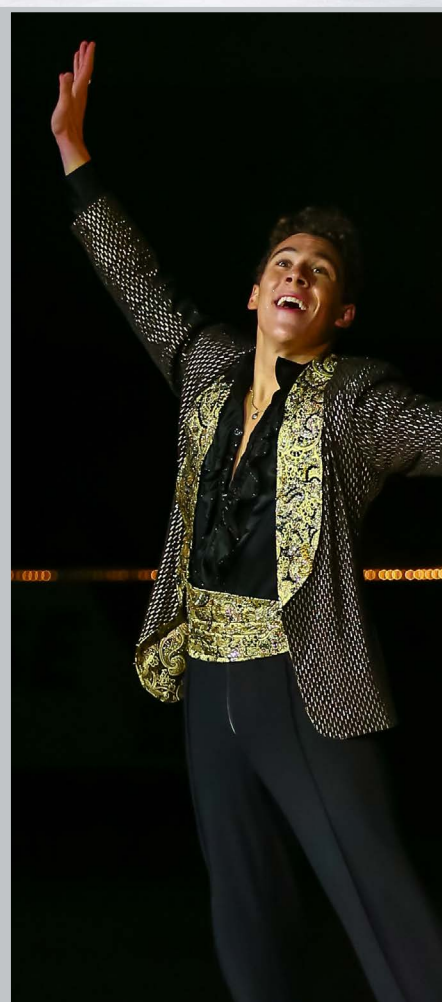




U.S. FIGURE SKATING DEI ACTION PLAN



NON-DISCRIMINATION COMMITMENT

U.S. Figure Skating commits in policy, principle, and practice to sustain a nondiscriminatory approach on and off the ice for all members. We strive to provide equal opportunity for all to celebrate their varied backgrounds, experiences and identities and want all members to feel valued and respected at every level of the organization. U.S. Figure Skating's SkateSafe® Program receives, investigates, and addresses allegations of discrimination or harassment throughout its membership and the organization.

We provide an equal opportunity to eligible athletes, coaches, trainers, managers, administrators, and officials to participate in eligible athletic competition without discrimination based on race, color, religion, age, gender, gender identity, sexual orientation, national origin, disability or any other status protected by federal, state, or local law, where applicable.

We select members of the Board of Directors and athlete representatives without discrimination based on race, color, religion, age, gender, gender identity, sexual orientation, national origin, disability or any other status protected by federal, state, or local law, where applicable.

Harassment in sport, per the U.S. Figure Skating SkateSafe® Program Handbook, includes any pattern of physical and/or non-physical behaviors that (a) are intended to cause fear, humiliation or annoyance, (b) offend or degrade, (c) create a hostile environment, or (d) reflect discriminatory bias in attempt to establish dominance, superiority or power over an individual athlete or participant group based on gender, race, ethnicity, culture, religion, sexual orientation, gender expression, or mental or physical disability. It also can be the creation of an environment through behavior or course of conduct that is insulting, intimidating, humiliating, demeaning or offensive.

Examples may include name-calling, taunts, threats, belittling and micro/macro aggressions.

U.S. Figure skating is committed to modeling diversity, equity, inclusion, and justice at all organizational levels, including clubs and sanctioned events. To report a concern of discrimination or harassment to U.S. Figure Skating, visit www.USFigureSkating.org/SkateSafe or email SkateSafe@USFigureSkating.org.



PROCESS & PARTICIPANTS

To develop this DEI Action Plan, U.S. Figure Skating DEI Director Kadari Taylor-Watson facilitated conversations with senior leadership to bring awareness about the systems of power that shape the varied human experience in our society. Through these conversations, we began collectively acknowledging and articulating the need to prioritize building equitable practices, programs, and policies to help create a diverse and inclusive sport and organization. This step was integral to the initial process because it established a shared sense of accountability for the proposed DEI initiatives with a clear understanding that we are all responsible for the internal and external work needed to reach our goals. The plan reflects approved recommendations and guided feedback from DEI Task Force members who focused on improving our culture through the Five DEI Pillars.

The pillars consist of a dedicated staff member to oversee all DEI initiatives, intentional and widespread data collection, a transformative approach to outreach and support, a clear understanding of the importance of representation and visibility, and prioritizing education to assist in shifting our sport's culture to accept and champion diversity. Finally, to create cohesion and foster a shared sense of communal responsibility, this plan is strategically aligned with the U.S. Figure Skating Strategic Plan, which is approved by the Board of Directors.

PARTICIPANTS

DEI DIRECTOR

Kadari Taylor-Watson

DEI TASK FORCE MEMBERS

Jared Allen
Kris Arneson Cutler (Co-Chair)
Leatrice Bulls (Co-Chair)
Rachael Flatt
Eliot Halverson
Jaclyn Helms
Michelle Hong
Dorothy Jones-Davis
Pooja Kalyan
Stephen Kucera
Timothy LeDuc
Jillian Martinez
Amy Parekh
Ouida Robinson
Joel Savory
Kadari Taylor-Watson (Staff Liaison)
Kendall Troutman
Nathan Truesdell
Kym Worthy
Felicia Zhang (Board Liaison)

U.S. FIGURE SKATING SENIOR LEADERSHIP

Tracy Marek (CEO)
John Anderson
Charles Chow
Bob Dunlop
Justin Dillon
Eric Fehr
Kelly Vogtner
Susi Wehrli McLaughlin
Annie White

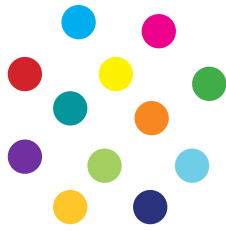
U.S. FIGURE SKATING STAFF

Department employees of Events
External Relations
Finance
SkateSafe®
High-Performance
Information Technology
Marketing & Communications
Membership



DEFINING DEI

U.S. Figure Skating has taken the intentional approach of humanizing diversity, equity, and inclusion. By “humanizing DEI” we highlight the importance of people in our collective efforts as we strive to create a more representative, fair, and safe environment for all members. By acknowledging the human rights of all involved in the process, we can begin to address the challenges and barriers that come into play when trying to activate change -- both individually and as a collective organization. Creating a shared language is an essential first step in articulating our DEI objectives. These definitions were developed collectively by DEI Task Force members and DEI staff to guide our direction in achieving our DEI goals.



Diversity: We define diversity as the quantitative representation that makes us different from one another, influences the way we interact with the world and the way the world interacts with us. Diversity may include:

- one’s fluid individual and collective traits (personality and communication styles)
- life experiences (access to specific spaces and opportunities)
- social identities (age, ability, ethnicity, gender, gender identity, gender expression, language, marital status, national origin, race, religion, size, disability etc.)



Equity: Equity is defined as an intentional approach that considers the importance of creating opportunities for historically underrepresented and underrepresented groups to have equal access to fully participate in their personal pursuit of excellence in our sport and organization and that policies created to support them should be implemented with impartiality and fairness.



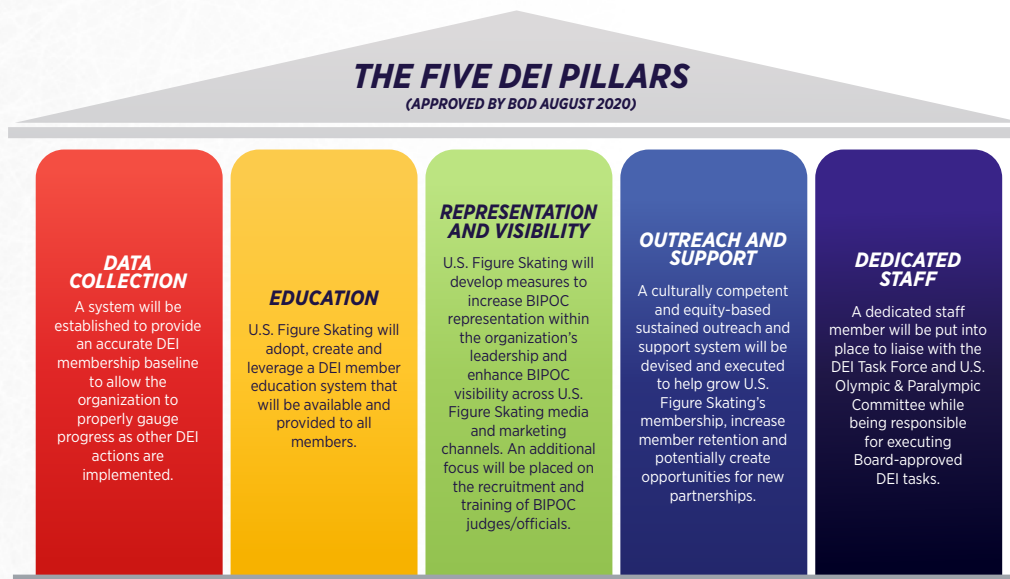
Inclusion: We define inclusion as the beliefs, behaviors, practices, processes, and policies that amplify, empower and validate diverse voices, to foster a shared sense of belonging where all members within that community can show up as their most authentic selves safely, without judgment and with an understanding that their unique lived experiences, identities and voices add intrinsic value to that community.



MOVING FROM ASPIRATION TO ACTION

In 2020, U.S. Figure Skating's Board of Directors supported the Five DEI Pillars to guide us in accomplishing our goals and made the following recommendations:

- Strive to diversify volunteer leadership and inclusion throughout U.S. Figure Skating's volunteer governing structure
- Create DEI education programs and modules for all members to develop knowledge of diversity, equity, and inclusion
- Amend and/or create policies to best support all members
- Collect essential membership demographic data
- Eliminate racist language and address gendered language in figure skating to reduce marginalization for diverse athletes
- Launch a BIPOC awareness campaign to encourage participation from underrepresented communities
- Develop a BIPOC database to develop pipelines into all paths of the sport
- Fundraise scholarships for BIPOC skaters to help reduce cost barriers to participation at all levels of the sport
- Increase communication of best practices for club leadership to integrate diversity, equity, and inclusion



U.S. Figure Skating's drafted Strategic Plan (2022-2026) is purposefully aligned and in support of this DEI Action Plan. Dedicated DEI staff and members of the DEI Task Force were involved in the development of the Strategic Plan to ensure the complete integration and commitment of leadership needed to reach our goals in becoming more diverse, equitable and inclusive. U.S. Figure Skating's Strategic Plan, once approved by the Board of Directors and the Governing Council, will focus on four key areas that address the challenges and opportunities ahead and recognize the essential role of DEI in achieving in these goals.

Athlete Support and Development	Build an athlete-centered organization that provides access and support to allow each athlete to participate as their authentic self to achieve excellence.
Membership Development	Enhance community engagement by working in partnership with stakeholders across the organization to increase participation in the sport and value membership with U.S. Figure Skating.
Officials and Coaches	Cultivate stronger partnerships among officials, coaches, athletes and parents that instill a culture of trust, respect, transparency and objectivity.
Brand Awareness	Develop our brand by growing appreciation of and excitement for the sport that supports athleticism, artistry and achievement, and the value on one's association with U.S. Figure Skating.

FOCUS AREA: ATHLETE SUPPORT AND DEVELOPMENT

KEY OBJECTIVE	INITIATIVE	TARGET GROUP	DEI PILLAR	SUCCESS MEASURES
Athletes as Individuals. Empower athletes to be their authentic selves and provide a safe, inclusive space in which athletes can experience joy, a sense of belonging, and achieve personal success and competitive excellence.	Promote the understanding of the non-discrimination commitment in the bylaws and provide educational opportunities to distribute to our members	Clubs Programs Coaches Athletes Officials Parents	Education	Use member-wide survey data to measure comprehension of U.S. Figure Skating non-discrimination bylaw (FY22)
	Confirm that member clubs also include a commitment to non-discrimination that is aligned with the U.S. Figure Skating bylaws	Clubs Programs	Education Data Collection Outreach and Support	Survey number of clubs that have non-discrimination bylaws that are aligned with U.S Figure Skating's bylaws (FY22)
	Empower athletes through DEI education and committee representation to speak up for themselves and their peers	Athletes Coaches	Education Representation and Visibility	Measure engagement from and representation of athletes who attend DEI education, programs and committee meetings and feel empowered to speak (FY23)
	Provide resources to support improved mental health	Athletes Coaches Officials	Outreach and Support	Use survey data and focus group data to measure needs for mental health support (FY 23)
Affordability Enhancement. Create strategies and tactics of managing the costs of training and competition in figure skating.	Create a model that includes group instruction and team-teaching beyond the Learn to Skate level to mitigate costs for low-income families	Athletes Coaches Parents Clubs Programs	Outreach and Support	Develop and establish a model of team teaching (FY23)
	Allow athletes to take figure skating tests in a virtual format vs. attending a test session to improve access in remote communities	Athletes Parents Officials Coaches Clubs Programs	Outreach and Support	Collect data of athletes who utilize virtual test taking and analyze to measure success (FY22)
	Partner with successful community-based programs to learn how they improved access	Clubs Programs	Outreach and Support Data Collection	Collect data of the increased participation of athletes based on utilizing validated best practices (FY22)





FOCUS AREA: MEMBERSHIP DEVELOPMENT				
KEY OBJECTIVE	INITIATIVE	TARGET GROUP	DEI PILLAR	SUCCESS MEASURES
Member Diversity & Retention. Identify and reduce barriers to entry and member retention. Increase the focus on underrepresented communities.	Create engagement surveys and conduct focus groups to capture barriers to entry and retention in the sport	Parents Coaches Athletes Clubs Programs	Outreach and Support Data Collection Representation and Visibility	Establish baseline data around barriers to entry and retention in the sport (FY22)
	Develop a marketing and communications plan to connect U.S. Figure Skating core values with the core values of diverse communities	Clubs Programs	Outreach and Support Representation and Visibility	Establish and deliver the marketing and communication plan (FY23)
	Develop internship or mentorship programs for underrepresented communities to support athletes over age 18 at levels beyond Learn to Skate	Athletes Clubs Programs	Representation and Visibility Outreach and Support	Establish the mentorship program (FY23)
	Highlight community develop grant recipients and create an expansion plan for funding and opportunities specifically for BIPOC and adaptive athletes	Clubs Programs	Outreach and Support Representation and Visibility	Measure awareness of the community development grants based on increased number of applicants (FY23)
	Implement a culturally competent and equity-based approach to sustained outreach that targets unrepresented communities	Clubs Programs	Outreach and Support	Measure sense of respect and belonging with targeted underrepresented communities using surveys, interviews, and focus group data (FY22)
Develop Data. Identify important baseline data along with the processes and technology required to collect and analyze it.	Hire third-party data consultant company to help collect, secure, and analyze important demographic data and communicate the importance of data collection in efforts to become more diverse and inclusive to all members	Athletes Officials Coaches Parents	Data Collection Representation and Visibility	Establish critical baseline data to understand our current population regarding demographic diversity of all members (FY22)

FOCUS AREA: OFFICIALS AND COACHES GROWTH

KEY OBJECTIVE	INITIATIVE	TARGET GROUP	DEI PILLAR	SUCCESS MEASURES
Develop a pool of Knowledgeable & Welcoming Officials. Recruit and retain a deep pool of culturally sensitive, diverse, and well-trained officials.	Collect quantitative data for demographic data as well as qualitative data to assess culture	Officials	Data Collection	Measure current benchmark of diverse representation of officials and identified barriers to sustain a culture of inclusion (FY22)
	Effectively communicate nondiscrimination commitments and develop clear consequences for persons found to be acting in violation of these commitments	Officials Parents Coaches Club & Program Leadership	Education	Use survey data to measure increased comprehension of U.S. Figure Skating bylaws and SkateSafe® Handbook specifically regarding discrimination and harassment (FY22)
	To increase the number of BIPOC officials, develop a mentoring program and cohort model to invite athletes who may be ending their competitive career to try officiating in efforts to develop a strong pipeline to officiating	Athletes Parents Clubs Programs	Outreach and Support Representation and Visibility	A targeted number of BIPOC members have earned an appointment as an official and retained as active officials (FY23)
	Create mandatory DEI education programs for officials to increase their awareness of bias and develop clear consequences for judges who are in direct violation of our non-discrimination bylaw	Officials	Education	Measure increased awareness of bias and other key DEI topics with officials as well as establish clear consequences if an official is found to be acting in violation of these commitments (FY23)
Coach-Officials Partnership. Identify and address areas of conflict and bias that create barriers to a partnership that actively supports athletes and creates a welcoming environment that extends to all stakeholders in the skating community.	Create a survey or conduct a focus group to identify how to improve communication between coaches and officials during monitoring sessions and to identify best practices for feedback	Officials Coaches	Education Data Collection	Develop and implement a course for improved communication between coaches and officials (FY23)
	Create mandatory DEI education for coaches to best support all athletes and speak out in support of their athletes and peer coaches	Coaches	Education	Develop and implement a course about key DEI topics needed to improve coaching empowerment to and support of athletes (FY22)





FOCUS AREA: BRAND AWARENESS

KEY OBJECTIVE	INITIATIVE	TARGET GROUP	DEI PILLAR	SUCCESS MEASURES
Brand Identity and Communication. Clarify and clearly convey our brand's mission, sense of purpose and attributes to amplify, adjust and align with our values. Promote the value of being a member.	Collect data on brand identity from membership to assess culture of DEI	Clubs Officials Coaches Athletes Programs	Data Collection	Survey members to measure awareness of a link between brand identity and culture of DEI (FY22)
	Develop messaging and programming that authentically connects our core values to diverse cultures in efforts to increase diverse representation without tokenization or appropriation	Clubs Programs	Outreach and Support Representation and Visibility	Establish best practices that connect core values to diverse cultures (FY23)
	Update DEI statement on public facing platforms and language in documents to affirm our commitment to DEI and develop corresponding education and best practices to create safe and inclusive environments	Clubs Programs	Representation and Visibility Education	Survey club leadership to measure awareness of DEI commitment and best practices to create a culture of inclusion (FY22)
Everyone Can Skate! Highlight the wide variety of pathways available and opportunities to experience the joy of skating.	Highlight all disciplines and programs in the sport and look for ways to incorporate storytelling in efforts to increase diverse representation	Athletes Coaches Officials Clubs Programs	Representation and Visibility Outreach and Support	Measure the number of times each discipline and program appear on public-facing platforms (FY23)
	Feature BIPOC, LGBTQ+, adaptive athletes in all pipelines to promote visibility and communicate that skating is for everyone	Athletes	Representation and Visibility	Measure the number of skaters from diverse identities sharing their stories that highlight all disciplines and areas within the sport on public-facing platforms (FY23)
	Promote SkateFests by partnering with local organizations and schools in underrepresented communities	Clubs Programs	Outreach and Support Representation and Visibility	Measure awareness of SkateFests in local organizations and schools where clubs are available and participation in community events (FY23)
Shared Values Marketing. Seek strategic partners and sponsors whose shared values align with ours specifically around diversity, equity, inclusion, and belonging. Advance our strategic goals and promote community involvement while securing and increasing revenue.	Build and leverage partnerships (educational or monetary) to advance DEI goals and reach underrepresented communities	Athletes	Outreach and Support Representation and Visibility	Increase diversity from underrepresented groups in suppliers, sponsors, and partnerships (FY22)

ADDITIONAL CORE INITIATIVES. While many initiatives to support Diversity, Equity and Inclusion fit within the four focus areas of our strategic plan, there are other important initiatives to accomplish that are outside of that area, especially with leadership.

KEY OBJECTIVE	INITIATIVE	TARGET GROUP	DEI PILLAR	SUCCESS MEASURES
Awareness and Accountability of our leadership. Ensure that leadership embraces and is held accountable for our focus on humanizing DEI.	Establish mandatory DEI certification course to ensure all leadership can articulate core tenants of DEI value for the organization	Board of Directors Committee Leadership Club & Program Leadership	Education Data Collection	Survey awareness, comprehension, articulation, and demonstrated action of DEI value from all serving in volunteer leadership positions (FY23)
	Establish and draft clear accountability measures to ensure DEI commitment is upheld in all areas	Board of Directors Committee Leadership Club & Program Leadership	Data Collection	Establish accountability measures to reach DEI objectives (FY22)
	Collect data with the goal of understanding barriers to reporting DEI-related misconduct and establish and formalize a grievance report system specific to instances of identity discrimination or abuse	Board of Directors Committee Leadership Club & Program Leadership	Data Collection Outreach and Support Education	Establish baseline data to understand reasons for hesitancy of reporting DEI- related misconduct and communicate grievance reporting system (FY22)
Expanded Access and Representation. Identify, recruit, and diversify leadership and inclusion in volunteer leadership and throughout U.S. Figure Skating's governing structure	Develop best practices to broadly communicate opportunities for involvement in leadership roles that includes qualified underrepresented groups	Clubs Programs Athletes Officials Coaches	Representation and Visibility Outreach and Support	Measure increases in representation of diverse communities in club, officials and coaching leadership (FY23)
	Draft organizational DEI Best Practices for recruiting, interviewing, and nominating in efforts to increase diverse representation	Committee Leadership	Education	Establish best practices document for increasing diverse representation (FY22)
	Collect baseline data to identify growth opportunities to increase diverse representation	Sponsors Partners Suppliers	Data Collection	Establish baseline data of current diversity demographics for sponsors, partners and suppliers (FY22)
Website and Public-Facing Content. Promote and educate all members about DEI using U.S. Figure Skating's most front facing communication platforms	Feature BIPOC, LGBTQ+, adaptive athletes and other underrepresented members in U.S. Figure Skating communications platforms, in-arena promotion, campaigns, etc., to collect valuable metrics to link success	Athletes Officials Coaches Parents	Representation and Visibility Data Collection	Increase in number of BIPOC, LGBTQ+, adaptive and other underrepresented groups on all public facing platforms (FY23)
	Share products, pamphlets, infographics, articles, and other resources that support DEI education on all front-facing communications platforms to help members recognize social inequality	All Members	Education Representation and Visibility	Measure membership for increased diversity and retention of underrepresented peoples as members. Also, measure levels of respect and sense of belonging using surveys and focus groups (FY23)

