While our Olympic work begins on home soil, over the next four years, USADA will continue to influence the international landscape as well, utilizing our resources as efficiently as possible to ensure that athletes abroad are held to the same high standard as those who live, train, and compete in the United States. Recent events, most notably the unfortunate resurfacing of state-supported doping in Russia, have shown us that we all must have the will and determination to truly fight the use of performance-enhancing drugs in sport. As such, USADA will continue to be a leading voice in the quest to assure that all athletes, both home and abroad, have the opportunity to compete clean and win.

Since the beginning, clean athletes have been our guiding light, and we will never waiver in our support of those who choose to compete with integrity. Clean athletes everywhere can trust that USADA will do everything possible to protect their rights, and developed through the collaboration of internal and external stakeholders, Game Plan 2020 outlines the goals and strategies we will rely on to deliver on our mission and fulfill our vision.

Make no mistake, these are defining days in the fight for clean sport, and as an organization, we extend our sincerest thanks to those who contributed to this initiative and helped us find a way forward for clean athletes around the world.
MISSION

We hold the public trust to:

Preserve the Integrity of Competition

We preserve the value and integrity of athletic competition through just initiatives that prevent, deter, and detect violations of true sport.

Inspire True Sport

We inspire present and future generations of athletes through initiatives that impart the core principles of true sport – fair play, respect for one’s competitor, and appreciation for the fundamental fairness of competition.

Protect the Rights of Athletes

We protect the rights of all athletes to compete healthy and clean – to achieve their own personal victories as a result of unwavering commitment and hard work – so they can be celebrated as true heroes.

VISION

To be the guardian of the values and life lessons learned through true sport.
Goals and Strategies

USADA develops its goals and strategies with a focused intent to advance its mission and do what is right for clean athletes. Game Plan 2020’s goals and strategies will incorporate the following guiding principles:

LEADERSHIP

EXCELLENCE

INNOVATION

**CORE VALUES**

We hold ourselves to the same standards of excellence exhibited by athletes who fully embrace true sport. With that consideration, we commit to the following core values to guide our decisions and actions.

- **Integrity**
  Ethical and honest behavior is a fundamental part of every decision we make and every action we take.

- **Respect**
  We treat others with the highest degree of dignity, equality, and trust. Every athlete receives fair treatment under the rules.

- **Teamwork**
  Our diverse team works collaboratively to achieve our mission in an environment where every team member is heard and feels valued.

- **Responsibility**
  As we advocate for clean athletes, we “own” our actions, hold ourselves accountable, and strive to achieve excellence both individually and as a team.

- **Courage**
  We boldly accept risk and will do what is necessary to protect clean athletes, even when difficult or unpopular. We will never let outside pressures deter us from our mission.
Goal 1

Build a culture of clean and healthy competition within competitive sport

“I’VE BEEN CLEAN MY ENTIRE LIFE. OTHERWISE, EVERYTHING I’VE ACHIEVED ATHLETICALLY, IT WOULD ALL BE MEANINGLESS. IT TAKES COURAGE TO COMPETE CLEAN.”

Brad Snyder

Para Swimming

Paralympic Medalist & TrueSport Ambassador
Goal 1: Build a culture of clean and healthy competition within competitive sport

Strategies:

A. Provide values-based education to inspire the next generation of clean athletes.

B. Inform stakeholders with engaging and interactive educational opportunities designed to deter doping and maximize awareness of key messages.

C. Celebrate athletes who win clean, empower them to share their collective voices on a global scale, advocate on their behalf, and protect those who have the courage to speak out.
“A strong voice for clean sport has the power to inspire meaningful change in the anti-doping community.”

DeeDee Trotter
Track & Field
Olympic Medalist & TrueSport Ambassador

Goal 2

Be a strong and influential partner in the global anti-doping community
Goal 2: Be a strong and influential partner in the global anti-doping community

Strategies:

A. Effectuate meaningful anti-doping change on behalf of clean athletes.

B. Collaborate with leading anti-doping and sport organizations to ensure worldwide compliance and accountability.

C. Forge new global anti-doping programs and partnerships.

D. Leverage our relationships with government, law enforcement, and other constituencies to advance anti-doping initiatives.
Erin Hamlin
Luge

“A TRULY EFFECTIVE ANTI-DOPING PROGRAM COMBINES THE LATEST RESEARCH AND TECHNOLOGY TO PREVENT AND DETER PERFORMANCE-ENHANCING DRUG USE.”

Erin Hamlin
Luge

Olympic Medalist & TrueSport Ambassador

Goal 3

Leverage innovative research & technology, while employing strategic detection and deterrence methodologies, to preserve a level playing field for clean athletes.
Strategies:

A. Be an independent leader in anti-doping detection and deterrence-based scientific research, methods, and technology.

B. Enhance testing capabilities and collaborative alliances.

C. Continue to implement smart and strategic testing plans that fully integrate intelligence gathering and investigations, while maximizing perceptual deterrence principles.

D. Conduct effective testing that ensures the integrity of the process and the health and safety of the athletes.

Goal 3: Leverage innovative research & technology, while employing strategic detection and deterrence methodologies, to preserve a level playing field for clean athletes.
“Clean athletes have to be able to trust that their rights are being protected and that everything is being done to ensure a level playing field.”

Goal 4
Govern and manage responsibly

Kristin Armstrong
Cycling
Olympic Medalist & TrueSport Ambassador
Goal 4:
Govern and manage responsibly

Strategies:

A. Advance the independent administration of anti-doping efforts to ensure that our mission is free of any conflict of interest.

B. Deliver exceptional service to our stakeholders and ensure that all athletes are treated fairly and consistently under the rules.

C. Operate in alignment with financial, technological, and human resource best practices.

D. Capitalize on our value and select strategic opportunities that best serve our mission.

E. Implement performance metrics across all programs and services to ensure organizational excellence.

F. Energize and retain a highly engaged and effective team.
Changing the Culture of Sport

We value champions.
We champion values.

TrueSport®