

MINUTES OF THE LONG RANGE PLANNING COMMITTEE

The meeting was called to order by Chairman Barr Clayson at 11 AM, Friday, September 20, 1991. Committee members present were Barr Clayson, Tom Lyndon, David Diehl, Hugh Moore, Jack Buchannan, Lil Haneman, Mike Calwell, Rhea Wilkins, Jennifer Parks, and Stephanie Walsh.

The first item of business was reports from each of the committee members regarding problems and successes in their respective LMSCs and zones. Common themes of the reports were stability and slight growth in membership, declining meet size, and lack of new leadership.

Hugh Moore made a brief report on the Legislation Proposal to realign zones (L-3). The proposal redistributes the western LMSCs, by moving Colorado and Wyoming to Breadbasket, reducing Oceana to Hawaii and Pacific, and creates a northwest and southwest zone. Since the proposal was submitted by Long Range Planning Committee last year, it was resubmitted before convention. No action was necessary by the committee at today's meeting.

Tom Lyndon presented an excellent report on a survey that he administered regarding growth issues. The results demonstrated that there is support for USMS to increase its efforts in soliciting new members, but many of those responding did not feel that USMS had a plan to encourage growth. Following thorough discussion of why we want to grow, how we can encourage growth, and related issues, the following motion passed unanimously.

The Long Range Planning Committee recommends that the House of Delegate of United States Masters Swimming enthusiastically endorse manageable growth of our organization as a long term, fundamental, and philosophical objective and that financial, marketing, publications, and other related efforts be conducted in a manner to support this goal.

Jennifer Parks reported on a marketing survey that she administered in Michigan LMSC. Stephanie Walsh reported on a survey that she administered regarding marketing and the future of USMS. Members of the committee expressed widespread support for the Marketing Committee's efforts in promoting Masters swimming.

The Marketing Committee presented a proposal to make SWIM Magazine "The Official Magazine of USMS" and distribute it to all USMS members offset by an increase in fees. MSC The Long Range Planning Committee endorses Marketing proposal.

The meeting was adjourned at 4 PM.

Respectfully Submitted,



Hugh Moore, Recorder

UNITED STATES MASTERS SWIMMING

To: Long Range Planning Committee
From: Tom Lyndon
Date: September 15, 1991
Re: Growth

These statements had considerable support in the growth questionnaire responses:

1. We like what USMS does for us now.
2. We have a gut feeling that not growing is bad.
3. We think USMS could and should be doing more for fitness swimmers.
4. We don't have a consensus on how to do what needs to be done.
5. We don't want to foot the bill for growth and/or change.

Issues for discussion at our Friday meeting September 20:

1. We don't have to grow:

If we are in good shape financially and operationally now, why rock the boat? And why us? Let some other organization do something nice for fitness swimmers. (By the way, how many of our current 28,000 members are fitness swimmers? 15,000?)

2. More fitness swimmers will mean more competitive swimmers:

While the net we may endeavor to cast will be directed at those who don't want to compete, many future competitors will be hauled in- either because they had not previously heard about Masters or decided to compete after developing as a fitness swimmer. Then it will be déjà vue all over again for national meets.

3. What if the fitness swimmers take over USMS?

Will USMS still be a caring place for competitive swimmers like us if there are, say, 80,000 fitness swimmers and 20,000 competitive swimmers? Will the governance of USMS pass to the fitness swimmers when we become a minority- if not disenfranchised?

4. Would closer relationships with YMCA's and other groups providing services to swimmers impinge on USMS independence?

Just as growth could mean fitness swimmers would "swamp" us with their numbers, should we be concerned about the ultimate clout YMCA's and other groups might wield to reshape such USMS "crown jewels" as the the national championships? Is a tradeoff in members for shared governance workable?

5. Most of the growth ideas we will hear at this convention- and enthusiastically support with at least lip service in many cases- will not be new ideas:

We spend a lot of time sitting around and cutting bait at the convention. When are we going to start fishing? How do we stimulate USMS into taking effective action? Should we adopt a modest recommendation that stands a better chance of getting broad support instead of going for a more encompassing vision of what we think USMS needs? It seems to me when we meet for our three hours (four this year) each year, we spend much of our time getting up to speed- taxiing on the runway, so to speak. I know it's in the nature of the process we are part of, but how might we get some patents on and get production moving on a few of the wheels we reinvent each year?

6. Change comes slowly to USMS:

Since our organization has repeatedly demonstrated its wish to make changes slowly and gradually, it may be difficult to get other than some pilot programs launched this coming year. How do we best craft a plan of action to bring before the House of Delegates? What are the political considerations?

7. Some of us are uneasy with the concept of aggressively "marketing" Masters:

We have grown to where we are now by pulling ourselves up by our boot straps (an early version of the grab start, perhaps). Our marketing program over the past twenty years, while modest in scope, seems to have worked well enough in terms of meeting our needs. Why change now?

8. How comprehensive should the position be that Long Range conveys to Marketing? To the House of Delegates?:

Should Long Range define its position to Marketing in more or less detail than "Increase membership by seeking fitness swimmers through more publications and by increased linkage with other organizations involved with swimming"? If more, how specific should the position be stated? If Long Range says "increase membership", what other committees/positions should have input roles? Finance? Coaches? Registrar? Executive Secretary? Zone Reps, LMSC Chairpersons, etc.? How do we get all these parts of USMS to pull together? Is it the role of the Marketing Committee to come up with its own marketing plan to implement the Long Range position and get the support of others, or should others help marketing develop its marketing plan? Who, if anybody, should be offering direction to Marketing other than marketing (as long as it doesn't cost dollars, presumably)? If the planning is shared, who should share, short of the entire House of Delegate struggling to devise a plan on the floor while in session? Whoa!

9. Exhibit A for defining Long Range's position on growth could be publications in general and Swim Magazine in particular:

What role should Long Range have in working out/determining what are appropriate prices, pages and performance for a deal between USMS and Swim Magazine? (A proposal may be forthcoming at the convention.) In addition to Swim Magazine there are various publishing approaches that Long Range could take a position on. Should it?

Publishing approaches (The below have already been identified. There are certainly more publishing approaches to consider.)

- Swim Magazine (6 issues/year, \$2.50/issue price, 9000 circulation)
- Swim Master (9 issues/year, \$1/issue price, 800 circulation, about to go out of business or change hands.)
- Watermarks (2 issues per year, \$1/issue cost (est), 28,000 circulation)
- Various materials to send to LMSC's and clubs to use to "recruit and maintain swimmers", approved by '90 Long Range Committee. (No action?)
- Video library, discussed by '90 Coaches Committee. (No action?)
- Stroke drill manuals and workout manuals, approved by '90 Coaches Committee. (No action?)
- Various materials for the fitness swimmer, approved by the '90 ad hoc Fitness Committee. (No action?)
- Director kit for big meets, approved by the '90 Zone Committee. (In process?)
- Director kit for small meets, sent to the Marketing Committee after the '90 convention. (No action?)
- Masters Swimming Handbook, produced by the Marketing Committee this year.
- Recruiting Strategies, in process by the Marketing Committee now?

10. More staff is increasingly perceived as a necessary part of growth:

Many feel the almost all volunteer basis of our national organization is both effective now and adequate to deal with growth. Others feel the volunteers have done all (more than?) they should do and that it's time to pay if more more services are required. Some say we should be paying for some of the efforts we receive gratis now.

UNITED STATES MASTERS SWIMMING



To Grow Or Not To Grow, That Is The Question!

Summary of the 33 responses to the 41 questionnaires mailed to the Long Range Planning Committee, the Marketing Committee, the Executive Committee, and the Zone Reps.

-by Tom Lyndon 9/15/91

SHOULD WE GROW, AND, IF SO, WHERE?

Absolutely	Mostly	Neutral	Unlikely	No Way	
13	18	1		1	1. I am satisfied with what USMS offers me now.
15	15	2	1		4. I think USMS offers a good package to competitive swimmers now.
19	6	5	2	1	8. I think USMS <u>could</u> offer more than it has to fitness swimmers.
12	10	4	2	3	9. I think USMS <u>should</u> offer more than it has to fitness swimmers.
1	10	6	10	5	7. I think USMS offers a good package to fitness swimmers now.
14	10	7	1	1	10. I think USMS should reach out more to other groups such as YMCA's, Triathlon groups, and Senior Sports swimming programs.
13	8	6	4		21. <u>If we decide growth is preferred, then I think our most important decision becomes <u>where</u> we want our growth.</u>
1	21	6	4	1	2. I like the current size of USMS.
9	11	14	1		3. I think USMS should increase its size each year.
7	9	9	7		16. I think USMS could do more to help my LMSC grow.
4	9	12	1		15. I think USMS could do more to help my swim club grow.
7	3	10	13		5. I think USMS <u>could</u> offer more than it has to competitive swimmers.
5	2	13	12	1	6. I think USMS <u>should</u> offer more than it has to competitive swimmers.
3	6	12	5	6	24. I like it just the way it is. If it ain't broke, don't fix it!
3	5	8	9	7	23. I think recruiting new members is more productive in achieving growth than retaining old members.

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To Grow Or Not To Grow, That Is The Question!

**IF WE GROW, HOW SHOULD WE DO IT?**

| <u>Absolutely</u> | <u>Mostly</u> | <u>Neutral</u> | <u>Unlikely</u> | <u>No Way</u> |                                                                                                                                                                                                                                           |
|-------------------|---------------|----------------|-----------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7                 | 17            | 4              | 3               | 1             | 22. If we decide growth is preferred and if we decide where we want to grow, then I think <u>marketing</u> is the primary tool to attain the growth.                                                                                      |
| 5                 | 4             | 6              | 10              | 8             | 11. I am willing to pay more to USMS- <u>over the long haul</u> - for USMS to finance recruiting efforts to sign up additional <u>competitive</u> swimmers.                                                                               |
| 5                 | 5             | 9              | 6               | 8             | 13. I am willing to pay more to USMS- <u>over the long haul</u> - for USMS to finance recruiting efforts to sign up additional <u>fitness</u> swimmers.                                                                                   |
| 2                 | 3             | 7              | 13              | 7             | 12. I am willing to pay more to USMS- but <u>only</u> with the understanding that USMS will financially recoup its investment in a year or two- for USMS to finance recruiting efforts to sign up additional <u>competitive</u> swimmers. |
| 1                 | 5             | 16             | 4               | 6             | 14. I am willing to pay more to USMS- but <u>only</u> with the understanding that USMS will financially recoup its investment in a year or two- for USMS to finance recruiting efforts to sign up additional <u>fitness</u> swimmers.     |

**USMS ORGANIZATION**

| <u>Absolutely</u> | <u>Mostly</u> | <u>Neutral</u> | <u>Unlikely</u> | <u>No Way</u> |                                                                                                                                                                                                   |
|-------------------|---------------|----------------|-----------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10                | 14            | 6              | 2               |               | 19. I think the current USMS volunteer organization with its four days of meetings with committees, house of delegates, and its executive committee is the best way to manage the future of USMS. |
| 10                | 12            | 6              | 4               |               | 20. I think that USMS being primarily a volunteer run organization with two paid positions is the best organizational structure for the next five years.                                          |
| 8                 | 7             | 8              | 9               | 1             | 17. I see no problems connected with the same delegates attending the convention for many years.                                                                                                  |
| 5                 | 4             | 12             | 5               | 3             | 18. In terms of how USMS spends its collective money, I have no problems with the total cost of those attending the convention being in the neighborhood of \$70,000.                             |





UNITED STATES MASTERS SWIMMING

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To Grow Or Not To Grow, That Is The Question!

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"Growth in many businesses comes from referred leads. We should encourage our members to help spread the good 'word' about Masters swimming. We must try ways of having the media help us with (free) publicity by working with the editors and TV reporters. (USMS) could develop 'info' packets for press releases."  
Mary Lou Schultz

(Re: USMS helping clubs) "Provide us with handbooks at no charge to help us organize teams."  
Pat Maley

"I think we should make every effort to improve our relationship with YMCA's, swim clubs, and community pools throughout the U.S. They have pools and swim time that is not being utilized."  
Mel Goldstein

"In 1992, Executive Directors and their Aquatic Directors from 2400 YMCA's will attend their national convention (held only once every five years). I think it is in our best interest to be at that convention in some capacity and perhaps address the Aquatic Directors."  
Mel Goldstein

"What's the point in creating a public demand for a product that we as a national organization can't and don't provide?"  
Russ Lyman

"USMS, through the Marketing Committee, needs to simply take a more aggressive, disciplined course over a number of years towards expanding the recognition, visibility, and merits of Masters Swimming, i.e., a good PR program! Designed not only towards new potential members but also towards retention of current members."  
Barr Clayson

**Organization:**

"Most important, how we will manage the growth/organizational changes. Secondly, where (will we grow).?"  
Nancy Rideout

"If we grow, we need more staff."  
Stephanie Walsh

"A third paid position, Executive Director, would be useful if we are to grow as an organization. The primary function of the position would be in the promotion of Masters swimming."  
David Diehl

"I think we will need a full paid executive to help run national meets, work with corporate sponsors, and news media."  
Dan Gruender

"I can see Rule Book, Top Ten and Records, and the Controller eventually becoming paid positions. Those of us in those jobs work daily all year long."  
Kathy Casey



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To Grow Or Not To Grow, That Is The Question!

Respondent Profile

• Age _____
 1 1 1 1 2 1 1 1 1 2 1 1 2 4 1 3 1 1 1 1 2 1
 29 30 35 36 37 38 39 41 42 43 45 47 **48 49** 50 52 56 58 59 61 69 76

• Sex ___ 15 women and 18 men

• Years in Masters Swimming _____
 Responses 1 1 3 1 3 3 2 3 1 1 3 2 1 1 2 2 1
 Years 5 6 7 8 9 10 **11 12** 13 14 15 16 17 18 19 20 21

• I am a competitive swimmer: 32
 National Top Ten (now and/or in the past) 28
 Compete in National meets (at least 1/3 of them) 29
 Compete in Regional meets (at least 1/2 of them) 23
 Compete in Local meets (at least 1/2 of them) 29
 Occasionally compete in meets 4

• I am a fitness swimmer 3 (although some made it clear they are *also* fitness swimmers)

• This is my workout pattern:
 I usually work out _____ times each week
 Responses 1 6 7 13 5
 Times 2 3 **4 5** 6

I usually work out _____ weeks each year
 Responses 1 1 1 4 2 1 9 7 1 2
 Weeks 30 35 36 40 45 46 **48** 50 51 52

I usually work out about _____ yards
 Responses 1 4 6 2 7 5 5 1
 Yards 500 1000 1500 2000 2500 **3000** 3500 4000 4500

I work out alone 9
 I work out with a few others but no posted workout and no coach 1
 I work out with a few others with a posted workout but no coach 5
 I work out with a coach **17**

• I have been attending the convention for _____ years.
 Responses 2 4 2 4 4 3 2 3 1 1 1 1
 Years 2 3 4 5 **6** 8 9 10 11 15 16 19

• I have been/am doing these activities in Masters Swimming.
 Local club 30
 LMSC 28
 National 31
 Other 4

UNITED STATES MASTERS SWIMMING CONVENTION

SEPTEMBER 17-22, 1991

LOUISVILLE, KENTUCKY

COMMITTEE LONG RANGE PLANNING

CHAIRMAN BARR CLAYSON RECORDER HUGH MOORE

VOTING MEMBERS PRESENT:

(see attached list)

NON-VOTING MEMBERS, VOICE AT OPTION OF THE CHAIRMAN

(see attached list)

Please attach a copy of the Minutes of your meeting to this form and return it as soon as possible to Mel Goldstein, USMS Secretary. It must be handed in BEFORE you leave the Convention.

All Committee actions require approval of the House of Delegates. Any such actions MUST be handed to Mel Goldstein PRIOR to the House of Delegates meeting.



LONG RANGE PLANNING COMMITTEE

SEPT. 20, 1991

11:00 AM SESSION
2:00 PM "

(Indicate LMSC after name)

COMMITTEE MEMBER

Barry Claysen (New Eng.)
Tom Lyndon - New England
David Diehl - Potomac Valley
Hugh Moore - Pacific NW
Jack Buchanan - Colorado
Lil Haneman - F.G.L.
Mike Caldwell - Missouri Valley
Rhea Winking Va. Masters
Jennifer Parks Mich.
Stephanie Walsh, Del Valley
~~Bob K.~~
~~Andy~~

Shannon Sullivan - So. Pacific
Gerry Rodrigues - So. Pacific

Non-Committee Member

Bill Weir - Bristol
Robt. E. Zeigner - CMSA
Bob Koenig - Ohio
Betty Barry - New York
Dave Braun - Ohio (WV)
John Cunn (VA)
Bill Hall - North Texas
Cathy Kohn - Ozark
Cathy Cunningham } PACIFIC
George Cunningham }
Edna Spring, Ariz.
Michael Collins, PACIFIC
Jim Wheeler, PACIFIC
Forrest Sullivan - VA
Michael Hogarty - Central
Cynthia Jones - Central
Betsy Owens - Adirondack
Carolyn Kent - Island Empire
Barbara Bower - Southern
Randy Miller - SPMA
Cory Evans - SPMA
Gerry Rodrigues - SPMA
Nancy Miller - VA
Elin Zander - Inland Empire
Marilyn Early - MICH
Ceil Blackwell - N.C.
Joan Glaraton
Terry Kavgalin - METRO
Michael Hitchcock - TX
Dan Per-Log - Lake Erie
Nancy Kidont

will be reviewed by Long Range Planning

SWIM[®]

For Adult Fitness & Competitive Swimmers

Magazine

Over the past seven years, I and Swimming World/Sports Publications have taken on an enormous liability to publish a top-notch magazine. We've tested the waters and have continued to better the content of the magazine. As we start our eighth year of publishing, we hope you'll embrace our efforts by making SWIM Magazine "The Official Magazine of U.S.M.S." Let's work together to help further Masters swimming and make it the best it can be.

Kim A. Hansen

USMS PROPOSAL

SWIM Magazine proposes to become "The Official Magazine of USMS." As such, every member of USMS (approximately 26,000) would receive a subscription to SWIM Magazine as part of their USMS membership dues.

- I. SWIM Magazine will be published bi-monthly. It will be 40 pages, 4-color and black and white. For competitive swimmers, we will include an additional 8-page black-and-white insert for Masters results and Top Ten lists **FREE OF CHARGE** for those USMS members who request these lists. The results will include Short Course Nationals, Long Course Nationals, Short Course Yards Top Ten, Long Course Meters Top Ten and Short Course Meters Top Ten.
- II. The SWIM Magazine annual subscription would begin at the time of individual registration with USMS. This price includes all production, printing, binding and postage charges. The current subscription price is \$15.00 but the USMS price would be \$7.95 per USMS member in 1992, to go down to \$6.95 in 1993 and to \$5.95 in 1994.
- III. As The Official Magazine of USMS, SWIM Magazine will:
 - A. Include insert cards or a full-page ad with USMS registration forms to encourage new memberships and/or for existing members to renew in each issue.
 - B. Expand USMS information to include not only the Executive Secretary's column but a number of the business and editorial items now being covered in the USMS Newsletter.

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- C. Free advertisement of USMS-related products:
 - 1. Rule book
 - 2. Decals
 - 3. Log or date book
 - 4. Places to Swim booklet
- D. Include official entry forms for three meets:
 - 1. Short Course Nationals
 - 2. Long Course Nationals
 - 3. One-Hour Postal Meet
- E. Provide coverage of Short Course Nationals
- F. Provide coverage to Long Course Nationals
- G. Continue to include other features such as:
 - 1. Nutrition
 - 2. Water Fitness
 - 3. President's Council
 - 4. Places to Swim
 - 5. Meets Across America

IV. Content will continue to focus on the adult swimmer with both fitness and competitive orientations.

- A. Future issues will include such topics as:
 - 1. Motivation
 - 2. Training at all different stages of life
 - 3. Healthy Lifestyles—The Psychology of Fitness
 - 4. Tri and Duathletes
 - 5. Training equipment specifics
 - 6. Swimming faster
 - 7. Stroke Mechanics
 - 8. Coaches' advice
 - 9. Dryland Training
 - 10. Personality interviews
 - 11. Other meets of interest
 - 12. Rough water swimming
 - 13. Club profiles

We at SWIM Magazine feel that by becoming The Official Magazine of USMS, we will not only enhance the USMS membership package but will allow each USMS member to stay informed and up-to-date with what's happening in Masters Swimming.

For Adult Fitness & Competitive Swimmers
SWIM[®]
Magazine
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