

**United States Masters Swimming Board of Directors Conference Call
October 17, 2005**

FINAL

President Rob Copeland thanked everyone for participating in this call to discuss procedures for searching for an executive director. The meeting was called to order at 8:30 p.m. EST. Others in attendance were Michael Heather, Julie Heather, Mark Gill, Leo Letendre, Meg Smath, Tom Boak, Jim Miller, Patty Miller, Betsy Durrant, Jerry Clark, Nadine Day, Michael Moore, Laura Winslow and Jeanne Ensign.

Rob then turned the meeting over to Laura for a status report. Laura said she and Jerry are working on a preliminary job description for the executive director. This may be simple: the prior Executive Committee may have already done this, and if so, they should speak up. Laura and Jerry have also been putting together a list of search firms to help us, and preparing an RFP to send out to the search firms. They would like input from everyone on the Board about the executive director's job responsibilities and competencies. We need to have what Laura called a "preliminary final" job description to give to the search firm, and then we could let the search firm help us pull a final description together. Criteria for deciding on a search firm will include cost, services, experience (especially recent experience with other sporting organizations) and the qualifications of the person assigned to us. Laura is also working on a timeline for selecting the executive director, which can be broken down into the following steps:

1. Pre-search assessment
2. Define what we want the executive director to do
3. Prepare profile, job description
4. Evaluate candidates, once the search firm gives them to us (we don't know how long this might take). We may have the opportunity to bring top candidates to our midyear meeting for interview.

Laura and Jerry are aware of possible locales (including Fort Lauderdale, Indianapolis and Colorado Springs). This may be premature; if we find someone already located in a low-cost area, we might want to stay there.

It is realistic to be able to interview candidates by January if qualified candidates are out there. If the actual search doesn't begin until December, we may not get many bites, since this is not a good job-hunting month. How many candidates are available and when is unknown, and beyond our control, but we should be ready if there are qualified candidates available.

Once we have received proposals from search firms, we will narrow our choices down to a couple of firms, meet face to face with them, and then together with the search firms, enlarge the job description for executive director. Following that, we will choose one firm.

We want a search firm that has successfully placed candidates, not just searched for them. We want a firm with recent experience with sports organizations. We also want to know

what services a firm will offer us, and whether the search will be contingent or retained. We will need to know what guarantee the firm will offer; for example, if the person we hire doesn't stay for a year, will we get part of our fee returned by the search firm, or will they find us a new candidate, or will we just be out of luck. We will ask for a list of references so we can contact prior clients to make sure they were satisfied. Once she and Jerry have finalized the RFP, she proposed first sending it to the Executive Committee and then to the entire Board of Directors. Laura requested that all Board members send her their top three requirements for an executive director. They should also include desired competencies. Once she has compiled these lists, we would have something to work with. Board members should send their lists only to Laura, not to the full Board, so that we don't influence each other. Laura has an all-encompassing list of approximately 100 competencies that she will send to everybody so they will have something to go on. Deadline for response is Friday, October 21.

In order to satisfy the requirements of our Professional Management Guidelines, we will also advertise the position in *USMS SWIMMER*.

When we're ready to choose the executive director, we will prepare questions, set up an interview team and conduct phone screenings (at which, for example, we could ask why there are gaps in a candidate's work history). We will focus on certain competencies, breaking them up among different interviewers to ask the same questions of each candidate. After the interviews, the entire interview team will get together and compare notes.

One or more Board members will look at location. Another thing to consider is what kind of contract we will need, as well as other procedures and policies. It may be difficult to look at location without knowing the candidate first. We don't know if we have relocation money budgeted, and it may be better not to limit candidates to a location. We could put out a request for information to major metropolitan cities. Hill Carrow would know the appropriate contacts. Jerry will work with Hill and Patty to put out an RFI on possible locations. We should also consider transportation costs when we decide on a location; costs would be substantially lower for major hubs. Time zone may also be a factor. We may be able to ask the city where we locate to provide relocation cost, because many cities provide incentives to entice NGBs to locate there. Jerry will talk to USA Canoe and Kayak, which recently located in Charlotte, N.C., where he lives.

Meeting adjourned, approximately 10:00 p.m.

Meg Smath, Secretary