



mission, its members, and its volunteers has grown, so has my desire to provide a leadership platform from which the organization and its dedicated volunteers can succeed as never before.

I believe that USMS's volunteers can contribute at their best – and get the most satisfaction – when they know what is expected, have the resources to perform their role, have a voice, and have an articulated and shared vision to inspire them. This requires big picture thinking and clear communication from leaders.

And these are two things at which I excel. My role as Legal Counsel has provided me with the opportunity to serve on the USMS Board of Directors and Executive Committee. In those contexts, I have been able to help shape the conversation – whether by framing questions or adding clarifying comments – to help us see the broader view and be clear in our goals and outcomes. In my leadership opportunities, from chairing the Ad Hoc Legal Counselors Committee that approved the use of electronic signatures, clearing the way for on-line registration; to chairing USMS's first Governance Committee that helped shape USMS's evolving governance structure; to chairing the Strategic Planning Committee that created USMS's current strategic plan, I have used a big picture orientation and clear communication to lead and inspire volunteers to achieve success.

But the ultimate reason that I am interested in being President of USMS is that I love swimming. I love to participate for the aesthetic pleasure of being in the water. I love the camaraderie and fun of being with Masters swimmers. I love seeing adults improve their fitness and skills in swimming because of the opportunity that we have provided for them. Being President of USMS would allow me to lead others who have this same passion to enhance the joy of swimming and spread it to others.

***What do you consider to be the major issues facing USMS now and in the future? As a person holding an elected position within USMS, how would you address these issues?***

Two words come to mind regarding USMS's major issues: relevance and balance.

**Relevance –**

USMS's challenge, now and in the future, is to stay relevant to its members, prospective members and volunteers. As many things compete for the attention of our members, whether new fitness regimes (CrossFit, for example), multi-sport, extreme events, or even the draw of the couch for binge-watching, USMS needs to find ways to continue to appeal to members. This includes the “what”, that is the content of our offering. For example, since more of USMS's members consider themselves fitness swimmers than competitive swimmers, what programming will we offer to keep Masters Swimming as a valued fitness activity for them? It also includes the “how”, that is how will we communicate what USMS has to offer, especially as the information and communication preferences of younger members change?

USMS also needs to make itself relevant to prospective members. As obesity erodes the health of the U.S. population and as that population ages, USMS needs to find ways to have an impact, not only by offering programs that appeal to prospective members and encourage adults to swim, but also by communicating the benefits of the healthy and social life that Masters swimming can provide. In addition, USMS needs to make itself relevant to diverse populations, so that our members experiencing the joy of being in the swimming pool can more closely resemble the make-up of the U.S. adult population.

As President, I would address these issues by first recognizing that USMS has a very competent and motivated staff that can create and implement the programming and communication developments that are needed to stay relevant. We also have passionate volunteers in our LMSCs who can execute our programs and outreach at the most direct level. With that recognition, I would lead the Board of Directors to provide strategic direction and prioritization so that our staff and volunteers know where to direct their energies to keep USMS relevant now and in the future.

**Balance –**

For much of my tenure volunteering with USMS, we have described the organization as transitioning from a volunteer-driven organization to a professionally managed organization. We should all be proud of the thoughtful hiring that has brought us an energetic and strong Executive Director who has solidified the USMS brand, established a headquarters and hired an incredible staff. The transition for USMS in

just eight years since we decided to hire a full-time Executive Director has been incredible. But we need to realize, no matter how good our staff, USMS will always rely upon volunteers – to run our LMSCs; to host swim meets; to build and maintain the clubs that provide affiliation for our members; and to implement our programming such as Adult Learn to Swim.

So, I believe a key issue going forward is finding the optimal balance between the activities that are best developed and maintained by professional staff and the activities that are best conducted by volunteers. As President, I would address this pursuit of balance by first recognizing that we are a dual-driven organization and then fostering an open and respectful dialogue about how to achieve the right balance. I hope to inspire a constructive dialogue rather than a polarizing conversation or an “us” vs. “them” mentality. All stakeholders – both staff and volunteers – are trying to do what is best for USMS and its mission.

For the optimal balance, USMS needs to continue to develop, support, recruit and recognize volunteers. I am passionate about good nonprofit governance, volunteer training, clear communication, and shared vision. I hope we can enhance the volunteer experience at USMS, making it even more fun and rewarding, and tailor the experience to new generations to build our leadership for the future.

***Please list USMS committees on which you have served. Include the dates you were on the committees and the names of the committee chairs under whom you served:***

**Governance Committee:** 2008 – Present

Chair – 2008-2009

Chairs served under – Anthony Thompson; Hugh Moore; Leianne Crittenden

**Ad Hoc Legal Counselors Committee:** 1999–2005

Chair – 2003-2005

Chairs served under – Jeanne Crouse; Jack Geoghegan

**Safety Education Committee:** 1999 – 2002

Chair – 2002

Chairs served under – Julie Heather

***Please list any other experience that relates to your qualifications for the position.***

I have served as USMS’s Legal Counsel from 2002 to 2009 and then from 2011 to the present time. Key events to which I contributed during this tenure include revisions to USMS governance structure; preparation for and hiring of an Executive Director; allowance for electronic signatures that facilitated adoption of on-line registration; establishment of a national headquarters; adoption of the Code of Conduct and refinement of the grievance process in Part 4; and establishment of the Board of Directors Governance Committee.

In addition to USMS committees, I have served on many USMS task forces, including the following:

- Executive Director Succession Task Force - Current
- National Headquarters Task Force - 2015
- Ineligible Persons Task Force (Chair) – 2012 – 2013
- Strategic Planning Task Force (Chair) – 2011
- Board of Review Task Force – 2011
- Branding Task Force – 2007-2008
- Executive Director Hiring Task Force – 2006-2007
- Executive Director Funding Task Force (Chair) – 2005

I also have experience at the very important local level. I was Chair of the Virginia LMSC from 2010 to 2014, served as President of Virginia Masters Swim Team, and was co-director of the Chris Green Lake Swim.

In the swimming world outside of USMS, I serve on the Board of Directors of USA Swimming as USMS’s liaison, and I am on the Ethics Committee for United States Synchronized Swimming.

***Please write a short summary statement that will be posted on the display board with your photograph at the HOD Meeting***

I believe that USMS's volunteers can contribute at their best – and get the most satisfaction – when they know what is expected, have the resources to perform their role, have a voice, and have an articulated and shared vision to inspire them. This requires big picture thinking and clear communication from leaders. I hope to lead USMS as President by helping refine strategic priorities, and driving for clarity so we can be the best at promoting health, wellness, fitness and competition for adults through swimming.

From: Ed Tsuzuki, Vice President of Administration  
Date: April 20, 2015  
Subject: Letter of Nomination and Recommendation

To: The Elections Committee:

It is my honor and privilege to nominate and recommend Patty Miller for the office of President of U. S. Masters Swimming.

I have worked with Patty in her capacity as Legal Counsel since 2011 and continue to be impressed with Patty's incredible dedication to USMS and perhaps most importantly, Patty's "big picture" orientation. Patty continuously challenges the Executive Committee and the Board of Directors to maintain a strategic focus and stimulates intelligent debate by asking thought-provoking questions and suggesting "what if" scenarios. Patty is a strong leader, an outstanding communicator and is also an active listener – as she seeks to understand other points of view – and has earned the respect of those she works with.

As USMS continues to evolve, Patty has been invaluable in providing USMS leadership guidance in critically important areas such as governance and risk management. Patty brings a wealth of experience to USMS and has helped lead the reshaping of our governance structure, the enhancement of our on-line registration process and the refinement of our grievance process.

Patty is the 2013 recipient of the Captain Ransom J. Arthur Award and the depth of her experience has prepared her extremely well to lead USMS as President. Patty has been a long-time volunteer, serving as LMSC chair, chair and member of several national committees and task forces, and she is also currently serving on the Board of Directors (as the USMS Liaison) of USA Swimming.

Patty's passion for swimming and her commitment to USMS shines through all of her actions, as she gives tirelessly of herself. It is this passion, along with her insight and intelligence that make Patty such an outstanding candidate for President of U.S. Masters Swimming.

Respectfully submitted,



Ed Tsuzuki

*This letter may be used publicly in the nomination process.*

TO: Cheryl Gettelfinger  
Election Committee Chair  
U.S. Masters Swimming

It is a great honor to recommend Patty Miller for the office of President of United States Masters Swimming (USMS). Over the past fifteen years, Patty has played an instrumental role in the success and growth of USMS at both the national and local levels. Her numerous years of experience in various roles have given her the understanding of USMS in order to lead the organization to the next level. In 2013, as a result of her significant contributions to USMS, Patty was the recipient of the Capt. J. Ransom Arthur Award, the highest award bestowed to a volunteer within the organization.

Patty's accomplishments and leadership roles within the organization are as extensive as they are diverse. This is evident in that she has served on the USMS Board of Directors as legal counsel for over twelve years as well as served on numerous committees and task forces. As Chair of the Governance Committee, she successfully shaped what was a new committee to play a key role in USMS governance structure and board education. In addition, she was part of the First Executive Director Search Task Force. Most notably, she was the chair of the 2011 Strategic Task Force, chaired the Government and Safety Education Committees and is currently serving as the USMS liaison to the USA Swimming Board of Directors.

In 2011, I was fortunate to serve on the Strategic Task Force under Patty's leadership. This task force's purpose was to create and establish the current USMS mission statement, values and forward-looking goals. Her detailed organization, creative vision and ability to effectively listen to all viewpoints were major contributors to the success of the task force. Her leadership made it one of the most rewarding USMS volunteer experiences I have had.

Outside of her contributions at the National level, Patty has left a footprint in her local LMSC and at the club level. She served as the Virginia LMSC chair for four years (2010-2014) and President of Virginia Masters Swim Team for two years. These leadership experiences at the LMSC and club level give Patty a well-rounded perspective to all aspects and operations of USMS, which will be important as the organization continues to grow and face new challenges. Most recently, Patty served on the Leadership Summit Task Force which brought together over 45 leaders of our LMSC's for a weekend summit aimed at educating our local volunteer leaders. The first summit was a huge success and Patty's contributions were invaluable.

Patty's background, knowledge of USMS, professionalism as a leader, and drive to be successful will undoubtedly take USMS to the next level. It is with extreme pleasure that I recommend Patty as our next President of USMS.

Respectfully,

Jill Gellatly

At-Large Board of Directors South Central Zone

Note: I consent to this letter to be published.