

ROWONTARIO Governance Review

RowOntario Training Conference Plenary Session

December 3, 2011

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Chair, Nominating Committee and Member of Governance Committee

Overview

- Process Followed to Date
- Findings and Drivers for Governance Changes
- Features of New Model
- Recommended Governance Model

PROCESS

- September 2010 – Board strikes Governance Review Committee (GRC) comprised of Lynda Dundas (RO President), Deanne Moore (Former Board member), Judy Sutcliffe, (RO Secretary), Mike Walker (President, Ottawa RC). ED assigned as staff resource.
 - Mandate is to review current Board structure to determine if it meets today's needs of Association management and of the members and recommend changes to the Board structure if appropriate.
- October 2010 – Members surveyed via Survey Monkey
- November 2010 – Results of Membership Survey presented and further member input sought at Training Conference

PROCESS cont'd

- January 2010 – GRC reviews results of membership feedback sessions and discusses next steps of action
- February 2010 – Board asked to complete two surveys – The first online and the second a telephone interview with GRC member J. Sutcliffe.

PROCESS cont'd

- March 2011
 - Board Survey results compiled by J. Sutcliffe and staff
 - Board Survey results reviewed by GRC
 - Board presentation prepared by GRC
 - Board selection of option to be pursued

PROCESS cont'd

- April – May 2011
 - Current Board members write job descriptions for new Board positions
- June to August 2011
 - Board approves new descriptions
 - Recruiting
 - Nominating Committee established
- September to October 2011
 - Formal declarations of interest by candidates

PROCESS cont'd

- October 2011
 - 10 Oct – Nominating Committee closes applications
 - 20 Oct – Nominating Committee proposes slate of candidates
- 4 November: Period for further nominations closes – no further candidates
- 4 December AGM
 - Membership decides on governance changes
 - New Board elected if changes approved

FINDINGS

- The GRC has reviewed and discussed the Membership Survey (MS) and the Board Surveys (BS) and categorized the primary findings into the following areas:
 - Clarity of Current Roles
 - Communication
 - Priorities that should drive next steps of Governance Review
 - Future Board organizational considerations

Clarity of Roles

- BS indicate there is a lack of clarity on Board member roles. Members unclear on own role and roles of others. This is indicated when comparing “Perceived Purposes” to Constitutional definitions and the current District Representative Job Description. (Note – Constitution has not been updated to reflect impact of R2P on VP CAD role).
- BS also indicates that some on the Board are not clear on the lines of authority/responsibility between the ED and the Board
- No meaningful Board orientation
- MS questions role of District Reps – is the traditional role still relevant? This is also referenced in the BS
- Who on the Board is accountable for R2P to the membership?

Communications

- MS indicated mixed review of communications from Association. General communications (eblasts) well received; website has mixed reviews; weak communications with respect to R2P; Quality of communication has significant impact on engagement of clubs with RO.
- BS also indicates Board unsure on quality and effectiveness of communications to membership.
- Majority of Board feels there is good communication between Board and ED

Governance Review Drivers

The following environmental factors should be considered as the underlying principles that drive the ROWONTARIO Governance review going forward:

Governance Drivers cont'd

- Priorities of the Members as outlined in the MS Relating to Governance
 - Clarity of organizational mission and vision
 - Effective Communication and Engagement with members
 - Effective Board
 - Board/Staff/Committee relationship
 - Relating to Programming
 - Coaching Development
 - Membership Growth
 - Funding Opportunities (Clubs and RO) and Long-Term financial sustainability
 - LTAD/CS4L
 - Implications of Row To Podium – too much HP focus relative membership demographics (75% of 8000 members not competitive)

Governance Drivers cont'd

- Priorities of the Ministry of Health Promotion and Sport
 - Compliance with MHPS Sport Recognition Policy
 - CS4L/LTAD Implementation
 - Membership Growth and Development
 - Strong organizational structures and accountability framework
 - Elevating Ontario performance on the International competition stage
 - Accessibility
 - Other Legislation factors – Bill 168 (Not for profit act)

Governance Driver's Continued

- Board identified issues:
 - Clarification of current roles
 - Improved communications
 - Structure of Board moving to the future

Future Governance Structure Considerations

- Realignment/ Re-definition of Officer roles and responsibilities. Creation of new VPs.
- Functional vs. Representative Board
- Creation of Directors at Large, replacing District Representatives
- Current vs. Future staffing models
- Large Club vs. Small club needs from RO

Features of New Model

- Six Vice-President positions (in contrast to the existing four)
- three (3) Director at Large (DAL) positions
- eliminate the current District Representative positions
- The Executive Committee will be eliminated, and the Board will function as one complete unit

Features of New Model

- The new positions will create portfolios that will facilitate more focused programming
- Directors will be elected by the Membership, based on skills and experience
- Several new committees will be created
 - assist the Directors and staff with the delivery of the programming within each portfolio
 - serve as a means to engage members in the leadership of the Association and as a tool for succession planning

Recommended Board Structure

- President
- VP Finance and Administration
- VP Events
- VP Education and Capacity
- VP Member Services
- VP Athlete Development
- VP Participation
- Secretary
- Past President
- Three Directors at Large

President

- *President* is accountable for oversight of the affairs and operations of the Board of ROWONTARIO and the Executive Director. The President also provides oversight and is accountable to the membership for and special projects that are the result of partnerships with other organizations. (i.e.. Row To Podium program – formal partnership with Rowing Canada Aviron and Canadian Sport Centre Ontario)

Board of Directors

- *Past President* serves as a resource to the Board of Directors
- *Secretary* is the custodian of all ROWONTARIO documentation and will record all minutes of the Board of Directors meetings, Executive Committee meetings and meetings of the membership.
- *Vice President – Finance & Administration* is primarily accountable for the day to day finance and accounting functions and the financial sustainability of ROWONTARIO

Board of Directors cont'd

- *Vice President Athlete Development* is accountable for the successful development of provincial programming and resources for athlete development in the Training to Train, Learning to Train, Training to Compete and Competitive For Life stages of the RCA LTAD Plan except for those athletes that have been identified and deemed “targeted athletes” in the RCA High Performance Development program, delivered in Ontario through the Row To Podium program

Board of Directors cont'd

- *Vice President Education & Capacity* is accountable for the successful development and implementation of all educational programming for coaching, umpiring, and volunteer development at all levels according to the CS4L/LTAD plan excluding high performance development
- *Vice President Member Services* develops and implements communication, marketing, and fundraising programming for ROWONTARIO and its member clubs/associations.

Board of Directors cont'd

- *Vice President Participation* is accountable for the successful development of programs, which result in membership development and membership growth (increase participation numbers) at the Learn to Train and the Active 4 Life stages of the CS4L/LTAD plan
- *Vice President Events* is accountable for the successful development and execution of all rowing and indoor rowing ROWONTARIO property events (regattas)

Board of Directors cont'd

- *Each Director at Large* is accountable for specific tasks/projects that have been assigned by the Board and as a primary liaison between the Board and the membership

Outcomes

- New board structure provides more focused functional responsibilities and clearer delineation of portfolios (see detailed portfolio descriptions online)
- More emphasis at Board level for member communications and support
- Director at Large positions provide opportunity to redress regional imbalance
- Three year terms provide balance between board continuity and opportunity for renewal
- Better positioned to comply with MHPS direction
- Positions association for legislative changes

Recommendation

Recommend that the Membership approve the proposed governance changes through the Constitutional amendments proposed for the AGM