



Board of Directors Candidate Application Form

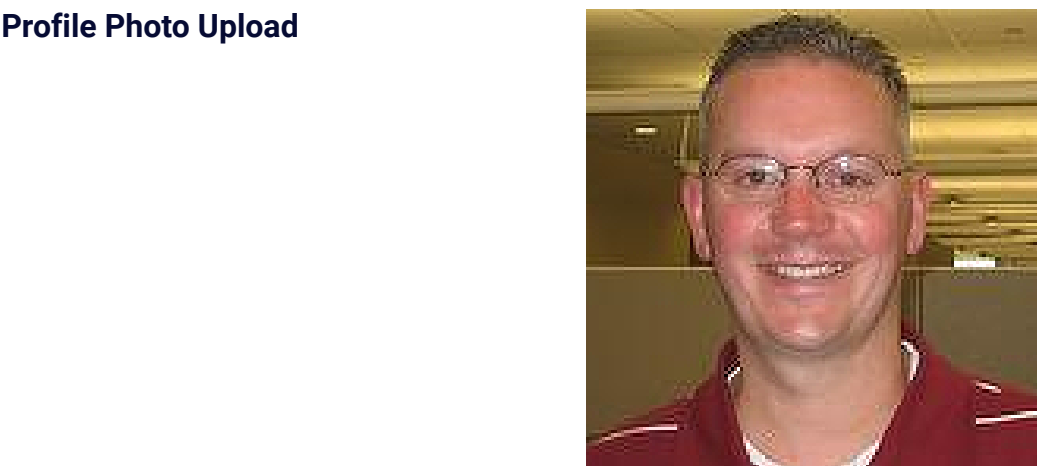
Date Submitted Tuesday, May 12, 2026

Section 1: Candidate Information

Board Position Title At-Large Director-Great Lakes Zone

Candidate Name (as on USMS registration) Christopher Rushman

Preferred Name C.J.



Section 2: Qualification Questions

I am a current USMS member in good standing in this election year.

Yes

I have completed ONE of the following in the past five years: A) Attended one or more annual meetings, B) Been on a standing committee or permanent committee of the Board of Directors, or C) Been a member of my LMSC Board of Directors.

Yes

USMS annual meetings attended in the last 5 years

Year Attended
2021, 2022, 2023, 2024, 2025

USMS standing or permanent committee(s) served on in the last five years

Committee(s)
Investment Committee 2022 -2025
History & Archives - Chair - present
Rules 2022 - 2023

LMSC Board position(s) served on in the last five years

Position
Vice Chair - Ohio

I plan to attend the Annual Meeting this year.

Yes

I plan to attend all Annual Meetings, Board of Director meetings, and other assigned meetings during my tenure.

Yes

I have the technological capability to fully participate in USMS videoconference meetings.

Yes

For at-large director positions: I am a member of an LMSC within my zone of candidacy.

Yes

Section 3: Nomination and Recommendations

First Nominator and Recommender

Recommender 1: Name

Ann Marshfield

Recommender 1 LMSC

Lake Erie

Second Recommender

Recommender 2: Name

Caitlin Gagnon

Recommender 2 LMSC or N/A

Ohio

Section 4: USMS Background

USMS Permanent Member Number

CJRUS

USMS Profile URL

<https://www.usms.org/people/CJRUS>

Current LMSC

Ohio

Years as a USMS Member

30

Service at the LMSC Level

How many years have you served your LMSC? 10+

LMSC Service History

LMSC Position/Committee	Length of Service (Years)
Ohio Vice Chair	5
Ohio Chair	7
KY Chair	4

Service at the Zone Level

How many years have you served at the Zone level? 6-10

Zone Service History

Zone Position/Committee	Length of Service (Years)
Zone Chair	5
At-Large Director	1

Service at the National Level

How many years have you served at the National level? 6-10

National Service History

National Position/Committee	Length of Service (Years)
USMS Secretary	9
At Large Director	2

Section 5: General Questions for all Candidates

Please state why you are interested in serving on the USMS Board of Directors.

I believe that the leadership experiences I have gained in the military and corporate worlds, combined with my experience serving USMS at both the local and national levels, will make a strong combination for providing leadership to the organization. My thirty-one years in compliance and project management within managing organizations, both large and small, through periods of change, will be of great value in the role of at-large director for the Great Lakes Zone. If elected, I would like to focus on transparent communication as a means to improve USMS and promote strategic growth to increase our membership. We need to focus the organization on truly marketing our brand and getting the message out that USMS has something to offer everyone. We need to stop telling ourselves how great swimming is. We need to step outside the swimming world and really promote the benefits of our sport to non-swimmers.

Please share a personal story about what USMS's mission means to you.

What I love about the mission is the simplicity. "Empower adults to improve their lives through swimming. "People get the support they need that is right for them. They are respected and confident in their communities. I have been and still am a card-carrying member of United States Masters Swimming since

May 1st, 1996. My life has certainly been affected by this sport. Like Doctor Suess's book, "Oh the Places You Will Go", my swimming life mirrors that story. I would not be the person I am without the people I have met and those I have yet to encounter in my swimming life. As a matter of fact, I met my wife of 30 years through swimming. All of my dearest friends, some dating back to my childhood, are due to my involvement in swimming.

What do you consider to be USMS's greatest opportunities for the next 2-4 years? How might the Board support these opportunities?

The focus should be Membership, specifically retention and growth. Both are critical to the future health of USMS. We need to attract new members and retain those who have joined in the past. The organization needs to develop a consistent balance of interests between the two groups to ensure their continued Membership in USMS. Consistent programs for all members will ensure that USMS can deliver a valued product through our members' continuing support and Membership. In addition to developing programs to increase our Membership, we must continue to market to broaden our financial base so that we do not rely solely on registration, club, and program fees to run our organization. Support of corporate sponsors who have looked to aid us as loyal partners needs to continue and explore new opportunities for the future.

Section 6: Position-Specific Questions

What makes you a good candidate for a USMS at-large director? What skills, experiences, and attributes do you have that will contribute to the success of USMS?

- Volunteer Task Force: 2018–2019. Chaired by Laura Winslow.
- USMS LMSC Leadership Summit Task Force: 2018–2019. Co-led with Lisa Brown.
- USMS LMSC Development Committee: 2016–2019. Chaired by Michael Moore.
- USMS Great Lakes Zone Chair from 2015–2019.
- USMS At-Large Director (filled vacancy): 2013–2014.
- USMS Secretary: 2009–2013. Served under Presidents Jeff Moxie and Nadine Day.
- Information Technology (IT) Liaison to the Board of Directors: with Chris McGiffin and Jim Matysek. Oversaw the production of the development of the in-house registration system for USMS.
- Ex-Officio to Coaches Committee: 2012–2015. Chaired by Scott Bay.
- Championship Committee: 2002–2009. Chaired by Mark Moore. Served as co-meet liaison with Carolyn Boak to USMS Short Course Nationals at the University of Texas, Austin, Texas, 2008.
- Publications Committee (descendant of the Rule Book Committee): 2002–2009. Chaired by Meg Smath and Susan Ehringer.
- Swim Kentucky Masters club president: 2009–present
- Kentucky LMSC Chair: 2017–2023
- Kentucky LMSC Secretary: 2011–2017
- Ohio LMSC Chair: 2001–2007
- Ohio LMSC Secretary: 1999–2007
- Ohio LMSC Vice Chair: 2009–2011, & 2018–2022.
- Ohio LMSC Fitness and Safety Officer: 2007–2009
- Founder of Anderson Barracuda Masters (Cincinnati, Ohio):
- USA/YMCA certified swimming official
- Officiated the 2019 College Club Championship meet at Ohio State University.
- American Swimming Coaches Association life member.
- U.S. Masters Swimming Certified Coach Level 3 (achieved Oct. 2013)
- Adult-Learn-to-Swim certified instructor (achieved Feb. 16, 2020)
- USA Triathlon Certified Level 1 Coach (achieved Oct. 2016)

Describe an experience of how you have (or would have) balanced your own perspective with input from individuals representing various viewpoints, and how you ensured that all perspectives were considered.

One way is to stay focused on the group's Overall and Shared Goals. Make sure you truly understand the real goal. Embrace difference: ask questions to reduce confirmation bias. Sometimes we avoid people or ways of

thinking that are different from our own. Try taking the opposite approach and ask questions about why someone has a different view or way of working. And here's the one mistake in the question: Progress grows not despite differences but because of differences. Without differences, we seldom find new and better ways. It is by embracing differences, by exercising differences that we find new ways — and so we progress in all we do.

Section 7: Agreements and Submission

Election Operating Guidelines	Accepted
Board Standards	Accepted
Conflict of Interest Policy and Questionnaire	Accepted
Code of Conduct	Accepted
Unsporting Conduct	Accepted
Attestation	Accepted
Consent to Publish	Accepted
Consent to Run	Accepted
Signature	
Date Signed	Tuesday, May 12, 2026



Board of Directors Nomination/Recommendation Form

Submitted on Monday, June 1, 2026

Section 1: Nominator/Recommender Information

Name Caitlin Gagnon

LMSC or N/A Ohio

Zone or N/A Great Lakes

USMS Permanent Member Number 0ANR8

Section 2: Candidate Information

Board Position Title At-Large Director-Great Lakes Zone

Candidate Name (as on their USMS registration) CJ Rushman

Section 3: Nomination & Recommendation

How do you know the candidate?
We are on the Ohio LMSC board together. CJ recruited me as a USMS volunteer in 2022.

What makes this person a good candidate for this position? What skills, experiences, or attributes do they bring that will contribute to the success of USMS in this role?
CJ has so much experience in USMS, he is always able to recall what has been tried before, what has worked, and what can be improved upon. His institutional knowledge is invaluable to his fellow volunteers.

Section 4: Agreements & Submission

Second Recommender
Accepted

Attestation
Accepted

Consent to Publish
Accepted

Signature

A handwritten signature in black ink, consisting of a series of connected loops and curves, resembling a stylized 'C' followed by several 'u' shapes.

Date Signed

Monday, June 1, 2026



U.S. MASTERS SWIMMING

Board of Directors Nomination/Recommendation Form

Submitted on

Friday, May 22, 2026

Section 1: Nominator/Recommender Information

Name

Ann Marshfield

LMSC or N/A

Lake Erie

Zone or N/A

Great Lakes

USMS Permanent Member Number

052B0

Section 2: Candidate Information

Board Position Title

At-Large Director-Great Lakes Zone

Candidate Name (as on their USMS registration)

Christopher Rushman

Section 3: Nomination & Recommendation

How do you know the candidate?

At my first annual meeting in 2015 I met CJ while attending the Great Lakes zone meeting. As Zone Chair for that meeting I was very impressed at how efficient and well organized the meeting was. Over the last 10 years I have had encounters with CJ on the pool deck, in virtual meetings and in person USMS and Zone meetings. I have come to respect CJ and the work he has done for all levels of Masters Swimming.

What makes this person a good candidate for this position? What skills, experiences, or attributes do they bring that will contribute to the success of USMS in this role?

CJ is a team player and he understands the various roles of USMS and what it takes to be on a successful team. He is a good listener. He can see both sides of an issue. He can honestly evaluate both sides of an issue and determine which side would most appropriately align with the goals and values of USMS.

CJ lives the USMS Mission Statement "Empower adults to improve their lives through swimming" every day. He shares his love of swimming and the swim community with those around him and he shares the benefits of Masters Swimming to anyone and everyone he encounters.

CJ is a professional with military and corporate experience. His success in those fields makes him the perfect candidate to serve as Director-at-Large Great Lakes Zone.

I am honored and humbled to call CJ a friend, a competitor and all around terrific human being. We need more CJs in the world.

Section 4: Agreements & Submission

Nominator/First Recommender

Accepted

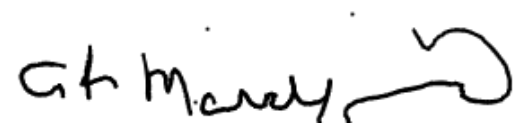
Attestation

Accepted

Consent to Publish

Accepted

Signature

A handwritten signature in black ink, appearing to read "G. H. Murray", followed by a stylized flourish or checkmark.

Date Signed

Friday, May 22, 2026