	2	4



APPENDIX

High Performance Program

Week	2022	NY	2023	NY	2024	NY
1	01-09		1 01-08		1 01-07	
2	01-16		2 01-15		2 01-14	Altitude Camp
3	01-23		3 01-22		3 01-21	(Performance-A athletes)
4	01-30		4 01-29	Altitude Camp (22 - 12)	01-28	
5	02-06		5 02-05	(Performance-A athletes)	02-04	Training Camp
6	02-13		6 02-12		02-11	
7	02-20		7 02-19	Training Camp (12 - 05)	02-18	Winter Speed Orders
8	02-27		8 02-26		02-25	
9	03-06		9 03-05	Winter Sp. Orders (1 - 5)	03-03	
10	03-13		10 03-12		4 03-10	
11	03-20		11 03-19		5 03-17	Totals
12	03-27	Totals Ex - Sp. O. (22 - 25)	12 03-26		6 03-24	Selection Camp
13	04-03		13 04-02		7 03-31	
14	04-10		14 04-09		8 04-07	
15	04-17		15 04-16		9 04-14	WC World TSD (12 - 14)
16	04-24		16 04-23	Paracan Qual. (16 - 19)	10 04-21	
17	05-01		17 04-30	Week 1a 2a 2b (25 - 30)	11 04-28	
18	05-08	Totals 2a 2b (25 - 30)	18 05-07	Selection Camp (30 - 21)	12 05-05	
19	05-15	Selection Camp (9 - 29)	19 05-14	WC English (3 - 7)	13 05-12	
20	05-22		20 05-21		14 05-19	
21	05-29	WC1 - NCAA (12 - 14)	21 05-28	NCAA (28 - 20)	15 05-26	FOUR & WC Lucerne
22	06-05	RA (3 - 3)	22 06-04	RA (2 - 4)	16 06-02	RA (23 - 2)
23	06-12		23 06-11	Totals U19/U23 (10 - 14)	17 06-09	
24	06-19	WC Poznan (17 - 19)	24 06-18	WC Varese (16 - 18)	18 06-16	WC World TSD (14 - 16)
25	06-26		25 06-25		19 06-23	
26	07-03	Hendley (28 - 3)	26 07-02	Hendley (12 - 1)	20 06-30	
27	07-10	WC 9 & 100' Train Team Ck.	27 07-09	WC Lucerne (17 - 16)	21 07-07	Hendley
28	07-17	Selection Camp (11 - 31)	28 07-16	Selection Camp (25 - 14)	22 07-14	Pre World's Camp
29	07-24		29 07-23		23 07-21	
30	07-31		30 07-30	Totals non-Olymp Reg.	24 07-28	
31	08-07		31 08-06		25 08-04	OG Parls (26 - 13)
32	08-14	Totals Reg 1a 2a 2b (8 - 10)	32 08-13		26 08-11	rowing programs 27 - 3
33	08-21		33 08-20	Pre World's Camp (14-30)	27 08-18	
34	08-28		34 08-27		28 08-25	WCH Saker Cals (18 - 25)
35	09-04	Pre World's Camp (28-30)	35 09-03	On site 30 - 11	29 09-01	OG Parls (28 - 8)
36	09-11		36 09-10	WCH Belgrade (3 - 10)	30 09-08	rowing programs 30 - 4
37	09-18	On site 12 - 26	37 09-17		31 09-15	
38	09-25	WCH Racine (18 - 25)	38 09-24		1 09-22	
39	10-02		39 10-01		2 09-29	
40	10-09		40 10-08		3 10-06	
41	10-16		41 10-15		4 10-13	
42	10-23		42 10-22		5 10-20	
43	10-30		43 10-29	Paracan Games (28 - 5)	6 10-27	
44	11-06		44 11-05	rowing program 21 - 25	7 11-03	
45	11-13	Full Speed Orders (8 - 12)	45 11-12	Full Speed Orders (11-12)	8 11-10	Full Speed Orders (9 - 10)
46	11-20	IG Camp (12 - 23)	46 11-19		9 11-17	
47	11-27		47 11-26		10 11-24	
48	12-04		48 12-03		11 12-01	
49	12-11		49 12-10		12 12-08	
50	12-18		50 12-17		13 12-15	
51	12-25		51 12-24		14 12-22	
52	01-01		52 12-31		15 12-29	



2022 National Team Athletes

Allyson Baker	Claire Collins	Solveig Imsdahl	James McCullough	Regina Salmons
Justin Best	Liam Corrigan	Mary Jones Nabel	Nicholas Mead	Michelle Sechser
Audrianna Boersen	Benjamin Davison	Grace Joyce	Brooke Mooney	Cara Stawicki
Erin Boxberger	Emily Delleman	Emily Kallfelz	Molly Moore	Justin Stevens
Savannah Brija	Grace D'Souza	Alexander Karwoski	Victoria Opitz	Mats Terwiesch
Hannah Broadland	Emilie Eldracher	Jonathan Kirkegaard	Pearl Outlaw	Jessica Thoennes
Molly Bruggeman	Margaret Fellows	Ashton Knight	Hannah Paynter	Elaine Tierney
Oliver Bub	Jennifer Fitz-Roy	Michael Knippen	Thomas Phifer	Harrison Tsavaris
Charlotte Buck	Alex Flynn	Kara Kohler	Jacob Plihal	Sophia Vitas
Rhett Burns	Andrew Gaard	Sorin Koszyk	Pieter Quinton	Todd Vogt
Kevin Cardno	Russell Gernaat	Andrew LeRoux	Molly Reckford	Kristina Wagner
Ezra Carlson	Michael Grady	Jasper Liu	Kelsey Reelick	Madeleine Wanamaker
Christopher Carlson	Alina Hagstrom	Sophia Luwis	Ian Richardson	Andrew Wigren
James Catalano	Saige Harper	Sarah Maietta	Sean Richardson	Dominique Williams
Michael Clougher	Zachary Heese	Andrew Mangan	Augustine Rodriguez	
Teal Cohen	Henry Hollingsworth	Elizabeth Martin	Nicholas Rusher	



USRowing Board of Directors

ATHLETE REPRESENTATIVES

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Sara Hendershot

Robin Prendes

Taylor Ritzel

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Nobuhisa Ishizuka, Chair

Steven Pritzker

Don Reynolds, Secretary

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Richard Engel

Joshua Laterman

Tyler Winklevoss

Kirsten Feldman

Andy McLane

Sharon Wienbar

Tim Gokey

Andy Merrill

Robert Zagunis

ADVISOR

Charles Haight

PATH TO
THE
PODIUM



Our CHAMPIONS

\$10K+ Donors Leading
the Way*

Individual Supporters

Anonymous (5)
Kathryn Ackerman and
Kurt Borcharding
John Chatzky
/Swing Ventures Rowing Foundation
Elizabeth Clark and Steve Camahort
Mary Cranston
Tom Darling
Kimberley Elting and Stewart Cohen
Patricia and Alex Farman-Farmaian
Kirsten Feldman
Shelly and Scot Fisher
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Marina and Thomas Purcell
Polly Saltonstall and
John K. Hanson Jr.
Bruce Smith/Hydrow
Darla Sweet and Raymond Hill
Sharon and Charles Wienbar
Robert Zagunis

Grants

Capital Group
Casitas Fund
National Rowing Foundation
USOPC
United States Veterans Association

Corporate Partners

776BC
Broadridge Financial Solutions
CaptainU
Concept2
Ernst and Young
Filippi / Elite Rowing
Gutzy Organic
Head of the Charles Regatta
Hudson Boats
Next College student Athlete (NCSA)
One Equity Partners
Prosek Partners
Training Peaks
Winklevoss Capital



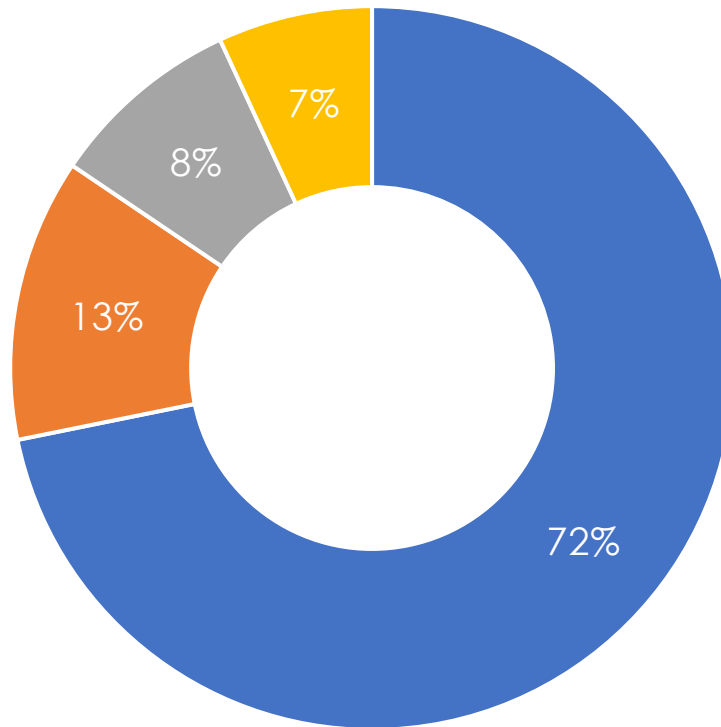
*As of May 2023



APPENDIX

2023 Net Budget

- HP Program - \$3,256,555
- Training Centers - \$573,301
- Team Management and Admin - \$391,844
- Athlete Stipends - \$313,000

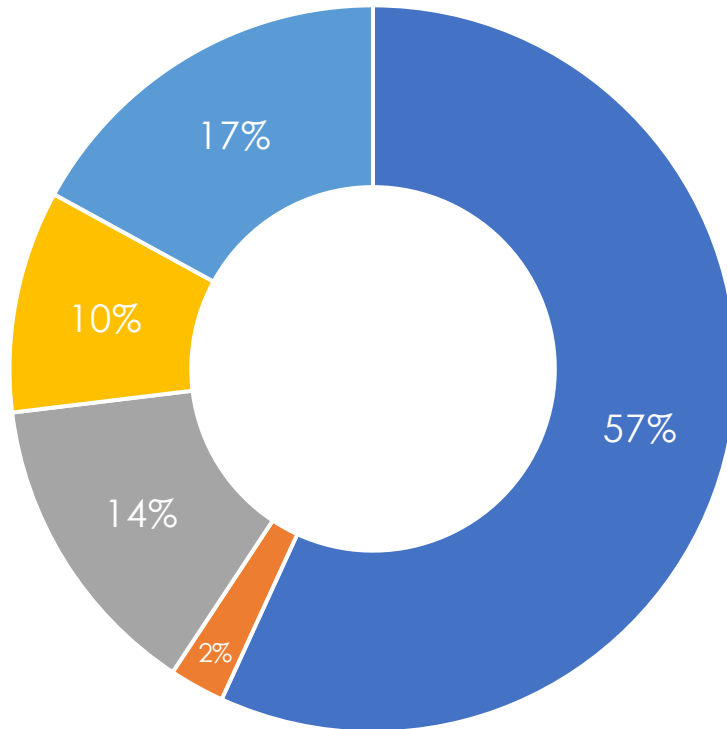




APPENDIX

2023 Human Resources

- Technical Staff - \$1,040,709
- Strength and Conditioning - \$45,000
- Physiotherapy - \$252,500
- Sports Science and Medicine - \$181,061
- Team Management and Admin - \$311,844





APPENDIX

Direct Costs Per Person

OLYMPIC TEAM	2023
WinterCamp	\$3,625
Selection Camp I	\$2,810
Preparation Camp Varese (US)	\$630
Preparation Camp Varese (Europe)	\$4,540
Regatta Varese	\$1,400
Selection Camp II	\$2,705
Preparation Camp Worlds (part 1)	\$2,100
Preparation Camp Worlds (part 2)	\$3,340
Worlds Championships Belgrade	\$4,770
Total	\$25,920
Athlete Stipend	\$24,000



Preparation
Camp
Varese (US)
2%

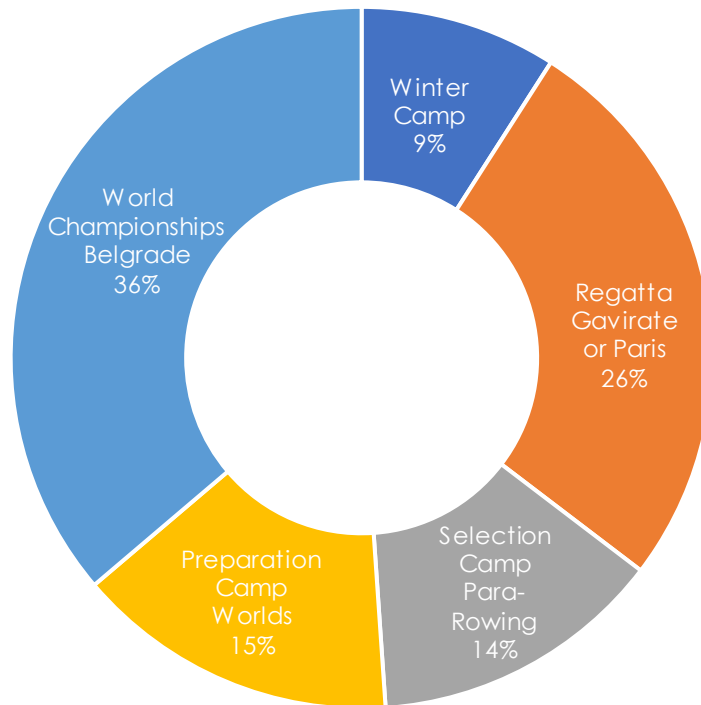


APPENDIX

Direct Costs Per Person

PARALYMPIC TEAM	2023
Winter Camp	\$1,195
Regatta Gavirate or Paris	\$3,463
Selection Camp Para-Rowing	\$1,785
Preparation Camp Worlds	\$1,960
World Championships Belgrade	\$4,770
Total	\$13,173
Athlete Stipend	\$18,000

It cost USRowing **\$49,920** to prepare and send a Senior team member to World Championships, and **\$31,173** to send a Para rower.

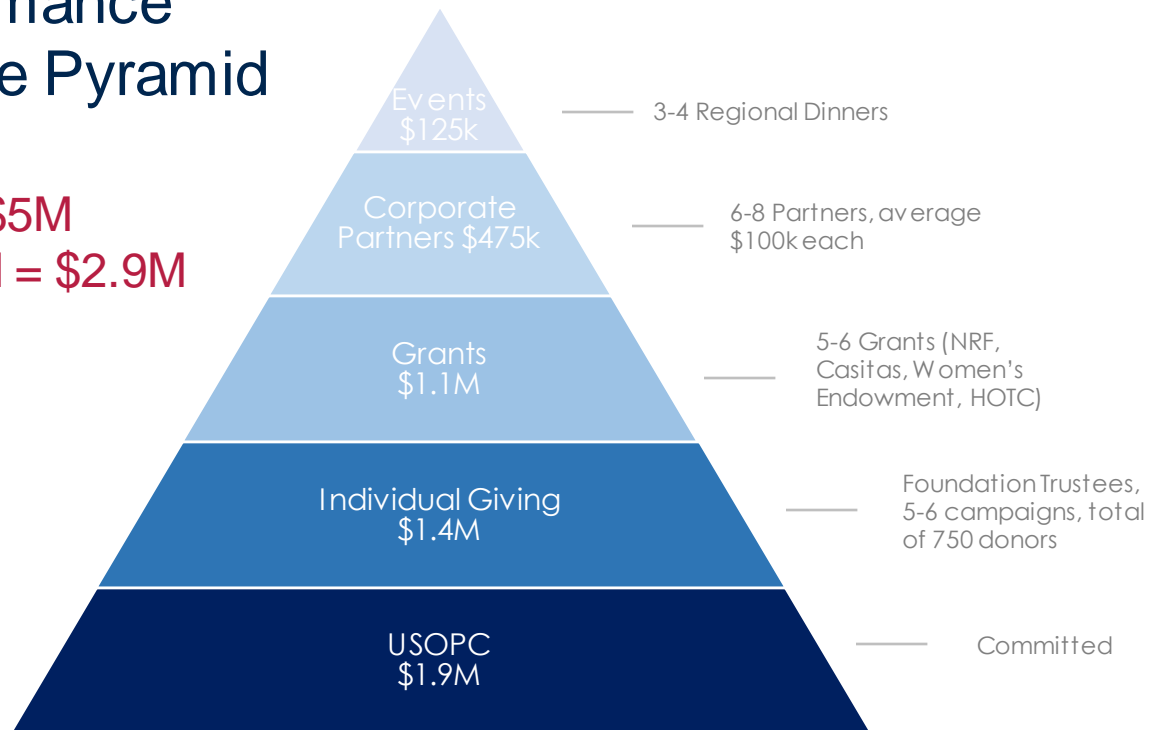




2023 High Performance Income Pyramid

Goal = \$5M
Pledged = \$2.9M

(as of 1.16.23)

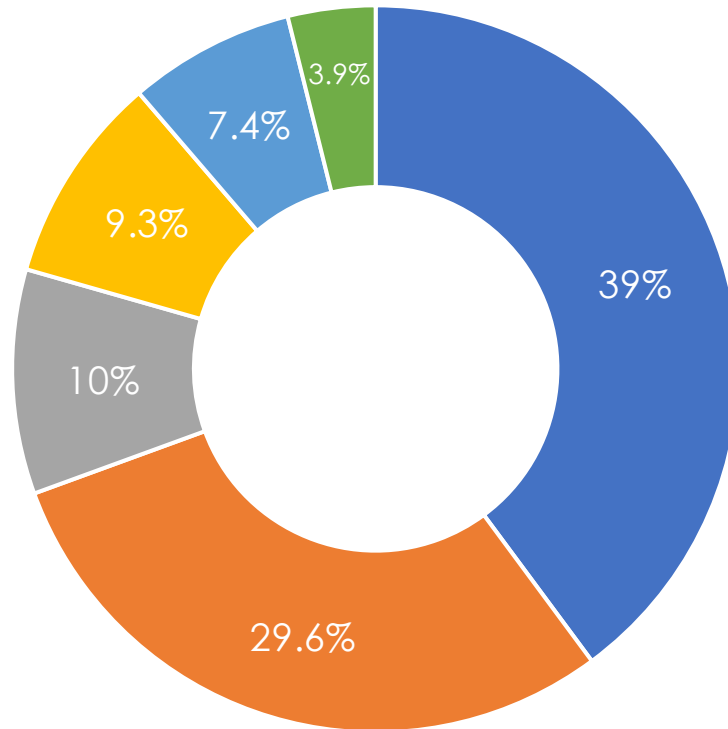




APPENDIX

USRowing Revenue Sources

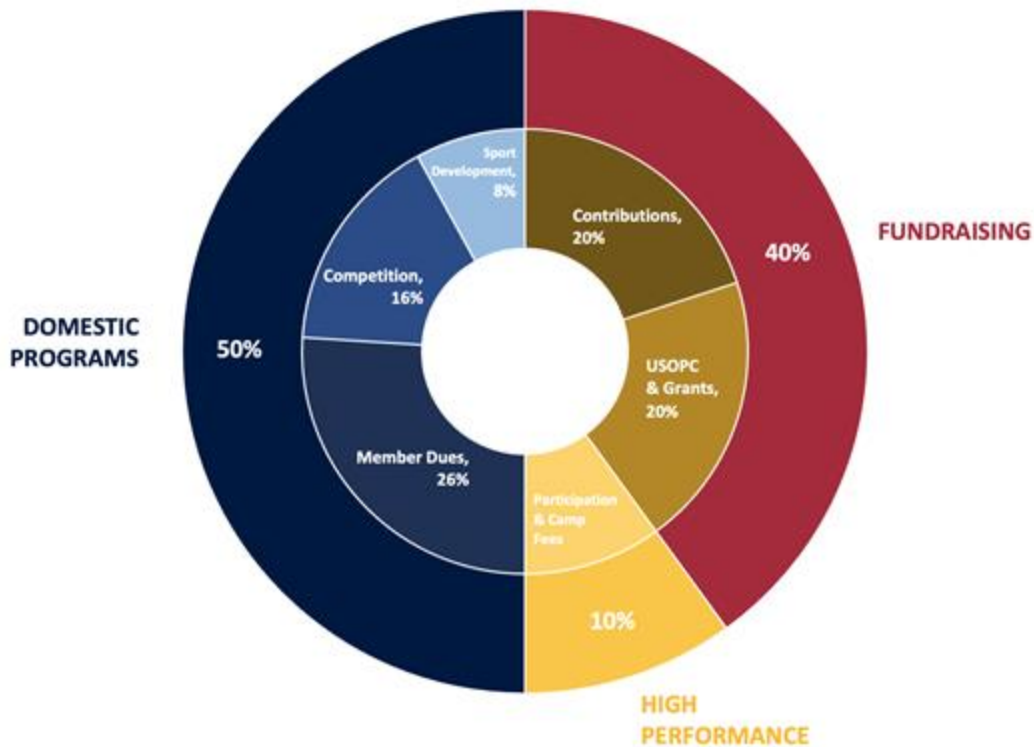
- Individuals - 39%
- USOPC Funding - 29.6%
- Corporate Partners - 10%
- Foundation Giving - 9.3%
- Government - 7.4%
- Fundraising Events - 3.9%





APPENDIX

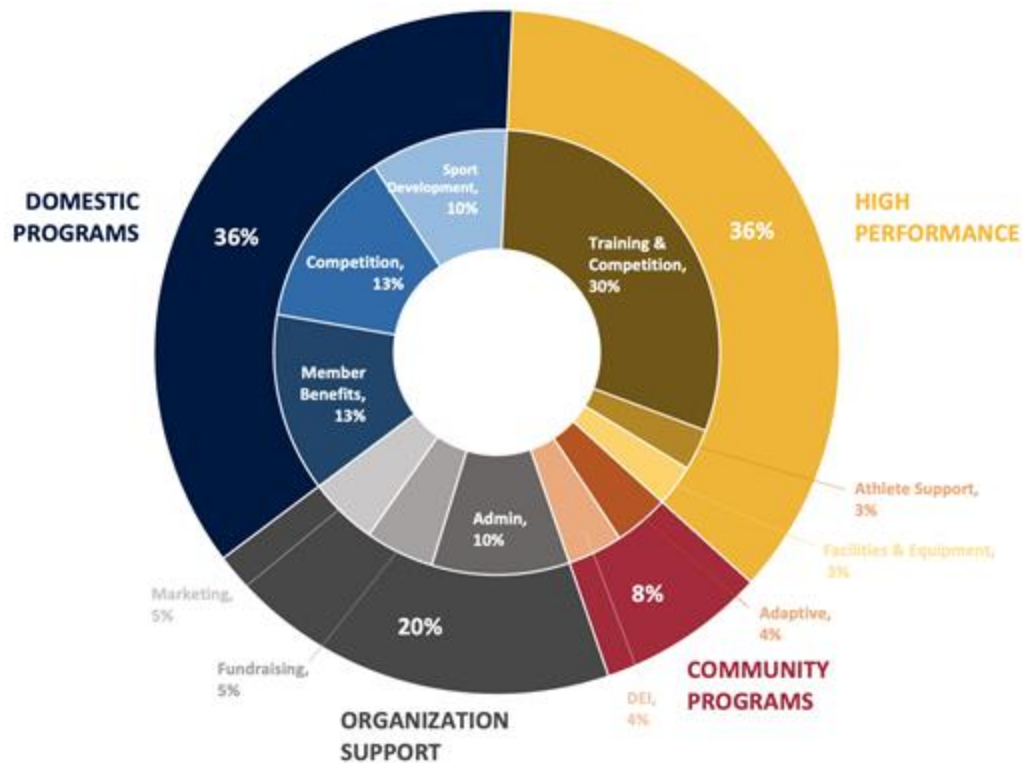
USRowing Revenue Sources





APPENDIX

USRowing 2023F Revenue & Investments





USRowing 2023 Organizational Budget

	Budget FY23	Actual FY22
SUPPORT & REVENUE		
Contributions & Grants		
Contributions	\$ 3,491,875	\$ 3,103,624
Grants & USOPC Funding	2,975,000	2,714,651
Total Contributions & Grants	\$ 6,466,875	\$ 5,818,275
Membership Dues & Program Revenue		
Membership Dues	\$ 3,933,960	\$ 3,633,074
Programs	4,836,404	4,476,941
Retail Sales	433,676	363,577
Other Income	-	37,485
Total Membership Dues & Program Revenue	\$ 9,204,039	\$ 8,511,077
Total Support & Revenue	\$ 15,670,914	\$ 14,329,352
EXPENSES		
Personnel Services		
Salaries	\$ 3,543,211	\$ 3,439,981
Benefits	830,525	663,067
Total Personnel Services	\$ 4,373,736	\$ 4,103,048
Other Than Personnel Services		
Professional Fees (Non-Program)	\$ 720,358	\$ 743,280
Facility & Equipment	351,918	277,159
Programs & Events	4,512,090	4,277,640
Travel & Meetings	3,536,819	3,228,031
Insurance & Other Business Expenses	2,113,055	1,707,061
Total Other Than Personnel Services	\$ 11,234,241	\$ 10,233,171
Total Expenses	\$ 15,607,977	\$ 14,336,219
OPERATING SURPLUS/(DEFICIT)	\$ 62,938	\$ (6,867)



PATH
TO
THE
PODIUM