

Committee Name:	Board of Directors	Session #:	1
Committee Chair:	Peter Guadagni		
Minutes recorded by:	Greg Danner	Date/time of meeting:	3/6/2021 10:30am ET

Actions Taken:

1. Approved: February 8, 2021 BOD Meeting minutes.
2. Approved: February 16, 2021 BOD Meeting minutes.
3. Approved: Conduct the 2021 Annual Meeting virtually in September.
4. Approved: Board support of the recommended first steps proposed in the ePostal National Championships Improvements Executive Summary.
5. Approved: Officer reports as consent agenda along with additions to the reports made during the meeting.

Number of committee members present: 18	Absent: 0	Guests: 9
<p>Committee members present (list all, including chair and vice chair): Peter Guadagni - President; Chris Colburn - VP of Administration; Chris Campbell - VP of Community Services; Ed Coates - VP of Local Operations; Donn Livoni - VP of Programs; Greg Danner - Secretary; Teddy Decker - Treasurer; At-Large Directors: Carrie Stolar (Breadbasket); Jeff Strahota (Colonies); Britta O'Leary (Southeast); Mel Goldstein (Great Lakes); Paige Buehler (Northwest); John King (Oceana); Kris Wingenroth (South Central); Jill Gellatly (Southwest), Dawson Hughes - CEO; Past Presidents: Patty Miller (Immediate Past President); Maria Elias-Williams - Legal Counsel.</p> <p>Not present: None.</p> <p>Guests: Susan Kuhlman Parker - CFO, Bill Brenner - COO, Kyle Deery - Sr. Director, Marketing and Communications, Volunteer Services, Jay Eckert - Manager, Business Development, Nadine Day, Nancy Ridout, Doug Sayles, Guy Davis, Sandi Rousseau.</p>		

Minutes

The meeting was called to order at 10:32 am ET.

1. Agenda review and declarations of conflict of interest (Peter): None noted.
2. Minutes:
 - a. Approval of February 8 BOD meeting minutes (Greg): **MSA for approval of February 8, 2021 BOD Meeting minutes.** Discussion: None. **The motion passed unanimously.**
 - b. Approval of February 16 BOD meeting minutes (Greg): **MSA for approval of February 16, 2021 BOD Meeting minutes.** Discussion: None. **The motion passed unanimously.**
3. Icebreaker (Britta/Paige): BOD members answered questions as a group by writing answers on paper and showing it to the group.
4. Future Visions – Common Themes for USMS in 7 years (breakout groups):
 - a. 80+ attributes were identified by the four groups.
 - b. More members, higher retention, younger average age of members, more widespread coach training and mentorship, more volunteers, more Gold Clubs, and stronger LMSCs were the most common themes.
5. Plans, Tactics, and Priorities (Dawson):
 - a. Rebuilding and growth strategies: some new, some old (that couldn't be implemented earlier due to the pandemic).
 - i. Priority 1: Rebuild membership (short term):
 1. Summer campaign: We will continue to educate coaches and clubs on the Try Masters Swimming campaign. Chris Campbell noted that clubs may be inconsistent in their responses and formalized guidance would be useful. Dawson indicated that best practices will be identified as part of the education: this may include letting potential members know who they will meet when they're on deck, identifying who at the club will respond to inquiries from the campaign, and so on. Peter added that we should communicate to the LMSCs that they should communicate to the clubs the importance of responding to inquiries.
 2. Year plus membership: \$99 offering beginning July 1.
 3. USMS+ membership is a special add-on with a package of benefits. This is slated to launch July 1.
 4. Early renewal: Current members may extend their membership beginning July 1.
 5. Events: Planning to create an event insurance program in coordination with LMSCs.
 - ii. Priority 2: Grow number of clubs delivering masters programming

1. Identify commonalities with highly successful clubs.
 2. Build database of facilities.
 3. Target similar facilities. Jeff suggested that the onus is on volunteers to do the work in terms of getting lane space and getting members back in the pool.
 4. Sell facility on value of masters and gain buy-in for starting or growing a program.
 5. Identify potential coaches.
 6. Provide, support, and fund start-up programs to launch (reaching viable number of members is key).
 7. Support continued growth while turning up local efforts.
- iii. Priority 3a: Continued consideration of pricing/package options
1. Early 2022 renewal.
 2. CRM implementation (Q2- 2022).
 3. Bulk registration for clubs and multiyear membership (2023 registration) are some of the potential options. Questions from BOD members arose regarding other possibilities:
 - a. Lifetime membership: Dawson said that we're limited by our rule book definition of an individual membership and how our registration platform was built based on that. We are working toward improving our platform so options like this can be considered.
 - b. Seasonal memberships: Dawson said this has not been specifically discussed but it will be because of the suggestion.
 - c. Partner memberships: Dawson responded that this has been on pause due to the pandemic. Fitness organizations are weathering the storm of the pandemic.
- iv. Priority 3b: Repackage and improve value proposition for the independent swimmer (2022 development and implementation):
1. Package USMS benefits in a manner competitive with other 'remote' fitness options. Support for swimming based on convenience, rather than priority or community.
 2. Improve digital content delivery (SWIMMER magazine)
- v. Prioritization and resource allocation: Dawson asked if the BOD agreed with the prioritization/timeline. Chris Colburn said that independent swimmers could be a higher priority with the current pandemic, but it is difficult to know if that should be higher with the unknown length until the environment has improved. Mel suggested that growing the number of clubs could be the top priority. Ed offered the opinion that rebuilding the base (priority #1) is more important than adding new clubs. Largely, the BOD did not object to the prioritization presented.
6. Annual / In-person meeting planning (Peter):
- a. 2021 Planning: Sept 24-26 are the original dates planned for the HOD sessions. Peter suggested we stick with those dates. Due to continued uncertainty, limited staff and volunteer resources, and lack of budgeted funds for an in-person meeting, **MSA to conduct the 2021 annual meeting virtually in September.** Discussion: Peter noted we will assess the cost benefit of a traditional in person annual meeting in the future. Additional discussion regarding improvements on our 2020 virtual annual meeting will be discussed during breakout groups. **The motion passed unanimously.**
 - b. Breakout groups:
 - i. Virtual Annual Meeting experience:
 1. Many ideas on improving the legislative process (pre-submitted questions, adjust speaker limits, straw polls, add visibility for raised hands "line at mic", and more).
 2. Some ideas on streamlining other required activities (more concurrent meetings, consent agenda committee reports)
 - ii. Planning an Annual / In-person volunteer development meeting:
 1. Widespread agreement on soft benefits of in-person meeting: networking, sharing ideas, collaboration, motivation
 2. Common agreement on general education topics: training on USMS organization and structure, services provided by USMS, best practices.
 3. Fewer comments on training to do 'stuff': Conducting events, local communications, LMSC governance.
 - c. Proposed next steps: EC & staff will begin planning the annual business meeting. An Ad hoc committee will be created to craft the in-person volunteer development meeting. That committee will have reps from the BOD, National Office staff, LMSC Development Committee, and other volunteers from LMSC leadership. A proposal for content, budget, and time frame should be ready by the Summer BOD Meeting. Some BOD members hoped that this event might occur in the fall of 2021. Peter and others suggested that it would probably not be until 2022 due to level of planning required. Dawson added that the second half of 2021 is backloaded with numerous activities planned as we recover from the pandemic; adding an in-person meeting to that schedule would be difficult.

- d. Proposed communication plan: This will be modeled after the unified fee communications plan. A subset of BOD members will discuss the plan and rationale with individual LMSCs to solicit feedback. Peter requested volunteers for this effort: Ed, Mel, Kris, and Paige volunteered.
7. Financials (Dawson/Susan):
- a. 2021-2023 Financial forecasting and guidance (preliminary):
 - i. Overarching goal is to return to a breakeven budget by 2023. Reserves remain strong.
 - ii. Various forecast scenarios developed: conservative (40k members), moderate (slow continued improvement), moderately aggressive (rapid spring/summer improvement), and aggressive (all pools open without restrictions).
 - iii. Retention estimates provided for each scenario for year+ and annual membership. Peter indicated that the membership levels provide a foundation for understanding what resources we can reasonably expect to provide.
 - iv. Breakeven requires membership to be roughly in the 53-57k range for the next few years, assuming dues remains the same.
 - v. Operating surplus graph information provided for 2020 and forecast for 2021.
8. Executive Session (Dawson): The Board of Directors went into Executive Session to discuss confidential human resources issues.
9. Standing Committees and Volunteer Roles (breakouts): Peter set the stage by explaining that both the Convention Task Force and Volunteer Task Force indicated changes were needed in national committees and use of volunteers. Peter hopes to focus volunteer efforts locally, de-couple committee assignments from our annual meeting, and utilize greater BOD involvement for committee direction.
- a. Aspects of Standing Committees we should keep and change:
 - i. Retain:
 - 1. Volunteer committees with oversight of rules of competition and governance.
 - 2. Committee members should have diverse representation.
 - ii. Retain/change:
 - 1. Communication on committee role/function and priorities.
 - 2. Encourage alignment between BOD and committees.
 - iii. Change:
 - 1. Disconnect annual business meeting from work of non-legislative committees.
 - 2. Combine or discontinue some committees.
 - b. Key functions to be performed by volunteers:
 - i. Oversight of rules of competition and governance should be committees and established in bylaws.
 - ii. Voice of coaches, coach support, and volunteer development should be a committee function (some may be bylaws, some policy).
 - iii. Many functions currently supported by committees could be established by policy versus bylaws.
 - c. Next steps:
 - i. Governance Committee will review our Board committees.
 - ii. Ad hoc committee will review Standing committees.
 - iii. General proposals will be considered at our Summer BOD meeting.
 - d. Plan to communicate to LMSCs and collect feedback.
10. Consent agenda - officer reports:
- a. President (Peter): Nothing to add to his report.
 - b. Treasurer (Teddy): Nothing to add to her report. No questions.
 - c. VP Community Services (Chris Campbell): Nothing to add to his report. No questions. Peter and Patty noted their appreciation for his committee reflections.
 - d. VP Administration (Chris Colburn): Nothing to add to his report. Paige asked if we're expecting proposals for changes to Part 2 of the rule book again. Chris Colburn responded that it will be communicated well in advance if that's the direction taken.
 - e. VP Programs (Donn): Nothing to add to his report. Donn brought up the ePostal Championships improvement document (circulated prior to this meeting) in search of additional input. A working group from the Long Distance Committee (plus Dawson and Jay Eckert) developed the document to look at ways to improve participation in these events. Paige asked if the marketing effort could be improved. Dawson said there are ideas floating around to reach members with varying interests and that a messaging campaign can best be addressed nationally in conjunction with our other events. Mel suggested additional categories, such as allowing equipment, and to relax the timing requirements. Donn agreed and said timing requirements have been targeted as something to be addressed. Peter would like to see this get back to being a premier event. He said many of the improvements are analogous to what we already do for our other National Championships. **MSA Board to support recommended first steps as**

proposed in the ePostal National Championships Improvement Executive Summary. The motion passed unanimously.

- f. VP Local Operations (Ed): Nothing to add to his report. No questions.
- g. Secretary (Greg): Nothing to add to his report. No questions.
- h. Immediate Past President (Patty): Nothing to add to her report. No questions.
- i. Legal (Maria): Nothing to report. No questions.
- j. **MSA to accept officer reports as consent agenda along with additions to the reports made during the meeting. The motion passed unanimously.**

- 11. College Club Swimming (Jeff): As an Advisory Board member, Jeff reported that the CCS Board has been meeting regularly.
 - a. CCS Nationals will be conducted in a virtual format in April.
 - b. Submissions for At-Large Board member candidates are currently being accepted for the next election cycle.
- 12. The next EC conference call will be held on Monday, April 5, 2021 at 8:30 pm ET. The next BOD conference call will be held on Monday, March 22, 2021 at 8:30 pm ET.

The meeting was adjourned at 4:30 pm ET.

Respectfully Submitted,

Greg Danner, Secretary