ICSA Executive Director Search Committee

Progress Report

May 13, 2020

Agenda

1. Job Description and Key Skills
2. External Input & Structuring the position
3. Key considerations
4. Next Steps

Job Description: Areas of Consideration

- Complexity of ICSA stakeholders
- Rapid transformation happening in ICSA
- Different needs for different conferences
- Broad range of skills required -- internal and external-facing

Job Description: Wanted Skills

- Organizational skills
- Exceptional communicator
- Leadership skills
- Board and Committee Management
- Entrepreneurial
- Experience in College Athletic administration
- Experience in university club administration

- College sailing experience
- Fundraising
- Sponsorships
- Marketing
- Financial Management
- Thick skin
- Connections throughout sailing universe (US Sailing, USODA, C420 class, etc)

Job Description: Needed Skills

- Organizational skills
- Exceptional communicator
- Leadership skills
- Board and Committee Management
- Entrepreneurial
- Experience in College Athletic administration
- Experience in university club administration

- College sailing experience
- Fundraising
- Sponsorships
- Marketing
- Financial Management
- Thick skin
- Connections throughout sailing universe (US Sailing, USODA, C420 class, etc)

External Feedback

Conversations with external groups informed many of our recommendations on the structure and skills for this position. Groups consulted:

- Collegiate Water Polo (has both varsity and club teams)
- USA College Rugby (has both varsity and club teams)
- Intercollegiate Rowing Association

- World Flying Disc Federation
- Collegiate Swimming
- C420 Class Association
- USODA
- US Sailing

Lessons Learned

- Every surveyed organization took several years to get to a fully matured staff status
- Not every person in ED (or similar) role is necessarily experienced in the sport they support
- The average compensation for similar roles is $55-60k (mid-level, long-tenure)
- Most are contract positions, employee model only after revenue grew and stabilized
- Most moved to a two-person or larger staff as revenue permitted

Major Considerations

Each of these was emphasized by each group we spoke to:
- What if revenue is lower than predicted?
  - Spring 2020 revenue is already much lower ($20k?); Likely Fall 2020 impacts as well due to COVID-19
  - We understand implications for fees, but what about dues for teams?
- Do we wait until revenue is plentiful?
    - Is the status quo acceptable if we wait?
- What if we start smaller and build over time?
    - Is incremental progress better than waiting?
- What if we can't find or afford the ideal candidate?
- What does this role look like in the future?

Looking Forward

What does this role look like in the future?

- A new Executive Director probably won't change our world overnight
  - Our plan needs to look farther out than just year one
  - Volunteers should still carry significant responsibilities; improving committee function/capacity is key
  - Engaging sports administrators on committees will help

How does what we do now set the stage for the future?

- As success is achieved: revenue will grow, our needs will grow, staff could grow
- Short-term job descriptions and compensation should anticipate our long-term plan

Structuring the Role:

Needs of Today + Goals for Tomorrow

Five Possible Scenarios

- Based upon varying revenue levels, candidate skills and a long-term timeline
- Uses the CSA recommendation as the baseline mid-point
- Developed Lower cost, transitional alternatives
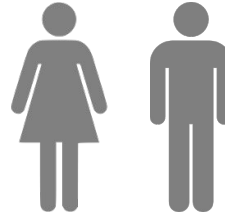- Identified potential long-term future outcomes

The BASE Case

1 staff member

- Based on CSA Report "Model II" Scenario
- Hire single individual into the position
- Candidate fulfills most/nearly all of desired skills

Compensation:	$50k
Office and Travel Expenses:	$20k
Total Expense:	**$70k**

Interim "Transition" Scenario

2 staff members

- Candidate has skills suited to our immediate needs
- Add experienced ICSA insider

+ Strong external communications
+ Continuity in leadership, depth of resources in ICSA
- Start and grow the role
- Limited candidate pool at salary level

Candidate compensation	$30k
Experienced ICSA Insider	$10k
Office & Travel	$20k
Total Expense	**$60k**

"Passionate Candidate" Scenario

1 staff member

- Candidate fulfills our desired short-term skills
- Is willing to work for less "for the cause"
- Could be a 1-2 year duration while we wait for revenue to grow
- Candidate may set the stage for higher-end candidate in future

Compensation	$40k
Office & Travel	$20k
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TOTAL	**$60k**

Long-Term Options: Position Structure forecasting for Year 3+
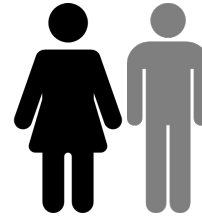
Long-Term, One-Person

1 staff member

- Revenue grows as constituents see the value delivered
- Candidate fulfills most/all of the desired skills list, has matured in the role
- Requires less travel as processes are streamlined, focus shifts more to fundraising

Compensation	$75k
Office & Travel	$15k
TOTAL	**$90k**

Long-Term Two-Person

2 staff members

- Revenue grows as constituents see the value delivered
- Instead of continuing to raise ED compensation and expect one person to fulfill all expectations, hire a second staff person who possesses complimentary skills
- One person is mostly administrative, the other is external-facing "ambassador" for the association
- Travel is split across two people

Candidate One	$50k
Candidate Two	$30k
Office & Travel	$20k
TOTAL	$100k

Next Steps: Summer 2020/Fall 2020

- Need to closely monitor revenue in the coming months
  - Fall 2020 Season Interconference revenue
  - Fall 2020 Championship revenue
  - Team/Conference Fees/Dues
- Further refine a few possible short-term scenarios that can be ready for deployment in 2021 once we know exactly what revenue will look like
- Create a strategy for achieving the desired long-term outcome

  → **Deliverable at Winter Meeting 2021**

Executive Director Search Committee

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