

PVS Board
Strategic Planning Committee Report
May 23, 2005

Activities this year were limited due to outside time pressures on the Chairman.

A half-day strategic planning retreat was held in August 2004. At this session a number of key issues were raised and discussed.

Identification of Key Issues

- 1) Volunteerism at all levels
- 2) Objectives of Sanctioned Meets
- 3) Sustainability of Meets and Clubs
- 4) Marketing and Public Relations for PVS Swimming
- 5) What is the PVS role vis-à-vis Clubs?
- 6) Advocates for additional space (pools)
- 7) Outreach to different underrepresented markets
- 8) Do we know/understand the “profile” of our clubs?
- 9) “Should we care?”
- 10) Are we just an “agent” for USA Swimming?
- 11) Boys in swimming
- 12) Promote “swimming lifestyle”
- 13) Do we offer an opportunity for each swimmer at each level to have at least ___ meets/month?
- 14) What specific meets should PVS host/sponsor?
- 15) How do we measure:
- 16) What percent of registered swimmers actually swim?
- 17) What percent of registered officials work?

The top three key issues determined by the Board from the list of issues presented above were:

1. Volunteerism
2. PVS Board Role (Policy, operations, governance, resources?)
3. Objectives of Sanctioned Meets.

It was intended that a comprehensive report was to be prepared and discussed further by various working groups but this did not happen, the results however remain valid and with a little updating should provide a basis for further work next year. The initial report from the retreat is attached.

PVS Board Strategic Planning Retreat

Agenda

Sunday, August 29, 2004

9 AM to 1 PM

Introduction and General Discussion

Identification of key issues

Prioritization of Issues

Discussion of Key Issues

Next steps

Possible Discussion Areas:

What are the goals of the Board in sanctioning meets?

What role should the Board play in ensuring the meets achieve these goals?

What are the barriers/problems associated with achieving our goals?

How does the Board determine success?

What action if any should the Board take?

Draft Report
PVS Board¹
Strategic Discussion
August 2004

Process: On Sunday, August 29, 2004 members of the PVS Board met to discuss and explore issues of strategic importance. The Agenda consisted of an Introduction and General Discussion, Identification of key issues, Prioritization of issues, Discussion of Key Issues and Next Steps. Several possible areas were proposed for discussion based on prior issues raised at Board and House of Delegates meetings over the past year. These included:

- What are the goals for the Board in sanctioning meets?
- What role should the Board play in ensuring the meets achieve these goals?
- What are the barriers/problems associated with achieving our goals?
- How does the Board determine success?
- What action if any should the Board take?

Identification of Key Issues

18) Volunteerism at all levels

- Parents
- Club
- Implications for camps
- Meets (e.g., timers)
- Comparison to summer leagues
- “Expectations” for parents
- Expanded participation on PVS Board/committees
- Where should energy be spent?
- Pay for services
 - i. Administration (LR implications for work currently done by the PVS Board members
 - ii. Running Long Course meets?

19) Objectives of Sanctioned Meets

20) Sustainability of Meets and Clubs

21) Marketing and Public Relations for PVS Swimming

¹ Board members in attendance included: Jim Garner, John Hirschmann, Don Redlinger, Linda Klopstein, Bill Stephens, Greg York, Ron Whalen, and Jim Van Erden. John Ertter, was also in attendance
Strategic Planning Committee
Report May 2005

- Should we?
- At what level?
- Utilize a Press Attaché?
- To different markets?
- Swimming in General

22) What is the PVS role vis-à-vis Clubs?

- Is this a strategic issue?
- Do we need a clearer definition of where we are heading?
- How does the role of the PVS Board might play fit within, or not, USA Swimming?
- If USA Swimming is for elite swimmers how does this fit into specific goal/role for PVS “area”?

23) Advocates for additional space (pools)

- Competition
- Practice

24) Outreach to different underrepresented markets

25) What do “clubs” want?

- Coaches?
- Parents?
- Swimmers?
- Club objectives?
 - i. Funds/\$s
 - ii. Competitive Swimmers
 - iii. World Class Competitive swimmers?

26) De we know/understand the “profile” of our clubs?

- What is their “Business Model”?
- What is USA Swimming’s goal/intent?

27) “Should we care?”

28) Are we just an “agent” for USA Swimming?

- Should we select “new” clubs?
- Is our role policy vis-à-vis business expansion?
- Is our role limited?

29) Boys in swimming

- Competition from other sports?
- What factors effect this
 - i. Image?
 - ii. “Grunt”
 - iii. Should we be concerned?

30) Promote “swimming lifestyle”

- Swimming community
- “Club-vs-Club”
- Relays
- Competition ladder for Clubs
- Relationship with High School, summer, PVS?
 - i. Swimmer Matrix
 - ii. Coaches point of view

31) Do we offer an opportunity for each swimmer at each level to have at least ___ meets/month?

32) What specific meets should PVS host/sponsor?

33) How do we measure:

- Successful meets?
- Standards for meets?
- Total Outcomes?
-

Quality Form Officials List

34) What percent of registered swimmers actually swim?

- How do we compare with other LSCs?
- Why are we different of not different?

35) What percent of registered officials work?

- How do we compare with other LSCs?
- Do we have LSC standards for clubs to provide ...?

Prioritization of Issues

The top three key issues determined by the Board from the list of issues presented above were:

4. Volunteerism

5. PVS Board Role (Policy, operations, governance, resources?)
6. Objectives of Sanctioned Meets.

Discussion of Key Issues

Volunteerism

- **Should we consider paid staff?**
- **Staff committees**
 - **What is our staff committee structure?**
 - **Can this be perceived a “trade off to pay?”**
 - **Could this lead to increased participation?**
- **Role of Board:**
 - **Set expectations – hold accountable**
 - **Volunteers gravitate to “power”**
 - **Most do not see the PVS Board as a power base**
 - **How to change the culture (How do we define it)?**
- **Advertise our needs (who/how)**
- **Do Parents understand who we are, what we need**
 - **At club level, at organization level**
- **How do we make it easier to volunteer across summer/High School/USAS/NCAA?**
- **At meets, admission fee or you work?**
- **But need to look at ways to get volunteers w/o relying on fees.**
- **Opportunities—have to make it clear what we are asking—how to get it, what do they get/give? What about a timer handout (explaining the role/need/opportunities for helping time)?**
- **Use skills of parents to met needs of PVS, clubs, meets,**
- **Does profit incentive of the meet act as a deterrent to volunteer?**
- **Other Economic incentives?**
- **Call ”larger” teams to Board to encourage/explain why volunteer not there (Noted that larger teams seem to have fewer volunteers at meets they run)**

Role of the PVS Board

- **Is the structure clearly defined/understood?**
 - **(For certain members)-(constituent group interface for information)**
 - **Do members have line responsibility?**
 - **Are expectations clearly understood?**
- **Primary role—oversight responsibility for USAS**
 - **Is this our primary role?**
 - **“Substance vs quality”**
 - **Regulatory role**
 - **“Restaurant role—safe food, not necessarily good!”**
- **Governance role/structure**

- **Apathy of coaches towards Board is a function of perception that Board has no impact or control. What are the implications of this, should we change?**
- **Traffic cop or enforcer?**
- **Meet Schedule—specific time—frozen?**
- **What are the primary responsibilities of the Board?**
 - **Sanction meets?**
 - **Agent of USAS—collect fees/register athletes/parents?**
 - **Long list—prioritize**
 - **Membership driven organization (who pays)**
 - **Consistency?**
 - **At what level?**
 - **Delegate roles/responsibilities to Clubs?**
- **Regulate swimming –not “do it”**
 - **Policy vs. operational role**
 - **Directors vs. doers**
- **Why do people not come to Board meetings?**

Objective of Meets

- **P&P (Policy and Procedures?) PVS program supplemented by Clubs.**
- **Number of meets?**
- **Problem—Club meets/quality**
- **Sponsor PVS Distance meets**
 - **Because Clubs are reluctant to**
 - **Short Course meets at the same time**
 - **Subsidy needed?**
 - **What are specific issues/needs?**
- **Delegation to Clubs—number of meets? OK if quality standards are met**
- **Quality (Award for best run meet)**
 - **Feedback needed—officials, staffing**
 - **Rank quality of officiating**
 - **What standards should they meet?**
 - **Type of meet**
 - **Length (Advertise length of meet?)**
 - **Level**
 - **Length of session limit to 2 hrs, 3 hrs, 4 hrs?**
 - **Meet Review Committee to rate meets**