

USA Swimming Board of Directors Meeting Minutes

November 19, 2017 / Courtyard at L.A. Live

1 **CALL TO ORDER**

2 USA Swimming Board Chair, Jim Sheehan, called the November 19, 2017 Board of Directors
3 meeting to order at 8:00 a.m. Pacific Time with the following members in attendance:

4
5 **PRESENT:** Dale Ammon, Tim Bauer, John Bitter, Robert Broyles, Van Donkersgoed, Tristan
6 Formon, Clark Hammond, Tim Hinchey, Amy Hoppenrath, Bill Maxson, Dan McAllen,
7 Lucinda McRoberts, Derek Paul, Sean Redmond, John Roy, Jim Ryan, Jim Sheehan, Bruce
8 Stratton, Davis Tarwater, Ed Tsuzuki, Mary Turner, Ron Van Pool, Robert Vincent, Mark
9 Weber, Garrett Weber-Gale, Carol Zaleski.

10

11 **NOT PRESENT:** John Bradley, Anthony Ervin, Natalie Hall, Don Heidary, Dale Neuburger,
12 Chip Peterson, Aaron Peirsol, Amy Schulz, Marie Scovron, Jim Wood.

13

14 **GUESTS:** Bill Charney (Charney Associates)

15

16 **GOVERNANCE EXERCISE**

17 Bill Charney lead the Board through *Defining Organizational Success for USA Swimming: The*
18 *Purpose and Vision Expander (PAVE) Workshop (Attachment 1).*

19


20 **ADJOURN**

21 USA Swimming Board Chair, Jim Sheehan, adjourned this meeting at 12:00 p.m. Pacific
22 Time.

Respectfully submitted:



Lucinda McRoberts, Secretary & General Counsel



Jim Sheehan, Board Chair


USA Swimming Board of Directors Minutes Attachments

November 19, 2017 / Dallas, Texas

Attachment 1

Page 1 – The Purpose & Vision Expander Workshop

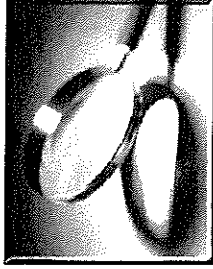
Defining Organizational Success for
USA SWIMMING:
The Purpose and Vision Expander (PAVE)TM
 Workshop



USA Swimming
 Board of Directors
 November 19, 2017

Strategic Visioning Workshop Agenda

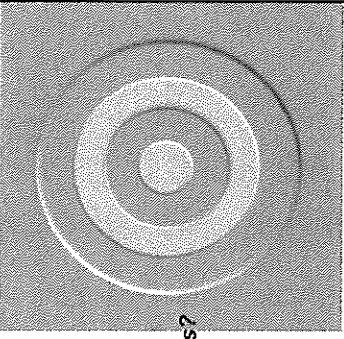
- I. Overview of Today's Agenda/Work Plan
- II. Develop Strategic Vision / Outcomes Directives for USA Swimming
 - Brief Workshop: The Board's Role in Strategic Planning
 - Group Brainstorming
 - Filtering
 - Framing
- III. Discussion/Next Steps:
 - CEO/Senior Staff Role in Augmenting Today's Visioning Work
 - February 3rd Review
 - Adjourn



Focusing on Purpose: The Power of Ends*

* Terminology may be amended. The *concept* and its distinctions from traditional "goals" thinking is crucial to achieving and maintaining a strategic *results* focus.

Ends



- Define *purpose*...
- *What results/impacts?*
- *For which people or groups?*
- *At what worth or priority?*



Means

- Speak to process
- **Activities, Practices, Methods**
(budgets, programs, facilities, etc.)
- *Board is still accountable!*
- *For its own processes/conduct*
- *For operations*

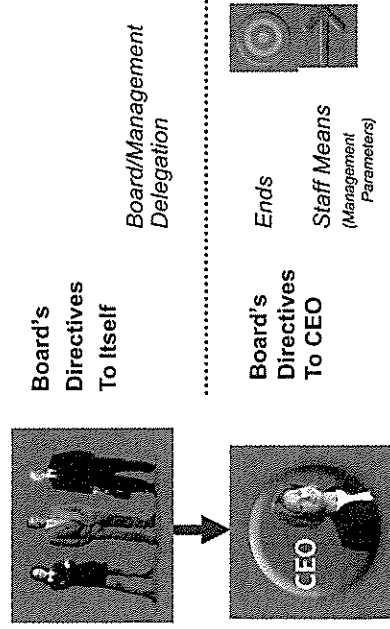
Strategic Planning: Identifying the Board's Role...

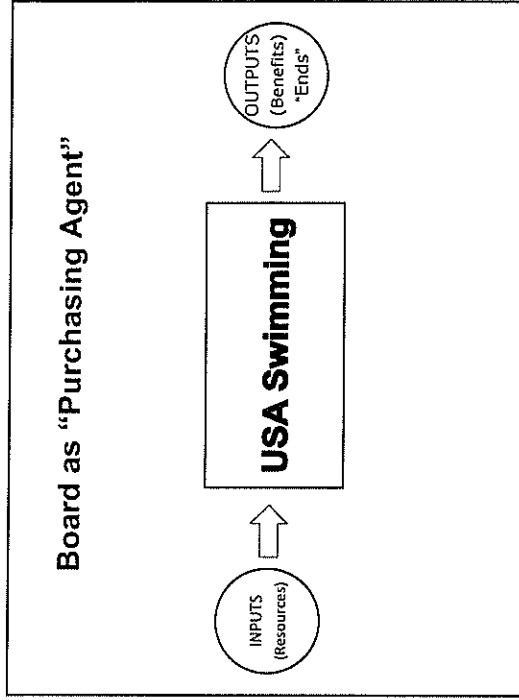
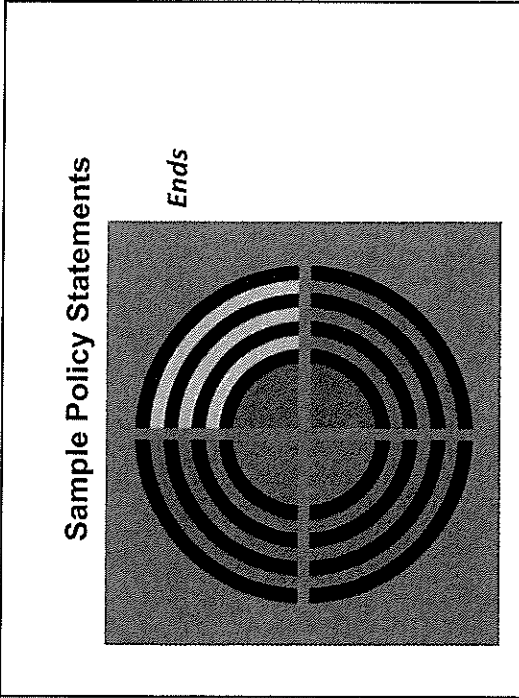
- Strategic Planning = a *Management discipline*
- Board Role = *Governance*
- Board should set **strategic DIRECTION**—defining
“that towards which plans plan”
- Board involvement in operations is *alluring...*
 - *But diminishes CEO accountability*
- **ENDS**—the most notable Board role in the planning process
- **ENDS** – define the organization's success

The Board's Core Governance Responsibilities (policy 2.2 – “Board Objectives)

1. **Connecting** interests of members and the American public with the operating organization.
 2. **Written performance standards** (governing policies).
 3. **Assurance** that performance meets those standards.
- * - Situational Add-ons, e.g.
- Establishment of new membership categories
 - Recommendations to HoD for changes to fees...
 - Appellate body for NBR decisions

Governing Policies = A Board Playbook: Four “Chapters” of Performance Standards





"Hold yourself accountable for progress in outputs, even if those outputs defy measurement."

- Jim Collins

"Good to Great and the Social Sectors"

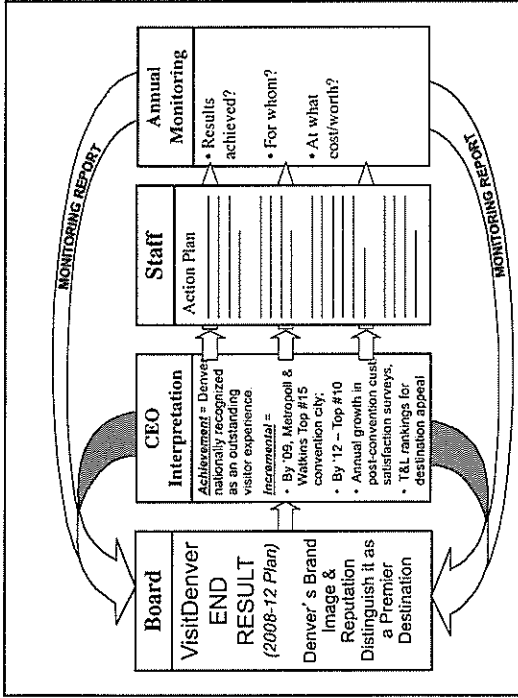
Denver's Success as a Premier Convention and Visitors Destination Brings Economic Benefits to the Community

VISIT DENVER
The Convention & Visitors Bureau

Convention, Meeting & Visitor Growth Brings Economic Benefit to Denver	Denver's Brand Image and Reputation Distinguish it as a Premier Destination	Public Policy and Infrastructure are Favorable to Tourism	Visitors, Residents & Meeting Planners Recognize VD as Premier Info.Source	VD Members Receive Valued Benefits and Services
Increased meeting and convention demand Leisure visitor growth	Denver is nationally recognized as an outstanding visitor experience 2008 DNC puts Denver on the world map as a destination for meetings	Metro residents understand the value of tourism State/Local Public policy reflects willingness to support tourism Area infrastructure supports tourism	VD is viewed as premier source of Denver info for travelers - Leisure - Meeting planners and attendees - Residents	An array of services contribute to Members' success - Members benefit from opportunities for strategic partnerships with DMCVB and other members

*Technology, Performance Standards, Personnel Management and Growth of Private Sector
Funding Support Achievement of the Above Framework*





CHARNEY ASSOCIATES

ENDS-BASED STRATEGIC PLAN DEVELOPMENT FRAMEWORK

EXAMPLE: Visit Denver (convention & visitors bureau)

CEO Interpretation (Vision of Success)	Denver will continue to expand its share as a domestic leisure destination. Priority in next three years will be given to the city hosting high profile tourism industry events, creation/support of new visitor events/exhibits in need periods, and development/support of international nonstop flight efforts.	
Success Indicators:	<ol style="list-style-type: none"> 1. Visitor growth meets or exceeds national average 2. Growth in visitor spending meets or exceeds national average 3. Growth in weekend and off-peak hotel occupancy, average room rate and RevPAR (revenue per available room-night) 4. Successful maintenance and pursuit of international flights. 	
ACTION PLAN		
Action	Responsibility	Data Due
1.		
2.		
3.		
4.		

Sample: Broadest Ends Policy

American Cancer Society exists for...

A World with Sufficient Knowledge For the Radical Reduction Of Cancer as a Cause of Human Suffering and Death

(with results justifying resources expended)

A World with Sufficient Knowledge For the Radical Reduction Of Cancer as a Cause of Human Suffering and Death

Next Level - "Major Components of this Mission are": (NOTE: as of 2000)

- 1. There is basic knowledge of the chemical, cellular and molecular biology of cancer (Priority by 2003)
- 2. Laboratory findings from research become clinically applicable to cancer treatment and prevention (Priority after 2003)
- 3. The social, psychological, spiritual, and economic effects of cancer on patients and their families are mitigated.
- 4. There is public behavioral change for the prevention of cancer.



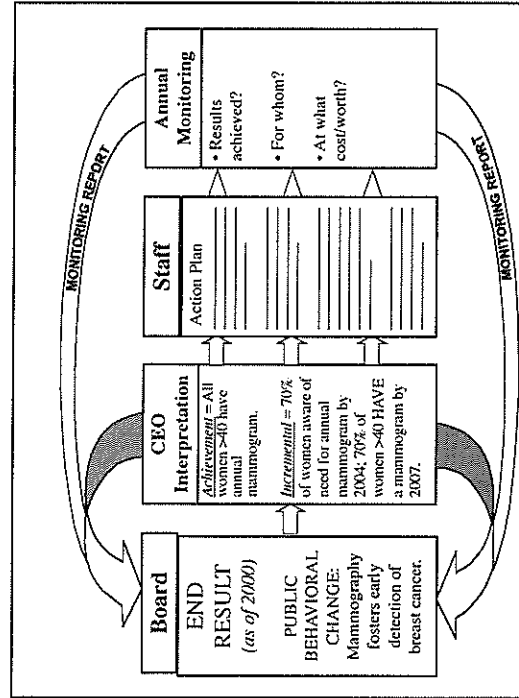
MOST COMMON QUESTION

- How do we make sure our Ends are specific enough?

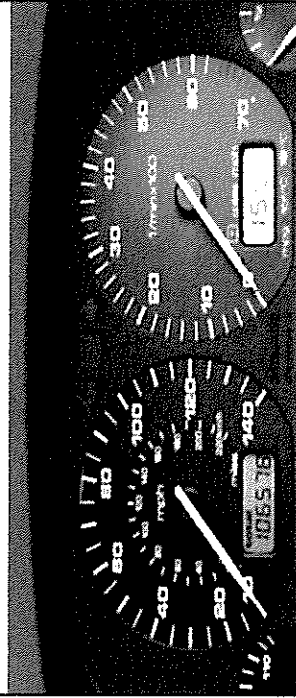


ENDS SPECIFICITY

1. Consider: "Would we accept any reasonable interpretation of the policy, as stated?"
2. If yes, stop. (at least for now ...)
3. If no, be more specific.
4. CEO "Performance Reports"—convey Tim's interpretation of what success will look like (long-term, with short term benchmarks/indicators of achievement).
5. Board judges whether "reasonable."
6. If reasonable, and Board is pleased, it has delegated effectively!
7. If reasonable, but not pleasing to Board, then Board must be more specific.
8. If not "reasonable"—then address CEO's thinking process ...



PRINCIPLE
Monitoring CEO Performance
 Monitor the CEO's Performance objectively,
 and only against stated criteria.



Exercising Oversight:
The Board's Monitoring Decisions

- When reviewing report, Board judgment addresses two questions:
 1. Are the CEO's interpretations reasonable?
 2. Has the CEO provided data that reasonably substantiates achievement (Ends) or compliance (Parameters) of the policy, as interpreted?
- ONLY policy criteria should be used...



**Ends Development:
Brainstorm**

Filtering: Use the "Ends Checklist"

1. Is achieving or demonstrably affecting this result something for which USA-S can be truly accountable? (product vs. by-product)
2. Is there a need (otherwise unmet)?
3. Is it realistic/achievable, given existing/obtainable resources?
4. Is it a "what benefit" statement, not a "how"?
5. Would producing this potential End be acceptable to, or desired by, constituents on whose behalf the Board serves (e.g. members and the American public)?
6. Should this be one of the Board's top concerns?

Thank you.

