
Action Items:

1. MSA the Executive Committee’s recommendation that we allow online entry for sanctioned events.
 2. MSA the Executive Committee’s recommendation that meet hosts must accept paper registration for national championships, even if they are using online entry.
 3. MSA the Executive Committee’s recommendation that we not allow LMSCs to contract with outside companies for online membership registration.
 4. The Board amended the Executive Committee’s motion “that committee members may be reimbursed for budgeted expenses, but they will not be compensated for performing committee services” by replacing “budgeted expenses” with “budgeted expenses consistent with FOG.” MSA the motion as amended.
 5. MSA the Executive Committee’s recommendation that we investigate whether we still need an internal auditor.
 6. MSA the Executive Committee’s waiving of PMG, if necessary, in order to hire an outside contractor for development of the World Championships online entry application.
 7. MSA to approve the concept of trying to take advantage of the promotional opportunities that are available from the World Championships.
 8. MSA that we conduct the search for an executive director only through the selected search firm.
 9. MSA to accept Anderson & Associates as our executive director search firm.
 10. MSA to accept the compensation range for the executive director position proposed by a subcommittee.
 11. MSA to offer a benefits package for the executive director position not to exceed 30 percent of the base salary.
 12. MSA to allow broadcast emails to USMS members.
 13. The Board amended article III of the proposed policy manual for the Editorial Committee by replacing “web operations staff and the Communications Committee” with “the Executive Committee or its designee” so that the entire article reads: “The Editorial Committee shall work with the Executive Committee or its designee to develop a plan to create, maintain and update web editorial content.” MSA the policy manual as amended.
 14. MSA that we have a members-only section of our website. The content of the members-only sections versus free sections is yet to be determined.
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President Rob Copeland called the meeting to order at 3:04 p.m., Friday, January 27, at The Woodlands Waterway Marriott Hotel. Also present were Vice President of Member Services Mark Gill, Vice President of Community Services Michael Heather, Vice President of National Operations Leo Letendre, Vice President of Local Operations Julie Heather, Secretary Meg Smath, Treasurer Tom Boak, Immediate Past President Jim 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), Michael Moore (Oceana Zone), Carolyn Boak (South Central Zone), Laura Winslow (Southwest Zone), Past President Ted Haartz, Legal Counsel Patty Miller, National Office Administrator Tracy Grilli and U.S. Aquatic Sports President Dale Neuburger. Dale left the meeting after it recessed at 6:15 p.m., Friday, January 27.

FINA review by Dale Neuburger

Dale thanked us for inviting him to meet with us. He typically meets with each USAS member organization outside of convention at least once a year. He noted that USMS is unique in the FINA organizations; although we don't normally vote at USAS meetings, if an issue relates to Masters, then USA Swimming cedes its two votes to USMS. Positions on the FINA Masters Committee are highly competitive, and filled with competent people. As part of the FINA structure, we are committed to working with ASUA, and FINA is committed to holding regular ASUA championships. Dale commended LATyCAR for the work they did in the Caribbean and Latin America before ASUA was formed, but as a FINA member we must align with ASUA and FINA. There were no suspensions as a result of the All-Americas meet in Brazil last fall.

Ratification of actions of the Executive Committee

- **MSA the recommendation that we allow online entry for sanctioned events.**
- **MSA the recommendation that meet hosts must accept paper registration for national championships, even if they are using online entry.**
- **MSA the recommendation that we not allow LMSCs to contract with outside companies for online membership registration.**
- The Board amended the Executive Committee's motion "that committee members may be reimbursed for budgeted expenses, but they will not be compensated for performing committee services" by replacing "budgeted expenses" with "budgeted expenses consistent with FOG." **MSA the motion as amended.**
- **MSA the recommendation that we investigate whether we still need an internal auditor.**

Officer reports

For further details, the directors were referred to the minutes of the January 9, 2006, Executive Committee conference call, which had been approved, but not yet distributed by the time of this meeting.

Mark was asked about the Editorial Committee's decision to move up the deadline for registrars to submit their registrations to the National Office. This was necessary for all our members to receive their copies of *USMS SWIMMER* in a timely manner. Many of our members have been receiving their magazines several weeks late, because of U.S. Postal Service delivery problems. Carolyn said that it's important we communicate to our members who is responsible for the slow delivery. Mark noted that previously the Editorial Committee focused mostly on editorial content, but now will also be concerned with the business aspect of the magazine. Committee members Betsy Durrant, Lynn Hazlewood and Maria Doelger-Anderson have already met to discuss business issues. Maria will be the committee's business manager. Betsy is the committee's ombudsman. The Editorial Committee has also submitted an overbudget request to the Finance Committee for a survey to determine readers' preferences for

content for the magazine, as well as demographic information to help with soliciting sponsors.

Tom reported that USMS is in a healthy financial position, and that at year's end we were under budget for 2005. He has been moving CDs around and switching investments for greater return. He noted that the Finance Committee will be looking at our entire investment strategy, and perhaps into relaxing FOG slightly so we can be more aggressive in our investments. Laura asked who an LMSC can go to for financial advice, and Tom recommended Margaret Bayless (our controller), Jeanne Ensign or himself. Julie recommended Clarine Anderson of the Pacific LMSC. Tom also encouraged us not to fear overbudget requests. We should look at them positively, as moving forward. We need to communicate this message to committee chairs. They are also encouraged to plan ahead, and not wait till the last minute to make a critical request.

Jim applauded the willingness of the new Executive Committee and the Board of Directors to look at new ideas.

Patty was happy to report that the new sponsorship program approved last fall has been easy to work into a contract template and is working well.

Rob reported that he has been helping the International Swimming Hall of Fame redefine its mission. They will be holding their ISHOF induction ceremony during Short Course Nationals in May, and the MSHOF ceremony in California during the World Championships in August. He was also happy to report that National Sponsor Liaison Mel Goldstein is already ahead of projected sponsor revenue.

World Championships

Rob explained the actions taken by the Executive Committee to speed up completion of the online entry system (see minutes to Executive Committee meeting, 1/26–27/06). Mark had spoken to Webmaster Jim Matysek before the meeting, and Jim estimated nine and a half days to complete the application; he hopes to deliver a system for testing by Feb. 9. Rob explained that it may yet be necessary to hire an outside contractor. **MSA to ratify the Executive Committee's waiving of PMG to hire an outside contractor for development of the World Championships online entry application.** Betsy asked if, at its meeting after convention last fall, the Board approved the webmaster designing the online entry for the One Hour Postal. Mark explained that the Board did not in fact approve the webmaster working on the project, but after the fact it was discovered that the application developed by O*H*I*O Masters was not secure. Mark also noted that we need to develop the administrative tools that will allow others to maintain parts of our website, and lessen the burden on our webmaster.

Michael Moore distributed packets of entry booklets to the Board members. The booklets have also been sent to all federations, all NGBs, all clubs and all LMSC chairs. The organizing committee is offering incentives for early entry. Asked how the money is being spent, Michael replied that the executive director must be paid each month, and there have also been printing expenses. Michael has begun to get officials lined up, who are appointed by each commission. Asked if on-deck coaching will be provided by the Coaches Committee, Michael said it's different this year because the meet is in our own country. He suggested the LMSCs be contacted about providing coaches. Speedo is a major sponsor, providing goody bags and shirts for officials and volunteers. Endless Pools and Amino Vitale are other major sponsors. Michael met with the FINA Masters

Committee in November, and will meet with them again July 30. He stressed that FINA will run the meet; his organizing committee “just” organizes it. There is an issue to be resolved about touchpads on one of the courses. There are 22 hotels with rooms set aside for the meet. The meet website is up. Rob will put a paragraph in his letter to All-Stars and All-Americans promoting the meet; this will also appear in *Streamlines*. The Sports Medicine, Health and Safety Committee asked for money for an honorarium for speakers for their sports medicine lecture series. There is money in the organizing committee’s budget and in the Sports Medicine, Health and Safety Committee budget for this purpose, but the more money they can raise, the better the speakers. A conference call to discuss the sports medicine lectures series will be set up between Jim Miller, Rob Copeland, Michael Heather, Laura Kessler, Jessica Seaton, Jody Welborn and Anne Cribbs. Tom asked Michael for a monthly financial report, which Michael agreed to. Michael explained the updated estimates of numbers of athletes. One of the things he’s basing the revision on is the number of booked rooms. He estimates the average entry fee will be approximately \$100. Jim urged us to use this event to continue to promote Masters swimming in this country, perhaps by moving forward with a bid for the next Pan Pacific Championships. Another suggestion to keep the ball rolling is a human-interest video. We could show it at convention banquet, and there might be a cable show that would want to document the Worlds. Julie suggested we contact the Kaiser Foundation, who might be interested in it for wellness promotion. The documentary should showcase all Masters disciplines, and should not just focus on elite swimmers. An Oscar-nominated documentary was made on Gail Roper a few years ago, and perhaps the producers of that documentary would be able to help us. Jim suggested a task force could put together a public-relations plan. **MSA to approve the concept of trying to take advantage of the promotional opportunities that are available from the World Championships.** Jim will chair the task force, and its plan needs to be in final form within the next two months. Michael Heather, Michael Moore and Carolyn Boak also agreed to serve. The task force will report back to the Board within 30 days. If anyone has any ideas, they should send them to Jim.

Michael was asked if we will provide assistance to other bidders interested in future World Championships. He said he would be willing to share information, but that something like the online entry software should probably be licensed, since we have a substantial investment in it. He was also asked if there were any reporting requirements to FINA, and said no.

SWOT review

SWOT stands for strengths, weaknesses, opportunities and threats. It is a tool for understanding an organization’s current position and making the best use of its opportunities. The first step was to compile a list of personal values. Next, we compiled a list of USMS values. Patty, who was leading the review, characterized strengths and weaknesses as internally focused, and opportunities and threats as externally focused. We compiled lists of USMS’s strengths, weaknesses, opportunities and threats. Meg will import these lists into an Excel spreadsheet, which she will email to the Board. Each director will rank the lists and return them. Once we have a master ranking, we will be able to identify a fit between our strengths and opportunities, which we hope will also help us overcome weaknesses.

Executive director search

Laura reported that the task force sent out approximately 18 RFPs. From the RFPs we received nine prospects, which resulted in seven proposals. The task force narrowed their choices to three firms. Tom called each firm and asked them the same questions, in the same manner. After this step, Laura and Tom recommended we eliminate one firm from consideration. **MSA to remove one of the finalist search firms from consideration.** Another question to consider was whether to try to evaluate any candidates who approached us directly without going through the search firm. The consensus was that we would be depriving ourselves of the search firm's expertise if we bypassed them. Therefore, if we receive any résumés as a result of our notices in *USMS SWIMMER* or on our website, we will forward them to the search firm. In addition, most of the finalist search firms requested such exclusivity. **MSA that we conduct the search only through the selected search firm.** The presentations of the final two candidate firms were distributed to the Directors for evaluation. **MSF to accept PeopleSource Staffing Solutions as our search firm. MSA to accept Anderson & Associates as our search firm.** Tom will contact Anderson & Associates and negotiate that the final installment be paid when we hire a candidate, for a fixed fee. Tracy will announce our selection in *Streamlines* as soon as we reach agreement with Anderson & Associates. Tracy will also summarize the decisions made at this meeting for inclusion in *Streamlines*. Once we have a contract, Laura will let finalist search firms not chosen know of our decision. She will notify all who did not make the final cut immediately.

Executive director job description, compensation, benefits

The person selected will be responsible for evaluation and compensation for employees. Jim noted that this person will have a lot on his or her plate, and we should be careful not to overload him or her. We will need to build trust, and adjust the level of oversight. We will need goals in place for each employee before the executive director comes on board. Ted asked that we make sure we keep past presidents involved in the process.

A subcommittee chaired by Patty projected base salary to be \$80,000 to \$100,000 plus a bonus of \$20,000 to \$40,000, total salary and bonus not to exceed \$120,000. Bonus will be based on membership, sponsorship and overall running of the organization, and should be structured so targets must be reached in all areas in order to receive the bonus. **MSA to accept compensation proposed by the subcommittee.**

As for benefits, we want to offer medical, dental, vision and life insurance; the benefits package will amount to 27 to 30 percent of the base salary. Patty noted that the Finance Committee has already been charged with evaluating employee compensation, and we should let them make a specific recommendation to us. Jeanne said Sarah Welch already has a first draft of an employee compensation plan for USMS. **MSA to offer a benefits package not to exceed 30 percent of the base salary.** Leo will add one or two additional members to the existing Finance task force.

The search firm task force will work with Anderson & Associates to formulate a job description, then circulate it to the Board of Directors for approval.

Broadcast emails

The Executive Committee, during a previous conference call, had concluded that we do not yet have the capability of sending broadcast emails, because we do not yet have the

opt-out option on our registration form and we don't have a reliable enough mailing list. But the Communications Committee has begun preparing for the day it is possible. In months when we do not receive a magazine, we may provide an online newsletter. Members would be able to click on the types of things they'd be interested in hearing about. This plan will be presented to the 2006 House of Delegates. About half of our LMSCs currently use broadcast emails. Michael Moore said there is free software available that makes mailing lists easy to maintain, and he's found that if the content is interesting, the swimmers want to receive it. Leo said there must be a reasonable expectation that we will use email for official purposes only, and that we won't give email addresses away. **MSA to allow broadcast emails.** Until Communications has a policy, the Executive Committee will approve what goes out. Leo and Julie will help Tracy implement these emails.

Editorial Committee policy manual

Jeanne noted that the document focuses mostly on the magazine, not with other areas. Mark said that's because the committee hasn't had to deal with the other areas as much, but they're working on fleshing out other areas. Nadine asked about overruns of the magazine, in order to have a supply on hand for new members who have missed the deadline for the next issue. Cost is about \$1 per issue per magazine. We could automatically send an appropriate number to each LMSC each print run. Carolyn said that since we're saving money with the new magazine, we should spend some of it for our members' benefit. Tracy said she gets 50 copies per issue, and if a new member really wants a copy of the magazine, the member's LMSC should contact her, and she will send it on. The Board amended article III of the policy manual by replacing "web operations staff and the Communications Committee" with "the Executive Committee or its designee" so that the entire article reads: "The Editorial Committee shall work with the Executive Committee or its designee to develop a plan to create, maintain and update web editorial content." Mark, Leo and Rob will be approving work for the webmaster. **MSA the policy manual as amended.**

Online registration

Leo, Mark and Julie devised a phased approach to online registration. First we need a web page to register people. The primary goal in the first phase will be to deliver the functionality that the swimmer wants in order to register, and we will deal with the complexities in the background that are difficult to program in other ways later (e.g., permanent ID generation). The information generated through the web page will go back to the local registrars, into their databases, and then their transmittals will send the information to the National Office. During this first phase we will have time to slowly upgrade the background. If we can't match an ID, or if someone needs a card immediately, we can issue a temporary card that will later be matched to the permanent ID. They feel this can be accomplished in a reasonable amount of time, and that it can be tested and ready to go before the next registration year. We may look at an outside contractor to do the programming. This will be a tremendous benefit for our members. Another online benefit would be to have a members-only section of our website, so that there will be more incentive to join USMS. **MSA that we have a members-only section of our website.** The content of the members-only sections versus free sections is yet to be

determined. We are looking for a volunteer for project manager for the online registration task force, who will work with Mark and Leo.

Merchant account

Tom is making progress, and has found that subaccount capability is offered by several vendors. This will be critical to keep our cost low.

USMS SWIMMER

It's often cheaper to mail an LMSC newsletter with the magazine than for an LMSC to mail it on their own. Local information would add value for our members. More information about taking advantage of this delivery method will come later.

Board issues

Carolyn said she would like to contact coaches who have left USMS and try to bring them back into the fold. She will work with Mark to come up with a plan. Rob encouraged everyone who has specific projects they'd like to undertake to bring them up.

Patty said she felt we need more global communication. The Board should be informed of issues sooner rather than later. Meg will send agendas and motions passed for Executive Committee conference calls to the entire Board before the complete minutes are released. Once a quarter we will have a conference call of the entire Board instead of just the Executive Committee. The next Board call will be approximately halfway between now and the convention, on April 19 at 7:30 p.m. EDT.

Convention schedule

Meg handed out a tentative convention schedule put together by Jim, Julie, Michael Heather, Tracy and Meg. The Board should review it and let Rob know about any problems. Tracy also asked for ideas for a theme for the convention.

Assess our own performance

Jim congratulated everyone on the fine group dynamic. Ted noted that we have taken a big step forward. Rob asked Ted if he's happy with "what we've done to his organization." Ted said yes, in general. Rob noted that we would not be the independent body we are if not for Ted and our other past presidents: June Krauser, Mike Laux, Tom Boak, Dan Gruender, Mel Goldstein, Nancy Ridout and Jim Miller, not to mention the late Ransom Arthur, our first president. Julie was impressed that this group is not afraid to make decisions, or to admit we made mistakes. Carolyn commented that hosting a midyear meeting can be a big boost for the local area, and we should consider moving the meeting around to other parts of the country.

Rob also acknowledged the great work of all our employees and contractors.

Meeting adjourned at 11:00 a.m., January 29, 2006.