

US SAILING Board of Directors Meeting
April 20, 2012
Newport, RI

Present: Ed Adams, Dean Brenner, Bruce Burton, John Craig, Susan Epstein, Secretary Fred Hagedorn, George Hinman, Stan Honey, Vice President Tom Hubbell, President Gary Jobson, Treasurer Leslie Keller, Maureen McKinnon, Dawn Riley and non-voting Ex Officio members, Executive Director Jack Gierhart, and House of Delegates Chair, Jim Walsh.

Regrets: Walt Chamberlain.

Guests: Charley Cook, David Elwell, Rob Overton and Dick Rose.

- 1) The meeting was called to order by President Jobson at 12:50 pm EDT.
- 2) Secretary Hagedorn called the Roll and announced that a quorum was present.
- 3) Announcements
 - a) none.
- 4) Consent Calendar
The approval of the Consent Calendar was **MOVED**, Seconded and APPROVED. The following were therefore approved:
 - a) Minutes from March 26, 2012
 - b) Minutes from April 7, 2012
 - c) Request for a disbursement of \$ 2,000 from the Hoyt-Jolley Fund for the National Adult Multihull Championships
 - d) Approval of the request from the US Women's Match Racing Championship Committee to have the championship serve as the US Qualifier for the ISAF Nations' Cup
 - e) Approved the endorsement of the ISAF International Measurer's Seminar scheduled to be held on September 9-12, 2012 at the Rochester YC.
- 5) President's Report – President Jobson thanked Bruce Burton and Jack Gierhart for arranging the boat rides from the US Sailing offices to New York Yacht Club's Harbor Court. Jobson also thanked the staff for a great visit to the offices this morning and for their presentations on our Membership Matters initiative, and for the update on our on-going IT initiatives. There will be a meeting of the Race Administration Committee Chairs on May 3, 2012 in Annapolis, MD – we hope to continue the progress we have had over the past few years in Race Management. Finally, we will have 6 Directors retiring from the Board on November 3 of this year – it is important for us to leave US Sailing better than we found it! In general, the Board has two very big jobs, the first is the selection of the Executive Director – last year we hired Jack Gierhart and he is doing very well; the second is the selection of the Olympic Director, and that search is in process.
- 6) Executive Director's Report – Jack Gierhart updated the Board on our Boat Sponsorship category. In December, 2011, we received a Termination Letter from Laser Performance. As of June 30, 2012, they will no longer be a sponsor of the association. Earlier this

week, we announced that Zim Boats has stepped up to be our newest sponsor in the Boat Category. They are very energized and are looking forward to our new partnership. In addition, we have arranged for Bytes to be used in a few of the events this summer since Lasers were not easily found in large enough quantities in the location of some of our events.

We have received a \$50,000 gift in support of our STEM initiative, using boating to help teach Math and Science.

In January or February of 2014, we intend to host a Super Conference, modeled off of the NSPS and will include the following conferences – NSPS, Yacht Club Summit, One Design Racing and Race Management.

To conclude, Gierhart provided an update on personnel.

- 7) Treasurer's Report – Treasurer Leslie Keller reminded the Board that when they have questions about any of our managed funds that they, and any other members of the association, should speak with the appropriate staff director and/or Bobbi Warren, our Finance Director and CFO. The reason for this is to ensure that the restrictions on the funds are clearly noted and the process by which they may be accessed is clearly explained.
- 8) Olympic Report – Chairman Brenner noted that the roll-out of the new Sailing Team Title Sponsor, Sperry-Topsider, will be done on Tuesday, April 24, 2012. Other than that, no significant issues to report.
- 9) Structure Review – David Elwell joined the Board for Lunch and after the President's Report, presented the Board with the Structure Review Task Forces Report. The written report may be found in Addendum A. To begin, Elwell reminded the Board that Sailing has the most diverse set of Constituents of any sport in the USA. Elwell then suggested that the Board should set up a sub-committee to review their report and provide the Board with a recommendation of what should be accepted from the Report, what should be modified (and how), and what should be left on the table. Once the Board has settled on what it is willing to take from these recommendations, then Elwell suggests that Mason Chrisman be invited to discuss how he would explain the changes to the membership. Essentially, the report stresses the need to simplify the structure and have it make intuitive sense to the outside observer as to how the association is organized. To this end, Elwell shared that the panel sees the dissolution of the HOD and the absorption of the Councils, with the exception of the Sailor-Athlete Council, which is mandated by the USOC, into the committee structure (either by creating a new committee, or by incorporating the role of a specific council into an existing committee, if it makes sense. The second area for improvement, as noted by the panel, is the Nomination process. Not simply the make-up of the committee, but also who the members are and how they are selected.

President Jobson thanked Elwell and his committee for their hard work and thoughtful report. Jobson then tasked the group of Bruce Burton, Chair, along with Directors Dawn

Riley, Tom Hubbell, Fred Hagedorn and HOD Chair Jim Walsh, with reviewing the report in detail, and providing the Board with a recommendation of how to respond to this report and steps, if any, the board should take as a result of this report.

10) ISAF – At 2 pm, Charley Cook joined the meeting, and reviewed three of the most pressing issues that will be discussed at the May, 2012, ISAF Mid-Year meetings:

- a) Equipment selection for the 2016 Olympic Games:
 - i) Women's Skiff. The equipment review panel's report has come out. It is very critical of the 29erXX, the equipment that the USA has been supporting as it is the one that is already an international class with a World Championship. The Report is much more positive for the FX (at \$17,000) and is also positive regarding the RS9000. The Board agreed that we will support the 29erXX at the Events Committee, and depending on what comes out of the Events Committee, will adjust our support as appropriate. If we need to leave the 29erXX, then our next choice will be the FX, rather than the RS9000.
 - ii) Mixed Multi-hull. The Evaluation Report strongly endorses the NACRA 17 over the Viper (a Formula 16), partly because the optimum weight is a bit greater. The USA will support the NACRA 17, although both boats would be fine.
 - iii) Kites vs. Windsurfer-type. The reports are showing that Kites are increasingly mainstream and able to race in increasingly wider ranges of wind strength. When the question comes up, the USA will support the selection of a Kite. The most important decision was to have an event for a board of one type or another.
- b) The Sailing World Cup Series will continue to be a topic of much discussion. Thanks to the efforts of many, including US Sailing, the rush to force a specific plan for the World Cup has been greatly slowed. It is important to keep the expenses for the MNA Teams at a controllable level and not increase the costs very significantly by changing the location of the events. Further, we need to recognize the needs of the host organizers and not bury them in excessive expenses.
- c) In closing, Charley reminded the Board and President Jobson that this is an election and nomination year at ISAF, and that all nominations for any committee, council or executive positions must be submitted no later than August 1, 2012.

11) Olympic Director Search. President Jobson reported on the search. 15 resumes have been received and after reviewing them the initial search committee has grouped the candidates. Of these, the Board agreed that five should be further investigated over the next month or so. To this end, President Jobson named an interviewing team of Carol Cronin and Tim Wadlow – athletes, Director George Hinman, Executive Director Jack Gierhart and chaired by President Jobson. This group is tasked with meeting the five finalists and in bringing a ranking to the Board.

12) Old Business –

- a) The Judges' Committee Chair recommended that the Board accept the resignation of Joe Krolak as Secretary of the Judges' Committee, and approve the appointment of Kerry Sullivan as the new Secretary of the Judges' Committee. Further, it was recommended that Joe Krolak be approved as the new Chair of the Judges

Education and Testing Sub-committee (JETS), filling a vacancy. These requests were **MOVED, Seconded and Approved.**

- b) Director Epstein shared that the Awards Task Force recommends the creation of an Environmental Honor Roll. It was **MOVED, Seconded and Approved to establish an Environmental Honor Roll, pending the raising of appropriate funds, as determined by the forecast cost of the award and the finalization of the award criteria.**

13)New Business –

- a) At 3:15 pm, Rob Overton and Dick Rose joined the meeting by conference call. Overton gave an overview of the proposed Prescriptions to the Racing Rules of Sailing for the USA for the 2013-2016 rulebook. As a result of the discussions, Directors Honey, Riley and Hinman were asked to provide feedback to the Racing Rules Committee regarding the proposed changes to the Prescription for RRS 56 by May 1. The RRC will report back to the Board with final recommended wording for the prescriptions at its May meeting.
- b) Executive Director Gierhart reported that our Insurance providers are recommending that we increase our Third Party liability insurance limits, based on the wording of the recommended language in the NOR and SI. Gierhart informed the Board that he would be gathering more information, so a reasoned decision could be recommended and acted upon by the Board at a later meeting.
- c) The Association's CFO recommended the opening of an account in a new bank for the purposes of holding our deferred membership fees, as this bank allows faster access to one's funds. **A MOTION was Made, Seconded and Approved to open such an account and the Secretary was instructed to execute the agreement.**
- d) Executive Director Gierhart provided an update on our office space. To begin, Gierhart shared that we have finalized an agreement with the owner of our current location to extend our lease for another 2 years at essentially the same cost as currently. Further, Gierhart pointed out, after the Board had spent the morning at the office that we undoubtedly saw how spread out and cobbled together our space is at this point. To this end, Gierhart next shared that he had become aware of a piece of property in Providence, on the harbor, that is owned by the State of Rhode Island. At this point it is vacant, and the State is about to issue an RFP to see if an interesting use, can be found that is neither condos nor hotels, but rather a marine focused used that is unique in the state. After seeing some photos and artistic renderings, Gierhart asked for permission to respond to the RFP and see what it would take to actually make this a reality. **A MOTION was made to authorize the expenditure of up to \$20,000 from the "Rainy Day Fund" to support the response to an RFP for the subject property, and to determine the feasibility of raising the funds required to make such a proposal a reality.**

14)The meeting was adjourned at 5:31 pm EDT.

Respectfully submitted,

Frederick H. Hagedorn
Secretary

Appendix A

Report of the Special Structure Review Committee

April 17, 2012

Statement of Purpose

In mid December of 2011 US Sailing President Gary Jobson, after consultation with the Board of Directors, made a decision to study the corporate structure of the organization. US Sailing has been in operation since 1897, and every few decades there has been an overhaul of its corporate governance and structure. President Jobson appointed a Special Structure Review Committee, comprised of: David Elwell (chair), Bruce Munro and Mason Chrisman.

It is the belief of this committee that a governance structure should facilitate the orderly and efficient management of US Sailing for the benefit of a very diversified membership base.

This document is their report.

Approach to the Review

The committee began its review by carefully studying the bylaws of US Sailing; the Regulations of US Sailing (as amended); the Ted Stevens Sports Act; the Guidebook for Directors, Delegates & Chairs; the Mission, Vision and Strategic Goals Statement; and the current as well as past Organization Charts. The committee also studied the organization structure of other NGBS, such as swimming, gymnastics, equestrian, skating, and skiing/snowboarding. Following this study, the committee interviewed the following members and staff, and asked for written input from some of them. The list of interviewees is:

Janet Baxter	Clark Chapin
Walter Chamberlain	Jack Gierhart
Brian Hawboldt	Stan Honey
Tom Hubbell	Gary Jobson
Charlie Leighton	Bill Martin
Vincent Monte-Sano	Jerry Montgomery
Lee Parks	Jim Walsh
George Hinman	J. Ronald Hershberger - U.S. Skating Association

Additional opinions from other US Sailing volunteers were gathered on an informal basis during the study period. We were, and are, well aware of the broad array of sailing activities involved in the sport of sailing; i.e., junior activities, local racing and cruising, race administration, rules writing, education and training, grand prix racing, Olympic activities, safety, local sailing organization activities, and more. To our knowledge, no other sport has a broader and more diversified base than sailing. For US Sailing to function as the National Governing Body for the sport all of these constituents need to be represented and their views heard clearly from the bottom to the top of our organization structure.

The comments of the people interviewed during the review process, our own experience in US Sailing activities, our study of other NGBs, our study of the materials listed above, and our experience in corporate governance has resulted in the contents of this report and our recommendations.

During our studies, there arose some issues of significant importance which are functional in nature, and have only peripheral relevance to organization structure. We have provided an addendum which states our findings on these issues and recommendations thereto.

House of Delegates

Finding:

The House of Delegates, which was instituted as result of the structure reorganization of 2004, is not working as intended.

Recommendation:

We recommend a reorganization, including all necessary bylaws changes to abolish the House of Delegates. We further recommend abolishing the positions of Area Directors and Councils, with the exception of the Sailor Athlete Council (which is specifically addressed in the Sports Act). We will address the preservation and continuity of the functions and responsibilities currently assigned to the HOD, Councils, and Area Directors in additional Findings and Recommendations, or in the addendum. The constituent representation is of utmost importance and will be further reinforced by our recommendations.

Committee Structure:

Finding:

The great majority of the meaningful work of volunteers takes place within committees. Working with the staff, they provide the impetus for the refinement and development of services and goods which are offered to the public. These committees are populated by constituent sailing members, in many cases the same ones who populate the 15 councils which make up the HOD. There is considerable duplication between the councils and the committees. Committees actually perform development services while the councils act only as advisors and inputs to the HOD. With few exceptions the councils have not contributed to the work of US Sailing as intended in the 2004 reorganization.

Recommendation:

We recommend that the committees become regarded as the primary source of constituent feedback from the sailing community to US Sailing. In fact, this has already happened in practice. Members who are now members of a council should seek out membership on those committees which represent their specific interests, and pursue their volunteer participation in US Sailing in that manner. Under the proposed organization chart, the committees will have direct Board of Director input via their Division Director member to the Board.

Once again we recognize the remaining "Council" will be the Sailor Athlete Council, which was specifically named in the Sports Act, and which will be assigned to the Olympic Division Director. All other councils will be abolished, and their members, if they have not already done so, will pursue their volunteer participation via committees.

Organization Chart:

Finding:

The organization chart of US Sailing shows the compromise to which the Structure Review Committee went when doing its reorganization work in 2003 and 2004. The chart is overly complex. The chart shows the Councils, Area Directors and House of Delegates inserted into the middle the corporate structure. This current organization chart is included in this report as **Attachment 1**.

Recommendation:

Removing the HOD, Councils, and Area Directors will greatly rationalize and simplify the organization chart. We will have Findings and Recommendations later in this document regarding the Division Heads and Area Directors which will further simplify the organization. The proposed organization chart is included in this report as **Attachment 2**.

Nominating Committee and Election Process

Finding:

It is widely recognized that the election process is not working as intended by the 2004 reorganization. Democratic elections are almost sacred to those of us who have been raised in the tradition of western democracies. They work well when candidates declare their intention to become our leaders, and who campaign actively for office. However, for a corporation or NGB, which for the most part are meritocracies, special abilities and talents are needed at the Board of Directors level. Elections held by US Sailing since the reorganization have had participation by the general membership of from 1/2 of 1 percent to 1 percent. This is unacceptable and is sending a clear and important message.

. The concept of democracy is good for public politics, but for a corporate body which relies on qualified people being asked to voluntarily serve their peers in the sport, contested elections are a concept that does not work well. It is widely recognized that many well qualified people will decline to run when there is more than one candidate nominated for office because of the possible embarrassment of losing.

Recommendation:

We recommend that the bylaws be changed to require the Nominating Committee (NC) to approach candidates who possess the specific qualifications desired for specific Board seats, ask them if they are willing to serve, choose the best qualified, and nominate one for each office to the general membership for election. Abolish the requirement to present more than one nominee for public elections for Board of Directors positions. The membership would then be asked to vote on the slate presented by the NC.

We further recommend changing the bylaws to allow submissions for potential nominations to the NC from the general membership according to a time notice requirement. Such submissions would be considered by the NC along with all other potential candidates being considered for the various offices.

We further recommend that the Chairman of the NC keep a confidential file in spreadsheet form of desired positions cross referenced with the names and qualifications of rising stars in US Sailing. Having such a fluid document will represent an important facet of the future of our organization by keeping track of competent individuals who have indicated their willingness to serve as Committee members and do the work of our volunteer organization. The information on this document should be carefully

guarded with only NC members having access to it, and that they are pledged to secrecy. This list should carefully include rising stars from all facets of sailing so as to insure representation of all faces of sailing on future boards.

Member Petition Nominations

Recommendation:

After the NC has completed its process and the candidates for office are presented to the membership, we recommend that members should be able to nominate candidates for office if they are not satisfied with some or all of the nominees from the NC. This could be accomplished by allowing members to petition the board with a sufficient number of member signatures (perhaps 50 or 75) requesting that their candidate be placed on the ballot, and name the office for which the candidate is running. Time limits would have to be imposed for such a petition so that it would not unduly delay the election process. This process would allow for constituent input into the election if the nominating committee makes one or more nominations that do not suit a significant number of members.

Membership of the Nominating Committee

Finding:

The bylaws currently specify that the NC have 12 members who are: the past president, three members selected by the Sailor Athlete Council, one each from 8 other councils, and one nonvoting member from the Board of Directors.

Recommendation:

We recommend that membership on the NC be specified as one from each of the five divisions, the current president (see the next recommendation), the past president, who would be chairman, and two additional designees of the Board of Directors who are not directors. This makes a total of nine members. The membership of the NC would be ratified by the board.

President on Nominating Committee

Finding:

The President of US Sailing does not have a position on the Nominating Committee. He or she does take over as Chairman once their term as President has ended. Our study of other NGBs and many corporations shows that it is beneficial for the President to have an automatic position on the Nominating Committee.

Recommendation:

We recommend that the President should have a permanent position on the Nominating Committee. The President, more than any other member should have direct participation in NC deliberations. Further, who knows more about which members have been helpful, involved, contributory, effective, and committed to the organization than our Presidents during their terms in office. They ought to have a direct say in the future of the organization through the nomination process.

In order to avoid the conflict of interest on the part of the President when it comes to the question of nominating themselves for the customary additional one year terms (for a total of three), we recommend the bylaws be changed to provide for a single three year term of President as opposed to the current one year term with the almost certain probability for two additional terms. However, we believe there should be a mechanism for removing the president if he/she is regarded as being unfit to

complete their term of office. To provide for this unlikely situation, we propose that the bylaws be amended to specify that the president can be removed from office of president and Board of Directors member upon the vote of 3/4 of the directors voting. The board would then be permitted to elect a successor president on a majority vote to serve out the remainder of the term of the former president.

Division Heads and Committee Supervisory Responsibilities

Finding:

US Sailing has 56 committees. They are made up of volunteers and are grouped into Divisions which have a Board appointed Division Head. The Division Heads have the responsibility to keep aware of the work of the committees under them, and to make sure information is shared up and down among the Committee Chairs, and Board. The five Divisions are Administration, Competition, Education, Olympic, and Recreation (alphabetic order).

Recommendation:

We recommend that the position of a Division Head separate and apart from the Board of Directors be abolished. We recognize that the concept is wise and for the most part works, except some Division Heads are more active and effective than others. We recommend that the Division Head functions be assigned to specific members of the Board of Directors who become the Division Heads. This move eliminates an unnecessary layer of complexity in the organization, and insures that the work of the committees is directly, without filters, communicated to the Board. It is our belief that a reporting structure such as this will considerably improve constituent communications both ways, up and down the structure, and replace with significant improvement the current concept of the Councils and Areas. These Directors will be entitled "the Administration Director, the Competition Director, the Education Director, the Olympic Director, and the Recreation Director."

To make this change in organizational structure, the directors who will assume the role of Division Heads must be selected by the Nominating Committee with the qualifications in mind necessary for the role these specific Directors will play. For examples, the Education Director should come from the educational wing of volunteers. An active racer, judge, race officer, etc, should come from the competition wing of volunteers, etc. After further study of this report, if it is felt the Competition Director has too many responsibilities, increasing the number of Division Directors by one should be considered, such as having a Competition Director, and a Race Administration Director. This will mean an additional board member.

Finding:

There are, on the 2004 Organization Chart, three dotted lines going either to or from a box entitled "Councils (15), Area Directors, etc. We have made recommendations specifically regarding the councils earlier in this report. This finding specifically addresses the Area Directors. Some of the 11 Area Directors are quite involved as coordinators between US Sailing and the local sailing organizations within their regions. Some directors are inactive for the most part. It depends upon the individual director and his motivations for service to US Sailing whether or not he or she is active. The convoluted nature of the current organization structure may contribute to a director's motivation for actually understanding what his or her role should be within the organization.

Recommendation:

We recommend the Area Directors should be better named as Area Coordinators, and their functions should be defined as conduits of information from and to local grass roots sailing organizations and the Board of Directors. They should promote the wide range of US Sailing services and products from all US Sailing committees to the sailing organizations within their area. There needs to be a new committee formed to which these coordinators would belong. A mission statement should to be written for this new committee which clearly defines their goals and objectives. This committee should be contained within the Recreation Division, which might be better named the "General Sailing Division". The Area Coordinators should be appointed by the Board of Directors, and should be volunteers who express a commitment to actually do the necessary work as defined in the mission statement. No one who is appointed to be an Area Coordinator should regard it as an honorary position. This is a position which requires a serious work and outreach commitment.

Board of Directors**Finding:**

The bylaws currently specify the selection and election of Board members, and set the numbers and qualifications of the Directors.

Recommendation:

The bylaws should be changed to reflect our recommendations for changes to the Board of Directors, and the election thereto. The complex rules for selection and election should be changed and the general membership should be given the responsibility of electing the candidates put forward by the Nominating Committee. The total number of directors on the Board is currently 14. The total number of directors should be adjusted downward to 9, in line with our recommendation for the 5 Division Head responsibilities being assigned to the board, plus three Sailor Athletes as required by the Sports Act authorizing an NGB such as ours, plus the president. The Executive Director, Secretary, and Treasurer should be appointed by the board, should not be a member of the Board, but may be invited to attend the meetings.

Executive Committee**Finding:**

Many organizations have an Executive Committee to act for the Board of Directors between board meetings. In fact, before the 2004 reorganization, US Sailing had such a committee. Other organizations find it difficult to get all board members together on a weekly, or other short term periods, to make routine operational decisions. In many cases it is difficult to assemble a quorum of directors when quick action is needed. A number of the people who we interviewed felt this is presently the case with US Sailing.

Recommendation:

We recommend that the bylaws be changed to allow for the formation of an Executive Committee of six, whose function would be to act for the board between meetings. This committee would meet whenever the President felt it necessary. The membership on this committee would include the President, and the five Division Directors. The Secretary, the Treasurer and the Executive Director may be asked to attend as guests. A quorum would be four.

Addendum

The findings and recommendations in this addendum are not strictly structural in nature; therefore, are somewhat outside of the purview of our Structure Review Committee. However, they relate to issues which came to light during our study process, and which in our opinion need to be addressed.

Board of Directors

Finding:

Currently there is inadequate communicating of the actions of the Board back to the Committees and general membership. The online news letter (eUSSailing) has come a long way since the years when US Sailing communicated through a section of Yacht Racing Magazine. Through our online newsletter our staff does a good job of keeping the membership and sailing universe at large informed of the myriad of activities going on in our broad sport. However, the membership is not informed on a timely basis of the minutes of Board meetings, and the discussion and actions taken therein. Our interviews during our Structure Review process brought forth considerable interest in this matter.

Recommendation:

We recommend that the Secretary be required to publish in the online newsletter a condensed executive summary of Board discussions and actions within a one week of a meeting. Of course there are some subjects of a sensitive nature that are inappropriate for publication. These should not be included in the executive summary, and the President should approve publishing the content of this summary. Such a communication will go a long way to satisfy those who say the Board operates in secrecy. As our President knows, communications are essential to a healthy and happy group of volunteers, who deserve to be informed in a timely manner.

Finding:

Many corporate organizations have a Secretary who is a lawyer. In the case of US Sailing, our Secretaries are volunteers, as are all our general members.

Recommendation:

We recommend that it is desirable, although should not be mandatory, for the Secretary to be a lawyer in his or her private life. The NC should select the Secretary of US Sailing with this in mind. Lawyers have training in documenting actions of Boards of Directors that over the years may prove very beneficial, as well as following the legal requirements. They are also valuable in advising the Board regarding issues which may have legal ramifications.

Recreation Division and Area Directors

Finding:

The Recreation Division was devised to create a place within US Sailing to accommodate participation of Community Sailing Organizations. These organizations have developed into vibrant and active alternatives to yacht clubs as providers of access to the water for sailors. They offer many of the services traditionally offered by yacht clubs, such as training, safety seminars, regattas, and cruising events. They are particularly active in youth training. However, many "paper clubs" offer a local umbrella organization who consolidate racing for a number of local clubs which, by themselves, do not have the critical mass to offer racing programs.

Last year US Sailing sponsored a Yacht Club Symposium, which was widely recognized as a resounding success. The symposium engaged many individuals from a variety of yacht clubs, many of which had grown distant from US Sailing, and its products and services. This successful offering was in the now recognized tradition of the National Sailing Symposium, which has been a tremendous booster of sailing and the services of US Sailing.

The term "Recreation" is widely regarded by those whom we interviewed as inappropriate as a description of what this division should be all about. Additionally, there seems to be no mission statement which clearly defines the goals and operational objectives of this division.

Recommendation:

We recommend consolidating many of the special service of outreach to yacht clubs and others within this division, using committee volunteers and assigning permanent staff. The mission of this division should be expanded to promote engagement not only between the established yacht clubs and US Sailing, but to promote our services to all local sailing organizations. We are of the opinion that intensifying the outreach to all local sailing organizations will be an important boost to our efforts to grow the sport. This will hopefully become an important generator of new club and individual memberships in our organization. A new Outreach Committee should be created under this division, and populated both with members from other committees within US Sailing and new participants who have a special interest in achieving these goals. The different Symposiums should find their home here. There should be specific staff assigned to this committee.

We further recommend that the name of this Division be changed to one which is more appropriate for its objectives. While we do not have a firm recommendation for a new name, the one of "General Sailing Division" has been suggested. If our other recommendations are instituted, there will be a General Sailing Division director on the Board of Directors. This Board position would be another conduit directly to and from the constituent membership.

Attachment 1 Continued...

Organizational Chart

