

DRAFT

**MINUTES OF A MEETING  
OF THE BOARD OF DIRECTORS OF  
NORTH JEFFCO SWIM TEAM**

**HELD:**

This regular meeting of the Board was held on Wednesday, May 2, 2007, at 7:30 p.m. at the Meyers pool. This is one week earlier than the Board's normally scheduled meeting. The agenda for this meeting is Attachment 1.

**ATTENDANCE:**

The directors in attendance were Carmen Babcock, Dawn Fredette, Ronnie May, Mitch Menezes, Brett Stoyell and Stephanie Urbanowicz. Jeff Geist, Bob Roybal and Cindy Pacheco were absent.

Also present was Evelyn Brown, team Business Manager. Mike Urbanowicz attended for part of the meeting to present issues he would like addressed by the Board.

**CALL TO ORDER:**

As a quorum was present, the meeting was called to order.

**APPROVAL OF MINUTES:**

The Board approved, with minor modifications, the minutes from the regular Board Meeting held on Tuesday, April 10, 2007.

**FINANCIALS**

The Board reviewed P&L statements (i) for January through April 2007 and January through April 2006, (ii) for April 2007 and April 2006, and (iii) for March 2007 and March 2006. The Board reviewed Balance Sheets for April 2007 and April 2006. It was noted that the roughly \$16,000 from the State Meet was received from CSI and was reflected in the financials. It was also noted that the billing for the long course season is not reflected in the financials reviewed and will only be reflected as payment is received. Board members requested that a line item for "cash donations" be added to the P&L statement.

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There was discussion about an accountant with non-profit experience to work on the team's tax returns. Evelyn met with one from Clifton Gunderson (large firm) who seemed qualified, but whose price seemed high. She reported on some of the comments he made regarding cash versus accrual accounting. These comments will be discussed at the next meeting of the Finance Committee. Stephanie provided a list of accountants from the Colorado Non-Profit Association website for additional leads.

## **PRESIDENT'S REPORT**

Dawn reported on discussions she had with Beth Graff of the NJP&R District.

1. The Swim Safe Swim Fair was not as successful as all had hoped. The team has flyers remaining from the event and Beth offered to include them with report cards that will be sent to children presently taking swim lessons at the Meyers pool. The Board thought this would be helpful and appreciated the offer.
2. Dawn provided an apology to Beth for an incident that occurred during set up for the last meet, when someone from NJST took a pool staff member to task over a misunderstanding.
3. Beth needs details for the May meet – time the facility should open, session times, number of swimmers, whether masters can swim in the morning. Brett responded that we would like the pool open at 5:30 a.m. and that the masters group could swim.
4. Beth commented that NJST's gear has spread to areas that are not officially assigned to the team. She requests that the team remove items no longer needed, consolidate its gear in approved locations, and tidy up the area at the base of the stairwell next to the Hospitality room. This same stairwell location has a blue basket that needs a wheel repaired. Brett will follow up on removing some unneeded gear.
5. Beth would like better communication about use of the Hospitality room. There are times when the district uses the room for training/meetings. She would like coordination so that everyone's needs can be accommodated. She also asked that the TV and DVD be removed; however, members commented that while the team owns these items, the pool staff uses these items for training from time to time. One of Beth's concerns is that the team not hold the District responsible if these items are damaged or stolen. There was discussion about using locking cables to secure these items in the room.
6. The team picnic is tentatively set for the week of June 11, 2007. The Board is considering June 13, 14 or 15.
7. The Board intends to hold its regular June meeting during the first week of June in order to have a meeting prior to the June long course meet at Meyers Pool.
8. A family has donated a refrigerator to the team. We need to pick it up and bring it to the pool. Dawn indicated this should be done before the May meet.

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### **MIKE URBANOWICZ'S PRESENTATION**

Mike provided written materials (Attachment 4) in advance of the meeting describing the matters he would like considered by the Board.

Mike started by stating that as a team we can do things better. It is not necessarily an issue of money. He summarized a letter from the parent of a nine year swimmer with NJST who left the team in April 2007. The letter expressed disappointment over the circumstances under which the swimmer left the team. Mike also mentioned a letter from May 2006 describing a swimmer's discontent over teasing by a coach. Mike then summarized his main points:

1. Fairness. Mike mentioned that it is important to avoid the perception by parents that their children are being treated unfairly or differently from other swimmers. Some discussion followed. Dawn agreed that the team does not want or support unfair treatment. Brett mentioned that he tries to keep the lines of communication open, but that coaches cannot always know everything about what is going on with a swimmer. He added that it is not productive for parents to take their issues to other parents. This feeds a rumor mill that can be harmful to the team. The proper course should be for a parent to bring the issue to the swimmer's coach and if they are not able to resolve the issue to bring it to the Board for a broader discussion.
2. NJST is Top Heavy (many older swimmers; few younger swimmers). Mike mentioned that the team is top heavy and is not growing in the younger age groups. Mike and the Board discussed that this is not a new issue. It has been the case for several years. There was discussion about some of the efforts many team members participated in last Fall to try to recruit younger swimmers, but there was acknowledgment that those efforts were not as successful as we had hoped. The Board is open to other suggestions on how to recruit younger swimmers. Mike mentioned a couple of things he saw at another team: (a) the head coach spending time with the younger swimmers, (b) older swimmers spending time with younger swimmers. Mike also suggested hosting a one day or half day fun meet for younger swimmers. There was comment that this has been tried in the past, but there was low participation.
3. Volunteers. Mike suggested that it would be a nice gesture for the Board to thank volunteers on deck during the meet. Members commented that we have implemented a policy of sending thank you notes to volunteers following meets.
4. Expectations for Communication with Coaches and the Board. Mike expressed disappointment with the turn around time on communication between himself and the Board or a Coach. He explained his policy of providing an e-mail response if the call does not appear time critical and that a phone response is in order if the matter is more critical. Some discussion followed. There is no disagreement that parents

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and swimmers who raise concerns should receive a response within a reasonable time.

5. General. In light of his written and oral comments, Mike stated that the Board should think about the reasons why a non-elite swimmer would choose to swim with NJST.

Mike left the meeting after his presentation. After the Board concluded its discussion of other business, Stephanie and Evelyn excused themselves from the meeting and the remaining board members discussed Mike's comments.

In response to item 4 above, the Board intends to send a written communication to the team discussing communication between members (parents and swimmers) and coaches, and between members and the board. The Board will review and consider Mike's comments as this communication is prepared.

Regarding item 3, the Board agreed that an in person thank you to volunteers during the course of meets would be a nice gesture, would be appreciated by volunteers and that we will work on this.

As mentioned above, item 2 is a not a new issue. It is one the team has struggled with for years, but the Board will continue to consider new ideas for recruiting and retaining younger swimmers. The Board noted that at this time of year we frequently lose young swimmers to summer league, for various reasons.

The Board is committed to fair treatment of all swimmers on NJST. If there is a perception of unfair treatment, the coaches want to hear from parents and swimmers so that the issue can be aired and amicably resolved. If parents are not satisfied after discussing the issue with their swimmer's coach, they should contact the board for a further discussion. The Board intends to make this intent and the process clear by sending the team communication described above.

## **DIRECTOR ITEMS**

1. Website and Sponsorship (Mitch Menezes). Mitch reported on his latest communications with Stacie Staub to: (i) have the trial team website on her company's servers taken down and (ii) obtain the information necessary to identify a new notice party for registration of the domain – [www.northjeffcoswimteam.org](http://www.northjeffcoswimteam.org) – so the Board will have control over it. Unfortunately, these latest communications were not very positive. As a result, the team's content is no longer at this URL, however, the site now states: "Domain for Sale." By e-mail Stacie has indicated that she will get with her staff to remove the website. It remains to be seen how this will be concluded.

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2. Fundraising Report (Jeff Geist and Stephanie Urbanowicz). Stephanie summarized their report that was sent out via email (Attachment 2). Stephanie has been working on a mailing to request donations for Concessions and Hospitality for the May and June NJST long course meets. This communication should go out this week. Stephanie also mentioned that while expenses for Concessions and Hospitality at the Pentathlon meet were higher than the cash donations from team members, the process worked well. The Board was pleased with the contributions received.

3. Treasurer's Report (Ronnie May). Ronnie mentioned that she is investigating questions she has about state sales tax and will report at a later time.

The Board accepted each of the reports described above.

## **COACHES' REPORTS**

1. Brett – reported that information went out by e-mail today about the team rafting trip scheduled for this summer.

2. Carmen's report is Attachment 3. Carmen mentioned that lane usage for long course practices this season will be reduced this summer by about 20% over last summer. The Board also discussed that lane usage fees have increased since last summer in the range of 50% to 60%.

The Board accepted these report.

## **OTHER BUSINESS**

Evelyn reported on the discount she is able to receive on the purchase of Hy-Tek Business Manager software. She also reported on the cost for a new laptop exclusively for NJST matters. The Board agreed that these purchases should be made.

Stephanie advised that the April 19, 2007, NJPR Board meeting was canceled and the May meeting had not been held yet.

Although Cindy was not present to report on the status of preparation for the May meet, Brett stated that he believed the meet planning is on track.

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**ADJOURNMENT:**

There being no further business to come before the Board of Directors at this time and upon motion duly made, seconded and unanimously carried, the meeting was adjourned.

The foregoing minutes constitute a true and correct copy of the minutes of the above-referenced meeting and were approved by the Board of Directors of the North Jeffco Swim Team.

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Secretary of the NJST Board

**Attachments:**

1. Meeting Agenda
2. Fundraising Report
3. Coach Carmen Babcock's Report
4. Materials Provided by Mike Urbanowicz

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**Attachment 1**

**AGENDA**

Monthly Meeting of the North Jeffco Swim Team

Date: Wednesday, May 2, 2007  
Time 7: 30 p.m.  
Location: Meyers Pool  
7900 Carr Drive  
Arvada, CO 80005

1. Call to Order
2. Approval of Minutes
3. Team/Committee Members Address the Board
  - a. Mike Urbanowicz
4. Financials/Budget – Evelyn
5. President's Report
6. Director Reports
7. Coaches Reports/Newsletter
8. Past/Ongoing Items:
  - a. May and June meet preparations
  - b. Lane management update
  - c. NJP&R Community Cleanup Day – reschedule a day for NJST only
  - d. Swim Safe Swim Fun Fair, April 28, 2007 – TJ attended to hand out NJST flyers
  - e. Spring Picnic
9. New Business
10. Other Business
11. Adjournment

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**Attachment 2  
Fundraising Report**

**Fundraising**

**Board Report May 2, 2007**

**Jeff Geist/Stephanie Urbanowicz**

**Fundraising Activities**

- **Food Donations:** Will be working with Ruth to increase the lead time for donated meals to ease the planning issues with hospitality.
- **June meet raffle-** No new information at this time.
- **Elitch Spring Spin:**
  - An estimated 181 tickets were sold with an estimated profit of \$953.99
  - Have no confirmation that we qualified for the \$750 bonus
- **Script Program** – \$90.26 from the 1<sup>st</sup> qtr 2007
- **Donated Meals for State** –
  - Final contributors:
    - Ken Mitchell - City Pizza & Pasta
    - Jennisa Prindavong - Panda Express (100th Church Ranch) & Wadsworth
    - Paul Woelfle - Noodles and Company
    - Chipotle - 88th & Wadsworth
    - Brad Harris – Subway
    - The Grillin' Gourmet
    - Catering Stellar Catering
  - Signed T-shirt given City Pizza to hang in their restaurant on 80th
- **Donated Meals for May meet** – In progress. Will receive update on Thursday
- **Cash Donations for Pentathlon** – Final Donation was \$595. The team paid out \$842.28 which includes some beverages that will be used for the May meet in both hospitality and concessions.

**ATTACHMENT 3  
 CARMEN'S MAY COACH'S BOARD MEETING REPORT**

**CARMEN'S MAY BOARD MEETING REPORT**

**Swimmer Numbers:**

Group	Total # of Swimmers	# of New Swimmers	# of Lost Swimmers	Last Year's Total
Gold	4	1	5 to summer club 2 to summer activities	5
Black	12		1 to summer club	6
Silver	11			13
Yellow	6		3 to summer club	3
Aqua	7	1	5 to summer club 1 to summer activities	2

\*Numbers may not be totally accurate as parents don't always tell us what they're doing.

\*Red group picked up three new swimmers this week and lost a bunch to summer activities and summer club.

**Time Standard Qualifiers:** Swimmers are noted according to their age at the time of the upcoming meet.

Meet / Time Standard	8&UG (1)	8&UB (2)	9/10G (1)	9/10B (1)	11/12G (2)	11/12 B (3)	13/14G (7)	13/14 B (8)	15+ G (3)	Total
Silver State		2		1			5			8
JO / State					2	3	2	6	1	14
Zones			1			1		2	2	6
Sectionals								2	2	4
NRT			1							1
State Records										

**Swim Meet Performance:**

Date	Meet	# of Swimmers	# of Swims	Best Times	% B.T.
4/15	SL Pentathlon	24	115	92	80%
4/27-29	TOP LC Open	21	177	124	70%

**Travel:** Long course state in Grand Junction.

**Work Out Schedule Notes:**

Summer schedule has been set and looks like the following for the age group groups. Lane use has not been approved by NJP&R, but the coaches will be sending to membership ASAP.

Red	Monday through Friday	SC	4-5:30pm	Eric
	Saturday		LC 8-10am	
White AM)	Monday through Friday	SC	4-6pm	Eric & Carmen (Wed.
	Wednesday		LC 7:30-9:30am	
	Saturday	LC	8-10am	
Aqua & Gold	Monday through Friday	SC	6-7pm	Becky, Carmen & Eric
Yellow	Tuesday through Friday	SC	6-7pm	Becky, Carmen & Eric

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Black	Mon., Tue., Thr., Fri. Mon., Wed., Fri.	LC SC	7:30-9:30am 5:30-7:30pm	Carmen
Silver	Monday through Friday Mon, Wed., Fri.	LC SC	7:30-9:30am 5:30-7:30pm	Carmen

**Notes:**

1. The IMX Camp put together by Brett and Ashley was really good. The age groupers who took part in the age group section, which Catherine Neimann (MACS), Nancy Richey (BLDR), and I wrote workouts for, was very well received. I heard many compliments for the idea Brett came up with. My swimmers are still waiting for tee shirts since we ran out and they were given to other teams first.
2. Brett, Ashley and I have started using the camcorder and Dartswim. We are still figuring out how to use the underwater camera, but should have everything needed to run it. I have started getting signatures on the thank you card.
3. Purchased a replacement Hytek TM 4.0 CD for the team, total was \$17.00, it has been put on the team computer purchased from the DL Fund and updated.
4. Have a preliminary plan in place for Eric's departure in the fall. More details to come as all people involved are met with and plans finalized.
5. Swim Fun Swim Safe fair was a bust. One family with two kids came in the first hour and then Ronnie and TJ left.
6. Due to the number of swimmers who have left for the summer lane use was reduced.

**New Business:** None

**Monthly Goals:** April Goals

Emphasize technique and skills in practice	Yes
Watch all age group practices	Yes
Update TM with new information and swimmers	Yes
Update website	Yes
Get out goal sheets for Long Course	Yes

**Monthly Goals:** May Goals

Emphasize technique and skills in practice	
Watch all age group practices	
Update TM with new information and swimmers	
Update website	
Get out goal sheets for Long Course	

**2006 / 2007 Goals**

More emphasis on kicking in practice.	
Team building including sportsmanship, leadership and practice environment.	
Perfect practices skill wise.	
Maintain current swimmer database on Team Manager.	
Send registration to CSI electronically as new members join the team.	
Get entries to other teams in a timely manner without errors.	
Attend NJST Board Meetings when not on a swim trip.	
Give copies of meet entries to each participating coach.	
Maintain open lines of communication with swim parents.	
Put out monthly team newsletter.	
Keep Lori Brown current on group changes from gold, black and silver for email list.	
Keep Evelyn informed of changes in groups for database.	

**ATTACHMENT 4**  
**MATERIALS PROVIDED BY MIKE URBANOWICZ**

NJST Board  
April 30, 2007

RE: Mike Urbanowicz April 10, 2007 letter to the Board

I was asked by Dawn Fredette to draft a letter to outline the issues that I brought up in my April 10, 2007 letter. I also want to strongly express that I did not write the letter to get staff dismissed. I wrote the letter because an event at Silver State showed me that as a team we can do a better job of serving our customers, the swimmers and their parents. Before I outline my concerns I feel that it is vitally important for you to know what caused me to write the letter.

During this past January's Silver State Meet there was a senior level official who made a mistake and was unwilling to correct it. The affected swimmer's coach went into a tirade advocating for their swimmer. The coach was loud and conducting themselves in a manner that would get an official thrown off the deck. The behavior was so pronounced that numerous parents came to me after the event expressing that they felt the coach was being a jerk and conducting themselves in a very inappropriate manner in front of the athletes. (This coach later exhibited this same behavior at Short Course JO's which prompted the spouse of a current NJ Board member to express the same concerns.) As an official I had seen coaches advocate for their swimmers but never to this level. All of this was occurring while I was about to be the meet referee for the Senior State Meet that was running in the afternoon. While I was observing the ongoing discussion I was pulled aside by Ken Ebuna, (the current CSI General Chairman) and shortly thereafter by Larry Greene, (a past CSI General Chairman) to talk to me about the ongoing situation. What impressed me was that both men independent of each other sternly told me the coach was doing his job advocating for their swimmer. They also both told me that the coach knew what all of the swimmers on their team were capable of. They also reminded me that as officials we are on deck for all the athletes. I accepted what Ken and Larry told me but still felt that the coach was out of control with their behavior on the deck. So, the next morning I approached Robert Eddy, (the current CSI Officials Chairman) about the unprofessional behavior of this coach. Robert stopped me cold before my second sentence was completed. Robert quickly and abruptly scolded me to say that a coach is always to go to bat for their swimmers. That is the coach's job. If senior CSI leadership recognizes the importance of a coach's passion toward their athletes then why should I not pay attention to the advice given me? This started me to ask a multitude of questions to various coaches and individuals holding high positions within CSI.

My first concern is that all athletes on the team are being treated fairly. On the USA Swimming website is an article that I have included as an attachment titled, "Coaching the Parents: Parents' Rights by Dr. Alan Goldberg" In this article it states that parents have the right to expect their coach to be just as interested in their child as in the team stars. It does not state or imply that children are to be treated equally. It states that parents have a right to expect the coach to be just as interested in their child as they are in the team stars. To me this means that you know when a swimmer achieves a Sectional cut. It also means that you know when and why a nine year member of the NJST has quit the team. It means that the departed swimmer's coach contact the swimmer and/or their parents. Does this mean a coach has to know everything about everyone on the team? Absolutely not! But, it does imply that they should know everything about the 30 or so swimmers that they are employed to coach. If as a team we do not have the means to track our swimmers best times and compare them to stated goals then team leadership should explore what is available to assist staff. These two examples may appear to be a simple oversight but to the affected individuals it is perceived as they are not as important as others on the team. Over the past two weeks I have presented both of these scenarios hypothetically to several high level CSI officials and coaches of other teams. To the person the response was the same. A shocked look with a, "your asking me this because these events really happened?" Followed up by, "how did the swimmers react to this?"

A sub component of being treated fairly is what does the team provide for the non-JO and above swimmer? We are

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a very top heavy team in regards to swimmer age distribution. I think that the question needs to be asked why we can't recruit and maintain younger swimmer numbers. We have high level swimmers traveling 30 minutes to swim for us yet the team struggles to recruit and maintain the younger swimmers in our local area. These B and below swimmers help to pay the team's Sectional and above swimmers operational cost and may provide sorely needed volunteers. These swimmers also have the potential to become JO swimmers as they grow.

I mentioned coach communication in my initial letter and only have two things to add. First, a team broadcast email is nice but volunteers truly appreciate when Board members and coaches thank them as volunteers. A simple in person thank you for helping and hope that everything is going well goes a long way towards keeping volunteers showing up. Since Silver State my questions about volunteers have lead to a common conclusion, that volunteers are just that, volunteers, and that coaches are paid professionals. And the treatment and expectations of each should be treated accordingly. Second, as a parent what should be a reasonable time frame for a response to a question? One business day? Two business days? One week? Two weeks?

My last area is team building. At Senior State I was talking with a head coach when suddenly the coach excused herself to address a swimmer sitting on the deck. I told the coach that I would return later but she said no please stay I want to talk to you. This coach then told her swimmer to, "get up and go cheer for your teammate. We came here as a team and you will cheer your teammate." What struck me about this coach's actions were the behavioral expectations that she demanded from her athletes. It was very apparent that all her athletes were part of her team. This is in stark contrast to some parents perceptions about the NJST. Our team leadership has not set the expectation that the team concept is important. As a coach directed, parent operated team this leadership should come from the staff. There needs to be a renewed emphasis that the organization is the North Jeffco Swim Team. This emphasis must encompass the majority of the parents and swimmers and not just the core individuals. It will require a cultural shift. In return for the fee subsidy given members of Sectionals group they should be required to interact or work with the younger swimmers. After all it is the younger swimmers fees that afford the excellent coaching our elite swimmers afforded. Team camaraderie must be emphasized within groups and between groups. What is critically important is to retain those swimmers that struggle to get Silver State, JO or Sectional times.

The question that needs to be answered is this. To each individual swimmer and their families, if they do not feel any recognition by or perceive any sincere interest in their efforts from their coach or teammates then why should they belong to the North Jeffco Swim Team?

Thank you for your time,

Mike Urbanowicz

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Home Swimmers Coaches Volunteers Swim Clubs Parents Shopping

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## Coaching the Parents: Parents' Rights



by Dr. Alan Goldberg

### (Competitive Advantage)

For your program to work you have to make a decision that parents are not the enemy, but the "good guys." You must be willing to work directly with them and be open in your interactions. Keep in mind that parents have rights and sometimes their questions of you are reasonable and important. Keep a professional stance even when you are being challenged. To help you do this, keep in mind the following rights of parents:

**1. YOUR TRAINING, BACKGROUND AND COACHING EXPERIENCE** - Parents have a right to know your technical expertise and experience in the sport. They have a right to know where you have been and what other clubs you have coached.

**2. THEIR CHILD WILL BE SAFE** - Parents have a right and an obligation to insure that their child will be both physically and emotionally safe with you. They have a right to be reassured that their child will not suffer physical or emotional abuse. Appropriate questions along these lines from the parents must be sensitively handled by the coach.

**3. YOUR COACHING PHILOSOPHY, VIEW OF COMPETITION, STRUCTURE OF PROGRAM** - Parents have a right to know what your program entails, how it will run, and your beliefs about teaching, winning, competing, what it takes to be successful, etc. The more these are clearly spelled out the smoother a program runs.

**4. THEIR CHILD WILL BE TREATED FAIRLY** - Parents have a right to expect you will be just as interested in their child as you are in the team star. Coaches who treat athletes preferentially depending on their ability always cause problems and contribute to premature drop-out in the sport.

**5. YOU WILL DEAL WITH THEM IN AN OPEN AND HONEST WAY** - It is reasonable for parents to assume that in your dealings with both athletes and them that you will be honest and trustworthy. This is a very reasonable expectation given that they are entrusting you with their children.

**6. YOU WILL CONDUCT YOURSELF IN A PROFESSIONAL MANNER** - Parents expect you to maintain a professional stance when dealing with their children and themselves. That you will maintain and enforce appropriate boundaries with the athlete, that you will act professionally at games and in all of your job related interactions.

Acting according to the six principles expressed above will greatly increase your chances for a positive relationship with the parents of the swimmers you coach. If you are having difficulty in your dealing with parents, reexamine your actions and attitudes according to these ideas. Remember that positive relationships with parents can positively affect your relationship with the athletes.

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## **Team Building and Team Spirit**



The concept of team: why is this important? Many independent folks would prefer to "just do their own thing," but most of them miss out on an invaluable experience: being a part of a team and identifying with the group. Football teams and basketball teams are required to wear a common uniform and depend on each other for their group's final result in a competition. Swimming is a bit different, in that each participant performs as an individual although relays require a group effort and team scoring fosters team identity. Swimming is constantly searching for ways to bring more kids into the sport and to retain them once we get them. Recruitment and retention can be fostered through the concept of team.

### **Who builds the team? How is the team built?**

The making of a team starts with the coach. What he or she does to make swimmers feel like a part of the group makes all the difference in the world. Not every swimmer can win the gold medal, but all can contribute positively to the team effort. Some do this through hard work, by challenging themselves and their teammates to improve. Others are great leaders, enthusiastic cheerleaders and "good sports." The more the coach can do to acknowledge and appreciate all positive contributors, the stronger they all identify with the team, even if they're not the ones scoring all the points!

Many coaches hate giving up water time for other activities, but team building is very important, even if it may occasionally cut into training time. Having meetings to discuss what makes the swimmers proud to be a part of the group is a great way to begin. Capitalize on these areas of strength and pride. Coaches should teach swimmers the history of the sport, the history of the team and how the current swimmers' contributions are making a difference for the future of the team and the sport. Understanding their involvement also gives the swimmers a greater sense of identity in the sport.

Team uniforming such as suits, caps, t-shirts, sweats, parkas, bags, towels, backpacks and even water bottles, helps build the concept of team. When the swimmers feel a part of the group, they are proud to wear the apparel. This also helps a club positively promote itself in the community. The more swimmers are out there showing off their team gear and representing themselves and the team positively, the more the club gets!

Plenty of other team building activities can be found on the internet or in other published materials. Some clubs do ropes courses or other physical challenges to encourage the athletes to rely on each other and trust each other to accomplish tasks. Other clubs do "get to know you" activities, where the athletes talk about themselves, and get to know each other on a deeper level beyond, "Oh, she's a butterfly." They learn that this teammate has a great singing voice or that she wants to be an architect when she graduates from college.



### **How does a team build spirit/loyalty/enthusiasm?**

Sometimes the coach has to lead, while other times outgoing swimmers take charge

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