

The Executive Committee met for the annual midyear meeting at the Embassy Suites in Dallas, TX. Present were Jim Miller, Scott Rabalais, Sally Dillon, Doug Church, Lynn Hazlewood, Nancy Ridout, Patty Powis, and Tracy Grilli.

The meetings began with a dinner meeting at the hotel and continued throughout the weekend. The EC met all day on Friday and Saturday as well as Sunday morning.

Thursday 1/6. The meeting convened at 7:30 pm.

1. The next meeting of the EC was scheduled for Wednesday, February 2 at 8 pm EST.
2. ISHOF UPDATE: Jim reported that according to Eldon Godfrey, a Canadian CPA and a member of the ISHOF Board of Directors, an audit is underway by an impartial company. It is expected that the audit should be concluded by May. If the audit indicates that the contents and finances of ISHOF are now appropriately managed, the EC will ask the BOD to release the 2004 USMS funds to ISHOF. Doug noted that USMS did not budget for an ISHOF contribution for 2005 and that the Finance Committee may need to do an over-budget request when such funds need to be released.
3. SAN DIEGO CONVENTION HOTEL BILL DISPUTE: Doug reported that representatives from the Town and Country Hotel have not been cooperative in trying to resolve the situation of a double-billing for the EC suite. It was agreed that we would discuss the situation with Dale Neuberger, President of USAS, who will be joining the committee on Saturday. If he is unable to intercede, we will see if a representative from the San Diego LMSC is willing to help.
4. OFFICER REPORTS:  
President: Jim said "Believe it or not this is the last of our midyear meetings together. I hope to spend some time savoring the remarkable progress that we have made. I have no question that we were the right group at the right time for USMS. The face of the organization that we love has been changed forever. We all realized many years ago that the days of the quaint approach to conducting business by the largest masters sporting corporation were numbered. We set off and by your support and collective talents; we have streamlined this organization and set it onto firm financial ground without a dues increase. The days of asking for more money from a collective group of athletes that questioned the value have come to an end. USMS now has firm core objectives that will serve it for decades and a vision of allowing those same services to support the corporation have arrived. And it was painful!! Congratulations and thank you for allowing me to lead you into these uncharted waters. You are amazing."

Vice President: No report.

Secretary: Sally communicated with Mike Tatum at Moreson Conferencing and found that the company is merging with Audio X, a California company. There is a financial arrangement with Millennium Funding regarding invoices and monies to handle the consolidation. Mike said the deal would not threaten our conference calling services. The billing is being consolidated and is behind in the process. The new billing platform didn't function the same as Moreson's and the new company is learning new skills to resolve the differences. They are just processing November's billing now so they are behind schedule. Mike said they would try to use the combined volume of the two companies to get lower rates in the future so we might see our rate drop lower than 15¢ in '05. The Moreson corporate office will become the client relation's center for Audio X. The name change will be slow and Moreson will be the brand name for the Audio X retail conferencing.

Treasurer: No report.

Zone Chair: Lynn reported that the March/April issue of *USMS SWIMMER* is moving forward on schedule. The content proofing team is reviewing the editorial content and has, so far, not found any swimming-related errors. The next meeting of the transition team is January 10 and at that time they will discuss the Editorial Board. Implementation of the web site redesign is the top priority in web operations and the new web site is expected to be released following beta testing by selected USMS web-knowledgeable personnel. Next on the schedule is SC Nationals processing and specifications for World Championship online entry system and the registration database. Meg Smath, Publications Chair, has reported that the Rule Book has gone to the printer and will be posted on the web site along with the web conversion. The LMSC Handbook is in process and will be posted on the web site as separate parts are completed. Hugh Moore is restructuring the Communications Committee into

subcommittees to handle the work for the year and is in the process of populating those subcommittees with committee members.

The Zone Committee is currently defining the grants program for 2005 and will be offering grants to LMSCs for convention attendance, club mentoring (workshops put on by Mel Goldstein), and coach/mentor clinics (operated by the Coaches Committee). The committee will also be sponsoring a club-mentoring workshop on Saturday morning at convention. Mel Goldstein will present the workshop. The Election Section of the USMS web site was posted on time December 31, 2004. The technology subcommittee of the communications committee has been reviewing the possibility of using electronic voting for the elections next convention. The conclusion of the communications committee is that the technology is either too expensive or not adequate for our purposes. Therefore, we will work with the Convention Committee to work out a plan for using and counting paper ballots.

Past President: No report.

Legal Counsel: Patty reported that the Douglas Murphy Communications (DMC) contract has been sent to the Finance Committee. Doug added that he has reinforced to the Finance Committee that we have addressed all issues although we were unable to resolve a few. The EC discussed the amount of overages to be printed each month and Patty will contact DMC tomorrow to clarify the numbers. Sally recommended that we send the March/April issue of the new publication to all 2004 and 2005 members because of all the confusion over whether USMS members would continue to receive a magazine. Ordinarily the January/February issue is the only one that goes to the previous year's registrants. The issue was tabled until the next day.

5. CHARITY REQUESTS: The EC discussed recent requests from charities that would like USMS to champion their cause. Looking for committee involvement, the Marketing Committee will be asked to develop an approach to the issue.
6. PUBLIC RELATIONS PROGRAM: The EC discussed the PR program and a summary prepared by Aimee Fitzgerald Bennett. It was agreed that we would recommend to the Marketing Committee that when governance is in place and a clear marketing plan is in view, the concept of public relations be brought back to the table to see how it fits into the plan.

Friday 1/7. The meeting reconvened at 9:00 am.

7. USMS SWIMMER DISTRIBUTION: The EC returned to the discussion of the distribution of the *USMS SWIMMER* and it was *MSA that we would distribute the first issue (March/April) to the 2004 members who have not yet renewed for 2005*. A house ad will be put in the magazine alerting those who have not registered for 2005 that the issue will be their last until they renew their membership.
8. EC ACCOMPLISHMENTS: The EC spent some time reviewing what we considered accomplishments for USMS over the past three years. Scott commented that while we did not set out with a list of specific things we wished to get done, most of what we have done has been functional. He believes we have led the way with structural changes but he hopes that for the future, those in leadership roles can promote swimming and how we serve the members more. The focus should put the Core Objectives first.

Sally commented that we have communicated to the BOD and HOD more than any previous EC and we have asked the BOD to participate more as well. The delegates need to become more involved and not just participate in the process at convention time. We observed that other committees could communicate more as well by posting minutes and/or including updates in Streamlines.

Patty commented that this EC has increased activity and communication. We have more structure to our meetings and they happen more frequently. We enlivened committees, encouraged them to work together, and replaced inactive members and chairs. We have more professional staff and have developed a system for evaluation. We are more involved internationally and we have changed convention structure. Communication is frequent and open with others and we've enlivened the BOD by getting them involved more in decisions.

Lynn commented that the undercurrent of what we have done positions USMS to move into the future – to become a more mature, functional corporation.

Tracy commented that she believes the EC has had to make some hard decisions because they are in the best interest of USMS. She noted that it is hard for us to plan, as Scott suggested, because we tend to get bombarded from every direction. She is impressed that we can keep "pushing the snow".

Nancy is proud of our efforts to make the organization more responsive to the real world (governance). The objective is not just to reduce the size of the BOD but also to make the structure better able to operate for the organization. She believes our legacy will be governance and public openness.

Doug commented that in working with the Finance Committee over the years, it's his observation that USMS has been run in a "bottom up" fashion. His mission in running for Treasurer was to seek out professional management and to become a "top down" organization and he thinks we have moved incredibly far to accomplish this.

Jim commented on the courage of the EC and the changes that will result. A goal of his has been to set up the corporation so we can align ourselves for better communication. Task forces and the blocks have forced people to work together. The task forces have formed for a finite task and then dissolved when the project has been completed. No new committees, ad hoc or standing, have been formed during this administration.

We also discussed some of our objectives for our remaining time in office. Scott would like the task force to focus on "top down" governance and empower the BOD to act. Sally would like the HOD to elect leaders and allow them to "lead". Patty would like the EC to turn its attention to marketing our organization now that governance is under way. We need to develop new leaders as well. Lynn would like us to continue improving our means of communication. Tracy would like the information from the leaders to trickle down to the broader membership base. Nancy would like to see the position of executive director integrated into governance and finance discussions this year. She wants to see the duties of the EC, BOD, HOD, and executive director defined and posted at the same time. Doug outlined his view of governance: the HOD as legislative body approves the goal (amend/repeal/adopt organic elements), represents the membership and elects the officers of the corporation. The BOD develops policy and programs that are to be implemented by the EC. The EC executes and the BOD monitors progress. Doug thought the adoption of the Core Objectives was significant and they are the bridge to increasing membership in the future. Jim would like to see some new blood running for office. We need a new culture that will create new leaders.

The foregoing discussions yielded the following ideas:

Convention packet - We discussed a concern that some delegates arrive at convention unprepared for the business that will take place because they have not read the information in the pre-convention packet. We considered putting the "must read" information on brightly colored pages that can't be ignored. We also discussed putting the packet on a CD and making it available to those who desire it in that format. Lynn suggested that the editorial board could take on the task.

Spreading information – In answer to Tracy's concern that important information did not trickle down to the membership base, it was suggested that she should have a small column in each issue of *USMS SWIMMER* to point out an important item or issue.

In anticipation of having Betsy Durrant (Planning and Governance Task Force Chair) and Rob Copeland (Legislation Chair) join us by phone at noon, the EC discussed governance issues. It was agreed that we would ask Betsy and Rob to join us for a brief discussion of governance progress each month, beginning with our February 2nd conference call.

9. GOVERNANCE – discussion with Betsy Durrant and Rob Copeland: Various governance issues were discussed as follows:
  - a. Time line for the task force: Recognizing that the governance information must be in legislative format by July 10, the EC discussed with Betsy and Rob the various parts still in need of work and whether they can be accomplished by the deadline. The EC offered to make suggestions to the Governance Task Force regarding committee structure and Betsy accepted the offer. Her group will be working on defining the composition of the HOD in the coming weeks. Betsy has identified what legislation needs to be done and she does not think it will be difficult to be done on time. From Rob's perspective, a lot of what needs to be done would be in policy and procedure – not necessarily in code. Some of the powers and authorities need to be defined in the code and realigning and defining the committees will be a big task. Betsy would like to publicize the various parts of governance as they are completed and it was agreed that it is the proper direction to go. It will be emphasized that all information is a "draft" recognizing that the final decisions will be made when the legislative proposals are voted upon at convention. Efforts will be made to use the web site and the forums. Discussion for a few weeks on each issue will be implemented. It was suggested that we announce in our magazine that we have been making great progress on governance and people should look on the web site for announcements.
  - b. Definition of powers: A discussion took place about suggestions from the Task Force regarding the responsible party for hiring, evaluating, managing, and compensating employees and contractors of the corporation. Jim expressed the EC's opinion that it is their responsibility until an Executive Director

comes into the picture. Betsy noted that her suggestions (that the BOD would appoint a committee to search for employees and the BOD would be involved as a whole in the selection process) are a draft and her committee has yet to discuss the issue. She was under the opinion that the EC wanted these responsibilities delegated because they don't have enough time. Rob suggested that some of the powers needed to be given to the BOD with the express instruction that they are delegated to the EC. It was also suggested that the BOD makes policy that the EC implements. More discussion on the subject will take place in the Task Force.

- c. Executive Director: The need for a finite time frame for interviewing, selecting, and implementing an Executive Director was discussed. Financing of the position needs to be clarified and the EC offered to provide some viable options. The Task Force needs to include the ED as part of the process and the Finance Committee will need to confirm that we can afford the position. Rob emphasized the importance of defining the position and determining how to properly search for the person. Betsy committed the Task Force to developing a job description. It is expected that the new BOD will make the final decision but the HOD would need to be the funding body. Jim offered, and Betsy accepted, that the EC take on the task of exploring fundraising opportunities to support the ED position.
- d. Committee structure: Everyone agreed that our committee structure is too expansive. As mentioned earlier, Betsy would like the EC to make recommendations regarding a new alignment and definition of the committees. The EC will involve the current committee chairs in the process and the plan is to look at the committees for elimination or combining and changes of the committee definitions. For many committees we do not have good definitions as it is.
- e. Support for the governance project: How can Planning, Legislation, and EC work together to get this project approved? Betsy reiterated that we must publicize information to the HOD as items are completed and seek their feedback. She will work with Rob to put everything in legislative form. Rob agreed that spending 5-10 minutes in EC conference calls would help keep us on the same page. We discussed the difficulty of assuring that the delegates are informed and Jim committed to seeing that new delegates are given complete information as soon as they are nominated. We will continue to encourage the LMSCs to insist that their delegates acquaint themselves with the convention information before arriving in North Carolina. It is important for us to have educated delegates.
- f. Meetings: The need for meeting time at Convention for the governance issues and legislative proposals was discussed. The Task Force would like a short meeting early in the schedule to prepare for the forum on the governance proposals. That forum would be unopposed and run by Betsy and Rob. Rob will need another unopposed meeting for the other legislative proposals. It is hoped that the governance proposals will have had enough discussion before getting into the convention packet that they will not need wholesale changes.

After a lunch break, the EC reconvened the meeting and discussed financial issues that would be taken up with Tom Boak (Finance Chair) when he calls in at 3:00 pm.

#### 10. FINANCE ISSUES – discussion with Tom Boak:

- a. ISHOF: Jim informed Tom that it looks like ISHOF will meet our requirements so that we can release the USMS contribution to them. Tom said we would not need an over-budget for 2004 but we would need one if we go ahead and donate in 2005. Jim said the procedure would be that the EC requests from Finance any over-budget amount, once the audit has been satisfactorily completed, as stipulated in the actions from Convention 2004.
- b. Executive Director: Jim informed Tom of our conversation with Rob and Betsy and that the EC has taken on the task of finding monies to finance a future Executive Director position. Tom was encouraged to offer suggestions. The EC agreed with Tom that the ED proposal would need approval from the HOD.
- c. DMC Contract: Tom had not had time to review the latest version but he said he would do that right away. Patty noted that most of the things requested by members of the Finance Committee were included. The exceptions are 1) the performance clause and, 2) the cost of photography. We also discussed print overruns and said we would work with DMC so that we do not have a lot of extra copies printed that are not spoken for.
- d. Revenue producing ideas: We discussed possible ideas for increasing revenue. Jim suggested that we should think "outside the box" in our efforts to seek more sponsors. Tom did not see any reason why Finance would not be in favor of expanding our sponsor base. The mailing list use by sponsors was discussed. The current policy allows only one use per year and it was agreed that the value might not be good enough for the sponsor.
- e. USMS reserves: Tom explained the philosophy regarding reserves for the organization. We currently have operating, insurance, and World Championships reserves. The operating and insurance reserves have not changed in recent years. Nancy asked if a portion of the reserves could be used to match other monies and Tom said he would not have a problem provided a timeline is set so that it doesn't continue

on for a lengthy period of time; his suggestion was for one year. The reserves have been dipped into on an occasional basis but not with any regularity. He would have an objection to that.

- f. Governance: Jim asked if Tom had any concerns regarding governance. Tom said he supports the idea of having an Executive Director but he is not sure it is something we can accomplish in the near future. There are places where we could save money and having an ED would remove a burden from a number of people. Jim noted that the EC has committed to offer suggestions of funding the position to the Task Force.

- 11. NATIONAL PUBLICATION: The EC discussed the progress of *USMS SWIMMER*.
  - a. Editorial Board – The EC reviewed a document formulated by Lynn that defines the proposed tasks of the Editorial Board. The Board will be most effective if it is activated immediately and will be reviewed and approved by the transition team.
  - b. Transition team – This group will dissolve once the Editorial Board is approved.
  - c. Editorial calendar and department development – Lynn mentioned that Editor Bill Volckening has had some difficulty getting some committees energized to produce content for departments. This is a problem he is working on and the Editorial Board will take it up.
- 12. DMC - Discussion with Virginia Sowers and Grant Murphy (DMC) by phone at 4:30 pm:
  - a. Distribution of March/April issue - The EC informed Grant and Virginia that we would like the first *USMS SWIMMER* issue go to everyone (2004 and 2005 members). They liked the idea as it gives the members a reminder and another opportunity to renew their membership. It would be good for the advertisers. Grant recommended that we do a full-page house ad encouraging people to renew.
  - b. Overruns - We discussed the number of overruns and how we will be charged for them. Some extra copies are needed for people who may not receive their magazine for some reason or another as well as for occasional uses in promotional situations. To clarify the specifications regarding the cost as the number of issues printed varies, Grant said there is a set up cost for each issue and after that it is easy to adjust the number of copies printed. The amount cost is ~30 cents/copy.
  - c. Advertising - Grant reported that ad sponsors both inside and outside the industry have been pursued. As expected, there is some resistance from some advertisers who have a loyalty to SPI. There are also problems since we have no product to show them and this will be remedied with the distribution of the March/April issue. In the meantime, Grant mentioned a number of sponsors who have placed ads so the magazine will definitely have advertising income.
  - d. Contract – Patty informed Grant and Virginia that the contract is with the Finance Committee and she hopes to have it back to them the following week.
  - e. Editorial Contents - Virginia said they are moving along well on the content for the first issue. A photography shoot took place in Indianapolis last week for the technique feature. The EC directed her to some good sources for English Channel information.
- 13. LIAISONS: The EC discussed the various Liaisons that USMS appoints and whether we should recommend continuing with the positions to the next EC. Patty suggested we contact the liaisons and ask for their input on what they are accomplishing for USMS. We could do this at the same time we query the committee chairs. What do they think they can do to improve the success of their position? Lynn suggested we could use a format similar to what we use for our employees to review us. It was suggested that we consider having liaisons for the World Games and for AARP. No decisions were made. Currently the president is the liaison to the Liaisons (special appointments).
- 14. ELECTION: Lynn reported that the amount of time needed and the complexity of the election will be dependent on the number of candidates and we probably won't know that before April. She'd like delegates to have a number of opportunities to meet and hear from the candidates and she suggested we allow for contingencies when planning our convention schedule.
- 15. MERCHANT ACCOUNT: Doug has not had time to push this project. The EC discussed the possibility of having someone else investigate the options and spearhead the project. One is needed soon for nationals.

In preparation for our meeting in the morning with Dale Neuburger, USAS President, the EC discussed how Dale might be able to assist us in our vision going forward.

The meeting recessed at 6:05 pm. We had a terrific steak dinner at a restaurant 2 hours away. . . oh, that's right. It was only 15 minutes away but it took 2 hours to get there!

Saturday 1/8. The meeting reconvened at 9:45 am.

16. DISCUSSIONS WITH DALE NEUBURGER: It was a pleasure to meet with Dale. His visit marked the first time a USAS President has met with the EC. The meeting was enlightening to everyone and we discussed a broad range of topics. First and foremost, we asked Dale about the possibility of USMS hiring an Executive Director (ED).

Dale said that our organization is certainly of a size that having an ED would be a good idea. If we look at USMS as a non-profit entity, regardless of the swimming aspect, there are values to having one. A non-profit director is generally looked at to do two things; 1) manage – make sure all things in the operation both nationally and within chapters go along smoothly, and 2) raise funds – generate new revenue for the organization. A director adept at fundraising can be expected to engage in business development that will add to the revenue sources. The skills are not mutually exclusive (managing and fundraising) and often they can come together in one person. But we might have to decide what is more important and focus on a person who does that aspect best. Dale shared experiences other NGB have had in obtaining directors. Some have done it by convenience, using someone who was already in the organization, with some success. Others have gone outside the organization. For example, the USA Swimming director, Chuck Wielgus, had experience as a director for one other NGBs and served on the marketing staff of the Senior PGA Tour. His swimming experience was very limited. But he's been an excellent fit for the organization and he has a great reputation for obtaining sponsors. We discussed with Dale whether the "vision" needs to come from the director or not and his response was that it is really up to those doing the hiring whether they think they have the vision needed or whether they are looking for it in someone else. While vision and ideas are valuable, getting to know the organization may preclude having someone come in and make radical changes right away. We do have to be sure we are ready and have the maturity for someone to take charge and implement change. We have to be willing to accept a different view of the organization.

We asked Dale whether he knew of search groups that have the expertise we would need. Dale said that USA-S called upon a former swimmer (Andy Knot) who works with a search company and it was not inexpensive. With more limited resources, we might consider having someone who gives us professional time to help us formulate a good search of our own. They learned a lot of things from the search company that were counter-intuitive. For example, intuition told them they wanted an all-encompassing contract but Andy suggested strongly against it. They discovered that in the end, if you've hired the right person, you don't need to enumerate responsibilities in a contract. They have a job description but it is not part of the contract.

We discussed supervision of the executive director. For USA-Swimming it is technically the BOD, which has 22 members. The EC serves as the personnel committee in USA-Swimming and the EC evaluates the director as well as the other employees. The review of the director is also affected by staff input and it is important for staff to be comfortable in giving the input. A three-person committee does the actual evaluation with their executive director. The job description is used in the review and it changes from time to time.

We discussed the pros and cons and opportunities for setting up an office for the executive director. Currently the National Office is in New Hampshire at Tracy's house. If a National Office were to be established several things would need to be considered.

- a. The director would need some support services.
- b. We might find an ED candidate who would already have support services available at their location.
- c. It might be possible to partner with another NGB or organization to share space. There might be an organization that we could move in with – one that would have infrastructure to get us up and running. For example, some NGBs in Indianapolis take advantage of economies of scale by sharing copying and mailing facilities and receptionists. Dale suggested we brainstorm the idea of partnering with another organization rather than planting our office somewhere. We shouldn't undersell our value in relation to physical fitness and healthy lifestyles in terms of looking at potential partners. Nancy said that USA-S has offered office space previously.
- d. With the electronic world we can operate from various locations but with things like sponsorship opportunities, it is hard to generate the relationships needed working out of your home. There is an advantage to working in an environment that is bigger, like with other NGBs in the area. Dale said the location of our office should be independent of the candidates.

Jim asked Dale what type of person he thought we might expect as an ED candidate and Dale said we have to look at the profile in terms of experience. We are not likely to choose someone just starting in the business although we are not complex enough to need someone who has extensive of experience. In ideal circumstances we could see two different profiles: 1) 10 years experience, interested in sports (maybe swimming), enthusiasm, progressive experience, or 2) someone with success who is able to retire but still wants to be active. Dale cautioned us about a commission-based position. If we focus on sponsorship being a financial incentive we can count on the director doing sponsorship rather than management. It would be more appropriate to offer a bonus based on performance.

We discussed how to assure that the HOD is fully acquainted with the various options for ED responsibilities and funding. As discussed with Betsy and Rob on Friday, we would want the information ready for the convention packet along with the appropriate legislation. Lynn suggested we select someone from the EC to spearhead the organization of a plan and Doug suggested we look at a 3-4 year window for the position and that start-up monies must be considered. It would not be beneficial to have the HOD approve an Executive Director position on a one-year basis. Approval and funds should be secured for a longer period of time. He noted that Finance has been discussing the idea of having a 2-3 year budget process so that better anticipation is allowed.

Recognizing the commitment given to Betsy and the Governance Task Force, we discussed sources of start up funds for an executive director. Dale thinks we underestimate the image and importance of our organization. We discussed setting up a task force to research funding suggestions and Patty volunteered to head up the group. The group could investigate co-location opportunities, possibly develop an RFP about those opportunities, and look into opportunities to utilize a search firm. This would be a narrowly focused task force with a finite time line to follow. Patty proposed the following as a mission for the task force: *"The Executive Director Funding Task Force is responsible for researching and recommending options for funding the potential professional position of United States Masters Swimming Executive Director. As a complement to this responsibility, the Task Force will create a timeline for conducting its work and reporting results, and will make recommendations on aspects of the Executive Director search that may impact funding."*

Discussing fundraising options, Dale said we have the usual members of the industry (aquatic supplies) but there is a much broader group of people who provide services to our members. USMS would want to determine if our primary motivation is to raise more funds so we could do more or is it to provide members more benefits. We agreed that USMS would probably want both.

In closing our discussion with Dale, Scott asked him to tell us how he sees Masters Swimming and Dale said that if we take a narrow view of USMS, we have not done full justice to what the organization is. We have a good focus on fitness and he noted that there aren't many magazines about swimming but there are lots about fitness. We should promote ourselves as an organization about healthy lifestyle through swimming. He said that other sports think our growth has been phenomenal. Other NGBs have had difficulty separating their Olympic aspirations from the rest of their membership. Olympic activity represents a very small percentage of the membership but it drives most NGBs, leaving little funding or interest for the masters. By having USMS be it's own organization we drive our own sport. Our autonomy has allowed us to grow and USMS is the only stand-alone Masters National Governing Body (NGB) in the world.

17. ASUA/UANA: Jim reported that the Pan American Santa Domingo competition is scheduled for ~June 28 through July 4, 2005. Orban Mendoza has established a web site and it is well done. It is in two languages (English and Spanish) and it includes a Masters department. Jim asked Tracy to submit appropriate USMS information for the web site. ([www.asua-aquatics.org](http://www.asua-aquatics.org))
18. PIONEER AWARDS: We discussed the recent Pioneer Awards initiated by John Spannuth and others that were being presented at ISHOF this weekend. Jim was contacted directly and declined the opportunity to participate in the ceremonies. He agreed to participate in the voting and was interested in observing the process. Concerns were expressed that the awards could raise confusion as to whether they are sponsored by USMS. Patty gave some legal advice about protecting our trademark. *It was MSA to put forth resources for legal fees on trademark-registered protection.*
19. MARKETING PLAN: Doug Garcia provided a plan from his committee that has both short and long term goals. The plan was broken down into four goal categories:
  - a. Increase awareness of USMS to potential member and influencer audiences.
  - b. Increase USMS membership by 5 percent annually.
  - c. Improve internal communications and provide services to USMS members.
  - d. Communicate the message of swimming for life consistently to all USMS audiences both internal and external.The EC discussed the four categories and agreed to ask Doug to add a fifth as follows:
  - e. Create revenue-producing opportunities and attract financial support.The plan included action items for each of the goals and the EC discussed each item and made suggestions when appropriate that will be passed back to Doug and his committee.

After a late break for lunch the EC reconvened at 3:00 pm.

20. PIONEER AWARDS (revisited): Kathy Casey (Recognition & Awards Committee Chair) submitted an announcement to be published in USMS publications regarding the Pioneer Awards. The EC made a slight adjustment and approved the following statement:  
*“A Note from the Recognition & Awards Committee*  
*You may have received an announcement about and a nomination form for “Pioneer Awards” and are wondering what the Pioneer awards are. The Pioneer awards are “a project of the United States Fitness Association”. Although some of the recipients are USMS members, the awards are not USMS awards. This project is being conducted by an organization outside of USMS. These awards are not affiliated with the International Swimming Hall of Fame.”*
21. ISHOF: Jim noted that during lunch he discussed Dale Neuburger’s involvement with ISHOF. Dale related that he had resigned as chair some months ago due to problems with the financial and content accounting at the facility. A full and complete audit has been requested as well as a plan for future operation. Dale said that ISHOF is in tough financial position. A meeting was held today and they have decided to have a short search process to select a new executive director and they hope to make a decision by February. Patty asked what we might expect from the Hall before we release the funds and Dale said they need leadership and a plan. *It was MSA that the EC endorses the efforts of the International Swimming Hall of Fame (ISHOF) to move forward in its mission to recognize excellence in the swimming community.*
22. SAN DIEGO HOTEL BILL: Regarding the issue of double billing at the 2003 Convention at the Town and Country Hotel, Dale advised the EC that, as Treasurer of USAS, Mel Goldstein handles the USAS financial matters. He recommended we see if Mel might be able to help out with the billing problem and Doug said he would contact Mel and forward the necessary paperwork.
23. MONTREAL AND THE FINA CONGRESS - Summer 2005: Jim reported that he expected to be attending the FINA Congress. There was some discussion as to whether Nancy Ridout should attend as well and if she would be accepted as the representative at this meeting. Dale needed to do some research on this because he was not sure if there was a Masters meeting at the event. The president of FINA will be elected at the meeting. Formation of committees will be done in Montreal and Orban Mendoza will submit names of prospective members to the President. Jim noted that having the ASUA meetings in Orlando during the USAS convention was extremely important.
24. CONVENTION PLANNING: The EC spent the rest of the day working on the convention schedule. It would be distributed to the BOD for their review before finalizing.

The meeting recessed at 6 pm so we could get to dinner at 9 (or was it 8). Knowing we’d be sure to get lost again, we wanted to get an early start!

Sunday 1/8. The meeting reconvened at 8:45 am

25. ELECTIONS: The EC spent some time discussing the upcoming election procedures. We want to encourage interested parties to contact us for information about holding office and what our individual positions entail.
26. COMMITTEE RE-STRUCTURE: The EC committed to Betsy Durrant that we would look at the current USMS committees and make recommendations for restructuring. We discussed all of the committees and discussed possibilities for combining, dissolving, renaming, or redefining them. Scott and Jim will refine our recommendations after contacting committee chairs for their input. Then they will forward the recommendations to the Governance Task Force.
27. WRAP UP: We all agreed that the mid-year experience is very valuable. After convention we are all pretty burned out but the midyear meeting is re-energizing and stimulating. It was nice to meet in a relatively central location so no one had to travel extensively. Everyone agreed that this was a productive meeting with less stress than in previous years.

It was MSA to adjourn the meeting at 11:00 am.

Respectfully submitted by:

Sally Ann Dillon  
USMS Secretary