
Action Items:

1. MSA that in the absence of a sponsor, USMS pick up the cost for sending certificates to record-breakers until we secure a sponsor again.
 2. In order to help standardize services in all LMSCs and present a uniform marketing image, the BOD recommended that USMS adopt a uniform registration fee, with a suggestion that it be set at \$40 for 2008, with \$25 going to the national organization and \$15 to each LMSC. Necessary legislative changes will be presented to the HOD for their consideration.
 3. MSA the amendments to sections IV.C.1.b and XII.E of FOG already approved by the Finance Committee.
 4. MSA to have a five-day pilot program for club development for up to four visits.
 5. MSA to set a stipend for the pilot program visits at \$200/day plus reasonable expenses.
 6. MSA by the EC to approve an overbudget request by the National Corporate Partner Liaison to attend and set up a booth at the YMCA Aquatic Directors roundtable in Dallas.
 7. MSA by the EC and BOD to approve an overbudget request of \$7500 to allow the Executive Director Search Committee to operate in 2007.
 8. MSA that a BOD compensation subcommittee be chaired by Nadine Day and consist of Jerry Clark and Jim Miller.
 9. MSA to set up a task force led by Leo Letendre to deal with new member magazine distribution.
 10. MSA a policy that USMS does not consider solicitations from charitable organizations. This policy does not preclude LMSCs from sanctioning events with a charitable component.
 11. MSA that the Board hold a special meeting with the executive director, when that person is hired, and employees and contractors to create a strategic plan.
 12. MSA to form an Audit Committee of the Board and for the committee to develop an internal audit charter, and amend the rule book as needed.
 13. MSA to recommend that delegates be appointed to only one committee, or two in unusual circumstances.
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President Rob Copeland called the meeting to order at 3:06 p.m. at the Sheraton Westport Hotel on Friday, January 12, 2007. Also present were Vice Presidents Mark Gill (Member Services), Julie Heather (Local Operations), Mike Heather (Community Services) and Leo Letendre (National Operations); Treasurer Tom Boak; Secretary Meg Smath; Immediate Past President Jim Miller; Legal Counsel Patty Miller; At-Large Directors Anna Lea Roof (Breadbasket Zone), Betsy Durrant (Colonies Zone), Jerry Clark (Dixie Zone), Nadine Day (Great Lakes Zone), Jeanne Ensign (Northwest Zone), Carolyn Boak (South Central Zone) and Laura Winslow (Southwest Zone); Past Presidents Mel Goldstein, Nancy Ridout and Ted Haartz; and National Office Administrator Tracy Grilli. At-Large Director Michael Moore (Oceana Zone) was plagued with flight delays, but arrived for

the 8:00 a.m. Saturday, January 13, session. FINA Vice President Dale Neuburger arrived for the 2:00 p.m., Saturday, January 13, session, and left following that session.

Announcements

Rob announced the arrival of Tom's ninth grandchild, Bennett Thomas, the previous day. Mike Heather will represent USMS at the upcoming USAS convention planning meeting in Anaheim.

Officers' reports

Treasurer

Tom said that the complete financial reports for 2006 were not ready yet, but he has already emailed reports on registration revenue and interest income to the Board. Endowment Fund revenue is not included. He has received a check for partial repayment of the advance from the local organizing committee for the World Championships.

VP Member Services

Throughout the year Mark has met with the Communications and Editorial Committees, and held weekly meetings with the Web Advisory Group, which is currently prioritizing projects for the next quarter. In addition, Mark has oversight of the Coaches, Championship, Recognition and Awards and History and Archives Committees. The ad hoc ISHOF Nominating Committee's work has been folded into the Recognition and Awards Committee. This committee, which is made up of all past Ransom Arthur Award winners, past members of the ad hoc ISHOF committee and representatives to ensure age group representation, may be too large to be effective. The committee definition may need to be amended.

Secretary

Meg had nothing out of the ordinary to report.

VP Local Operations

Julie has been communicating with Mary Beth Windrath, chair of the Records and Tabulation Committee, about certificates for record breakers. TYR has dropped its sponsorship of the certificates, and Julie asked if USMS should pick up the cost, pending a new sponsor. She also recommended that we cut down on multiple certificates for each time a person breaks a record. National Corporate Sponsor Liaison Mel Goldstein said that sending out so many certificates became unwieldy for TYR. Julie suggested one certificate per course per person, listing all records broken. Mel thought TYR would be willing to do this. **MSA that in the absence of a sponsor, USMS pick up the cost for sending certificates to record-breakers until we secure a sponsor again.**

On behalf of the Zone Committee, Julie reported that all current officers will be running for reelection. The period for nominations is January 1–April 30.

Julie also has oversight of the LMSCs. There have been some conflicts within LMSCs in the past year, and some LMSCs have lost critical volunteers. Rob said that the

Planning Committee will be directed to look at LMSC structure and make recommendations.

VP Community Services

Since taking office, Mike has had oversight of the Fitness, Planning, Marketing and Sports Medicine, Health and Safety Committees. The vice presidents met during lunch before this meeting to adjust some of the committee assignments, and as a result, Mike will now also have oversight of the Coaches Committee. In addition, Meg now has oversight of the Editorial Committee.

Planning is going forward with the VVMOST process. They are also examining goals and objectives of USMS and interpreting them to make sure they mean and say what we mean them to say. As for Marketing, the planners went to the printer on January 8, with new information added this year. Marketing is also printing 12,000 member brochures.

VP National Operations

Leo reported that several of his committees have been quite active to date. In particular, the Officials and Long Distance Committees have made considerable progress. Legislation and Rules are organized and are going about their business in a timely manner.

The Officials Committee has held a conference call to get their business started. Some of the primary projects initiated so far include renewed consultation with USA Swimming with respect to officials at USMS national championships. An updated agreement with USA Swimming on how the championships fit within the USA-S certification system is also anticipated. The committee would like to add a section to the LMSC Handbook concerning expectations and procedures for proper officiating at the local level.

The Long Distance Committee has been closing the books on last year's championships and started the process over again. The committee chose Hasty Awards for restocking their medals. There has been good progress on all of their awards lists except for the All-Star list. Scheduling of 2007 and 2008 championships has been assembled, and the yearly review of procedures and forms is under way.

The Rules Committee's work with Rule Book Coordinator Susan Ehringer included proofreading all internal references in Part 1. The differences sections have also been updated. One protest to the committee has resurfaced.

The Registration Committee has worked its way through a major change in the registration program in anticipation of online registration. The committee also reviewed registration forms and oversaw what was posted on the web.

The Legislation Committee has begun to organize. Very few requests have been made for interpretation, and no legislative proposals have been received.

The Finance Committee submitted two amendments to FOG, which will be considered later in this meeting.

Leo and Rob sent a letter in November to the USA Swimming BOD about dual sanctioning of meets. Ted will be attending the USA Swimming BOD meeting next weekend, and will report their decision to us.

Legal Counsel

Patty reported that trademark applications have been filed for “United States Masters Swimming” (words and logo), “Swimming for Life” (words) and “USMS Swimmer” (words). This was a good use of pro bono outside counsel, and USMS is grateful to the law firm of Cooley Godward Kronish LLP for this work. The renewal contracts for our contractors have been sent out. She is also working with Mel on renewing corporate partners, as well as adding new partners.

Past President

The bulk of Jim’s time has been spent on the executive director search task force.

President

Rob noted that there will be a summit on college swimming next weekend in Colorado Springs, spearheaded by Phil Whitten, executive director of CSCAA, which will explore strategies to preserve college swim teams. Rob has also been in contact with Bruce Wigo, CEO of ISHOF, about a possible partnership between USMS and ISHOF. Jim suggested having next year’s midyear meeting in Fort Lauderdale as a show of support for ISHOF, and noted that we’re the only NGB that makes a per-swimmer contribution to ISHOF.

Special assignment reports

Leadership Development and Training

Julie has formed her Club Development Task Force, which will focus on recruiting, training and recognizing volunteers. She noted that volunteers wear many hats, which can complicate relationships. Volunteers need to make clear which hat they’re wearing, and be aware of what they say in public and how they handle disagreements.

At convention she will provide a handout that explains how the House of Delegates works. There will also be an LMSC leadership workshop to focus on LMSCs’ recruiting and retaining of volunteers, and giving members tools to do their jobs. During the first HOD meeting, delegates’ responsibilities in the HOD and on committees will be outlined. She will also look into obtaining information from USA Swimming’s Swimposium program to hand out at convention. The LMSC leadership workshop will not be confined to LMSC chairs; since all delegates should be active in their LMSCs, all are welcome to attend. Carolyn suggested we use the USMS news section in *USMS Swimmer* to ask for input from the membership about this issue. Nancy said she thought the workshop is such a great idea that it should be unopposed. Nadine suggested that information should be distributed before the convention. Leo felt the workshop should emphasize potential conflicts of interest that can occur when volunteers wear different hats, and Jerry suggested that club development be the theme of the entire convention.

USA Swimming Board of Directors

Ted noted that convention delegates sometimes seem to think that USMS is an island. To dispel this notion, he has charted the relationships between the various organizations, and would like to hand it out at convention, after discussions with Carol Zaleski and Dale Neuburger. He noted that USA Swimming will be shortening their convention by one day this year.

Policy Manual Task Force

Betsy handed out an outline of the proposed manual and noted that we do not currently have an officials policy, but will add one eventually. She asked the BOD to look over the outline and let her know if something's not right. The plan is that every year at the mid-year meeting the BOD will look over the current manual and make whatever updates are necessary to keep it current. Information for this inaugural manual is being pulled from various sources. Meg will be going through the LMSC Handbook and pulling out any policies she finds there. We will also need to look at policies on championships in the rule book and finance in FOG.

Online Registration

Leo has been working with local registrars to populate the information that will be required to implement online registration. The requirements document is being looked at by USMS Webmaster/IT Director Jim Matysek. We expect to outsource the actual development. Eventually we hope to move to a true dynamic database without the one-month (at least) lag time from the time a member fills out a registration form and the time the member's name appears in the national database. Mel asked if coaches will be able to register their swimmers online, and the consensus was that that should be possible, but we will need to come up with acceptable legal procedures.

During previous discussions, the Executive Committee identified the issue of varying costs for joining USMS as a marketing if not a technical issue with online registration. In order to present a singular image, the EC asked the BOD to consider recommending standardized fees, with the suggestion that the fees initially be set at of \$40 for all LMSCs beginning in 2008. Of this \$40, \$25 would go to the national organization and \$15 to the appropriate LMSC. Not only would standardized fees simplify online registration, but they would provide needed operating funds to some LMSCs, and help standardize the level of service to our members across USMS. To make standardized fees a reality, the BOD was asked to endorse the EC's recommendation. The BOD agreed by consensus to endorse the EC's recommendation. Leo will ask the Legislation Committee to draw up proposed changes to make this change to be presented to the HOD.

Strategic Initiatives for Technology Services

Jim gave an overview of the discussion held with Webmaster/IT Director Jim Matysek during the EC meeting the previous day (see minutes to Executive Committee meeting). He also distributed a handout from the Web Publications Task Force (composed of Tom Boyd, Christine dos Santos, Mark Gill, Lynn Hazlewood, Allen Highnote, Jim Matysek, Ray Novitske and Bill Volckening) that explains the challenges USMS faces regarding its websites (usms.org and usmsswimmer.com) and web server and proposals to solve these challenges. The task force feels that lack of resources has hampered web development, which can be divided into technological issues and content development. Our webmaster/IT director has been performing much of the content development in addition to dealing with technological issues, but because technology has been so time-consuming, content development has not received as much attention. Because of the growing size and complexity of our website, one person alone dealing with both technology and content is no longer practical. The task force recommends immediately adding a paid content developer and acquiring technical help to accelerate the development of needed tools. Nad-

ine asked about financing for these improvements, and Tom urged planning ahead and suggested including Finance Chair Jeff Moxie and Controller Margaret Bayless in the midyear meeting in the future to facilitate financial discussion. Betsy asked if the \$5 dues increase beginning in 2008 will cover the improvements, and Mark answered no, we will have to prioritize our wish list. Leo asked Ted if he knows the size of USA Swimming's technology staff. Ted guessed that the total employment was about 50, but did not know how many did technology work.¹

Amendments to FOG

Jeff Moxie sent word that section IV.C.1.b, which deals with the number of nights USMS will reimburse for specific individuals, has been amended by adding the convention coordinator to that group.

Section XII.E discusses gifts from vendors. The Finance Committee approved the addition of "and approved by the EC" and deletion of "as part of a previously signed conflict of interest statement" to the first section of paragraph E, so that this section now reads:

E. Unless specifically disclosed and approved by the EC, no Officer, Committee Chair, subcontractor, employee or other official of USMS shall accept any gift of more than \$25 (annual cumulative total of \$200) and or any meal with a value of more than \$75 from any vendor, bidder or sponsor. This policy does not preclude participation in large, sponsored events or acceptance of items made widely available.

MSA the amendments to sections IV.C.1.b and XII.E of FOG already approved by the Finance Committee. Ted noted that at the beginning of each USA Swimming BOD meeting the directors are asked if they have any conflicts of interest.

The meeting was recessed at 6:25 p.m. and resumed at 8:22 a.m. on Saturday, January 13.

Special assignment reports (continued)

Club Development Task Force

Julie reported that she has selected the members of the task force, and that those selected will "get their hands around the job, not do the job." The task force, in addition to Julie, is composed of Mo Chambers, Tom Boyd, Carolyn Boak, Jeanne Ensign, Nadine Day and Jim Wheeler. Employees were deliberately not included on the task force, but will be called upon, along with others, as needed as subject-matter experts. Meg has set up an email list for the task force. They will be holding a conference call the week of January 29. She has also been talking with Tom Boyd about the Club in a Box project approved at the last convention.

Julie then turned the floor over to National Corporate Partner Liaison Mel Goldstein for his thoughts on club development. Mel said club development must be everyone's responsibility (Executive Committee, Coaches Committee, Marketing Committee, etc.) and that we must devote the same amount of time to club development that we devote to competition. We should target other organizations such as USA Triathlon,

¹ After the meeting, Ted checked into the matter and discovered that the actual number of employees at USA Swimming is 72 as of 1/17/07.

YMCA, NCAA and the National Parks and Recreation Association and help them develop adult aquatic fitness programs. Mel noted that the single most important factor for a successful Masters program is a highly educated and motivated swim coach or strong leadership within the club or LMSC. He recommended that USMS offer workshops to coaches to help them learn how to be effective in leading and governing a club. Specifically, coaches should be educated on how to run the business side of coaching. They should also learn to organize practices that are comfortable for noncompetitive swimmers, develop programs that take swimmers from one level to the next, learn how to motivate and they should support all USMS programs, not just the national championships, but postal and fitness events as well. Mel recommended that the Coaches Committee form a subcommittee to gather information on the state of Masters swimming in each LMSC. USMS should also hold a Masters coaching conference designed to educate Masters coaches in both technical coaching and team/business building. We should have a marketing effort to change the perception that Masters swimming is for the elite, and instead promote the health benefits of Masters swimming. We should target health and fitness organizations to spread this message. He believes that if USMS approaches facilities and presents itself as an adult aquatic fitness program that there is a good chance that the facilities will welcome USMS.

Mel recommended that USMS allocate funds for four pilot programs, in which a USMS representative would spend a week with a club, helping them in all aspects of building a successful Masters program and showing them how to use and benefit from all of the services USMS provides. He also recommended that LMSCs follow up with contacts from tradeshows, and that the Marketing Committee develop a speakers bureau capable of putting on workshops at tradeshows. USMS should also have a list of facilitators who can show clubs or LMSCs how to use the tools in the Club in a Box program.

Mel handed out sample questionnaires for clubs, LMSCs and teams that he's using to implement the Club in a Box program. The program recognizes that it's not enough to just hand the box to an LMSC or club, because they don't know how to use the material in the box. USMS must send a person along with the box for a week to work on facilities, set up practices, answer questions and help them grow. We already have money in the budget to begin implementation, and Mel is getting a quote on manufacturing the boxes. He noted that the impetus for Club in a Box was the Nike club grant. Julie commented that sometimes people who need a program like this the most don't know to ask. Leo suggested that Tracy may be able to identify places that need help. Tom commented that he had been involved in starting a mentoring program for fourth-graders, and found that the hardest part was just getting started. He suggested that if we already have people identified, we should start the program with them, just to get it going. Nancy suggested we choose programs where we can make the biggest impact. Julie suggested we borrow materials from USA Swimming's Swimposium. Using written materials like those will help standardize the program. Carolyn commented that we will have to try out a few approaches first before settling on a procedure. Nancy urged that we use the comments from our member survey, and find out what swimmers want rather than what we think they want. Nadine suggested borrowing mentors from USA Swimming's coaching clinics. Mike felt that for each visit there should be a written plan and a written evaluation. Julie likened it to a teacher's lesson plan and evaluation form. Betsy mentioned that her local program could use help convincing swimmers to join USMS, because USMS mem-

bership is not required by the facility where she works out. Patty pointed out that this could be a trademark issue: establishing who can call themselves a Masters swimmer. We need to sell ourselves to facilities, and tell them what they get if they have a Masters program. Mel noted he doesn't market his own program in Indianapolis as a team, but as an adult aquatic fitness program. Ted suggested we ask USA Swimming to demonstrate a club development program to us to show us how they operate. Anna Lea suggested we tag onto a USA Swimming symposium. Jim agreed with Anna Lea, and suggested that at least one of the pilots should dovetail with a USA Swimming effort. Rob said he feels this will be a good investment. Mel believes that once the program is established, we'll be able to find a corporate partner to sponsor it. Jeanne asked how the funds would be broken down, and Rob said that Julie would be the cost-center manager. Patty suggested we set up stipend criteria ahead of time. Leo suggested that this could also be a component of USA Swimming's club development (sell an area on establishing both age-group and Masters teams at the same time). Tom said we need to convince potential members to think of swimming as a lifetime sport, instead of something you outgrow. **MSA to have a five-day pilot program for club development for up to four visits. MSA to set a stipend for the pilot program visits at \$200/day plus reasonable expenses.**

Mel reported that all corporate partner contracts have been renewed except for one. Two partners still need to sign their contracts. He announced a new silver medal partner, swimoutlet.com. We have two gold medal partners (Speedo and TYR), seven silver and three bronze. Hasty Awards is now a logo licensee. Mel emphasizes to current and potential partners that they will receive exposure to our 43,000 members. He noted that our affinity card now has an option for cardholders to earn points; information about the points option will be included in packets at this year's national championships. Carolyn asked Mel if the hosts of national championships can approach sponsors for donations or in-kind sponsorships, and Mel said that was fine; Mark said he was able to get TYR to sponsor the TYR Grand Prix Series in the Great Lakes Zone last year. Patty suggested we encourage our members to write letters to thank our corporate partners. Mel noted that our corporate partners would love to be able to send email solicitations to our members, and Tom urged us not to be close-minded about the prospect. Mark said the Communications Committee is working on a plan to enable email "blasts." Julie mentioned that having blurbs about our corporate partners would be handy for use in email blasts or newsletters. Nancy suggested we ask our members how they would prefer to receive information from our corporate partners (phone, mail or email). Patty pointed out that the USMS website has links to all our sponsors. Mel noted that he will be submitting an overbudget request to attend the YMCA Aquatic Directors roundtable in Dallas, and also set up a booth. **MSA by the EC Mel's overbudget request.**

Executive Director search

Laura (who has a new granddaughter named Riley) referenced the following report, sent by her on behalf of the Search Committee to the BOD on 1-07-07 and edited for these minutes:

Since resuming the Executive Director search after a candidate declined USMS's offer, the Search Committee continues to diligently search for good, qualified, viable candidates. With the help of TeamWork Online and

Anderson & Associates, we have the best group of candidates so far. We are in the process of performing phone screens on the candidates as well as checking their references and doing the background verifications. In the meantime, to maintain a pool of applicants to choose from, we continue to search for new candidates.

From the first group of candidates, we anticipate being able to select individuals later this month to interview. While we need to maintain the confidentiality of the candidates, I can say we have a diverse group of individuals. Several of the candidates have extensive experience as chief executives of not-for-profit organizations. In addition, a number of them have a significant number of years experience coaching. Some of the candidates have strong sports marketing backgrounds, while others have dealt more on the program-development side.

In addition, a number of the candidates have experience dealing with the financial side of organizations, strategic plans/business development, working in start-up organizations, strong communication skills, working with sponsors/partners and working in a virtual office environment.

To help the Search Committee maintain its focus on hiring our first Executive Director, we recommend forming a Compensation and Benefits Committee. This committee would be a standing committee reporting to the Board. They would be responsible for handling compensation, benefits and retirement related issues. They would not be involved in the search. This committee should include subject matter experts and should be formed as soon as possible. As we get closer to hiring a candidate, we will need to secure health, dental, vision and life insurance coverage. The sooner the committee is in place, the better positioned they will be to complete this task.

Laura also noted that we will need to make an overbudget request for the Search Committee to operate in 2007. **MSA for the EC and BOD to approve an overbudget request of \$7500 to allow the Search Committee to operate in 2007.** The Search Committee plans to do group interviews. In reference to the recommendation to establish a Compensation and Benefits Committee, Patty agreed that we need to have benefits set ahead of time. Finance Chair Jeff Moxie is looking at our last draft of benefits now. We might also want to compare our benefits with those offered by other USAS entities. **MSA that a BOD compensation subcommittee be chaired by Nadine and consist of Jerry and Jim.** Their first order of business will be to come up with a mission, goals and objectives for the committee. The term will be for one year.

USMS Swimmer magazine

Our contract with Douglas Murphy expires December 2007. Mark, Editorial Committee Chair Lynn Hazlewood, Tom and another member of the Editorial Committee will explore contract renewal. Mark said that LMSCs who wish to insert newsletters in the magazine will deal with USMS rather than directly with Douglas Murphy, and cost will be determined by a sliding scale that takes size of the LMSC into account, along with size

and frequency of the newsletter. The goal is to make it easier for LMSCs to take advantage of this opportunity. Mark said this is cost-effective for LMSCs with at least 500 members. Michael asked about ownership of photos from the World Championships that were published in *Swimmer*, and Mark clarified that they are owned by Douglas Murphy. Carolyn asked how to deal with the lag time between when new members register and when they get their first magazines. It may be possible to pull the addresses for new members who registered past the *Swimmer* mailing deadline so that their copies can be mailed separately from the National Office. We will need to get an estimate of the number of affected members from National Database Administrator Esther Lyman to determine if this is feasible. Betsy said she felt new members shouldn't have to wait more than a month to receive their first issue, and that whatever the cost, it would be worth it. Mark commented this is a symptom of a bigger issue, which is welcoming new members. They should get a packet when they join, which would include the latest issue of the magazine. **MSA to set up a task force led by Leo to deal with new member magazine distribution.** Betsy, Anna Lea and Nancy volunteered to be on the task force. Carolyn asked that the Marketing Committee be included in the discussion. Tom warned that a welcome packet could be going to as many as 12,000 people, and it may not be feasible. Nadine suggested that packets be sent at the local level, but Jeanne felt they should all come from a central location to ensure uniformity. Leo asked BOD members to email him their ideas.

The meeting was recessed at 11:52 a.m. and resumed at 1:00 p.m. FINA Vice President Dale Neuburger joined us at that time.

FINA report

Dale gave an overview of FINA and ASUA activities. He noted that the United States is sometimes perceived as being self-interested, but that the World Championships last summer helped change this perception. He explained how the leadership of ASUA rotates among the four zones; beginning in 2007, Canada will have leadership. Dale feels we should promote Masters aquatic sports becoming integrated with their national federations. A larger issue is promoting Masters swimming in the Americas. Dale also said preparations are going well for the Beijing Olympics. Swimming competition will be tough, but he believes the U.S. swimmers can rise to the challenge.

World Championships

Nancy passed out DVDs showing highlights of the championships. Jim said the raw footage should be turned over to each NGB for them to use to promote their sport. Nancy will discuss this with the videographer. Leo asked if we should try to market a video of the event. The question will be passed on to the Marketing Committee.

Michael reported that most of Stanford's bills have been resolved, and the LOC is still working on hotel revenues and selling the touchpads and other assets. He expects to wind up with Stanford in the next two weeks. The EC offered to help the LOC with negotiations, but Michael declined the offer.

Mark led a discussion on things USMS could do differently the next time we host an international meet:

- Consider the impact on our staff and improve procedures for developing event registration software and athlete accreditation
- Improve financial and operational oversight
- Provide a liaison to the event, the same way there is a liaison from the Championship Committee for each national championship
- Require minutes of all LOC meetings and financial reports, and remain in constant communication with the LOC
- Be prepared to better market USMS and our athletes to gain maximum impact from the event.

Jeanne complimented the LOC for the very nice thank-you note she received for her work at the meet. The hosts were also complimented on the marshaling, which not only was well done, but took place where those in the marshaling area could see the competition before their races. The LOC is to be commended for their willingness to step up and do a good job.

Liaisons and coordinators

Rob announced that the new USA Triathlon Liaison is Jill Gellatly. Nancy pointed out that the terminology used in the rule book for her position as a member of the FINA Masters Technical Committee is confusing; we will try to come up with better terminology. Jim asked if we should have a liaison with the NCAA, and Rob said because the NCAA deals only with collegiate athletics that a better organization would be the College Swimming Coaches Association, but agreed that this would be worthwhile, since so many Masters programs in college facilities have been successful.

Charitable solicitation policy

Nancy had received a proposal from Athletes for a Cure that they be named the Official National Charity of the USMS Long and Short Course National Championship Events in 2007. Another proposal had been received from the Rocketkidz Team to organize a national swim to raise funds to promote physical education for children. The BOD was leery of aligning itself with specific charities, because there are so many worthy causes. Nadine pointed out that all Rocketkidz needs to do is apply for a sanction in its LMSC.

The meeting was recessed at 5:33 p.m. and resumed at 8:14 a.m. on Sunday, January 14. Jim and Patty left the meeting at 9:30 a.m. on Sunday.

Charitable solicitation policy (continued)

MSA a policy that USMS does not consider solicitations from charitable organizations. This policy does not preclude LMSCs from sanctioning events with a charitable component.

Convention schedule

Jim, Meg and Julie met Friday morning and devised a tentative schedule, but they were unaware at the time that there will be an IMSHOF induction banquet on Thursday from approximately 7:00–10:00 p.m. This was the time tentatively set aside for a Meet the

Candidates forum, so the schedule will have to be adjusted. Rob will get information on specific times and charges for the IMSHOF banquet, and Jim, Meg and Julie will discuss the schedule in a conference call or via email. They will also try to find an unopposed slot for the leadership workshop discussed by Julie during her Club Development Task Force report.

Last year the USMS vice presidents sponsored a joint meeting with representatives of the other masters aquatics sports, and will try to meet again at this year's convention. Jim suggested we invite the other NGB masters to join our workshops as well. Carolyn noted that this fits in with Dale's goal of including masters in their NGBs throughout the Americas. Tracy said this was an opportunity to increase awareness that competition continues after you grow up. Jim said we should continue to build on the impact of the World Championships. The meeting could possibly be held during lunch on Friday. Nancy said that as a member of the FINA Masters committee, she could also attend to answer questions about the next FINA congress, and suggested that our ASUA representatives, Jim and Mel, also attend.

Strategic plan

Patty suggested holding another meeting when we hire an executive director to make a strategic plan. A subcommittee could come up with a draft to work from. Perhaps we could meet before or after LC Nationals at The Woodlands. Julie suggested that if the hiring of the executive director is close enough to convention, we could meet the day before. Michael suggested we consider hiring a facilitator, and also that it might be difficult to make time at the beginning of convention. Nancy suggested we look at past strategic plans; plans were drawn up at least during her administration and Jim's. Nadine suggested we incorporate information from our member survey. Jim said past strategic plans have never been implemented because that would require the Board's undivided attention. Laura agreed that we should have a meeting at which the strategic plan is the sole focus. Rob suggested we also include employees and contractors. Michael suggested we would arrive on a Friday, work all day Saturday and leave on Sunday. Then the employees could stay an additional day to get to know the executive director. The best place to hold such a meeting would be the center of the country, and an overbudget request would be needed. Rob asked for suggestions for facilitators for nonprofits. **MSA that the Board hold a special meeting with the executive director, when that person is hired, and employees and contractors to create a strategic plan.** Rob will send copies of Jim and Nancy's strategic plans to the Board. Julie suggested asking Tom Boyd about a facilitator, and encouraged keeping the chair of the Planning Committee in the loop.

Evaluation of our organizational structure

Rob noted that we may need to assign some of our liaisons to different divisions. Jeanne pointed out that our internal auditor is essentially defunct, and that this function is normally handled by a board of directors. **MSA to form an Audit Committee of the Board and for the committee to develop an internal audit charter, and amend the rule book as needed.** The task force will be composed only of at-large directors. Laura recommended Jeanne to chair the task force. Anna Lea and Michael will serve on the task force. The term will coincide with the directors' terms.

Setting an example

Jeanne said that because we're all athletes, we should treat ourselves well and set a good example. For example, the hospitality suite at convention does not always offer healthy food. Ted suggested closing down hospitality at 11:30 p.m. or so. Laura cautioned against closing it too soon, so that people aren't tempted to drink and drive. Meg noted that whoever has the misfortune to be in the room next to hospitality may lose a lot of sleep. Mike suggested we give Convention Coordinator Victor Buehler guidance about supplies for hospitality. Jeanne clarified that hospitality is only one component of setting a good example.

Committee effectiveness

Julie suggested spending 15 or 20 minutes at the Committee Chairs meeting at convention about how to be an effective chair and how to run a meeting. Rob suggested the vice presidents hold conference calls in August with their committee chairs to discuss this topic. Betsy said that all committees should write their own mission. Rob said we need to consider changing how we appoint committee members. Carolyn noted that some people are good members but bad chairs. Mike suggested limiting committee size, but Carolyn said we should be careful because new young talent needs to be assigned to committees. Some committees also have zone requirements. The consensus was that we should not assign people to more than one of the automatic-delegate committees (Rules, Legislation, Long Distance, Finance). Nadine said we should let committee chairs know they can get help from noncommittee members for specific tasks. Mark suggested we consider term limits on committees. Nancy suggested we limit delegates to one committee. Leo cautioned that turnover on some committees would not be good, because we would lose corporate memory. Anna Lea noted that automatic delegate status has been a boon for small LMSCs that would otherwise not be able to send more than one delegate. Julie suggested taking the committees that do not have automatic-delegate status out of the rule book, and instead listing them in policy, where they would be easier to adjust. Some felt that having zone representation on certain committees should be a recommendation rather than a requirement. Betsy reminded everyone that we changed the requirements from two from each zone to one from each zone only two years ago, and not enough time has passed to evaluate that change. Rob will direct committee chairs to evaluate their committees' structure and recommend changes, if appropriate. Mike suggested changing the minimum number of LMSC delegates from one to three. Tracy pointed out that the true question is whether some of our committees are too big to be effective, and urged limiting delegates to one committee, except for special circumstances. Mel noted that the zone requirements were originally instituted to avoid the perception of committees being dominated by the larger LMSCs on each coast. Mike asked if those from mid-America actually felt dominated by the two coasts, and the consensus was that they did not. Mel said his philosophy was to let the good workers do the work, wherever they're from. Ted suggested that only the Ransom Arthur Award winners from the last 10 years should be on the Recognition and Awards Committee. Nancy commented that delegates have an entitlement philosophy about being on committees. **MSA to recommend that delegates be appointed to only one committee, or two in unusual circumstances.** Meg and Tracy will revise the committee request form distributed at convention to make clear that delegates are being

asked to rank their first, second and third choices for a committee, not to request three committee assignments. Nadine reiterated that delegates can always help with the work of a committee, even if they're not on that committee. Leo said we should make it clear that chairs have input on committee assignments, and also that chairs should be looking for their eventual replacements. Mark said we need to improve communication between committees, and get information out about what committees are doing. Tracy suggested that committee request forms should also ask for delegates' backgrounds so that we would know what their qualifications are for a particular committee. Leo said chairs need to be honest about the performance of their committee members and be willing to remove nonperforming members. Carolyn said chairs should assign a task to every committee member. Nadine suggested that the vice presidents should also contact committee members, to make sure they're receiving communications from their chairs.

Next meetings

The EC's next meeting will be Monday, February 12, at 7:00 p.m. EST. The BOD's next meeting will be Thursday, March 22, at 8:00 p.m. EST. A special meeting of the BOD to deal with strategic planning will be determined at a later date.

Adjournment

The meeting was adjourned at 11:16 a.m., January 14, 2007.