



**U.S. MASTERS
SWIMMING**

DATE: September 12, 2025
TO: USMS House of Delegates
FROM: Dawson Hughes – CEO
SUBJECT: 2025 CEO Address

A big part of my role is to keep USMS mission driven and focused on strategic efforts to achieve our goals. USMS has always been resilient in the face of challenges. I continue to be amazed at the range of issues that are presented to us despite a relatively simple mission of adult swimming.

USMS is made up of a web of professional, volunteer, and contract resources across various geographic operational and governance structures. We have over 1200 affiliated clubs that negotiate their own aquatics facility nuances to host regular workouts and put on events for members. Our largest events are replicated in different locations annually while hosting nearly 400 sanctioned events across all 50 states. We record hundreds of thousands of results from those events. USMS owns and operates College Club Swimming and Grown-Up Swimming with another 300+ events combined. We publish hundreds of articles, videos, and workouts annually, and provide advice and content via social media. We educate coaches, volunteers and officials and manage a multi-million-dollar budget and investment reserves. And we are partners with our elite aquatics governing bodies at both the national and international levels

There is much more that happens behind the scenes when you factor in local and national governance, insurance, adult learn-to-swim, partnerships marketing, accounting, technology needs, and all the various communications that happen to help the USMS community thrive.

Commented [DH1]: Slide 2

There are always unexpected issues, disagreements, grievances, and concerns. Some of these issues are fielded by volunteer



leadership and staff are accountable for solving others. Regardless of how they are handled, the unexpected stuff almost always pulls resources away from our priorities. In fact, staff have simplified the identification of these issues into a two-word description: **fire-drill**. We even have a meme that gets sent around to provide some levity.

Commented [DH2]: Slide 3

Unfortunately, too much time has been spent on these fire drills this year. And often these misunderstandings could be easily solved with a simple phone call to clear up details rather than formal complaints. Invariably they take resources away from strategic priorities and the mission of empowering adults to swim.

Commented [DH3]: Slide 4

The good news is that USMS has again delivered on the programs, benefits, and value promised without any disruptions in service.

I'll talk a bit more about plans for 2026 tomorrow but as a preview, there aren't major new initiatives or changes currently under consideration. We outlined a 3-year plan for fees and strategy last year and that strategy hasn't changed. If anything, it progressed more slowly than we'd like so our focus will remain on fueling what's working, making tweaks where we feel we can improve, and putting some focus behind initiatives that aren't yet firing on all cylinders.

Commented [DH4]: Slide 5

I want to thank the national office staff for their unwavering focus on their roles in ensuring positive experiences for our members and broader swimming community. You will only see a few of the staff here this weekend as we balance all the responsibilities already mentioned. And remember that when everything is running smoothly, its likely some unexpected issues were addressed without fanfare to make sure our members enjoy their time in the water.



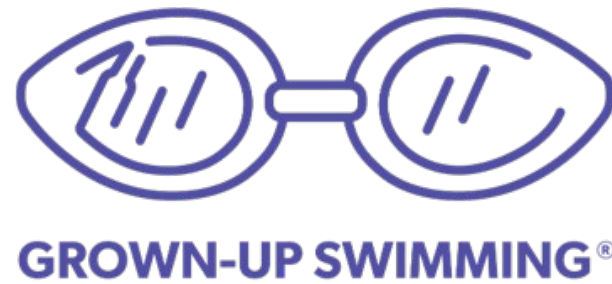
Also need to thank the board for helping to navigate the unexpected this year.

Lastly, thanks to all of you for your passion for USMS and everything you do at the local level to ensure our clubs and events receive the support they need to keep our members in the water. The social interaction that happens daily in and around the water is the secret to our success. Let's keep our focus on expanding this incredible community.

Commented [DH5]: Slide 6

Choose Your Lane(s):

Empowering Adults to Improve Their Lives Through Swimming



Branding	Club Consulting and Support	National Championships		
Online and Print Content	USMS+	Relay	Try Masters Swimming	
Videos	Coach Education/Recruiting	Facebook/Instagram/YouTube	College Club Swimming	
Website/marketing analytics	Digital Community	Partnership/Advertising	Open Water Sanction Consulting	
Go-the-Distance/Swim.com/FLOGS	Club Finder	Sanction Management	Champ Bid Solicitation	
Audit	Contract Management	Renewal/Marketing Campaigns	ALTS	Annual Meeting Logistics
Local Event Marketing Registration	Top Ten/All American	Workout Library	Security/PCI Compliance	Membership
Volunteer Services/Training	National Coaches Clinic	Communication Calendar	Web Design	Budgeting
Insurance: COI/Claims Transformation	Monthly and Quarterly Reporting/Forecasting	Digital		
Grievance Coordination	Public Relations/Crisis Response	USA Swimming Foundation/Partnership		
Committee Liaisons	Virtual/Fitness Events	AND MORE.....		





Strategy to Empower Adults to Swim

Club Development

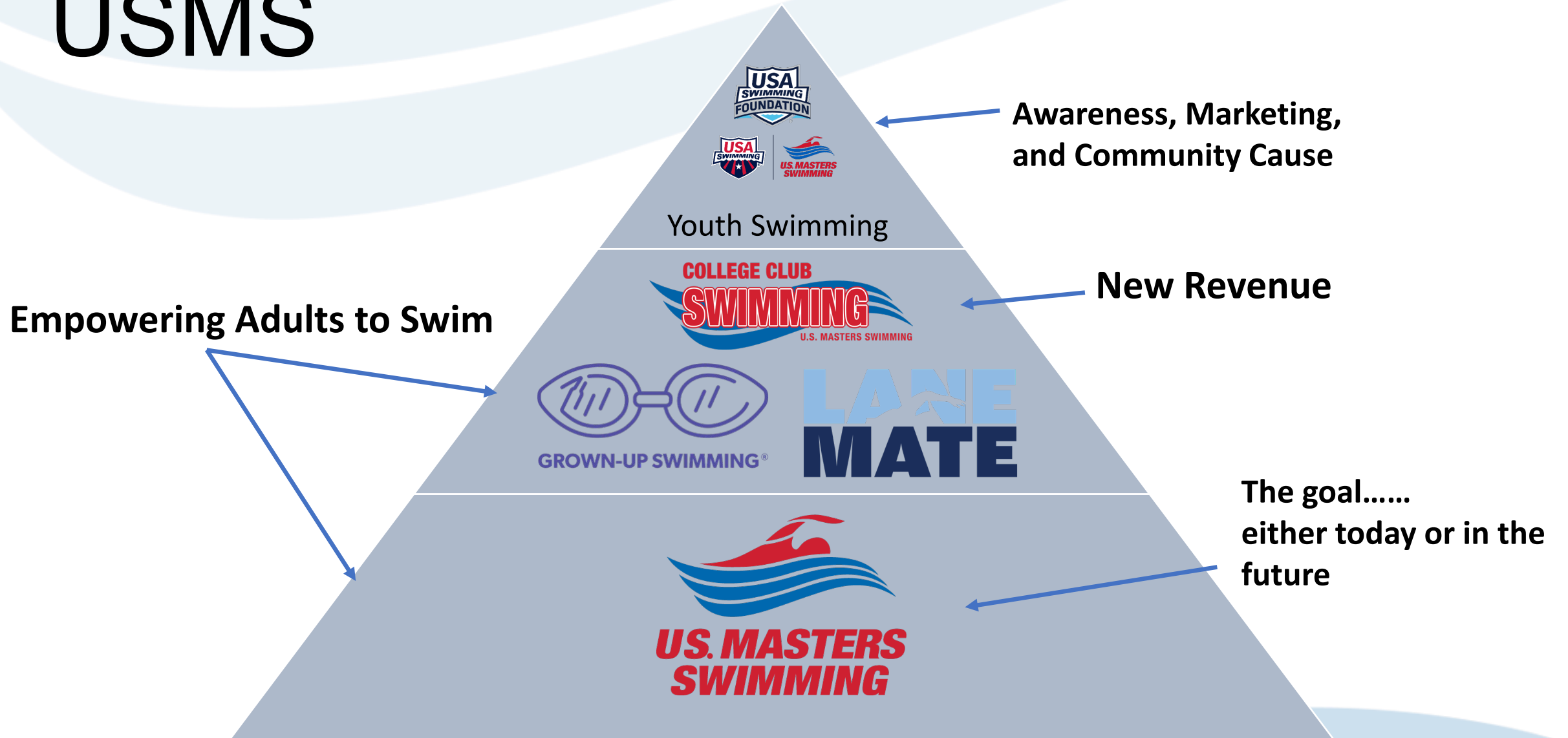
Event Development

Community Development

Local Focus of Volunteers

Independent Swimmer

USMS



Thank You!!!

Questions:

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Schedule a call:

https://calendly.com/usms_ceo/ceo

