



**2013- 2014 US Sailing Board of Directors Meeting Minutes  
April 30 and May 1, 2014  
Portsmouth and Bristol, RI**

**On Wednesday April 30, 2014, the Board and directors met at the US Sailing Office in Portsmouth.**

In attendance: Board: Josh Adams, Steve Benjamin, Vice President Bruce Burton, JJ Fetter, Executive Director Jack Gierhart, George Hinman, President Tom Hubbell, Secretary Patty Lawrence, Maureen McKinnon, Ben Richardson, Dawn Riley via telephone, Treasurer Taran Teague, and Jim Walsh

Guests from the US Sailing Marketing and Membership Departments: Georgia McDonald, Lauren Cotta, Cindy Walker, Drew Pearson, Nancy Mazzulli, Amy Larkin, Jake Fish, and Josh Toso.

Regrets: John Craig, Sheila McCurdy, Dave Ullman.

1. The meeting was called to order at 7:30 PM EDT and the roll call established a quorum.
2. Georgia McDonald gave an update on the 60K Membership initiative update.
3. Amy Larkin make a presentation on the marketing department's activities including the new web page.

**May 1, 2014 Roger Williams University**

In attendance: Board: Josh Adams, Steve Benjamin, Vice President Bruce Burton, JJ Fetter, Executive Director Jack Gierhart, George Hinman, President Tom Hubbell, Secretary Patty Lawrence, Maureen McKinnon, Ben Richardson, Dawn Riley via telephone, Treasurer Taran Teague, and Jim Walsh

US Sailing Directors and Department representatives: Stu Gilfillen, Matthew Hill, Diana Kareta, Jeff Kerins, Amy Larkin, Georgia McDonald, Dan Nowlan, Lee Parks, Liz Walker.

Regrets: John Craig, Sheila McCurdy, Dave Ullman.

1. The meeting was called to order at 8:33 AM EDT and the roll call established a quorum.
2. The discussion about the strategic initiatives began with Tom Hubbell reviewing the 2007 McKenzie Report. Jack provided feedback from the enormously successful Sailing Leadership Forum noting that the attendees found the collaboration and networking of exceptional value. The office plans to make the Sailing Leadership Forum a bi-annual event.
3. The group discussed revising the vision statement and a few possibilities emerged but the board will revisit that statement at a future meeting.
  - Be the recognized leader in training and certification, in support for all sailors and in facilitating all sailing organization.
  - We envision a future where everyone has an opportunity to sail for a lifetime of enjoyment and success.
4. The board and guests spent the bulk of the morning reviewing the strategic initiatives for 2014 to 2018 and their corresponding action items. Please see the attached sheet.
5. Gary Jobson joined the meeting via telephone at 11:00 to provide an update on the Nominating Committee and ISAF. The Nominating Committee is willing to assist in identifying committee chairs



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and members. They are holding a meeting next month and have a July deadline to announce board members. Dawn Riley terms out in October and Bruce Burton and George Hinman are eligible for re-election. Two division chairs terms end. The Nominating Committee plans to seek sailors with a variety of skills including: offshore, geographic areas, strategic thinkers, and diversity beyond gender.

Currently three Americans, Gary Jobson, Gary Bodie and Cory Sertl, serve on ISAF Council. The US delegation is strong and it is important to have American representation on all committees. Gary thanked the organization for continuing to fund skilled delegates who might not otherwise be able to attend meetings. The US may be interested in hosting an ISAF meeting in 2017 or 2018 with ideal venues that are easy to fly into and that have a temperate climate as the meeting is in November.

The five Sailing World Cups continue with good bids for upcoming events. Gary noted that John Craig is running these events.

**Action item:** Check bylaws to see if there is conflict for John to be on the board. Gary has discussed this with John as well.

Each ISAF Vice President has an agenda and Gary's is quite full. He feels that globally sailing is strong including China, however, Africa is an exception.

6. Dr. John J. King, Vice President of Student Affairs welcomed the Board to Roger Williams University. RWU is soon to christen a new sailing building and is looking forward to a closer relationship with US Sailing.
7. The Offshore Task Force including, Dawn Riley, Steve Benjamin and Dan Nowlan, presented their written report.

A motion was made to accept the Offshore Division plan and a working group of Taran Teague, Dan Nowlan, and Dawn Riely will examine the financial model. The action items are included on the strategic initiatives document.

There was agreement that a technical symposium for measurers and a second symposium with SAP is a good idea.

The board took a break for the regular monthly board meeting and then resumed strategic planning. After a review of the strategic initiatives, the board voted to approve them in concept with some fine tuning on the language to come.

The meeting adjourned at 4:40 EDT

Respectfully submitted,  
Patty Lawrence

US Sailing - Vision Statement & Strategic Plan Action items from Board meeting 5/1/2014

Mission:

Provide leadership, integrity and advancement for the sport of sailing

Vision:

Be the recognized leader in training and certification, in support for the racing sailor and in facilitating access to sailing.

Proposed Vision:

*We envision a future where everyone has an opportunity to sail and to enjoy a lifetime of success and rewarding experiences on the water*

<u>GOALS</u>	<u>STRATEGIES</u>	<u>ACTION ITEMS &amp; MEASURES {new items bold}</u>
<p>I. Promote Participation, Education and Safety</p>	<ol style="list-style-type: none"> <li>1. Develop and deliver innovative education offerings that are inclusive and accessible to all</li> <li>2. Provide first class support and service for sailing organizations</li> <li>3. Strengthen paths and program to retain sailors and encourage advancement</li> </ol>	<ol style="list-style-type: none"> <li>a) Implement 3-tier online strategy (testing, reporting, e-books; see online strategy brief)               <ol style="list-style-type: none"> <li>i. Testing and resources for Race Officials</li> <li>ii. Online modules for Teaching Fundamentals</li> <li>iii. Resource library</li> <li>iv. Utilize e-books and other electronic publishing formats</li> <li>v. Student test reporting and POI reporting online</li> </ol> </li> <li>b) Continue development of Small Boat curriculum: level 3 &amp; 4 for coaching and program mgmt. Focus on safety and professional development.</li> <li>c) Expand powerboat training; strengthen existing channels (powerboat training centers) and develop new channels (yacht clubs, colleges, camps). Focus on sustainability and less reliance on USCG grants.</li> <li>d) Keelboat: develop performance Instructor Trainer program; expand marketing, leveraging online advertising, promotion and resources</li> <li>e) Reach: continue expansion of Reach via grants, educator workshops; launch fundraising and corporate sponsorship plan to secure resources for curriculum development, professional management and program expansion (see Reach Plan 2014-2016).</li> <li>f) Further develop partnerships and engage with boating safety organizations (govt and NGO), including USCG.</li> <li>g) Support LSO interest in adult learn to sail programs; leverage KB network.</li> <li>h) Develop strategy, framework, tools and products to connect with and engage new sailors (youth and adult) as they enter learn to sail programs.</li> <li>i) Continuing education modules for advanced race official training and recertification.</li> </ol>

US Sailing - Vision Statement & Strategic Plan Action items from Board meeting 5/1/2014

		<ul style="list-style-type: none"> <li>j) Formal Race Official Instructor training standards and qualification process.</li> <li>k) Focus on quality, process improvement and customer service quality across the organization (with specific attention to Race Admin, Safety at Sea and Training) by standardizing practices including procurement, production, seminar scheduling, fulfillment, reporting.</li> <li>l) Communications: Implement a constituent-focused communication plan. Launch new website targeting key membership groups; more direct and intuitive. Expand use of social media. Targeted electronic and print communications for sailors (big boat, small boat, competitive and recreational), instructors/coaches, race officials, organizations and new sailors. Align and coordinate outgoing communications. Provide reusable content for local sailing organizations. Expanded presence at local, regional and national events.</li> <li>m) Develop further demographic information about members, their clubs/organizations.</li> <li>n) Build upon 2014 SLF, and maintain networking and educational programming. Plan 2016 event. Expand regional meetings, evolve NSPS and ODSS, establish new offshore/big boat symposium.</li> <li>o) Safety at Sea and other safety training offerings: expand coastal safety at sea seminars; support standard and ISAF seminars; launch small boat safety clinics program; publish safety at sea manual/seminar companion book.</li> <li>p) <b>Create a new area representative model that serves) members &amp; represents US Sailing regionally.</b>              *Work group: Bruce Burton Chair, George Hinman, Steve Benjamin to create a business model for Customer Service Representatives including job descriptions, compensation etc. Due by July 1.</li> <li>q) <b>Outline plan to promote sailing and build base. Partner with industry including NMMA, SAP, Summer Sailstice and others to drive sailors and potential sailors to local sailing organizations with the goal of strengthening local activity &amp; organizations.</b>              *Owners: Jack Gierhart, Georgia McDonald, Amy Larkin, Patty Lawrence, Maureen McKinnon. Due date: Sept 1</li> </ul>
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US Sailing - Vision Statement & Strategic Plan Action items from Board meeting 5/1/2014

<p>II. Raise Standards and Expand Competitive Sailing in the U.S.</p>	<ol style="list-style-type: none"> <li>1. Strengthen and expand race management education, programs and support</li> <li>2. Promote participation and increase access to and support for all types of racing, etc.</li> <li>3. Evolve and enhance US sailing National championships.</li> </ol>	<ol style="list-style-type: none"> <li>a) Race Administration: proactive marketing of programs and services to LSO, RSA, AC's, etc. Expand product line: RC 101, ongoing education and instructor programs (see Goal I). Update publications and resources – traditional print and ebooks/online options.</li> <li>b) Plan production and release of 2017-2020 RRS.</li> <li>c) Redesign and launch updated Cleverpig youth sailing website. Appeal to broader base of youth sailors, support Olympic as well as other pathways.</li> <li>d) Evolve JO program. Pilot events with extended clinic and educational program; partner with youth classes and youth development coaches.</li> <li><b>e) Establish Task force to review and develop broad youth development strategy to advance skills and experience of youth sailors, identify and promote multiple pathways (racing and non-racing), and develop collaboration between classes, LSO, industry and US Sailing.</b></li> <li><b>f) Develop metrics and collect data on competitive sailing in the US to provide measurement for increased participation. Partner with clubs, classes, online registration companies.</b></li> <li>g) Implement championship task force plan. Marketing and promotion at the local and regional levels. New and distinct branding and position for adult and junior championships. Junior events (esp. Youth Champs) to support Olympic pipeline.</li> <li><b>h) Create offshore strategic plan and sustainable business model to grow big boat racing and support the big boat/offshore</b> <ol style="list-style-type: none"> <li>i. Conduct study and draft plan – Sept 1. Jack G., Dan Nowlan, S. Benjamin Bill Lee</li> <li>ii. Complete UMS; promote to PHRF fleets; grow fleets using services to 6 (2014).</li> <li>iii. Host Offshore Symposia. Fall 2014, Winter 2015 *Owner: Steve Benjamin, Dan Nolan, Katie Ouellette</li> <li>iv. Review and work to implement other recommendations from the Offshore Working Committee.</li> </ol> </li> </ol>
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<p>III. Achieve Success at Highest Levels of International Competition</p>	<ol style="list-style-type: none"><li>1. Ensure a development path for athletes</li><li>2. Prepare elite athletes to achieve success in international and Olympic competition</li><li>3. Increase awareness for our athletes and Team throughout US Sailing and local organizations</li></ol>	<ol style="list-style-type: none"><li>a) Promote Olympic pathways</li><li>b) Lead USSTSTS 5 stage high performance plan</li><li>c) <b>Create an inspirational message to build a fan base for Olympics.</b> Team Tour under way. *Owner: Georgia McDonald, Josh, Adams, Ben Richards. Due by: 9/1</li></ol>
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<p>IV. Strengthen Governance and Organizational Efficiency</p>	<ol style="list-style-type: none"> <li>1. Evolve organizational structure and composition</li> <li>2. Adapt to the 21<sup>st</sup> Century volunteers; energize recruitment, offer rewarding opportunities and provide resources and support</li> <li>3. Reinvigorate local/field programs and support.</li> </ol>	<ol style="list-style-type: none"> <li>a) <b>Maintain a strong financial position to sustain our initiatives. This includes analyzing the cash reserves the organization should have on hand.</b>                      *Owners: Taran Teague, Nancy Glover, Diana Kareta, Jack Gierhart                      Due –each monthly board meeting</li> <li>b) <b>Grow membership to 60K via the Membership Initiative. Robust membership numbers reflect program and service excellence. See Goal V, part a).</b>                      *Owner: Jack, Membership Department, entire staff, volunteers and board.                      Due by 12/31/2015</li> <li>c) <b>Survey Division and committee chairs for feedback on the 2012 reorganization.</b>                      *Owner: Brain Hawboldt with support from Katie Ouellette. Due July 1</li> <li>d) Explore redrawing Area boundaries. Work group in progress. Due Oct 1.</li> <li>e) <b>Write a Division Plan of Work for Management, Inshore and Venues similar to what Education and the other divisions have competed.</b>                      *Owners: Sarah Alger/Dawn Riley, Brian Hawboldt/Dave Ullman, Jim Tichenor/Tom Hubbell, respectively. Due by August 1.</li> <li>f) <b>Revise the AGM meeting format to sustain the energy of the Sailing Leadership Forum, improve efficiency, promote collaboration between committees, and align committee work with the board’s objectives.</b>                      *Owner Tom Hubbell, Katie Ouellette, and division chairs. Due by July 1</li> <li>g) <b>Develop a specifications sheet for the US Sailing office space requirements.</b>                      *Owner: Jack Gierhart</li> <li>h) <b>Create a new area representative model that serves) members &amp; represents US Sailing regionally.</b>                      *Work group: Bruce Burton Chair, George Hinman, Steve Benjamin to create a business model for Customer Service Representatives including job descriptions, compensation etc. Due by July 1.</li> </ol>
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<p>V. Grow Membership</p>	<ol style="list-style-type: none"> <li>1. Expand member base to advance current programs and promote participation, safety and opportunity</li> <li>2. Increase member value, benefits, resources and service</li> <li>3. Improve relevance; target/personalize communications and benefits</li> </ol>	<ol style="list-style-type: none"> <li>a) <b>Grow membership to 60K via the Membership Initiative. Robust membership numbers reflect program and service excellence.</b> *Owner: Jack, Membership Department, entire staff, volunteers and board. Due by 12/31/2015</li> <li>b) Executed targeted and proactive acquisition plan: MVP program to build membership via LSO's             <ol style="list-style-type: none"> <li>i. Yacht clubs, classes RSA's and PHRF</li> </ol> </li> <li>c) Improve retention via personalization, relevance, communications, targeted benefits</li> <li>d) Transition to more inclusive messaging and value proposition – US Sailing programs and services relevant and valuable to a broad range of sailors beyond racing sailors.</li> <li>e) Target membership programs/products for new sailors and crews. See I. l), I. p) and I. q).</li> </ol>
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