



# Minnesota Swimming Planning Session May 5, 2018

# WELCOME!



Arlene McDonald- USA Swimming Governance Consultant





# 30-Second Introductions

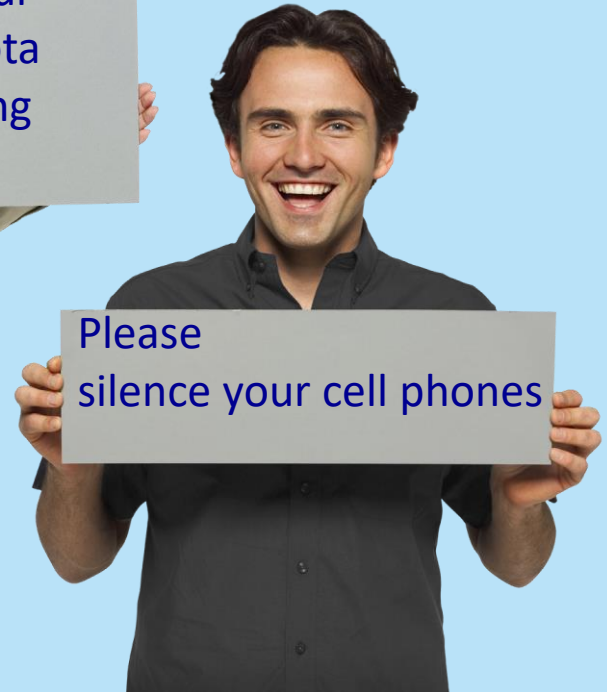
Please introduce yourself by telling us...

- Your name
- Your Position in the LSC or Club
- What is it about Minnesota Swimming that most excites you?





# Ground Rules





## I'm here because...

- A. I wanted to be sure I wasn't left out of any secrets or a free meal.
- B. I have too much free time, and I was looking for something to do for a few hours.
- C. Bob and Luke said so.
- D. It would be great to be part of the team that helps make Minnesota Swimming better for our athletes & clubs.



# Agenda Review



## Morning: Setting the Course for the Future

- Review Core Values, Vision, & Mission
- Review & Analysis of Existing Strategic Plan

## 10:00 – 2:00: Advancing Competitive Excellence

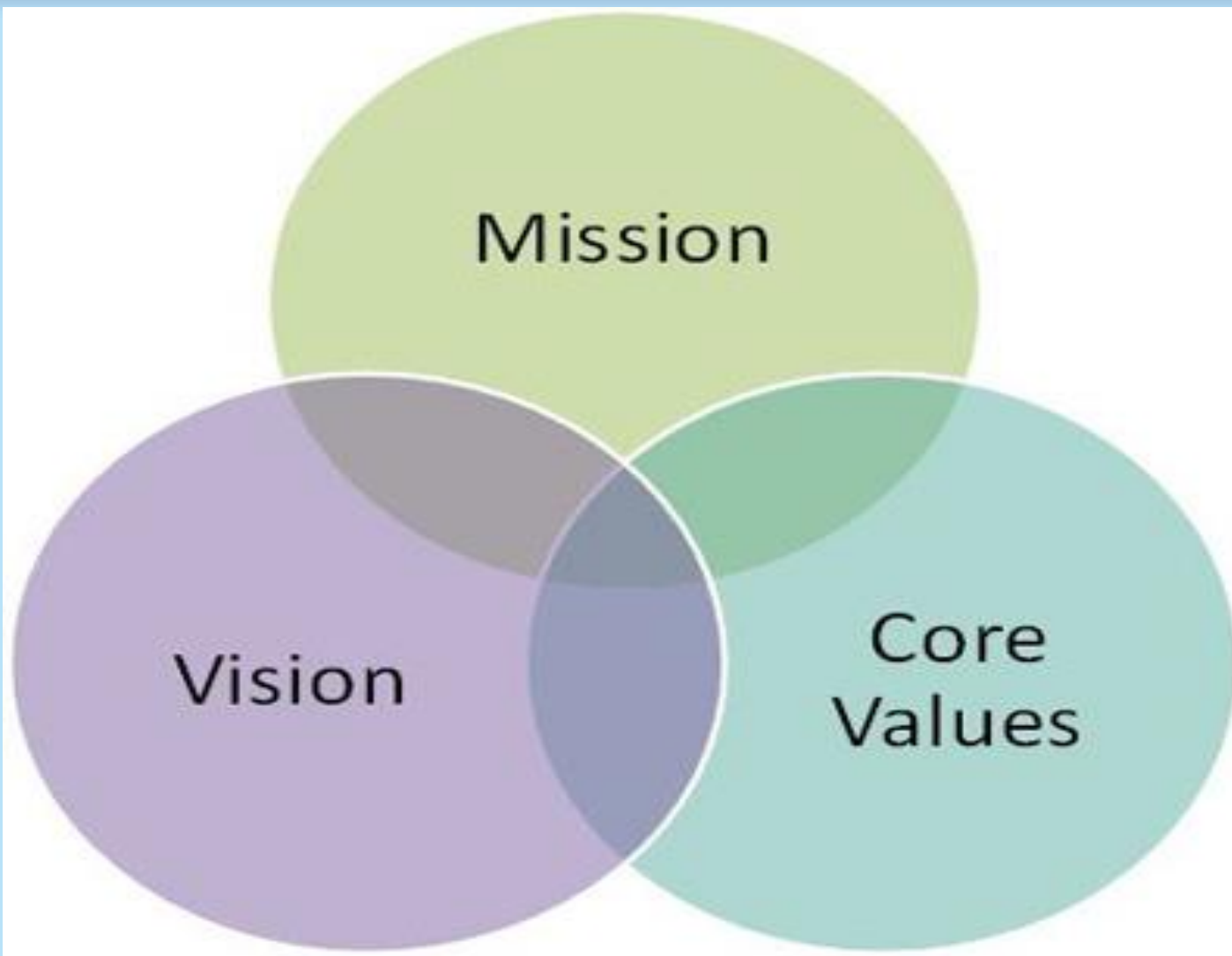
- The State of Competitive Excellence
- LSCs Can Make a Difference – The Stories
- What data is available and what it's telling us
- Identify & Develop CE Priorities for Next 12-24 Months

## Midafternoon: Board Effectiveness & Performance

- Governance Review
- Characteristics of a High Performing Board Team
- MN Swimming Board Self-Assessment
- Identify & Develop Board Priorities for Next 12-24 Months



# Mission, Vision, Core Values



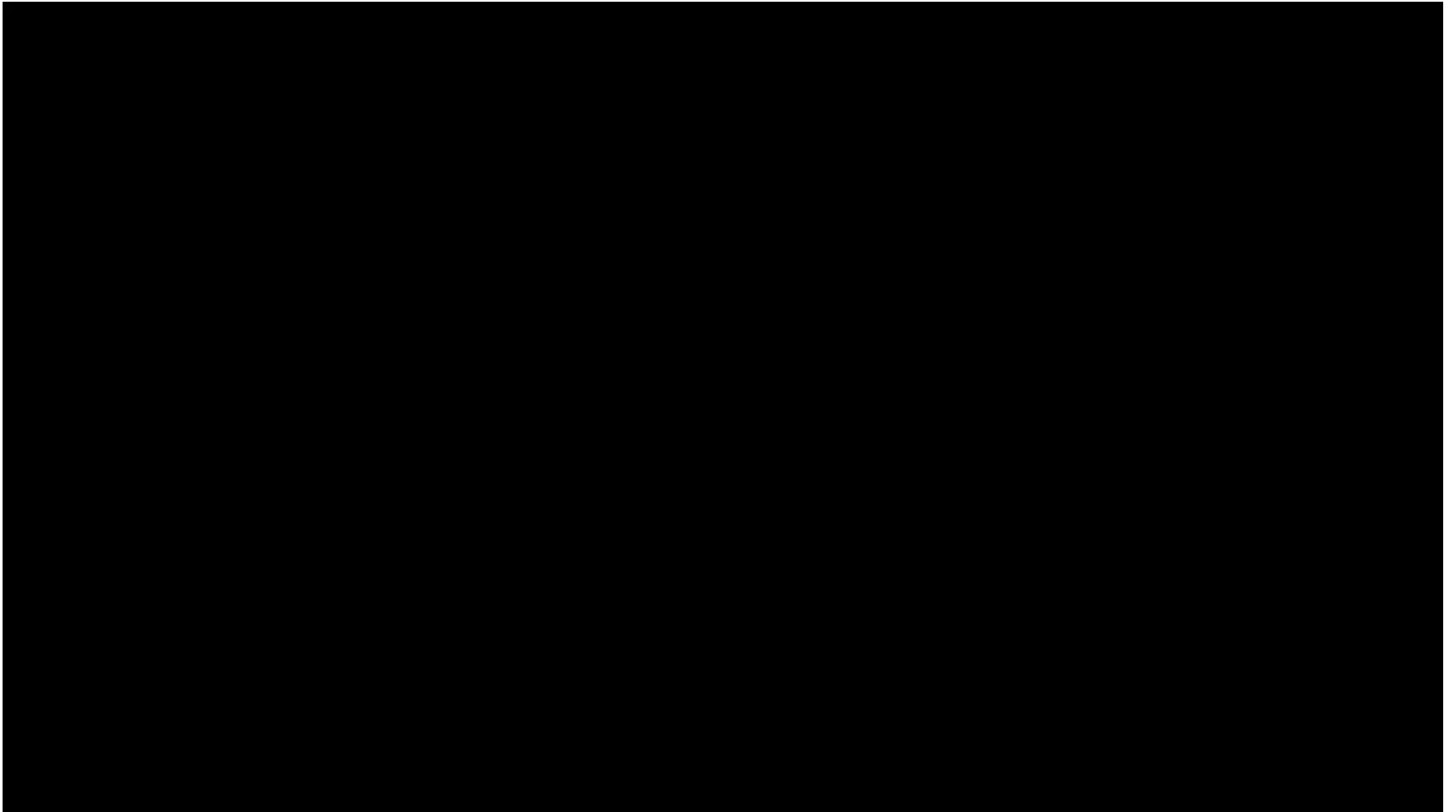


# Mission Statement

The Best Damn Pizza in Wake  
County!

What is our business?  
Why do we exist?

“How to write a mission statement that doesn’t stink!”







# Minnesota Swimming Mission Statement

*To serve athletes and the swimming community by providing great experiences in and out of the water.*

*Does Minnesota Swimming's Mission Statement still work?*



# Mission Statement

## Your mission statement...

- ✓ Defines the fundamental purpose, philosophy and values
- ✓ Focuses on MN Swimming's present state
- ✓ Describes what you do, how and why you do it
- ✓ Encapsulates one or more of your core values
- ✓ Ensures that everyone is "on the same page"
- ✓ Serves as a baseline for effective planning and budgeting
- ✓ Basis for making decisions & judging success
- ✓ Helpful in resolving conflict



# Vision Statement

Where do we want to go?

Vision  
Just Ahead



# Minnesota Swimming Vision Statement

*To lead youth sports in  
participation, opportunity,  
performance,  
and service.*

- Does this reflect Minnesota Swimming's inspiration for the future?
- Does it inspire me?
- What will success look like in MN now and in 10-15 years?
- What is our picture of MN at its best?



# Vision Statement

## Your vision statement...

- ✓ ***“Where do we want to go?”***  
***- a picture of Minnesota Swimming in the future***
- ✓ **A shared sense of where we are headed.**
- ✓ **Guided by dreams, not constraints**
- ✓ **What we hope will happen if all dreams are realized.**
- ✓ **Inspires and directs all aspects of organization – the framework for your strategic planning**
- ✓ **Captures your passion**
- ✓ **Articulates your dreams and hopes for the LSC**





# What other LSCs are saying

## Georgia

### **Vision:**

Strong clubs, successful athletes, supported by Georgia Swimming.

### **Mission:**

Georgia Swimming will increase opportunity, recognition and growth in competitive swimming. We believe that swimming provides life changing experiences for young people.



# What other LSCs are saying

## South Dakota:

### **Vision:**

South Dakota Swimming: Inspiring Excellence and Transforming Lives

### **Mission:**

South Dakota Swimming provides leadership, support, and commitment to create opportunities for lifelong excellence through competitive swimming.





# What other LSCs are saying

**Montana:**

**Vision:**

Montana Swimming:

Big Sky. Big Dreams. Big Success

**Mission:**

Montana Swimming, united in service, achieving excellence in and out of the pool.





# What other LSCs are saying

## Central California:

### Vision:

Central California Swimming – DARE to be great!

DIVERSITY    ACCOUNTABILITY    RESPECT    EXCELLENCE

### Mission:

Central California Swimming provides opportunities for excellence through diversity, accountability, and respect.



# What other LSCs are saying

## Michigan:

### Vision:

Pure Excellence



Made in Michigan  
Swimming

### Mission:

Michigan Swimming inspires excellence through education and develops integrity in a fun, inclusive environment.



# What other LSCs are saying

## INDIANA

### Vision:

Growing Champions. Inspiring Dreams.

### Mission:

Indiana Swimming inspires excellence through progressive, innovative programs and partnerships.



# What other LSCs are saying

## Connecticut:

### Vision:

Connecticut Swimming...better life through swimming

### Mission:

Connecticut Swimming promotes the enjoyable pursuit of excellence in swimming and in life through competition and education.



# What other LSCs are saying

## Maryland:

### Vision:

Swimming, the sport of choice for Maryland

### Mission:

Competitive swimming develops skills for life-long success.

Maryland Swimming provides opportunities to *participate and* reach your full potential.



# What other LSCs are saying

**Maine:**

**Vision:**

Maine Swimming: You CAN get there from here!

**Mission:**

Maine Swimming promotes excellence by providing competition and resources to support, educate, and empower its members.



# What other LSCs are saying

**Ohio:**

**Vision:**

A.D.M.I.R.E. Ohio:

Leading the country in developing fast swimmers.

**Mission:**

Ohio Swimming provides leadership and support to coaches, volunteers and swim programs that maximize every swimmer's potential for excellence.



# Core Values

A list of words that describe the characteristics, ideas and concepts that are valued

*“What is our code of conduct- how do we interact with our colleagues, members, and the public?”*





# Minnesota Swimming Core Values *Affirmed*

- Integrity
- Sportsmanship
- Excellence
- Fun





# Minnesota Swimming Mission Statement *Revised*

*Current:* *To serve athletes and the swimming community by providing great experiences in and out of the water*

*Revised:* *To provide athletes and the swimming community meaningful experiences in and out of the water.*

*Moving Forward:*

*The word “athlete” will be revisited after new Mission from USAS. Consider replacing athlete with children. Maybe include the word oversee.*

*Revisit at June BOD meeting.*



# Minnesota Swimming Vision Statement *Affirmed*

**Current: *To lead youth sports in participation, opportunity, performance. and service.***



# Minnesota Swimming Strategic Framework

**Core Values: Integrity, Sportsmanship, Excellence, Fun**

**Vision: *To lead youth sports in participation, opportunity, performance, and service***

**Mission: *To provide athletes and the swimming community meaningful experiences in and out of the water.***



# Existing Strategic Plan: 2013-15

## *What are the key strategic priorities?*

- ✓ Cultural identity of Mns swim around our core values (Integrity, Sportsmanship, Excellence, Fun)
- ✓ Club Development
- ✓ Business & marketing plan to invest in the sport
- ✓ Pool facility development
- ✓ Organizational & business continuity
- ✓ Relationships with complementary organizations

## *How are we doing?*

Report Card Assessment

## *What do we want to keep?*





# Existing Strategic Plan: 2013-15

**On your Report Card document, individually classify each initiative in one of the following categories:**

- **Completed; is now part of our procedures & culture**
- **Let's Keep Working on This**
- **No Longer a Priority**

**Discuss your Report Card Assessment at Your Table**

**Tabulation of Recommendations**





# Existing Strategic Plan: 2013-15

## Existing Strategic Plan Initiatives to Remain in New Plan

### **CULTURAL IDENTITY:**

Participants determined that all the initiatives under this priority have been completed and incorporated into the day-to-day culture of the LSC.

### **CLUB DEVELOPMENT:**

Participants determined that all initiatives from this priority should be carried over into the 2018 strategic plan.



# Existing Strategic Plan: 2013-15

## Existing Strategic Plan Initiatives to Remain in New Plan

### **BUSINESS & MARKETING PLAN:**

Participants determined that all initiatives from this priority should be retired/sunsetted.

### **ORGANIZATIONAL & BUSINESS CONTINUITY**

Participants determined that two initiatives from this priority should be carried over into the 2018 plan.

They are:

Develop LSC Committee Structure  
Rules & Regulations Task Force

All other initiatives were designated as completed.





# Existing Strategic Plan: 2013-15

## Existing Strategic Plan Initiatives to Remain in New Plan

### **POOL FACILITY DEVELOPMENT**

**Participants determined that all initiatives from this priority should fall under the jurisdiction of the General Chair with updates outlined in reports to the board.**

### **RELATIONSHIPS WITH COMPLEMENTARY ORGANIZATIONS**

**Participants determined that all initiatives from this priority should fall under the jurisdiction of the General Chair.**



# Let's take a break





# Strategic Thinking

We are MNswim.

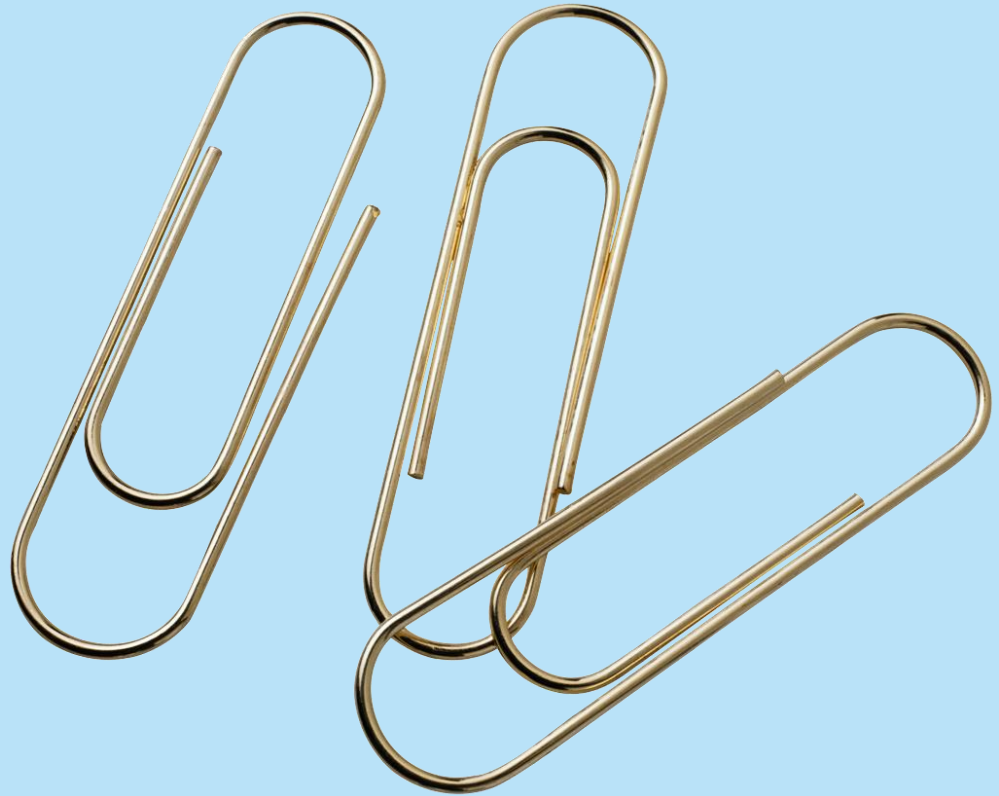
Integrity. Sportsmanship. Excellence.

**We're in. Are you?**

USA SWIMMING | MINNESOTA SWIMMING

Learn more at [MNswim.org](http://MNswim.org)

And... Fun!

A blue banner for Minnesota Swimming. The top half features a photograph of three swimmers underwater, smiling and waving. The bottom half contains text and logos. A red circular sticker with the text "And... Fun!" is placed over the bottom right of the photo.



# When an LSC thinks strategically...

## The Board of Directors:

Provides leadership that focuses your LSC on the same goals.

Utilizes tools that allow the LSC to function more effectively.

Shapes the future of the LSC, not just reacts to it.

Focus on  
Mission and Vision

Evaluate  
Performance

Understand  
Governance

**Effective  
Accountable  
Boards**

Practice Financial  
Stewardship

Plan  
Strategically

Operate  
Legally and  
Ethically



# What do you like about serving on the Minnesota Swimming BOD?

## SUMMARY OF RESPONSES

- Provide input into programming
- The people
- To make a difference  
Giving back to the sport
- Great conversation starter
- Opportunity to serve
- Everybody on the board really cares



# What you would change about the Minnesota Swimming BOD?

## SUMMARY OF RESPONSES

- Organization of meetings – who's voting and who's not voting
- Communication – between chairs, committees; committees don't talk on cross functional ideas; confusion over who is the point person
- Proposal form is confusing; how do you vote on a draft? Approval process needs to be followed or revised
- Committee meeting agendas aren't being posted the required 6 days
- What are the goals for competitive excellence? Board decisions must reflect goals.
- Make sure everything we're doing is for the kids. Providing those great experiences.
- Think of board as a leadership team; speak with one voice.
- Struggle with speaking as one voice.
- Are we a strategic or management board?
- What kinds of decisions should the board be making?
- Board/staff communication.
- Confusion over board/staff roles.
- How do we make improvements? What's the process?



# The Role of the Board

## Set Direction:

Determine Mission and Purpose

Ensure Effective Planning

## Ensure Resources:

Select Staff

Financial Resources

Build a Competent Board

Enhance Standing of the Organization

## Provide Oversight:

Strengthen Programs and Services

Protect Assets

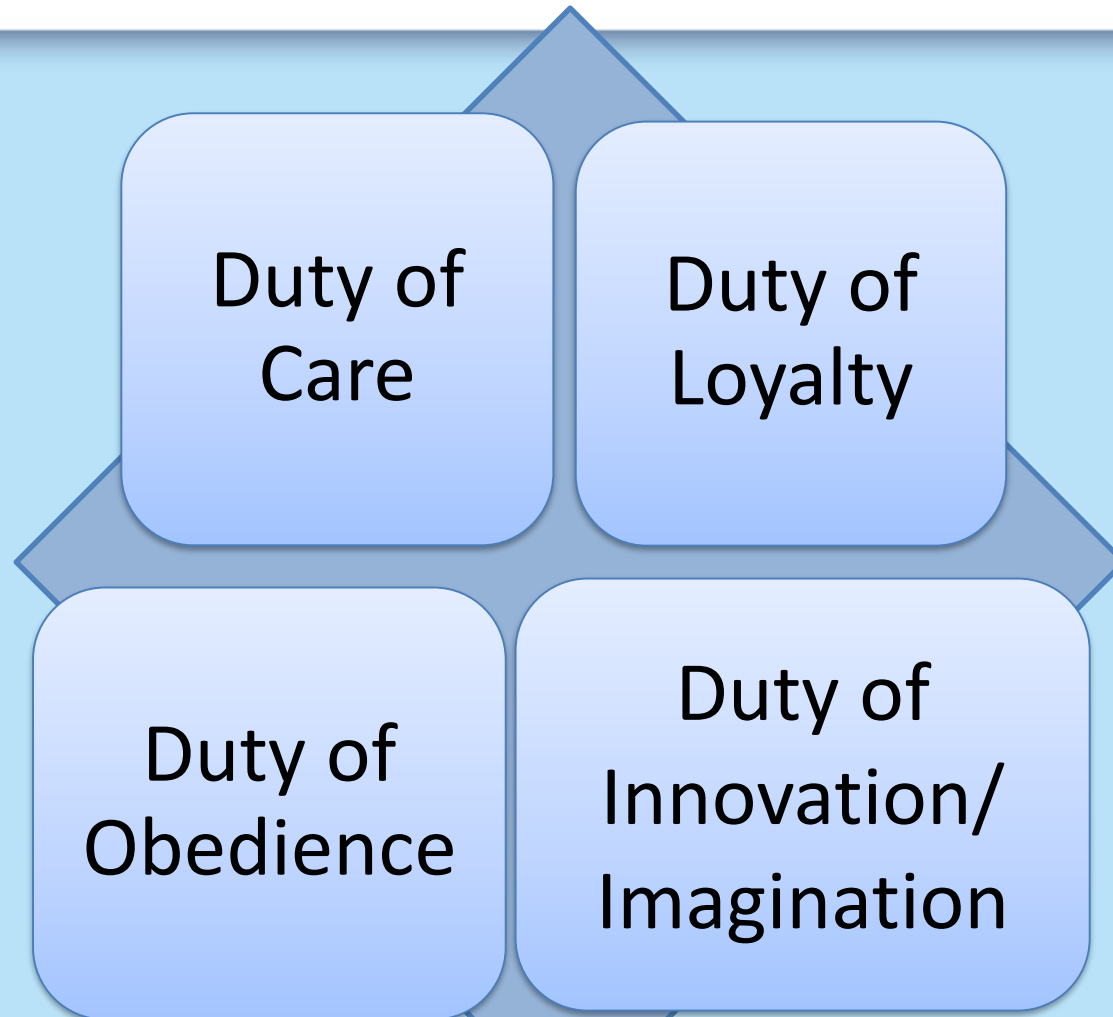
Ensure Legal and Ethical Integrity

Support and Evaluate Staff





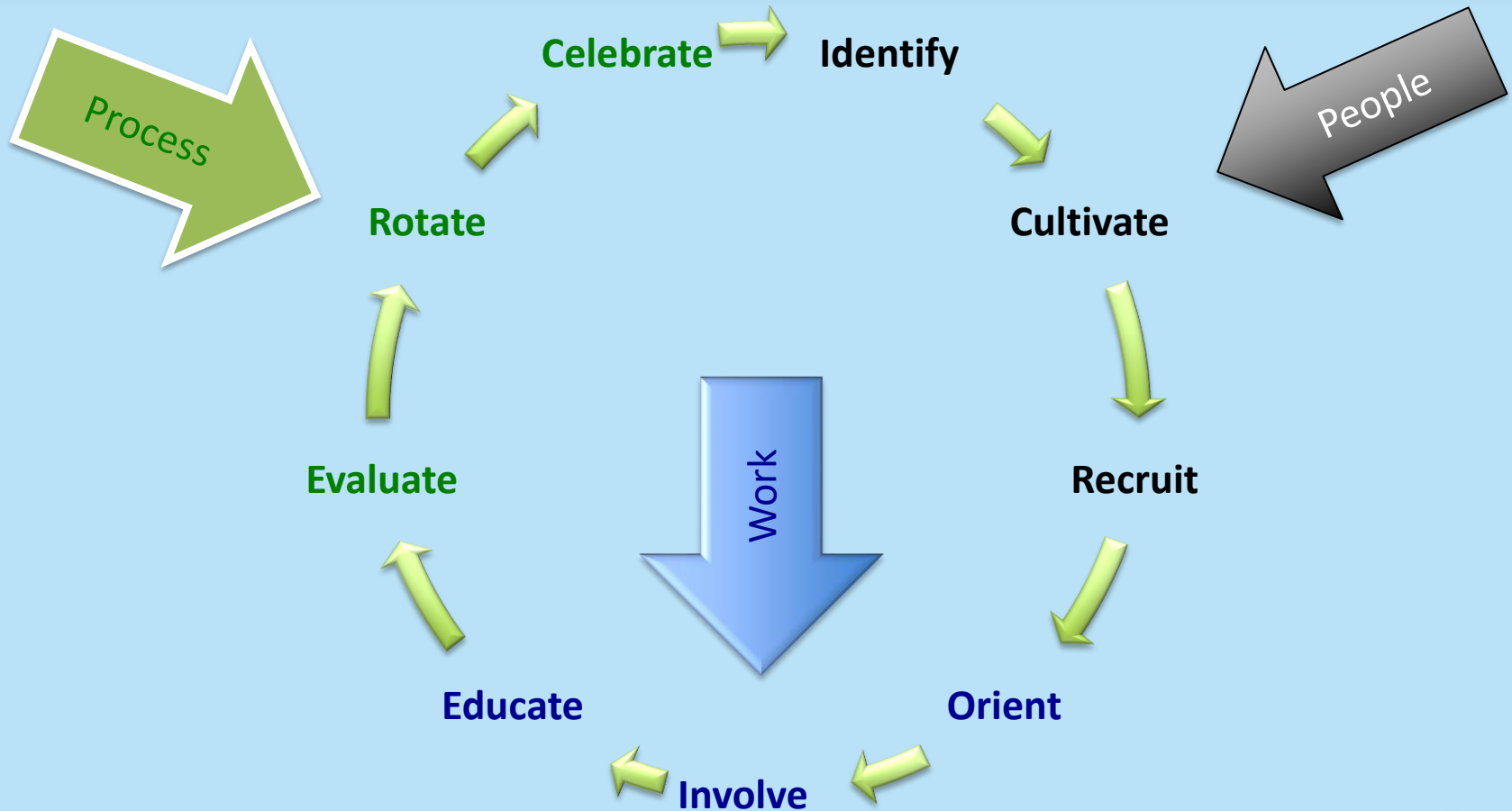
# Board Members' Legal Obligations



These duties may not be delegated away.

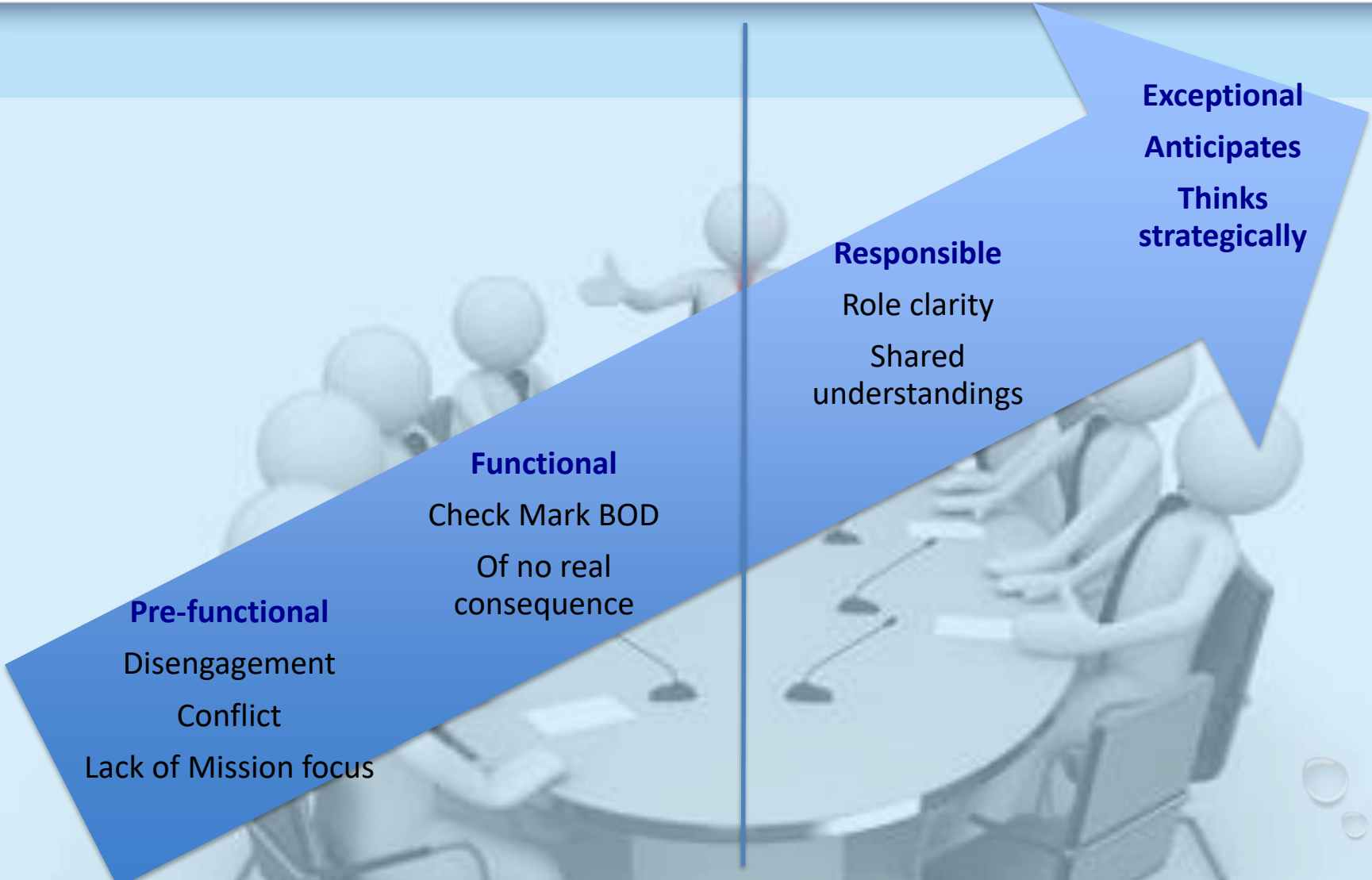


# The Board Building Cycle





# The Goal is More Effective Boards





# Things you can do right now to improve your BOD

Understand  
the purpose  
of meeting

Use a  
consent  
agenda

Activate your  
Governance  
committee



# The purpose of meeting

The  
Purpose  
of a  
meeting

## To have mission-focused, strategic discussions

Organizational Planning  
Oversee/monitor strategic plan  
Monitor/assess programs and services

Uphold legal and ethical duties  
Care  
Loyalty  
Obedience



# The Consent Agenda

The  
consent  
agenda

Allows time for Mission Focused  
discussions

Reduces discussion of  
details during the meeting

Maximizes time for  
strategic matters

Requires advance  
preparation and  
accountability of the BOD



# The Governance Committee

Activate  
your  
Governance  
committee

## Responsible for the care of the BOD

Keeps the BOD on Track:

- Bylaws/R&R/P&P
- BOD retreats/social

Responsible for:

- Getting the right people on the bus
- Ensures BOD diversity



# 3 Things you can work on to improve your performance

Activate your  
committees

Use an  
executive  
summary

Further refine  
your annual  
calendar





# Annual Calendar Planning Guide

Microsoft Word interface showing the 'Board Calendar Template' document. The ribbon includes Home, Layout, Document Elements, Tables, Table Layout, Charts, SmartArt, and Review. The document content is as follows:

Board Calendar Template

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>1. Meeting Schedule</b>												
General board meeting												
[Name] committee meeting												
[Name] committee meeting												
<b>2. Strategy Formulation</b>												
Strategic planning workshop												
Approve/Review strategic plans												
Approve/Review business plans												
Approve budgets												
• Concepts												
• Final												
<b>3. Strategy Implementation (Management Presentations)</b>												
Business unit, activity or function 1												
Business unit, activity or function 2												
Business unit, activity or function 3												
Business unit, activity or function 4 etc.												
<b>4. CEO</b>												
Finalise/review contract												
Approve performance KPIs												
Assess performance (half yearly)												
Assess performance (full year)												
Review remuneration												
Review succession planning												
Review senior management with CEO												
<b>5. Accountability</b>												
Financial reports												
• approve half year												
• full year results - management												
• review substantially audited full year												
• approve full year												
Full year results - commentary												
Approve full year forecast												
Annual report												
• concept / drafts												
• approved												

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# The Annual Calendar

Further  
refine your  
annual  
calendar

January- Mission Statement  
February-Nominations for elected positions  
March-Board evaluation  
April-Budget development/presentation  
May-Budget approval  
June-Program and Services evaluation  
July-Staff evaluations  
August-Communication review  
September-Strategic Plan/Leadership Retreat  
October-Bylaws and legal document review  
November-Wrap-up  
December- Board social event

- Align business to meet BOD needs
- Add or eliminate meetings



# High Performing Volunteer Team Behaviors

## TEAM MINNESOTA!

Team goals  
override  
individual  
goals

Shared goals tied  
to the mission

Progress  
dictates  
changes in  
process

Doesn't make the  
same mistake  
twice

Shared  
decision-  
making  
leadership

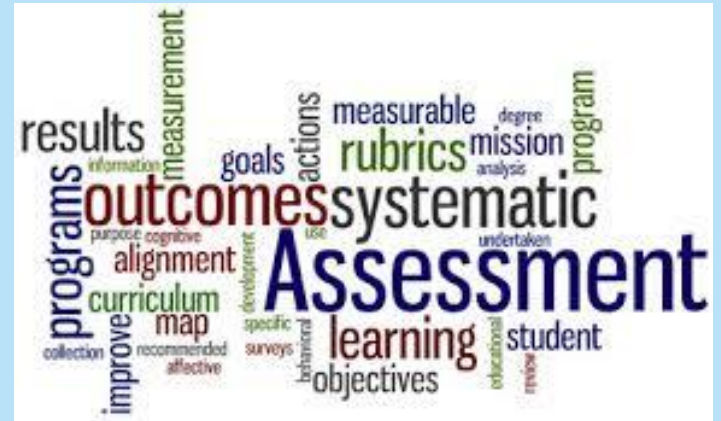
Clear  
understanding of  
roles and  
responsibilities



# Assessing the Organization

## EVALUATE & ASSESSE

- Stated Goals
- Performance
- Mission Success
- Board Self Evaluation





# Evaluate & Assess

## Why Self-Assessment?

*Even if you are on the right track, you'll get run over if you just sit there.*

- Will Rogers



*Change is always a threat when it is done to people, but it is an opportunity when it is done by people.*

-Rosabeth Moss Kanter



# Minnesota Swimming BOD Self-Assessment

Task	Does Well	Needs Work
LSC Mission:		
Relationship with Staff		
Evaluation of Programs		
Fundraising		
Financial Oversight		
Strategic Planning		
BOD Orientation		
Public Relations		
Board Operations		
Liability/Risk Managements		



# Let's take a break





# Minnesota Swimming BOD Self-Assessment Results

Task	Does Well	Needs Work
LSC Mission:	12	2
Relationship with Staff	7	7
Evaluation of Programs	0	14
Fund Raising	2	12
Financial Oversight	12	2
Strategic Planning	5	9
BOD Orientation	13	1
Public Relations	4	10
Board Operations	4	10
Liability/Risk Managements	10	4





# COMPLETING THE FRAMEWORK FOR SUCCESS



## PLANNING THE FUTURE OF MINNESOTA SWIMMING'S BOARD





# TEAM ACTIVITIES

**What are some “quick fixes” for the MSI Board of Directors to improve its effectiveness and performance over the next 12-24 Months?**

***Creating a Joyful Board Experience***



# TEAM ACTIVITIES

## Summary of Board Quick Fixes

1. Increased use of technology across all LSC Business – JB to lead
  - Use Doodle to schedule committee meetings
  - Zoom meetings for committees
  - ICS file for calendar - JB
2. LSC backing for meet hosts to enforce current membership requirements at meets: John R., Meet Director, Meet Referee  
Ex: unregistered coaches on deck; checking Deck Pass at all meets; entire board and staff to help educate clubs
3. Construct tools to better evaluate LSC programs – Bob & Governance Committee to lead (longer project)



# TEAM ACTIVITIES

## Summary of Board Quick Fixes

4. Increase Committee Effectiveness – Luke, Bob, & JB (tech pieces)
  - Conduct a committee chairs' training session
  - Each committee to construct a mission statement to guide them
  - Empower committees to make decisions
  - Define committee and staff parameters
  - Increased use of technology by committees for calendars, meetings, etc.
  - AG, SR, and Tech Planning working as a unit – maybe make up a Sports Performance Committee
  - Standing committee interaction in committee chair planning – cross assignments (liaisons) on committees (get away from silos)



# TEAM ACTIVITIES

## Summary of Board Quick Fixes

### 5. Board Effectiveness - Luke

- Board policy to require BOD reports by Thursday at 4:00 PM or not; create a standard template for report.
- Use table tents at board meetings to help distinguish voting and non-voting participants; put mission and vision on back as constant reminders when making decisions. - Sheryl

### 6. Enhanced LSC Communication

- Deliberately plan to communicate across multiple platforms and multiple contacts in clubs- Cassy
- Construct a communication strategy – Sandra, Bob, Webmaster



# Congratulations!

It's time to celebrate Team Minnesota!

