



New England Swimming Strategic Plan March 2021

KEY AREA: MEMBERSHIP					
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Educate new and existing coaches and registrars on best registration and membership practices	Offer two registration workshops per year. One in September and one in the spring	<p>Market the workshops</p> <p>Ask coaches and registrars about what information they want included in the workshop</p> <p>Schedule the workshops</p>	<p>Send emails to all team coaches and registrars</p> <p>Include on LSC calendar</p> <p>Post on LSC website</p> <p>Email coaches and registrars to ask for ideas for topics</p> <p>Keep track of most asked questions</p>	LSC Registrar	<p>Fall 2021</p> <p>Spring 2022</p>
	Utilize a New Coach Packet to ensure that all coaches are receiving the same information as they register	<p>Update New Coach Packet of Information</p> <p>Distribute Coach Packet as coaches and teams register</p>	<p>Ask three to four coaches to read current packet for their feedback</p> <p>Follow up with coaches every three to four months to see what new questions they have</p> <p>Continue to email the packet out when coaches register</p>	LSC Registrar	<p>Every 6 months</p> <p>Ongoing</p>
	Engage coaches and registrars to evaluate and update information as it changes and is needed	<p>Survey coaches and registrars</p> <p>Continuously read and stay up to date on USA Swimming newsletters and information to ensure the correct and updated information is getting included.</p>	<p>Create small survey</p> <p>Create email to send out every 3-4 months</p> <p>Read USA Swimming newsletters and attend monthly zoom meetings and all workshops offered</p>	LSC Registrar	Ongoing
	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones

STRATEGIC GOAL					
Athlete Retention	Present membership retention numbers, by category, to the Board of Directors at each board meeting. Annually calculate retention rates for each category	Create board reports with stats to include in every consent agenda	Run the registration numbers and reports Calculate retention numbers Present to BOD in consent agendas	NES Registrar	Monthly and yearly basis
	Collaborate with the DEI committee to run learn to swim days and other clinics to get kids interested in swimming.	Set up a yearly calendar with 2 scheduled Learn To Swim days. Schedule other clinics as availability presents itself	Set dates for 2 clinics Solidify pool space for clinics- one inside, one outside? Market Clinics through Social Media and team outreach Gather equipment and supplies, giveaways, etc for the events	NES Registrar DEI Chair DEI Athlete Committee Athlete Committee	January to set calendar Spring End of Summer for clinics
	Work with Technical Committee and Meets Director to ensure meets are staying within the 4-hour session rule	Check meet timelines in every meet backup file and every post -meet results file	Inform meet hosts when their meet is over subscribed. Inform meet hosts of penalties involved if their meets go over the timeline	Competition Manager Technical Committee Chair	Ongoing
	Work with meet hosts to plan fun themed meets and to make NE sponsored championship meets fun and exciting	Designate 2-4 meets/ year as fun themed meets Market the meets Create a survey to determine theme ideas and to evaluate from meet to meet.	Work with Calendar Committee and Athlete Committee to determine meets with themes Work with meet hosts to come up with theme ideas, give-aways, and programming Create a survey to evaluate meets	Competition Manager Registrar Office Staff Meet Hosts with NE Swim bids	January End of Short Course Season (March) End of Long Course Season (July/August)

STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones`
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Educate the New England Community (families) on LSC practices, policies and updates	More people engaging in volunteering for committees and officiating	Host all NES Town Hall 2x per year on zoom	Organize the Town Hall format and power point. Invite guests from NE LSC and USA Swimming	Registrar Office staff	Two times a year, one before SCY and one before LCM season
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STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Increase communication to all levels of NES membership	Set up Family Newsletter Schedule	Create a survey to find out what information families want to receive from us. Set up template for uniform marketing and language each time	Keep Constant Contact email groups up to date	Registrar NE Office	Bi monthly Newsletters
	Collaborate with the Officials Committee to create user-friendly materials for all of our Officials in regards to registrations and their requirements and expectations. Streamlined communication	Meet with the Officials Chair before each season to review the documents to be posted.		Registrar NE Office	Two times a year before seasons
	Create a coach newsletter with up to date information from USA Swimming and the NE Swimming office.		Keep Constant Contact email groups up to date. Collaborate with the Coaches Committee to ensure communication is hitting the targets and is relevant to what the coaches want/ need		Twice a year

KEY AREA: OFFICIALS

COMMITTEE MISSION STATEMENT: The purpose of the Officials Committee is to further the sport of competitive swimming by providing the highest quality of officiating needed for fair competition. The Committee shall oversee all of the training clinics, certification and tracking of New England Swimming Officials

STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Create Re-Cert Clinic presentations	have officials learn new information at re-cert clinics rather than review the same material they took 3 years ago	meeting to discuss goals	assign first draft	TBD	fall
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Streamline and clarify process of becoming official and requirement to maintain and advance	that new and re-certifying officials are less confused and less frustrated by the less than simple process to get and maintain their certification	update documentation on website that makes clear membership vs certification requirements to aid officials to understand requirements with less confusion	update documentation to more streamlined/clear checklist for each level of certification	Betsy Russell	to be available on website as soon as possible - before LCM season starts - at least for new officials
		integrate the OC webpage into new TU site and make navigation easier	review current webpage and editorially decide what needs to move to TU site	Patrick Hunter and Jerry Carter with input/consent of entire OC	start in spring, done by fall
			migrate the content to TU site in a way that will be more accessible to new officials	Patrick Hunter and Jerry Carter with input/consent of entire OC	start in spring, done by fall
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Educate Officials to be as sensitive as possible to diverse constituency and make athlete and non-athlete members feel welcome, heard and valued	Add material to website and training documents as appropriate. Follow up on request for support for "outreach" officials	have conversations with DEI committee, athletes, officials, coaches. work with DEI on Officials outreach	update training materials work with DEI/Board on outreach	TBD	

COMMITTEE: CALENDAR AND MEET MANAGEMENT

KEY AREA:					
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Develop Quad Plan for Championship meets	Keep Championship meets/Championship schedule consistent with age/progression. Secure facilities, set schedule for coming years, benefit all levels, be consistent with Eastern Zone and USA Swimming.	Follow up with facilities, develop relationships with them. Work with both Senior and Age Group Chairs, also Coach Reps. Have the right number of Regionals/Silvers, etc,	Find the best weekends and create the ideal meet criteria that all hosts are on board with	Admin. Vice Chair, Develop & Performance Chair, both Age Group & Senior Chair.	
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Offer more variety of type meets to Calendar	More Trials/Finals meets that are feasible and cost less. More Age Group/10 & Under meets that are shorter. possible December Champ. meet for age group level as Seniors is.	Offer more incentives to meet hosts. Best use of facilities. Work with high school leagues and YMCA's on best uses of sharing facilities.	Come up with weekends that will work for hosts and facilities.	Admin. Vice Chair, Development & Performance, Age Group/Senior Chair, Coach reps.	

STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Successful 2021 Championship season for LCM <i>(with Covid)</i>	Set facilities that are outdoor, both SCY and LCM.	Work with Calendar Committee, Development & Performance Chair, AG Chair, Senior Chair, and Sanction Chair early enough for consistency.	Find the best facilities to us. Follow with what worked and what could not do with current 2021 SCY leaderboard and bring the best competition together.	Calendar Committee, Development & Performance Chair, AG Chair, Senior Chair, and Sanction Chair	end of SCY season

KEY AREA: Competitive Advancement Long Term					
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Evaluate Qualifying Times for Age Group Meets with a focus on creating a more competitive LSC	Develop objective measure of qualifying times (i.e. power points, NAG Motivational Times)	Evaluate what measure is appropriate for our LSC		AG Committee/Times Ad Hoc Committee	
	Create tiered gradual change to qualifying times			Times Ad Hoc Committee	
	Develop 3 year qualifying times plan			Times Ad Hoc Committee	
Silver Championships move to Trials/Finals format for 11 & Over; Create virtual combined results		Develop timeframe for move		AG Committee	
		Identify additional Sites	Reach out to potential new hosts	AG/Calendar Committee w office help	
		Create viable unified event order		AG Committee with Meet Host Help	
Senior Quad Plan Review	Identify gaps in competitive schedule; do we need a Spring Seniors? Senior Circuit?			Senior Committee	

	Determine if and when the LSC could host a Sectionals level meet			Senior/Calendar Committee, potential meet hosts	
	Review Senior Qualifying Times			Senior Committee/Times Ad Hoc Committee	

KEY AREA: COACHES

COMMITTEE MISSION STATEMENT: To listen to and advocate for the interests of the New England coaching community, by first and foremost supporting the mission statement of the New England LSC.

STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS & TASKS	WHO? Responsible Party	WHEN? Deadlines/Milestones
Keep coaches well informed about all committee meetings.	Ensure all meetings are announced in a timely fashion, with meeting objectives being outlined in advance.	Pick a set time to make meeting announcements, and include the agenda for the meeting in advance.	Senior/Junior coach rep set meeting time/date and draft agenda. Sent to Carol for posting to website.	Meetings should be announced one week in advance, agendas should be posted 2 days in advance or the Monday prior to meeting.
	Make sure meetings are announced in the same places and make that clear to coaches.	Make a list of which places to list meetings (NE website, Facebook, email, etc.) for future reference.	Senior and/or Junior coach rep decide where to post.	Meetings should be posted to chosen outlets one week in advance. Agendas 2 days or the Monday before.
	Increase communication between committee members and coaches local to their area who are not on the committee.	Appoint key people in each region who want to "spread the word".	Interested committee members from different regions of the LSC. Senior and Junior reps.	Continuous. Especially important the week between announcement and meeting.
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS & TASKS	WHO? Responsible Party	WHEN? Deadlines/Milestones
Clearly define the Senior and Junior Coach Rep roles.	Create a "job description" for each role, including a list of responsibilities for both.	Compile a list of duties and tasks performed by both roles over the last year.	Senior and Junior reps should do this together.	Before our next vote this spring.
	Ensure coaches interested in the position are clear on roles.	Talk about it at HOD and coach committee meeting.	Senior and Junior reps should do this together.	Continuous. Important at HOD.

Enhance coach learning opportunities.	Introduce more workshops/clinics for coaches. Focus on opportunities within the LSC.	Reach out to national about opportunities already available. Speak with local coaches about creating a zoom network or interest on running these in tandem with the committee.	Senior/Junior coach reps, coach committee, all NE coaches.	Continuous.
	Improve and promote the coach mentor program.	Talk about it at HOD. Word of mouth on pool deck. Reminders on Facebook. Reach out to coaches you know are new or are looking to improve in specific areas.	Senior/Junior coach reps, coach committee, all NE coaches.	Continuous.
	Develop incentives/reimbursements for ASCA participation and achievement.	Meet with committee about ideas. Look at what is already available with ASCA. Create policy on reimbursements.	Senior/Junior coach reps, coach committee, Finance, BOD	Would like to have something in place by September.
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS & TASKS	WHO? Responsible Party	WHEN? Deadlines/Milestones
Create an easy process for bringing in new coaches.	Outline the credential/certification process in an easy to access place.	Create PDF/WordDoc/video streamlining the first time coach registration process. Include this on NE coach section of website.	Senior/Junior reps, coach committee. Carol to post. Any BOD members can contribute.	Would like to have something in place by September.
	Create or share beginner workshops/clinics.	Reach out to national about opportunities already available. Speak with local coaches about creating a zoom network or interest on running these in tandem with the committee.	Senior/Junior coach reps, coach committee, all NE coaches.	Continuous.
	Promote coach mentor program.	Talk about it at HOD. Word of mouth on pool deck. Reminders on Facebook. Reach out to coaches you know are new or are looking to improve in specific areas.	Senior/Junior coach reps, coach committee, all NE coaches.	Continuous.

KEY AREA: ATHLETES					
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Engage whole NES community through Social Media	Acknowledge opinions	<ul style="list-style-type: none"> - output polls/questions for feedback and general questions - make clear that communication/feedback is appreciated and encouraged 	<ul style="list-style-type: none"> - post interactive polls/questions regularly on social media platforms (Twitter + IG) - encourage feedback/communication in profile bio's 	Senior Athlete Rep (If other Junior or At-Large Rep sees DM/response first, respond to it for timeliness)	<ul style="list-style-type: none"> - At least once monthly: polls/questions - As soon as received/timely: DMs (with time allowance for preparation of response)
	Timely communication on events and activities within the LSC (+ USA swim)	- Post information on forum, news section, events, and activities	<ul style="list-style-type: none"> - keep followers up to date on all LSC news - address LSC goals and governance updates - repost content from other NE or other LSC social media pages 	Senior, Junior, and At-Large Reps (communicate to coordinate who's posting what)	- As necessary and timely as events/news arises
	Post additional, light content consistently	- brainstorm and post content other than events, activities, and news that is more fun, but still engaging	<ul style="list-style-type: none"> - brainstorm ideas with AEC - post consistently on social media platforms <ul style="list-style-type: none"> - Athlete IG takeovers - repost content from other NE or other LSC social media pages 	Athlete Reps + AEC	<ul style="list-style-type: none"> - At least once weekly - Do not congest posts/try to spread them out more evenly
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones

Athlete Community	Athlete Committee	<ul style="list-style-type: none"> - collect athletes - organize LSC athletes - orientation & advisory 	<ul style="list-style-type: none"> - create and distribute AEC member application (post to social media + website) - hold AEC elections - educate/mentor AEC - meet + communicate consistently - divide jobs as necessary/if necessary 	<ul style="list-style-type: none"> - Senior and Junior Athlete Reps - AEC 	<ul style="list-style-type: none"> - Applications open May 2 - Applications close May 15 - Official committee decided on by May 22 - meet at least once monthly
	Athlete Junior/Senior Athlete Rep transition	<ul style="list-style-type: none"> - spread word of new Junior Rep position - look for qualified candidates 	<ul style="list-style-type: none"> - create and distribute Junior Athlete Rep application (post to social media + website) - organize applications into candidate bios - Instagram live interviews - hold election (athletes vote) - educate incoming Junior Rep as current Senior Rep transitions out - current Junior Rep transitions to Senior Rep (automatically) 	<ul style="list-style-type: none"> - Senior and Junior Athlete Rep 	<ul style="list-style-type: none"> April 3-- applications close April 10-- candidate bios are returned to applicants April 17-- candidate bios are finalized by applicants and posted to the Instagram April 18-- Senior and Junior Rep send out questions for applicants to prep for interview April 24-- Candidate Interviews on Instagram live May 1-- voting and Junior Athlete Rep decided
	Athlete Events	<ul style="list-style-type: none"> - fun events with youngers (clinics, summits, mini-meets) - Top Ten Banquet - All Star Meet - Athlete Leadership Summit 	<ul style="list-style-type: none"> - keep social media updated/aware - contact organizations/parties necessary for planning 	<ul style="list-style-type: none"> - Athlete Reps + AEC (with respective jobs) - work in coordination with necessary board members/committees 	<ul style="list-style-type: none"> - meet as necessary (at least once monthly as a whole group) - hopes to create/host events at least twice a season (pandemic permitting)
	Athlete Hospitality	<ul style="list-style-type: none"> - advertise athlete reps - snacks and drinks - prize table? → distribute bag tags/meet accessories? 	<ul style="list-style-type: none"> - secure meet for hospitality - secure place for hospitality within the provided building/space - plan budget + item list - plan who/how items/goods are attained - plan table supervision 	<ul style="list-style-type: none"> - Athlete Reps + AEC - volunteers 	<ul style="list-style-type: none"> - championships (shoot for athlete hospitality available at however many meets necessary to include all ages) - ONLY if completely pandemic permitting

COMMITTEE: SAFETY

STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
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Develop a continuous quality improvement process for evaluation of report of occurrence data received	Development of a dynamic risk management process: Operational Risk Committee to actively look for trends and issues that need to be addressed in order to safeguard the safety of swimmers, volunteers and non-athlete members.	Analyze all NES reports of occurrence over the last 2 years, then continue to	Obtain last 2 years of information from USA Swimming in report form	Lisa Black Sholudko Bill Carline	April 1, 2021
		Review/ analyze data quarterly	Ensure quarterly reports are received and reviewed	Lisa Black Sholudko Bill Carline Carol Healey (if needed) Committee members as assigned	April 1, 2021 and ongoing
		Review/analyze data annually	Compile an annual report	Lisa Black Sholudko Bill Carline	Yearly date to be determined
		Address trends and issues noted, as needed	Analysis of data, development of plan to address noted issue(s) of concern	Committee members as assigned	Ongoing

KEY AREA: SAFE SPORT					
COMMITTEE MISSION STATEMENT: To educate, communicate policies to, and empower New England Swimming to create the best possible environments for all members.					
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
75% of clubs in the LSC should complete/pass SSRP	How many teams have completed SSRP?	Reach out again to teams who have begun but not finished the process	Clubs must complete the work	Committee/Anne	December 2021
	Find out how many clubs are registered for 2020-2021	Run Safe Sport enrichment workshops as requested	Schedule and run workshops	Caitlin/Anne Alden/Ellie for athletes	starting now, through Dec 2021
		Check on teams in the "started but not complete" category monthly	Check list from USA swimming, make calls	Anne	monthly through November 2021
STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Implement MAAPP 2.0	done or not done	Share new version	communicate revised policy to teams, offer phone or Zoom time	Committee/Anne	depends on USA Swim actual rollout date
All Meet Host Clubs SSRP	done or not done	Include column on Meet Calendar showing the SSRP symbol for those	communicate this recognition to Meet Hosts.	Committee Office Meet Staff	before Sept 1, 2021

		teams that have completed it	Offer help and encouragement to achieve		
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KEY AREA: Diversity, Equity, & Inclusion

COMMITTEE MISSION STATEMENT: The mission of NES DEI Committee is to create a culture of inclusion and opportunity for all throughout the territory of New England Swimming. We are committed to supporting and fostering diversity, equity, and inclusion among New England Swimming’s athletes, coaches, officials, members, and fans.

STRATEGIC GOAL: Increase DEI awareness in NES through digital platforms

MEASURABLE OBJECTIVES	ACTION STEPS/TASKS What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Increase following on social media platforms	Weekly posts on Instagram accounts Daily sharing of educational content from other creators Asking teams and followers to share account posts Revival of DEI Facebook page Sharing of IG content to FB page	Athlete sub-committee DEI Chair DEI Committee social media team	Ongoing
Increase presence on NESwim website	Create resource links on DEI page Share DEI events and announcements to main NES page	DEI Committee	April 2021 Ongoing

Explore idea of DEI incident submission form

Summer/Fall 2021

STRATEGIC GOAL: Create and develop educational opportunities available to all members of NES

MEASURABLE OBJECTIVES	ACTION STEPS/TASKS What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Provide accessible information to general NES public	Educational resources on NESwim website Monthly newsletter to LSC Announcements and statements to LSC email chain	DEI Committee DEI Athlete Sub-committee	April 2021 Spring 2021 Ongoing
Develop educational plan	Consult with Truclusion Educational plan for Spring/Summer 2021 Educational workshop plan for Fall 2021-Summer 2022	DEI Chair	Ongoing Spring 2021 Summer 2021
Create learning opportunities for NES athletes	Truclusion workshop Peer led workshop with Diversity in Aquatics fellows	DEI Chair, DEI Athlete Reps	Fall 2021

STRATEGIC GOAL: Begin work embedding DEI in all NES Programming

MEASURABLE OBJECTIVES	ACTION STEPS/TASKS What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Plan and execute outreach events for local communities	Water safety day events International Water Safety Day event Active participation, support, and involvement from BOD members	Athlete sub-committee BOD	Summer 2021 May 15, 2021 Ongoing
Create opportunities & events for current NES members	Opportunity for NES athletes to attend Multicultural meet Organize NES DEI Summit as a local event for NES athletes Opportunity for NES athletes to attend EZ Diversity Select Camp	DEI Chair, Committee, Athlete Sub-committee	Spring/Summer 2022, Annually Summer 2021 & Summer 2022 Summer 2021, Annually
LEAP: Use of Diversity Style Guide, Disability Language Style Guide, & Associated Press Stylebook	Working on better understanding of use and actionable items relative to these guides	USA Swimming to provide greater detail and guidance	Forthcoming, beginning upcoming workshop on 4/30 + 5/1
LEAP: Remove barriers for members to fully participate in LSC membership, competition, and other events without financial/participation burden	Outreach membership Meet fee reimbursement Equipment drive to support outreach swimmers	NES Office DEI Committee, Athlete Sub-committee, & NES Office	Established

	Para-motivational time standards for swimmers with disabilities to be utilized for meet qualification purposes	DEI Committee Members	Spring 2022
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STRATEGIC GOAL: Engage the NES Board of Directors, Leadership, & Staff to support and actively participate in DEI efforts

MEASURABLE OBJECTIVES	ACTION STEPS/TASKS What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/Milestones
Create pathways of open and interactive communication between DEI, BOD, and NES Leadership	<p>Open communication between DEI Chair & NES Office - Establish process for sending out DEI newsletters & announcements</p> <p>Collaboration between DEI Chair/Committee & other Committee chairs to begin integrating DEI to all areas</p> <p>Communication of DEI Athlete Sub-committee projects to BOD - Interaction and participation from BOD when asked</p> <p>LEAP: How BOD assures that DEI is embedded into all aspects of LSC</p>	<p>DEI Chair & NES Office staff</p> <p>DEI Chair & all NES committee chairs</p> <p>DEI Athlete Reps</p> <p>DEI Chair, NES Committee Chairs, NES BOD, NES Office Staff</p>	<p>As needed</p> <p>Ongoing - DEI goals in all strategic plans -</p> <p>Throughout & as projects occur</p> <p>Currently running DEI training for BOD in order become more aware of and educated on these matters</p>