

## **President – Rob Copeland**

### Introduction –

Last year's theme for our annual meeting was "Membership: It's Up to Us". And while it may be fortuitous coincidence, membership is up! At our current rate of growth we should exceed 50,000 members well before convention. This year's theme is about moving forward, it was selected to remind us that Masters Swimming is growing and evolving, and for us to be successful in the future we need to look and move forward, embracing change, while never losing track of our rich heritage or our mission.

### Projects since the last convention -

U.S. Masters Swimming has faced some interesting challenges and achieved tremendous successes in the past year. And while most of these will be reported in depth in other reports, I want to touch on a few significant items. First, after an extensive search, we have selected and opened our national headquarters in Sarasota Florida. This is a huge leap forward for us, allowing us to more effectively manage and oversee member projects and services, attract and retain high quality staff, and centralize operations. Second, we re-branded U. S. Masters Swimming; and while we still maintain our mission, objectives, values and goals, we have rolled out a fresh new logo and a vast amount of collateral materials. Third, in light of the growing relationship between staff and volunteer, the board has reviewed how we are organized and has come up with a number of proposals for our consideration. Fourth, there have been great successes in the new club and coach services that are being offered through our national office. And fifth, information flow to our LMSCs, clubs, coaches and members have been drastically improved, through e-newsletters, our web site, My USMS, fitness logs and other communication channels.

These projects and many others are the result of our staff and volunteers working together with a shared vision of how we want to evolve USMS and how we move forward to achieve our mission.

### Action Items –

Please refer to the actions of the Board for a complete list of significant items.

As we continue to experience growth and evolution in U.S. Masters Swimming it is imperative that our professional staff, as well as our volunteer staff, remains focused on providing leadership in identifying and developing meaningful programs and volunteer opportunities in support of our mission, strategy, objectives and goals.

### Agenda -

- 1) Place the reins into the capable hands of our incoming president and co-pilot of U.S. Masters Swimming
- 2) Relax and enjoy the ride as we move forward; it will be glorious!

And I would be remiss, if I didn't take a moment to thank our hard working staff and volunteers. There would be no Masters Swimming without your passion and commitment to swimming. You have made my four years as president challenging, rewarding and most memorable. I thank you for your trust and your support in allowing me to serve this great organization and all you great people.

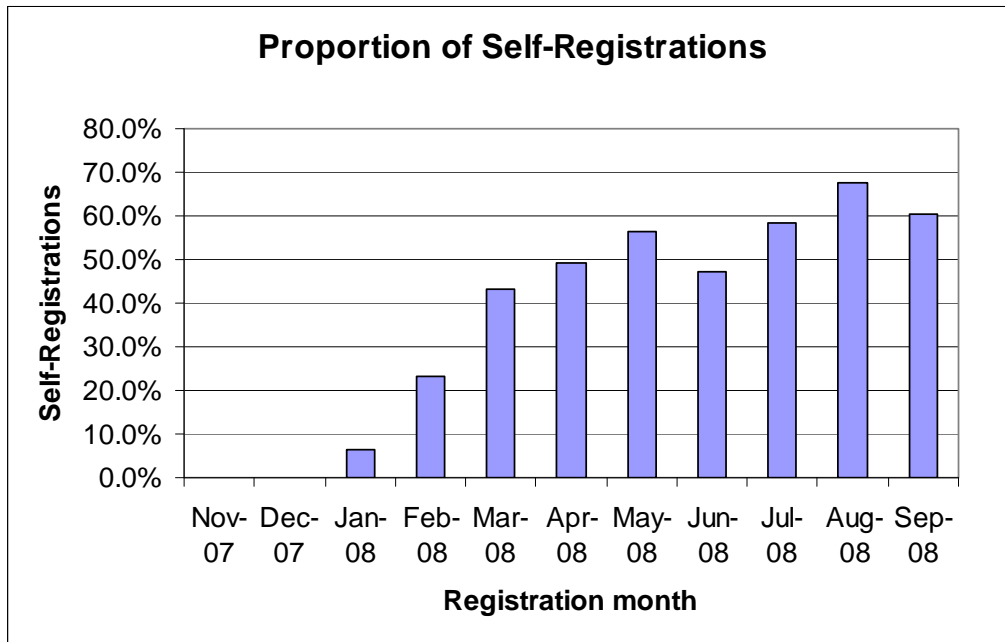
## **Vice President of National Operations – Leo Letendre**

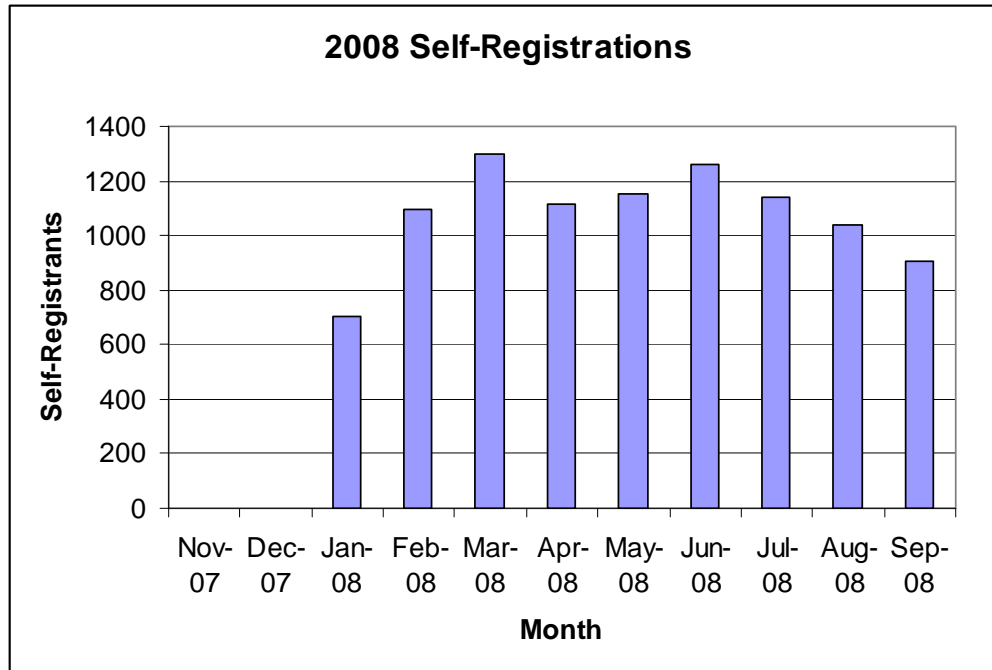
First, I would like to thank U.S. Masters Swimming for the opportunity over the last four years to serve as your Vice President of National Operations. We should all be proud of the progress that we have made as an organization. Being a part of these significant advances has been both fun and rewarding.

The committees within the National Operations division have, once again, seen a very active year as demonstrated from their annual reports. Of particular note, the Championship Committee has been busy in its new role as the selector of the National Championship sites. Please take the time to follow their processes and support them in their decision. The Legislation committee has been busy working with the Governance Task Force to bring you the proposed changes as we adjust to a professionally managed organization. The Officials committee has had a number of projects including developing expectations with

respect to the conduct of our meets. The Rules Committee, which normally should have a quiet year this year has had an interesting year with all of the machinations across the world with respect to swimwear and the story continues! The Finance committee has also been busy dealing with the changes again brought about by professional management and proposed changes to our structure. Lastly, but not because of its lack of importance, the Registration committee had been working hard on issues surrounding membership including our web-based self-registration system.

One of my main focuses was to continue to assist with the web-based registration system. In large part the system has worked well and improvements have been steadily made to address its robustness from the member's, registrar's and system perspectives. While the self-registration system is probably not the only reason for our record membership (we passed last year's record in late July), we are getting an increasing proportion of our growth from new members which appear to be using the web-based system. Additionally, as we saw last year, the our members have already set records for donations to the U.S. Masters Fund and the International Swimming Hall of Fame in spite of the poor economy.





### **Vice President of Local Operations – Julie Heather**

The Local Operations Division committees (History and Archives, Records and Tabulation, Recognition and Awards, and Zone) have been very productive in their projects this year. Conference calls have been effective communication tools and all three committees have been working on projects throughout the year.

Some progress has been made on the End to End Event Management project, and we are working to increase the priority of this project, since it will benefit our members and volunteers, and also increase the integrity of the data in our Top Ten tabulations. End to End Event Management is one way we can help our LMSCs do their jobs easier and better.

I also participated in the Governance Task Force, which is akin to looking at the forest then replanting the trees in a new formation to make them grow better. I believe we have accomplished the task that was given to us, and our proposals, if adopted, will position USMS to effectively respond to our increasing growth and use of paid staff.

The first draft of the LMSC Minimum Standards was created by the Zone Committee, then reviewed by the Board. Those comments were incorporated into the draft, which was then emailed to all LMSC Chairs and House of Delegate members. Those comments were reviewed, shared with the Board, and changes made to the draft. The current version is in the delegate packet, and will be presented to the House of Delegates for acceptance. Please note that I did not number the items in each category, since I don't want anyone to get the impression that one item is more important than any other. I encourage anyone who has any questions or concerns about the LMSC Minimum Standards to feel free to contact me.

### **Vice President of Member Services – Heather Hagadorn**

It has been another busy year in the area of member services, and there have been many changes. The first change to report was the resignation of Mark Gill to become the Director of Business Operations and my appointment to the position in June.

Since the last report, the focus of the Member Services Division has changed slightly. The Communications, International, Marketing and Publications Management Committees were carried over from 2008, and the Open Water and Long Distance Committee was added in 2009.

Last year, Mark listed several projects that he hoped to see accomplished by this convention. An update of those items can be found in the individual committee reports.

This position will continue to change and evolve over the next year, as four of the existing committees are being recommended by the Governance Committee for dissolution: Communications, International, Marketing and Publications Management. Many of the tasks managed by those committees can now be handled by the National Office staff. The final committee, Open Water and Long Distance, will likely be split into two different committees.

As I exit this position, I look forward to transitioning work to the new administration and serving U.S. Masters Swimming in other capacities!

### **Vice President of Community Services – Michael Heather**

It has been a pleasure and privilege to serve as the VPCS for the last 4 years. I hope USMS will continue to grow and prosper in the years ahead and will do anything asked of me to help. The Community Services division has been both active and productive this year, with little help from their VP. Among their other regular tasks, the Coaches committee is busy interfacing with the ED and national office, setting up a clubs and coaches task force to help expand and strengthen both. The Fitness committee, through lots of determination, ushered in the FLOGS feature on the website, making it easy and simple to track your swimming practice yardage, or any other exercise program you wish. Look for it in myUSMS on the website. Sports Medicine and Science has been fielding questions and issuing forth articles to keep you informed health concerns. The VP has been active on the policy committee and chaired the early national headquarters search task force, as well as attending conference calls for the various committees, when able to do so. As we look forward after 40 years, USMS still is at the beginning of great things and I am both proud and humbled to be able to participate.

### **Treasurer – Jeff Moxie**

U. S. Masters Swimming continues to be on very solid financial ground. As of July 31, 2009 we had in excess of \$2.2 million in cash and investments. Our investment returns continue to show an overall decline from prior years due to an overall decline in interest rates and the inability to diversify the portfolio due to an extremely restrictive and conservative investment policy. During 2009 rates were below 1% while the 2008 rates were in the 3.5% range compared to 5.0% during 2007.

The 2008 Financial Statements are still in process and a financial report will be available for delegates at the Convention in Chicago. The tax returns for 2008 are also in process and will be reviewed by the Board prior to filing.

### **Secretary – Meg Smath**

As the last year of my last term as secretary nears an end, here's a recap of what the Board of Directors accomplished during the past four years:

- 9/18/2005: At its first meeting, the Board recognized the need to compile a policy manual.
- 1/10/2006: The Board defined the executive director's job functions as follows:
  - Manage the staff and day-to-day business operations of USMS.
  - Identify and develop opportunities for increasing USMS visibility and revenue through sponsorships and relationships with external entities.
  - Develop, implement and maintain programs to support LMSCs and clubs; to enhance service to members and foster growth.
  - Implement policies established by the USMS Board of Directors.

- 1/27-29/2006: At its first midyear meeting, the Board:
  - Allowed online entry for all sanctioned events.
  - Required hosts of national championships to continue to accept paper entries, even if they are using online entry.
  - Chose a search firm for the executive director search.
  - Defined a compensation and benefits package for the position of executive director.
  - Allowed broadcast emails to the membership.
  - Affirmed that we would have a members-only section of our website.
- 4/19/2006: The Board:
  - Approved a bonus plan for the position of executive director.
  - Included committee chairs and coordinators as automatic recipients of the rule book.
- 5/22/2006: Approved the following conflict of interest policy: To ensure there is no perception of bias and to ensure the integrity and fairness of decisions made by USMS, all members in decision-making positions (officers, members of the Board, employees and contractors) must maintain the highest level of integrity and ethical behavior.

In the event that any officer, member of the Board of Directors, employee or contractor has a financial interest in any contract or transaction involving the Corporation, such individual shall not participate in the Corporation's evaluation or approval of such contract or transaction unless the material facts of the relationship or interest are disclosed and known to the President; or in the case of financial interests of the President, to the Board of Directors. If such disclosure is made, the contracts or transaction shall not be voided if the Board or Committee in good faith authorized the contracts or transaction by the affirmative vote of the majority of the disinterested Directors or Committee members, and provided the contract or transaction is fair to the Corporation at the time it is authorized.

On an annual basis, each officer, member of the Board of Directors, employee and contractor shall read and sign the United States Masters Swimming Conflict of Interest Statement.

- 9/13/2006: At its first meeting at the 2006 convention in Dearborn, Mich., the Board:
  - Created a task force to explore creation of a technology services department.
  - Created a club development initiative and a task force to manage and develop the initiative.
  - Adopted a paid time-off policy for USMS employees.
  - Adopted a benefits policy for USMS employees.
- 9/17/2006: At its closing meeting at the 2006 convention, the Board:
  - Resolved that USMS will recognize disciplinary actions taken by USA Swimming.Adopted the following confidentiality policy: In the course of fulfilling its mission to promote fitness and health in adults by offering and supporting Masters swimming programs, USMS collects and creates confidential information. The purpose of this policy is to ensure that disclosure of confidential information is limited to authorized persons and authorized business purposes.

Directors, employees, contractors and volunteers of USMS shall not disclose, divulge or make accessible confidential information belonging to or obtained through USMS or its members to any person, other than to persons who have a legitimate need for such information and to whom USMS has authorized disclosure. Directors, employees, contractors and volunteers shall use confidential information solely for the purpose of performing services for USMS. This policy is not intended to prevent disclosure where disclosure is required by law.

Examples of confidential information include, but are not limited to:

  1. Personal identification information about USMS members, which is any piece of information that can potentially be used to uniquely identify, contact or locate a single person.
  2. Negotiations and business arrangements with sponsors, vendors, contractors, lessors and other potential or actual business associates.
  3. Proprietary information that allows USMS to be more competitive in the marketplace, such as future marketing or business plans.
  4. Information about litigation and/or investigations.

5. Information created or obtained during an employee hiring process.
  6. Information created or obtained in the context of an ongoing or former employment relationship, such as salaries and wages, social security numbers, financial information or performance records.
- 1/12-14/2007: At its 2007 midyear meeting, the Board:
    - Established a Compensation and Benefits Committee of the Board, chaired by Nadine Day.
    - Established a task force to study magazine distribution to new members.
    - Established a pilot-program for club development.
    - Established a charitable solicitation policy: USMS does not consider solicitations from charitable organizations. This policy does not preclude LMSCs from sanctioning events with a charitable component.
    - Stated its intention to hold a special meeting with the executive director, employees and contractors to create a strategic plan.
    - Formed an Audit Committee of the Board and for the committee to develop an internal auditor charter and amend the rule book as needed.
    - Recommended that members of the House of Delegates be appointed to only one committee, or two in unusual circumstances.
  - 3/22/2007: The Board
    - Appointed a Strategic Planning Task Force to develop criteria for selecting a consultant and to plan for meetings related to the strategic plan.
    - Announced the hiring of Todd Smith as USMS's first executive director.
  - 7/23/2007: The Board approved the recommendation of the National Publication Renewal Task Force to renew USMS's contract with Douglas Murphy Communications to produce *USMS SWIMMER*.
  - 9/28/2007: At its second meeting at the 2007 convention in Anaheim, Calif., the Board:
    - Approved the following privacy policy in relation to registration information, proposed by the Zone Committee: To protect the confidentiality of members' USMS registration information, this information may only be disclosed for official USMS and/or LMSC business relating to the conduct of Masters swimming. Examples of legitimate reasons for disclosure include: A member's name, birth date, age, club, ID number and gender may be given to a meet director for uses related to competition, or to the Top 10 and Records Chair. Information concerning members of a club may be given to the designated representative of that club.
    - Directed the Finance Committee to present an unbalanced budget to the House of Delegates.
    - Approved no longer collecting the yearly fee to register LMSCs.
  - 2/8-10/2008: At its 2008 midyear meeting, the Board:
    - Accepted Todd Smith's resignation as executive director, effective February 18, 2008, and appointed a committee to conduct a formal exit interview with him.
    - Revised the privacy policy in relation to registration information: To protect the confidentiality of members' USMS registration information, this information may only be disclosed for official USMS and LMSC business to authorized persons or agencies for use specifically relating to the conduct of Masters swimming. Examples of legitimate reasons for disclosure include:
      - A director of a sanctioned event wishing to compile a list of athletes in the meet database may receive a report of an LMSC's members including member names, birth dates, ages, clubs, ID numbers and genders.
      - A certified representative of a member club wishing to verify and communicate with club members may receive a report of club members including member names, ID numbers, mailing address and email address. Those given access to member information must sign a statement that they will use the information only for the specific purpose for which the information was requested.
    - Granted national championship meet hosts access to USMS member registration information.
    - Directed the Branding Task Force (appointed by President Copeland at the 2008 convention) to investigate using outside resources to develop a new brand image.

- Approved updating the content on the USMS website's home page.
- Passed a resolution forgiving repayment of the remaining balance of USMS's loan to the local organizing committee for the XI FINA World Masters Championships.
- Passed the following resolution: "WHEREAS, the Board of Directors has discussed the use of results from USMS-sanctioned meets, "RESOLVED that times achieved at sanctioned events be considered for USMS national records, USMS Top 10 times and FINA world records."
- Appointed Jerry Clark as liaison to USA Triathlon.
- Approved that a group of interested persons led by the at-large directors and the past-presidents form a task force to develop a policy and strategy for our interactions with related organizations.
- Reappointed the Compensation and Benefits Committee of the Board, as composed at the 2007 midyear meeting.
- Appointed Jeanne Ensign chair of the Club Development Task Force.
- Formed a committee to search for a new executive director.
- 7/9/2008: The Board:
  - Announced that it had hired Rob Butcher as its new executive director.
  - Agreed to hold a training session for the Board on the function and operation of a nonprofit board of directors.
  - Gave the executive director the authority to sign off on budgeted expenses for the National Office up to \$5,000 in any one transaction.
- 7/24/2008: At its first meeting at the 2008 convention, the Board:
  - Appointed the Zone Committee as the ad hoc Election Committee for the 2009 elections.
  - Authorized the Finance Committee to present a budget with a deficit of up to \$475,000, in order to implement the vision and action plan presented by the executive director.
  - Recommended to the House of Delegates that USMS institute a plan to increase dues \$2 per year, starting in 2010, and continue for up to eight years.
  - Recommended transitioning the administration of postal events from the Open Water and Long Distance Committee to a staff-run and -managed function over the next two years.
- 7/28/2008: At its concluding meeting of the 2008 convention, the Board:
  - Renamed the "LMSC Handbook" the "USMS Guide to Operations" to reflect that this document contains information on topics other than LMSC operations.
  - Approved the following resolution: "Recognizing the need to serve clubs by making club registration of individual members possible and accessible, the Board moves to continue development of tools and processes for online registration and re-registration of members.
  - Incorporated the action plan presented by the executive director into the organization's strategic plan.
  - Planned a Board training session for October 17-18 in Dallas.
  - Directed the vice presidents to discuss training for committee chairs and vice chairs.
  - Established requirements for a city in which to locate our national headquarters.
  - Established a Board Governance Committee, to be chaired by Patty Miller.
  - Established an LMSC Development Task Force, to be chaired by Nancy Ridout.
- 10/18/2008: The Board affirmed that affiliate status for International Gay and Lesbian Aquatics was official as of the receipt of the application.
- 2/6-8/2009: At the 2009 midyear meeting, the Board:
  - Approved the document, "Responsibilities of the U.S. Masters Swimming Board of Directors."
  - Selected Sarasota, Fla., as the location for USMS headquarters.
  - Approved reimbursement expenses for employees relocating to Sarasota.
  - Approved the document, "Executive Limitations Policy."
  - Suspended Professional Management Guidelines indefinitely and will recommend to the House of Delegates that they be rescinded.

- Approved the USMS Community Partner designation, whose duration will be five years.
- Awarded USMS Community Partner designation to Sarasota, Fla., and the Raleigh-Durham-Chapel Hill triangle in North Carolina.
- Approved a policy that USMS make available, with appropriate limitations and safeguards, including privacy protection, the USMS membership database to certified event management vendors at an appropriate fee.
- 4/23/2009: The Board authorized President Copeland to sign a lease with the City of Sarasota for a building to be used for our national headquarters.
- 6/2/2009: The Board approved moving the USMS operating accounts to a financial institution in Sarasota.
- 6/16/2009: The Board:
  - Approved the legislation proposals recommended by the Board Governance Committee.
  - Appointed Heather Hagadorn to replace Mark Gill as vice president of member services (Mark resigned the office to accept employment with USMS).

### **Immediate Past President – Jim Miller, MD**

I have served on the Executive Committee in some capacity for a total of 12 years now, first as Vice President then President and now concluding my term as Immediate Past President. It has been a sincere honor to serve you and USMS for so long. I have been able to help facilitate the movement toward a professional staff of a vibrant growing corporation. USMS is now in its best position ever to promote our sport and enhance your personal achievements. As the largest self-governing masters corporation in the World, the question always arises as to how we continue to set and achieve our goals. The answer is clearly you, the volunteers of USMS. Look around you at Convention and marvel at the pool (pun intended) of talent surrounding you. Why are we all dedicating so much of ourselves to USMS? Our belief in and dedication to our sport is the only explanation. As USMS grows its National Headquarters staff, the value of its volunteer base will be enhanced. There will be a staff to carry out our ideas, day in and day out. They will focus full-time on USMS, while we volunteers will continue to aid the growth and vitality of our sport, particularly at the local level.

My past year has been very busy. I represented USMS at the USAS International Relations meeting in Lauderdale, which unfortunately fell at the same time as Clovis Short Course Nationals. I also represented USMS at the FINA Masters Extraordinary Congress in Italy at the end of July. I am currently sitting on the Benefits and Compensation Committee of the Board of Directors and serve as the Trustee of the Vanguard Retirement Fund. You will be hearing more about all of these topics during the course of the Convention, but briefly I can assure that our international status is rising within the World and our hemisphere. Our employees realize the value of their benefits package more now than ever in these tough economic times. What better ways to show them how much we value them than helping them look to their future security.

Although I will no longer be on the Executive Committee, I look forward to contributing as a Past President on the Board of Directors, advocating for Masters swimming in my international capacities, and continuing to participate at the local level as a coach, physician and swimmer.

### **USMS Board of Directors**

**Rob Copeland, Chair**  
**Meg Smath, Secretary**

**Committee Members:** Rob Copeland, Heather Hagadorn, Mike Heather, Leo Letendre, Julie Heather, Meg Smath, Jeff Moxie, Jim Miller, Anthony Thompson, Betsy Durrant, Jerry Clark, Nadine Day, Jeanne Ensign, Michael Moore, Don Mehl, Laura Winslow

Non-voting Rob Butcher, Patty Miller, June Krauser, Ted Haartz, Mike Laux, Dan Gruender, Tom Boak, Nancy Ridout

#### **Introduction:**



A recap of the actions of the Board is included in this report. For a comprehensive accounting of board meetings please refer to Board meeting minutes posted at [www.usms.org/admin/minutes/](http://www.usms.org/admin/minutes/).

Special thanks go out to Meg Smath for her phenomenal efforts on keeping record of our board meetings. In addition, thanks go out to the entire board for their passion, leadership, experience, vision and stewardship. We have made tremendous strides in growing and evolving U.S. Masters Swimming; this could not have been possible without the leadership of the Board and the efforts of our local and national volunteers, our staff and our clubs.

**Discussions and projects since the last convention** – The following are the recorded actions of the Board:

- **7/24/2008:** At its first meeting at the 2008 convention, the Board:
  - Appointed the Zone Committee as the ad hoc Election Committee for the 2009 elections.
  - Authorized the Finance Committee to present a budget with a deficit of up to \$475,000, in order to implement the vision and action plan presented by the executive director.
  - Recommended to the House of Delegates that USMS institute a plan to increase dues \$2 per year, starting in 2010, and continue for up to eight years.
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  - Approved the legislation proposals recommended by the Board Governance Committee.

- Appointed Heather Hagadorn to replace Mark Gill as vice president of member services (Mark resigned the office to accept employment with USMS).

## **Governance Committee**

**Patty Miller, USMS Legal Counsel, Chair**

**Committee Members:** Patty Miller (Chair), Don Mehl, Anthony Thompson, Julie Heather, Michael Moore, Nancy Ridout, Sean Fitzgerald

**Introduction:** This convention packet contains a set of legislative proposals from the Board of Directors. These proposals had their genesis when the Board decided, at its meeting at the end of last year's USAS convention, to create a committee of the Board responsible for addressing governance issues. The call for a Board governance committee stemmed from the need to adjust the structure of USMS to reflect the new reality of an organization where paid staff, led by an Executive Director, perform many functions that were previously handled by volunteer members, and to reflect the Board's proper role in the organization.

USMS's governance structure had undergone a major examination and series of changes several years ago. That governance project resulted in adjustments to some committees. It also resulted in a major change from a 46-member Board consisting of appointed committee chairs who met as a board once per year, to a 16-member Board of elected officers and at-large delegates who function year-round. Since the larger previous governance project (2003-2005) occurred before USMS hired an Executive Director and before the Board became more agile and active, the Board decided to task the Governance Committee to fine-tune the governance structure.

The Governance Committee embarked on a process to explore and recommend changes and legislative proposals with the input and direction from the full Board, starting with committees. The goals with regard to committees were to:

- Identify those that may be responsible for functions that now are best performed by staff;
- Identify those that may be responsible for functions that continue to be best performed by volunteers;
- Identify those that may be performing functions that, under non-profit best practices are the responsibility of the Board;
- Address miscellaneous committee structure issues raised by the Board of Directors during the mid-year meeting.

This analysis also resulted in the concept that not only should the Board be performing certain responsibilities, but there should be a committee structure within the Board to delegate board responsibilities and to take advantage of subject matter expertise. We have proposed legislation related to Board committees in general, including the proposed shift of the Finance Committee from a committee of the House of Delegates to a Board committee. This type of Board committee will include both non-Board members as subject matter experts, as well as Board members.

After focusing on committee adjustment, the Governance Committee then moved to examining the Board and Executive Committee structure and functions, and then other governance-related changes.

The Governance Committee began holding weekly meetings starting in early April. The notes from those meetings have been posted on the USMS website, at [www.usms.org/admin/minutes/](http://www.usms.org/admin/minutes/) for your review. The notes will give you insight into the thought process and discussion in which the committee engaged. All of this culminated in the legislative proposals you see in the convention packet. In addition to the committee's notes, the rationales that accompany each proposal should also be informative about why the proposal has been made.

We sought input by asking the vice presidents to communicate with committee chairs in their divisions about proposed changes related to their committees. Not all proposed committee changes were met with full agreement by all members of the affected committees. But the Governance Committee, in consultation with the full Board, made legislative proposals based on its "big picture" perspective and keeping in mind the original purpose for its creation, as noted at the beginning of this report.

We invite you to review the legislative proposals and comment or ask questions of the Governance Committee by emailing [governance@usms.org](mailto:governance@usms.org) and to participate in the legislative process at convention. This is a great opportunity to be involved in the continued development and fine-tuning of USMS to best

serve our members and further our sport and mission.

**BOD Policy Committee**  
**Betsy Durrant, Chair**

**Committee Members:** Rob Copeland, Meg Smath, Michael Heather, Betsy Durrant

**Introduction:** The purpose of this committee is to collect and maintain all USMS policies in one place—the USMS Policy Manual. It is an ongoing project.

**Discussions and projects since the last convention:** Revising policies to reflect current practices and adding more to the manual.

**Action items:** There will be no formal meeting of the committee during convention. However, the Policy Committee will present an updated manual to the BOD during the Wednesday BOD meeting. During the convention, recommended changes will be prepared to reflect actions of the HOD in regard to Board Governance Committee proposals. These changes will be presented to the BOD at the Sunday meeting.