

13 November 2021



Remarks for New Board Meeting

1 Roger Williams
University Way
Bristol, RI 02809

Thanks, everyone, for your faith in us.

Justin and Sarah, Welcome to the Board as the voices of our sailor athletes. I'm extremely grateful for your decision to serve and will do everything I can to make this a rewarding, productive and educational experience for you. And a remote welcome to Stan Honey who is currently overseas and unable to attend.

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Thanks, everyone, for the hugely beneficial interviews you were willing to provide me. I'm organizing and synthesizing your thoughts and advice to inform my efforts to guide our agenda, implement our strategic plan and support staff leadership.

Here's a glimpse at my plans for those efforts:

1. Pay close attention to and take actions consistent with our Strategic Plan. I'm a big fan of measuring each decision or initiative against it before executing.
2. Continue the support of staff leadership's effort to transform our organizational culture, effectiveness and accountability started under Cory's presidency. This will be especially important to our mission of service to our members. We must provide value and promote that effectively to our membership. Also, we must clearly and continually articulate our efforts to improve sailing for everyone so they see their dues making a difference.
3. Support the excellent leadership of the Foundation and USST as they continue the biggest transformation in American Olympic Sailing history.
4. Lead with curiosity – learn from staff, from board colleagues and the membership.
5. Be transparent. These last 12 months warranted some tough decisions, kept close to the vest for good reason, but that time is passed.
6. Turbocharge the effort to diversify from the grass roots to the board room. Our sport needs to be more popular and there is an entire demographic that is under the misapprehension it is not for them. We'll work on the leadership and, using our public access sailing organizations, work on the base.

Sincerely,

A handwritten signature in black ink, appearing to read "Rich Jepsen", with a stylized, flowing script.

Rich Jepsen
President

