

USA Triathlon Board of Director's Meeting
Saturday – Sunday, January 12 - January 13, 2008
Broadmoor Hotel – USAT Race Director Symposium
Colorado Springs, CO

Present:

Board of Directors:

Rob Kasper,
Melissa Merson,
Celeste Callahan
Jim Donaldson
Mike Greer
Brian Harrington
Jeff Matlow
Eric Averill
Andy Kelsey, Pro/Elite

Absent: Mark Fretta, Pro/Elite
Joe Umphenour, Pro/Elite

Staff:

Skip Gilbert, Executive Director
Sharon Carns, Executive Coordinator
Kathy Matejka, Event Services Director
Kacee Lawver, Intern

Committee Chairs:

Candy Cheatham, Chair, Regional Presidents
Jack Weiss, Chair, Race Director Committee
Mike Plumb, Chair, Duathlon Committee

Guests:

Rose Snyder, Trainer

Note: Information may be reported according to topic and not necessarily in the chronological order of discussion.

Saturday, January 12

Presiding: Rob Kasper

Call to Order – Rob Kasper 2:00 pm

President's Opening Remarks

Rob Kasper welcomed the Board of Directors.

Executive Director's Opening Remarks

Skip Gilbert updated the Board on the following USAT Business Units: Sport Performance, Marketing, Event Services, National Events, and National Office.

The site for the 2009 and 2010 Age Group Championships will be in Burlington, Vermont.

Beijing Haul highlights include: a meeting to take place the week of 1/14/08 in Tuscaloosa, AL for Olympic Trials; HyVee Triathlon to be a World Cup in 2008; a dynamic communications plan created by Marketing; and team to train in Korea before going to Beijing.

Other Business

The Board was asked to review of the USAT Code of Ethics and Conflict of Interest Statement. Members were asked to read and initial the bottom of each page and sign the Conflict of Interest Statement.

Announcement of Officer Election Results

Rob Kasper – President

Brian Harrington – Vice President

Jeff Matlow – Treasurer

Celeste Callahan – Secretary

Please note: Mark Fretta and Joe Umphenour where present via conference call to vote in the Officer Election.

Rose Snyder Consulting

Rose Snyder conducted National Board, Regions and Committees Governance Review Training. The Board set the following goals for itself to achieve in 2008:

1. Informational Technology (IT)

- The board will approve funding and task staff to proceed with RFP, vendor selection and endorse upgrade of IT platform and website. Emphasis of IT upgrade process will include:
 - New database operational by the end of this year
 - Create a Web presence for all committees and commissions as quickly as feasible.
 - Create a vehicle for improved regional communication as quickly as feasible
- Create a performance marker for IT for ED's performance review.

2. Strategic Planning

- Present the Strategic Plan, as approved by the Board of Directors, to the membership at the September annual meeting

3. Improve National/Regional relationship

- The USAT Board and Regions will work together to establish:
 - Best practices for the short term
 - Best structure for the long term
 - Accountability measures/benchmarks
 - Yearly performance evaluations

- The need for and scope of paid staff support
 - Host a summit with National Board and Regional Presidents in order to realize the above goals
- 4. International Relations**
- Identify and support at least one USA Triathlon member for ITU officer position in upcoming ITU elections
 - Support re-election of all USA Triathlon members currently on ITU committees, and seek further positions (consider non-staff individuals)
 - Make progress towards international rulebook
 - Budget for international relations committee
 - Plan or participate in a meeting in 2008 with international community
- 5. Election Procedure/Governance Reform**
- No short term bylaw changes to be implemented in 2008
 - Develop Board recommendations for long term election procedure and governance reform and deliver them to the Strategic Planning Committee in a timely manner so as to keep the process on track
 - Expand nominating/governance committee role. Create goals for this committee which would include keeping the board up to date on governance changes occurring in the nonprofit sector and the USOC. For example:
 - Recruit possible candidates for the board.
 - Create a succession plan for the organization.
- 6. Program Oversight**
- Include key program management as performance markers for ED's incentive pay (part of ED performance review to occur Mar/Apr timeframe)
 - Endorse USAT business goals
 - Endorse USAT staff performance markers
 - Create a marker for success based on a percentage of staff/USAT/ board goals achieved
- 7. Diversity – Shifting from a goal to a focus:**
- Encourage diversity focus that permeates everything we do at USAT.
 - Encourage Women's Committee develop a campaign to include women in governance
 - Encourage Women's committee to reinvent itself as a "Diversity Committee"

Adjourned 5:30 pm

Executive Session 5:30 – 6:00 pm.

Reconvened Sunday, January 13

Committee Chairs and Board Liaisons Established

Age Group Committee Chair: Chuck Graziano, BOD liaison: Jeff Matlow
AAC Chair: TBD, BOD liaison: Andy Kelsey
Audit Committee: BOD liaison: Jim Donaldson
Investment Committee: BOD liaison: Mike Greer, Members: Jeff Matlow/Joe Umphenour
Bylaw Committee: BOD liaison: Brian Harrington, Members: Mark Fretta, Jill Chalmers
Compensation Committee: Melissa Merson, Rob Kasper, Andy Kelsey
Duathlon Committee Chair: Mike Plumb, Board liaison: Celeste Callahan
Emerging Sports Committee Chair: Fred Phillips, Board liaison: Jim Donaldson
Hall of Fame Committee Chair: TBD, Board liaison: Jim Donaldson
Hearing and Appeals Committee Chair: Vacant, Board liaison: Brian Harrington
National Coaching Committee Chair: Brian Priddin, Board liaison: Melissa Merson
National Coaching Ethics Committee Chair: Brian Roche, Board liaison: Melissa Merson
Nominating Committee Chair: TBD, Board liaison: Melissa Merson Others: Joe Umphenour, Skip Gilbert
PC Committee Co-Chairs: Jon Beeson and Brian Leske, Board liaison: Mike Greer
Race Directors Committee Chair: Jack Weiss, Board liaison: Jim Donaldson
Regional President Committee Chair: Candy Cheatham, Board liaison: Eric Averill
Women's Committee Co-Chairs: Ashley Rosilier and Jean McGuire, Board liaison: Celeste Callahan

Melissa Merson motioned, Jim Donaldson seconded, to populate the Committees as named.

Motion passed unanimously.

Approval of Minutes:

Motion was made by Brian Harrington, seconded by Jeff Matlow, to approve the minutes of the October, 25-27, 2007 meeting; Teleconference Call minutes, November 05, 2007; and Teleconference Call minutes, December 10, 2007.

Minutes approved unanimously as amended.

Discussion Items:

Strategic Planning Committee:

Rob Kasper presented recommendations to the Board on the 2008 strategic planning process. After discussion, the Board consensus is to notify possible individuals to populate this Committee. The Committee is scheduled to meet during the HyVee weekend.

Action item: Board members will send their recommendations to Rob, Eric, and Skip on possible individuals to serve on the Strategic Planning Committee.

Fatality Presentation:

Eric Averill presented on triathlon fatality. His presentation is attached to the original of minutes.

Budget

Skip Gilbert provided an overview on the IT budget along with wish list items.

Brian Harrington motioned, Jim Donaldson seconded, to approve proposed budget adjustments.

Motion passed unanimously.

Committee Reports:

Medical CEU Ad Hoc Committee:

Melissa Merson reported on behalf of Rob Vigorito. Melissa stated that the Medical CEU Ad Hoc Committee had a conference call in October 2006, to begin plans on the development of the Online Medical CEU Program for medical support teams working at USAT sanctioned events.

International Relations Committee:

Melissa Merson, International Relations (IR) Chair, reported that the Committee held its first meeting prior to the Board meeting. She reported to the Board that the group discussed identifying people for opportunities to serve on IR committees internationally as well as the issue of drug testing and becoming more involved with Team USA and ITU.

Regional Presidents Committee:

Candy Cheatham, Regional Presidents Chair, reported. In addition to the written report, a discussion occurred regarding the next Regional Presidents meeting on April 20-21 in Tuscaloosa, AL. Eric Averill, BOD liaison, invited Board members to attend.



USA Triathlon Regional Federations Position Statement

Information Technology Needs

Author(s): Matthew Bonvicin
President, USAT Southeast

Eric Johnson
President, USAT MidWest

Summary

Despite advances in certain aspects of USA Triathlon's national IT strategy, the Regional Federations require better tools and processes to effectively communicate, i.e.:

- Facilitate the sharing of ideas amongst the Regions and Regional presidents.
- More effectively communicate between each Region's Board of Directors (preferably using the same repository).
- Share ideas and media seamlessly with the national board, national staff, and various regional committee members.
- Most importantly, communicate effectively in a timely manner with our Regional constituents – both as a whole and targeted at specific groups.

As a result of improved communication through technology, the brand of individual Regions may be built upon and more effective dialogues can be established with constituents.

Collaborative Software

Hosted software exists which would streamline communication between national and regional governance, the national staff and various committees.

- Allow for various calendars and calendar sharing between groups.
- Allow for organized file-sharing so media from bi-monthly board packets to graphics, bylaws, policies, etc. may be organized in a single repository. If information is requested by one Region of the national staff, it's likely that another will need it as well.
- Provide for organized online discussions between various groups (i.e. one for Regional officers, one for Regional Presidents, one for the national board) with the ability to publish and communicate between all.
- Allow for structured and accountable electronic voting by governance beyond simple message boards.
- Provide a shared contact list.
- Allow for simple and accountable task workflow.

Newsletters

- To communicate with the membership, Regions require the ability to send e-newsletters more frequently and more timely. Though a legal review is necessary, an improved process would help with a quicker turnaround.
- In addition to the current e-newsletter template, a simpler one-page Newsflash template could be designed for quick Regional news.
- With data security as a top priority, allow access to a subset of the e-mail addresses of the Regional USAT membership. Some examples of use:
 - o Targeting emails for a multi-sport expo to a specific state
 - o Send specific, detailed state championship reminders and results to members of each state.
- For an additional \$525/month on Constant Contact, surveys could be integrated into newsletters (regional or otherwise). This would be tremendously helpful to poll constituents on what a region is doing well (or not), future priorities, or even recommendations for championship events.

- There seem to be some issues with viewing Constant Contact e-newsletters on Mac's

Electronic Data Feeds

- Events – many members rely on Regional event calendars more than the national calendar, yet no process is in place to electronically retrieve sanctioned events and updates. As a result, maintaining Regional websites is difficult, as is having a comprehensive list when choosing championship races or planning on a board presence. A data feed or export should be available without intervention from the national staff.
- Coaches, clubs and certified race directors – as with the events no automated process is in place to retrieve this data, which changes often. As a result, some clubs are not notified of club programs, mutually beneficial relationships with coaches may be missed and some race directors may not be notified of a championship bidding process. Furthermore, the coaching directory is not kept up to date.
- Member data – while important privacy issues exist, an interface to lookup single members (not lists) is necessary. Without this ability, Regions have to impose on (and spend unnecessary time of) the national staff to get contact information for athletes they wish to join a regional team, those who have qualified for Nationals and the Region wishes to offer a stipend to, or simply state/regional champions to be notified. It is embarrassing to be a part of the governance of USA Triathlon and have to ask local race directors if they have contact information for our members.

Note that most of the above would not only improve the effectiveness of the Regional Federations, but also reduce the workload on the national staff

National website

- USAT needs to better emphasize one of their best member benefits: the rankings. Perhaps a feed on the home page of top-winners and top-ranked age group athletes would highlight this benefit.
- With the technology available today, results should be submitted and processed (automatically via usatsanctioning.com) sooner than the current 15 days, so athletes can view their current rankings more immediately. This process should also email result files to the appropriate regional rankings person; oftentimes race directors are not as cooperative sending results to the Regional presidents as they are to the national office.
- Additions to the usatrankings.com website:
 - o Add sorting and paging
 - o Ability to compare race times between years
- National website links should be communicated clearly and often when they change. Our funding depends on our websites remaining current, yet we are not notified when changes occur.

Regional websites

The Regional Federations recognize that their individual websites are key to promoting and implementing programs. However, many do not have the expertise on their boards to either build or manage a website or effectively commission one to be constructed. Most are not even aware of the possibilities open to them with current technology.

As three of ten Regions use the same (free) software for their websites, this is likely an instance where the Regions may work more closely together in the future to help one another. Some assistance from the national office (i.e. resources such as graphic design

from the Creative Services department or consolidated web/email hosting) would be helpful, and will be better defined in the Regional Federation Strategic Plan to be fleshed out at the Tuscaloosa meeting of the Regional Presidents.

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USA Triathlon Regional Federations

Regional Federation Restructuring Summary

Author(s): Matthew Bonvicin
President, USAT Southeast

Candy Cheatham
President, USAT South MidWest

Eric Johnson
President, USAT MidWest

Date: 1/10/2008

Summary

As the “front-lines” for multi-sport advocacy, the Regional Federations consider their role a vital one to the growth and support of the sport. In addition, as the only elected representatives of the membership other than the national board, the Regions would also like to play a larger role in determining the national agenda as well as simply implementing it.

With the advent of a number of new Regional presidents in 2007, the Regional President’s Committee has now unanimously come to the realization that steps must be taken to better organize the Federations before this goal may be realized. This involves addressing the structure within each Region, increased cooperation between Regions, improved relations with the national board and staff, and a general culture shift in the minds of many of these stakeholders.

This past December, a survey of six questions was sent to each Regional president:

1. How would you like to see the role of the Regional Federations evolve in the coming years?
2. What obstacles have you observed? (i.e. from a Regional level or the national board or staff)
3. How best is this achieved? (i.e. dedicated staff at the national office, additional RP meetings)
4. What areas of development/initiatives are your Region's strengths?
5. What are your weakest areas that you'd like help with?
6. What programs are you currently working on?

Below are three excerpts of responses to the first question, though all answers shared a similar theme:

- *"I would like to see National and Regional Boards work together on the setting of common goals that will achieve growth of triathlon throughout the nation. To date it appears that Regions 'go it alone' without significant direction or assistance from the National office. This is not a poke at the National Office but a concern that 'we' act and operate as two separate entities.*

That said I would like to see National and Regional Federations work together, meeting twice (at least) per year to determine some aggressive yet achievable common goals that both entities can work towards.

So the evolution would be for us to work together rather than being viewed as an 'appendage.'"

- *"I think this is very simple. USAT have goals that they want to achieve, and at a local level we also have goals that we want to achieve. Bring the groups together a couple of times a year to mesh the goals together in everyone's common interest. I do believe the ideas of dedicated staff and one/two more meetings is critical. It is very easy to do your own 'thing' when there is no commonality.*
- *"We would like to see the regions more involved in determining USAT policy that pertains to regional matters. The goal would be better communication between the regional and national level. We would like more team work between the two levels of governance. There is a need to have our regional expectations clearly stated. Then regions would know what the national office wanted. We would like to see the regions more involved in marketing the multisport agenda to new groups like schools and disabled/challenged athletes. "*

Examples of responses to the second question, regarding obstacles to Regional development:

- *The two major obstacles are lack of communication from National Office (it's taken months for email/phone calls to be returned), and lack of information (we are not able to determine, nor have access to) any database concerning our membership, race directors, etc for our region.*

- *Lack of communication and encouragement from the national office. Many times board members need answers to questions, but there is no response. Sometimes when there is a response it is too late to be helpful.*

There is a need to have packaged training programs for board member orientation, or club formation/management, official certification, or race director information.

Both in the replies to the survey and discussions following, the Federations accept that much of the responsibility for the recent inefficiencies of the Regional structure lies in the lack of cooperation between Regions. It is our intent to change this disconnection.

As the Regional Federations hope to identify and implement more common goals in the future, their first step seems to begin regions stronger in certain development areas helping get others up to speed. This was the purpose of the last three survey questions, the results of which prove that together we do have the knowledge and ability to address all development areas. The goal is not to standardize – we realize our individual programs may be tailored to our own needs and implemented slightly different. We do, however, recognize that we can accomplish more by working more closely together and that to a large degree the success of each Region depends on that of the others.

The July, 2007 TSE report referred to the Regions as “*the primary, localized mechanism for membership service and program development, but there remains substantial operating shortfalls in the coordination of these activities. Fundamentally, USAT needs to decide how it will choose to how to optimize Regions...*” It also emphasizes “*the emotion associated with Regions and their relationship to the National Office*”.

It is the hope of the current Regional governance to put aside the “emotional relationships” that may have existed in the past, optimize Regional effectiveness and proactively put in place a structure that *will* provide the best mechanism for membership service and program development. We believe the Regional Federations are the organization’s greatest asset to achieve initiatives, and look forward to working with the national board and staff to both improve Regional effectiveness and play a larger role in organizational planning.

The Regional Presidents hope to outline short and long-term plans to accomplish this goal in the coming months so they may be fleshed out and discussed with the national governance at the Regional President’s meeting in Tuscaloosa in April.

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Duathlon Committee:

Mike Plumb, Duathlon Committee Chair, reported. Mike announced that the Duathletes of the Year have been chosen and the formal announcement will be made once the Committee has approved the proposed list. Mike suggested that a ceremony to award the duathletes occur on the weekend of April 26, in Richmond Virginia.

Eric Averill motioned, Mike Greer seconded to adjourn meeting.

Adjournment: The meeting was adjourned at 11:30 am