



Minutes of the USRowing Board of Directors Meeting
December 2-3, 2017
Sarasota, Florida

SATURDAY December 2, 2017

Members Present: Marcia Hooper, Sheila Tolle, Kris Thorsness, Jim Dietz, Bill Donoho, Meghan O’Leary, Joe Flynn, Charlie Haight, Jamie Redman

Members Participating by Phone: Steve Shure, Joe Manion, Lisa Stone, Nick LaCava

Members Absent: David Banks

Others Present: Patrick McNerney, Bruce Beall, Bonnie Mueller, Andy Lee Esq., Susan Smith, Tom Darling, Matt Imes, Dan McGill, Rob Milam (by telephone)

Meeting convened at 2:07 pm

I. CEO Report:

Patrick McNerney reviewed his 4Q2017 activities and reported on his key initiatives for 2018. Recent activities included i) staff reorganization, ii) budget planning for 2018, iii) bylaw revision meetings and calls, and iv) completing the Safe Sport audit.

The forecasted budget deficit for 2017 has been further reduced and the Finance Committee will be presenting a balanced budget for 2018. The focus is to be conservative while thinking creatively to create new revenue and cultivating long term reliable sources of income. Also, a sponsorship program will be defined over the course of 2018 with a goal of \$200K in new revenue. Furthermore, the evaluation of staffing needs is ongoing, and a Chief Domestic Officer position has been established to address the critical role of domestic programs and to break down any “silo” effects from the prior organizational structure. Technology inconsistencies are also being addressed to maximize efficient communication within the organization.

Since the last Quarterly board meeting, USRowing has co-hosted the World Championships where the USA won 6 Olympic class medals, there has been a membership

growth of 10%, and a media outreach and a proactive communications plan is being developed. Moreover, the compliance programs for Safe Sport are being evaluated and upgraded, and the coaching education program is being improved in collaborating with the USOC.

For 2018, Patrick will work to carry out internal restructuring, achieving targets, ensure compliance with Safe Sport, identify/improve revenue sources, fully establish the coaching certification program, establish sustainable diversity efforts, and increase membership.

II. High Performance Report

Matt Imes, Rob Milam, and Patrick McNerney reported that they have been addressing the specific High Performance Task Force recommendations that were adopted by the Board early this year as follows:

(a) Coaching Excellence: The restructured men's coaching staff has created a renewed enthusiasm among the athlete pool, and the high performance clubs that were included in the High Performance leadership program after the 2017 trials. The international coaches conference post-Worlds was a great coaching development function and was attended by a wide range of US coaches (clubs, colleges, national teams). Coaching talent ID efforts were also incorporated in the U23 and senior national team programs.

(b) Athlete development, identification, and training: Cam Kiosoglous had been placed in charge of Athlete Development and Performance. He has undertaken a broad approach to reach out to athlete and clubs. Direct Athlete Support (DAS) of \$820,00 has been duplicated for 2018, plus \$137k Operation Gold funding; the median female support is \$34,487 (high of \$40k) and the male median is \$28,400 (high of \$28k).

(c) Resources: budget constraints were a challenge this year, and the 2018 budget is also going to limit growth. However, critical space issues in Princeton are being addressed, with the establishment of coaches' offices and an expanded indoor training center.

(d) External Relations/Funding: A US Athlete was appointed to the FISA athlete commission and Liz Souter is on a two month work exchange with FISA. NRF relations are becoming more formal and improving.

(e) Definition of Success: With the 2020 goal of 4 medals in mind, 6 medals were won at the 2017 Worlds, with an additional 3 boats in A finals, and 4 in B finals. The coaches are targeting 3 medals in 2018, plus 5 other A final appearances.

(f) Budget/Planning: Budgeting is quite tight for 2018. Estimates are that it takes \$1MM in expenditures per medal won.

For 2018 nine boats have selected to be funded:

- six Training Center Boats: M8+, M4-, W8+, W4-, W4x, W2-
- three non-Training Center Boats: W2x, LW2x and W1x

III. Para High Performance Report

Tom Darling reported on various successful adaptive event, grants received and potential sponsorship opportunities. The PR3 won a silver medal at 2017 Worlds, and the PR1 M1x was in the grand final, though additional support is needed with equipment design improvements.

IV. Domestic Programs Review

Susan Smith, Jules Zane, and Patrick McNerney reported that membership growth has continued, with the Basic Plus package launching November 1. Coaches' insurance rates are down substantially in new coaches' package and customized organizational insurance is also available. Historically most coaches were not members of USRowing, so the new insurance plan is a plus.

The nation team donation option at renewal online has raised \$25k since June. Total Membership revenues for 2017 are up 9.8% from 2016. Individual memberships dues brought in \$1.2M, and organizational memberships dues \$1.3M.

Susan held two teleconference calls with the gROWth Team. The first to discuss the proposed bylaw changes in vigorous discussion and the second to facilitate a call between the gROWth Team and the NRF leadership to further discuss the proposed bylaws changes.

Events revenue was up \$182K from 2016. Staff are continuing to work on finding creative ways to increase revenues and visibility of the sport, provide best in class events, and take a broader/holistic approach to event planning.

V. 2018 Organizational Goals and Strategies

The Board discussed ways to increase the value of membership in the organization, and the best uses of dues/events revenues for programs. The CEO reviewed his 2018 goals, which include: implementing organizational restructuring and monitoring performance goals; maintaining financial stability, achieving high performance targets; a comprehensive Safe Sport communication and compliance program; and aligning USR and NRF resources, with a focus on increasing revenue.

Meeting Adjourned at 5:45 pm

SUNDAY December 3, 2017

Members Present: Marcia Hooper, Sheila Tolle, Kris Thorsness, Jim Dietz, Bill Donoho, Meghan O'Leary, Joe Flynn, Charlie Haight, Jamie Redman

Members Participating by Phone: Steve Shure, Lisa Stone, Nick LaCava, David Banks, Joe Manion

Members Absent: None

Others Present: Patrick McNerney, Andy Lee Esq., Susan Smith, Matt Imes, Brian Klausner (by telephone), John Wik

I. Executive Session:

Motion by Marcia Hooper to enter executive session to discuss personnel matters, seconded by Joe Flynn; unanimously approved at 9:04 am

At the conclusion of executive session, several non-board members joined the meeting: John Wik, Sandy Killen, Sharon Collins, Rachel LeMieux, Dee McComb, Bruce Beall.

II. Administrative Matters:

The Special Meeting for approval of the proposed bylaws changes is now open through December 15, 2017 at 11:59 pm ET.

Approval of Minutes: The board discussed whether to list roll call voting in the minutes, and whether this is required under the organization's rules.

Motion by Jamie Redman to approve the September 9-10 September draft minutes, seconded by Charlie Haight; no further discussion, approved unanimously.

Motion by Jamie Redman and seconded by Meghan O'Leary to approve the October 11 and 19, November 8 draft minutes; no further discussion, approved unanimously

BOD Meeting Schedule for 2018: all quarterly meetings will be held in Princeton (beginning March 3-4), except for the meetings held at the annual convention in San Diego.

III. SafeSport/Compliance

Patrick McNerney and John Wik reported that all USRowing staff, board members, coaches, volunteers, and organizational members must undergo training and certification. The Center for SafeSport has expanded compliance and auditing throughout the NGB community, and will handle all sexual misconduct investigations. The USRowing bylaws and board/CEO policy manuals were amended accordingly. USRowing is obligated to monitor compliance, and will be integrating its databases to facilitate that effort. USRowing will also communicate compliance and informational materials to member organizations. Reporting/investigation procedures have been established, and non-sexual claims go to mediation. USRowing passed its Safe Sport audit, and did well as compared to other NGBs.

IV. Rules of Rowing Changes:

Patrick McNerney and John Wik reported that all of the Rules and Referee committees approved the proposed rules changes, except for the proposal to change the junior lightweight men weight standard. The Board discussed the weight standard issue.

Kris Thorsness left the meeting.

Motion by Marcia Hooper and seconded by Sheila Tolle to increase the men's junior weight limit to the FISA standard for lightweight male athletes. After further discussion, including input from non-board members present, the motion passed by majority vote, with one abstention and one no vote.

Motion by Sheila Tolle and seconded by Marcia Hooper to establish a task force to study youth lightweight rowing, for both males and females, for the CEO to recommend task force members to the board, with a goal of the task force presenting an interim report at the June 2018 board meetings and a final report in September 2018; no further discussion, approved unanimously.

V. USOC and FISA Updates

Patrick McNerney reported USOC initiatives relating to diversity and inclusion.

VI. Finance Committee Report

Sheila Tolle and Brian Klausner presented the Finance/Audit Committee Report, with 2017 results and the forecast for 2018. The Board discussed the proposed balanced 2018 Budget, subject to amendment if NRF grant funding differs from forecast amounts.

Motion by Charlie Haight and seconded by Jim Dietz to approved the 2018 budget; no further discussion, passed unanimously.

VII. Executive Session

Motion by Bill Donoho and seconded by Jamie Redman to enter executive session to discuss personnel matters; passed unanimously.

Motion by Charlie Haight and seconded by Marcia Hooper to authorize the CEO to offer Mike Teti employment through 2024; no further discussion, passed by majority vote with one no vote.

Motion by Jamie Redmond and seconded by Charlie Haight to approve the proposed offers of employment to Susan Smith as Chief Domestic Officer and Matt Imes as High Performance Director. No further discussion; unanimously approved.

Motion by Shiela Tolle and seconded by Marcia Hooper to exit executive session; no further discussion, unanimously approved.

Meeting Adjourned at 5:00 pm