

Minutes of USRowing Board of Directors  
December 4, 2016  
US Rowing Convention, Springfield, MA

Board Members Present:

Erin O'Connell  
Gary Caldwell  
Kris Thorsness  
Dan Herbert  
Sheila Tolle  
Joe Manion  
Meghan O'Leary  
Bill Donoho  
Jim Dietz  
David Banks  
Sohier Hall  
Scott Gault (by phone)  
Jamie Redman (by phone)

Board Members Absent: none

Others Present and Participating in Discussions:

Glenn Merry, US Rowing CEO  
Christine Collins, Co-Chair of High Performance Task Force  
Matt Imes, US Rowing/HPD

Meeting called to order at 8:07 a.m.

**High Performance Task Force Phase I Preliminary Report** (K. Thorsness and C. Collins)

**Motion** to enter executive session by Dan Herbert and seconded by Gary Caldwell – unanimously approved (8:10 a.m.).

Kris Thorsness and Christine Collins reported on the progress of the HP Task Force, discussing and answering board questions regarding the task force's preliminary findings with regard to coaching excellence, prioritization and external relationships. The board will convene at a later date to discuss the additional segments of the task force's work and to review the final report.

**Motion** to exit executive session by Scott Gault and seconded by Meghan O'Leary - unanimously approved (11:21 a.m.).

**Q4 Report of the CEO** (G. Merry)

Glenn Merry discussed revenues for the fourth quarter and year end, as set out in handouts. Currently running at \$108,000 deficit, which arises from a variety of sources falling short of budget. Revenue has grown this year, though not to the level that was budgeted. Membership has been a big success this year, and paying memberships have increased revenues.

### **2016 Strategic Goal Progress and Goals for 2017**

Erin O'Connell led discussion on organizational efforts to achieve goals set for 2016 in areas of membership growth, revenue growth, service quality and balancing the budget, and extending efforts into 2017 in these and other areas. The organization is viewed as remaining in a growth mode.

In addition to membership and revenue growth, service quality and budget balancing, a major priority for 2017 is to implement high performance system improvements, building on the work of the High Performance Task Force, as part of the goal of optimizing internal systems. Another priority is implementing improvements in the referee program (including recruiting, training and working conditions). Glenn Merry will provide proposed metrics for membership and revenue goals for discussion at the January board call.

### **Proposed changes to 2017 USRowing Rules**

John Wik introduced Andy Blackwood, the incoming chair of the Referee Committee, and briefly described the new composition of that committee. Proposed changes to the Rules of Rowing were discussed.

**Motion** to accept proposed rules changes by Gary Caldwell and seconded by Sheila Tolle - unanimously approved (3:57 p.m.).

### **2017 Proposed Budget Presentation**

Glenn Merry introduced the proposed 2017 budget, per the handouts, subject to potential changes in USOC and NRF grants, as well as HP Task Force recommendations, that would impact national team funding. Assume a balanced budget with 5.8% increase in budget growth. Employer 401(k) contribution will be reinstated and exempt employee wage adjustments have been made. Moreover, this includes, e.g., the "event czar" and inclusion positions will be filled, referee costs being fully covered, referee housing, mandated Safe Sport participation, website work, magazine costs, increased USRowing office/staff costs. Glenn proposed entry fee increases at national championships to help cover increased referee costs, noting that club responses indicate that fee increases would not impair their nationals participation. The board also discussed increasing membership fees (for the first time in 14 years), and will further consider this option at the March meeting.

**Motion** to approve the proposed budget with exceptions that were discussed by Bill Donoho and seconded by Sheila Tolle – after discussion, the motion was tabled until the board call on December 17.

### **Executive Session re Personnel Matter – Performance Evaluation of CEO Glenn Merry**

**Motion** to enter executive session by Kris Thorsness and seconded by Meghan O'Leary - unanimously approved (5:29 p.m.). Erin O'Connell lead discussion of board comments/evaluations of the CEO.

**Motion** to exit executive session by Dan Herbert and seconded by Gary Caldwell - unanimously approved (5:51 p.m.).

**Motion** to approve CEO salary increase of 3%, effective January 1, 2017 made by Gary Caldwell and seconded by Jim Dietz – unanimously approved (5:51 p.m.).

Adjourned 5:55 p.m.