



## Minutes

### Board of Directors

Wednesday, January 25, 2023

**Board Members in Attendance:** Denise Shively, Irene Hawes, Ashley Johnson, Chris Leahy, Jocilyn Sayler, Kimberly Kohut (non-voting; Secretary), Emmanuella Tchakmakjian (AEC President), Stacey Chapman, Kerhyl Gantt, Jennell Lynch, Joanne Pasternack, Jennifer Jarboe, Claire Barton (Athlete At-Large), Morgan Fuller Kolsrud (AAC Athlete Representative, non-voting), Bill May (General Athlete Representative), Natalia Vega (General Athlete Representative), Mariya Koroleva (AAC Athlete Representative)

**Staff Members in Attendance:** Adam Andrasko

**Others:**

**Excused:**

**Called to Order At:** 8:03 PM EST

BY: Denise Shively. A quorum was declared.

<b>Topic</b>	Approval of Minutes from 11.30.22	<b>Presented by</b>	Denise Shively
<b>Discussion</b>	<p><b>Motion:</b> Chris Leahy motioned to approve the minutes from the Board of Directors meeting on November 30, 2022.</p> <p><b>Seconded by:</b> Irene Hawes</p> <p><b>Motion approved.</b></p> <p><b>Vote: Yes-q11 No-0 Abstain-0</b></p>		

<b>Topic</b>	Athlete Report	<b>Presented by</b>	Emmanuella Tchakmakjian, Claire Barton, and Bill May
<b>Discussion</b>	<p>No report submitted</p> <p>-Claire is running the election for AAC alternate. Results soon.</p>		

<b>Topic</b>	Treasurer's Report	<b>Presented by</b>	Jennifer Jarboe
<b>Discussion</b>	No report submitted		

<b>Topic</b>	VP Competitive Operations	<b>Presented by</b>	Chris Leahy
<b>Discussion</b>	<p><b>Motion:</b> Chris Leahy motioned to approve Masters Item 1 (figure groups)</p> <p><b>Seconded by:</b> Irene Hawes</p>		

	<p>Discussion about Flying Fish figure doesn't exist in US or AQUA figure rules. Figure committee will work with Masters committee. Send back to committee.</p> <p><b>Original motion nullified:</b> Irene Hawes motioned to send this back to Masters committee for reconsideration and work with Figures committee since there is a figure in their proposal that is not in the rulebook for figures.</p> <p><b>Seconded by:</b> Chris Leahy</p> <p><b>Motion approved.</b></p> <p><b>Vote: Yes-14 No-0 Abstain-0</b></p> <p><b>Motion:</b> Chris Leahy motioned to approve Masters Item 2 (Novice category)</p> <p><b>Seconded by:</b> Irene Hawes</p> <p>Discussion about we should not be expanding figure category and look toward routines; not in a format ready for rulebook.</p> <p><b>Original motion nullified:</b> Jocilyn Sayler motioned to send back to committee.</p> <p><b>Seconded by:</b> Ashley Johnson</p> <p><b>Motion approved.</b></p> <p><b>Vote: Yes-13 No-0 Abstain-0</b></p>
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<b>Topic</b>	VP Diversity, Equality, and Inclusion	<b>Presented by</b>	Ashley Johnson
<b>Discussion</b>	No report submitted		

<b>Topic</b>	VP Member Services	<b>Presented by</b>	Jocilyn Sayler
<b>Discussion</b>	<p>See attached report (Member survey)</p> <ul style="list-style-type: none"> <li>- 200 responses at Convention</li> <li>- Overall feedback is pretty strong</li> <li>- Areas for improvement (Continued transparency), having more opportunities for engagement with membership and our sport</li> <li>- Will share with membership via the Townhall in March</li> </ul>		

<b>Topic</b>	VP Olympic International	<b>Presented by</b>	Irene Hawes
<b>Discussion</b>	See attached report		

<b>Topic</b>	President's Report/CEO Report	<b>Presented by</b>	Denise Shively/Adam Andrasko
<b>Discussion</b>	<ul style="list-style-type: none"> <li>• 2022 Budget Report</li> <li>- Made a lot more and spent a lot more than expected</li> </ul>		

	<ul style="list-style-type: none"> <li>- \$350,000 from USOPC, but already spent a lot against 2023</li> <li>- We are in a really good spot compared to a year ago</li> <li>• Hypoxic Blackout Policy and Return to Training Procedure</li> </ul> <p><b>Motion:</b> Chris Leahy motioned to accept the hypoxic blackout policy and return to training protocol policy.</p> <p><b>Seconded by:</b> Stacey Chapman</p> <p>-Sharing and communicating with coaches was discussed. Housekeeping for item #1 to change from breath to breathe.</p> <p><b>Motion approved.</b></p> <p style="padding-left: 40px;"><b>Vote: Yes-11 No-0 Abstain-0</b></p> <ul style="list-style-type: none"> <li>• Appendix K</li> </ul> <p><b>Motion:</b> Irene Hawes motioned to approve the Governance procedures to be removed from Administrative Rules and accessible by members in Appendix K as recommended by the USOPC</p> <p><b>Seconded by:</b> Claire Barton</p> <p><b>Motion approved.</b></p> <p style="padding-left: 40px;"><b>Vote: Yes-14 No-0 Abstain-0</b></p> <ul style="list-style-type: none"> <li>• Appendix U</li> </ul> <p><b>Motion:</b> Chris Leahy motioned to approve modifications to Appendix U (Conflict of Interest) as required by the USOPC.</p> <p><b>Seconded by:</b> Claire Barton</p> <p>Vp's tasked to work with committee chairs to ask for declaration of Conflict of Interest</p> <p><b>Motion approved.</b></p> <p style="padding-left: 40px;"><b>Vote: Yes-14 No-0 Abstain-0</b></p> <ul style="list-style-type: none"> <li>• 2023 Op Plan</li> </ul> <p>-an update was provided about transgender policy</p> <p>Reminder to book flights for in person Board meeting during the U.S. Collegiate Championship, Westmont, IL March 23-25, 2023. Arrive Friday evening (March 24), attend Collegiate Championship finals on March 25 followed by BOD meeting late afternoon/evening of March 25, BOD meeting morning of March 26. Meeting slated to end by noon. Plan arrivals for Friday afternoon/evening and departure 2 p.m. or later on Sunday. Flights will be reimbursed up to \$400. Housing will be provided.</p>
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<b>Adjournment at 9:41 PM EST</b>		
<b>Moved to adjourn by:</b> Jocilyn Saylor	<b>Seconded by:</b> Jennell Lynch	<b>Motion Approved</b> <b>unanimously</b>

Respectfully Submitted,

*Kimberly A. KD*

Kimberly A. Kohut  
Secretary

Attachments: Hypoxic Blackout Policy and Return to Training Procedure, Appendix K, Appendix U,  
Masters Proposals, 2023 Op Plan, VP OI Report, VP Member Services Report

## **USA Artistic Swimming Breath Hold Training and Loss of Consciousness Return to Training Protocol Policy**

1. Athletes ALWAYS have the right to and must be afforded the ability to breath.
2. If a coach chooses to utilize underwater laps for training they are to be restricted to a maximum length of 25 meters. Adequate time for the athlete to catch their breath is required. It is strongly recommended by USAAS that in place of underwater laps, coaches utilize alternate types of training that teach “breath control” rather than breath-holding.
3. If a coach chooses to utilize underwater laps for training the laps should not be executed when athletes are tired. It is strongly encouraged that any use of underwater lap training be executed in the first half of a practice.
4. Always ensure that a lifeguard and coaches are present to observe swimmers during these drills and that lifeguards are aware of these drills.
5. If a coach chooses to utilize underwater laps for training, each swimmer should have a set of eyes on that swimmer only – a teammate above them, a lifeguard and/or a coach.
6. Underwater laps should never be used as a punishment, this is a direct violation of the US Center for SafeSport code. Coaches should NEVER yell at or punish a swimmer for coming up to breathe.
7. No more than 45 seconds of breath-holding for any type of swimming including laps, routines, figures or elements.
8. Swimmers should be reminded to never ignore the urge to breathe, and educated on the dangers of over-exertion. Because, when over-exerted, they may not have the urge to breathe. Every swimmer should be admonished to never train alone or without direct, “eyes on them” supervision. (Note: We see a spike in incidences over holidays because students practice alone in hotel/vacation pools) <https://www.shallowwaterblackoutprevention.org/>
9. Attention to the fact that unknown underlying health conditions CAN cause an underwater blackout, with the end result still the same: Extreme danger and possibility of death.

For reference, from World Aquatics:

“Artistic Swimming has changed since then to a more acrobatic and artistic style with an emphasis on execution and less emphasis on breath-holding. Coaches should be aware of this phenomenon and prevent prolonged breath-holding practices. Hypoxia has been demonstrated in Artistic Swimming resulting in confusion in the past. At this time, the emphasis in Artistic Swimming routines was on prolonged breath-holding. Available medical evidence strongly suggests that the combination of prolonged breath holding - more than 45 seconds - and vigorous physical activity can have serious medical consequences. ‘Black out’ underwater is clearly a serious and potentially lethal situation. Hyperventilation [over breathing] prior to a competition is also known to increase the risk of a blackout and should be actively discouraged. The practice of hyperventilation lowers the levels of carbon dioxide in the bloodstream and abolishes an important trigger for normal breathing.”

*The only instance that breath hold training that goes against the policy standards would be considered acceptable is if a trained/certified hypoxic training professional is working directly with the athlete and additional support (lifeguard) is present.*

#### LOSS OF CONSCIOUSNESS RETURN TO POOL PROTOCOL FOR USA ARTISTIC SWIMMING

If an artistic swimmer experiences a loss of consciousness whether on land or in the water, the athlete should be removed from further participation immediately. Appropriate emergency response should be taken to ensure that the athlete is able to breathe, has a pulse and therefore adequate circulation, and is in a safe area to allow for uninhibited recovery. Medical personnel should determine whether an athlete is safe to return home for recovery or needs to proceed to the emergency room (ER) by ambulance. When in doubt, it is best to seek immediate care at an ER.

After such an event, an athlete should not return to practice until cleared by the team physician or his/her primary care physician if the team does not have a physician. These physicians will conduct an evaluation. When loss of consciousness takes place in water, additional testing should be conducted by the physician. Upon completion of the evaluation(s) the physician must provide a clearance letter before the athlete can return to practice or competition. The letter should detail any modifications needed if full return is not recommended initially. If the athlete is to return gradually, then the recommended progression should be detailed.

## APPENDIX K

### GRIEVANCE PROCEDURES

Amendments to this Appendix K are the responsibility of the Board of Directors.

#### INTRODUCTION

The USA Artistic Swimming (“USAAS”) Grievance Procedures are afforded to our community to uphold an environment that is fair and equitable, providing for clarity and consistency in the resolution of grievances. These procedures comply with the Ted Stevens Olympic and Amateur Sports Act (“Act”), the Bylaws of the U.S. Olympic & Paralympic Committee (“USOPC”), and the USOPC’s Compliance Standards for National Governing Bodies (“NGB”).

Retaliation, as defined in the USAAS Whistleblower and Anti-Retaliation Policy (Appendix S), against an individual who files a grievance or otherwise participates in good faith in the process outlined in these Grievance Procedures is prohibited. This applies to all Protected Individuals before, during, and after the process of resolving a grievance. Retaliatory activities will be considered a violation of the USAAS Whistleblower and Anti-Retaliation Policy (Appendix S) and may lead to serious consequences, including termination of employment or participation.

#### ARTICLE 1

##### 1.01 Types of Grievances:

The USAAS Grievance Procedures support the following types of grievances as defined below:

- A. **Administrative Grievance:** USAAS, or any member of USAAS, may file a grievance pertaining to any matter within the cognizance of USAAS, including but not limited to any alleged violation of or grievance concerning:
  1. Any provision of USAAS’s Administrative Rules;
  2. Any USAAS policy or procedure;
  3. Any USAAS program or service; or
  4. Any provision of the Act or the USOPC Bylaws relating to USAAS’s recognition as an NGB.
- B. **Disciplinary Proceeding:** USAAS, or any member of USAAS, may file a grievance against another member of USAAS, or former member of USAAS, if the action occurred while the individual was a member, regarding any alleged violation of USAAS’s Code of Ethics (Appendix P), Whistleblower and Anti-Retaliation Policy (Appendix S) or any other USAAS rule or policy relating to conduct.
  1. There shall be no time limitation for Disciplinary Proceedings including, but not limited to, allegations of violations of USAAS’s Athlete Safety Policy (Appendix Q) or the U.S. Center SafeSport Code.
    - **Exception:** Reporting allegations of Prohibited Conduct as defined in the Athlete Safety Policy (Appendix Q) should follow the reporting requirements and procedures as outlined in Appendix Q. Allegations of Athlete Safety violations may be reported anonymously and must be reported within twenty-four (24) hours after the participant becomes aware of the facts giving rise to the concern.
- C. **Right to Participate:** Any athlete, coach, trainer, manager, administrator or official may file a grievance pertaining to any alleged denial of, or alleged threat to deny, that

individual's opportunity to participate in a USAAS sanctioned competition, any international competition, if selected by the Corporation or one (1) of its members, or a Protected Competition.

- D. **Field of Play:** An athlete may file a grievance related to a competition only if a field of play decision was:
1. Outside the **scope** of the officials' authority to make; or
  2. The product of fraud, corruption, partiality, or other misconduct of the official.

### 1.02 Excluded Grievances:

These Grievance Procedures exclude the following types of grievances:

- A. **Anti-Doping Violations:** A decision concerning a doping violation adjudicated by the independent anti-doping organization designated by the USOPC to serve as the U.S. National Anti-Doping Organization (currently the United States Anti-Doping Agency) shall not be reviewable through, or the subject of, these Grievance Procedures.
- B. **U.S. Center for SafeSport Matters:** A matter or decision under the jurisdiction of the independent safe-sport organization designated by Congress and/or the USOPC (currently the U.S. Center for SafeSport) shall not be reviewable through, or the subject of, these Grievance Procedures. Allegations of emotional, physical and sexual misconduct are subject to the policies and protocols of the USAAS Athlete Safety Policy (Appendix Q) and the U.S. Center for SafeSport.
- C. **Nonpayment of Membership Dues:** A membership lapsed for the nonpayment of dues shall not be reviewable through these Grievance Procedures.

## ARTICLE 2

### 2.01 Jurisdiction:

Jurisdiction over grievances shall be as stated in Article 24 of the USAAS Administrative Rules. Grievance procedures for matters under jurisdiction of the LASC or of the Zone are governed by **Appendices A and B**, respectively.

## ARTICLE 3

### 3.01 Procedure to Report Grievances:

- A. Any grievance filed shall be in writing and signed by the individual or chief executive officer of the group or organization filing the grievance.
- B. **Filing a Grievance:** The written grievance shall be filed **via the Notice of Grievance Form** (with any supporting evidence and/or documentation attached) with the Executive Director ([ceo@usaartisticsswim.org](mailto:ceo@usaartisticsswim.org)) and President ([president@usaartisticsswim.org](mailto:president@usaartisticsswim.org)), by email within five (5) business days after the complaining party becomes aware of the facts giving rise to the grievance. The grievance shall set forth the factual allegations in numbered paragraphs, each paragraph containing a single factual allegation.
- C. **Notice of Grievance Form:** The complainant (or the complainant's parent or legal guardian, if a minor) shall file the grievance, unless otherwise specified in the policy, via the Notice of Grievance Form. The grievance shall set forth the following in clear and concise language, preferably in numbered paragraphs:
- Full names, membership information and addresses of the parties (if known);
  - The identity, to the extent known by the complainant, of the individual(s) who is allegedly responsible for the act or omission that is the subject of the grievance;
  - Jurisdictional basis of the grievance or the alleged grounds of violation or noncompliance (i.e., the specific rule, regulation, policy);



- Supporting evidence or document forming the basis of the grievance;
- The relief sought; and
- If the grievance needs to be expedited pursuant to Section 3.01 F below.

*Note: USAAS may serve as the 'complainant' in the grievance process.*

- D. **Grievances Involving Selection to Participate in a Competition:** Where a grievance is filed involving selection of an individual to participate in a competition, the complainant shall include with the grievance a list of all other individuals, together with their contact information, that may be adversely affected by a decision rendered on the grievance. The **appropriate** hearing panel shall determine which additional individuals must receive notice of the grievance. The complainant shall then be responsible for providing appropriate notice to these individuals. Any individual so notified then shall have the option to participate in the proceeding as a party. If an individual is notified of the grievance, then that individual shall be bound by the decision of the **appropriate** hearing panel, even if the individual chose not to participate as a party.
- E. **Deficiency Dismissal:** A grievance not submitted in accordance with these reporting procedures may be dismissed. If the deficiency(ies) can be rectified, USAAS will provide the complainant with notice of the defect(s) and provide a reasonable period of time to **resolve** such defect(s). If the complainant fails to **resolve the defect(s)** within the time period provided, USAAS may dismiss the grievance. USAAS shall provide written notification of grievance dismissal. If dismissed for failure to comply with any of the above requirements, the complainant may re-file a new grievance that **resolves** such deficiencies.
- F. **Expedited Procedures:** Upon the request of a party, and provided that it is necessary to:
- Expedite the proceeding in order to resolve a matter relating to a **scheduled** competition that compliance with regular procedures would not be likely to produce a sufficiently early decision to do justice to the affected parties; or
  - Protect one or more of USAAS's participants,

the USAAS Ethics Committee is authorized to order that the grievance be decided within forty-eight (48) hours of the filing of the grievance. In such a case, the USAAS Ethics Committee is authorized to decide the grievance pursuant to such procedures as are necessary, but fair to the parties involved. In cases expedited to protect USAAS's participants as mentioned above, such procedures may include, but are not limited to, providing for a preliminary hearing pending a full hearing on the allegations.

1. The rules of evidence shall not be strictly enforced; instead, rules of evidence generally accepted in administrative proceedings shall be applicable in any hearing. The real parties in interest shall be given a reasonable opportunity to present relevant oral or written evidence and to cross-examine witnesses. Witnesses appearing at any hearing shall be identified by the parties prior to the hearing. The proceedings may be recorded and a transcript made available to each interested party upon request and payment therefore.

### 3.02 Informal Resolution:

- A. In the event both the Executive Director and President believe the grievance may be able to be resolved through an Informal Resolution process, flexibility will be permitted in achieving a **satisfactory** outcome provided the following conditions are met and can be demonstrated:
1. All parties voluntarily agree to explore an Informal Resolution;
  2. All parties agree to the process of the Informal Resolution;
  3. Informal Resolution is resolved within thirty (30) business days from the filing of the Notice of Grievance Form;
  4. All parties receive written documentation of the Informal Resolution; and

5. All parties acknowledge via email their voluntary agreement to the Informal Resolution.
- B. Flexibility is given to all parties before and during the administration of the grievance process to acknowledge their interest in Informal Resolution.
  - **Exception:** Informal Resolution shall not be utilized for matters that must be reported to, and/or are under the jurisdiction of, the U.S. Center for SafeSport, USADA, USOPC, law enforcement or any other relevant oversight body.

### 3.03 Grievance Process:

- A. A grievance is received by the Executive Director and President of USAAS with clear documentation of the arrival date.
- B. The Executive Director or President ensures the USAAS Ethics Committee has received the grievance for review within twenty-four (24) hours of receipt. Upon review, the USAAS Ethics Committee may:
  1. Determine that the grievance does not merit further action; or
  2. Inform the Executive Director, President and/or Board of Directors that the grievance should be referred to another USAAS committee, LASC or Zone Review Board for action; or
  3. Begin an investigation by opening a case file.
- C. When the USAAS Ethics Committee determines that a grievance does not merit further action, the USAAS Ethics Committee advises the Executive Director or President, who is responsible for informing the appropriate parties within five (5) business days.
- D. When the USAAS Ethics Committee refers the grievance to another USAAS committee or a LASC or Zone Review Board, the USAAS Ethics Committee, with the Executive Director, President and/or Board of Directors, will determine which USAAS committee, LASC or Zone will review the grievance. Resolution for such grievances will follow the applicable USAAS committee, LASC or Zone Review Board policies and procedures.
- E. At the time a case file is opened, all involved parties will be notified by email of the grievance allegation(s), any associated documentation or evidence received and potential consequences or remedy requested, if found to be in violation. All involved parties will be given five (5) business days to review and make inquiries.
  1. If an individual chooses to be represented during the grievance process, the name, title and contact information of the representative shall be submitted via email at [ethics@usaartisticswim.org](mailto:ethics@usaartisticswim.org). If an involved party is a minor, the parent(s) or legal guardian(s) will be copied on all correspondence.
- F. Within this five (5) business day period, the responding party may submit a motion to dismiss the grievance. Said motion shall be submitted to the USAAS Ethics Committee via email at [ethics@usaartisticswim.org](mailto:ethics@usaartisticswim.org) and shall include a clear and compelling rationale for this request. Documentation may be submitted to support the motion to dismiss.
- G. Following five (5) business days, the USAAS Ethics Committee will conduct an investigation. Additional parties that are named or closely impacted by the grievance may also be contacted to inform and/or request an interview. The Executive Director, in consultation with the President, reserves the right to temporarily suspend a member if the Executive Director and President perceive there is a threat to another member of the organization.
- H. The USAAS Ethics Committee will conduct interviews and review evidence until the committee is able to make an informed decision. There is no set timeline to complete the investigative process. However, the USAAS Ethics Committee will handle the matter as expeditiously as possible.

- I. Once a complete investigation is conducted, the USAAS Ethics Committee shall submit a formal investigative report and recommendation to the Executive Director, President and Board of Directors.
- J. Upon review of the USAAS Ethics Committee's report and recommendation, the Executive Director, President and Board of Directors shall determine the final outcome and decision of the grievance. The decision shall be final in all cases, subject only to appeal by a real party in interest to the National Board of Review pursuant to **Article 4** below.
- K. The notice of decision shall be emailed to all parties involved, including all persons that were interviewed.
  1. If a sanction is issued, the details of that sanction shall be included in the decision and the person or persons sanctioned will be required to comply. Compliance will be reviewed by the Executive Director until completed and then the case shall be closed. If the sanction was suspension, **ineligibility for participation**, or revocation of membership in the Corporation, the:
    - a. **Respondent has the right to a hearing before the National Board of Review prior to the Corporation officially declaring the individual ineligible; and/or**
    - b. Board of Directors may reinstate any member's membership eligibility, subject to ratification by no less than two-thirds (2/3) vote of the Board of Directors of the Corporation.
  2. If no sanction is issued, the case shall be closed.
  3. The same case shall not be reopened for consideration unless new evidence is presented, that the USAAS Ethics Committee believes warrants further investigation.
13. If the grievance is believed to be fraudulent or dishonest, additional steps will be taken by the USAAS Ethics Committee.

## **ARTICLE 4**

### **Appeals to the National Board of Review**

- 4.01 Authority of the National Board of Review:** The National Board of Review shall be responsible for conducting any and all appeals made to the Corporation.
- 4.02 Composition of the National Board of Review:** The National Board of Review shall be comprised of one (1) Athlete Representative from each Zone, elected by the Athletes Committee, who meets the requirements of Section 7.06 A of the USAAS Code, and such other members as may be appointed by the President, to include at least two (2) additional members from each Zone and, if possible, at least one (1) member with legal experience. To hear a particular matter, the President shall designate a National Board of Review panel of three (3) or five (5) disinterested members, including that number of Athlete Representatives necessary to ensure that at least thirty-three and three tenths percent (33.3%) of the National Board of Review panel are athletes, to hear and decide the case. The General Counsel or other attorney shall advise the review panel, but shall not have a vote on the panel.
- A. **All members of the National Board of Review shall be disinterested and impartial individuals.**
  - B. **Each member of the National Board of Review shall acknowledge review of the USAAS Conflict of Interest Policy and disclose any potential conflicts prior to appointment.**
- 4.03 Appeals to the National Board of Review:** Any real party in interest is entitled to appeal a decision of an LASC Review Board, Zone Review Board or Board of Directors, may appeal such action or decision to the National Board of Review by serving a petition for review upon the Executive Director within five (5) business days of the incident or written decision by email,

accompanied by a \$50.00 filing fee payable to the Corporation. The fee shall be returned if the petition is upheld, but forfeited if it is rejected or abandoned.

- A. The petition must be in writing, signed by the individual or the chief executive officer of the group or organization making such petition and shall set forth the factual allegations in numbered paragraphs, each paragraph containing a single factual allegation, and shall contain, at a minimum, the following:
- Full names, membership information and addresses of the parties (if known);
  - Jurisdictional basis of the petition;
  - Efforts made to exhaust available remedies, or if such remedies have not been exhausted, the grounds upon which the petitioner alleges that exhaustion would result in unnecessary delay;
  - The alleged grounds of noncompliance;
  - Supporting evidence or documentation forming the basis of the petition; and
  - The relief sought.
- B. The Executive Director shall send a copy of the petition for review to the respondent by email immediately upon receipt. Within five (5) business days following filing of the petition, the respondent shall file a written response to the petition with the Executive Director by email with a copy served at the same time by email on all parties. The petitioner may within five (5) business days following receipt of a copy of the response file a written rebuttal with the Executive Director by email with a copy served at the same time by email on all parties.
- C. The Executive Director shall see that copies of all filings are sent to the designated members of the National Board of Review panel by email within five (5) business days of receipt.
- D. Any party to the appeal shall be entitled, upon written request, to a hearing before the National Board of Review; otherwise, all evidence may be submitted to the National Board of Review in writing. Such a request for a hearing must be received by the Executive Director by email within fifteen (15) days of the filing of the petition. In the event a hearing is held pursuant to this section, the procedures set forth in Section 4.03 E below, shall apply.
- E. The rules of evidence shall not be strictly enforced; instead, rules of evidence generally accepted in administrative proceedings shall be applicable in the hearing. The real parties in interest shall be given a reasonable opportunity to present relevant oral or written evidence and to cross-examine witnesses. Witnesses appearing at the hearing shall be identified by the parties prior to the hearing. The proceedings may be recorded and a transcript made available to each interested party upon request and payment therefore.
1. The hearing date shall not exceed 90 days after the petition filing, without just cause for delay.
  2. The hearing may be conducted in person or by video conference at a time and place (if applicable) selected by the National Board of Review. The Board will endeavor to select a place and time that is convenient and equitable to the majority of the persons so as to make it practicable for all parties to attend.
- F. A final and binding decision shall be recorded and disseminated to the parties within seventy-five (75) days from the date of filing of the petition by a majority of the National Board of Review panel, based upon the record, as defined in Section 4.03 E above. Decisions of the National Board of Review panel shall not be reopened for consideration except upon showing of sufficient cause to the Chair of the National Board of Review panel. Any motion for reconsideration must be filed within ten (10) days of the date of decision.

**4.04 National Board of Review Decision Appeals:** The decision of the National Board of Review shall be final in all cases, subject only to an individual's rights under the USOPC Bylaws and the Act.

## ARTICLE 5

### 5.01 Points of Contact:

- A. Individuals in need of further information, guidance and/or enforcement in relation to the Grievance Procedures may contact the following:

USAAS Executive Director	Email: <a href="mailto:ceo@usaartisticswim.org">ceo@usaartisticswim.org</a>
USAAS President	Email: <a href="mailto:president@usaartisticswim.org">president@usaartisticswim.org</a>
Ethics Committee Chair	Email: <a href="mailto:ethics@usaartisticswim.org">ethics@usaartisticswim.org</a>

- B. In addition, the USOPC Ethics & Compliance team can serve as a secondary resource for questions or concerns regarding the USAAS Code. The USOPC Ethics & Compliance team may be contacted at:

Integrity Hotline: (877) 404-9935  
USOPC Integrity Portal: <https://usopc.ethicspoint.com>

- C. **USOPC Athlete Ombuds Assistance:**

The Athlete Ombuds provides cost-free, independent and confidential advice regarding athlete rights; resolving disputes or grievances; and any sport rule, policy, or process, including USAAS-athlete agreements, code of conduct or Team selection procedures. The Athlete Ombuds can also help athletes connect with legal counsel or mental health resources, if needed. The Athlete Ombuds may be contacted at:

Phone: (719) 866-5000  
Email: [ombudsman@usathlete.org](mailto:ombudsman@usathlete.org)  
Website: [www.usathlete.org](http://www.usathlete.org)

**ATTACHMENT A  
USA ARTISTIC SWIMMING, INC  
NOTICE OF GRIEVANCE FORM**

Pursuant to the Grievance Procedures, this form must be completed in its entirety to file a formal grievance.

Complainant: \_\_\_\_\_

USAAS Affiliation: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_

Respondent(s): \_\_\_\_\_

USAAS Affiliation: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_

Basis of the Grievance (i.e., policy violation): \_\_\_\_\_

\_\_\_\_\_

Description of allegation(s) of any violation and/or non-compliance (in numbered paragraphs, one (1) allegation per paragraph):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Relief Sought:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**No Retaliation:** Retaliation, as defined in the USAAS Whistleblower and Anti-Retaliation Policy (Appendix S), against an individual who files a grievance or otherwise participates in good faith in the process outlined in the USAAS Grievance Procedures is prohibited. This applies to all Protected Individuals before, during, and after the process of resolving a grievance. Retaliatory activities will be considered a violation of the USAAS Whistleblower and Anti-Retaliation Policy (Appendix S) and may lead to serious consequences, up to and including termination of employment or participation.

I am open to resolving this grievance through an Informal Resolution process. I understand all parties would have to agree to the terms of the Informal Resolution process.

---

Signature

---

Date

Send completed form along with any supporting evidence or documentation  
as attachments via email to **both:**

Executive Director ([ceo@usaartisticswim.org](mailto:ceo@usaartisticswim.org))

**and**

President ([president@usaartisticswim.org](mailto:president@usaartisticswim.org))

## APPENDIX U

### CONFLICT OF INTEREST POLICY (Revised by Board of Directors – January 30, 2022)

Amendments to this Appendix U are the responsibility of the Board of Directors.

#### INTRODUCTION

Those who choose to serve USA Artistic Swimming, Inc. (“USAAS”) are held to a high standard of conduct. They must do so without personal gain in order to avoid any institutional loss or embarrassment and to behave in such a way that the organization's trust and public confidence are enhanced. It is important to properly disclose and react to any conflict of interest, actual or perceived.

While no set guidelines can guarantee acceptable behavior, the principles that guide behavior in this area are disclosure, and non-participation in the decision-making process where personal, family or professional gain is a possibility. Any individual accepting the honor of serving USAAS must also accept the burdens of public disclosure and public scrutiny.

In our complex society the intermix of volunteer work, business interests, governmental activity, and family relationships (as defined as 1.01 B) often creates potentially conflicting interests. It is imperative that individuals recognize and attempt to avoid any activity or investment that constitutes or might appear to constitute a conflict of interest. Although not all conflicts of interest can be anticipated or identified herein, examples of conflicts of interest include, but are not limited to:

- Making decisions that could place personal, family, financial or professional interests ahead of those of USAAS.
- Making decisions that could place the interests of your club or team, your club or team’s athletes or your business ahead of those of USAAS.
- Using, or allowing others to use, USAAS properties, services, opportunities, authority and influence for private benefit.
- Failing to exhibit honesty, loyalty, candor and professional competence in relationships with USAAS directors, employees, members, and contractors.

#### ARTICLE 1

##### 1.01 Definitions:

- A. Interested Party(ies): This Appendix U applies to the following individuals (“Interested Party(ies)”):
- USAAS Employees;
  - Members of the Board of Directors;
  - Committee Members; and
  - Contractors.
- Note: Applicable to Athlete Representatives serving in one (or more) of the above-mentioned categories.
- B. Family relationship(s): For the purposes of the USAAS disclosure process, “family” is defined as spouse, child, stepchild, parent, sibling, domestic partner, parent of spouse/domestic partner, and sibling or child of domestic partner.
- C. Conflict of Interest: USAAS defines a Conflict of Interest as any situation in which an Interested Party (or the Interested Party’s family member or close associate’s activities) is in a position to derive, or be perceived to derive, personal benefit from actions or decisions made in their official capacity. Further, it is the existence of a personal or financial relationship with the Interested Party (and/or a family member or close associate) that could influence, or be perceived to influence, an Interested Party’s objectivity when representing or conducting business for, or on behalf of USAAS.



For example:

- An Interested Party benefits financially as part of a contract negotiation on behalf of USAAS.
- A committee member is the former coach of a National Team athlete.
- The Board of Directors is contemplating a Conflict of Interest disclosure of a sibling of an Athlete Representative.
- An Athlete Representative serves on a committee hearing a Team selection grievance wherein they were selected to be on the Team in question.

## **1.02 Procedures:**

The following procedures govern USAAS Conflict of Interest Policy:

- A. All Interested Parties must complete and file with the USAAS Executive Director the Conflict of Interest Disclosure Form (Attachment A) on an annual basis. In the event of a material change in circumstances, an amended form must be completed and filed. Disclosure forms for the Executive Director must be filed with, and reviewed by, the Board of Directors and the Board of Directors disclosure forms must be filed with, and reviewed by, the USAAS Ethics Committee.
- B. Any Interested Party who believes they have a conflict of interest, actual or perceived, must disclose that conflict.
- C. Any Interested Party who becomes aware of a potential or actual conflict of interest, which has not been disclosed and which involves a fellow Interested Party, shall disclose the conflict to the USAAS Executive Director on the Conflict of Interest Disclosure Form according to Section 1.02 A above. If the Interested Party believes there is a conflict in disclosing the violation to the Executive Director, they may submit the disclosure form directly to the Board of Directors via email at [president@usaartisticsswim.org](mailto:president@usaartisticsswim.org).
- D. In the event of an oral disclosure of any conflict of interest, a Conflict of Interest Disclosure Form shall be completed and filed with the USAAS Executive Director as soon as possible thereafter.
- E. The USAAS Executive Director shall compile all Conflict of Interest Disclosure Forms annually, and as new Forms are submitted, shall assess any conflict and determine whether the Interested Party with the conflict needs to refrain from participation or decision-making, or if any action is necessary to respond to the conflict of interest.
- F. The USAAS Executive Director and/or the USAAS Ethics Committee shall gather information and facts as needed to ensure potential conflicts are adequately assessed.
- G. The USAAS Executive Director shall provide relevant forms and associated decisions to the applicable USAAS committee, team or group of members, including the USAAS President on behalf of the Board of Directors.
- H. The USAAS Executive Director (and/or Board of Directors) shall communicate the decision via email and provide direction for managing conflict, if applicable, to the Interested Party with the conflict of interest.
- I. Should the Interested Party with the conflict of interest disagree with said decision, the conflict of interest and the reason for their grievance should be referred to the USAAS Executive Director, President or Board of Directors, in accordance with Administrative Rules, Article 24, Section 24.07 and USAAS Code, Article 5, Section 5.06 E., to be reviewed by the USAAS Ethics Committee. The USAAS Ethics Committee, after full consideration, will advise the USAAS Executive Director, President or Board of Directors as to the proper response to the conflict of interest. The Executive Director will communicate the USAAS Ethics Committee decision and provide direction for managing conflict, if applicable, to the Interested Party.
- J. At the start of each USAAS Board of Director meeting and each USAAS Committee meeting, members must declare conflicts with any anticipated agenda item. These disclosures must be recorded in the minutes along with the associated recusal from the applicable agenda item. This requirement does not supersede the Annual Disclosure requirement outlined in 1.02A. Disclosures must be presented to the Board of Directors and associated outcomes must be documented in Board minutes.

K. The Conflict of Interest Disclosure Form shall serve as the Interested Party's acknowledgement that all directives for managing conflict will be followed as a condition of membership and/or USAAS affiliation.

**1.03 Areas of High Risk.** Pursuant to this Policy, all Conflicts of Interest must be disclosed. However, the following areas are deemed high risk and warrant specific attention.

A. Any Interested Party involved in the drafting, creation, or enforcement of selection procedures, including the athlete representative, who has a potential conflict of interest **must** disclose the potential conflicts pursuant to Section 1.02.

To ensure no Interested Party participating in the creation, drafting, or enforcement of selection procedures has a conflict of interest, additional provisions are provided in the USAAS Selection Procedures.

B. Any Interested Party empowered to resolve grievances (e.g. Ethics Committee, National Board of Review) **must** disclose any potential conflicts pursuant to Section 1.02.

To ensure no Interested Party empowered to investigate potential violations and/or resolve grievances has a conflict of interest, additional provisions are provided in the USAAS Grievance Procedures.

**1.043 No Retaliation:** USAAS will not encourage, allow, or tolerate attempts from any individual or group of individuals to retaliate, punish, allow or in any way harm any Interested Party(ies) who reports a concern in good faith. This applies to the complainant and other Interested Parties before, during, and after the process of resolving a grievance. Such actions will be considered a violation of the USAAS Whistleblower and Anti-Retaliation Policy (Appendix S).

**1.05 Reporting.** The USAAS community has the right and responsibility to report alleged violations of this Policy and USAAS encourages the reporting of such allegations.

A. Suspected violations shall be considered an Administrative Grievance and reported via the Notice of Grievance Form to the President (ADD EMAIL) and Executive Director (ceo@usaartisticswim.org) consistent with USAAS Grievance Procedures. Should the allegation be against the President or Executive Director, the Notice of Grievance Form should be submitted directly to the USAAS Board Chair (ADD EMAIL).

B. The President and Executive Director may redirect a report if, based on the matter reported, it is more appropriate to be addressed under a more applicable policy.

**1.064 Investigation, Resolution, and Enforcement.**

A. USAAS takes its obligation to investigate, resolve and enforce potential violations of this Policy seriously. Alleged violations reported to USAAS will be resolved pursuant to the USAAS Grievance Procedures.

B. USAAS provides for an opportunity for a hearing pursuant to the USAAS Grievance Procedures.

C. Decisions shall be communicated pursuant to the USAAS Grievance Procedures.

D. Investigation, resolution, and enforcement will be executed by individuals who are unbiased, impartial, and free from conflicts of interests pursuant to the USAAS Grievance Procedures.

**1.06 Point of Contact and Resources:** Interested Parties in need of further information or guidance in relation to this Appendix U, or the enforcement thereof, should contact the USAAS Executive Director at:

**Phone: (719) 866-2219**

**Email: [ceo@usaartisticsswim.org](mailto:ceo@usaartisticsswim.org)**

In addition, the USOPC Ethics and Compliance team may serve as a [general/secondary resource for questions or concerns regarding this Conflict of Interest Policy. The USOPC Ethics & Compliance team may be contacted at:](#)

**Integrity Hotline: (877) 404-9935**

**Integrity Portal: <https://usopc.ethicspoint.com>**

**1.075 USOPC Athlete Ombuds Assistance:**

The Athlete Ombuds provides cost-free, independent, and confidential advice regarding athlete rights; resolving disputes or grievances; and any sport rule, policy, or process, including USAAS-athlete agreements, codes of conduct or Team selection procedures. The Athlete Ombuds can also help athletes connect with legal counsel or mental health resources if needed. The Athlete Ombuds may be contacted at:

**Phone: (719) 866-5000**

**Email: [ombudsman@usaathlete.org](mailto:ombudsman@usaathlete.org)**

**Website: [www.usathlete.org](http://www.usathlete.org)**

**ATTACHMENT A**  
**USA ARTISTIC SWIMMING, INC**  
**CONFLICT OF INTEREST**  
**DISCLOSURE FORM**

I certify that I have read and understand the Conflict of Interest Policy and that the following information is true and complete to the best of my knowledge. I agree that if there is a material change in any statement or information provided below, I will immediately notify the USAAS Executive Director and complete an amended Conflict of Interest Disclosure Form. I further agree that I will adhere to any instruction from the USAAS Executive Director and/or Board of Directors as to the appropriate response to any conflict as a condition of my membership and/or relationship to USAAS as an Interested Party.

\_\_\_\_\_  
Name (please print/individual completing form)

- Employee                       Board of Directors  
 Committee Member         Contractor                       Other (Athlete Representatives, etc.)

I have no known or anticipated conflict of interest(s), as defined by the USAAS Conflict of Interest Policy (Appendix U).

The following are my personal, family, financial, professional, club, team or business interests that could conflict with the interests of USAAS, as defined by the Conflict of Interest Policy (Appendix U):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

I am reporting a potential conflict of interest with an Interested Party other than myself:

Name: \_\_\_\_\_

Role (if known): \_\_\_\_\_

Description of Conflict:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signature / Date

\_\_\_\_\_

Approver / Position / Date

## **UPDATED RULES PROPOSALS TO USAAS BOD POST TOWN HALL ZOOM**

**Note to BOD:** The Rules Committee did not officially convene following the Town Hall meeting but stand by their original recommendations included in this document. We have noted below (highlighted in purple) amendments proposed and Zoom poll results on the items that were discussed during the meeting so that the BOD can consider them during voting. Chris Leahy has some more “technical” items that he is still working on and will propose during the BOD meeting. In addition, the Rules Committee received three additional proposals, noted at the end of this document, that we strongly urge the BOD to consider approving.

**ITEM 1:** Accept FINA Artistic Swimming Rules 2022-2025

**RULES COMMITTEE RECOMMENDS APPROVAL, WITH THE ADDITIONAL WORDING CHANGES/ADDITIONS IN ITEMS 10-29 BELOW**

**ITEM 2:** Accept FINA Appendix I (12U Figures, Youth Figures, Body Positions) **RULES**

**COMMITTEE RECOMMENDS APPROVAL**

**ITEM 3:** Accept FINA Appendix II (Technical Routines)

**RULES COMMITTEE RECOMMENDS APPROVAL**

**ITEM 4:** Accept FINA Appendix III (Summary of Elements for Routines) **RULES COMMITTEE**

**RECOMMENDS APPROVAL AND ADDING TO USA APPENDIX L**

**ITEM 5:** Accept FINA Appendix IV (Acrobatic Routine)

**RULES COMMITTEE RECOMMENDS APPROVAL AND ADDING TO USA APPENDIX L**

**ITEM 6:** Accept FINA Appendix V (Free Combination)

**RULES COMMITTEE RECOMMENDS APPROVAL AND ADDING TO USA APPENDIX L**

**ITEM 7:** Accept FINA Appendix VI (Hybrid Difficulty)

**RULES COMMITTEE RECOMMENDS APPROVAL, TO BE REFERENCED IN USA APPENDIX L AND POSTED TO THE WEBSITE**

**ITEM 8:** Accept FINA Appendix VII (Acrobatic Catalogue)

**RULES COMMITTEE RECOMMENDS APPROVAL, TO BE REFERENCED IN USA APPENDIX L AND POSTED TO THE WEBSITE**

**ITEM 9:** Accept FINA Appendix VIII (Coach Card)

**RULES COMMITTEE RECOMMENDS APPROVAL, TO BE REFERENCED IN USA APPENDIX L AND POSTED TO THE WEBSITE**

**ITEM 10:** Entry Procedures

**RULES COMMITTEE RECOMMENDS APPROVAL**

### **CP 5.5 Entry Forms, Deadlines and Music Submission:**

**CP 5.5.1** Athlete registration and entries for National Championships must be received via electronic registration 28 days prior to the first day of the respective competition and will be subject to late fees if received between 27 and 7 days prior to the first day of the respective competition. Music submission and Coach, chaperone and other staff registration and certification for National Championships must be received via electronic registration 28 days prior to the first day of the respective competition and will be subject to late fees if received between 27 and 14 days prior to the

first day of the respective competition. **Coach Cards must be received 14 days prior to the first day of the respective competition and will be subject to late fees if received between 13 and 7 days prior to the first day of the respective competition. Coach Cards can only be modified between preliminaries and finals within four (4) hours of the publication of the preliminaries results.** For all National Championships, no entries shall be accepted between 7 and 0 days prior to the first day of competition. **Changes in sport entries after the above deadlines will only be accepted on medical grounds.** See Appendix C. For Entry Deadline exceptions, see Rules CP 5.4.1-2 and 5.5.3.1.

*Rationale: Maintain current USAAS entry procedures with additional FINA wording.*

**ITEM 11: Deduction Points**

**RULES COMMITTEE RECOMMENDS APPROVAL**

**AS 18.1** In Team competition, whether in Free Routine Preliminary, Free Routine Final or Technical Routine, one half (0.5) point penalty shall be deducted from the total score for each member less than eight (8) (see AS 13.2).

*Rationale: Maintain our current CP 5.2 and OD 3.6.2.1 indicating a 1/4 point penalty as just voted on at convention.*

**ITEM 12: Technical Controllers/Review Process**

**RULES COMMITTEE RECOMMENDS APPROVAL**

**OD 3 TECHNICAL CONTROLLERS**

**OD 3.1 Eligibility:** A judge or coach with the appropriate training.

**OD 3.2 Selection Procedures:**

**OD 3.2.1** Two groups of 3 Technical Controllers shall officiate in all routines: 1 group to check the number, order of performance and predeclared difficulty of Free Elements, and the performance and predeclared order of the Technical Required Elements (technical routines), and 1 group to register the number and type of synchronization errors observed.

**OD 3.2.2** All National Judges and coaches shall declare which competitions they shall be able to attend as a Technical Controller.

**OD 3.2.3** The Judges' Committee Chair shall draw 6 Technical Controllers the list of eligible individuals for each competition. These Technical Controllers shall be officially notified that they have been selected and are guaranteed to officiate at least 1 event. The individuals shall officially accept or reject this selection.

**OD 3.3 Duties/Responsibilities of the Technical Controllers:**

**OD 3.3.1 Difficulty Technical Controllers:**

**OD 3.3.1.1** Add AS 16.1.1 & AS 17.2

**OD 3.3.2 Synchronization Technical Controllers:**

**OD 3.3.2.1** Add AS 16.1.2

**OD 3.4 Review Process**

**OD 3.4.1** Add AS 18.10

**Betty Hazle and Chris Leahy are working on the exact format to add AS 18.10 into OD 3.4.1.**

**OD 3.6.1.4** In Figure competition, if the award for the figure is a zero, the Panel Referee **and 2 unaffiliated judges** may review the official video.

**This item was amended during the Town Hall to read as follows:**

**OD 3.6.1.4** In Figure competition, if the award for the figure is a zero, the Panel Referee **and 2 other panel judges, unaffiliated if possible,** may review the official video.

*Rationale: Define role of Technical Controllers and the review process for Figure competition.*

#### **ITEM 13: Music Submission**

##### **RULES COMMITTEE RECOMMENDS APPROVAL**

**CP 5.5.6** Music Requirements: The **method to be used for submitting music will be determined by the** Organizing Committee and Sound Center Manager ~~may request music and reproduce it in 2 different ways. It and~~ will be clearly stated on the Meet Announcement ~~which method will be used in that competition.~~ For Music Submission Late Fees, see Appendix C.

**CP 5.5.6.1** Method 1: Coaches are responsible for labeling 3 individual discs for each routine as to speed, name of competitor and club. The deadline for receiving the discs is 15 days prior to the start of the competition. If the deadline is met, the Sound Center Manager is entirely responsible for the correct execution of the music. In all other circumstances, if the sound reproduction is not working, the coach is entitled to bring immediately 2 additional copies of the music. If the 2 additional copies fail again, the competitor is disqualified.

**CP 5.5.6.2** Method 2: Coaches are responsible for submitting their music electronically via the Internet to the Sound Center Manager according to the instructions in the Meet Announcement. Each submission shall be labeled as to the event, name of the competitor(s) and club. On the first day of practice, coaches shall be allowed to verify playback. If necessary, the coach may be allowed to change the music by presenting an acceptable reproduction to the Sound Center Manager. If the deadline is met, the Sound Center Manager is entirely responsible for the correct execution of the music. In all other circumstances, if the sound reproduction is not working, the coach is entitled to bring immediately 1 additional copy of the music. If the 1 additional copy fails again, the competitor is disqualified.

*Rationale: To allow flexibility in methods of music submission for competitions.*

#### **ITEM 14: Deck Work Rules**

##### **RULES COMMITTEE RECOMMENDS APPROVAL**

**CP 4.2.4.3** For the deck work in routines, competitors shall not execute stacks, towers, or human pyramids.

**OD 3.6.2.2.2** A Two Point Penalty shall be deducted from the routine score if:

1&2 **remain the same**

3. During deck movements in routines, competitors are executing stacks, towers or human pyramids. **renumber remaining items**

**(to remain in USAAS rulebook)**

**AD 5.2.2** A Two Point Penalty shall be deducted from the routine score if: 2. During deck movements in routines, competitors are executing stacks, towers or human pyramids.

*Rationale: FINA deleted their rule prohibiting stacks/towers/pyramids in deck work but will continue to apply the two point penalty for them in AWD routines.*

#### **ITEM 15: Jewelry/Swimwear/Makeup Rules**

##### **RULES COMMITTEE RECOMMENDS APPROVAL**

**CP 4.3.3.7** In National, Zone and Regional Figure competition, all competitors shall wear a plain, one-piece black suit and plain white swim cap, devoid of club and National Team emblems. Goggles and nose clips may be worn. ~~Jewelry is not allowed and must be removed prior to the start of the event, except at Masters competitions.~~ **Only small stud jewelry is permitted. Competitors must remove any dangling jewelry prior to the start of the event.** **For U.S. Masters Championship exception, see Rule???**

**OD 3.6.3 Swimwear:** ~~In the event that the Event Referee thinks competitor(s) swimwear does not conform to FINA Rule GR 5 and USAAS Rules OD 3.6.4-3.6.5, the competitor(s) shall not be permitted to compete until changing into appropriate swimwear.~~ **In routines the swimwear must conform to FINA Rule GR 5 and USAAS Rules OD 3.6.4-3.6.5. In the event that the referee thinks the competitor(s) swimwear does not conform, the competitor will not be permitted to compete until in conformance. Swimsuits may however represent character or theme of the music they are swimming to. The swimsuits must not give the effect of excessive nudity inappropriate for the discipline. Artistic Swimming Suits must be dignified and appropriate for athletic competition.**

**OD 3.6.4** The use of accessory equipment, goggles or additional clothing is not permitted at National competitions, unless required for medical reasons, excluding the U.S. Masters Championship. Nose clips or plugs may be worn. ~~Jewelry is not allowed and must be removed prior to the start of the routine, except at Masters competitions.~~ **For safety reasons only small stud jewelry is permitted. Competitors must remove any dangling jewelry, or dangling items from headpieces or swimwear prior to the start of the event. In the event that the Referee observes or is informed by assistant referee that the competitor(s) does not conform, the competitor will not be permitted to compete until in conformance.** **For U.S. Masters Championship exception, see Rule???**

**OD 3.6.5** Theatrical make-up shall not be worn. ~~Makeup that provides a natural, clean and healthy glow is acceptable.~~ **Natural makeup that represents the athlete's unique personality and/or the theme of their routines may be used.**

**Discussion during meeting that Masters have different rules regarding jewelry. Masters Championship exception will be noted in CP 4.3.3.7 and OD 3.6.4 as seen above. In addition, the following change was suggested by Betty Hazle for the Masters rules.**

**New MS 2.6 (and renumber)**

## **MS 2.6 General requirements for competitions**

**MS 2.6.1** In Figure competition, all competitors shall wear a plain, one-piece black suit and plain white swim cap, devoid of club and National Team emblems. Goggles and nose clips may be worn. **Jewelry is allowed, with the exception of dangling jewelry. Competitors must remove any dangling jewelry prior to the start of the event.**

**MS 2.6.2** The use of accessory equipment, goggles or additional clothing is permitted at competitions. Nose clips or plugs may be worn. **Jewelry is allowed, with the exception of dangling jewelry. Competitors must remove any dangling jewelry, or dangling items from headpieces or swimwear prior to the start of the event. In the event that the Referee observes or is informed by assistant referee that the competitor(s) does not conform, the competitor will not be permitted to compete until in conformance.**

**ITEM 16:** Number of Events

**RULES COMMITTEE RECOMMENDS APPROVAL**



**CP 3.1.2 Number of Events:** Each competitor may compete in no more than 3 different routine events (Solo, Male Solo, Duet, Mixed Duet, Trio, Team) in each competition (unless otherwise specified). The Highlight and Free Combination events do not count as one of the 3 events. ~~Each competitor may only enter 1 Duet or Mixed Duet event in each competition.~~ Each competitor may only enter Solo or Male Solo in each competition. If 2 or more championships are being held concurrently, competitors may enter the same routine event in each combined Championships.

*Rationale: FINA deleted their rule prohibiting an athlete from competing in both a duet and a mixed duet.*

**Discussion during Town Hall meeting that FINA has removed any limits on number of entries by individual athletes. Zoom Poll indicated that 53% wanted to follow FINA exactly. Some wanted to maintain the limit of three different routine events, but to exclude Mixed Duet from that, so 40% voted to amend CP 3.1.2 as follows:**

**CP 3.1.2 Number of Events:** Each competitor may compete in no more than 3 different routine events (Solo, Male Solo, Duet, ~~Mixed Duet~~, Trio, Team) in each competition (unless otherwise specified). The **Mixed Duet, Acrobatic Routine** Highlight and Free Combination events do not count as one of the 3 events. ~~Each competitor may only enter 1 Duet or Mixed Duet event in each competition.~~ Each competitor may only enter Solo or Male Solo in each competition. If 2 or more championships are being held concurrently, competitors may enter the same routine event in each combined Championships.

#### **ITEM 17: Routine Penalties**

##### **RULES COMMITTEE RECOMMENDS APPROVAL**

**OD 3.6.2.2.2** A Two Point Penalty shall be deducted from the routine score if: 1. A competitor has made deliberate use of the bottom of the pool during a routine to propel themselves or assist another competitor. **No penalty will be applied when the contact with the bottom of the pool results from the swimmer's self-protection from injuries by impact.**

**CP 4.2.6.8** ~~There shall be no deliberate contact with the pool deck after the competitor(s) have entered the water. The deck shall be defined as any surface perpendicular to the sides of the pool, excluding the bottom.~~ **If one (or more) competitor(s) stops swimming or makes clear support use of the pool wall before the routine is completed, the routine will be disqualified. The Referee shall assess if the cessation is caused by circumstances beyond the control of the competitor(s). The Referee may allow the routine to be re-swum during the session.**

(to remain in USAAS rulebook)

**CP 4.2.6.9** There shall be no diving into the shallow end of a pool when the pool depth is less than 5 feet.

*Rationale: To match FINA wording on use of bottom/walls of pool and maintain USAAS rule regarding no diving in shallow water.*

#### **ITEM 18: Event Vice Referee and Event Assistant Referees**

##### **RULES COMMITTEE RECOMMENDS APPROVAL**

Maintain current USA Artistic Swimming Rule OD 3.

**It was clarified during the Town Hall that we only want to maintain OD 3.1 through OD 3.5.**

*Rationale: To maintain our references to Assistant Referees.*

**ITEM 19: Timers**

**RULES COMMITTEE RECOMMENDS APPROVAL**

Maintain current USA Artistic Swimming rule OD 4.3.

*Rationale: To maintain our references to Timers.*

**ITEM 20: Order of Draw**

**RULES COMMITTEE RECOMMENDS APPROVAL**

Maintain current USA Artistic Swimming rules regarding Order of Draw

*Rationale: FINA is going to a ranking system, and we need to maintain our own order of draw procedures.*

**ITEM 21: Chief Recorder**

**RULES COMMITTEE RECOMMENDS APPROVAL**

Maintain current USA Artistic Swimming rules regarding our Scoring Staff.

Rationale: FINA has eliminated the Chief Recorder position.

**ITEM 22: Figure Competition**

**RULES COMMITTEE RECOMMENDS APPROVAL**

~~CP 4.3.2.1 Senior Association and any other Senior Championships: One set of 4 figures shall be performed. This set of figures shall consist of 2 Compulsory Figures combined with 1 group of 2 figures from the Senior Figure Selection Groups listed in Figure Rule II.A. For event exception, see Rule CP 4.1.1.3.~~

~~1. The Senior Figure Selection Group shall be drawn 18-72 hours before the start of the Figure competition.~~

~~CP 4.3.2.2 Junior Association and any other Junior Championships: One set of 4 figures shall be performed. This set of figures shall consist of the 2 Compulsory Figures combined with 1 group of 2 figures from the Junior Figure Selection Groups listed in Figure Rule II.A. For event exception, see Rule CP 4.1.2.3.~~

~~1. The Junior Figure Selection Group shall be drawn 18-72 hours before the start of the Figure competition.~~

(new)

**CP 4.3.2.1 In the Youth category each competitor in Solo, Male Solo, Duet, Mixed Duet, and Team must perform a group of two (2) figures from the Section (A, B or C) of figures drawn from the list as described in Figure Rule II for Youth Figures. Each competitor in Youth Free Combination may perform the two (2) figures selected by the above-described procedure.**

(renumber 4.3.2.3 to 4.3.2.2)

**CP 4.3.2.2 Junior Olympic 12 & under and 13-15 Age Divisions; Intermediate and Novice Championships:** One set of 4 figures shall be performed in each age division where a routine is entered, and the figures are different. At the U.S. Junior Olympic Championship 12 & under and 13-15 Age Divisions, each competitor shall perform figures in each age division, in each event, in which the competitor qualifies.

**1. For Figure competition at Junior Olympic Championships, 12 & under and 13-15 Age Divisions, the**

set of figures shall consist of the 2 Age Division Compulsory Figures combined with 1 group of 2 figures, drawn 18-72 hours before the start of the Figure competition, from the appropriate Age Division Figure Selection Groups.

- For the 13-15 Age Division figures, see Figure Rule II.B.
- For the 12 & under Age Division figures, see Figure Rule II.C.

**in the 12 and under-age category each competitor in Solo, Male Solo, Duet, Mixed Duet, and Team must perform four (4) figures: the two (2) compulsory figures and one (1) group of two (2) figures drawn from the list as described in Figure Rule II for 12 and under-age Figures. Each competitor in 12 and under Free Combination may perform four (4) figures selected by the above-described procedure.**

**2. For Figure competition at Intermediate Championships**, the set of figures shall consist of the 2 Intermediate Compulsory Figures combined with 1 group of 2 figures, drawn 18-72 hours before the start of the Figure competition, from the appropriate Intermediate Figure Selection Groups, listed in Figure Rule II.D.

**3. For Figure competition at Novice Championships**, the set of figures shall consist of the 2 Novice Compulsory Figures combined with 1 group of 2 figures, drawn 18-72 hours before the start of the Figure competition, from the appropriate Novice Figure Selection Groups, listed in Figure Rule II.E.

*Rationale: To redefine USAAS figure competition rules.*

**It was agreed during the Town Hall that Betty Hazle could tweak the above wording as necessary and appropriate for updating the rulebook.**

**ITEM 23: Add Acrobatic Routine for High Point Trophies**

**RULES COMMITTEE RECOMMENDS APPROVAL**

**CP 7.4** Scoring System for Team and Individual High Point Trophies:

Add in points for the new Acrobatic Routine, using the same point breakdown as the Free Combination.

*Rationale: To include the Acrobatic Routine in point calculations for High Point Trophies.*

**ITEM 24: Proposals (two options, 24-A and 24-B) to accept FINA Age Groups:**

*Rationale: FINA has added different ages for males, so it is time to review all of our age groups to be consistent with FINA and between our USA championships. This hopefully will decrease the confusion between events, age groups and FINA vs USA. We would still operate our US meets that currently operate under USA rules but with the change to the age groups.*

**FINA age groups are as follows:**

12&U

Youth (13-15)

Junior (15-19)

Senior (15+)

**Male age groups**

12&U

Youth (13-16)

Junior (15-20)

Senior (15+)

**ITEM 24-A: Propose to adjust our age groups to match FINA and rename 13-15**

**categories/championships to Youth. This also allows a 15 year old to compete as a Junior throughout the year at the Junior Championship and at JO's.**

**RULES COMMITTEE RECOMMENDS REJECTION**

12 &U – all events – Invitational and JO's

Youth – all events – rename to Youth Championship and Youth JO's

Females – 13-15

Males – 13-16

Junior – all events – Junior Championships and JO's (include FINA ages but split into 2 age divisions for JO's)

US Junior Championships – Females 15-19/ Males 15-20

Junior Olympics – Females 15-17/ 18-19

Junior Olympics – Males 15-17/ 18-20

Senior – all events 15 +

For Junior Olympics,

**CP 3.5.5.2** May be held once a year in Figures and Free Solo, Male Solo, Duet, Mixed Duet and Team in two age divisions: 12 & under and **Youth**. May be held once a year in ~~Junior~~ Technical and Free routines in Solo, Male Solo, Duet, Mixed Duet and Team in two age divisions: **15-17 and 18-19/20**. A Free Combination event may be held in three age divisions: 12 & under, **Youth** and 16-19/20. An Acrobatic Routine event may be held in one age division: 16-19/20. A competitor may enter the Free Combination event in only one age division. A competitor may enter either the Free Combination event or the Acrobatic Routine event in the 16-19/20 age division, but not both. The Free Combination, Acrobatic Routine, Solo and Male Solo events shall be Final events. A competitor may only enter a specific routine event (Solo, Male Solo, Duet, Mixed Duet, Team or Free Combination) in 1 age division.

The 18-19/20 will need to be defined that only the male may be 20. It can be 18-19/20 or 18-19(20)

**A Zoom Poll was taken during the Town Hall which indicated that 56% preferred the age divisions as noted above in 24-A.**

**ITEM 24-B: Propose to adjust our age groups to match FINA with one exception (keep lower age group at 16 for JO's)**

**RULES COMMITTEE RECOMMENDS APPROVAL**

12 &U – all events – Invitational and JO's

Youth – all events – Youth Championship and Youth JO's

Females – 13-15

Males – 13-16

Junior – all events – Junior Championships and JO's (include FINA ages but split into 2 age divisions for JO's)

US Junior Championships – Females 15-19/ Males 15-20

Junior Olympics – Females **16-17/ 18-19**

Junior Olympics – Males **16-17/ 18-20**

Senior – all events 15 +

**The Zoom Poll indicated that 26% preferred the age divisions as noted above in 24-B.**

**ITEM 25: Proposal to add Collegiate Male Solo Event**

**RULES COMMITTEE RECOMMENDS APPROVAL**

**CO 2.4 Routine Competition:**

**CO 2.4.1** The competition shall consist of Solo, Male Solo (Honorary Only), Duet, Mixed Duet (Honorary only), Trio and Team events.

*Rationale: The addition of a male solo category as an honorary event aligns with other USAAS national meets, provides inclusion of more members, and offers an equitable opportunity for male athletes while maintaining the integrity of the collegiate overall scoring system. To clarify, this event is honorary and will be conducted in a similar fashion as the mixed duet event, which means awards are given, but it does not provide points to the overall scoring system, nor provide qualification to US National Championship.*

**ITEM 26: 16-19 Age Division Combo**

**RULES COMMITTEE RECOMMENDS APPROVAL**

**CP 4.2.5.5 Free Combination**

1. 12 & under Age Division & Intermediate 3:00
2. ~~13-15 Age Division~~ Youth ~~3:30~~ **3:00**
3. ~~Senior, Junior, 16-19 Age Division~~ ~~4:00~~ **3:30**

**Appendix L**

**FINA FREE COMBINATION REQUIRED ELEMENTS**

**GENERAL REQUIREMENTS**

Intermediate (3:00); 12 & under (3:00); ~~13-15 (3:30)~~ Youth (3:00); ~~Junior, 16-19 (3:30)~~, Senior & Masters (4:00)

1. Time limits as in CP 4.2.5.5 and MS 2.7.1.
2. Start may be on the deck or in the water, or a combination of both.
3. All subsequent parts must start in the water.
4. A new part begins in very close proximity to the previous part.

**5. As in all routines, the Coach Card must show the Technical Required Elements, and the Free Elements in the selected order of performance.**

**6. The Routine must portray a Theme.**

**REQUIRED ELEMENTS**

1. At least 2 parts must have fewer than 3 competitors and at least 2 parts must have ~~8~~ **4** to 10 competitors.

~~Note: For competitions held under US rules, the above required element is "At least 2 parts must have fewer than 3 competitors and at least 2 parts must have 4 to 10 competitors.~~ **2. The Free Combination must have four (4) acrobatic movements for Youth and 16-19 Age Division, three (3) acrobatic movements for 12 and under, and two (2) acrobatic movements for Intermediate. Acrobatic Elements cannot have a DD higher than the following: for Group A: 2.65, for Group B: 2.6, for Group C: 2.45, and for group P 2.5. Please refer to the FINA Acrobatics Catalogue.**

Combo Time # Req Ele Summary

16-19 Age Division 3:30 10 4 Acrobatics (limits for athlete safety) + Free Transitions + 1 x Solo Hybrid, 1 x Duet Hybrid, 1 x Trio Hybrid, 3 x Team Hybrid

*Rationale: To address routine time and routine requirements for the 16-19 Age Division Free Combination event at JOs and regional meets.*

**If the BOD approves Item 24-A regarding the new age divisions, then there will be housekeeping to correct this Item to read 15-19 Age Division Free Combination.**

**ITEM 27: Intermediate Combo**

**RULES COMMITTEE RECOMMENDS APPROVAL**

Combo Time # Req Ele Summary

Intermediate 3:00 8 2 Acrobatics (limits for athlete safety) + Free Transitions + 1 x Solo Hybrid, 1 x Duet Hybrid, 1 x Trio Hybrid, 2 x Team Hybrid

*Rationale: To define routine time and routine requirements for Intermediate Free Combination.*

**ITEM 28: Additional Intermediate Routine Requirements**

**RULES COMMITTEE RECOMMENDS APPROVAL**

**APPENDIX L** Add the following to the Intermediate Free Routine with Required Technical Elements, and that placement within the routine is optional.

**Solo, Male Solo 1 x free hybrid**

**Duet, Mixed Duet, Trio, Team 2 x free hybrid OR 1 x free hybrid and 1 x acrobatic**

**Acrobatic Elements cannot have a DD higher than the following: for Group A: 2.65, for Group B: 2.6, for Group C: 2.45, and for group P 2.5. Please refer to the FINA Acrobatics Catalogue.**

*Rationale: To allow more flexibility in Intermediate routines to accommodate the variations in age and skill level.*

**The Town Hall participants were in favor of the above additional requirements for Intermediate Routines; however, expressed concern regarding the suggested maximum DD for the Acrobatic Elements. A committee was formed to look into possible lower DDs for Intermediates and will report back to the BOD through Chris Leahy.**

**ITEM 29: Novice Routines**

**RULES COMMITTEE RECOMMENDS APPROVAL**

Novice routines will include only the required Technical Elements as listed in Appendix

L. There will be no requirement to submit a Coach Card for Novice routines.

There will be a maximum synchronization error deduction of 2 points from Novice routines.

*Rationale: No need for a Coach Card since Novice routines will have no hybrids or acrobatic requirements added to the technical element requirements. There is concern under the new judging/scoring process that synchronization errors may deduct so many points from novice routines, which often receive low scores and contain multiple synchronization errors, that the routines could end up with 0 for a final score.*

**It was agreed during the Town Hall to change the maximum synchronization error deduction on Novice routines to 10 points. There will need to be feedback from associations once competitions begin on how this is working out, and it may have to be adjusted as we move along.**

**ITEM 30: Extend legislative year**

**RULES COMMITTEE RECOMMENDS APPROVAL**

Request to extend legislative year from 10/10/2022 through 09/10/2023.

*Rationale: As FINA will be making various tweaks throughout the 2023 competitive season which USAAS will have to incorporate, and also as USAAS notes any problem areas with the new judging/scoring process, we need the ability to make changes in a timely and efficient manner. Extending the legislative year means that only two-thirds approval is needed in a BOD votes, as opposed to the 90% approval required in a non-legislative year.*

**It was decided during the Town Hall that this extension of the legislative year would apply only to Competitive Rules.**

**ADDITIONAL PROPOSALS TO THE BOD:**

**#1 ACROBATIC ROUTINE:** Chris Leahy questioned whether we wanted to go with the FINA rule of 8-10 swimmers in an Acrobatic Routine or allow a lower number of swimmers in the US. At that point it was noted that FINA had changed that rule and now states an Acrobatic Routine must have 4-8 swimmers. There was major pushback on this from nearly everyone on the call as many clubs have already been working on this routine with 10 swimmers and their request was to allow 10 swimmers in Acrobatic, at least at our JO Championship, and/or at least for 2023. A survey on this question is currently being conducted around the country to find out how many teams are working on an Acrobatic Routine and how many swimmers they have participating in that routine. The results will be forwarded to the BOD for consideration prior to the October 26<sup>th</sup> meeting.

**#2 MASTERS FIGURES:** Although Masters rules generally change one year later than the rest of USAAS rules, the Masters would like to have new Figures approved for the 2023 competitive season. They will be having a final vote on this at the Masters Championship later this week and will submit their proposed Figures. Traditionally the Rules Committee would support whatever the Masters would like to do, and so we ask the BOD to also support their request.

**#3 JUDGING/SCORING FOR AWD ROUTINES:** Please see below what DEI would like to see for AWD routines based on the new judging/scoring system being implemented. The Rules Committee supports the recommendations from DEI.

1. No Coach Card required.
2. We ask that AWD routines only be scored in artistic impression and execution categories.
3. The degree of difficulty for everything can just be set at a 1.0.

*Rationale: AWD athletes and coaches do not need the extra burden of Coach Cards as many times AWDs*

*do not always perform what was expected. It is important that we find an equitable solution that keeps the AWD kids and coaches in the sport. With these athletes it's very easy to score AI and EX; however, the difficulty controllers with the new system presents a challenge and is considered unnecessary.*

*We would like to see this rule change established and set as we are growing our AWDs in USA. We understand all associations can do what they want. However, with the AWD community their rules cannot be totally left up to the association. We'd like everyone to know the plan when hosting AWDs at events.*

*All other rules passed this year for AWDs are greatly appreciated and ready to be implemented.*





# USA ARTISTIC SWIMMING STRATEGIC PLAN 2021-2024

## MISSION

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### Mission

*Lead in the advancement of artistic swimming by empowering athletes to achieve competitive success, uniting our community & inspiring our membership to pursue lifelong excellence & involvement in the sport.*

## CORE VALUES

---

USA Artistic Swimming is committed to the following values in alignment with Olympic ideals to fulfill its mission and achieve its strategic priorities.

We believe greatness comes through collaboration and teamwork to help each other thrive and move as one

We value the dignity of every person and embrace a culture where everyone can participate, be themselves and feel welcomed



We lead with passion for the mission and continuously strive for excellence in sport and life

We serve and communicate with unwavering candor, honesty and respect

## STRATEGIC PRIORITIES OVERVIEW

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To successfully advance its mission and vision, USA Artistic Swimming will focus its time, energy and effort in the following four areas:

- **Empower Athlete Success.** Grow and sustain an athlete pipeline and development program that maximizes athlete potential and overall wellbeing and positions the national team to return to the Olympic podium in 2024.
- **Enhance Membership Value.** Deliver and optimize programs and services to better engage our community.
- **Embrace Diversity, Equity & Inclusion.** Galvanize our community to be inclusive of all, foster belonging and celebrate the beauty and power of diversity.
- **Exemplify Organizational Excellence.** Improve organizational capabilities, business acumen and staff development. Increase revenue to support strategic initiatives and build financial stability.

## STRATEGIC PRIORITIES

### EMPOWER ATHLETE SUCCESS

---

Grow and sustain an athlete pipeline and development program that maximizes athlete potential and overall wellbeing and positions the national team to return to the Olympic podium in 2024.

#### Strategies:

- 1) **Safe Training Environments.** Establish a culture of inclusion and safety that reinforces procedures and behavioral standards to reduce the risk of abuse, injury and emotional stress.
- 2) **Holistic Athlete Approach.** Support well-rounded athlete development, with an emphasis on health, safety, diversity, inclusivity, fair competition and personal growth, alongside high-performance aspirations and the creation of transition programming for athletes.
- 3) **Positive Coaching and Judging Techniques.** Enhance education and practice standards through expanded adoption of best practices and positive reinforcement systems that provide opportunities for coaches and judges to expand knowledge and skills and effectively apply their expertise in service to athletes.
- 4) **High Performance Focus.** In synergy with the other athlete success strategies, implement a high-performance strategy that positions the national team to achieve *sustained* international success.

Target Outcomes
<ul style="list-style-type: none"> <li>• Increase athlete awareness and understanding of safety policies</li> <li>• Increase and retain the number of athletes in the national team pipeline</li> <li>• Increase athlete competitive career longevity, satisfaction and engagement</li> <li>• Increase investment in coach development</li> <li>• Podium performance at Paris 2024</li> </ul>

## ENHANCE MEMBERSHIP VALUE

Deliver and optimize programs and services to better engage our community.

### Strategies:

- 1) **Community and Member Development.** Support clubs in their growth initiatives, establish partnerships in key cities, enhance event experiences and produce digital campaigns to attract new members and fans to the sport.
- 2) **Membership Retention.** Increase members’ sustained involvement with USAAS by better understanding our member needs and preferences, delivering creative and informational content and engaging with our alumni members.
- 3) **Elevate the Sport and USAAS Brand.** Drive excitement for artistic swimming, inspire lifelong participation and expand our audience. It is the NGB’s responsibility to tell the story of our members and the entire sport by working with current stakeholders and developing new relationships that will deliver through digital media, broadcast channels and beyond.

Target Outcomes
<ul style="list-style-type: none"> <li>• High member, alumni, sponsor and donor satisfaction</li> <li>• Increase event &amp; program participation &amp; satisfaction</li> <li>• Increase sport and brand awareness and positive sentiment</li> <li>• Increase recognition and admiration of all members</li> <li>• Increase # of and engagement of fans</li> </ul>

## EMBRACE DIVERSITY, EQUITY & INCLUSION

Galvanize our community to be inclusive of all, foster belonging and celebrate the power of diversity.

### Strategies:

- 1) **Culture of Inclusion.** Instill across our community a welcoming environment for all participants regardless of race, gender, religion, sexual orientation, ethnicity, nationality, ability or socioeconomic status.
- 2) **Expand Gender, AWD, Racial and Sexual Orientation Diversity.** Create and sustain targeted outreach and engagement opportunities to recruit and retain the involvement of all genders, ability, race and sexual orientation.
- 3) **Celebrate Our Differences.** Reflect the growing diversity of artistic swimming with a dedicated campaign to raise awareness, foster belonging, and cultivate new or renewed involvement with the sport and USAAS.

Target Outcomes
<ul style="list-style-type: none"> <li>• Perception of USAAS and the sport of artistic swimming as very diverse and inclusive is high and positive</li> <li>• Measurable increase in diversity of athletes and other participants (coaches, judges, staff, etc.) – especially gender and racial/ethnic diversity.</li> <li>• All leadership completes certified DEI training.</li> <li>• Offer membership DEI training course .</li> <li>• DEI presence in all committees</li> </ul>

## EXEMPLIFY ORGANIZATIONAL EXCELLENCE

Improve organizational capabilities, business acumen and staff development. Increase revenue to support strategic initiatives and build financial stability.

### Strategies:

- | Target Outcomes  |
|--|
| <ul style="list-style-type: none"> <li>• Increase board engagement &amp; effectiveness (Independent Director direct integration)</li> <li>• Strategic process implementation (Op Plan)</li> <li>• High staff engagement, satisfaction &amp; retention</li> <li>• Transparent BOD communication</li> <li>• Increased # members</li> <li>• Increased total revenue (\$) and revenue from memberships, sponsors &amp; donors</li> </ul> |
- 1) **Governance Best Practices.** Strengthen board effectiveness with adoption and sustained adherence to best practices.
  - 2) **Business Strategy.** Ensure effective and regular business planning and implementation is a priority for the organization including strategic, operating and contingency/scenario planning.
  - 3) **Staff Empowerment.** Clarify job expectations, identify development opportunities and create opportunities for USAAS team members to demonstrate abilities and maximize impact.
  - 4) **Economic Solvency.** Ensuring funds are available to fund the things that we need to do. Identify areas across all current revenue streams that can be improved (fundraising, membership, event planning/execution, grant opportunities, sponsorship) and develop new revenue streams.
  - 5) **Exemplar Federation.** Builds and maintains effective international relationships through mentorship, prepare the next generation of USA representatives to serve in FINA, UANA and other international positions of prominence. Increase event hosting, event participation and social media engagement.

## APPENDIX

### Purpose & Values Development

To aid the discussion and plan development, the board and participating staff members were asked to respond to a couple questions during the planning session in December 2020. These are the questions and the word cloud of responses that resulted.



Lauren McFall Gardner	Board/General Athlete Rep
Stacey Chapman	Board/Independent Director
Keryhl Gantt	Board/Independent Director
Jennell Lynch	Board/Independent Director
Joanne Pasternack	Board/Independent Director
Kim Kohut	Board/Secretary
Linda Loehndorf	Past President
Olivia Ekberg	USOPC AAC Alternate
Chris Leahy	VP, Competitive Operations
Irene Hawes	VP, Olympic International
Michele Kraus	VP, Member Development
Ashley Johnson	VP, Diversity, Equity and Inclusion
Shari Darst	Education Director
Baylee Robinson	Events & Membership Director
Alyssa Jacobs	Communication & Partnership Mktg Coordinator
Morgan Bergquist	Membership Specialist
Lara Teixeira	HP Manager/Assistant Coach
Andrea Fuentes	Head Coach
Anna Voloshyna	Assistant Coach
Morgan Fuller Kolsrud	Board/USOPC ACC Representative

Vice President Olympic International  
Irene Hawes  
January 25, 2023

**1. Judges Training for World Aquatics Officials (Formally known as FINA)**

All of our International Judges attended the World Aquatics update training in Colorado Springs in December 2022. I am pleased to announce that all have passed the required testing. A big thank you to the Foundation for making this possible with the grant for Judges Education. Many of our World Aquatic Judges have been trained and are participating in training our Judges across the US. This is a big time commitment and they should be commended for giving their time to ensure that the US Officials are fully trained in the new rules and way of judging.

**2. World Aquatics Technical Controllers**

Bill May and Svetlana Malinovskaya have been fully trained and named to the World Aquatics Technical Controller list

**3. World Aquatics Evaluators**

Linda Lohendorf and myself have been named to the World Aquatics Evaluator list. At this time, we are the only nation with 2 evaluators. The list is not yet complete, as those Federations that submitted applications are awaiting the officials submitted to pass the required Judges Update training and test.

**4. Youth Team Trials**

The Youth team trials for 2023 was held in Denton, Texas at the Texas Woman's University. I am pleased to announce that the male athletes competing for a place increased from 1 athlete in 2022 to 4. A list of 30 athletes have been named for the next phase which will take place at the Youth National Championship in April 2023 in Buffalo, New York. It is an exciting time for Team USA as more 77 athletes participated in the trials.

Respectfully submitted

Irene Hawes



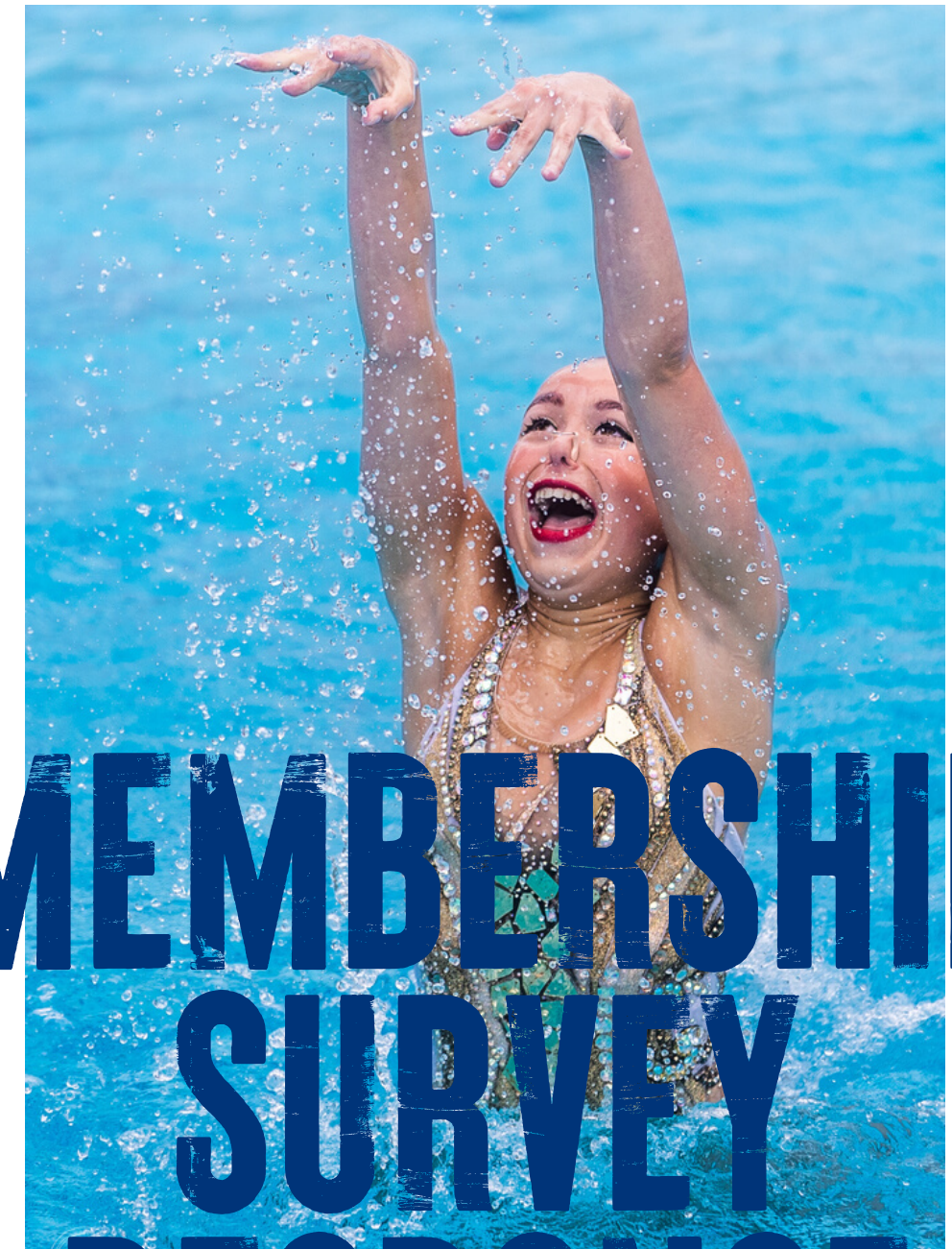
2022

AUGUST - SEPTEMBER



WE MOVE AS  
**ONE**

USA ARTISTIC SWIMMING



# MEMBERSHIP SURVEY RESPONSE



# TOTAL RESPONSES: 201

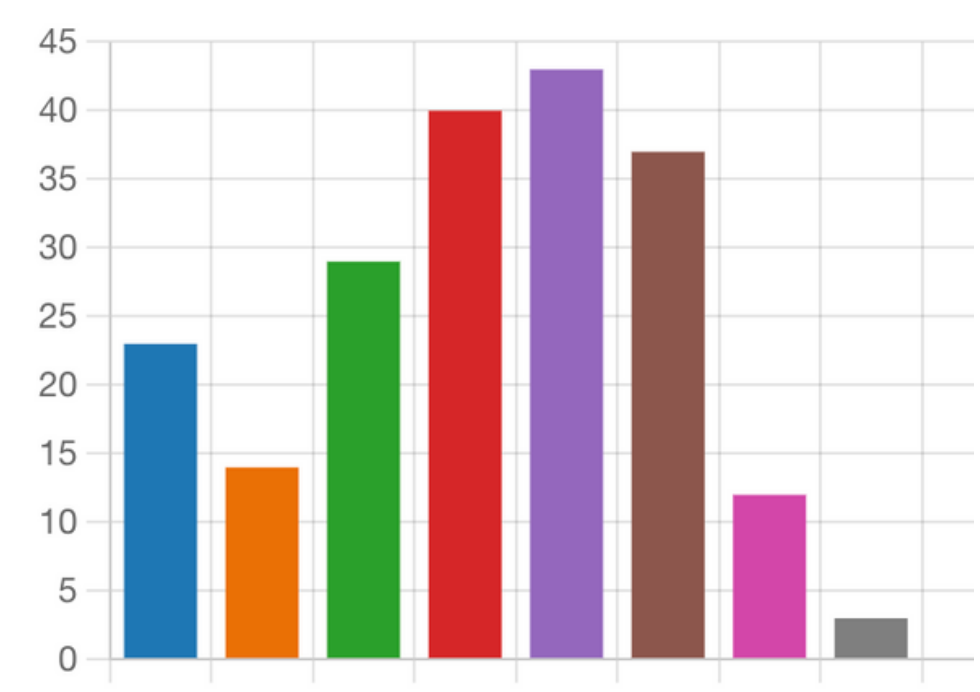
## ROLE

Athlete	82
Coach	42
Judge	14
BOD/BOG or Association/Zone ...	11
Parent/Guardian	52



## AGE

Under 18	23
18-29	14
30-39	29
40-49	40
50-59	43
60-69	37
70-79	12
80-89	3
90 or older	0



## MEMBERSHIP DURATION

How long have you been a member of USA Artistic Swimming?

[More Details](#)

Under 1 year	9
1-5 years	58
6-10 years	39
11-20 years	32
20+ years	63



## ZONE

Which zone are you in?

[More Details](#)

North	39
South	55
East	34
West	73

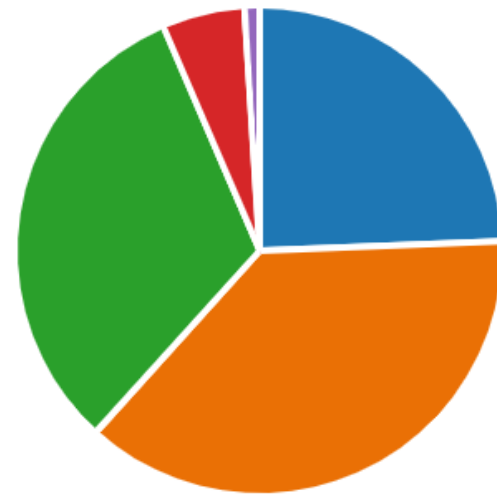


# SOCIAL MEDIA

How would you rate your level of satisfaction with content on social media?

[More Details](#)

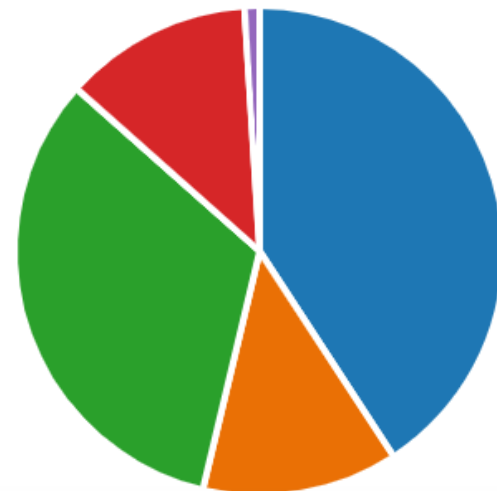
Very Satisfied	49
Somewhat satisfied	75
Neither satisfied nor dissatisfied	64
Somewhat dissatisfied	11
Very dissatisfied	2



What social platform do you follow most for USA Artistic Swimming updates?

[More Details](#)

Email	82
Website	26
Instagram	66
Facebook	25
Other	2

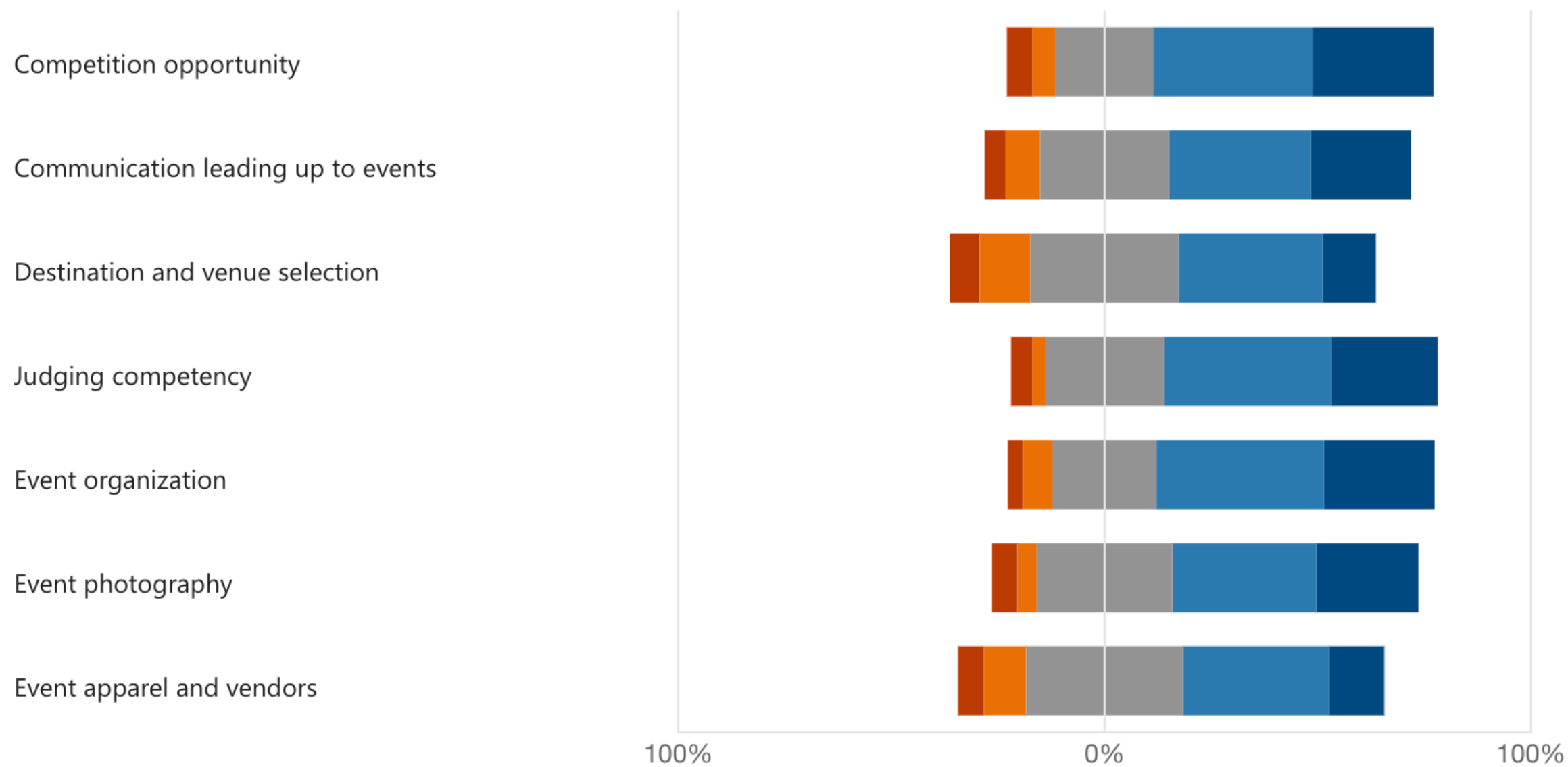


# EVENTS

7. Rate your satisfaction with national events. 5 being the highest and 1 being lowest satisfaction.

[More Details](#)

1 2 3 4 5

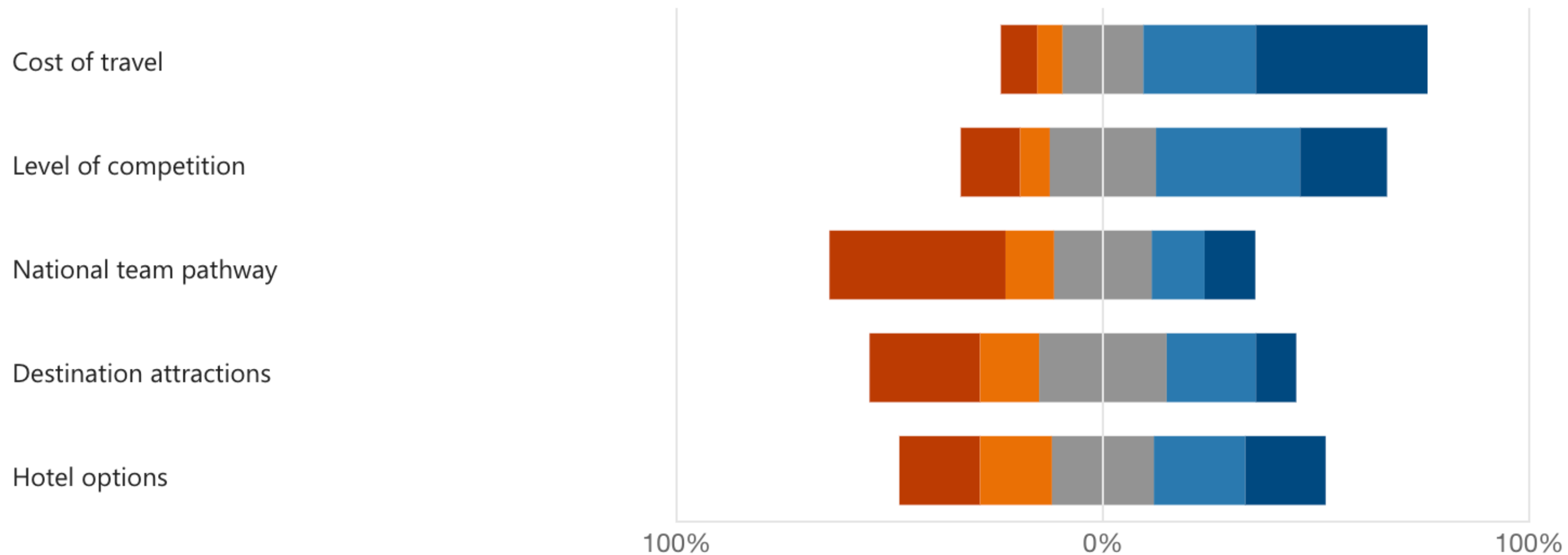


# EVENTS

Rank factors that influence your decision to attend a national event. 5 being highly influential and 1 representing no effect.

[More Details](#)

■ 1  
 ■ 2  
 ■ 3  
 ■ 4  
 ■ 5

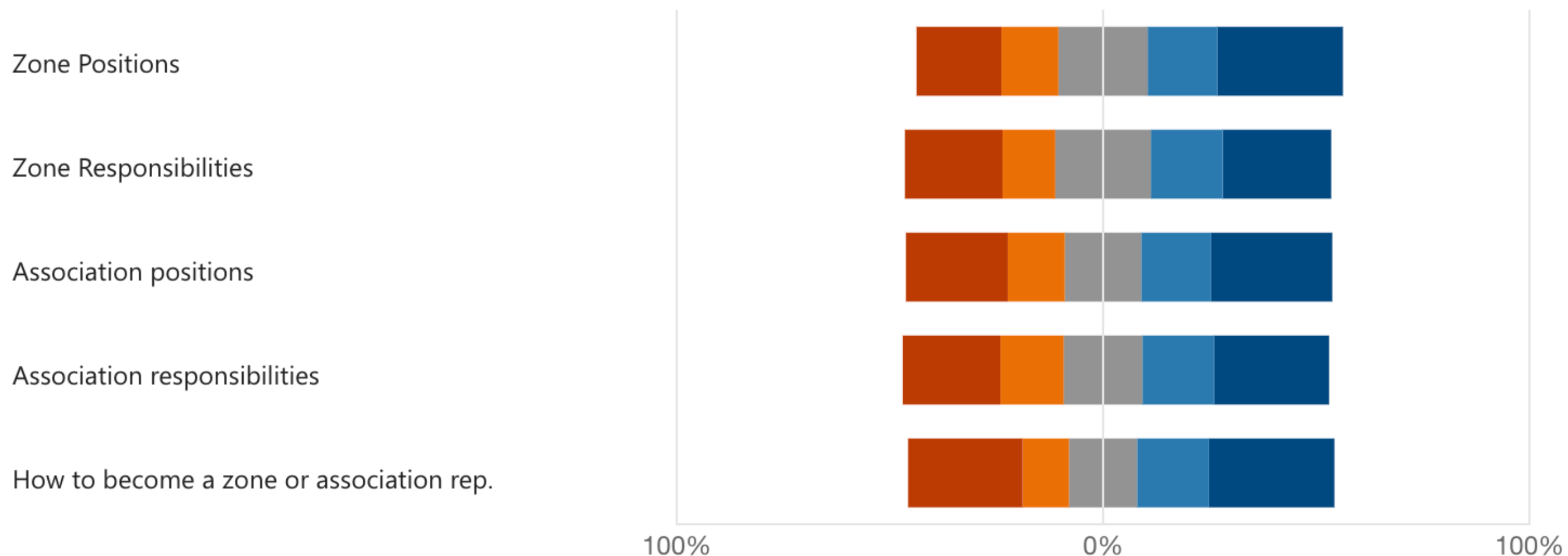


# ORGANIZATIONAL AWARENESS

Rate your understanding of USA Artistic Swimming Zones & Associations. 5 meaning you fully understand their function and organization and 1 representing no understanding.

[More Details](#)

■ 1
 ■ 2
 ■ 3
 ■ 4
 ■ 5



# PARTNER AWARENESS

1). How likely are you to prioritize purchasing from USA Artistic Swimming partners primarily because they support our sport and organization?

[More Details](#)

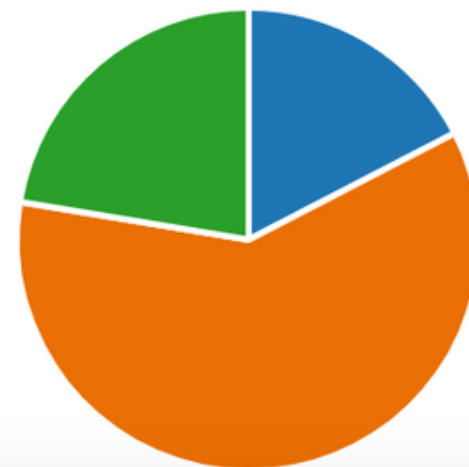
Very likely	33
Somewhat likely	78
Neither likely nor unlikely	62
Somewhat unlikely	15
Very unlikely	13



2). How would you describe your awareness of USA Artistic Swimming partners across all categories?

[More Details](#)






Aware	35
Somewhat aware	121
Not aware	45



# PARTNER SATISFACTION - TEAM IP

1. How would you rate your satisfaction with the availability and quality of national event merchandise provided by TeamIP?

[More Details](#)

 Very satisfied	9
 Satisfied	54
 Neutral	117
 Dissatisfied	16
 Very dissatisfied	5



# ATHLETES



WE MOVE AS  
**ONE**

14. What is the reason(s) you participate in artistic swimming? Select all that apply.

[More Details](#)

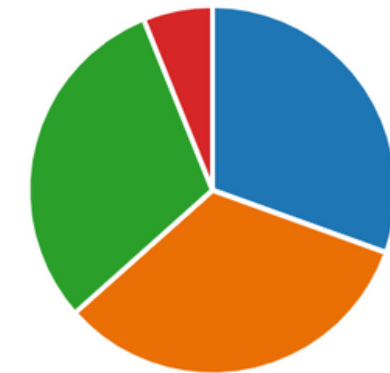
Physical Fitness	71
National Team/Olympic Opport...	13
Friendships	69
College Athletics Opportunities	13
Other	18



16. Approximately how much time do you spend training *outside of the pool/on land* each week?

[More Details](#)

Under 1 hour	25
1-2 hours	27
3-4 hours	25
5+ hours	5



15. Approximately much time do you spend training *in the pool* each week?

[More Details](#)

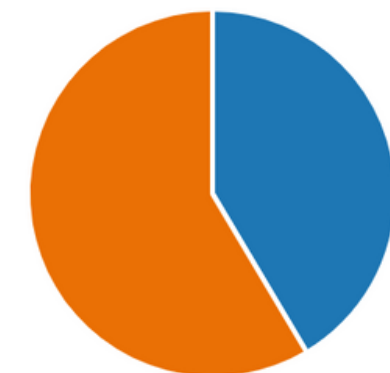
Under 1 hour	2
1-5 hours	45
6-10 hours	26
11-20 hours	6
20+ hours	3



17. Do you understand the pathway to earning a position in USA Artistic Swimming's national team program?

[More Details](#)

Yes	34
No	48





# COACHES

19. How satisfied are you with the CCP pathway program?

[More Details](#)

● Very satisfied	14
● Somewhat satisfied	20
● Neither satisfied nor dissatisfied	32
● Somewhat dissatisfied	5
● Very dissatisfied	1



20. How satisfied are you with the continuing education opportunities provided throughout the year? This includes online materials and in-person workshops.

[More Details](#)

● Very satisfied	12
● Somewhat satisfied	24
● Neither satisfied nor dissatisfied	27
● Somewhat dissatisfied	7
● Very dissatisfied	2



# JUDGES

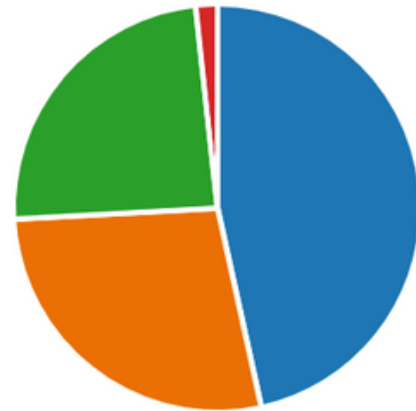


WE MOVE AS ONE

22. How many competitions do you judge each season (local and national)?

[More Details](#)

● Less than 1	27
● 1-5	16
● 6-10	14
● 11 or more	1



24. What limits you from judging more events per season? Please select all that apply.

[More Details](#)

● Cost travel	6
● Judge training	10
● Time off work	12
● Cost of meals/lodging	2
● Other	28



23. Are you satisfied with the pathway to become a national event judge?

[More Details](#)

● Very Satisfied	6
● Somewhat satisfied	10
● Neither satisfied nor dissatisfied	33
● Somewhat dissatisfied	7
● Very dissatisfied	2



# YOU SAID:

"WEBSITE IS VERY CLUNKY, COULD BE IMPROVED"

"THE WEBSITE IS DIFFICULT TO MANEUVER AND NOT USER FRIENDLY"

"A MORE USER FRIENDLY WEBSITE WITH LESS GLITCHES"

# WE AGREE!

OUR WEBSITE IS PROVIDED THROUGH THE UNITED STATES OLYMPIC AND PARALYMPIC COMMITTEE. THE BENEFIT OF HOUSING OUR WEBSITE ON THE USOPC PLATFORM IS A GREAT COST REDUCTION TO OUR ORGANIZATION. THE USOPC IS CURRENTLY IN THE PROCESS OF BUILDING OUT A NEW WEBSITE PLATFORM AND IS PLACING A HUGE EMPHASIS ON IMPROVING THE FUNCTIONALITY. WE ARE EXCITED FOR THIS CHANGE AND THANK YOU FOR YOUR PATIENCE!



# YOU SAID:

"STAY TO PLAY POLICY FOR MASTERS HAS ME BUMMED OUT"

"OUR TEAM DOES NOT LIKE BEING FORCED TO STAY AT A HOST HOTEL, WE PREFER AIRBNBS"

"IT FEELS LIKE USAAS IS ONLY WORRIED ABOUT THE KICKBACK FROM STAY TO PLAY"

# WE HEAR YOU!



STAY FOR PLAY HELPS TO KEEP REGISTRATION COSTS DOWN. WHEN STAFF AND OFFICIALS HAVE TO TRAVEL TO EVENTS TO RUN THEM, THE COMPENSATED ROOMS THROUGH STAY FOR PLAY HELP OFFSET THIS MASSIVE TRAVEL AND LODGING COST TO THE ORGANIZATION.

# YOU SAID:

"HOST MORE CLINICS FOR MASTERS ATHLETES"

"ANOTHER COMPETITION OPPORTUNITY FOR MASTERS ATHLETES"

"MORE COMPETITIVE OPPORTUNITIES FOR MASTERS ATHLETES, BRING BACK GRAND MASTERS  
CATEGORY"

# WE WILL KEEP THIS IN MIND!



THE CURRENT PARTICIPATION LEVEL FOR MASTERS ATHLETES DOES NOT SUPPORT THE  
ADDITION OF ANOTHER COMPETITION EVENT OR CLINIC. WE WOULD NEED TO SEE  
PARTICIPATION LEVELS RISE IN ORDER TO ADD BACK THE GRAND MASTERS CATEGORY.  
THE NUMBER OF PARTICIPANTS DOES NOT CURRENTLY SUPPORT A FULL SCHEDULE FOR  
OUR SINGULAR MASTERS CHAMPIONSHIP.

# YOU SAID:



WE MOVE AS  
**ONE**

"OFFER MORE OPPORTUNITIES FOR ATHLETES NEW TO THE SPORT, ADVERTISE TO THE LOCAL COMMUNITIES TO COME TRY IT OUT"

"CONTINUE TO MAKE FOLKS AWARE OF THE SPORT THROUGH AWARENESS CAMPAIGNS"

"THE SPORT NEEDS BETTER PR BEYOND THOSE THAT ARE ALREADY INVOLVED. IT NEEDS TO GENERATE INTEREST IN ATHLETES LIKE WOMENS SOCCER HAS DONE."

# LET'S WORK TOGETHER!



AS A NEWER AND MORE COMPLEX SPORT, WE FACE AN UPHILL BATTLE TO AWARENESS.

MUCH OF THAT AWARENESS EITHER COMES FROM THE OLYMPICS, WHICH IS WHY WE PROMOTE OUR NATIONAL TEAM SO HEAVILY, OR FROM LOCAL CLUBS BEING INTEGRATED INTO THEIR COMMUNITIES. WE HOPE TO HOST MORE BRAINSTORMING SESSIONS SO CLUBS CAN SHARE BEST PRACTICES AND EVERYONE CAN HELP TO INCREASE THE POPULARITY OF OUR INCREDIBLE SPORT. STAY TUNED!

# YOU SAID:



WE MOVE AS  
**ONE**

"HIGHLIGHT MORE CLUBS ON SOCIAL MEDIA INSTEAD OF NATIONAL TEAM"

"I WOULD LOVE TO SEE SMALL CLUBS REPRESENTED AND NOT JUST THE ONES THAT PLACE  
ATHLETES ON NATIONAL TEAM"

"FIND A BALANCE OF PROMOTING GRASSROOTS AND CLUB LEVEL ATHLETES WITH HIGH LEVEL  
ATHLETES"

# WE WILL WORK ON IT!



THE BIGGEST HURDLE TO ACHIEVING A MORE BALANCED SOCIAL MEDIA IS THE ABILITY TO  
GET HIGH QUALITY CONTENT. SCREENSHOTS OR PHOTOS FROM CELL PHONES OFTEN  
DON'T DO OUR SPORT JUSTICE DUE TO WATER LIMITING THE QUALITY OF THE CAPTURE  
AND MANY CASUAL FANS MAY JUDGE THE PROFESSIONALISM OF THE SPORT BASED OFF  
OF OUR NATIONAL PROFILES. WE PRIMARILY GET OUR CLUB CONTENT FROM OUR EVENTS  
BUT WILL WORK TO SOURCE MORE GRASSROOTS-LEVEL MATERIAL TO HIGHLIGHT EVERY  
LEVEL OF OUR SPORT.

# YOU SAID:

"THERE ARE TOO MANY LATE FEES AND NOT ENOUGH GRACE. IT FEELS LIKE THE ORGANIZATION JUST WANTS TO MAKE MONEY"

# THESE ARE TO ENSURE COMPLIANCE!

LATE FEES WERE CREATED TO INCREASE COMPLIANCE WITH STANDARDS SET AND ENFORCED BY THE USOPC AND FEDERAL GOVERNMENT. WE MUST ENSURE OUR COACHES HAVE THE CORRECT CREDENTIALS AND CERTIFICATIONS TO BE ON DECK OR WE RISK DECERTIFICATION AS AN NGB. AS A SMALL STAFF, WE DON'T HAVE THE BANDWIDTH TO BE CHECKING THESE HOURS LEADING UP TO COMPETITION SO THEY MUST BE SUBMITTED AND COMPLETED IN ADVANCE. IF WE WERE ABLE TO GET EVERYONE ON BOARD SONNER, THERE WOULD BE NO REVENUE GENERATED FROM LATE FEES!



WE MOVE AS ONE



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# YOU SAID:

"I AM CURIOUS THE METHODOLOGY THAT GOES BEHIND SITE SELECTION FOR NATIONAL EVENTS. THEY SEEM HEAVY IN THE EAST IN 2023"

# THERE IS A RHYME AND REASON!



EVENTS IN 2023 ACTUALLY HIT ALL FOUR ZONES! WHILE THERE MAY NOT BE A PERFECT BALANCE EVERY YEAR, WE TYPICALLY SPREAD THE EVENTS OUT IN EACH ZONE AND MAKE EVERY ATTEMPT TO ROTATE. THE NUMBER ONE FACTOR THAT GOES INTO SITE SELECTION IS AFFORDABILITY. WE ARE AWARE OF MANY AMAZING POOLS IN CENTRAL LOCATIONS THAT WE COULDN'T AFFORD UNLESS WE DRASTICALLY INCREASE REGISTRATION FEES.

THAT BEING SAID, IF YOU KNOW OF AN AWESOME POOL IN YOUR AREA THAT IS INTERESTED IN HOSTING US, PLEASE GET US CONNECTED!

# THINGS WE ARE ACTIVELY WORKING ON...

- A 'WELCOME TO THE SPORT' DOCUMENT FOR CLUBS TO DISPERSE TO NEW FAMILIES TO SIMPLIFY OUR ROLE AND FUNCTION
- CREATING NEW CONTENT TO ADVISE JUDGES ON RULE CHANGES FROM FINA
- GETTING OUR JUDGES UP TO SPEED ON UPCOMING JUDGING CHANGES
- REWORKING OUR ZONES AND ASSOCIATIONS STRUCTURE SO THEY MAKE MORE SENSE
- DECREASING THE NUMBER OF VOLUNTEERS AND REDUNDANCY IN POSITIONS



WE MOVE AS  
**ONE**

# **OTHER CONCERNS WE WILL BE ADDRESSING BUT COULD USE YOUR INPUT AND IDEAS...**

- **GROWING THE JUDGE POPULATION**
- **GROWING THE COACH POPULATION, KEEPING PEOPLE INVOLVED**
- **MAKING OUR DOCUMENTS AND PROCESSES EASIER TO UNDERSTAND FOR PEOPLE NEW TO THE SPORT**
- **CREATING MORE OPPORTUNITIES FOR NOVICE, INTERMEDIATE AND MASTER SWIMMERS**



WE MOVE AS  
**ONE**

# THANK YOU ALSO FOR YOUR POSITIVE FEEDBACK:

"OUR CLUB LOVES THE RISING STAR PROGRAM!"

"KEEP UP THE GREAT WORK - WE LOVE THIS SPORT!"

"I THINK THE NATIONAL OFFICE IS DOING A FANTASTIC JOB WITH A LIMITED BUDGET!"

"THANK YOU FOR ALL OF THE WONDERFUL OPPORTUNITIES PROVIDED!"