



Indiana Swimming Board of Directors & Staff Retreat (2017-2020)

The Indiana Swimming Board of Directors retreat (2017-2020 quad) was held on Saturday and Sunday, September 30 and October 1, at the Indianapolis Marriott North. The strategic planning session was facilitated by Rose Snyder of Rose Snyder Consulting.

Participants were as follows: Tom Johnson (General Chair); Gregg Mudd (Admin Vice Chair); Lucy Duncan (Budget & Finance Vice Chair); Alec Haley (Coach Rep); John Gibson (Senior Vice Chair); Mike Chapman (Age Group Vice Chair); Marianne Walling (Technical Chair); John Hiester (Officials Chair); Adam Jasiak (Athlete Rep); Madison Wickholm (Athlete Rep); Brad Jacobs (Athlete Rep); Sarah Jacobs (Athlete Rep); Paul Stauder (Safe Sport Coordinator); Mickey Smythe (Secretary); Christopher Craig (Region 1 Rep); Chad Bohnke (Region 2 Rep); Jim Voss (Region 1 Coach Rep); Charles Grace (Region 2 Coach Rep); Jessica Boardman (Region 3 Rep); Fran Werner (Region 4 Rep); Paul Stockett (Diversity & Inclusion Coordinator); Joe Keller (Incoming Senior Chair); Ben Sutton (Incoming Region Coach Rep); Brad Dumbauld (Incoming Admin Vice Chair); Roch King (Staff – Sport Development Director); Michele DeLuna (Staff – Membership Coordinator); and Arlene McDonald (Staff – Interim Executive Director).

The following summary of the Indiana Swimming 2017 – 2020 Strategic Framework was developed at the retreat to guide the LSC board and staff throughout the quad.

Indiana Swimming 2017 – 2020 Strategic Framework

Vision: Growing Champions and Inspiring Dreams

Mission: Indiana Swimming inspires excellence through progressive and innovative programs and partnerships

LSC BHAG: Indiana Swimming is the number one LSC in the country.

Strategic Initiatives:

- Leadership: Staff & Board: Tom, Charles, Christopher, Lucy, Madison, Mickey
- Membership: Paul Stockett, John H., Gregg, Fran, Michele, Jessica, Sarah
- Performance: Mike, Jim, Alec, Marianne, Joe, John G., Roch
- Sustainability: Ben, Chad, Brad D., Brad J., Paul Stauder, Adam

Leadership BHAG: The board of Indiana Swimming will be innovative and strategically focused empowering staff, committees, and volunteers to execute the vision.

- **The Board:** The board will operate as a heads up, opportunistic entity.
- **Working staff:** A world class staff reporting to the board and leading highly functional committees.
- **Volunteers:** The board and staff will engage with its membership and business leaders throughout the LSC to develop a pool of volunteers.

Membership BHAG: Create sustained growth in the following membership areas: clubs, athletes, coaches, and officials.

- **Recruitment:** Inspire and support clubs to recruit members who learn to love the sport.
- **Retention:** Build a culture of inclusiveness that inspires life-long participation.

Performance BHAG: The Board of Indiana Swimming will be innovative and strategically focused empowering clubs, coaches and athletes to strive, thrive and arrive.

- **Athletes:** Develop the athletes to achieve at the highest level in and out of the pool.
- **Clubs:** Educate and mentor clubs to develop their plans of excellence.
- **Coaches:** Mentor and educate club coaches so they can support and grow their athletes and clubs

Sustainability BHAG (External): Indiana Swimming has dynamic relationships with external entities that allow 100% of member contributions to support programming, services, and development.

Sustainability BHAG (Internal): Indiana Swimming is committed to organizational sharing of ideas among member entities to achieve replicable and sustainable success.

DETAILS FOR EACH STRATEGIC INITIATIVE

LEADERSHIP:

- **BHAG:** The board of Indiana Swimming will be innovative and strategically focused empowering staff, committees, and volunteers to execute the vision.
 - **The Board:** The board will operate as a heads up, opportunistic entity.
 - Reshape and reimagine our governing documents
 - Establish and implement recruiting, orientation, and training programs that ensure board members are strategically focused.
 - **Working staff:** A world class staff reporting to the board and leading highly functional committees.
 - Board will design and implement staffing needs
 - **Volunteers:** The board and staff will engage with its membership and business leaders throughout the LSC to develop a pool of volunteers.
 - Reshape and reimagine committee composition and structure
 - Programming for inclusion of semi-independent volunteers to enrich committees by including people who have a connection with swimming, but whose thinking is not entrenched in the way we already do things.

MEMBERSHIP

BHAG: Create sustained growth in the following membership areas: clubs, athletes, coaches, and officials.

Goals:

1. Athletes
 - a. Grow the Base – grass roots
 - i. Summer leagues
 - ii. Indy Aquatic Alliance (develop this)

- b. Retention
 - i. **Study of our metrics (churn rate, by length, age, etc)(attrition)**
 - ii. Camps program extensions
 - iii. Alternate meet formats
- c. Diversity & Inclusion
 - i. Remove the barriers
 - ii. Grants
- 2. Clubs
 - a. Educating club boards – CLBMS
 - b. Shared services
 - c. **Needs - What issues are they having with membership? (club, new, retention, diversity, coaches, officials)**
- 3. Coaches
 - a. Development of the next generation
 - b. Diversity in coaches
- 4. Officials
 - a. Diversity in officials

PERFORMANCE:

BHAG: The Board of Indiana Swimming will be innovative and strategically focused empowering clubs, coaches and athletes to strive, thrive and arrive.

Athletes: Develop the athletes to achieve at the highest level in and out of the pool.

- Continue current camps
- Best time at highest level meet
 - Olympic Trial – double the national average improvement on entry times
 - Scale the championship level meets appropriately
- increase awareness, eligibility, and applicants in Scholastic Achievement program
- transition athletes from wet to dry side

Clubs: Educate and mentor clubs to develop their plans of excellence.

- educate how to use available tools
- explain how to assist coaches and club growth
- help develop a succession plan
- convey availability of resources
- achieve 100% club recognition

Coaches: Mentor and educate club coaches so they can support and grow their athletes and clubs.

- increase involvement and participation in USA clinics and webinars
- educate and train on using club development resources
- increase access to mentors/mentoring

SUSTAINABILITY:

- Look for different sources than we would traditionally seek at a grass roots level to increase the availability of water around the state:
 - Partner with:
 - Municipalities
 - Private clubs
 - YMCA

- Create a “Save a Spot” program:
 - Big clubs literally save a spot (e.g. 10% of available participant rosters are reserved for small clubs that otherwise would not be able to participate)
 - Small clubs would send athletes to participate as well as a few volunteers
 - The benefit to the smaller club is the learning that takes place that the small clubs otherwise would never have exposure to
- Partner with Big Brothers/Big Sisters to promote diversity/sustainability
 - Utilize available and interested athletes and volunteers to teach kids to swim; promotes the sport and provides a community service
- Look for different sources of funding than we have traditionally sought:
 - Sources may include:
 - Hospitals:
 - Does IU Health make sense because they already have an affiliation with swimming.
 - Could we approach them to be a “title sponsor” and provide (e.g. \$100,000) funds to endowment for programming expenses
 - Major corporate sponsors:
 - Airline (Southwest)
 - Anthem
 - Salesforce
 - Lilly
 - Roche
 - IMS – All great races come to Indy is already our tagline, why not take advantage of and build a relationship with IMS; look for opportunities to take advantage of having IMS
 - Selected siloed providers chosen for specific products/services for which they become the “exclusive” Indiana Swimming provider in exchange for reduced fees for goods or services or funding/donations to Indiana Swimming.
 - Create “business incubators” – what other revenue generators can we harness around the state, what knowledge can we export, what services can we exclusively sell, promote
- Create “how to” videos in various aspects of meet operations
 - Share best practices across the LSC utilizing technology (e.g. YouTube videos)
 - This is a relay card and how to fill it out....
- Create Mentoring Group
- Create “Sampler Program”
 - New volunteers get to sample each job around the pool (e.g. timers, marshals, hospitality)
- Create Small Club Meet at Natatorium
 - Have experienced volunteers helping inexperienced/less experienced host a meet for the opportunity to bring mentors in with experience in various aspects of meet operations
 - We need a professional Social Media person

Additional Ideas/Discussion:

- 25% growth
- Exceed state memberships in every type of demographics - outreach
- Diversity in coaches and officials
- Foster the development of all swimmers....
- When we loose kids (11-14 girls)
- ENGAGE PARENTS
 - How to make meets more fun
 - Engage parents and they will re-invest.

Alliances: IPS, Sigma Gamma Rho, Indy Parks, Etc.

SWOT Analysis – Summary of Responses:

Strengths:

Detail Oriented
No infighting
Cooperative 3
Working Board
Willing to Talk
Geographic Diversity
Athlete Support
Great Facilities 3
Hosting elite level meets 2
Experienced leadership
Good people
Partnership with IHSAA 2
Coach leadership
Natatorium
College swimming
Camps Program
Performance

Weaknesses:

Working Board;
Not Visionary; way we've always done; needs to be more strategic - 3
By the Book
Lack of Ethnic Diversity
Lack of Transparency
Lack of Communication & amongst committees
Sidebars at Meetings
Lack of Support at Grass Roots
Discouragement of participation
Progress has plateaued
Lack of fundraising
Use of technology
Involving athletes in the growth of the LSC
Distribution of work load 2
Lack of representation in SE and largest club
Taking success for granted
Meet host/officials' relationships

Opportunities:

Growth through diversity 3
Mentoring 2
Utilizing older athletes with younger
Getting underserved populations excited
Growing safe sport
Summer league/swim lessons converting to USAS 2
Utilization of elite athletes & professional athletes
Board/Staff Relationships
Education about technology
Ability to get more people involved
Focus on grass roots – local issues

Create a position for whatever our leader looks like
Become more inclusive
Better Communication – dissemination of information
Better Use of Regional Representatives
Clearly defined staff and volunteer roles
Sponsorships/VIK

Threats:

Focus more on elite rather than grass roots 2
Schools cutting swimming
Lack of board orientation
Lack of parent involvement
Retention
Sustainability and growth of programming
Diversity of clubs – so many different types of clubs
Succession plan for leadership
Perceived “loss of power” for groups or individuals
Balanced school calendars
Losing great coach leadership because of retirements/relocation
Tunnel Vision – focused on your role rather than ISI as a whole
Current budget threatens our creativity
Tech suits
Uneducated club boards