

**UNITED STATES CURLING ASSOCIATION
Board of Directors Meeting
September 15-16, 2007
Holiday Inn Select Hotel, Bloomington, Minnesota
Minutes**

APPENDIX L: Leadership Development PowerPoint




LEADERSHIP DEVELOPMENT COMMITTEE

September 15, 2007



MEMBERS

Bob Pelletier, Chair	robepelleti@aol.com
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Overview


- I. Board of Directors Survey Results
 - A. Mini Board Self-Assessment Survey
 - B. Individual Board Member Self-Evaluation
 - C. Board Meeting Evaluation
 - D. Board Meeting Evaluation Comments
- II. Two Principles of an Exceptional Board
 - A. Mission Driven
 - B. Strategic Planning
- III. "Going Forward"



Mini Board Self-Assessment Survey

	Does Well	Needs Work
Organization's Mission	11	1
Strategic Planning	5	7
Program Evaluation	8	4
Fundraising	3	9
Fiscal Oversight/Risk Mgmt.	10	2
Relationship w/ Chief Exec.	11	1
Board-Staff Relationship	10	2
P.R. and Advocacy	4	8
Board Selection/Orientation	8	4
Board Organization	8	4


- I. Items we do well
 - A. Mission
 - B. Fiscal Oversight & Risk Mgmt.
 - C. Relationship with COO
 - D. Board-Staff Relationship
- II. Other Positive Items
 - A. Program Evaluation
 - B. Board Selection & Orientation
 - C. Board Organization
- III. Items That Need Work
 - A. Strategic Planning
 - B. Fundraising
 - C. Public Relations & Advocacy



Individual Board Member Self-Evaluation

	Yes	No	Not Sure
1) Do I understand and support the mission of the organization?	11	0	0
2) Am I knowledgeable about the organization's program & services?	9	0	2
3) Do I follow trends & important developments related to this organization?	10	0	1
4) Do I assist with fundraising and/or give a significant annual gift to the organization?	8	3	0
5) Do I read and understand the organization's financial statements?	9	2	0
6) Do I have a good working relationship with the chief executive?	10	1	0
7) Do I recommend individuals for service to this board?	10	1	0
8) Do I prepare for and participate in board and committee meetings?	9	0	2
9) Do I act as a goodwill ambassador to the organization?	11	0	0
10) Do I find serving on the board to be a satisfying and rewarding experience?	11	0	0

Comment: Board Members are fulfilling their responsibilities and enjoy being on the Board of Directors.



Board Meeting Evaluation

	OK	Needs Improve.
1) Agenda was clear, supported by necessary documents, circulated prior to the meeting	8	3
2) All board members were prepared to discuss materials sent in advance.	6	5
3) Reports were clear and contained needed information.	11	0
4) Avoided getting into administrative/management details.	8	3
5) Diversity of opinions expressed and issues dealt with respectfully.	11	0
6) Chair guided meeting effectively and members participated responsibly.	11	0
7) Next steps were identified and responsibility assigned.	9	2
8) All board members were present.	10	1
9) The meeting began and ended on time.	10	1
10) The meeting room was conducive to work.	10	1
11) We enjoyed being together.	11	0



Comments to Board Meeting Evaluation

1. Members should be prepared to discuss materials sent in advance.
2. Ensure Committee reports are submitted ahead of the General Meeting. Should be more timely.
3. Encourage Committees to take minutes and distribute to the Board.



Board Meeting Evaluation Comments

ITEM	COMMENT
1) Agenda was clear; supported by necessary documents; circulated prior to meeting	Agenda was clear but not supported by necessary documents and circulated prior to meeting. Should receive materials with a longer lead time.
2) All board members were prepared to discuss materials sent in advance.	Suggest we send some materials a bit earlier, especially for those who fly in a day in advance. Need to find better way to distribute material.
3) Reports were clear and contained needed info.	OK, but need to send out reports prior to meeting.
4) Avoided getting into administrative/management details.	Sometimes that is necessary with as small a staff as we have at the USCA.
7) Next steps were identified and responsibility assigned.	Better strategic planning needed. Organization goals need to be identified and assigned.

Continued...



Board Meeting Evaluation Comments

ITEM	COMMENT
8) All Board Members were present.	It's important the USCA Exec. Committee urge all elected & appointed Board Members and Committee chairs to attend the two Board meetings/year; and if two successive Board meetings are missed they should be replaced. Since the 2005 board downsizing, there are far fewer committee meetings Friday afternoon and Saturday morning. Why? Too many committee chairs have been filled by appointees who don't attend Board meetings, rather than elected Board members who are more obligated to attend. Instead of blank time, I would prefer to sit in on some Committee meetings to learn what is going on outside of my areas of interest.
10) The meeting room was conducive to work.	Too cold; a bit small even though our Board has downsized; Championship Committee: NO
11) We enjoyed working together.	Really enjoyed the meeting and hope to be able to provide as much input as I can for the board.

Comment: Reports should be submitted early.



USCA Strategic Plan: Priority 5 Grow the sport by enhancing the efficiency and effectiveness of governance and management

1. Recruit volunteers
2. Run efficient and effective meetings
3. Develop & implement a USCA Operating System
4. Complete job descriptions
5. Align expectation of the volunteers to staff work
6. Ongoing improvement of the Board Structure
7. Establish a Value Statement



Two Principles of an Exceptional Board

I. Mission Driven

II. Strategic Thinking



Principle I Mission Driven

USCA MISSION: As the national governing body for the sport of curling, the USCA Strives to grow the sport and to win world championships and Olympic Games.

- A. Mission Statement is crucially important
 - 1) Must be included as a platform for advocacy
 - 2) Is used as a platform for advocacy fundraising or grant making, and marketing
- B. Mission must be focused and flexible and take members into account when making decisions
- C. Must possess the courage to refocus the mission when necessary.
- D. Provides a baseline to motivate Board Members and Staff to guide decision-making ... and most importantly, the membership



Principle II Strategic Thinking

- A. The Strategic Plan should not be a periodic exercise but should be continually updated and refined
→ "A living, breathing document"
- B. Strategic thinking drives strategic planning
 - 1. All Board Members should play an active role in developing, assessing, and reassessing the Strategic Plan
 - 2. Continually look to the future in re-evaluating priorities
- C. Monitor progress of the Strategic Plan against financial and program goals.
- D. Board Members should be strategic assets and a source of leadership, address controversial issues, and generate solutions.

"Face and resolve issues early"



Leadership and Development Committee "Going Forward"

- I. Address and work on issues needing work as indicated by the Mini Board Self-Assessment Survey
 - 1. Strategic Planning
 - 2. Fundraising
 - 3. Public Relations and Advocacy
- II. Leadership and Development Committee will be soliciting your ideas this coming year on these and any other issues and report back in April 2008.

WE NEED YOUR HELP!!!



Leadership and Development Committee "Going Forward"

- III. USCA has established a link on its website for the Leadership and Development Committee
 - A. First action will be to post results of the Board Survey
 - B. Second action is to solicit ideas from the Board and members on how to improve on the three issues (above) or any other issues affecting Board performance
 - C. Are there any volunteers to join the Committee?
- IV. Take home "The Source: Twelve Principles of Governance That Power Exceptional Boards"