



**U.S. MASTERS
SWIMMING**

USMS Vision for the Future



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Goals

Communicate:

1. Revised **strategic direction** with local focus
2. Recommended **committee changes** to align with strategic direction and better use of volunteer resources



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Why are we here?

Mission

- To promote health, wellness, fitness, and competition for adults through swimming.

Vision Statement

- USMS will be the premier resource for adult aquatic fitness in the United States and will make fitness through swimming available for as many adults as possible.



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Agenda

- Share Updated Strategic Direction
- Optimize Volunteer Efforts
- Define National Volunteer Roles
- Share Vision For The Future
- Discuss Next Steps



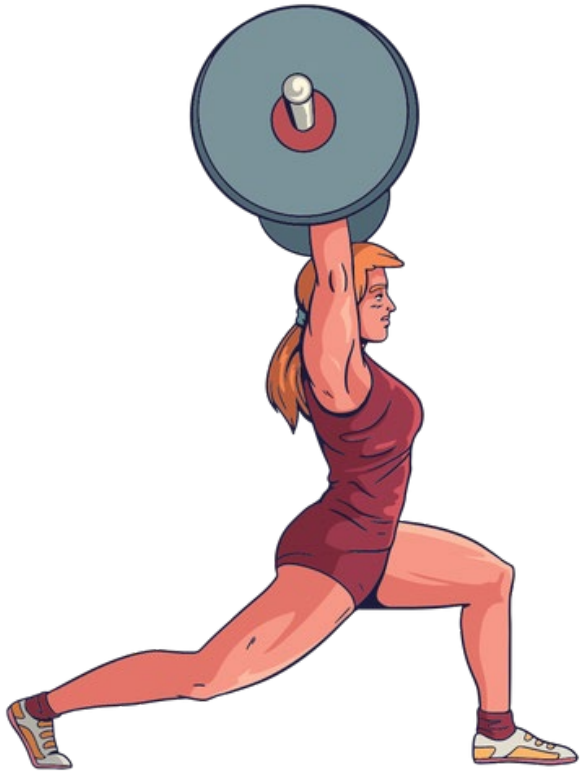
- Challenges
 - a. Membership declines
 - – 5k pre-pandemic, -10k pandemic
 - b. Low retention of 67-68%
 - c. Need to reach membership target of mid-60k by 2024 to breakeven





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Strategic Direction



- Strengths
 - a. Strong financial capacity, dedicated core membership, resilient clubs
 - b. 600+ passionate volunteers
 - c. Experienced, responsive National Office staff
 - d. Improved communication tools



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Strategic Direction

Strategic Priorities (all aimed at enriching member experience)

1. Local club development





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Strategic Direction

Strategic Priorities (all aimed at enriching member experience)

1. Local club development
- 2. Local event development**





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Strategic Direction

Strategic Priorities (all aimed at enriching member experience)

1. Local club development
2. Local event development
- 3. Community development**





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Strategic Direction

Strategic Priorities (all aimed at enriching member experience)

1. Local club development
2. Local event development
3. Community development
4. **Effective use of volunteers at local level**





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Strategic Direction

Strategic Priorities (all aimed at enriching member experience)

1. Local club development
2. Local event development
3. Community development
4. Effective use of volunteers at local level
- 5. Independent swimmer**





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Optimizing Volunteer Efforts

Effective use of volunteer efforts

1. Support strategic priorities
2. Emphasize local service
3. Understand best roles for volunteers
4. Recognize capacity constraints





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Optimizing Volunteer Efforts

Work best done by volunteers

- Involves governance of the organization and its rules
- Requires local involvement
- Fill in where National Office doesn't have sufficient resources
- Relies upon a volunteer's knowledge of local operations, geographic breadth, or representation of diverse perspectives



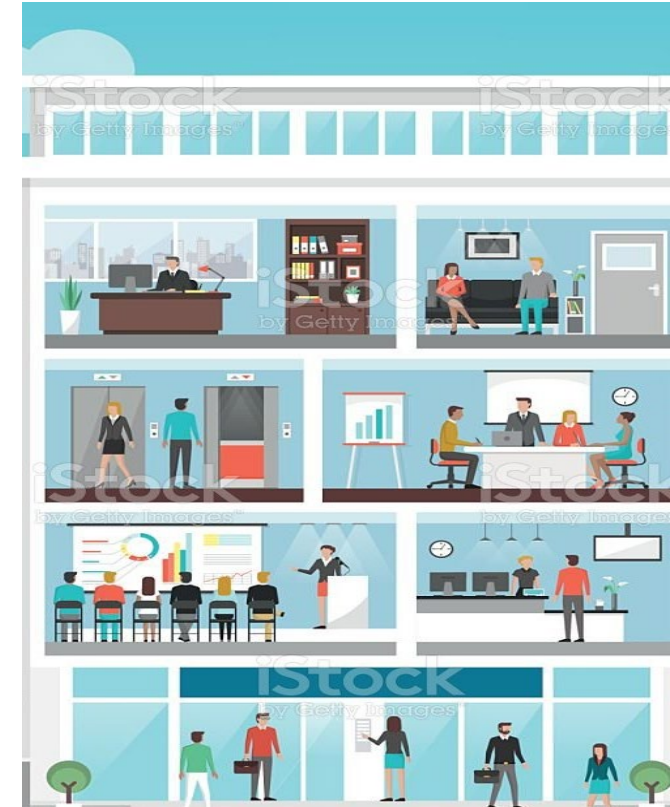


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Optimizing Volunteer Efforts

Work best done by National Office staff

- Management/coordination of large events
- Tasks of high priority to USMS that are complex, require quick response, and have an accountability requirement
- Management functions of a large national organization
- Work that requires engagement or coordination with multiple internal and/or external stakeholders



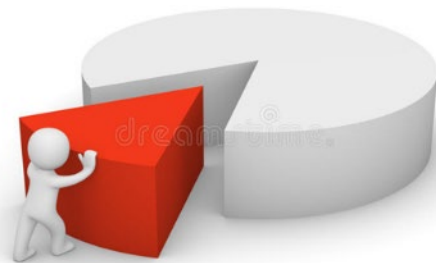


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National Volunteer Roles Defined

Flexible National Volunteer Structures

- Operating Committee
- Ad Hoc Committee/Task Force
- Individual Contributor





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National Volunteer Roles Defined

Work best done by

- **Operating Committee**
- Ad Hoc Committee/Task Force
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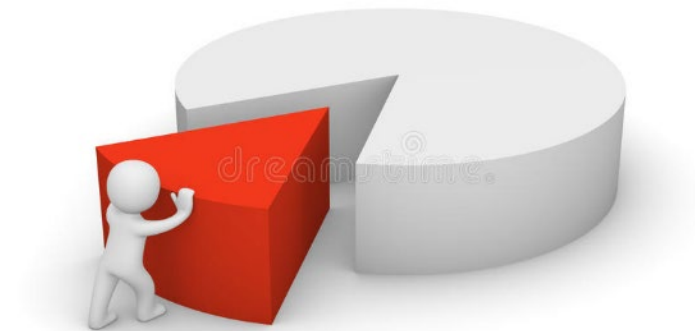


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National Volunteer Roles Defined

Work best done by

- Operating Committee
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- **Individual Contributor**

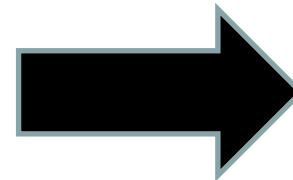




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Vision for the Future

Strategic Direction



National Committee
Vision

Optimized Volunteer
Roles



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National Committee Vision**

Future State – 5 Standing Committees (3-5 years):

1. LMSC Development > Volunteer Development
2. Coaches
3. Officials
4. Recognition and Awards
5. Rules, Legislation, Long Distance (Combined)

**Committees of the Board Committees remain in place for now*

*** Ultimate decision is with House of Delegates*



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National Committee Vision**

Future State – 5 Committees to be Sunset (6-18 months):

1. Fitness Education
2. History and Archives
3. Membership
4. Records and Tabulation
5. Sports Medicine and Science

** Tasks moved to individual contributors, remaining committees, and occasional ad hoc groups*

*** Ultimate decision is with House of Delegates*



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Committees to be Sunset

1. Appoint a subcommittee to catalog the committee's responsibilities which should be maintained.
2. Subcommittee should recommend whether those responsibilities should be assigned to individual contributors, another committee, or occasional special purpose ad hoc committee.
3. Subcommittee presents analysis to entire committee, incorporates feedback, and then prepares report to Executive Committee.



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Remaining Committee Alignment

1. Legislation, Rules, Long Distance – ad hoc committee to determine what should be approved by HOD versus handled in another manner
2. Championship and Long Distance – ad hoc committee to explore best championship support structure and recommended legislative changes for implementation
3. LMSC Development – ad hoc committee from committee, LMSCs and Zones to explore best structure to support and develop local volunteers and make recommendations on legislation if necessary
4. Explore best structure to continue our pursuit of diversity and inclusion.



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Timing and Next Steps

- Board liaisons to collect feedback from local leaders and relay to the board for further consideration
- Create ad hoc committees as outlined based on feedback
- Potential legislation for 2022 and 2023 annual meeting
- Board continues to believe financial resources should be devoted to local program development



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Summary

- New strategic direction will have local focus, where members get most value
- Volunteer roles should be defined to make the best use of their efforts
- Our committee structure should reflect our strategic direction and optimal use of volunteer resources



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QUESTIONS