



Memo

To: USATT Board of Directors
CC: Dennis Taylor
Date: September 30, 2019
Re: Discussion and Vote for Removal of Rajul Seth from the Board of Directors

Please find attached the following documents:

SECTION 1: Amended Notice to Remove Rajul Seth from the USATT Board “For-Cause”

SECTION 2: Summary of Charges

- September 18 Summary of Complaint Sent to the Board
- Summary of Charges, Bylaw Violations and Related

SECTION 3: Rajul Seth’s Social Media, Postings, Commentary, Newsletters, etc.

SECTION 4: Board Governance Documents

- USA Table Tennis Code of Ethics
- USA Table Tennis Board Code of Conduct
- USA Table Tennis Board Social Media Policy
- USA Table Tennis Statement of Principles
- USA Table Tennis Ethical Behavior and Conflict of Interest

SECTION 5: Training, Governance & Related Material

- Overview of USATT Board Service (Nonprofit Risk Management Center)
- USATT Board Briefing (Nonprofit Risk Management Center)



Section 1



AMENDED **NOTICE**

USATT Board of Directors Teleconference Meeting

Dial-In Number: 888-289-4573 - Participant Code: 1572487

The mission of USATT is to support, grow, and inspire the table tennis community, and to provide resources that enable athletes to achieve sustained competitive excellence and pursue Olympic and Paralympic success.

Pursuant to Bylaw 7.15, Board Chair Anne Cribbs has postponed the Special Purpose Board teleconference scheduled to be held Monday, September 23, 2019 at 7:00 EDT p.m. (4:00 p.m. PDT). The meeting will take place instead on Monday, September 30, 2019 at 7:00 EDT p.m. (4:00 p.m. PDT).

The purpose of the meeting has also been amended. The new purpose is to hold a vote, pursuant to Bylaw 7.13, to determine whether to remove Rajul Sheth from the Board, “for cause,” in violation of one or more of the following:

1. USA Table Tennis Board of Directors Code of Ethics
2. USA Table Tennis Board Code of Conduct
3. USA Table Tennis Board Social Media Policy
4. USA Table Tennis Statement of Principles – Ethical Behavior and Conflict of Interest

Per Bylaw 7.13 the removal of a Board member “for cause” may only become effective upon the affirmative vote of at least two-thirds (2/3) of the full Board, excluding the voting power of the director in question. Also pursuant to Bylaw 7.13 the Board member in question (Rajul Seth) shall be given ample opportunity to be heard at the Special Purpose Board teleconference. Mr. Seth is also already in receipt of a document outlining the possible violations in question.

Respectfully submitted,

Dennis Taylor
USATT Secretary



Board of Directors Email Vote – September 28, 2019

Question presented:

Should the Board postpone the upcoming Special Purpose meeting until the in-person Board meeting in Chicago, October 5 & 6?

Approved 5-1-3

In favor: Anne Cribbs, Tara Profitt, Deepak Somarapu, Carolynne Savini, Gary Schlager

Opposed: Ed Hogshead

Not voting: Bruce Liu, Rajul Sheth, Erica Wu

Vote request issued by email: September 27, 2019

Deadline for voting: September 28, 2019, 3:00 p.m. EDT

Note: Due to the subject of the Special Purpose meeting, Mr. Sheth would have had a conflict in voting.

Respectfully submitted,

Mark Thompson, Secretary



Section 2

September 18, 2019

RE: Ethical Conduct and Conflict of Interest Complaint vs. Rajul Sheth, USATT Board Member

In accordance with the USATT Bylaws, a meeting with proper one-week advanced notice is scheduled for 7 pm Eastern on Monday, September 23, 2019, to discuss the complaints listed below versus Rajul Sheth. A vote to remove Rajul Sheth not for cause from the USATT Board will occur.

All members of the USATT Board of Director signed the Ethical Behavior and Conflict of Interest Document including Mr. Sheth. This document lists the principles of ethical behavior that each USATT board member agrees to practice and what is considered a conflict of interest.

1. In May of 2019 Mr. Sheth donated money to a legal fund suing USATT.
2. In September of 2019 Mr. Sheth placed an extensive post on Facebook with negative remarks regarding the USATT High Performance Program. This was subsequent to the Board passing a motion 5 to 1 in support of the High Performance Program. Mr. Sheth has posted or reposted similar negative content no fewer than 10 times on social media during this past year.
3. Mr. Sheth does not acknowledge a conflict of interest in regard to the selection of players for the USATT cadet or junior teams. He has participated in extensive discussions with efforts to persuade the process, which has personal benefits for his son and himself.

On September 17, 2017 the USATT Board received instruction and training on the roles and responsibilities of a USATT Board Member. Mr. Sheth attended the meeting and training that outlined what board members will do and will not do according to a code of conduct.

Mr. Sheth refuses to change his detrimental behavior. He does not recognize that his conflicts or that his support of personal agendas over those of USATT are issues. As a board member and steward of the association, he should be a part of the solution, not the problem.

Summary of Charges

1. Donation to Fund Lawsuit Against USATT

The Board was notified and provided evidence on May 13, 2019 that Mr. Sheth donated \$100 to fund a lawsuit against USATT for changes made to Olympic Selection Procedures (OSP). Mr. Sheth denied funding the lawsuit. Proof was later provided to the Board.

His action in funding the lawsuit is a violation of USATT Bylaw:

- Section 18.1, Code of Ethics. Funding a lawsuit against the organization he is responsible for governing is not acting in the best interest of the association.
- Section 10.1(a)(i), Section 10.2, Grievance Process. In disagreeing with the OSP, the proper response would have been to file a complaint through the EGC.

2. Social Media Complaints of USATT Activities

Mr. Sheth disagreed and disapproved of both the activities and the decisions of USATT. He published these grievances via social media and via mass emails/newsletters. In several examples, by sharing social media posts of others, he spread rumors and allegations about USATT employees. Several times, he shared his concerns stating he was not speaking as a *Board member* but rather a concerned *USATT member*. Unfortunately, as a Board member, he is unable to speak publicly and separate his role on the Board from his USATT membership. He is first and foremost a Board member until he no longer serves on the Board. In other posts Mr. Seth acknowledged that he was speaking “as a Board Director.”

Page numbers below refer to the social media posts attached:

- January 3, 2019 comment on Wang Chen Facebook post stating he is a board member and will go “public” with complaints (**p. 1**) – Violation Section 10.1 & 10.2; he should have filed an EGC complaint.
- January 4, 2019 shared a Facebook post from Wang Chen criticizing the High Performance Director including allegations that USATT HPD was removed from German Women’s National Team (**p. 2**) – Violation Section 18.1 Code of Ethics; he spread a rumor about a USATT and was not acting in good faith and honesty.
- January 10, 2019 Newsletter “Major Concern: 2020 USA Olympic Selection procedures”: direct quote: “As one of the USATT board director & active USATT member I don’t think 2020 USATT Olympic selection procedure is done in the Spirit of Olympics” (**p. 3**) – Violation Section 10.1 & 10.2; he should have filed an EGC complaint.
- January 11, 2019: Shares the above newsletter to at least 12 facebook groups, including Bay Area – Table Tennis in USA, Long Beach Table Tennis Club, UCD Table Tennis Club. Some, such as CASTT and Olympikus - Seu corpo não foi feito para ficar parado, are international groups (**p. 4-7**)
- January 18, 2019 comment on Facebook post of Bruce Liu on selection procedures states: “Are we in Iraq or Syria? This should be headlines for this topic :)” (**p. 8**) – Violation Section 18.1 Code of Ethics; conduct affairs with reasonable competence.
- January 20, 2019 shared a Facebook post from Bruce Liu criticizing National Team players, specifically Tom Feng (**p. 9**)
- February 3, 2019 criticism of USATT and shared a Facebook post from Wang Chen and stated “USATT has way too much discretionary power” (**p. 10**)

- February 13, 2019 shared a Whitehouse petition Facebook post from Wang Chen (p. 11)
- February 19, 2019 shared Newsletter “Must read: 2019 USATT Pan Am Trials - Progress or Regress”: criticized selection procedures (p. 12) – Violation Section 10.1 & 10.2; he should have filed an EGC complaint.
- March 1, 2019 shared the Facebook post of the Wang Chen Go Fund Me page to fund the lawsuit against USATT to which Rajul contributed money while serving as a Board Director of USATT (p. 13) – Violation Section 19.3 conflict of interest.
- March 14, 2019 Newsletter “Give USATT a Chance”: criticized selection procedures, financial status, membership numbers, payroll and benefit expenses, and more (p. 14) – Violation Section 10.1 & 10.2; he should have filed an EGC complaint.
- September 8, 2019 newsletter email to Bay Area TT Federation (p. 15-16)

Supporting complaints of others and/or initiating his own complaints on social media is a violation of USATT Bylaw Section 18.1, Section 10.1(a)(i), Section 10.2, and Section 19.3 of the Code. The actions are not in compliance with Board Member Behavior or any of the training the Board received from the USOPC and their approved consultants.

3. Conflict of Interest

Mr. Sheth does not acknowledge a conflict of interest when discussing the selection of players for the USATT cadet or junior teams. He has participated in extensive discussions with efforts to persuade the process, which has personal benefits for his son and himself.

These actions in violation of USATT Bylaw Section 19.3 which states a Board member shall “Act . . . not act for personal gain . . .”

Bylaw References

Section 7.13 states no director shall be subject to removal or to not being re-nominated based on how they vote as a director, unless such voting is part of a violation of USATT’s Code of Ethics.

Section 10.1(a)(i) and **Section 10.2** refer to the Grievance process for USATT.

Section 18.1 refers to the Code of Ethics for USATT.

Section 19.3 refers to the Conflict of Interest.

Other Violations and References:

All members of the USATT Board of Director signed the **Ethical Behavior and Conflict of Interest Document** including Mr. Sheth. This document lists the principles of ethical behavior that each USATT board member agrees to practice and what is considered a conflict of interest.

Board Member Behavior: On September 17, 2017 the USATT Board received instruction and training on the roles and responsibilities of a USATT Board Member (“Board Member

Behavior”). Mr. Sheth attended the meeting and training that outlined what Board members will do and will not do according to a standard Board member code of conduct.

See Section 5 herein on page 4 (at the top) of the training document entitled Overview of USATT Board Service from the Non-Profit Risk Management Center which addresses the “Duty to Dissent”: *“While the duty to dissent includes voting ‘no’ if you disagree on a matter before the board, even when you vote ‘no,’ you must support the results of the board’s vote. If you find it impossible to support a decision made collectively by the board, you should resign your position.”*



Section 3

1/3/19 - Comment on Wang Chen's FB post



Rajul Sheth

I am also one of a board member elected by general membership. I have raised this selection concern several times. I was trying to get some strong support from other board members who are responsible to represent membership and elite athlete. Unfortunately there is no luck here. Now for me also last option is to go little public on all this issue and reach out to USOC for help. My last concern which was emailed to all my board member last month is as under.

"We are probably the only NGB for individual sport where our teams to represent for major World events are 100% on selective criteria. It says National team coaches and HPD will select the teams for International events. I assume that National team coaches are Stefan or Gao? Do we see them in our youth or adult trials, youth camps we do in USA, or even at US Open to see our athletes? They are not much involved in training with our players or even watching them play in trials or major events.

Lot of youth players are now quitting Table Tennis because of this 100% selective criteria for our teams. Only few players have advantage on this selective criteria and they support this but majority of youth players are surprised that board or USOC has approved this.

Last Men & Women trials had total 23 players. Our youth trials (Hopes, Mini cadet, Cadet & Juniors events) had total 80 players for 8 events. Average of only 10 kids per event. Out of our 45 National team members at least 20 or more players did not even come for US Open this year. (I assume this number but Jeorge may have final number on this).

All knows that there is no point of National team trials now in this country. Even though you finish at top position after 2-3 trials there is not guaranteed spot for you to represent USA at major International tournament. We are just misguiding all that top 2 finishers have confirmed spot in our National teams. That spot is basically just for our website where we have list of over 45 National team members.

I think Tara and Erica represent elite athletes to the board and should take lead on this. As mentioned earlier 15-20% kids on the national teams who are confirmed to get spot on natl team with selective criteria will favor this but 80% athletes are very upset with this.

I am also going to take lead on this issue of transparency after coming back from India. I am also not sure if USOC has understood this selective criteria procedure properly before approving it. I will definitely bring this issue again to the board first before helping or representing some players to USOC.

If we have 3-4 trials in a year then good players like Kanak will definitely make it to the team. There is no brainier here. We can still have 1 spot (25%) on the team with selective criteria to make some exceptions but not all players (100%). There has to be transparency on selection of our teams.

My above opinion was after talking to several players for the Natl teams for World Championships or Pan Am Championship in 2018. I have not looked at Olympic trials procedure yet or have any feedback from players on that.

We all need to understand that 2018 results are due to hard work done by players, their parents and clubs in past. All current procedures will bring results after few years. Our youth players are quitting Table Tennis or not participating in trials is a serious concern for future."

1/4/19 - FB Post

Bay Area - Table Tennis in USA

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Rajul's post

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Rajul Sheth shared a post. January 4

Chen Wang January 3

I am writing this on behalf of parents and athletes who prefer to be anonymous now.

Biased selection procedure for players. Especially Olympics Trials and Pan American Games

The majority of the players for the national team are now selected solely by the High Performance Director (HPD) and/or some coaches, which is obviously biased and could easily lead to corruption and eventually failure.

Especially for the Olympics trials and Pan American Games, selection should be based on trial results rather than based on participation in the international tournaments or on who the HPD wants to play.

The players who have represented US for the world cadet, world junior champion, and world championship. If there are any achievements and progress in USA table tennis, it is those players who are the key contributors. Most importantly, some of those players are still training and fighting for table tennis with their dream to continue help USATT. However, those players are not even in the USA national team and have no chance to represent USA due to the bias and subjective selection mentioned above.

Currently the high performance director has too much power

We are the U.S, the representation of democracy right? Apparently not, we have a dictator, the HPD, right within our sights. Whatever he says makes the ultimate decision. Whatever the HPD wants to do with Selecting National Team players, no one can limit him even if his actions are clearly unscrupulous. We believe this attitude had him removed from Germany Women National team.

The issue of Safesport will also be the main concern for parents and athletes and we ask the board to get thorough background check for the HPD.

13

[Like](#) [Share](#)

1/10/19 - Newsletter with poll

[Click here for link to poll](#), which is quite negative against USATT. As of 9/25 it is still live.

Major Concern: 2020 USA Olympic Selection procedures > Inbox x



Rajul Sheth <Rajul_Sheth@mail.vresp.com> [Unsubscribe](#)
to me

Jan 10, 2019, 10:01 AM ☆ ↶ ⋮



Dear Players

As one of the USATT board director & active USATT member I don't think 2020 USATT Olympic selection procedure is done in the Sprit of Olympics.

I think Olympic sprit is well said in the Olympic creed shown in the photo.

Please give athlete what they want - a chance

Here is the link to voice your Opinion. It is an anonymous poll. The link has more details on current USATT selection procedure.

<https://goo.gl/forms/ay9aNEzO0Mhbrmyu1>

Here is the reaction on current USATT selection procedure from former World Champion and 2008 US Olympian Wang Chen on her Facebook page.

<https://www.facebook.com/chen.wang>

Rajul Sheth

Concerned USATT member and board director.

Full share screenshot

Rajul Sheth ▸ Bay Area - Table Tennis in USA

January 11 · 🌐

⋮

**The most important thing
in the Olympic Games
is not to win but to take part,
just as
the most important thing in life
is not the triumph
but the struggle.
The essential thing
is not to have conquered
but to have fought well.
- Pierre de Coubertin**

Bay Area Table Tennis Federation

January 11 · 🌐

👍 Like Page

Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT Olympic Selection Procedures. Where are yours? If you don't mind speak up in public, sent it to bay_tt@yahoo.com with your names.

Whose dream to "take part" as shown on the Olympic creed "deserves" to be taken away by USATT? Lily Zhang and Janak Jha might not have made it in 2016 if the 2020 selection procedures was applied back in 2016. Without Lily and Kanak, Jiaqi Zheng and Timothy Wang wouldn't have made it. The history would have been very different as we know now!

===

Dear Players

As one of the USATT board director & active USATT member I don't think 2020 USATT Olympic selection procedure is done in the Sprit of Olympics.

I think Olympic spirit is well said in the Olympic creed shown in the photo.

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Rajul Sheth

Concerned USATT member and board director.

Shares to other groups

Rajul Sheth ▸ Table Tennis Complex Lucknow
January 11 · 🌐



The most important thing in the Olympic Games is not to win but to take part, just as the most important thing in life is not the triumph but the struggle. The essential thing is not to have conquered but to have fought well.
- Pierre de Coubertin

Bay Area Table Tennis Federation
January 11 · 🌐

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Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT

Rajul Sheth ▸ Table tennis community
January 12 · 🌐



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Bay Area Table Tennis Federation
January 11 · 🌐

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Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT

Rajul Sheth ▸ Olympikus - Seu corpo não foi feito para ficar parado.
January 11 · 🌐



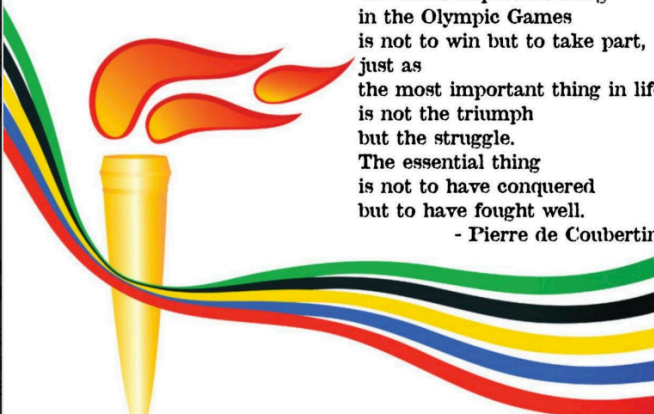
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Bay Area Table Tennis Federation
January 11 · 🌐

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Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT

Rajul Sheth ▸ SKY TABLE TENNIS ACADEMY
January 11 · 🌐



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Bay Area Table Tennis Federation
January 11 · 🌐

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Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT

Shares to other groups

Rajul Sheth ▸ UCD Table Tennis Club
January 11 · 🌐



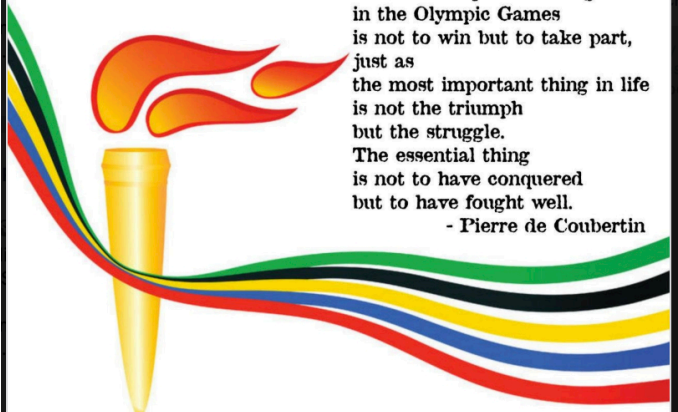
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Bay Area Table Tennis Federation
January 11 · 🌐

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Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT

Rajul Sheth ▸ CASTT
January 11 · 🌐



The most important thing in the Olympic Games is not to win but to take part, just as the most important thing in life is not the triumph but the struggle. The essential thing is not to have conquered but to have fought well.
- Pierre de Coubertin

Bay Area Table Tennis Federation
January 11 · 🌐

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Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT

Rajul Sheth ▸ SVTTC
January 11 · 🌐




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- Pierre de Coubertin

Bay Area Table Tennis Federation
January 11 · 🌐

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Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT

Rajul Sheth ▸ AACCT Ping Pong
January 11 · 🌐



The most important thing in the Olympic Games is not to win but to take part, just as the most important thing in life is not the triumph but the struggle. The essential thing is not to have conquered but to have fought well.
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Bay Area Table Tennis Federation
January 11 · 🌐

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Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT

Shares to other groups

Rajul Sheth ▸ De Anza Table Tennis Club
January 11 · 🌐




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- Pierre de Coubertin

Bay Area Table Tennis Federation
January 11 · 🌐

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Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT

Rajul Sheth ▸ Long Beach Table Tennis Club
January 11 · 🌐



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- Pierre de Coubertin

Bay Area Table Tennis Federation
January 11 · 🌐

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Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT

Rajul Sheth ▸ Table Tennis Players 4rm Assam
January 11 · 🌐



The most important thing in the Olympic Games is not to win but to take part, just as the most important thing in life is not the triumph but the struggle. The essential thing is not to have conquered but to have fought well.
- Pierre de Coubertin

Bay Area Table Tennis Federation
January 11 · 🌐

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Rajul Sheth sent a strong email to voice his concerns on the 2020 USATT

1/18/18 - FB comment



Bay Area Table Tennis Federation

January 18, 2018 · 🌐

<https://goo.gl/V9X2zn>

Selection Procedures? Where are the "procedures"? I only see a potential dangerous absolute subjective power. I don't believe it's an improvement over the previous rules. The selection should be mostly result oriented instead of at will by a few people without any checks and balances mechanism.

Will write more about this after I hear thoughts from players, coaches, parents, and clubs. Please email me if you have anything to say in private.

Bruce H. Liu



TEAMUSA.ORG

USATT 2018 Team Selection Procedures Pave Way for Unified National Team

1 Comment 9 Shares



Like



Comment



Share



Most Relevant ▾



Write a comment...



Rajul Sheth

Are we in Iraq or Syria? This should be headlines for this topic:)

Like · Reply · 1y · Edited

1/20/18 - FB post



Rajul Sheth shared a post.
January 20, 2018



Bay Area Table Tennis Federation
January 19, 2018

Like Page

USATT Nominates Players for the 2018 World Team Cup in London

Official USATT Announcement:
<https://goo.gl/8DZowJ>

Women:

Lily Zhang
Yue (Jennifer) Wu
Amy Wang

Men:

Kanak Jha
Yijun (Tom) Feng
Adar Alguetti

According to ITTF, US qualified for 2018 World Team Cup through 2017 Pan Am Championships. Both Men and Women's Teams finished 2nd at the event. Here is the list for players who represented USA at the time.

Men:

- Nicholas Tio
- Kunal Chodri
- Adar Alguetti
- Sharon Alguetti

Women:

- Grace Yang
- Jennifer Wu
- Crystal Wang
- Rachel Yang

Here is my subjective thought about USATT's nomination - probably as subjective as USATT's.

Adar and Jennifer, of course, earned their spots. I agree there should be some reasonable discretion to select players. For example, Lily and Kanak. Their results speak for themselves. Amy Wang also performs very well at the Junior level. It's reasonable to include a promising junior in the team. Of course, a few other female athletes are also amongst my short list.

However, I really have a problem comprehending the selection of Tom Feng. Don't get me wrong. Tom and I get along well just fine. Were it be another player in the same situation, I'd say the same thing. Anyway, I could go on and on to state my reasons but in short, Tom did not earn it with his recently table tennis result.

Sorry, Tom. Nothing personal. You have very reason to be mad at me. However, I simply don't think your recent table tennis results warrant you a spot. There are quite a few more worthy players. Of course, it is not your fault that USATT picked you. USATT never ceases to amaze me.

Bruce H. Liu

2/3/19 - FB post

Bay Area - Table Tennis in USA

Public group

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- Discussion
- Rajul's post**
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Rajul Sheth shared a post.
February 3

I understand where this came from. USA may be the only country in the world allows only ONE player per gender from the Trials for 2019 Pan Am Games and 2020 Olympics. It did not happen in all previous Olympics and perhaps World Championships as well.

USATT has way too much discretionary power.




Chen Wang
January 24


My name is Wang Chen . In 2007, I represented the United States and finished 5th place in the Table Tennis World Championship. In 2008, I represented the US in the Beijing Olympics and again finished 5th place both in singles and the teams. These are the best results in the history of the US table tennis in the World Championship and the Olympics.

Three months into my preparation of the 2020 Olympic, the USATT announced the change of the selection process from the original three member via tryouts to just one. The other two are now decided by the coaches and high-performance committee. This change is different from the decades old selection practice. While the USATT announced publicly of this change, there was no written record of this process being approved on any of the board

2/13/19 - Shared a whitehouse petition against USATT

 Rajul Sheth shared a post.
February 13

What do you think of this?

 Chen Wang
February 13

Petition
Not to win but to take part

Wang Chen, owner of the best Olympic record in the history of US Table Tennis, requests your signature in support of the following petition to help give athletes the right to fair competition in representing sports, specifically regarding athlete selection criteria. We urge you to sign this petition protecting athletes' right to fair competition where the best athletes earn the right to represent America in the Olympics. Your signature will help ensure athletes are chosen on merit and not on favoritism, as recently enacted without notice by the USATT (USA Table Tennis). USATT is a favoritism driven body whose best interests do not address the needs of athletes. We need to stop the USATT from depriving the rights of hundreds of young table tennis athletes in the US; their right to struggle, their right to compete and their right to represent our country.

My fellow athletes, advocates and friends of American table tennis. I ask you to petition with me together. We need the USATT to roll back their announcement. We need to have all team members to be selected through the trial mechanism: fair competition. Give back to athletes the right to struggle and the right to compete. Say "No" to biased, discriminating selection. Say "Yes" to selection by fair competition by signing this petition.

Wang agrees with the Olympic spirit, which is best expressed in the Olympic Creed as experienced in her placing fifth in the world in table tennis at the Beijing 2008 Olympics. The Olympic Creed as stated by Pierre de Coubertin is: "The most important thing in the Olympic Games is not to win but to take part, just as the most important thing in life is not the triumph but the struggle. The essential thing is not to have conquered but to have fought well."


Before coming to America, Wang was a victim of table tennis politics. Representing America in the 2008 Olympics was very special to her. She was representing our great, democratic country. No constraints. Most importantly, she had the ability to compete freely. Competing freely with athletes from the super powers as well as from poor developing countries. Celebrating our shared humanity. However, with the new Olympic team selection change from the USATT, many of our table tennis athletes will not even have a chance to be like she was. No matter how hard they practice nor how talented they are.

Under the new USATT Olympic selection criteria. Only one out of the three for each sex can be selected through the trial. Unless they are already top ranked in the world, which none of us are, the other two will be selected by a small group of people who most likely don't even know many of the athletes. Unless the athletes spend a fortune, dropping out of school or quitting their job to attend the camps run by these people.

While the USATT advocates this new discriminative selection process, it did not establish any mechanism to prevent corruption and Safe Sport risk. To make matters worse, USATT hastily announced this change without formal approval by its own Board of Directors.

We need to stop the USATT from depriving the rights of hundreds of young table tennis athletes in the US; their right to struggle, their right to compete and their right to represent our country.

Click the link below and sign the petition:



WE *the*
PEOPLE

2/19/19 - Newsletter



Rajul Sheth <Rajul_Sheth@mail.vresp.com> Unsubscribe
to me -

Tue, Feb 19, 7:41 PM ☆ ↶ ⋮

Like Tweet Share

From: Rajul Sheth
(Concerned USATT active member)
This post has nothing to do with my position at Table Tennis Center, board or as a father of active Junior player.

All

Please keep sending your feedback on our National team selection process and USATT.

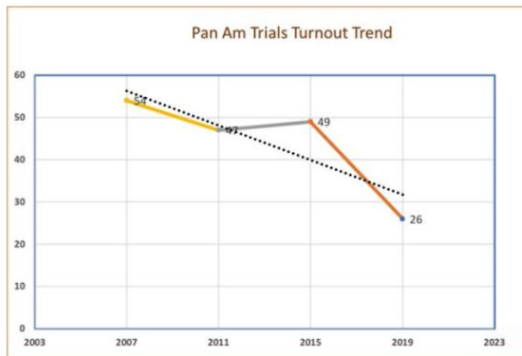
You can also send your feedback to [USATT board](#), [Athlete Advisory council](#), and [High Performance committee](#). Your feedback is very valuable for future of Table Tennis in USA.

Players in USA are now quitting Table Tennis and stopped competing in National team selection trials and National ranking tournaments. Do you think it is due to selective criteria of our National teams by committee instead of performance at trials or National ranking tournaments?

Four out of six players for 2020 Olympics and 2019 Pan Am games will be selected by selection committee instead of performance of the trials.

I believe that our Junior and adult teams to represent USA for World Championships or other funded international events will be selected 100% by selection committee. Not a single spot guaranteed from results of National ranking tournaments.

Please see another great write up below by Bruce Liu and don't forget to give your feedback.



For people who are not familiar with Pan American Games, it occurs every four years in the year before the Summer Olympic Games and is considered the Olympics of Americas.

The turnout trend of the last four Pan Am Trials doesn't look good. At 2015 Pan Am trials total 49 players competed and now in 2019 we have only total 26 players (Men & Women). I believe it is directly correlated with the USATT's 2019 Pan American Games Athlete Selection Procedures. Like the Olympic Selection Procedures, the Trial will only produce one player per gender for the teams. Again, USATT will be able to use its vague discretion to select athletes.

Rajul Sheth, current USATT's At-Large Board member, left a feedback on the poll I created a few weeks ago. He observed the alarming low number of players in the Adult and Youth National Ranking Tournament in September 2018.

- Only 12 female and 11 male players participated in the adult event.
- Only 79 players participated in 8 age events. That's less than 10 players per event.

Rajul also pointed out the poor turnout of Youth players in the 2018 US Open in last December.

- Junior Boys & Girls: 83 in 2018 vs 145 in 2017 US Open
- Cadet Boys & Girls: 72 in 2018 vs 101 in 2017

Progress or regress? You tell me.

/Bruce

3/1/19 - Shared the Wang Chen lawsuit fundraiser

Rajul Sheth ▸ Bay Area - Table Tennis in USA
March 1 · 🌐

TABLE TENNIS
FAIR PLAY

GOFUNDME.COM
Click here to support Table Tennis Fair Play organized by Chen Wang

👍❤️ 14 1 Comment

👍 Like ↪ Share

3/14/19 - Newsletter

Must Read! Give USATT a Chance - Vote for Bruce Liu > [Inbox x](#)



Rajul Sheth <Rajul_Sheth@mail.vresp.com> [Unsubscribe](#)
to me ▾

Thu, Mar 14, 7:50 PM ☆ ↶ ⋮

[Like](#) [Tweet](#) [Share](#)



Dear Table Tennis Lovers:

I guess it's no secret that I support Bruce Liu for the USATT Board position. But why? We actually have different ideas in quite a few areas for the sport.

I have been on the USATT Board for two years. During these two years, I tried my very best to bring up my concerns to the Board. However, I think I have failed to convince my colleagues at the board. They all are very good people but may have been too credulous. Bruce Liu is not.

USATT has been stagnant, if not deteriorating, for a long time. We need people like Bruce on board. I believe he and I with a few other willing ones will have more chances to steer USATT to the right course. **Vote for Bruce. We need fresh blood who will strive to advance our sport.**

Here are some issues I feel strongly that USATT needs to address immediately. Bruce shares my sentiments.

- **Fairness and Transparency:** Up to 4 of 6 players for our 2020 Olympians will be selected by committee with vague criteria. Our National Teams to represent USA at Worlds of all levels are 100% selected by committee.
- **USATT Financial Status:** \$571K in the beginning of 2014. \$179K at the end of 2017. Need I say more? In fact, I suspect 2018 figure, due in a couple of months, may go even lower!
- **Membership Growth & our signature events:** In fact, we don't seem to have growth. Our number of members seems to decline! We can feel the decline from the turnouts of our two major tournaments.
 - US Open: 2018 (**551**) vs 2017 (**838**) vs 2016 (**821**) vs 2015 (**1064**)
 - US Nationals: 2018 (**646**) vs 2017 (**751**) vs 2016 (**748**) vs 2015 (**771**)
- **Payroll & Benefit Expenses:** It has been increased by over 65% since 2014. In the meantime, USATT will cut the prize money for the 2019 Nationals by over \$20K. Furthermore, all prize money for the junior events will be in the form of USATT vouchers that can be used for specific USATT events and they are not transferable. BTW, the recent Pan Am Trial prize money was also USATT vouchers.
- **Support of Elite Players:** With the prize money cut as mentioned above, we should have more fund to support our elite players, right? No, I just learned that USATT will not fully fund our players to the 2019 World Championships!
- **Board Selections:** This is for the two appointed board members, not the At-Large member Bruce is running for. The four-year term should have started from January, 2019. USATT seems to "forget" to announce it although I heard NGC has made the decision a while ago. Not sure if this has to be confidential till results of At large board position is out.

I did raise some serious concerns on conflict of interest for appointed above board members but wasn't taken seriously. I am waiting for USATT to announce this first. I will update you all on my concerns once USATT announce this.

Give Bruce Liu a chance. Give USATT a chance.

Rajul Sheth

9/18/19 Newsletter

Begin forwarded message:

From: "rajul sheth rjaajul@yahoo.com [battf]" <battf@yahoogroups.com>

Date: September 8, 2019 at 5:18:49 PM PDT

To: MSC <msctt@yahoogroups.com>, Bay Area TT Federation <battf@yahoogroups.com>, BayArea <bayarea_tabletennis@yahoogroups.com>

Subject: [battf] Update on USA Table Tennis /4 Gold for Lily Zhang at PanAm Championship

Reply-To: battf@yahoogroups.com

All

Check out Lily Zhang's final preparation at ICC just one week prior to the tournament.
<https://www.facebook.com/icctabletennis/videos/675816196256689/>

Congratulations to team ICC player Lily Zhang for winning all possible 4 Gold medals at PanAm Championship today.

Women's Singles - Gold Medal

Women's Doubles - Gold Medal

Women's team - Gold Medal

Mixed Doubles - Gold medal

Check out Lily Zhang's final preparation at ICC just one week prior to the tournament.
<https://www.facebook.com/icctabletennis/videos/675816196256689/>

Some USA Table Tennis Update

Chinese National team training in USA

Congratulation to USATT CEO Virginia Sung for successfully arranging and managing historical joint China-US training in Los Angeles. Don't miss the great article in New York times about it.

[NY Times on USA Table Tennis](#)

High Performance concerns and updates

This is one of the hardest task for USATT CEO to fix. We wish her all the success to fix this with her new team member.

Some recent High Performance Updates

1) Resignation of 3 High Performance committee members

In last 2 months 3 most know, most active and Olympian high performance committee members Sean O'Neil, Tara Profit and Tahl Leibovitz resigned from HPC. We heard from several members that they had some concern on current direction of our high performance program. We don't know if this is true as we heard this from some members.

2) Resignation of USATT high performance director

Our high performance program had many major controversy in last 2 years. **USATT high performance director Joerg Bitzigeio has finally resigned.** We don't know the actual reason of resignation. Follow the link for his resignation announcement.

[Joerg's resignation](#)

Some active concerns related to High Performance program from our Members and Players

We are constantly receiving lot of concerns from our members and elite players about our HP program. Both the at-large board directors are trying their best to represent all concerns of members in our board meetings. Unfortunately we can not make any decision in the board to address all your concerns. Entire board makes final decision with board majority. Both the at-large director has to accept that final decision of the majority of board.

If you have any new concerns than please keep sharing it with us and **we will try our best to represent you.**

We are aware of following active concerns from general membership and **we are representing you on all of this.** If you have any additional suggestions on following concerns than please let us know.

1) **17 Olympians raised their concern over USATT's current discretionary selection procedure and sent letter to USOPC, board and HPC.** We found this letter in one of the public yahoo groups under messages posted by a member in bay area. I have also attached the letter signed by 17 Olympians in attachment with this email. In the same yahoo group message you will see some concerns from couple of club owners. Steven Wang owns Silicon Valley TT club which has produced multiple National Team member. Dave Hanson runs Alameda Table Tennis club which is the home of our National team coach Pieke Franssen and couple of National team members.

[Click for yahoo group message](#)

Let us know if you have any suggestion or feedback on this concern of Olympians.

2) Selection procedure for our teams for World events.

With current selection procedure all the four athletes on the team will be selected **based on selective criteria by a selection committee.** **Majority of USATT members don't see any transparency here.** Board and HPC is trying their best to resolve this issue and bring some transparency in selection procedure.

Let us know if you have any suggestion or feedback on this selection procedure.

3) Participation in our own National ranking tournaments/trials

Due to selective criteria on selection of our teams players have stopped taking part in our own trials now. Our Adult National ranking tournament/trials which was scheduled last weekend on Aug 31st had only 7 women participants. **Yes, only 7 Women participants for USA National ranking tournament/trials.**

Only total 91 players entered for total 8 different age events at our second Youth National trials in fist week of October. **This is average 11-12 players per each events.** Kids will play one additional event to fill the tournament draws. We need to find out the reason for this low turnout. **Is this due to our current selection procedures or our youth players are quitting Table Tennis in USA?**

Let us know if you have any suggestion or feedback on increasing participation at our trials.

4) Funding of our High Performance budget

There is no clear guidelines or policy on this. Some players feel that others are favored on spending our High Performance budget.

Let us know if you have any suggestion or feedback on this.

5) International ranking of our Mini Cadet/Cadet players

We have very impressive rankings for our top existing players. Unfortunately our HP program has now lost volume of players in young age World ranking categories. We are unable to produce replacement of Kanak, Nikhil, Lily, Amy etc. I just checked Cadet (Under 15) World Rankings. Not a single USA men player is even in top 60. The first women player is at No. 25. This has happen for the first time in History of USA Table Tennis. We always used to dominate mini cadet and cadet world rankings with 2-3 players in top 25. Most of the members feel that the new HP program is focused only on few successful individuals players only. We are ignoring the volume and that will lead us to huge vacuum once these few players retire.

Let us know if you have any suggestion or feedback on this.

6) Two teams withing one team USA

We have total 46 National team members. Few National team members write in favor of our current HP program in social media and in mass emails. Few players who write against HP program feels that these few members have highest advantage with current HP program either on funding or on their own selection for teams. Majority of our members feel that only transparency from HP program can resolve this problem.

Let us know if you have any suggestion or feedback on this.

9) Schedule on our team trials

Some elite players feel that there should be better planning in scheduling our trials by coordinating with some tournament directors who runs major events. For example this year's Adult ranking trials was scheduled on same weekend as LA Open. LA Open invites lot of top players around the World with almost \$40K in total prize money. Our top athletes missed golden opportunity to compete with these top invited players and also to win huge prize money. Our 2nd Youth trials in first week of October is scheduled on same weekend with Olympic trials.

Let us know if you have any suggestion or feedback on this.

Rajul Sheth

—:~:—

Posted by: rajul sheth <rraajul@yahoo.com>

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—:~:—



Section 4



USA Table Tennis

Board of Directors Code of Ethics

USA Table Tennis is a not-for-profit, tax-exempt representative association and National Governing Body formed to promote the sport of table tennis. The mission of USA Table Tennis reads as follows:

The Mission of USATT is to support, develop, grow, and inspire the table tennis community; and to provide resources that enable athletes to achieve sustained competitive excellence and pursue Olympic and Paralympic success. .

Our Code of Ethics serves as a code of conduct for association volunteers in their capacity as board members. USA Table Tennis board members are obligated to comply with USATT bylaws and the policies and procedures of our association; to conduct business with integrity and to maintain a standard of ethical conduct consistent with the laws and regulations of the United States, including other countries and jurisdictions in which USA Table Tennis may conduct business.

Members of the board shall at all times abide by the following code of conduct in their capacity as board members:

- Conduct the business affairs of the association in good faith and with honesty, due diligence and reasonable competence and ensure all transactions are recorded accurately.
- Respect the rights of association staff to fair treatment and equal opportunity; exercise good judgment in dealings with association staff in a respectful and professional manner free from any discriminatory or harassing behavior.

**Board of Directors
Code of Ethics**

- Protect information that is proprietary to USATT, including but not limited to our donors, sponsors, suppliers and independent contractors. Board members shall not share, copy, transmit, divulge or otherwise disclose any confidential information related to the affairs of the association.
- Act at all times in the best interest of the association and not for personal or third-party gain or financial enrichment. No member of the board of directors shall misuse association property or resources and will keep the association's property secure.
- Avoid conflicts of interest, both real and perceived. When encountering potential conflicts of interest, board members shall identify the conflict and remove themselves from all discussion and voting on the matter.
- Recognize that even the appearance of misconduct or impropriety can be very damaging to the reputation of USATT and act accordingly.
- Each member of the board of directors will make his or her best effort to regularly participate in development activities and will perform their assigned duties in a professional and timely manner pursuant to the board's direction and oversight.

I have read and understand the USA Table Tennis Board of Directors Code of Ethics and by signing below, I pledge my full support and compliance with both the letter and the spirit of the Code as stated above and with the association's policies and procedures.

(Printed Name)

(Signature)

(Date)



Board Code of Conduct

As a member of the Board I will...

- Listen carefully to my fellow board members
- Respect the opinions of other board members
- Respect the decisions of the board, including in instances where I voted against a particular decision/action
- Recognize that all authority is vested in the board as a whole and not with individual board members
- Keep informed of developments that are relevant to issues that may come before the board
- Participate actively in board meetings and come to meetings with an open mind and sincere interest in learning about the issues before the board and engaging in dialogue with my fellow board members
- Call to the attention of the board any issues that I believe will have an adverse or beneficial impact on the nonprofit's mission and programs
- Refer complaints from stakeholders of the nonprofit to the appropriate persons in the chain of command
- Represent all of the nonprofit's stakeholders and not a particular special interest group
- Consider myself a trustee of the nonprofit and do my best to ensure that the nonprofit is financially secure and healthy and always operating in pursuit of its mission

As a member of the nonprofit Board I will not...

- Be critical, in or outside of a board meeting, of other board members. This does not restrict me from respectfully disagreeing with another board member
- Use the nonprofit or its assets for my personal advantage, or the personal advantage or benefit of my friends or relatives
- Discuss the confidential proceedings of the board outside a board or committee meeting
- Promise—prior to a board meeting—how I will vote on any issue being brought before the board
- Interfere with the duties of the CEO or undermine the authority of the CEO

Board Social Media Policy

At USATT we are grateful when board members show online the same dedication and passion they bring to our mission and programs every day. That's why we've created this Social Media Policy. This policy:

- Explains why and how your personal use of social media benefits USATT
- Offers practical tips
- Creates awareness on the board about how our actions and behavior on social media channels may affect the reputation of USATT, even outside the boardroom and workplace

Statement of Purpose

USATT encourages the board's personal use of social media to support our mission and programs. Board member posts on social media can help USATT expand its reach and increase its impact by: helping to raise awareness about the mission and work of the Board and the sport of Table Tennis, building a sense of community among members and potential members, helping to improve the knowledge or skills of athletes, coaches, trainers, managers, administrators, and officials, providing a virtual means to engage members and potential members, and more.

Social media is an effective communication tool but sometimes it can be challenging for Board members to reconcile their public and private social media activities in terms of their role as a board member of USATT. Social media is designed for self-expression and encourages conversations. This policy provides a framework for board members to engage in these activities effectively and ethically.

Please feel free to follow, like, or connect with our official brand presences on social media and share any or all content on your personal social media profiles and networks. However, consider sharing carefully and strategically. Remember that any post or share is likely to trigger reactions that will comment on our organization's programs and official presence. Most of USATT's general content, when shared on social media, will automatically incorporate the title of the content. If you are unsure about what to say, you can simply share without commenting.

Statement of Policy

While serving on the USATT Board of Directors, board members are both granted permission to and are encouraged to use social media as a conduit for informing the public about the programs of the organization. This needs to occur in a professional and ethical manner.

Publication and commentary via social media channels carries similar obligations to other USATT publications or commentary. All uses of social media must follow the same ethical standards that USATT Board members follow in their face-to-face Board practices. Board members must consider the Conflict of Interest Policy, Code of Conduct and Board Member Position Description when posting as a board member on social media sites.

The USATT name may not be used in social media identities, logon ID's and user names without prior approval from the CEO.

Following the Policy

It is best to err on the side of caution. If you are unsure whether or not something is appropriate to post on social media, contact the CEO or Board Chair before making the post live. If a board member, for whatever reason, takes an action that is in conflict with this policy, s/he or she will be contacted by the CEO or Board Chair to resolve the situation and may be asked to withdraw, correct, or revise postings.

Logistics

In order to help distinguish when you're speaking as an individual and when you're speaking as a USATT Board member, you may want to consider setting up two accounts for each of the social media tools on which you post. One account would be used for your role as a Board member the other account would be used for your personal postings.

Here are additional logistical tips about using social media to promote the mission of USATT:

- USATT believes in transparency and honesty. Use your real name, be clear who you are, and identify what capacity you serve in USATT and do not post anonymously, using pseudonyms or false screen names.
- Use tags when posting USATT content (e.g. #USATT or @USATT) to help ensure your message reaches its targeted audience.
- Post frequently and respond to comments and replies from others quickly and accurately.
- Know and respect your audience, including USATT and its members.
- Be smart and protect your privacy by taking simple steps such as avoiding posting personal details, like phone numbers; reading website privacy policies, making use of privacy settings on social media sites, etc.

- Avoid social media arguments and debates and alert the CEO if you see a misrepresentation made about USATT in social media. If you yourself are accused by anyone of posting something improperly, inform the CEO of the situation promptly in order to determine best next steps and to quickly resolve the situation.

Content

Regardless of what account you use for posting as a board member, be sure to limit your board-related posts to sharing information about the work of the board, news and announcements from the board, etc. Posting personal opinions about individual board members is not appropriate. Differences among board members must be respected and encouraged, but once a vote is taken those who dissented must accept the decision and, unless later changed, support its implementation.

- Before posting, ask yourself if the post will improve knowledge or skills of USATT members, if it contributes directly or indirectly to the improvement of USATT, or if it builds a sense of community or it helps to promote USATT's mission.
- Write about what you know (if needed, verify any Board or USATT related facts, dates, etc. with the CEO).
- Remember that what you publish will be around for a long time; consider the content carefully. Strive to make sure it is accurate and professional.
- It is good general practice to link to others' work rather than reproduce it. Adhere to the laws governing copyright and fair use or fair dealing of copyrighted material owned by others, including USATT's own trademarks, copyrights and brands.
- Always ask for permission from the CEO before identifying a member or sponsor and never discuss confidential details of any individual's or organization's engagement in USATT.
- Use your best judgment and be sure to make it clear that any views expressed are yours alone and do not represent the official views of USATT. Don't speak on behalf of our organization. (Use a disclaimer if you have your own blog or social media profile.)
- Don't associate our organization and its logo with any inappropriate content.
- Don't share private and confidential internal information.

- Don't comment on our organization's financial performance without prior approval from the CEO.
- Bring out your own personality and say what's on your mind (in a respectful and professional tone).

The following are some examples of the kinds of posts a Board member might share via social media:

- Announcements: "USATT Board meeting coming up, reading through the documents we'll be talking about; looking forward particularly to the discussion on a social media policy for Board members."
- USATT website: "Excited to see the Top 25 Team USA Women on <http://www.teamusa.org/USA-Table-Tennis/Ratings/Top-25-USA-Women>
- Community News: "Proud that a Table Tennis Club is helping out after Harvey: <http://www.teamusa.org/USA-Table-Tennis/Features/2017/September/05/Pong-for-Harvey-Table-Tennis-Club-Helps-Community>
- New projects: "Did you know that USATT is considering....? You can read about it on the USATT website @.... "

Resources:

- *10 Issues to Address in Your Nonprofit's Social Media Policy*, by Gene Takagi, www.thenonproffitimes.com/news-articles/nonprofit-social-media/
- Beth Kanter's Curated Collection of Nonprofit, Government, and Corporate Social Media Policies - <http://bethkanter2.wikispaces.com/curated+collection+of+social+media+policies>
- SAMPLE Social Media Policy, Society for Human Resource Management
- *Social Media and Boards*, by Laura Otten, The Nonprofit Center, www.lasallenonprofitcenter.org/social-media-boards/

Printed Name

Signature

Date



STATEMENT OF PRINCIPLES ETHICAL BEHAVIOR AND CONFLICT OF INTEREST

Those who choose to serve USA Table Tennis (USATT), whether as volunteers or paid professionals, are held to the highest standards of conduct. As guardians of Olympic ideals, they assume an obligation to subordinate individual interests to the interests of the Olympic movement. What may be considered acceptable conduct in some businesses may be inappropriate in Olympic service.

Those who serve USATT must do so without personal gain, avoid any institutional loss or embarrassment and to behave in such a way that the organization's trust and public confidence are enhanced. It is important to avoid any real conflict of interest as well as to avoid even the appearance of a conflict of interest.

While no set of guidelines can guarantee acceptable behavior, the principles which guide behavior in this area are: disclosure, physical absence and nonparticipation in the decision making process where personal or family gain is a possibility; and a commitment to honor the confidentiality of organizational information. All conduct is founded on the individual's own sense of integrity. Any individual accepting the honor of serving USATT must also accept the burdens of public disclosure and public scrutiny.

In our complex society, the intermix of volunteer work, business interests, governmental activity and family relationships often create potentially conflicting interests. What is required is disclosure of conflicts of interest when they arise, as well as physical absence from and strict nonparticipation in any evaluation process relating to the matter in question.

The following guidelines are not a precise roadmap to acceptable conduct. They are signposts.

1. The business of USA Table Tennis is to be conducted in observance of both the spirit and the letter of applicable federal and state laws.
2. USATT properties, services, opportunities, authority, and influence are not to be used for private benefit.

Statement of Principles
Ethical Behavior and Conflict of Interest

3. All members of the USATT board of directors, committee members, candidates for office, executive staff and other staff members as directed by the CEO, will be required to complete a USATT Conflict of Interest Disclosure Statement. All such individuals will make full disclosure of the nature and extent of any actual or potential conflict of interest. In the consideration of an issue where possible conflicts exist, such individuals will avoid evaluation, or in any other way influencing, directly or indirectly, or voting on the matter involved, and will be physically absent during the evaluation and vote. This includes, but is not limited to the award of contracts, the purchase of goods and services, and the allocation of USATT resources.
4. Gifts, cash, travel, hotel accommodations, entertainment, or favors are neither to be given nor received, except those of nominal value exchanged in the normal course of business. The trading of pins and mementos is acceptable conduct, and sports, media, entertainment, and other organizations routinely invite USATT personnel to attend sports and social events of more than nominal value. Such invitations may be accepted if they are part of open and generally accepted practices, serve to promote the best interests of USATT, and would not embarrass the individual or USATT if publicity disclosed, and do not compromise the objectivity and integrity of the recipient or donor. Gifts and favors of more than one hundred dollars value should not ordinarily be accepted. If circumstances render it awkward to refuse such a gift, the donor should be thanked and told that the gift is being accepted in behalf of and will be delivered to USATT.
5. Expenses incurred in the furtherance of USATT business are to be reasonable, necessary and (if twenty-five dollars or more) substantiated.
6. All are expected to exhibit honesty, loyalty, candor and professional competence in their relationships with USATT and with each other.
7. Each individual has the responsibility to maintain the confidentiality of the organization. This includes both proprietary and sensitive information.



ACKNOWLEDGEMENT OF RECEIPT AND UNDERSTANDING

Please retain the Statement of Principles and return this acknowledgment along with the completed Conflict of Interest Disclosure Statement.

I acknowledge receipt and understanding of the USA Table Tennis Statement of Principles on Ethical Behavior and Conflict of Interest, and I pledge my full support of the spirit and the letter of the requirements contained herein. I have completed the attached Conflict of Interest Disclosure Statement completely and to the best of my knowledge.

(Printed Name)

(Signature)

(Date)



CONFLICT OF INTEREST DISCLOSURE STATEMENT

(Use additional sheets if necessary)

Disclosure of the information in this document is required of all members of the USATT board of directors, committee members, candidates for office, executive staff and other staff members as directed by the CEO. Compliance is in accordance with Article XVIII Code of Ethics and Article XIX Fiduciary Matters of the USA Table Tennis Bylaws. This information shall be submitted annually and updated as often as necessary to the CEO. Refusal to provide requested information by paid staff may result in such measures as suspension, reassignment of duties, disciplinary action or termination.

Personal Information:

Name _____

Title or Position _____

Office Address _____

E-mail Address _____

Home Address _____

Home Telephone _____

1. If you or any member of your immediate family is an officer, partner, owner or employee of any entity which does business with USA Table Tennis, please list the name and address of the entity(ies), the nature of your relationship with USATT, and describe the dealings. Please provide written disclosure of the source(s) and amount(s) of annual income from table tennis related activities. If none, please state "none".

Conflict of Interest Disclosure Statement

- 2. If you or any member of your immediate family holds an ownership interest in a closely-held company, or at least a 5% ownership interest in any public company, which does business with USA Table Tennis, please list the name and address of the entity(ies), the nature of your relationship with it, and describe the dealings. If none, please state "none".

- 3. If you have reason to believe that any of the entities with which you or immediate members of your family are affiliated may have business dealings with USA Table Tennis in the future, please list those entities and the nature of such dealings. If none, please state "none".

- 4. If there is any relationship or matter not disclosed above which might be perceived to compromise your obligations to USA Table Tennis under its Statement of Principles or which may raise questions of a conflict between your duty and loyalty to USA Table Tennis and your economic self-interest, please indicate here what that relationship or matter is. If none, please state "none".



Section 5



Find the answer here | nonprofitrisk.org

Overview of USATT Board Service

Note: This document was drafted in preparation for the briefing and discussion that will be led by Melanie Herman at our September 10, 2017 board meeting. In addition to this piece, we ask that you read “Twelve Principles of Governance That Power Exceptional Boards.”

The Board's General Role and Responsibilities

The USATT Board provides oversight, direction, and resources in support of our mission, purpose and objectives, mirroring the three primary governance roles of a nonprofit board, as identified by BoardSource:

- **Oversight:** Through its monitoring and policy-making activities, the board assures the fiduciary and ethical integrity of USATT.
- **Direction:** The board determines the purpose, mission, and vision of USATT and approves strategies, plans, and budgets. It also approves the policies, standards, and principles that guide decisions and priorities, and selects and it assesses the performance of the CEO, who is responsible for the day-to-day management of USATT.
- **Resources:** The board ensures that resources are sufficient to support USATT’s purpose, mission, vision, and plans.

Legal Duties of Board Members

Serving as a member of a nonprofit board is an honor and a privilege, and should be personally rewarding and fulfilling. Board service also confers important legal obligations and expectations. As Jerald Jacobs writes in his article “Your First Priority” featured in Associations NOW, “Courts have held board members personally liable when calamities have occurred to their organizations that might have been prevented by a more conscientious and attentive board.”

The first step in serving as a conscientious and attentive board member is recognizing your three legal duties as a volunteer board member of USATT:

1. **The Duty of Obedience:** Your first legal duty is that of obedience to the organization's central purposes. Obedience to the mission, bylaws and other rules of USATT must guide every decision made by the board, as well as your votes on issues before the board. As a reminder, the central purpose of USATT is:

“...to foster national and international amateur sports competition in the sport of Table Tennis.” (Source: Article I, Section 1.2, USATT Bylaws)

2. **The Duty of Care:** As a board member you are expected to exercise due care in your work with USATT. What is due care? Some experts describe the duty of care as “active participation” while others refer to it as “the care than an ordinarily prudent person would exercise under similar circumstances.” What actions provide evidence that you are living up to the duty of care? Examples include: reading and studying advance materials prior to board meetings; asking questions about any content that is unclear; actively participating in board discussions; reflecting on what is in the organization’s best interest prior to voting on issues before the board; and, regularly attending board and committee meetings. The duty of care also refers to your responsibility—and the board’s responsibility as a whole—to actively participate in organization planning and to make sound and informed judgments.
3. **Duty of Loyalty:** The third, equally important legal duty is one of faithfulness to USATT. The duty of loyalty specifically requires that you put USATT’s interests first in all board discussion and decision-making, and always put the organization’s welfare ahead of any potential personal or business interests. Some experts refer to this as the requirement to give “undivided allegiance when making decisions affecting the organization.” A corresponding aspect of this duty is the prohibition on using any information gained as a board member of USATT for personal or professional benefit or gain. While it’s true that board members bring wonderful, varied experiences and perspectives based on their prior and current involvement in table tennis, you must always, and without exception, put the USATT’s interests above your own when acting as a board member of the organization.

“As a board member, your greatest legal responsibility is to put your association’s interests above your own.” – Jerald Jacobs

Other Important Governance Responsibilities

- **Stewarding the Mission:** The term *stewardship* means taking care of something. Board members of USATT are the ultimate stewards of the organization’s mission, purpose, fiscal health and reputation. In his book *Finance Fundamentals for Nonprofits*, Woods Bowman writes: “Nonprofit board members and managers do not experience the negative consequences of bad decisions as their clients do. Ethics dictates they adhere to a higher standard of stewardship.”

Consultant Jeff De Cagna writes that:

“...it will be the capacity for stewardship—the deep commitment to leave the organization better than how it was found—that will determine whether associations will be able to anticipate serious challenges, capitalize on emerging opportunities, and build themselves, their stakeholders, and their fields to thrive over the next decade and beyond.”

- **Recognizing Conflicts of Interest and Serving Ethically:** The potential clash of personal interests and organizational interests is an issue that every nonprofit board must address. Assuming that conflicts of interest won’t occur is unwise; they occur from time to time in the life of all nonprofit organizations. Conflicts of interest must be disclosed in a timely fashion and the board must decide how to manage conflicts of interest in a

manner that protects the interests of USATT. In some cases, board members with conflicts of interest may recuse themselves, or be asked to recuse themselves (sit out during the discussion or decision-making phase) or even resign their positions.

Serving Ethically – U.S. Supreme Court Justice Potter once observed that ethics is “knowing the difference between what you have a right to do and what is right to do.” Nonprofit board members must be aware of ethical responsibilities throughout their terms of service. In their article “Entrusted to Serve,” Susan Dorn and Jennifer Druliner remind their readers that “Vigilance, diligence, and broadness of vision are all essential for you to model the highest standards of ethics.” They recommend that board members consider a number of key questions to identify actual or perceived ethical issues and conflicts of interest:

- Is there a matter on the upcoming board agenda for which I am known to have strong views? Does this suggest I should declare an actual or perceived conflict of interest?
- Are there any contentious matters before the board? Can I engage in respectful give and take on these topics?
- Am I able to look at matters before the board with the long-term future and interests of the organization in mind?

As a reminder, the USATT Bylaws (Section 7.3) indicate that directors shall have:

- (i) the highest personal and professional integrity, demonstrate exceptional ability and judgment, and (iii) be effective, in conjunction with the other members of the Board, in collectively serving the long-term interests of USATT.
- **Observing Confidentiality:** Throughout your service as a board member you will be privy to confidential matters, such as employment-related issues, and matters pertaining to litigation, strategy, and various corporate transactions. The mission and purpose of the organization are poorly served, and potentially damaged, if you disclose what you learn and know about confidential issues to third parties. Should you inadvertently breach confidentiality, let the Board Chair know without delay.
- **Serving as Trusted Team Member:** Although you were elected to the board as an individual, once elected, you are part of a governing team. Nonprofit governance is the ultimate team sport! No member of the board has the authority to dictate or direct the activities of the organization or the direction of the organization, or to assign duties to staff. The board’s authority is collective authority.
- **The Duty to Dissent:** The duty to speak up is sometimes regarded as the 4th legal duty of nonprofit board members. This duty refers to your responsibility to be honest and candid in speaking up if you disagree with something being done or discussed. If you disagree or have a different perspective, don’t go along to get along; please share what’s on your mind during the board meeting where the issue is being discussed. Voting ‘yes’ when you’re feeling ‘no’ is neglect of your duties as a board member; withholding how you really feel violates your commitment to be candid. It’s important to distinguish, however, between respectful disagreement and being disagreeable, disrespectful or unprofessional.

Some nonprofit boards have adopted practices to respectfully point out and address—in the moment—comments that are disrespectful to other board members. While the duty to dissent includes voting ‘no’ if you disagree on a matter before the board, even when you vote ‘no,’ you must support the results of the board’s vote. If you find it impossible to support a decision made collectively by the board, you should resign your position.

Questions to Consider

As we prepare for our discussion about USATT governance practices, we invite you to consider and reflect on the following questions:

- In what ways is USATT’s board cooperative and effective?
- In what ways could our governance practices be improved?
- Are we consistently mission-driven and obedient to the mission of USATT?
- Do we—individually and collectively—put the organization’s interests above our own personal and professional interests, when discussing and acting on matters before the board?
- Do we allocate most of our time to strategic thinking versus operational matters?
- Are we respectful and productive when we disagree?
- Do we have a constructive partnership between our board and CEO? (The effectiveness of the board and CEO are interdependent)
- Which of the BoardSource “Twelve Principles” do we embody? Which of the principles should we aspire to embody?

“Without question, all successful board members must possess two essential qualities: integrity and an open mind. Board members must be people of principle. On a board, any appearance of shady or slick dealings is altogether out of the question. Any conflict of interest, actual or perceived, is troublesome in deliberations and potentially damaging to the organization. The best trustees bring to the table neither their prejudices nor their own agendas. They aren’t stuck on winning every issue. They are team players.” - Fisher Howe, *Welcome to the Board*

Resources:

- *Legal Duties for Directors: An Association Board Member’s Guide to Avoiding Risk While Advancing the Mission*, by Jerald A. Jacobs (2014), Association Management Press
- *Twelve Principles of Governance That Power Exceptional Boards*, BoardSource

Articles from the Nonprofit Risk Management Center:

- *The Garden of Risk Oversight: Positioning the Board to Cultivate Strategic Risk-Taking*, www.nonprofitrisk.org/resources/articles/garden-risk-oversight-positioning-board-cultivate-strategic-risk-taking/
- *Not So Great Governance? Resolve to Reinvent the Board*, www.nonprofitrisk.org/resources/e-news/not-great-governance-resolve-reinvent-board/



Find the answer here | nonprofitrisk.org

SAMPLE BOARD CODE OF CONDUCT

As a member of the Board I will...

- Listen carefully to my fellow board members
- Respect the opinions of other board members
- Respect and support the decisions of the board, including in instances where I voted against a particular decision/action
- Recognize that all authority is vested in the board as a whole and not with individual board members
- Keep informed of developments that are relevant to issues that may come before the board
- Participate actively in board meetings and come to meetings with an open mind and sincere interest in learning about the issues before the board and engaging in dialogue with my fellow board members
- Call to the attention of the board any issues that I believe will have an adverse or beneficial impact on the nonprofit's mission and programs
- Refer complaints from stakeholders of the nonprofit to the appropriate persons in the chain of command
- Represent all of the nonprofit's stakeholders and not a particular special interest group
- Consider myself a trustee of the nonprofit and do my best to ensure that the nonprofit is financially secure and healthy and always operating in pursuit of its mission

As a member of the nonprofit Board I will not...

- Be critical, in or outside of a board meeting, of other board members or their opinions. This does not restrict me from respectfully disagreeing with another board member
- Use the nonprofit or its assets for my personal advantage, or the personal advantage or benefit of my friends or relatives
- Discuss the confidential proceedings of the board outside a board or committee meeting
- Promise—prior to a board meeting—how I will vote on any issue being brought before the board
- Interfere with the duties of the CEO or undermine the authority of the CEO



USATT Board Briefing

September 10, 2017

Introduction

Melanie:

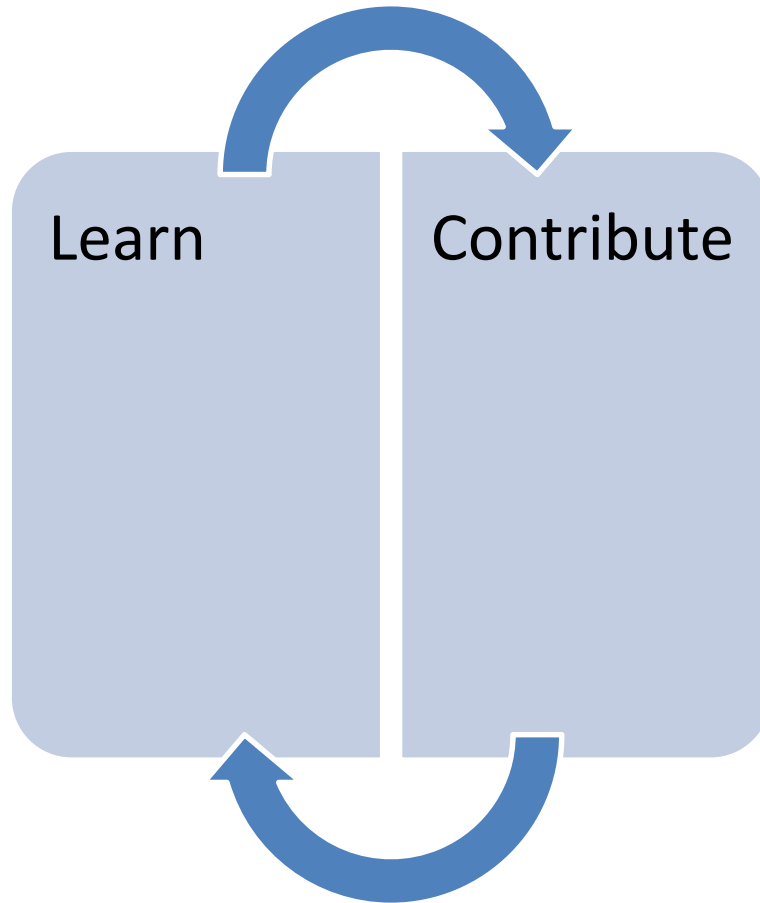
- Nonprofit CEO (21 years), nonprofit sector roles (30 years)
- Author, attorney, management consultant
- Advisor to NGBs: Swimming, Diving, Triathlon and Field Hockey
- Board Member (AFB, NA, Camp Fire, UMI)
- Table Tennis fan

What is Governance?

Means in which the leading authority, often the board of directors... **guides and monitors the values and goals** of its organization through policy and procedures.

www.pfc.ca/cms_en/page1112.cfm





What is a Board?

- “an organized group of people with the authority collectively to control and foster an institution that is usually administered by a qualified executive and staff.”

Source: *Governing Boards*, by Cyril O. Houle, 1989 Jossey-Bass & NCNB

Board Service

All nonprofits

- Legal duties
 - Care, loyalty and obedience
- Compliance with legal requirements
 - IRS
 - State Nonprofit Corporation Statute
 - Charitable registration
 - Contractual obligations

Organization specific

- Governing versus operating board
- Leadership role expectations (including participation on committees)
- Leadership succession
- Term limits
- Decision-making authority (entire board vs. Executive Committee)
- Board rules and policies

Governance & Risk

- **Who** – Do we have the diversity of perspectives we need to advance our mission? Do we have the skills we require to discharge our oversight responsibility?
- **What** – How do we govern? Are current governance practices appropriate (mission-advancing) given our size, scope and the constantly changing environment?

Governance vs. Management

Governance: determining what needs to be done

- Focusing on the big picture goals and strategies of the organization, critical challenges and material risks
- Deciding on the future direction of the organization
- Oversight: Monitoring plans to achieve objectives

Management: controlling things; doing what needs to be done

3.1 Mission

- “...to enable United States athletes to achieve sustained competitive excellence in Olympic/Paralympic, Pan American or Para Pan American Games, and other international competitions, and to promote and grow the sport of Table Tennis in the United States, while creating a lasting value for our members.”

7.2 Functions of the Board

- The USATT Board of Directors shall represent the interests of the Table Tennis community for USATT in the United States and its athletes by providing USATT with policy, guidance and strategic direction. The Board shall oversee the management of USATT and its affairs, but it does not manage USATT.

Effective Governance

- Nimbleness – is the organization poised to seize opportunities?
 - example: flexible succession plan, proactive board recruitment
- Strategic focus – does the Board focus on the direction of the organization?
- Collaboration – is there an effective, working partnership between volunteer leaders and staff?

Source: *The Will to Govern Well*, 2nd Edition, ASAE

Power

- Executive: directs operations – “immediate power”
- Board: - the board has “ultimate power”





Find the answer here | nonprofitrisk.org

Why is formulating strategy so hard?



The Big Lie of Strategic Planning

- “Mistaking planning for strategy is a common trap. Even board members, who are supposed to be keeping managers honest about strategy, fall into it. They are, after all, primarily current or former managers, who find it safer to supervise planning than to encourage strategic choice.”

<https://hbr.org/2014/01/the-big-lie-of-strategic-planning>

Asking Tough Questions...

One of the most important roles of the board is to ask questions.

For example:

- What events or trends impact our ability to deliver our mission or achieve our goals?

Great Governance Questions

- What do we need to know before we make a decision? Do we have all of the information we need?
- How sound are the assumptions behind our decisions?
- What are the organization's principal risks?
- How will we monitor progress towards achieving our goals?
- What have we learned from past experience?

Great Governance Questions

- How do events outside affect our ability to achieve our mission?
- How will the organization achieve its objectives?
- How will we measure success?
- What is the budget philosophy?
- What does the board need to know before approving the operating plan and budget?

Five Themes

1. Effective governance doesn't happen by accident or improve naturally during the lifespan of a nonprofit.

2. Good governance
is a process, not an
end point.

3. Tension often results from the fact that NGBs have two focal areas:

- Supporting the development of Olympic competitors; and
- Building a sport in the U.S.



4. The USA Table Tennis board is primed to focus its energies on the essence of governance: **determining and guiding USATT's strategic direction**



5. New Governance Policies may be needed to ensure 'high performance' and governance best practices

For example:

- A board Position Description
- A board Code of Conduct
- A board Social Media Policy

Best Practice Concepts

1. Intentional Governance

- structure is intentional, not accidental
 - Are committee roles and responsibilities clear? Are decisions deliberated in an environment of mutual respect? Does the Board operate efficiently? Does the board have the skills it requires to be effective?
- structure enables the organization to cope with changing circumstances
 - For example, leveraging new opportunities and meeting challenges, ensuring thoughtful leadership transitions, exploring the expansion of mission/programs/scope of responsibility, etc.

2. Clarity in board / staff division of labor

- “Constructive partnership”
- **“mindset of interdependence... culture of shared responsibility”** – Jeff DeCagna
- Recognition of Board / Staff interdependency
- Lack of clarity may result in duplication of effort, frustration, inability to realize important goals (performance falls under target), etc.

3. Strategic thinking

- The Board regularly engages in strategic thinking

For example:

- What big risks should the organization consider/take to advance our mission?
- What are the overarching assumptions that underlie our major strategies? Have we tested/questioned those assumptions?
- “Nose in, fingers out”
- Do we devote enough time to strategic thinking?

4. Culture of Candor

- “Duty of dissent”
- Institutionalizing a **culture of inquiry**:
 - Constructive discussion leads to shared decision making
 - The Board seeks more information, questions assumptions, and challenges conclusions – in an environment of mutual respect
- “listen to the small voice...”

Governance Best Practices

- Custom-tailoring results in a better fit
- Attempts to legislate good governance have met with mixed results



How Will We Govern?

- *Division of labor*: board vs. management
- *Mechanics of governing*: how often will we meet, what committees are required to govern, etc.
- *Accountability*: how will we hold ourselves, and the CEO accountable?

Fiscal Oversight

- Ensuring that early warning signs are visible and acted upon
- Determining measures of good health
 - Relationship to short-term and long-term goals
 - What’s “normal” and appropriate for this organization?
 - Dashboard – what indicators will help us see and understand warning signs, ask thoughtful questions, and monitor results against our goals?

Legal Duties – all nonprofit boards

- Duty of Care
- Duty of Loyalty
- Duty of Obedience



Duty of Care: Met? Not Met?

- Board member Emily recently received financial statements as well as a draft budget from USATTT. She didn't really look at them because, from her perspective, she isn't qualified to do so. At any rate, that's what the Finance Committee is for. When a motion is made to approve the Budget, Emily raises her hand to vote "yes."

Duty of Loyalty: Met? Not Met?

The next board agenda includes a proposal to increase membership dues. The staff present compelling reasons for the increase. But you're concerned because at your local club, there's been a buzz about the cost of USATT dues. But for your recognition and work at the local level, you'd never be on the national board. When it comes time to vote the increase up or down, you can't help but think about how the members back home will react. You vote "no" for that reason.

Duty of Obedience: Met? Not Met?

It's 2020 and you're headed to a USATT board meeting. One of the proposals on the table is aimed at making Table Tennis a more exclusive sport. The downside is that greater exclusivity will reduce the total number of people playing Table Tennis in the U.S. But the upside is that as the sport shifts to one played by the elite, top notch athletes may want "in." In fact, based on the research behind the proposal, USATT may be able to draw elite players away from other sports.

Compliance – all nonprofit boards

- Requirements stemming from activities
 - e.g., Charitable registration
- Obligations that arise from contracts
 - e.g., ensuring that restricted funds are spent as directed by the donor
- Requirements due to structure and legal status
 - e.g. filing of IRS Form 990

Did you know?

- **One Size Doesn't Fit all MEMBERSHIP:** “More and more, associations offer members greater choice, with multiple tiers of benefits and dues rates to choose from, because members join an association for different reasons.”

- Membership is a **MEANS to an end**, not the **END**.
- Over time, boards often **lose touch** with the typical member experience.
 - The opposite also happens... board members can't see beyond the perspective of the member

Three Modes of Governance

Generative – the first items of board business: *robust dialogue*.

- Goal: to observe and converse, to expose rather than to inspect. To see what comes into focus. To prepare for the important decisions to com.

2

Strategic – the strategic plan and recommendations of work groups

Strategic Priorities should always take precedent over “new business”.

The **vision statement** should appear at the top of the agenda. Note action items for each agenda item.

Fiduciary. Consent agenda and operational items should be last.

- Key Financial Statements:
 - Statement of Financial Position
 - Statement of Activities
 - Statement of Cash Flows

PLUS: Fiscal Dashboard



Board of Directors Meeting Agenda (Location)

Vision: Metal is the construction material of choice for the building envelope

1. **CALL TO ORDER** – John Miller, Chairman (8 am)
2. **WELCOME AND OPENING REMARKS** – Miller
3. **ANTI-TRUST BRIEFING** – John Kelly, Esq.
4. **GENERATIVE DISCUSSION**
 - **Implications of Commercial Construction Rebound in 2015**
Where is MCA vulnerable with the forecast of another year of no growth in the market: membership, tradeshow, and other programs? What are the implications of no growth to member companies?
 - **Projected Skilled Workforce Shortage**
How are member companies impacted – their employees, their customers' workforce? In five years will there be enough skilled workers to install our high-end products?

5. STRATEGY

- **ADVOCACY/PUBLIC POLICY**

MCA is the recognized leader influencing public policy affecting the use of metal in the building envelope.

Legislative Issues – Committee chair & staff liaison

Action: Discuss and approve position statement on energy tax credit

Research and Code Initiatives – Committee chair & staff liaison

Action: Discuss strategy for 2015 code meetings

- **MEMBERSHIP**

MCA's membership has grown in quality and engagement through penetration of new and existing industry segments.

Membership Discussion – Committee chair & staff liaison

Action: Discuss and approve new membership category

Communications Discussion - Committee chair & staff liaison

Action: Discuss and approve messaging strategy

6. 2014 BUDGET

Action: Discuss and approve budget

7. CONSENT AGENDA

- a. Approval of Prior Meeting Minutes
- b. Committee Reports
- c. Financial Dashboard

8. ADJOURNMENT – John Miller, Chairman (11:30 am)

What to Do

- “Construct a board meeting agenda that promotes effective leadership with a simple change: Put the most important stuff first and routine items later.”
 - Anne Cordes and Mark Engle

Small Group Exercise

- Discussion questions:
 - What aspects of governance are daunting?
 - What have you learned from prior board experience that you bring to your role on the board of USA Table Tennis? What have you heard today (thus far), that is new, or somewhat new? How might that information help you as a board leader?

Key USATT Governance Policies

- Code of Ethics
- Ethics and Conflicts of Interest Policy
- **NGB Requirements (3.3)** – These include: autonomy, managerial and financial competence, provide for individual and organizational membership, etc.

Proposed USATT Governance Policies

- Board Code of Conduct
- Board Position Description
- Board Social Media Policy

Board Members as Ambassadors

- Traditional approach – the “elevator speech”
- Increasingly common: explaining why you support the organization; why the mission of USATT is meaningful

Board Meeting Norms

- Keep in mind: it's up the board to decide how it will operate
- Common challenges:
 - Extroverted vs. introverted members (veterans vs. newcomers)
 - The Board agenda
 - Respectful dissent
 - Most common RROO mistakes and missteps

Dialogue vs. Debate

- Dialogue is collaborative. Multiple sides work toward shared understanding.
- In dialogue, one searches for strengths in all positions.
- Dialogue assumes that people have pieces of answers and that cooperation can lead to workable solutions.
- Debate is oppositional. Two opposing sides try to prove each other wrong.
- In debate, one submits one's best thinking and defends it against a challenge to show that it is right.
- Debate assumes a single right answer that someone already has.

Ethics and the Board

- Question your motivations: “why am I taking on this role? What do I hope to gain.” Consider motivations in order to identify vulnerabilities.
- Scan the agenda to items where you may have a conflict to declare, and also for items where you may be perceived to be conflicted or bias.
- “Vigilance, diligence, and broadness of vision are all essential for you to model the highest standard of ethics.” – Susan Dorn and Jennifer Druliner

Board Dynamics & Discourse

- The board will sometimes disagree
- Healthy boards are comfortable with disagreement, including the need to share diverse points of view

Section 7.3 – USATT Bylaws

Directors shall have:

- the highest personal and professional integrity, demonstrate exceptional ability and judgment, and
- be effective, in conjunction with the other members of the Board, in collectively serving the long-term interests of USATT.

Section 19.3 – Conflicts of Interest

- The Board of Directors by a majority vote may determine whether a Board Member has a COI...
- Any Board Member shall have the right to participate in the discussion as to whether he/she has a COI
- All discussions of COI shall be open to the Public unless a majority of Board members vote to conduct the conversation in Executive Session. Both the person asserting Conflict and the person accused of a Conflict, if confirmed by a majority of vote, shall have the right to take part in all discussions but neither shall have the right to vote on the matter.

Function of the Board.

- The USATT Board of Directors shall represent the interests of the Table Tennis community for USATT in the United States and of its athletes by providing **policy, guidance and strategic direction.** The Board shall oversee the management of USATT and its affairs, but it does not manage USATT. The Board shall select a well-qualified and ethical CEO and oversee the CEO in the management and operation of USATT. **The Board shall focus on long-term objectives and impacts rather than on day-today management,** empowering the CEO to manage a staff-driven organization with effective Board Oversight.

USATT Board Duties

- Implement procedures to orient new Board directors, to educate all directors on the business and governance affairs of USATT, and to evaluate Board performance
- Select, compensate, and evaluate the CEO and plan for management succession

- Reviews and approves USATT's strategic plan and annual operating plans, and corporate performance
- Sets policy and provide guidance and strategic direction to management on significant issues facing USATT

- Reviews and approves significant corporate actions;
- Oversees the financial reporting process, communications with stakeholders, and USATT's legal and regulatory compliance program;
- Oversees effective corporate governance
- Approves capital structure, financial strategies, borrowing commitments, and long-range financial planning;
- Reviews and approves financial statements, annual reports, audit and control policies, and, upon the recommendation of the Audit Committee, selects independent auditors;

- Monitors to determine whether USATT's assets are being properly restricted
- Monitor USFHA's compliance with laws and regulations and the performance of its broader responsibilities
- Ensures that the Board and management are properly structured and prepared to act in case of an unforeseen corporate crisis.

- No member of the USATT board has the responsibility or authority to participate in the management or operation of USATT. The CEO is the only legal representative of USATT, though Board of Directors may represent USATT in an unofficial capacity.

Annually monitor USATT's operational and management performance... the following should be done on an annual basis:

- Establish and review key performance indicators
- Written CEO performance review
- Strategic Plan review
- Investment Management review
- Fundraising review
- Risk Assessment
- Analyze Strengths, Weaknesses, Opportunities and Threats
- Hear Appeals, if any, of the Ethics and Grievance Committee's decisions...

Governance Projects

- Board Self-Evaluation
- Governance Structure review
- Governance Policies review and development
 - What works? What doesn't?



Board Self-Assessment Survey

Assign yourself—and the board as a whole—a grade in each of the categories listed below. Except where indicated, use the following grading scale: 1 = poor; 3 = good; and 5 = excellent.

	Me	The Board
Fully understand(s) the mission, programs, goals and aspirations of USATT and my role as a board member.	_____	_____
Demonstrate(s) commitment to USATT by attending and participating in board and committee meetings.	_____	_____
Familiar with the structure, staffing, key programs and principal funding sources of USATT.	_____	_____
Take(s) advantage of opportunities to explain the mission and programs to prospective USATT members and other stakeholders.	_____	_____
Provide(s) helpful information, resources, support and feedback to the CEO.	_____	_____

Focus on strategic issues before the board, versus operational issues that are the responsibility of staff.

TOTAL

I have refrained from giving direction to members of the USATT staff, and I have honored the collective authority of the board.

Yes No

I understand and have met my Duty of Care, Duty of Obedience and Duty of Loyalty to USATT:

Yes No

In your view, what areas require focus and improvement?

For myself _____

For the board as a whole _____

Small Group Exercise

- Small groups of 3 members
- Discussion questions:
 - What assistance or support would help you excel as a board member of USA Table Tennis?
 - What are appropriate measures of your contributions to the mission and governance of USAATT?

Closing

- The legacy of the USATT Board that I'm most proud of is _____.
- While serving on the Board of USATT my proudest moment was when _____.

Thank You!

Melanie@nonprofitrisk.org

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Essentials and more at
nonprofitrisk.org

