



Member, United States
Olympic & Paralympic Committee

PARALYMPIC OPERATIONS DEPARTMENT

Strategic Plan

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Introduction

The Paralympic Operations Department is dedicated to excellence in Paralympic High-Performance sport services.

Established in 2019, the Paralympic Operations Department (POD) is committed to its role in the Paralympic Movement. As a member of the Logan University (Logan) community, the department is looking forward to the next Paralympic quadrennial and embracing its place in Logan's culture.

Walking into this new era of sport where athletes must and will always be put first and understanding that as a leader it our duty to be responsible members of society, the POD is excited and inspired by what is to come.

The lessons learned during its short time within the Paralympic Movement, and our even shorter time as a department at Logan, have helped to position the department be a leader in this new era. This is a role the department is eager to embrace and even more eager to start working towards. The 2021-2024 quadrennial will be the department's time to establish the foundation on which it will build upon in order to achieve this goal.

As the POD looks to the next four (4) years it has committed itself to the values of the university and those of the sport it manages. It has aligned itself such that this unique department is able to establish goals that are specific to the needs of its program(s) but are also in line with its various governing agencies and the university. The vision for 2024 is ground in a series of goals that will help to guide the department during its everyday actions so that every effort and task moves it closer to making that vision a reality.

The POD's commitment to its athletes, members, and the Logan community runs deep, and it is confident that the aspirations of 2024 will help it better serve and continue to uphold its commitment.

Paralympic Operations Department and USA Para Powerlifting

Logan's Paralympic Operations Department

Mission

Logan's POD is committed to excellence in High-Performance (HP) Paralympic Sport services that are athlete centered and create unique educational and service opportunities for its community.

Vision

Logan's POD will be a leader in services initiatives and athlete experience/outcomes among HP Paralympic Sports programs domestically and internationally.

Values

Athlete-centered, Innovation, Awareness, Community Investment

Statement of Commitment to USA Para Powerlifting

Logan's POD fully supports and is committed to USA Para Powerlifting (USAPP) and its unique mission, vision and values.

USA Para Powerlifting

Mission

USAPP is committed to creating the highest quality opportunities and programs to ensure the identification and development of the best talent for the sport of PWR across the US.

Vision

USAPP strives to represent the US as the best in sport on the international stage and ensure podium potential on a global scale.

Values

Respect, Compassion, Integrity, Talent Development, Public Awareness, and Engagement.

Administrative and Operational Strategic Plan – Goals and Initiatives

There are two primary goals for the 2021-2024 quadrennial related to the administration of and operations within the POD. These goals will enhance the department's ability to be successful in reaching the sport specific Program goals for the quadrennial as well as better align the department with Logan's Mission, Vision, and Values.

The Administrative and operational program goals will enhance the diversity in Logan's community and place it in a position to be a **Leader Made** in the world of amateur sports for individuals with disabilities. At this end of the 2021-2024 quadrennial, Logan will have the infrastructure to be recognized as a future leader in the Paralympic Movement by the United

States Olympic and Paralympic Committee (USOPC). Additionally, Logan will be fulfilling its mission of service as it supports one of the most underserved populations in the sports world.

2021-2024 Administrative and Operational Program Goal 1

Obtain status as Paralympic Sport Organization (PSO) with United States Olympic and Paralympic Committee (USOPC) and obtain a score of “Exceeding” in 70% of USOPC audit standards

2021-2024 Administrative and Operational Program Goal 2:

Ensure 10% of the department’s operations budget comes from sources outside of Logan’s internal budget and USOPC grant program

Error! Reference source not found. details the annual administrative and operational specific annual goals, their related action items and key performance indicators (KPIs). By 2024 the Paralympics Operations Department will

- be recognized as a PSO by the USOPC,
- have an administrative and operational structure sound enough to support the growth of the department’s programs,
- identified viable revenue source specific to the department’s operations and programs,
- through a strong partnership with other department at Logan, make dedicated efforts and resources to promote diversity, equity, and inclusion throughout the department, and
- have a 100% pass rate on **all** annual audits by governing agencies

Table 1: 2021 – 2024 Administrative and Operational Specific Goals, Action Items and Key Performance Indicators (KPIs)

	Goals	Action item	KPIs
2021	1. Obtain Paralympic Sport Organization (PSO) Status from the United States Olympic and Paralympic Committee (USOPC)	<ul style="list-style-type: none"> a) Adopted New POD Handbook, policies and procedures b) Adopted US Center for SafeSport (USCSS) new policies and procedures 	<ul style="list-style-type: none"> i. Granted PSO statues by the USOPC by March 2021 ii. Pass USSCS audit based on current standards
	2. Expand reliable revenue sources	<ul style="list-style-type: none"> a) Identify a solid donor pool b) Establish new giving platforms c) Formalize Fundraising committee d) Launch new membership platform 	<ul style="list-style-type: none"> i. Develop one (1) giving platform specific to athlete donations ii. Development one (1) giving platform specific to general department operations iii. Establish policies for the current Fundraising committee iv. Create event sanctioning program for revenue generation v. See an increase of membership through streamlined process
	3. Identify Diversity, Equity, and Inclusion (DEI) needs within the department	<ul style="list-style-type: none"> a) Undergo staff DEI training b) Perform a DEI assessment 	<ul style="list-style-type: none"> i. Develop a plan-based training and outcomes from needs assessment to address DEI needs within the department

	Goals	Action Items	KPIs
2022	1. POD Advisory Council and Designated Committees are operational. And new USCSS polices are implemented	<ul style="list-style-type: none"> a) Advisory Council policies and procedures are adopted and put into effect b) Designated Committees policies and procedures are adopted and put into effect c) USCSS new MAAPP has effectively been adopted and put into practice across the department 	<ul style="list-style-type: none"> i. All seats on Advisory Council are filled ii. All seats on Designated Committees are filled iii. Advisory Council and Designated Committees are in compliance with POD Handbook and USOPC standards (pass internal audit) iv. Pass USCSS audit
	2. Strengthen current and new established revenue sources	<ul style="list-style-type: none"> a) Create donor appreciation/engagement programs for donor pool established in 2021 b) Increase grant application efforts 	<ul style="list-style-type: none"> i. See a 5% in revenue generation outside of Logan's internal budget and the USOPC grant program ii. See a 5% increase in membership with associated increase in revenue generation from membership fees iii. Apply for two (2) grants in the 2022 grant application year
	3. Establish DEI initiative	<ul style="list-style-type: none"> a) Partner with Logan's community on DEI plan created in 2021 for implementation within the department 	<ul style="list-style-type: none"> i. Phase I of DEI plan implemented. Metrics will be created base on the plan developed.

	Goal	Action Items	KPIs
2023	1. Expand department organizational structure and operations while maintaining compliance with governing agencies	<ul style="list-style-type: none"> a) Create additional committees identify by POD and Advisory council b) Expand department staff c) USCSS new MAAPP has effectively been adopted and put into practice across the department 	<ul style="list-style-type: none"> i. Establish policies and procedures for additional committees ii. Hire one (1) full time department staff member to take over membership and compliance iii. Pass USCSS audit
	2. Strengthen current and new established revenue sources	<ul style="list-style-type: none"> a) Evaluate effectiveness of and continue donor appreciation/engagement programs for donor pool established in 2021 b) Maintain grant application efforts c) Maintain membership and event sanctioning programs 	<ul style="list-style-type: none"> i. See a 5% in revenue generation outside of Logan’s internal budget and the USOPC grant program (based on numbers from 2022) ii. See a 5% increase in membership with associated increase in revenue generation from membership fees and event sanctioning programs (based on numbers from 2022) iii. Apply for two (2) grants in the 2023 grant application year
	3. Establish DEI initiative	<ul style="list-style-type: none"> a) Partner with Logan’s community on DEI plan created in 2021 for implementation within the department 	<ul style="list-style-type: none"> i. Phase II of DEI plan implemented. Metrics will be created based on the plan developed.

	Goals	Action Items	KPIs
2024	1. Expand department organizational structure and operations while maintaining compliance with governing agencies	<ul style="list-style-type: none"> a) Additional Committees policies and procedures are adopted and put into effect b) Expand department staff c) USCSS new MAAPP has effectively been adopted and put into practice across the department 	<ul style="list-style-type: none"> i. All seats on Additional Committees are filled ii. All Additional Committees are in compliance with the POD Handbook and USOPC standards (pass internal audit) iii. Hire one (1) new full-time OR part-time staff member iv. Pass USCSS audit
	2. Strengthen current and new established revenue sources	<ul style="list-style-type: none"> a) Implement changes from evaluation of donor pool appreciation/engagement programs for donor pool established in 2021 b) Increase grant application efforts c) Maintain membership and event sanctioning programs 	<ul style="list-style-type: none"> i. See a 10% increase in revenue generation outside of Logan's budget and the USOPC grant program (based on number from 2023) ii. See a 10% increase in revenue generation from membership fees and event sanctioning programs (based on numbers from 2023) iii. Apply for three (3) grants in 2024 grant application year
	3. Strengthen new Diversity, Inclusion, and Equity policy	<ul style="list-style-type: none"> a) Evaluate the effectiveness of and continue the partnership with Logan's community on the DEI plan created in 2021 for implementation within the department 	<ul style="list-style-type: none"> i. Phase III of DEI plan implemented. Metrics will be created based on the plan developed

Sport Specific Strategic Plan – Goals and Initiatives

There are two primary goals for the 2021-2024 quadrennial specific to the sport managed by the POD, USA Para Powerlifting. These goals will enhance the sports visibility domestically and its competitiveness internationally. They will also increase the support of the athletes and ensure to uphold the Mission, Vision, and Values of the department and Logan.

The sport specific program goals will focus on creating and evidence-informed high-performance program that will ensure athletes are better prepared to compete on the international stage. They will create an environment of excellence for the sport's athletes. It will also give the members of the sport a pathway to participate in educational initiatives and leadership roles within the sport. The sport specific program goals will allow the sport to provide ways for its members to become a **Leader Made** within the Paralympic sport movement.

The annual sport specific goals, action items and KPIs will be grounded in teamwork and collaboration across the sport. They will help to establish avenues of success for athletes, coaches, and staff that will instill integrity in its members. They will ensure optimal engagement of the sport's membership at all level.

The sport specific annual goals and initiatives are discussed in great detail in the 2021-2024 High-Performance plan (HPP).

2021-2024 Sport Specific Program Goal 1

Qualify more than one (1) athlete for the postponed 2020 Tokyo Summer Paralympic games in 2021

Qualify more than one (1) athlete for the scheduled 2024 Summer Paralympic Games in Paris.

2021-2024 Sport Specific Program Goal 2:

Ensure the athlete development pipeline (ADP) and Dev Coaches, technical support staff pipelines (DevPip) are healthy and able to prepare the next generation of USAPP athletes.

Table 2 details the 2021-2024 sport specific annual goals, their related action items and KPIs. By 2024 the sport of USA Para Powerlifting will

- have had more than one (1) athlete represent the sport at the 2021 and 2024 Paralympic Games,
- have an estimated annual increase of 25% in pathway and non-pathway events for high-performance and development athletes,
- have an estimated annual increase of 15% in Youth/Jr and Master's division athletes,
- sanction an annual Military focused event,
- have an estimated annual increase of 5% in High-Performance Athletes,
- have a successful expansion of the current Regional Hub Initiative,
- have organizational structure to support educational opportunities for members, and
- have structure to support a sound Athlete Development Model (ADM) program.

Table 2:2021 – 2024 Sport Specific Goals, Action Items and Key Performance Indicators (KPIs)

	Goal	Action item	KPIs
2021	1. Qualify two (2) athlete by direct invitation and/or bipartite invitation to postponed 2020 Tokyo Summer Paralympic Games	<ul style="list-style-type: none"> a) Host and fund two (2) HP athlete camps leading up to postponed 2020 Tokyo Summer Paralympic Games in 2021 b) Prepare current USAPP HP and Dev athletes to place in the top five (5) at 2021 domestic and international competitions by increasing competition opportunities 	<ul style="list-style-type: none"> i. Improvement (placing) of identified HP Athlete at domestic and international events ii. Increase the number of identified USAPP HP athlete by 15% based on division standards (baseline = 1 official National team athlete based on standards) iii. Develop (1) new HP support service for athletes (baseline: 3 current services) iv. Increase the number of domestic opportunities for WPPO pathway events by 25% (baseline = 0 events annually) v. Increase the number of WPPO events current USAPP HP and Dev athletes can participate in by 25% (baseline = one event annually)
	2. Establish and sustain Youth/Jr and Master's Divisions	<ul style="list-style-type: none"> a) Visit any combination of six (6) high schools, universities, colleges, and/or disability specific sport organizations b) Host one (1) Youth/Jr and Master's USAPP event c) Expand involvement with Military Adapted Sport Programs (MASP) 	<ul style="list-style-type: none"> i. Establish two (2) Youth/Jr specific Regional Hubs (baseline = 1) ii. Identify two (2) Youth/Jr athletes by division standards to be placed on the pathway for the 2023 World Championships (baseline = 1) iii. Identify at least one (1) Youth/Jr athlete to be placed on pathway for the summer 2024 Paralympic games iv. Recruit 15% of participants from the Youth/Jr Specific visits and/or MASP cams for USAPP domestic competitions (baseline = 0) v. Visit two (2) military branches and host advanced USAPP athlete and coaches' camps (baseline = 0)
	3. increase Opportunities of USAPP Members	<ul style="list-style-type: none"> a) Development of Technical Committee b) Development of Coaches education and program committee c) Lay foundation for Athlete Development Model (ADM) 	<ul style="list-style-type: none"> i. Host one (1) educational forum for Technical Officials in conjunction with approved competition ii. Create Level 2 coaches certification program iii. Write committee polices for ADM

	Goal	Action item	KPIs
2022	1. Have two (2) athletes ranked in the top 25 of the WPPO world rankings	<ul style="list-style-type: none"> a) Host and fund three (3) HP athlete camps b) Prepare current USAPP HP and Dev athletes to place in the top five (5) at 2022 domestic and international competitions by increasing competition opportunities 	<ul style="list-style-type: none"> i. Host WPPO America's Regional Championship ii. Improvement (placing) of identified HP Athlete at domestic and international events iii. Increase the number of identified USAPP HP athlete by 2% based on division standards (baseline = based on what current National Team composition at the time) iv. Increase the number of domestic opportunities for WPPO pathway events by 10% (baseline = based on events hosted in 2021) v. Increase the number of WPPO events current USAPP HP and Dev athletes can participate in by 10% (baseline = based on events made available in 2021)
	2. Sustain Youth/Jr and Master's Divisions	<ul style="list-style-type: none"> a) Visit any combination of six (6) high schools, universities, colleges, and/or disability specific sport organizations b) Host two (2) Youth/Jr and Master's USAPP event c) Maintain involvement with Military Adapted Sport Programs (MASP) 	<ul style="list-style-type: none"> i. Increase Youth/Jr specific Regional Hubs by 10% (baseline = based on numbers from 2021) ii. Identify two (2) Youth/Jr athletes by division standards to be placed on the pathway for the 2023 World Championships (baseline = based on numbers from 2021) iii. Recruit 15% of participants from the Youth/Jr Specific visits and/or MASP camps for USAPP domestic competitions (baseline = based on numbers from 2021) iv. Visit two (2) military branches and host advanced USAPP athlete and coaches' camps
	3. Increase Opportunities of USAPP Members	<ul style="list-style-type: none"> a) Technical Committee Established and operational b) Coaches education and program committee established and operational c) Athlete Development Model (ADM) development d) Lay foundation for USAPP Athlete Advisory Council (AAC) 	<ul style="list-style-type: none"> i. Host two (2) educational forum for Technical Officials in conjunction with competition ii. Approved standards for National Technical Officials iii. Established in person/practical component for all USAPP Coach Certification iv. Revision of the Coaches Pathway v. Phase 1 (Discover, Learn and Play) of the ADM developed and implementation vi. Write Committee policies and procedures for AAC

	Goal	Action item	KPIs
2023	1. Have more than one (1) athletes finish in the top eight (8) at WPPO World Championships	<ul style="list-style-type: none"> a) Host and fund three (3) HP athlete camps b) Prepare current USAPP HP and Dev athletes to place in the top five (5) at 2023 domestic and international competitions by increasing competition opportunities 	<ul style="list-style-type: none"> i. Improvement (placing) of identified HP Athlete at domestic and international events ii. Increase the number of identified USAPP HP athlete by 5% based on division standards (baseline = based on what current National Team composition at the time) iii. Increase the number of domestic opportunities for WPPO pathway events by 5% (baseline = based on events hosted in 2022 – reduced increase due to ParaPan American Games)) iv. Increase the number of WPPO events current USAPP HP and Dev athletes can participate in by 15% (baseline = based on events made available in 2022)
	2. Sustain Youth/Jr and Master’s Divisions	<ul style="list-style-type: none"> a) Visit any combination of four (4) high schools, universities, colleges, and/or disability specific sport organizations b) Host two (2) Youth/Jr and Master’s USAPP event c) Maintain involvement with Military Adapted Sport Programs (MASP) 	<ul style="list-style-type: none"> i. Youth/Jr specific Regional Hubs by 10% (baseline = based on numbers from 2022) ii. Have two (2) Youth/Jr athletes qualify for 2023 World Championships iii. Recruit 15% of participants from the Youth/Jr Specific visits and/or MASP camps for USAPP domestic competitions (baseline = based on numbers from 2021) iv. Visit two (2) military branches and host advanced USAPP athlete and coaches’ camps
	3. Increase Opportunities of USAPP Members	<ul style="list-style-type: none"> a) Athlete Development Model (ADM) development b) AAC Established and operational c) Continue educational opportunities 	<ul style="list-style-type: none"> i. Host two (2) educational forum for Technical Officials in conjunction with competition ii. Host two (2) Level 1 iii. Host two (2) Level 2 coaches’ courses iv. Implement Revised coaches’ Pathway v. Phase 2 (Develop and Challenge) of the ADM developed and implementation) vi. AAC functioning in according to POD handbook

	Goal	Action item	KPIs
2024	1. Qualify more than one (1) athletes by direct invitation and/or bipartite invitation to postponed 2024 Paris Summer Paralympic Games	<ul style="list-style-type: none"> a) Host and fund four (4) HP athlete camps b) Prepare current USAPP HP and Dev athletes to place in the top five (5) at 2023 domestic and international competitions by increasing competition opportunities 	<ul style="list-style-type: none"> i. Improvement (placing) of identified HP Athlete at domestic and international events ii. Increase the number of identified USAPP HP athlete by 5% based on division standards (baseline = based on what current National Team composition at the time) iii. Increase the number of domestic opportunities for WPPO pathway events by 5% (baseline = based on events hosted in 2023 – reduced increase due to Paralympic Games)) iv. Increase the number of WPPO events current USAPP HP and Dev athletes can participate in by 15% (baseline = based on events made available in 2023)
	2. Sustain Youth/Jr and Master’s Divisions	<ul style="list-style-type: none"> a) Visit any combination of two (2) high schools, universities, colleges, and/or disability specific sport organizations b) Host two (2) Youth/Jr and Master’s USAPP event c) Maintain involvement with Military Adapted Sport Programs (MASP) 	<ul style="list-style-type: none"> i. Youth/Jr specific Regional Hubs by 5% (baseline = based on numbers from 2023. Decrease due to Paralympic Games)) ii. Identify four (4) Youth/Jr athlete by division standards to be placed on pathway for 2026 World Championships iii. Identify two (2) Youth/Jr athletes by division standards eligible for 2024 Paralympic games iv. Recruit 15% of participants from the Youth/Jr Specific visits and/or MASP camps for USAPP domestic competitions (baseline = based on numbers from 2023) v. Visit two (2) military branches and host advanced USAPP athlete and coaches’ camps
	3. Increase Opportunities of USAPP Members	<ul style="list-style-type: none"> a) Athlete Development Model (ADM) development b) Continue educational opportunities 	<ul style="list-style-type: none"> i. Host two (2) educational forums for Technical Officials in conjunction with competitions ii. Host two (2) Level 1 coaches’ courses iii. Host two (2) Level 2 coaches’ courses iv. Phase 3 (Train and Compete) of the ADM developed and implementation

Important Areas

Evidence Informed

Following Logan's lead, the POD will use the Baldrige model of continuous quality improvement, and committing to effective strategic planning, will ensure the POD offers the highest quality high-performance services, earns the trust of the its membership community and the Logan community as a whole. It will engage with these communities to ensure it is not only a part of them but also an asset to them.

High Performance Services

The POD will enhance its high-performance services and create a more robust and comprehensive membership experience, delivering additional support services that only a health science educational institution can provide. The POD will establish an organizational structure capable of allowing for sustainable growth. Further, the POD will provide these services infused the current research, technology and proven practices creating the athletic champions and leaders of high-performance services of the future.

Paralympic Movement

The POD will continue to push the envelope to create an immersive and collaborative culture within the Paralympic Movement domestically and internationally. The POD will continue to partner with various Paralympic and Olympic sport organizations, affiliated agencies, and professionals to provide a diverse network of resources and opportunities for its membership and the Logan community.

Logan University

The POD will look to foster relationships within Logan and its constituents to provide them access to diverse personal and professional opportunities. As a department at Logan, the POD will work to create internship programs with the university's College of Chiropractic (CoC), College of Health Sciences (CoHS), and other academic partners to ensure all are able to achieve their respective goals and provide their students another avenue of professional and/or clinical immersion opportunities. The POD will align with Logan's commitment to develop professional and clinical opportunities that allow students to deepen their knowledge in their respective fields of study.

Forefront of Change

Our athletes, coaches, staff, volunteers, and administrators will be better advocates for and leaders in creating high-performance adapted sports program dedicated to diversity, equity and inclusion. Our members will be able to collaborate with the top professionals in their respective fields. Our athletes will be second to none. We will change the landscape of high-performance adapted sports services to one of inclusion, equal rights, equal access, and opportunities for all no matter their level of ability, race, gender, gender identification, orientation, or age. We will open doors that have been closed in the past for adapted sports and give access to current and future world class health science professionals. By creating this access with will be filling a void

in the health science education. These future professionals will have various level of engagement with adapted athletes. We will advance Logan's reach through our affiliations with international and domestic sports federations. We will set higher standards of performance and be a trailblazer in the sports world following the Baldrige model.

Constituent Experience

Athletes

Our athletes will feel a deep sense of pride and appreciation. The athlete services, coaching, and overall support system provided by the POD will surpass that of any other small management organization in the Paralympic movement. The athletes' transition from a development athlete to a high-performance athlete to a retired athlete will reflect best practices and assure an experience that is supportive, informative and holistic.

Athlete involvement in governance and leadership opportunities will be viewed as an enhancement to their overall experience and retired athletes will seek to stay connected to their sport and have an ongoing affiliation with the department.

Coaches

As our athletes' transition through their career so do our coaches and technical staff. At every turn they will find support and services centered on and reflective of best practices for development and education. They will find lifelong support and professional resources through the development and educational initiatives and be able to engage in activities to stay connected to the sport through a variety of roles.

Technical Staff

As our athletes' transition through their career so do our coaches and technical staff. At every turn they will find support and services centered on and reflective of best practices for development and education. They will find lifelong support and professional resources through the development and educational initiatives and be able to engage in activities to stay connected to the sport through a variety of roles.

Membership Organizations (Regional Hubs)

Vital to our development pipeline for all our members, our membership organizations will be supported through the department as we will ensure to maintain open and transparent communication. As changes at the level of the USOPC affect our membership organization we will work make those changes known in real time. We will also serve as a resource to help our membership organization as they navigate the world of the Paralympic movement.

Logan Community

Students

The POD, in line with Logan's Mission, Vision and Values, will work to ensure every Logan student feels deeply rewarded for choosing Logan. By providing unique professional and

clinical opportunities for Logan's students the POD will help to ensure that Logan's students have an educational experience that surpass that of any other small health science university.

Faculty and Staff

Logan's faculty and staff are the cornerstones to the university's success. The POD will ensure it provides unique opportunities for faculty and staff so that they have a deeply rewarding, supportive, and professionally challenging career. Within the department, a culture of excellence and teamwork will be created to ensure its staff are proud to be members of the Logan community. The POD will attract new talent from across the world to Logan because of the unique and deeply fulfilling opportunities it will provide to the university's faculty and staff.



Member, United States
Olympic & Paralympic Committee