



STRATEGIC PLAN 2025-2032

Created June 2025; Revised June 2026

VISION STATEMENT

To be the most trusted and influential organization supporting swim coaches.

MISSION STATEMENT

To inspire, support, and advocate for swim coaches.

VALUES

Athlete centered, coach driven

Excellence, member-driven, diversity, inclusion, transparency, ethical, integrity, communicative, hard-working, supportive

VISION FOR THE FUTURE OF ASCA

By 2028:

- Growing membership-driven organization with increasing engagement and retention
- Primary provider of professional development for swim coaches
- Best-in-class series of ASCA-run clinics and educational events
- Modernized certification and learning management systems fully implemented
- Recognized advocate for coaches and coaching issues
- Increased coach representation throughout swimming governance
- Dynamic, accessible, and relevant educational content delivered across multiple platforms
- Strong strategic partnerships throughout the swimming ecosystem
- Expanded coach recognition and professional development programs

By 2032:

- Membership exceeds 50% of all USA Swimming registered coaches
- ASCA Certification is recognized as the industry standard by coaching employers
- ASCA is nationally recognized as the leading voice of swim coaches
- A unified and clearly defined coach development pathway exists from new coach to elite coach
- ASCA is synonymous with coaching excellence

- Coaches have meaningful representation throughout swimming governance
- ASCA has a measurable impact on coaching career advancement, working conditions, and professional recognition
- ASCA is the premier provider of coach education and professional development in swimming

Strategic Priorities

1. IN PERSON CLINIC AND EVENT EXCELLENCE

Objective: Deliver the most respected, engaging, impactful and well-attended educational events in swimming.

Core Initiatives:

- **4 Tentpole Clinics:** Prioritize and enhance the 4 core clinics – deliver exceptional in-person experiences.
 - World Clinic (Sept)
 - Eastern States (Sept/Oct)
 - Napa (Jan)
 - Central States (April)
- **Regional Clinics** – Provide regional clinics in partnership with LSCs
- **Program Innovation**
 - Develop specialty clinics and focused learning experiences
 - Create annual and multi-year programming calendar
 - Expand opportunities for interaction, discussion, and networking
 - Explore on-deck observation and experiential learning opportunities
- **Strategic Growth**
 - Strengthen LSC partnerships to support coach access to valuable in-person regional clinic experience
 - Improve audience targeting and promotional strategies
 - Publish clinic schedules and locations further in advance (strive for 2 years out)
- **Major Event Presence:**
 - Presence at the 2028 Olympic Trials
 - Presence at the 2028 Olympic Games through collaborative coach initiatives
 - Strategic presence and participation in major swimming meets, partner events and conferences

2. MEMBERSHIP GROWTH AND ENGAGEMENT

Objective: Grow and engage all coaches by providing meaningful value, professional connections, and a strong sense of belonging.

Core initiatives:

- Position tech upgrade and certification revamp in November 2026 as **The NEW ERA OF ASCA: SIMPLER, SMARTER, STRONGER**
- **Communicate a clear, concise and consistent value proposition**
ASCA is the trusted partner for swim coaches, providing education, certification, community, and advocacy that help coaches grow, lead, and succeed throughout their careers. ***It's where swim coaches belong.***
- **Growth Initiatives**
 - Expand the 100% Teams Program
 - Create and promote the 100% ASCA Certified Staff Program
 - Conduct direct outreach to Club Excellence programs and team leaders
 - Develop targeted engagement campaigns for underrepresented coach segments
 - Build on strategic partnerships (CSCAA, NISCA, YMCA, Australian Swim Coaches and Teachers Association, WeCoach, and others)
 - Continue to provide learning and engagement opportunities for international coaches
- **Technology & Engagement**
 - Continue enhancing the member portal and digital experience
 - Develop online community and networking platforms
 - Utilize data and engagement analytics to improve member experience
 - Improve communication and personalization of member benefits
- **New Coach Development**
 - Build on partnership efforts with USA Swimming to begin role out of New Coach Support Initiative and free ASCA membership plan
 - Expand mentoring and cohort-based learning opportunities
 - Increase retention of first-year coaches and members

3. EDUCATION & CERTIFICATION MODERNIZATION

Objective: Make ASCA synonymous with coaching excellence through best-in-class education, certification, and professional development pathways.

Core Initiatives:

- **Education Strategy:**

- Develop annual and multi-year educational roadmaps
 - Create structured learning pathways aligned with certification and career stages
 - Expand educational offerings across all coaching levels
 - Develop specialty education tracks and content series
- **Certification Leadership**
 - Successfully launch and continuously improve the modernized certification system
 - Establish clear coaching development pathways from entry-level through elite coaching
 - Position ASCA Certification as the industry standard for coaching excellence
 - Regularly review and update certification content to reflect current best practices
- **Content Delivery**
 - Expand short-form educational video content
 - Increase accessibility through multiple learning formats
 - Leverage social media as an educational entry point and engagement funnel
 - Utilize emerging technologies and AI where appropriate
- **Thought Leadership**
 - Continue producing cutting-edge educational content
 - Facilitate discussions on emerging coaching topics and best practices
 - Conduct and publish coaching-related research and insights

4. COACH ADVOCACY & RECOGNITION

Objective: Establish ASCA as the recognized voice of swim coaches through advocacy, representation, influence, and recognition while elevating coaching as a respected profession.

Core Initiatives:

- **Governance & Representation**
 - Support and encourage coach participation on LSC, national, and sport governance bodies
 - Develop pathways and leadership training for coaches seeking governance roles
 - Advocate for meaningful coach representation on USA Swimming board of directors and other decision-making tables
 - Strengthen relationships with USA Swimming leadership and governance groups

- **Advocacy**
 - Develop organizational positions on key issues affecting coaches
 - Communicate regularly with coaches regarding policy and governance matters
 - Create coach advocacy resources and toolkits
 - Monitor and respond to legislative and regulatory issues impacting the profession
- **Partnership Development**
 - Strengthen and leverage strategic US and international partnerships to reach more coaches and improve the profession
 - Collaborate with partner organizations on coach support initiatives and professional development opportunities
- **Professional Identity**
 - Elevate the public perception of coaching as a profession
 - Promote the value and impact of swim coaches through awareness campaigns
 - Serve as the trusted authority on issues affecting swim coaches
- **Recognition Programs**
 - Expand coach recognition programs at all levels
 - Develop athlete performance-based recognition systems for coaches (since no longer part of certification)
 - Increase recognition of club coaches and emerging leaders
 - Develop governance and leadership recognition awards
- **Career Advancement**
 - Promote coaching as a respected profession
 - Highlight successful coaching career pathways
 - Support leadership development opportunities
 - Showcase coaching excellence across all sectors of the sport
- **Professional Community**
 - Foster stronger connections among coaches
 - Expand mentorship opportunities
 - Celebrate contributions to the sport and profession

Key Performance Indicators (KPIs)

Membership & Engagement

By 2028

- 10% increase in membership
- 10% increase in membership revenue
- 10% increase in member engagement metrics
- Membership growth in targeted coach segments
- Expanded participation in the 100% Teams Program

By 2032

- Membership exceeds 50% of USA Swimming registered coaches
- Significant increase in member engagement
- Significant growth among young, female, high school, and part-time coaches
- ASCA recognized as the professional home for coaches

Influence & Advocacy

By 2028

- Thriving partnerships with USA Swimming and other key organizations
- Increased coach representation in governance
- Established advocacy communications program

By 2032

- ASCA recognized as the leading voice of swim coaches
- Meaningful representation in key governance structures
- Demonstrable impact on issues affecting coaches

Education & Certification

By 2028

- Successful launch and adoption of new certification and LMS platforms
- Structured educational pathways implemented
- Expanded digital learning offerings

By 2032

- ASCA Certification recognized as the coaching standard
- Certification required or preferred by a majority of employers
- Unified coach development pipeline established

Recognition & Professional Advancement

By 2028

- Expanded coach recognition programs implemented
- Performance recognition system established
- New leadership recognition initiatives launched

By 2032

- Nationally recognized coaching excellence recognition system
- Increased professional prestige of ASCA-certified coaches
- Strong mentoring and leadership development network

In-Person Clinics & Events

By 2028

- 10% increase in total attendance and event revenue
- World Clinic attendance exceeds 800 participants
- Multi-year clinic strategy fully implemented

By 2032

- World Clinic attendance exceeds 1,000 participants
- Strong repeat attendance rates across all major events
- ASCA clinics recognized as the premier educational events in swimming

Organizational Impact

By 2028

- Increased brand awareness and engagement among coaches
- Stronger strategic partnerships across the swimming community
- Clear member value proposition established

By 2032

- ASCA synonymous with coaching excellence
- ASCA recognized nationally as the trusted authority on coach development
- Coaches view ASCA as their indispensable professional organization