

# Board Meeting Minutes

American Go Association

Meeting Date: November 15, 2020, 7pm EST/4pm PST

<b>Overview</b>	<b>3</b>
Summary	3
In Attendance	3
Actionable Motions and Decisions	3
<b>Minutes</b>	<b>4</b>
Call Meeting to Order	4
Opening Approvals/Confirmations/Notices	4
Official notice of Treasurer appointment	4
Minutes	4
Conflict of Interest Reminder	4
President's Report	4
Status of Jitasa Transition	4
Status of NAGF	4
Minor International News Updates	4
Other	4
Ongoing Business	4
Ideas for playing go during the pandemic	4
Discussion of Long-Term Goals and Priorities	5
Discussion of Strategic Plan	5
Overall assessment	5
Organizational Improvement	5
Promoting Go	6
Improving the Go Community	6
Status of Projects and Programs	6
Timeline	6
Discussion of 2020-2021 phase of the Strategic Plan	6
Assign responsible persons to each item	6
New Business	6
Adjourn	6
<b>Addendum: Strategic Plan, 2020-2021 (Prospective to 2023)</b>	<b>8</b>
Executive Summary	9
Organizational Improvement	10
Promoting Go	11
Outreach/Marketing	11
Support for New Players	11

Improving the Go Community	12
General Services and Programs	12
Rated games, Tournaments, and Skill Improvement	12
Status of Projects and Programs	13
Existing Programs and Projects	13
New and Pipeline Programs and Projects	13
Combined Timeline	14
2020-2021 AGA Term	14
2021-2022 AGA Term	15
2022-2023 AGA Term	16
2023-2024 AGA Term	16
Proposed Board Meeting Schedule for 2020-2021	17

# Overview

## Summary

The AGA Board of Directors approved a multiyear strategic plan, and were joined by AGA officers to review and assess interest in each element. The strategic plan falls into four main categories: organizational improvement, promoting go in the US, improving the go community, and maintaining/progressing on existent projects. The board also discussed the ongoing problem of playing go in the pandemic and the recent appointment of the new AGA Treasurer, Lucas Baker.

## In Attendance

### **Attending as of Calling to Order**

Lisa Scott (Chair, Central Region)  
Devin Frazee (Central Region)  
Chris Kirschner (Western Region)  
Les Lanphear (Western Region)  
Dan Ritter (Eastern Region)  
Ted Terpstra (At-Large)  
Andy Okun (President)  
Samantha Fede (Secretary)

### **Officers Joined at 9pm**

Steve Colburn (Volunteer Coordinator)  
Bob Gilman (Chapter Services Coordinator)  
Thomas Hsiang (International VP)  
Hajin Lee (Pair Go Coordinator)  
Justin Teng (Youth Coordinator)  
Lucas Baker (Interim Treasurer)  
Terry Benson (Rules Committee Chair)

### **Absent**

Stephanie Yin (Eastern Region)  
\*parental leave\*

## Notable Motions and Decisions

1. Lucas Baker confirmed as AGA Treasurer.
2. 2020-2021 Strategic Plan approved. The board will review progress semi-annually.
3. Chair will assign responsibilities based on interest indicated by board members and AGA officers.

# Minutes

## 1. Call Meeting to Order

- a. 7:04pm EST

## 2. Opening Approvals/Confirmations/Notices

- a. Official notice of Treasurer appointment

- i. Lucas Baker has been approved, is in training for it today.

Les: We never discussed this appointment.

Lisa: It was done off-line, his credentials were circulated to you, you had the opportunity to discuss, and he received the votes.

Les: I have two issues- first, do we have a job description for the treasurer?

[Lisa: No, we don't have a real job description, this is a problem and is being worked on as part of our strategic plan, a general description is in the by-laws].

Second- since we have a new treasurer, should we have an audit before we transfer? Is it required by law?

Ted moves to go to executive session [to discuss financial matters], Les seconds. Ayes except for Lisa [who abstains], 7:09pm

Left executive session at 7:21pm

- b. Minutes

- i. Approved unanimously (motioned and seconded via email). Available here: <https://www.usgo.org/boardminutes/aga-board-minutes-2020-09-13>

- c. Conflict of Interest Reminder

- i. Discussed conflict of interest forms, and signed or indicated their intent to sign prior to starting the next

## 3. President's Report

- a. Status of Jitasa Transition

- i. Lucas Baker has been trained to take over as liaison, and we are using both classes and reports.

- b. Status of NAGF

- i. Our pros will be NAGF pros, although we can have prelims. Mexico and central america are welcome to join, but are currently part of the Ibero Go Association.

- ii. Met with Hajin Lee to discuss pro events and also promotion.

- c. Minor International News Updates

- i. International tournaments are restarting online; for example: Women's Amateur Online Championship, a Chinese Youth Tournament

- d. Other

- i. Ted inquired about the status of rating online tournaments, Andy reports that this is an ongoing project and they will discuss offline.

## 4. Ongoing Business

- a. Ideas for playing go during the pandemic

- i. [Ideas for Playing go During the Pandemic \(2020\)](#)

ii. Lisa reminds the board to work on this document and update it.

## 5. Discussion of Long-Term Goals and Priorities

### a. Discussion of Strategic Plan

#### i. Overall assessment

1. Ted- I don't see any mention of club viability. This is a hard time for clubs.
2. Lisa- this was created from the statements of the board members and officers. I think what you're seeing is that AGA centrally isn't the driving force in that, although there are many related sections that will contribute to chapters.
3. Ted- Why haven't online tournament ratings been set up yet? It's been 6 months. The National Go Center has a system of online go ratings, why can't we use that?
4. Lisa- It's not ready for full release yet. We approved this at the last meeting, so at a board level, this is handled. The job of us as the board is to focus on policy, not minutia. If you would like to change the place of online ratings in the strategic plans, we can do so.

#### ii. Organizational Improvement

1. Ted- Should have metrics for success within strategic items. [Lisa agrees, assessment includes Status of Projects/Programs]
2. Dan- The items are somewhat intertwined, and I feel like we need to have an explicit roadmap of the people involved at all levels from the bottom to the top. I think it's important to specify the services the AGA provides, or really, the ownership of each project.
3. Devin- I think a hierarchical structure with specific roles is not a good idea based on my research.
4. Ted- Why do we need to wait until year 2 to update websites? I have that information ready to go for certain things. [Lisa: content updates can be sent to the webmaster to update at any time, but there needs to be more organizational-level audits of website structure.] I've tried and been ignored. [Lisa: That is why we need to work on organizational structure and responsibility in year 1] [Further discussion of operational level issues]
5. Les- Why do we have to wait 3 years to do these things? [Lisa: Because we don't have the bandwidth to handle all these issues simultaneously sooner].
6. Dan- I think that by building up the structure and support in year 1, it may energize people to take on pieces of this to be effective
7. Chris- It should be more of a priority to allow improved access to community leaders like Ted, and have accountability for this.
8. Samantha- I think the point Lisa is making is that any system to provide accountability or ticket tracking requires a point person

and an org chart to assign tickets etc. So the year one organizational things must come first.

9. Devin- We could consider gamification.

iii. Promoting Go

1. Ted- should the AGF be mentioned here? [Lisa: We are working closely with the AGF, and Terry will be here later. The AGF should be included, but that's an operational issue.]
2. Devin- I think it's important to collect metrics on the life cycle of go players. [Dan agrees]
3. Ted- I think it's important to say that tournaments and chapters are our lifeblood. [Lisa: This is an important topic, and I am adding it to the Feb. meeting agenda]

iv. Improving the Go Community

1. Dan: I like this part of the plan
2. Ted: I have a problem with the point about supporting "major tournaments". The chapters organize tournaments, it shouldn't be about us.
3. Andy- This refers to a specific program for large tournaments that needs to be supported by the AGA. It's been approved by the board in the past.
4. Ted- I disapprove of it.
5. Chris- There was also a program passed to support smaller tournaments differently.

v. Status of Projects and Programs

1. Ted- Why do we need to wait until year 3 to mentor new TDs? I do it now.
2. Lisa- Yes, but at an organizational level we need to prioritize our backlog of projects before taking on new projects.
3. Andy- This does not limit individuals from taking on projects they have time for, this is an organizational-level thing.

vi. Timeline

b. Discussion of 2020-2021 phase of the Strategic Plan

- i. AGA VPs and Coordinators invited to join
- ii. Assign responsible persons to each item
  1. All items should have at least 1 board member and at least 1 officer.
  2. No board member or officer should take ownership of more than 1 item per season.
- iii. Action Item (Lisa): Use survey responses and meeting discussion to assign responsible parties, and send summary of assignments.

**6. New Business**

- a. Dan is planning to run a large online tournament in January. Will be announced by the end of the week.

**7. Adjourn**

Next meeting is February 21st, 2021 at 8pm EST.

Devin moves to adjourn, Dan seconds, unanimous. Adjourned at 10:04pm EST

# Addendum: Strategic Plan, 2020-2021 (Prospective to 2023)

<b>Addendum: Strategic Plan, 2020-2021 (Prospective to 2023)</b>	<b>8</b>
<b>Executive Summary</b>	<b>10</b>
<b>Organizational Improvement</b>	<b>11</b>
<b>Promoting Go</b>	<b>12</b>
Outreach/Marketing	12
Support for New Players	12
Improving the Go Community	13
General Services and Programs	13
Rated games, Tournaments, and Skill Improvement	13
<b>Status of Projects and Programs</b>	<b>14</b>
Existing Programs and Projects	14
New and Pipeline Programs and Projects	14
Combined Timeline	15
2020-2021 AGA Term	15
2021-2022 AGA Term	16
2022-2023 AGA Term	17
2023-2024 AGA Term	17
<b>Proposed Board Meeting Schedule for 2020-2021</b>	<b>18</b>

## Executive Summary

There is much consensus on the purpose of the AGA. The AGA Board and Executive Officers agree that the main goals of the AGA are

1. To spread go to more people in the US;
2. To improve the go community for existing/future members; and
3. To foster knowledge and appreciation for Go in the United States of America.

There are many potential methods of accomplishing these goals, and each go player and organizer may understand them differently. Despite these differences in scope and scale, the AGA Board and Executive Officers were largely in agreement on the main areas that the AGA needs to address in order to pursue its goals.

This strategic plan lays out incremental annual goals for each of the next three years (four years in some areas). There are four main areas on which this Strategic Plan focuses.

1. Organizational Improvement
2. How to increase the effectiveness of the AGA in promoting go to more players in the United States.
  - Support for new players
  - Outreach and Marketing
3. How to improve the go community for existing and future go players. Plans in this area include:
  - General Services and Programs
  - Rated Games, Tournaments, and Skill Improvement
4. Status of Programs and Projects
  - Status of long-term programs and projects
  - Status of new and pipeline programs and projects.

As the AGA is in a period of reorganization, the timelines and milestones laid out in this plan are both more important and more fungible than they might be in normal circumstances. **For that reason, it is anticipated that the goals laid out here will be re-evaluated every six months** for the three years covered by this strategic plan, with the expectation that re-evaluations will become annual after 2023. The associated reports will be made available first to the AGA Board and executive officers, and then to the membership at large through the AGA's website.

# Organizational Improvement

## 1. Year 1

- Hire an Executive Assistant for the AGA (approved by the board in 2019).
- Catch up with backlog of member/chapter requests.
- Ascertain the status of all current programs and projects.
  - i. Define a list of existing programs and projects.
  - ii. Determine who is working on the complete list of programs and projects.
- Set deadlines for milestones and regular check-ins for each program and project.
- Create documentation for each existing AGA position, program, and project.
- Redefine the AGA's organizational structure, to reflect developments within that structure that have taken place over the past two decades.
- Create a regular schedule for checking in with volunteers.

## 2. Year 2

- Create approval processes for all departments, programs, and projects.
- Determine which online services the AGA can and/or does provide.
  - i. Determine services desired (new and existing)
  - ii. Determine services offered
  - iii. Map to role within the organization (for responsibility purposes)
- Update website to reflect current needs of the organization
  - i. Many pages on our website are out of date.
  - ii. Many recent developments, opportunities, and collaborators are not referenced on the website.
- Define resources available for new programs and projects.

## 3. Year 3

- Develop a larger group of volunteers.
  - i. Create a program for volunteer development -- in consultation with experts if appropriate.
  - ii. Create a system for supporting volunteers.
- Establish systems for increased members/chapters input.
- Complete backlog of existing unfinished projects as of fall 2020.
- Establish long-term (five- and ten- year plans) for the AGA, in consultation with experts.

# Promoting Go

## Outreach/Marketing

1. Year 1
  - Survey existing teaching and marketing materials.
  - In consultation with the Chapters, determine what teaching and marketing materials are needed.
2. Year 2
  - In consultation with experts, create a robust fundraising and marketing plan.
  - Develop a network of new publications and markets where Go may be promoted.
3. Year 3
  - Audit existing communications services and create a plan to determine ways in which member and non-member communication services may be enhanced.
    - i. Print/email communications
    - ii. Online communications
    - iii. Broadcast communications

## Support for New Players

1. Year 1
  - Conduct a survey of members to determine how they learned about go and what attracted them to it.
  - Create and make available materials to support efforts to introduce new people to Go (in consultation with the chapters).
2. Year 2
  - Conduct market research on
    - i. Whether people have heard of go,
    - ii. If they have, why they do/do not play, and
    - iii. If they haven't heard of go, whether they would be interested based on our existing marketing materials
  - Collect information on life cycle of members (when they come and go, etc.).
  - Define and plan programs that will help new players become a part of the Go community and assess on a lifecycle basis.
3. Year 3
  - Implement programs to help new players become a part of the Go community.
  - Define and plan programs to support local clubs and organizations that bring in new go players and foster local communities.
4. Year 4
  - Implement programs to support local clubs and organizations in promoting go to new players.
  - Define and plan programs to support double-digit kyu players in learning and playing Go.

# Improving the Go Community

## General Services and Programs

1. Year 1
  - Conduct a survey of members and chapters about existing member services.
  - Create a strategic plan to improve member and chapter services re:survey.
2. Year 2
  - Create curricula and establish training and certification programs
    - i. Teachers
    - ii. Tournament Directors
      1. Online
      2. In-Person
  - Implement a strategic plan to improve member and chapter services.
3. Year 3
  - Continue implementation of plan to improve member and chapter services.

## Rated games, Tournaments, and Skill Improvement

1. Year 1
  - Audit the current rating system to determine strengths and weaknesses.
  - Create and publicize a plan for implementing online ratings.
  - Create a plan for AGA online events
    - i. While in-person play is discouraged, and
    - ii. After it is safe to resume in-person play.
  - Review and update plans created in 2019 for tournaments, once it is safe to resume in-person play.
2. Year 2
  - Survey chapters and tournament directors to determine which supports and resources they would like to be made available to them.
  - Create a plan to increase chapter resources, based on the above survey.
  - Create programs to encourage the resumption of local face-to-face tournaments, when it becomes safe to do so (programs should be ready to go).
3. Year 3
  - Implement plans to increase chapter resources.
  - Implement programs to encourage the resumption of local face-to-face tournaments, if it is safe to do so.
  - Establish mentorship programs for chapter leaders and tournament directors.

# Status of Projects and Programs

## Existing Programs and Projects

1. Year 1
  - Create a complete list of existing programs and projects, as well as associated staff and volunteers.
  - Create a list of resources used and needed for existing programs and projects.
  - Restart professional certification program.
  - Create a plan to expand professional competition in North America.
2. Year 2
  - Audit existing programs and projects to determine which
    - i. Are functioning well,
    - ii. Need to be redesigned or adjusted,
    - iii. Should be discontinued, repurposed, or combined.
  - Create a plan for resource allocation for existing programs and projects.
  - Implement plan to expand professional competition in North America.
3. Year 3
  - Expand the volunteer base for existing programs and projects by creating redundancy in volunteers. Ideally each (non-Board or Executive-level) position could be shared by two or more volunteers.

## New and Pipeline Programs and Projects

1. Year 1
  - Create a complete list of proposed programs and projects, as well as willing staff or volunteers.
  - Create a complete list of resources needed for proposed programs and projects.
  - Determine protocols for funding pilot programs from reserve funds.
2. Year 2
  - Create a schedule for the implementation of proposed programs and projects, taking into account available material and human resources.
  - Determine a plan for funding successful pilot programs from annual revenue sources, rather than reserves, after the pilot period has elapsed.
3. Year 3
  - Audit pilot programs and projects to determine which
    - i. Are functioning well,
    - ii. Need to be redesigned or adjusted,
    - iii. Should be discontinued, repurposed, or combined with other programs and projects.
  - Determine which pilot programs are
    - i. Developed enough to graduate from the status of pilot program, and
    - ii. Funded, and able to graduate from the status of pilot program.

# Combined Timeline

## 2020-2021 AGA Term

1. Fall 2020
  - Hire an Executive Assistant for the AGA (approved by the board in 2019).
  - Catalog existing teaching materials.
  - Catalog existing marketing materials.
  - Create a complete list of existing programs and projects, as well as associated staff and volunteers.
2. Winter 2021
  - Catch up with the backlog of member/chapter requests.
  - Ascertain the status of all current programs and projects.
    - i. Define a list of existing programs and projects.
    - ii. Determine who is working on the complete list of programs and projects.
  - In consultation with the Chapters, determine what teaching materials are needed.
  - In consultation with Chapters, determine what marketing materials are needed.
  - Create a complete list of resources used and needed for existing programs and projects.
  - Create a regular schedule for checking in with volunteers.
  - Create plan for AGA online events
    - i. While in-person play is discouraged, and
    - ii. After it is safe to resume in-person play.
  - Audit the current rating system to determine strengths and weaknesses.
  - Conduct a survey of members to determine how they learned about go and what attracted them to it.
3. Spring 2021
  - Set deadlines for milestones and regular check-ins for each program and project.
  - Create documentation for each existing AGA position, program, and project.
    - i. Complete list of programs and projects
    - ii. Willing staff or volunteers
  - Create and make available materials to support efforts to introduce new people to Go (in consultation with the chapters).
  - Create and publicize a plan for implementing online ratings.
  - Conduct a survey of members and chapters about existing member services.
  - Create a complete list of resources needed for proposed programs and projects.
  - Determine protocols for funding pilot programs from reserve funds.
4. Summer 2021
  - Redefine the AGA's organizational structure, to reflect developments within that structure that have taken place over the past two decades.
  - Create a strategic plan to improve member and chapter services re:survey.
  - Review and update plans from 2019 for supporting in-person tournaments, once it is safe to resume in-person play.

## **2021-2022 AGA Term**

1. Fall 2021
  - Create approval processes for all departments, programs, and projects.
  - Determine which online services the AGA can and/or does provide.
  - Define resources available for new programs and projects.
  - Implement strategic plan to improve member services
2. Winter 2022
  - Update website to include more current information.
  - In consultation with experts, create a robust fundraising and marketing plan.
  - Create curricula and establish training and certification programs
    - i. Teachers
    - ii. Tournament Directors
      1. Online
      2. In-Person
  - Survey chapters and tournament directors to determine which supports and resources they would like to be made available to them.
  - Create programs to encourage the resumption of local face-to-face tournaments, when it becomes safe to do so (programs should be ready to go).
3. Spring 2022
  - Develop a network of new publications and markets where Go may be promoted.
  - Conduct market research on
    - i. Whether people have heard of go,
    - ii. If they have, why they do/do not play, and
    - iii. If they haven't heard of go, whether they would be interested based on our existing marketing materials
  - Define and plan programs that will help new players become a part of the Go community.
  - Create a plan to increase chapter resources, based on the survey taken the previous quarter.
4. Summer 2022
  - Audit existing programs and projects to determine which
    - i. Are functioning well,
    - ii. Need to be redesigned or adjusted,
    - iii. Should be discontinued, repurposed, or combined with other programs and projects.
  - Create a plan for resource allocation for existing programs and projects.
  - Create a schedule for the implementation of proposed programs and projects, taking into account available material and human resources.
  - Determine a plan for funding successful pilot programs from annual revenue sources, rather than reserves, after the pilot period has elapsed.

## **2022-2023 AGA Term**

1. Fall 2022
  - Develop a larger group of volunteers.
    - i. Create a program for volunteer development.
    - ii. Create a system for supporting volunteers.
  - Establish protocols for increased member input.
  - Implement programs to encourage the resumption of local face-to-face tournaments, if it is safe to do so.
  - Implement programs to help new players become a part of the Go community.
2. Winter 2023
  - Audit existing communications services and create a plan to determine ways in which member and non-member communication services may be enhanced.
    - i. Print/email communications
    - ii. Online communications
    - iii. Broadcast communications
  - Continue implementation of plan to improve member services.
  - Implement plans to increase chapter resources.
3. Spring 2023
  - Complete backlog of existing unfinished projects as of fall 2020.
  - Establish long-term (five- and ten- year plans) for the AGA, in consultation with experts.
  - Define and plan programs to support local clubs and organizations that bring in new go players and foster local communities.
4. Summer 2023
  - Establish mentorship programs for chapter leaders and tournament directors.
  - Expand the volunteer base for existing programs and projects by creating redundancy in volunteers. Ideally each (non-Board or Executive-level) position could be shared by two or more volunteers.
  - Audit pilot programs and projects to determine which
    - i. Are functioning well,
    - ii. Need to be redesigned or adjusted,
    - iii. Should be discontinued, repurposed, or combined with other programs and projects.
  - Determine which pilot programs are
    - i. Developed enough to graduate from the status of pilot program, and
    - ii. Funded, and able to graduate from the status of pilot program.

## **2023-2024 AGA Term**

1. Fall 2023
  - Implement programs to support local clubs and organizations in promoting go to new players.
  - Define and plan programs to support double-digit kyu players in learning and playing Go.

## Proposed Board Meeting Schedule for 2020-2021

<u>Date</u>	<u>Meeting</u>	<u>Location</u>	<u>Topics</u>	<u>Written Reports</u>	<u>This Year Supplemental Issues</u>
Sept. 13, 2020	Fall Meeting	Online	Tournaments, Games, Rules, Ranks and Ratings	<ol style="list-style-type: none"> <li>1. Annual Tournament Calendar</li> <li>2. Report on Games and Tournaments Played</li> <li>3. Report on Pro Play</li> <li>4. Minutes of Prior Meeting</li> </ol>	1.
Oct. 4, 2020	Resumption of General Assembly Meeting	Online	Congress, Chapter Relations, General Discussion	<ol style="list-style-type: none"> <li>1. Membership Categories</li> <li>2. Approve August 2020 Chapter Assembly Minutes</li> </ol>	
Nov. 15, 2020	Strategy "Retreat"	Online	Long view of the organization	<ol style="list-style-type: none"> <li>1. Strategy Memo</li> <li>2. Minutes of Prior Meeting</li> </ol>	1. Organizational Structure
Feb. 21, 2021	Winter Meeting	Online	Admin, Communications, Congress, Staff, Education	<ol style="list-style-type: none"> <li>1. Roster of Positions and Staff</li> <li>2. Reappointments List</li> <li>3. Minutes of Prior Meeting</li> </ol>	1.
April 25, 2021	Spring Meeting	Online	Budget, Investments, International Affairs	<ol style="list-style-type: none"> <li>1. Preliminary financials</li> <li>2. Investment report</li> <li>3. Budget</li> <li>4. Report of the VP of IR</li> <li>5. Minutes of Prior Meeting</li> </ol>	1. Proposed reworking of membership categories, as noticed in 2019 Chapter Assembly Meeting (delayed due to Covid-19)
June 13, 2021	Extra Meeting	Online	Goals and Postponed Topics	<ol style="list-style-type: none"> <li>1. Preparation for Annual Meetings (Board and General Assembly)</li> <li>2. Goals and Priorities</li> </ol>	1.

July 29 2021	Annual Board Meeting	Online	Financial Position, Membership	<ol style="list-style-type: none"> <li>1. Annual Financial Report</li> <li>2. Annual Report of the organization</li> <li>3. Report on Membership</li> <li>4. Minutes of Prior Meeting</li> </ol>	
July 31 2021	Chapter Assembly Meeting	Online	Congress, Chapter Relations, General Discussion	<ol style="list-style-type: none"> <li>1. Annual Financial Report</li> <li>2. Annual Report of the organization</li> <li>3. Chapter Membership and Rewards</li> <li>4. Prior Year's Chapter Assembly Minutes</li> </ol>	