

**United States Masters Swimming Board of Directors Conference Call
June 8th, 2011**

FINAL

- **MSA to approve 506.1.2 - The nonvoting members of the Board of Directors shall consist of the executive director, legal counsel, all past presidents not already voting members, a representative of allied organizations (as approved by the Board of Directors), and a representative from USA Swimming.**
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Michael Heather -VP of Administration called the meeting to order on June 8th at 8:05 p.m. EDT. Also present were: President Jeff Moxie, Nadine Day-VP of Community Services, Dave Diehl-VP of Programs, C.J. Rushman- Secretary, Ralph Davis- Treasurer, Rob Copeland - Immediate Past President, Doug Church- Legal Counsel, At-Large Directors; Maria Elias-Williams (Dixie), Chris McGiffin (Colonies), Phil Dodson (Great Lakes), Anthony Thompson (Breadbasket Zone), Hugh Moore (Northwest), Don Mehl (South Central), Jim Clemmons (Oceana), Executive Director - Rob Butcher; Past-Presidents Jim Miller, Ted Haartz and Nancy Ridout.

Not present: VP of Local Operations - Ed Tsuzuki; At-Large Director - Phil Whitten (Southwest Zone); Past Presidents - Tom Boak, Dan Gruender, Mike Laux and June Krauser.

Agenda;

1) President's report (Jeff) - none

2) ED report (Rob B) –

I) Club Membership

- As of today, USMS has 721 registered clubs compared with 692 clubs in 2010
- Of our 721 clubs, 14 of the top 15 in membership are considered super or regional clubs representing around 12,000 members
- Of our 721 clubs, 614 have less than 100 registered members representing around 12,000 USMS members
- With the support of the Coaches Committee, two new initiatives are being implemented for clubs:
 - 1) Three flier templates that are now available at usms.org/coach
 - 2) A 2012 welcome kit for club renewals/new clubs is being developed

II) Membership

- As of today, we have registered 48,478 members for 2011
- We are pacing at 3% ahead of 2010
- Several observations:
 - For the Registrars that have implemented the retention communication plan on their own, their collective renewal rate is 61%

- For the LMSCs that USMS has implemented the retention communication plan, their collective renewal rate is 64%
- The Registration Committee approved at last years Convention the Membership Retention Plan. The ED suggests that the implementation of our Member Retention Plan is one of operational nature and not policy, and that our collective focus should be on what is in the best of the member. The Registrar is still an important partner in the membership service equation by providing information such as Places to Swim, etc. and rather than burden the Registrars with a detailed schedule that requires sending of numerous time sensitive e-mails, and for the consistency of our communication and to ensure that every member has the fullest and maximum opportunity to renew their membership, the ED recommends that Anna Lea and Tracy be responsible for the retention communication plan for USMS membership.

III) Membership Survey

- Our membership survey with Metropolitan State College of Denver has been completed. The staff is reviewing the data and interpreting potential applications. In particular, staff is categorizing recommendations as either Operational or Policy to be presented to the board.

IV) SwimFest

- Thank you to Rob Copeland and the GA LMSC for all their help
- The attendance was 50 coaches, 38 of whom went through certification – and 44 swimmers
- After budget revisions, SwimFest produced a \$3,000 net loss on \$15,450 in gross revenue
- Eight staff members/contractors were involved in SwimFest planning
- A 16 point promotional plan was followed
- Mel Goldstein alone responded to 487 SwimFest e-mails
- As for the future of SwimFest, it is EDs belief that clinics are best served by the LMSCs taking the lead with the Club Development Team and Coach’s Committee supporting with Masters Coaches Certification

V) Other National Office Developments

- Production and publishing of *SWIMMER* magazine has fully transitioned to the National Office under the leadership of Laura Hamel. On time delivery of *SWIMMER* has been greatly improved. As presented in the April financials, we have found cost savings by bringing *SWIMMER* production in house.
- Luke Shaheen is our new full time IT programmer. Jim M. is providing training to Luke who will have a focus of developing our online sanctioning process.
- Jim M. will continue to provide customer service/support to existing programming, finishing the End-to-End Event Management task list and making improvements to our Fitness Logs.
- As some know, Mark Gill’s has taken a new job with a college in Louisville. Despite working remotely the past two years, Mark has been a very valuable staff contributor. His analytical thinking and relational skills with our volunteers has been of great benefit to

moving forward many initiatives for USMS. Mark still wants to be involved at the volunteer level with his responsibilities being reassigned to other staff members.

Board Discussion ED Update: Recommended the retention plan be included in the LMSC minimum standards with the National Office responsible to implement. Ralph asked when the organization can have automatic renewals. Mike mention that in a Mid-Year meeting this was not supported by the Board. Nadine said the reason the Board did not go forward with the automatic enrollment is due to the fact that the LMSCs have different fee structures. Nadine recognized ED sends out a detailed National Office report in advance of each face-to-face board meeting and asked if it should be quarterly. The BOD is comfortable with the Quarterly Report Financial report distributed by the Controller and ED. Jim Clemmons asked if Mark Gill's position will be filled. Rob B said this is a wait and see. Chris McGiffin asked if Mark's departure had been made public. Rob B said Committee Chairs are aware as now is the BOD.

3) Income and Profit (Jim Miller) – Jim reminded the Board that we need to be clear with our mission. If a host runs a good event, we should be thankful and the funds will be there for both the host and the organization.

4) Proposal to create Leadership Planning/Development Cmte/Task Force (Anthony) – Governance has been discussing creating a new committee to develop the future leaders of USMS, at all levels. Please send any ideas and thoughts to Anthony.

5) Board of Review Task Force (Rob C) – Rob C will have an update at the Sarasota meeting.

6) Strategic Planning Task Force (Phil D) – The Strategic Planning Task Force recently began operating, with its first meeting on May 10. The charge to the task force, which consists of three Board members, the Executive Director and two other appointees, is to propose updates to the U.S. Masters Swimming strategic plan. The task force's work is already well underway. The current USMS Strategic Plan was written by then-Executive Director Todd Smith and USMS volunteer Tom Boyd in 2007. It was the culmination of an analysis that included information from a marketing survey that Boyd had directed when he was Chair of the Marketing Committee and an analysis of strengths, weaknesses, opportunities and threats (SWOT) that the Board of Directors conducted during one of its meetings. Given the passage of time and the change that has occurred within and outside of USMS since 2007, it is time to update the strategic plan for guidance as USMS moves forward.

Task Force members are:

- Anthony Thompson
- Phil Dodson
- Jill Gellatly
- Nadine Day
- Rob Butcher
- Patty Miller (Chair)

Given the amount of work that needs to be done in a short amount of time, the task force has decided to meet weekly. The Task Force is attempting to make substantial progress before the Board's meeting in July. We are also aware that the strategic plan must be completed in U.S. Masters Board of Directors Conference Call – June 8th, 2011

sufficient time for the Executive Director to have a related business plan ready by Convention in September.

The task force has researched strategic plans of non-profit organizations such as USMS and has preliminarily established a list of the elements that need to be included in the plan. These elements include such things as the mission, a vision statement, values, a summary of SWOT items, strategic objectives, and performance indicators. The task force is currently working on a proposed vision statement and values.

We have also begun gathering information to assess current status and future direction. USMS recently completed a member survey, which is in the process of being summarized. Although this survey was not initiated as part of the strategic planning process, the results are relevant to the planning process and they will be examined by the task force. Also, the task force has involved a broad group of USMS leaders in a SWOT analysis by sending a SWOT survey to USMS committee chairs and LMSC chairs. These leaders have been asked to include input from committee members and LMSC boards, as appropriate, in their responses. We also plan to receive input from the full Board of Directors during the July Board meeting.

In light of the importance of the strategic plan to the organization and its direction, the task force has taken care to make its process transparent. One step in this transparency was a communication sent by Jeff Moxie to all HOD delegates. The communication informed the delegates that the strategic plan is being updated, let them know who is on the task force, and addressed some steps in the process, including a survey that would be sent to committee chairs and LMSC chairs. Jeff also invited the delegates to look for the task force's minutes, which will be posted on the USMS website. In keeping with this transparency goal, the task force will continue to complete and post its minutes in a timely manner.

In the coming weeks, the task force will be revisiting the 2007 plan, analyzing results from the 2011 USMS member survey, and planning for full Board involvement at the July Board meeting. This is a very active task force, with motivated and involved members, so we will also likely be discussing some innovative ideas and concepts that the members have. Task force minutes are being posted to USMS website. The task force will have a full report ready for the Board meeting in July.

7) Governance committee items (Anthony) - The Governance Committee met on 17-April, 15-May and 5-June-11 as well as communication between meeting by e-mail. As minutes are approved, they will be posted on the USMS website. Two members of the BOD made recommendation that numerous articles in the USMS Rulebook be reviewed. Most of the Part 5 articles were reviewed, but a few items from Part 2 and Part 4 were referred to Legislation with no recommendation or were housekeeping items: 201.1.5, 201.2.1/502.1, 403.4.3 and 504.2

The following MSA are recommended to the US Board of Directors for Legislation Committee to consider:

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representative of allied organizations (as approved by the Board of Directors), and a representative from USA Swimming.

The Board of Directors approves the language from the Governance Committee to be submitted to the Legislation Committee and to be approved by the House of Delegates.

Nancy asked if the application to allied & affiliate organization to USMS this is done on an annually basis. Rob C said that yes they do. Nadine said that Tracy Grilli does send out renewals to those affiliate or allied organizations. Nancy asked what the fee for this registration. Rob B said the fee is \$100 for an affiliate and \$500 for an allied organization.

Governance reviewed but recommends not changing article 506.9, 503.3.2, 504.1.5, 504.1.6, 504.3.4, and 507.2. Governance is compiling a report on LMSC delegate entitlement to assess the potential changes to 504.1.1 as USMS grows. Governance is discussing leadership development and will work toward a proposal by the USMS convention 2011. Governance will present a report on Conflict of Interest related to BOD members holding leadership roles in LMSC and Zones. Governance was asked by LMSC Development Committee to review and recommend changes to the model bylaws. Governance has been communicating with the chair of the task force entitled “LMSC Board of Review” to clarify their progress in recommending changes to the model grievance procedures to minimize duplication of efforts. As part of it charter, Governance plan to lead a periodic assessment of the BOD performance starting in July 2011. Findings from the review should be available at USMS Convention and can be presented in executive session.

8) Over budget clarification according to FOG (Nadine) – Nadine shared the ED or Controller may approve over budget requests up to \$1000. If the amount is higher than \$1000, if must be approved by the Finance committee.

9) Elections update (Rob C) – All positions have candidates.

10) OW Sanctions and Legislation issues (David) – The draft documents were sent to the Board. Please familiar yourself with them. The Long Distance Committee will be sending the documents to the Legislation Committee. Any questions should be directed to Dave or Lynn Hazelwood. Dave will make sure the Board has the most current versions available for review.

11) College clubs task force status (Rob C) – Rob C and Dave will work together and revive this task force.

12) Workout group “Chapter” task force (Nadine) – Chapters were defined in the last Board meeting. We want the ability to recognize Chapters and provide benefits to them similar to clubs. The benefits will be a Rule Book that cost \$10, the option to get a co-branded banner that costs roughly \$55 and communication. The task force did not discuss the implementation. Nadine made a motion to have the annual registration of the Chapters be \$20. Nancy asked if an LMSC may attach a fee as well. Nadine said it would be up to the LMSC. Phil D said that this may cause more confusion to members. Ralph asked the Finance committee to review the Club Fees and if there should be a surcharge based on the number of members of the club. Rob C said we

need to continue to look at this from the business perspective. Hugh moves to table the discussion to the July Board meeting. The Task Force feels the Place to Swim site on the USMS site should be password protected for members. Nadine will provide minutes in time for the July Board meeting.

13) Policy Manual Task (Maria) – Provided a list of questions from the task force. Maria made a point that this task force does not create policy, but reviews the Manual and updates on an annual basis.

14) Old business - none

15) New business

- Chris asked policy of dual signatures for LMSC checks of more than \$5000 came from. Jeff stated that it is a policy to comply with a requirement from our insurance carrier. This was question posed in the LMSC Development discussions related to Minimum Standards.
- Doug Church thanked everyone that has made contributions to the Swimming Saves Lives Foundation.
- Maria said that her team is providing free swimming lessons via the Swimming Saves Lives Fund. Phil said this has inspired him and he is working with his local club to do the same.

The next Board meeting will be in Sarasota on July 15th through July 17th.

The meeting adjourned at 9:43 PM EDT.

C.J. Rushman,
Secretary