



2015 LMSC LEADERSHIP SUMMIT: EVALUATION REPORT - CONCLUSIONS

1. **LMSC leaders valued the 2015 LMSC Leadership Summit, and they encourage USMS to offer future summits.** Both quantitative and qualitative ratings of the 2015 summit were overwhelmingly positive. 100% of participants indicated that this summit should be offered again. They especially appreciated the opportunity to meet in a smaller setting than convention, to focus specifically on their needs and ideas, and to interact with other leaders. This summit was truly all about the LMSCs!
2. **LMSC leaders want to be effective administrators within their LMSCs, and they want more USMS resources to help them be effective.** The presentation titled "LMSC Governance" was the highest-rated session on our agenda. When asked about ideas for future presentations and needed resources, many of the suggested additional resources focused on help with LMSC operations, especially financial management and bylaws. LMSC leaders are eager to learn about best practices from other LMSCs, and they suggested more opportunities for small group discussions and problem-solving with other LMSC chairs.
3. **LMSC leaders want opportunities for input into decision-making at the national level about programs that affect their LMSCs.** LMSC leaders appreciated the opportunity to hobnob with national leaders. Their ideas for future presentations included discussion of national "hot topics." There were multiple mentions that LMSC leaders should be afforded pre-rollout input about proposed and impending national programs that are likely to affect LMSC operations.
4. **Recommendations include:**
 - a. Continue to offer topics related to the nuts and bolts of LMSC operations.
 - b. Offer sessions about LMSC best practices, and involve LMSC leaders as presenters of some sessions.
 - c. Emphasize networking and problem solving via break-out or other small group sessions. Plan for informal socialization opportunities.
 - d. Schedule future summits biannually, as a 3-day weekend (F, Sa, Su), at a time of year opposite the USMS Convention, in a warm-weather location, at an airport hub city with many flight options.
 - e. Offer the next LMSC Leadership Summit in 2017.

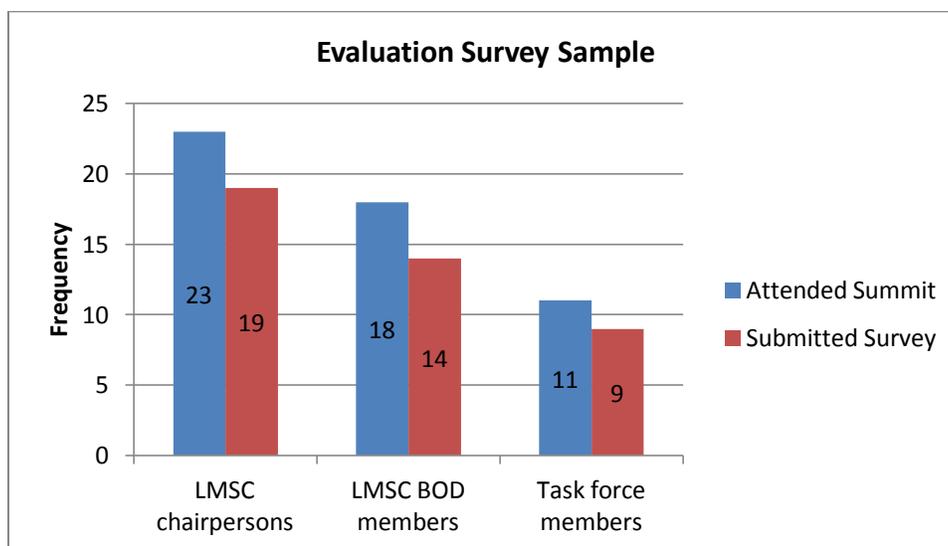


2015 LMSC LEADERSHIP SUMMIT: EVALUATION REPORT

USMS conducted the inaugural LMSC Leadership Summit March 13-15, 2015, at the Phoenix AZ Marriott Airport Hotel. The task force members who planned, conducted, and evaluated the summit were Paige Buehler, Rob Butcher, Dan Cox, Nadine Day, Gail Dummer, Jill Gellatly (chair), Peter Guadagni, Anna Lea Matysek, Patricia Miller, Chris Stevenson, and Ed Tsuzuki. The Friday evening welcome session featured a motivational presentation by Olympian Misty Hyman, and a Saturday luncheon featured a presentation by Brent Rutemiller, CEO, publisher, Sports Publications International. Remaining sessions were presented by task force members, as well as Bill Brenner and Laura Hamel of the USMS National Office Staff. Presentation materials are posted at http://www.usms.org/gto/gto_lmsscmanagement.

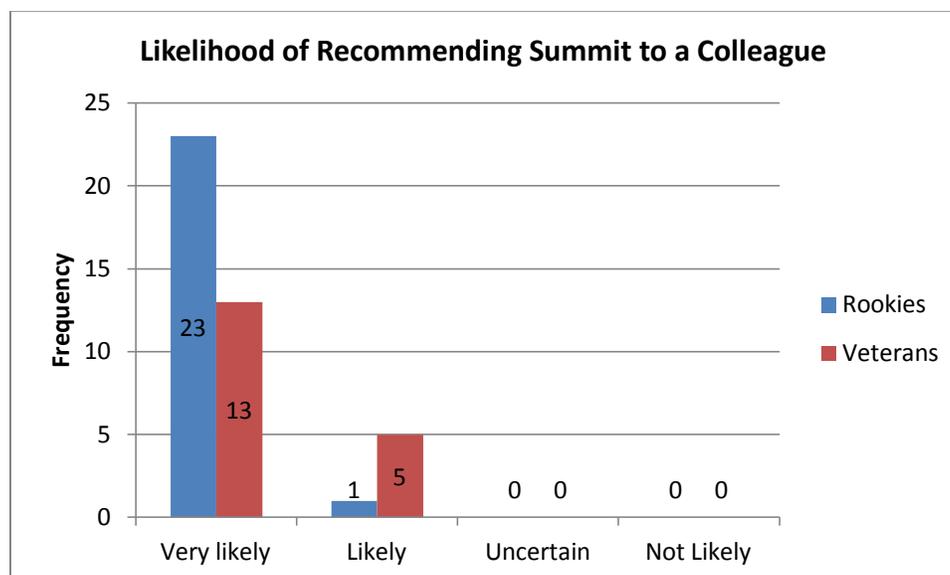
PARTICIPANTS

The 52 summit attendees included 23 LMSC chairpersons of whom 19 (83%) returned evaluation surveys, 18 LMSC board of directors members of whom 14 (78%) returned surveys, and 11 task force members of whom 9 (82%) returned surveys. The task force members included 3 current and 6 past LMSC chairpersons; they were identified as task force members in these results. Collectively, the attendees represented 41 of the 52 LMSCs, all zones, and LMSCs of different sizes. We do not know why some LMSCs chose not to attend or why some participants did not submit surveys. Nonetheless, the overall sample of 52 participants and the overall survey return rate of 81% is quite impressive.



SATISFACTION WITH THE LMSC LEADERSHIP SUMMIT

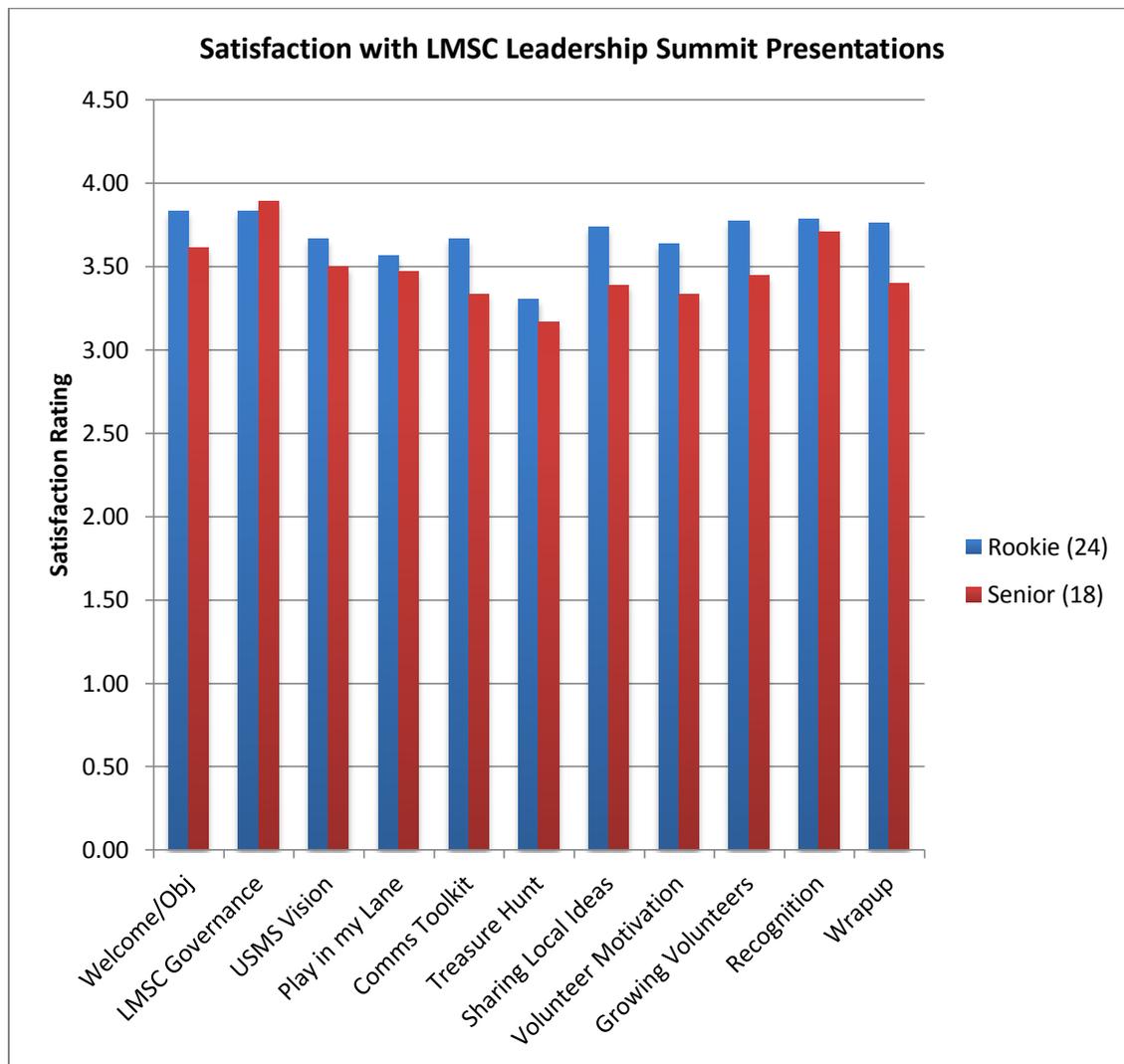
Overall ratings. The single-most important index of satisfaction was the likelihood of participants recommending that their LMSC colleagues attend future leadership summits. Overall, 84% of survey respondents were *very likely* to recommend participation in a future summit! The pattern of responses differed, with a greater percentage of rookies than veterans being *very likely* to recommend future participation, suggesting that rookies had a greater appreciation for the summit than veterans. (See footnote on page 1 for the operational definition of rookie status.)



A follow-up question provided an opportunity to offer comments about the relative success of any aspect of the 2015 LMSC Leadership Summit. The overwhelming response to this question consisted of positive comments about the summit experience. Representative responses include:

"I love, love, love the idea of this summit" ... "great effort" ... "wonderful boost to keep the enthusiasm going throughout the year - I am revved up once again" ... "personally it will pay dividends now and in the future" ... "terrific enthusiasm from participants" ... "very worthwhile use of USMS and LMSC monies, and a fabulous opportunity for LMSC leaders to share ideas" ... "I wish I had experienced this summit years ago" ... "just as amazing for the newbie as it is for the veteran" ... "undeniably successful event/summit" ... "complete success" ... "it motivated me to take on the chair position which I have avoided for years" ... "lots of good ideas were shared" ... "excellent - great learning experience for me as a newer volunteer! ... "I loved interacting with other LMSC leaders" ... "this was a great opportunity to learn and collaborate with others" ... "thanks to the organizing committee for a job well done" ... "excellent first summit - do it again."

Ratings of specific presentations. Participants gave high ratings to the summit presentations, an average of 3.56 across all topics and respondents. Rookies gave slightly higher ratings than veterans. There were no consistent data patterns that distinguished participants by zone or LMSC size. As a reminder, the rating scale was: 4=very satisfied, 3=satisfied, 2=dissatisfied, and 1=very dissatisfied.



Open-ended comments. Responses to open-ended questions revealed both positive and needs-improvement aspects of summit presentations. Although some comments have been shortened, the wording below is offered verbatim.

About presentations:

- "Have more "assigned seat" small-group exercises; divide attendees by similar LMSC size, by region, etc."
- "make the attendees work. Give us a problem to solve or a document to update."
- "I want to comment on the things I marked as dissatisfied. Vision - I did not feel like the small groups were at all helpful. for Sharing Ideas, Wrap up, Feedback - it would have been nice if we

actually would have had a session dedicated to sharing ideas. The ideas that were shared were mostly given as examples during other sessions. It would have been nice for the leaders to have actually been given an assignment in advance to bring a good idea - perhaps even something visual to share with the group."

- "in future - possibly less "fun" sessions (Kokology), and more frequent breaks."
- "Next time do some group problem solving."
- "Really liked the Misty dolphin kick reminder (for me, follow up to clinic in Hawaii 8 years ago); 2. Going to create budget for board to make decisions on how to use funds to build LMSC, meets, and programs; 3. Got idea for April Adult LTS; 4. Head coach recognition for each club :-)
5. Recognize North Shore Ocean (non USMS) series for swimmers that do all 5; 6. Recruiting ideas for board :-)) 7. Service award for swimmer promoting meets on Oahu. 8. Loved personal contacts and ideas in room."
- "Welcome reception was AMAZING!!!!!! I think I cried at her speech and really listened to the lessons to apply to my own life, my lmsc and USMS!!!!"
- "While the idea of getting us to know what is on the Website is very good, but in my opinion the treasure hunt didn't work. The teams needed more computers and time to find the items. Potentially just having them work in an individual team to find the information without the competition would work better..I liked the idea of having Brent come and speak with us. Misty was wonderful."
- "The smaller group network sessions were the most valuable."
- "Randomly grouping participants together for collaboration was a good idea. More of that. Lots of good ideas were shared."

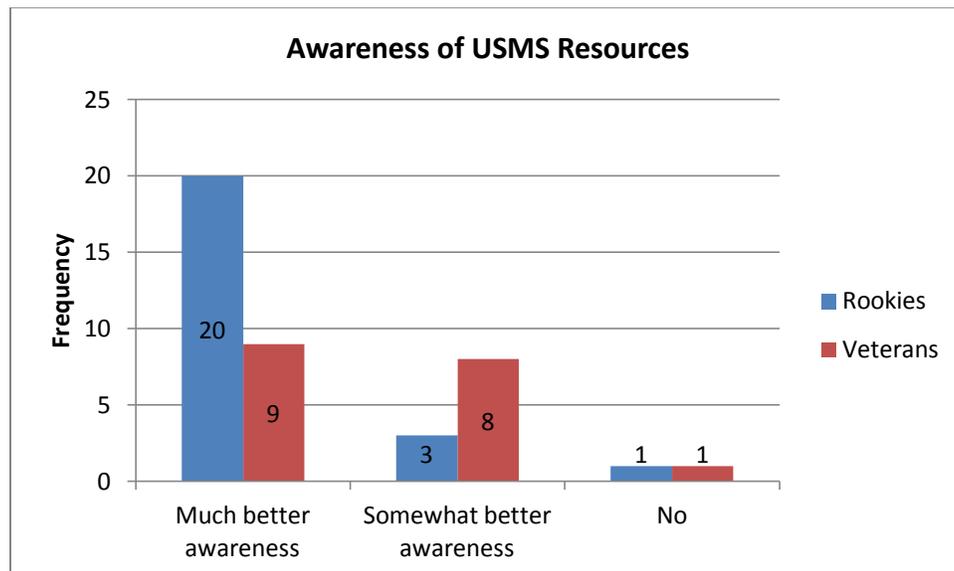
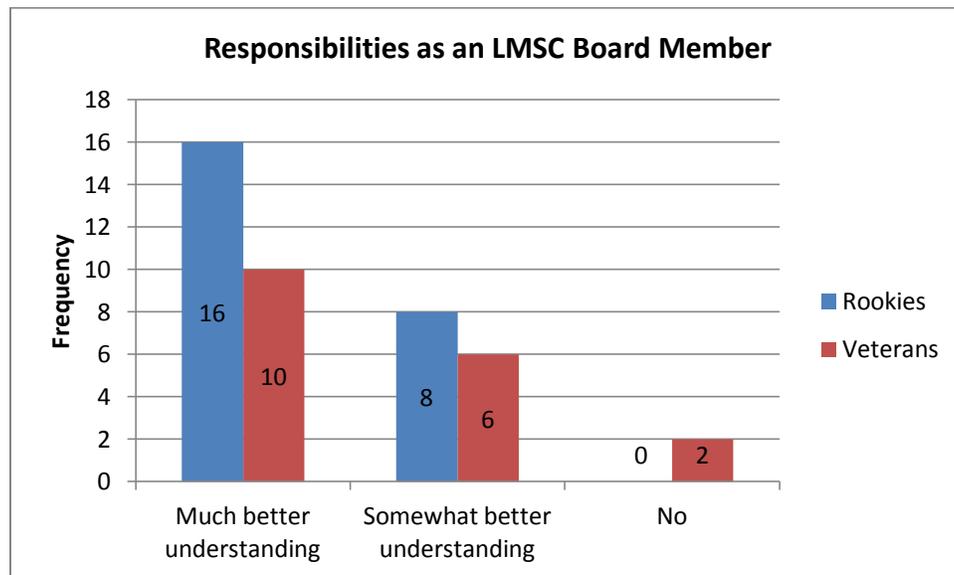
Miscellaneous comments:

- "The hotel was accommodating. Number of participants was good - the summit was neither too small nor too big."
- "Total disconnect between coaching certification and leadership summit. The goal repeated during the coaches certification was to increase membership. Message during the conference: The goal is not to increase membership. Volunteers and Paid representatives of USMS are not on the same page."
- "Friday function was excellent. Wish we could have had drink service till noon on Sunday , swimming work outs would have been nice in Arizona! With this size group should have been cost efficient."

Recommended new/additional topics for future LMSC summits. Topics mentioned most frequently were management of LMSC finances (10 mentions); LMSC operating procedures, including board member responsibilities, leadership transitions, conflict resolution, bylaws, web sites (8 mentions); sharing LMSC best practices, emphasizing small group discussion with groups determined by LMSC size or other salient characteristics (6 mentions); discussion of nationally relevant "hot topics" with opportunity for input about national initiatives, especially at the pre-rollout stage (4 mentions); developing non-competitive programs (3 mentions); and place of LMSCs within zones and USMS, as well as a desire for directory of leadership personnel at all levels (3 mentions).

EVIDENCE OF LEARNING

Overall 62% of LMSC leaders indicated a much better understanding of their responsibilities as an LMSC Board member, and 69% indicated a much better awareness of USMS Resources. Further analyses showed that rookies learned more than veterans about both topics. These results suggest that much learning did occur; however, survey results cannot predict whether such learning will make a substantive difference in LMSC operations.

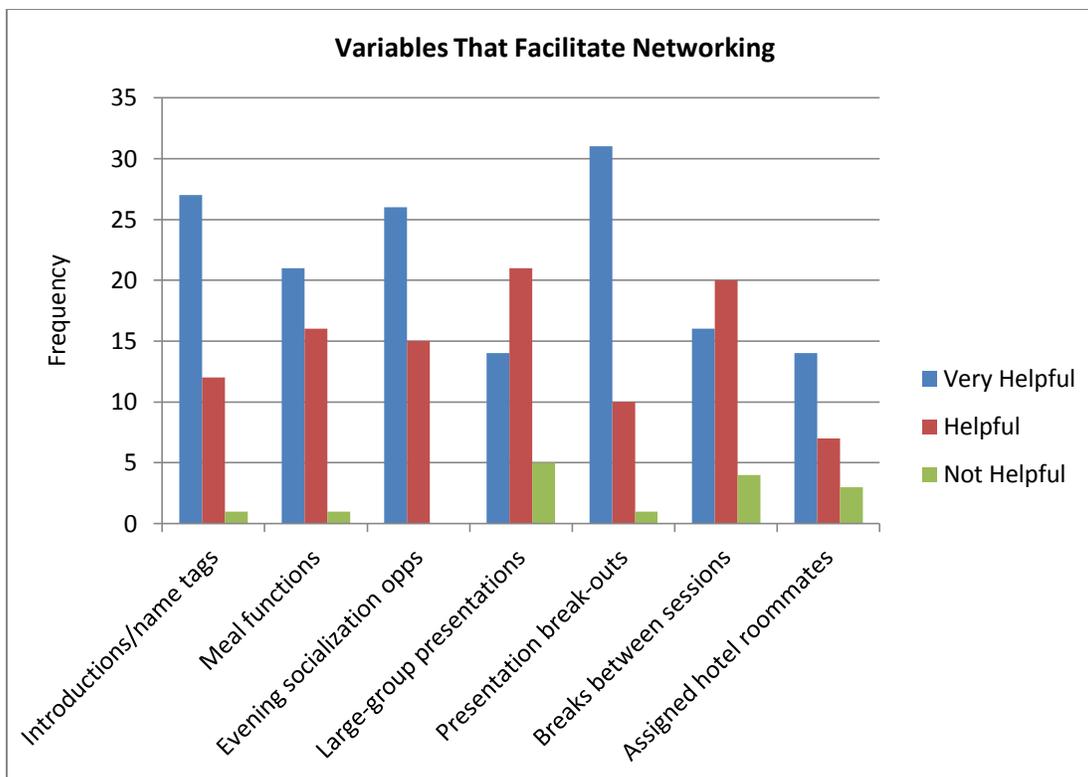


Need for additional/new resources. Survey results suggest that LMSC leaders would be most appreciative of resources that help them achieve high quality and efficient administration of LMSC operations. The most frequently requested resources are:

- Help with LMSC operations, e.g., mentors for new chairs, bylaws (model provisions, lawyer review of LMSC bylaws), audits of LMSC finances, constructing budgets, guidance about BOD roles and use of treasury, marketing resources, templates for bylaws and other documents, etc. (10 mentions)
- IT and communications support, e.g., USMS mobile app, greater flexibility in using the registration database to send information to targeted members, listing of available resources, enhanced places to swim (4 mentions)
- USMS SWAG such as award items and stationery for use by LMSCs (3 mentions)
- Assumption of more responsibility by the National Office, e.g., preference for USMS to assume more administrative tasks for the LMSCs in addition to registration, growing the national office, and more educational materials (3 mentions)
- New or returning programs, e.g., long-term membership recognition program at the national level, reinstatement of rewards for non-competitive swimmers (e.g., "Go For the Distance" awards), discounted membership fees for senior citizens, sponsorship discounts (4 mentions)

IMPORTANCE OF NETWORKING

Members of the summit task force recognized that networking and socialization with other leaders would be an important feature of the LMSC Leadership Summit. Although none of the summit sessions focused specifically on networking, participants did meet and share ideas with other leaders during break-out sessions, the Friday evening social, the informal Saturday evening dinner outings, and "off-time" on the hotel pool deck and lounge areas. In addition, many participants were assigned to roommates they had not previously met. Although these efforts were generally successful, several participants wanted more such opportunities.



About networking. The following comments, taken from responses to open-ended questions, are provided verbatim.

- "The USMS central office leaders should make an effort to greet all people they haven't met. It would go a long way to making everyone feel included and valued. Nadine and Anna Lea are the only leaders who approached me."
- "One of my personal goals was to meet and interact with at least 5 new LMSC leaders. I would have loved to have interacted with everyone that I didn't previously know, but just not enough time. I did however achieve and surpass my goal by meeting and interacting with 18 previously unknown LMSC leaders thanks to the networking/social opportunities afforded to us. Thank you for such an enriching experience!"
- "It was an undeniably successful event/summit for a number of reasons, but most important it was a smaller venue to get to know the decision makers in each LMSC and make connections- something that you cannot accomplish in the same way at convention. It was invaluable experience primarily for this reason."
- "Best part is how everyone was so inviting, non-judgemental, positive attitudes, and was listening to all the participants concerns. The break outs, social times, pool times made it easy to meet others. So did the smaller size of this summit."
- "I loved interacting with other LMSC leaders. I loved interacting with national office staff in a small group setting. Next time, challenge us; in addition to education, give us a problem to solve."

SUGGESTED LOGISTICAL ARRANGEMENTS FOR FUTURE SUMMITS

A summary of *SurveyMonkey* data revealed definite preferences regarding future summits.

Frequency of summit. 67% prefer that the summit be offered every two years; 33% prefer an annual meeting. No one checked the box labeled "do not offer again." Comments from open-ended questions suggested that the content should be rotated and that LMSCs should send different representatives (especially rookies) to subsequent summits. One person suggested that the summit could be held at the same time and location as the spring Board of Directors meeting.

Summit format. 67% prefer a 3-day meeting, 14% prefer a day-before-convention meeting, 0% prefer a day-after-convention meeting, 19% checked the "other" box. Of those who gave the "other" response, 3 prefer a 2-day meeting, 1 suggested not meeting on a Sunday, and others offered endorsement of the 2015 summit format.

Time of year. 45% prefer a spring date, 33% winter, 5% fall, 0% summer, and 17% said it doesn't matter. Comments from open-ended questions revealed that several participants think the summit should be offered at the opposite time of year (e.g., March) from convention. A few respondents suggested discussion of USMS hot topics, which could be best timed prior to deadlines for submitting rule and legislation proposals.

Location. 70% assigned a high priority to an airport hub city with many flight options, 61% rated affordable airfares as an important priority. Other ratings were availability of shuttles/public transportation (52%), geographical location such as east/central/west (40%), and hotel with available business services (38%). Several participants gave kudos to the Phoenix Marriott, saying that it is just the right size and did a great job of accommodating guests, but a few mentioned that they wanted amenities such as healthier breakfast food options, an in-room refrigerator and microwave, and availability of drinks during the meeting room sessions. Participants definitely prefer a southern location with predictable warm weather. A few mentioned the central area of the country because of easier flight arrangements. Finally, some wished there had been an opportunity for swimming practices.