Governance Webinar #3
LSC Leadership:
Proper Preparation
Prevents Poor Performance

Welcome/Introductions

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USA Swimming LSC Governance Consultant
USA Swimming volunteer
LSC Volunteer
Swim Parent
Coach
Swimmer
Strategic Thinking

When an organization thinks strategically...

The Board of Directors:

Provides leadership that focuses your organization on the same goals.

Utilizes tools that allow your organization to function more effectively.

Can actually shape the future of your organization, not just react to it.
An Effective Board

Delegates Effectively
Focuses on Vision, Mission
Operates Legally and Ethically
Plans Strategically
Makes the Most of Meetings
Orients New Members

10 Basic Responsibilities of Nonprofit Boards

<table>
<thead>
<tr>
<th>Basic Responsibility</th>
<th>How It’s Carried Out</th>
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<tbody>
<tr>
<td>1. Determine the organization’s mission and purpose</td>
<td>Write mission as a group; review annually; post prominently</td>
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<td>2. Select the chief executive</td>
<td>Job description; careful search; pre-employment screening</td>
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<td>3. Support the chief executive and review his or her performance</td>
<td>Annual written review; frequent informal feedback</td>
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<td>4. Plan for the future.</td>
<td>Annual retreat/planning sessions, written strategic plan</td>
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<td>5. Determine, monitor, and strengthen the programs and services</td>
<td>Tie programming to mission; frequent review of programs; add new as needed, evaluate/eliminate underperforming programs</td>
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<td>6. Ensure adequate resources</td>
<td>Examine fees as related to budget; fundraising as needed</td>
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<td>7. Protect assets and provided financial oversight</td>
<td>Written policies and procedures; audit procedures; budget approval process; invested reserves</td>
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<td>8. Build competent leadership</td>
<td>Recruit and orient new members; rotate, term limits</td>
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<td>9. Ensure legal and ethical integrity and maintain accountability</td>
<td>Follow legal and USA Swimming requirements; file necessary paperwork; follow written policies</td>
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<td>10. Enhance the organization’s public standing</td>
<td>Be a public advocate for the organization; communicate clearly through various methods</td>
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Elements of **Proper Planning** for the Board  
(Which *Prevent Poor Performance*)

*Annual Calendar*
*Board Self-Assessment*
*Annual Retreat*
*Strategic Planning*
*Written Plan*
Annual Calendar

- Insurance review  January
- Mission statement  February
- Nominations for elected positions  March
- Board evaluation  April
- Budget development/presentation  May
- Budget approval  June
- Program and Services evaluation  July
- Staff evaluations  August
- Communication review  September
- Strategic Plan/Leadership Retreat  October
- Bylaws and legal document review  November
- Wrap-up  December

Board Self-Assessment

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<th>Does Well</th>
<th>Needs Work</th>
<th>Consensus</th>
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<tr>
<td>LSC’s Mission</td>
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<td>Relationship with Permanent Office Staff</td>
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<td>Program Evaluation</td>
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<td>Fund Raising</td>
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<td>Financial Oversight</td>
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<td>Strategic Planning</td>
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<td>Selection and Orientation of Board</td>
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<td>Public Relations and Advocacy</td>
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<td>Board Operations</td>
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<td>Board Liability and Risk Management</td>
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Annual Retreat/Planning session

Annually - plan into the calendar, same weekend every year
Time allowed - ½ day, all day, overnight
Focus - no other business
Location - away from distractions
Outside facilitator - helps keep you on track
Small group work - divide and conquer
Team building - have some fun, build relationships

Strategic Planning

Who are we?
Where are we now?
Where do we want to go?
How will we get there?
How are we doing?
What resources do we need?
The purpose of strategic planning:
• Establishes a commitment to improvement
• Provides clarity, unity, and direction for your LSC
• Improves the effectiveness of organization by setting goals & a plan to achieve them
• Promotes purposeful thinking rather than merely reacting
• Establishes a disciplined approach that focuses on the future

Success Factors
Commitment from leadership
Realistic plan/timetable
Commitment of human and financial resources
“Big Picture” thinking
Teamwork: Buy-in & Engagement from membership
Method to assess and monitor plan!

Potential Obstacles
Cynicism, bickering and negativism
Lack of trust
Micromanaging
Personal agendas
Bogged down in details
**Written Strategic Plan**

GEORGIA SWIMMING BOARD OF DIRECTORS  

<table>
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<tr>
<th>KEY AREA:</th>
<th>STRATEGIC GOAL</th>
<th>MEASURABLE OBJECTIVES</th>
<th>ACTION STEPS</th>
<th>TASK</th>
<th>WHO?</th>
<th>WHAT?</th>
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Questions?  
Or if you would like to schedule an LSC Governance consultant visit contact me at:  
Jane.grosser@usaswimming.org
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