



## UTAH SWIMMING BOARD OF DIRECTORS 2019 – 2023 STRATEGIC WORKSHEET: June 2021 Update



### Governance (Structure & Direction of LSC)

STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadline/ Milestones
<p><b>Next time we meet with Jane Grosser (Fall 2023) the BoD will be functioning at the <i>Responsible Level</i> of board function</b> (Levels = Pre-functional, Functional, RESPONSIBLE, Exception)</p>	<p>The Governance Committee becomes a functioning <b>Nominating Committee</b> by providing qualified candidates to the HOD for open BoD positions.</p>	<p><i>Done in 2020, continuing to build on in 2021</i></p> <ol style="list-style-type: none"> <li>1. Train Governance Committee in this role</li> <li>2. Establish annual timeline to ensure tasks happen when needed</li> <li>3. Lead Gov. Cmt. In Nominating role</li> </ol>	<ol style="list-style-type: none"> <li>1. Publish nominating calendar</li> <li>2. Follow nominating calendar</li> </ol>	<p>Governance Cmt (Stan)</p>	<p>Task Deadlines</p> <ol style="list-style-type: none"> <li>1. Jan. 2021 Through-out 2021</li> </ol>
<p><b>Board members know and fill their roles</b> The Board's Role:</p> <ul style="list-style-type: none"> <li>• <b>Set Direction</b> <ul style="list-style-type: none"> <li>• Determine Mission and Purpose</li> <li>• Ensure Effective Planning</li> </ul> </li> <li>• <b>Ensure Resources</b> <ul style="list-style-type: none"> <li>• Select Staff</li> <li>• Build a Competent Board</li> <li>• Enhance Standing of the Organization</li> </ul> </li> <li>• <b>Provide Oversight</b> <ul style="list-style-type: none"> <li>• Strengthen Programs and Services</li> <li>• Protect Assets</li> <li>• Ensure Legal and Ethical Integrity</li> <li>• Support and Evaluate Staff</li> </ul> </li> </ul>	<p><b>LSC Governing Docs</b> (Bylaws, P&amp;P, R&amp;R) are in compliance with USA Swimming, posted online, are congruent with current formatting, and do not have any needed updates more than 2 months old.</p> <p><b>Integrate Gov. Doc requirements into monthly "To Dos.</b> Make it easier for board members to be aware of their responsibilities outlined in the Gov. Docs.</p>	<p><i>Done:</i></p> <ol style="list-style-type: none"> <li>1. <del>Update Bylaws before 2020 HOD</del></li> <li>2. <del>Get policies required by USA-S Affiliation Agreement in place by 12/20</del></li> <li>3. <del>Get all current and proposed policies in new format and approved by board</del></li> <li>4. <del>Get consistent and timely way to develop, draft, discuss, pass, and post new policies.</del></li> </ol>	<ol style="list-style-type: none"> <li>1. (a) Working draft of GTC ready (b) Board gets GTC tasks monthly (c) Update &amp; revise GTC as needed.</li> <li>2. Work with appropriate committees to get input into policy proposals. Cathy Vaughan drafts policies then gives to cmt. to approve, then to board.</li> </ol>	<p>Governance Cmt (Cathy)</p>	<p>Task Deadlines</p> <ol style="list-style-type: none"> <li>1. (a) By end of 1<sup>st</sup> quarter (b) By May (c) Ongoing w/i 1 month of noticed need</li> <li>2. Starts in Jan. Completion: Before end of 2021</li> </ol>

	<p>Each Board Member:</p> <ul style="list-style-type: none"> <li>Receives standardized <b>orientation</b> when joining</li> <li>Is <b>partnered with a member of the Governance Committee for support</b></li> <li>Gets <b>monthly training @</b> board meeting</li> </ul>	<ol style="list-style-type: none"> <li>Develop standard orientation materials and process</li> <li>Develop monthly board mtg training curriculum and process</li> </ol> <p><i>Done:</i> Assign board members to mentoring partnerships w/ GG members:</p>	<ol style="list-style-type: none"> <li>(a) Add strategic plan to orientation materials. (b) Review to see if anything else is needed.</li> <li>Talk with Paul and make arrangements to bring in guest trainer(s) for extended board training 1-3 times</li> </ol>	<p>Governance Cmt 1. Susan 2. Mike G.</p>	<ol style="list-style-type: none"> <li>8/2021</li> <li>8/2021</li> </ol>
	<p><i>Done and Ongoing</i> Get more help to move Utah Swimming forward on strategic goals in 2021. <b>Activate committees:</b></p>	<p><i>Done</i> Every Committee meets at least 4 times in 2020 before the December board meeting.</p>	<p><i>Done</i></p> <ol style="list-style-type: none"> <li>Every committee which has not met since March 1, 2020 meets virtually in May. (Like via Zoom, conf. call, etc.)</li> <li>By the end of each cmt. Mtg., the next meeting is scheduled and share with all cmt. Members within 72 hr.</li> <li>Cmt Rosters posted by end of June 2020</li> </ol>	<p><u>Committee Chairs:</u> <del>Championship Meet Steering Cmt (Mike W alternates w/ AG Chair every year)</del> <del>Age Group (Tom) Athlete (McKay)</del> <del>Coaches (Shawn)</del> <del>DEI (Ezra)</del> <del>Executive (Paul)</del> <del>Finance (Shane)</del> <del>Gov Cmt (Cathy)</del> <del>Officials (Alicia)</del> <del>Safety (Mo)</del> <del>Senior Swimming (Mike W)</del></p> <p><u>Cmt. Board Liaison:</u></p>	<ol style="list-style-type: none"> <li>5/31/2020</li> <li>Within 72 hours of each cmt. Mtg.</li> <li>6/30/2020</li> </ol>

<p><del>Done</del> Clarify who we are. "Utah Swimming is a _____ LSC.</p>	<p><del>Update Board Mission and Vision Statements and Core Values</del></p>	<p><del>Find out what members feel UTSL is board can clarify statements:</del></p>	<p><del>1. Send survey to membership 2. Compile and interpret data 3. Board decision on data 4. Write and communicate results to membership</del></p>	<p>Swimposium (Teri) <del>1. Carri/Athlete Instagram 2. Teri 3. Board 4. a) Board discuss and assign writer b) Carri communicates</del></p>	<p><del>1. 12/15/2019 2. 1/3/2020 3. 1/14/2020 4. a) 1/14/21 b) 1/21/21</del></p>
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***Ideas for Future Development (Governance):***

1. Club Development: What can and will the LSC do to support and foster Club Development? (Ideas include: Encouraging clubs to pursue advancement in the USA Swimming Club Development program. Possibly offering incentives. Determine what person or committee has administrative responsibility for Club Development.)



## UTAH SWIMMING BOARD OF DIRECTORS 2019 – 2023 STRATEGIC WORKSHEET: April 2021 UPDATE



### Programming (Services Provided for Members)

<b>STRATEGIC GOAL</b>	<b>MEASURABLE OBJECTIVES</b>	<b>ACTION STEPS</b>	<b>TASK</b> What needs to be done?	<b>WHO?</b> Responsible Party	<b>WHEN?</b> Deadlines/ Milestones
Increase the number of UTSI swimmers at higher level competitions	Qualifiers (Club swimmers that have not yet started college)  -Olympic Trials: 5 (2024) -Sum Nationals: 4 (2021) -Sum Juniors: 10 (2021) -Wint Nationals: 5 (2021) -Wint Juniors: 15 (2020)	<ol style="list-style-type: none"> <li>1. Update/Promote Athlete travel expense funding (Get more than one meet reimbursed per season for athletes who to Junior Nats or above)</li> <li>2. Update/Promote Coach travel expense funding</li> <li>3. Develop Senior Circuit (12-over/2-3 formats); 4-5 short course, 2 long course</li> <li>4. Hold Athlete Camps (Senior focus)-Utah Select Camp/ All-Star Camps (long course/short course)</li> <li>5. Hold LSC Specificity Practices (Sprinters, Distance, Stokers, IMers)</li> </ol>	<ol style="list-style-type: none"> <li>1 &amp; 2.A. Senior Cmt discusses desired funding and gives proposal to Cathy who drafts proposed policy changes. B. Submit to the board for approval. C. Senior Cmt makes plan to promote funding and does it.</li> <li>3. Senior Cmt discusses and either drafts and shares proposed Senior Circuit or develops parameters, creates a taskforce, and gives assignment and deadline to task force.</li> <li>4. Senior Cmt discusses and sets date(s), locations, and staffing plan for upcoming Senior Camps through Fall 2023. (If desired, meet with Age Group Cmt and plan combined camps.) Make a game plan and follow through or create a taskforce, parameters, and deadlines for each camp. Publish dates and locations on website asap.</li> <li>5. Senior Cmt discusses and sets date(s), locations, and staffing plan, for upcoming LSC Specificity Practices through Fall 2023. Make a game plan and follow through or create parameters, deadlines, and a taskforce to manage the practices. Publish dates and locations on website asap.</li> </ol>	Mike W. and the Senior Cmt	<ol style="list-style-type: none"> <li>1&amp;2. 7/1/2021</li> <li>3. 4/1/2022</li> <li>4. Dates published by 11/30/2021. Then, follow-through as needed to do camps.</li> <li>5. Dates published by 11/30/2021. Then, follow-through as needed to do practices.</li> </ol>

	Utah Age Group Zone Team Goals  55 Qualifiers (2020) 60 Qualifiers (2021) 65 Qualifiers (2022)	1. Hold Age Group Select Camps (10-u, 11-12, 13-14) – IMX	1. Age Group Cmt discusses and sets date(s), locations, and staffing plan for upcoming Age Group Camps through Fall 2023. (If desired, meet with Senior Cmt and plan combined camps.) Make a game plan and follow through or create a taskforce, parameters, and deadlines for each camp. Publish dates and locations on website asap.	Age Group Chair and Age Group Cmt	1. Dates published by 11/30/2021. Then follow through as needed to do camps.
Perfect Athlete Leadership Summit	Increase Budget			Danny and Athlete Cmt	
Raise the level of performance of coaches  Coaches get to know each other better and share ideas and philosophy to increase opportunities for more UTSI athletes	Increased attendance by coaches at educational events	<ol style="list-style-type: none"> <li>1. Establish baseline attendance for comparison.</li> <li>2. Take attendance at future educational events and compare with baseline</li> <li>3. Offer educational opportunities to coaches minimally twice a year</li> <li>4. Facilitate virtual access</li> <li>5. Communication of educational opportunities to coaches</li> </ol>	<ol style="list-style-type: none"> <li>1. Find attendance taken at past events and record in easy to find and update place. (Google Sheet?) If no past records, start recording attendance in 2021</li> <li>2. Ensure attendance is taken at educational events. Record where it can be easily compared with past numbers and share comparison with the board.</li> <li>3. Plan and prepare at least 2 coach educational opportunities a year. <ol style="list-style-type: none"> <li>a. Planning for at least 1 coach clinic in 2021</li> </ol> </li> <li>4. Determine what needs to happen to provide virtual access to educational opportunities and do it.</li> <li>5. Set up communication plan for each educational opportunity using all UTSI communication resources including email, website, instagram, and word of mouth. Assign action items and follow-up.</li> </ol>	<ol style="list-style-type: none"> <li>1. Serena</li> <li>2. Serena</li> <li>3. Nikki and Coaches Cmt</li> <li>4. Nikki and Coaches Cmt</li> <li>5. Nikki and Coaches Cmt</li> </ol>	<ol style="list-style-type: none"> <li>1. 10/2021</li> <li>2. Starting 10/2021 and continuing through Fall/2023</li> <li>3. 12/2021 and continuing. A) Publish date and location of 1 clinic by 6/30/2021</li> <li>4. 10/2021</li> <li>5. At least 2 months before each activity</li> </ol>
	Develop a UTSI coach podcast	Bring on different UTSI coaches and their personalities	<ol style="list-style-type: none"> <li>1. Find podcast platform to use</li> <li>2. Commit coaches (start with 3?) to do the podcast</li> <li>3. Get the coaches the information and tools they need to do the podcast. Give them a deadline to complete it.</li> <li>4. Post and widely share the podcast</li> </ol>	Nikki & Coach Cmt	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>

	Share information about various educational resources and opportunities available to UTSI coaches at least four times a year	<ol style="list-style-type: none"> <li>1. Identify various educational resources and opportunities available to UTSI coaches. (Includes online resources, events, etc.)</li> <li>2. Determine when and how messaging will go out to coaches over the course of the year. Include marketing of local clinics.</li> </ol>	<ol style="list-style-type: none"> <li>1. Begin to compile list of educational resources and opportunities available to UTSI coaches</li> <li>2. Create annual messaging plan about available resources. What messaging will go out and in which months? Via which media? Who will initiate it? Who will follow-up, when, and how?</li> <li>3. Create annual marketing plan. When and how will local educational events be marketed?</li> </ol>	<ol style="list-style-type: none"> <li>1. Nikki &amp; Coach Cmt</li> <li>2. Nikki &amp; Coach Cmt</li> <li>3. Nikki &amp; Coach Cmt</li> </ol>	<ol style="list-style-type: none"> <li>1. ???</li> <li>2. ???</li> <li>3. ???</li> </ol>
	Update the terms and qualifications for the <i>Age Group Coach of the Year</i>	Solicit input from coaches committee and other sources	<ol style="list-style-type: none"> <li>1. Review current terms for <i>Age Group</i> and <i>Senior Coach of the Year</i> in the Awards policy (#101)</li> <li>2. Discuss and determine proposed terms and qualifications for <i>Age Group Coach of the Year</i></li> <li>3. Submit terms and qualifications to Cathy to update current policy</li> <li>4. Publish terms and qualifications to coaches and club contacts</li> <li>5. Put new terms on ballots for election of <i>Age Group Coach of the Year</i></li> </ol>	<ol style="list-style-type: none"> <li>1. Nikki &amp; Coach Cmt</li> <li>2. Nikki &amp; Coach Cmt</li> <li>3. Nikki &amp; Coach Cmt</li> <li>4. Cathy</li> <li>5. Teri and Mike W.</li> </ol>	<ol style="list-style-type: none"> <li>1.5/31/2021</li> <li>2.5/31/2021</li> <li>3.6/4/2021</li> <li>4.6/15/2021</li> <li>5.7/2021</li> </ol>
Raise the level of performance of officials	Have more officials	Communication of certification process and opportunities to parents, former athletes, and other potential officials	<ol style="list-style-type: none"> <li>1. Officials Cmt sets up a communication plan for each educational opportunity using all UTSI communication resources including email, website, instagram, and word of mouth.</li> <li>2. Assign action items and follow-up.</li> </ol>	Alicia and Officials Cmt	<ol style="list-style-type: none"> <li>1. ???</li> <li>2. ???</li> </ol>
		Work to improve training, mentoring, and retention of officials	<ol style="list-style-type: none"> <li>1. Each member of officials cmt chooses a goal to help them work towards this.</li> <li>2. Alicia follows-up.</li> <li>3. Cmt meets monthly.</li> </ol>	Alicia and Officials Cmt	<ol style="list-style-type: none"> <li>1. ???</li> <li>2. ???</li> <li>3. Ongoing</li> </ol>
	Have more officials with higher certifications	Communication of advancement opportunities to officials	<ol style="list-style-type: none"> <li>1. Officials Cmt sets up communication plan for each OQM opportunity using all UTSI communication resources including email, website, instagram, and word of mouth.</li> <li>2. Assign action items and follow-up.</li> </ol>	Alicia and Officials Cmt	<ol style="list-style-type: none"> <li>1. ???</li> <li>2. ???</li> <li>3. ???</li> </ol>

			3. Have one cmt member dedicated to advancement.		
		Have "Touch base" meetings with all Referees and Admin Officials to update each group and reconnect.	1. Set date and location. Communicate to all officials. 2. Officials Cmt sets parameters and deadlines. Then, compiles taskforce(s) to hold meetings as assigned.	Alicia and Officials Cmt	1.3/2021 2.6/1/2021
		Create a template for an annual touch-base meeting with Referees. (May be virtual meeting)	1. Officials Cmt sets parameters and deadlines. Then, compiles taskforce to complete task as assigned.	Alicia and Officials Cmt	1.???
Help clubs provide an environment where athletes can reach their full potential	Provide resources to help clubs host meets  Encourage more prelims/finals meets	Create and publish UTSI Meet Operations policy and include additional non-required information, links, and resources that could be used by all meet hosts	<del>1. Assign Cathy to create a policy draft</del> <del>2. Board review and update draft</del> 3. Finalize and publish policy 4. Notify all clubs of availability and encourage use	Cathy and the Board	<del>1.1/2021</del> <del>2.4/2021</del> 3.5/2021 5/2021
	The number of Safe Sport Recognized Programs (SSRP) will reach 100%.  Re-registration for 2022 will require clubs to be SSRP.	The Safety Cmt will support all clubs actively pursuing points towards the SSRP certification.  The Safety Cmt will work with all clubs to achieve and maintain Safe Sport Recognition status.	1. Identify the number of UTSI SSRP certified clubs as of 12/2019 2. Maureen will check the updated point tally received from USA Swimming each month. 3. Cmt members will contact all clubs accruing points to offer assistance and help them finish. 4. Clubs wanting help will be assigned a cmt member to work one-on-on with the club to help them reach their goal. 5. Pursue funding offered by USA Swimming <del>6. Invite Board to send letter encouraging all clubs to become SSRP by 9/1/2021</del>	Maureen and the Safety Cmt	1.6/1/2021 2.Ongoing 3.Ongoing 4.Ongoing 5.Summer 2021 6.4/2021
Increase focus on DEI within Utah Swimming	Meet all DEI related LEAP requirements by August 2021	DEI Cmt and Serena work together to meet all DEI LEAP requirements  Host the following:	1. Identify all DEI related LEAP requirements 2. Communicate them to the DEI Chair and committee	1. Serena 2. Serena 3. Heather and DEI cmt	1. 5/1/2021 2. 5/1/2021 3. 8/31/2021

	Provide more DEI focused camps and clinics within the LSC	-DEI Camp -Adaptive Clinic -2021 Women in Swimming Event	<p>3. Gather resources, problem-solve, and create gameplan. Make assignments, follow-up and follow through completion.</p> <p>A. For each event: DEI Cmt discusses and sets date(s), locations, and staffing plan. Make a game plan and follow through or create a taskforce, parameters, and deadlines for each event. Publish event dates and locations on website asap.</p>	A. Heather and DEI cmt	A. Dates published by 6/1/2021. Then, follow-through as needed to do events.
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***Ideas for Future Development:***

1. **Coach Mentoring Program.** Desired Outcome: All coaches are provided access to a local veteran coach for questions. (Ideas include: Desired outcome: All coaches are provided access to a local veteran coach for questions. Develop list of mentor coaches and distribute throughout UTSI.)
2. **Club Mentoring Program.** Desired Outcome: All clubs are provided access to a local veteran coach and/or club administrator for questions
3. **Get a Utah Swimming Facility**
4. **Develop a Lecture Series for Coaches**
5. **Develop a Lecture Series for Athletes**
6. **Develop Duel Meet Formats**



## UTAH SWIMMING BOARD OF DIRECTORS 2019 – 2023 STRATEGIC WORKSHEET: April 2021 UPDATE



### Communication (Systems to Communicate with Members)

STRATEGIC GOAL	MEASURABLE OBJECTIVES	ACTION STEPS	TASK What needs to be done?	WHO? Responsible Party	WHEN? Deadlines/ Milestones
Increase transparency between LSC leadership and members	Create State of the LSC Annual Report	Determine what to include on the report, as well as how it will be prepared and distributed.	<ol style="list-style-type: none"> <li>1. Determine which LEAP required reports to include in the annual State of the LSC Report.</li> <li>2. Determine if anything else needs to be included.</li> <li>3. Compile proposed report content and get board approval</li> <li>4. Set-up a gameplan and insert into LTC so the needed report prep and follow-through takes place each year.</li> <li>5. Ensure board members and cmt chairs submit reports by deadline.</li> <li>6. Compile <i>State of the LSC Report</i>.</li> <li>7. Publish on the website and send to each club contact.</li> </ol>	<ol style="list-style-type: none"> <li>1. Serena</li> <li>2. Board &amp; Serena</li> <li>3. Serena</li> <li>4. Serena</li> <li>5. Serena</li> <li>6. Serena</li> <li>7. Serena and Carri</li> </ol>	<ol style="list-style-type: none"> <li>1. 6/2021</li> <li>2. 6/2021</li> <li>3. 7/2021</li> <li>4. 7/2021</li> <li>5. 8/2021</li> <li>6. 9/2021</li> <li>7. 10/2021</li> </ol>
	Redesign website to comply with LEAP requirements by 9/2021 and better meets the needs of members.	<p>Determine what needs to change for the website to meet LEAP requirements.</p> <p>Determine how to best meet the needs of various member groups.</p>	<ol style="list-style-type: none"> <li>1. Compile a list of LEAP website requirements</li> <li>2. Find out what is not already included on the website.</li> <li>3. Collect what is missing from the applicable board member or cmt chair.</li> <li>4. Add what needs to be added.</li> <li>5. Ask board members and independent contractors for website goals. What do they think it should accomplish?</li> <li>6. Seek input from board members and cmt chairs about what they think should be included on the website – especially for their area of focus</li> </ol>	<ol style="list-style-type: none"> <li>1. Serena</li> <li>2. Todd &amp; Serena</li> <li>3. Serena</li> <li>4. Todd</li> <li>5. Serena</li> <li>6. Serena</li> <li>7. Serena</li> <li>8. Serena</li> <li>9. Todd, Serena, &amp; Carri</li> <li>10. Todd</li> </ol>	<ol style="list-style-type: none"> <li>1. 5/2021</li> <li>2. 6/2021</li> <li>3. 8/2021</li> <li>4. 9/2021</li> <li>5. 10/2021</li> <li>6. 10/2021</li> <li>7. 10/2021</li> <li>8. 11/2021</li> <li>9. 4/2022</li> <li>10. 5/2022</li> <li>11. 8/2022</li> </ol>

			<ol style="list-style-type: none"> <li>7. Seek input from membership as to what they would like to see included on the website</li> <li>8. Compile all feedback. Share with board and have them finalize website purpose.</li> <li>9. Research other LSC website designs assessing pros and cons of each design with our LSC website purpose.</li> <li>10. Determine gameplan for LSC website</li> <li>11. Make needed changes to website so that it accomplishes its purpose.</li> </ol>		
The Safety Cmt will strive to make Safe Sport a comprehensive, familiar, accessible support area for all people associated with Utah Swimming.	The Safety Cmt will create and deliver regular (monthly or at least quarterly) short, concise messaging to all UTSI coaches and team administrators.	<p>Determine information sharing platform(s) and frequency</p> <p>Determine what to share and if applicable, when</p>	<ol style="list-style-type: none"> <li>1. Safety Cmt discusses needed messaging to accomplish goal, including which groups to address and how.</li> <li>2. Safety Cmt makes a gameplan on how create and do an effective perpetual messaging plan (one that works year-in-year-out) including specific assignments and follow-up.</li> <li>3. Safety Cmt decides what and how to present pertinent info at the annual swimposium event</li> </ol>	Maureen and Safety Cmt	<p>1.6/2021</p> <p>2.9/2021</p> <p>3.8/2021</p>

***Ideas for Future Development:***

1. Increased Parent Education. (Ideas include: Link to parent resources on the USA Swimming website, communicate opportunities)
2. Strengthen communication with Athlete Committee