



Virginia Swimming Board of Directors Handbook

v. August 30, 2023

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Mission, Vision, and Values

Mission: Virginia Swimming creates opportunities that promote sportsmanship and develop excellence through competitive swimming

Vision: To develop self-confident athletes with a life-long passion for swimming and strong life skills

Values: Athlete focused, excellence, inclusion, integrity

Overview of Virginia Swimming

The mission of Virginia Swimming is to create opportunity and promote sportsmanship in the pursuit of personal excellence. In pursuit of this mission, Virginia Swimming will:

- Provide opportunities for swimmers of all abilities to achieve to the highest level of their capability through effective, innovative, and inspired events and programs
- Support and sustain excellence among all non-athlete members through education, encouragement, and recognition
- Embody the highest standards of sportsmanship and, in recognition that swimming is but one part of our existence, promote those values that lead to success in all aspects of life

Virginia Swimming, Inc. is the local governing body for competitive swimming in the Commonwealth of Virginia, except the counties of Arlington and Fairfax and the cities of Alexandria, Fairfax, and Falls Church. Also included in Virginia Swimming's geographical boundaries are the counties of Camden, Currituck, and Pasquotank, which are located in the state of North Carolina. The OBX team in Dare County, North Carolina is also included in Virginia Swimming. A member of USA Swimming, the national governing body for competitive swimming in the United States, Virginia Swimming is one of 59 Local Swimming Committees (LSCs) and one of 12 LSCs comprising the Eastern Zone. In accordance with the Amateur Sports Act, USA Swimming sets rules for meets, establishes safety procedures, sets criteria for achievement levels, administers USA's national swimming teams, and promotes competitive swimming through research, education, and marketing.

In accordance with the standards, rules, regulations, and policies and procedures of USA Swimming, World Aquatics, and the Certificate of Incorporation of Virginia Swimming, Virginia Swimming has jurisdiction over the sport of competitive swimming and is responsible for the conduct and administration of swimming events within its geographic territory. In this capacity, Virginia Swimming formulates rules, establishes policies and procedures, conducts swimming meets and other programs, and disseminates information to the membership.

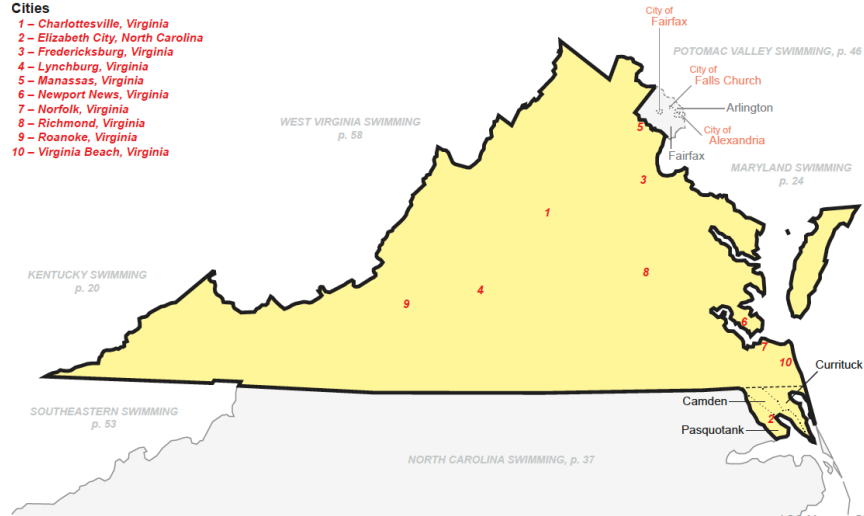
Virginia Swimming (VA)

Eastern Zone

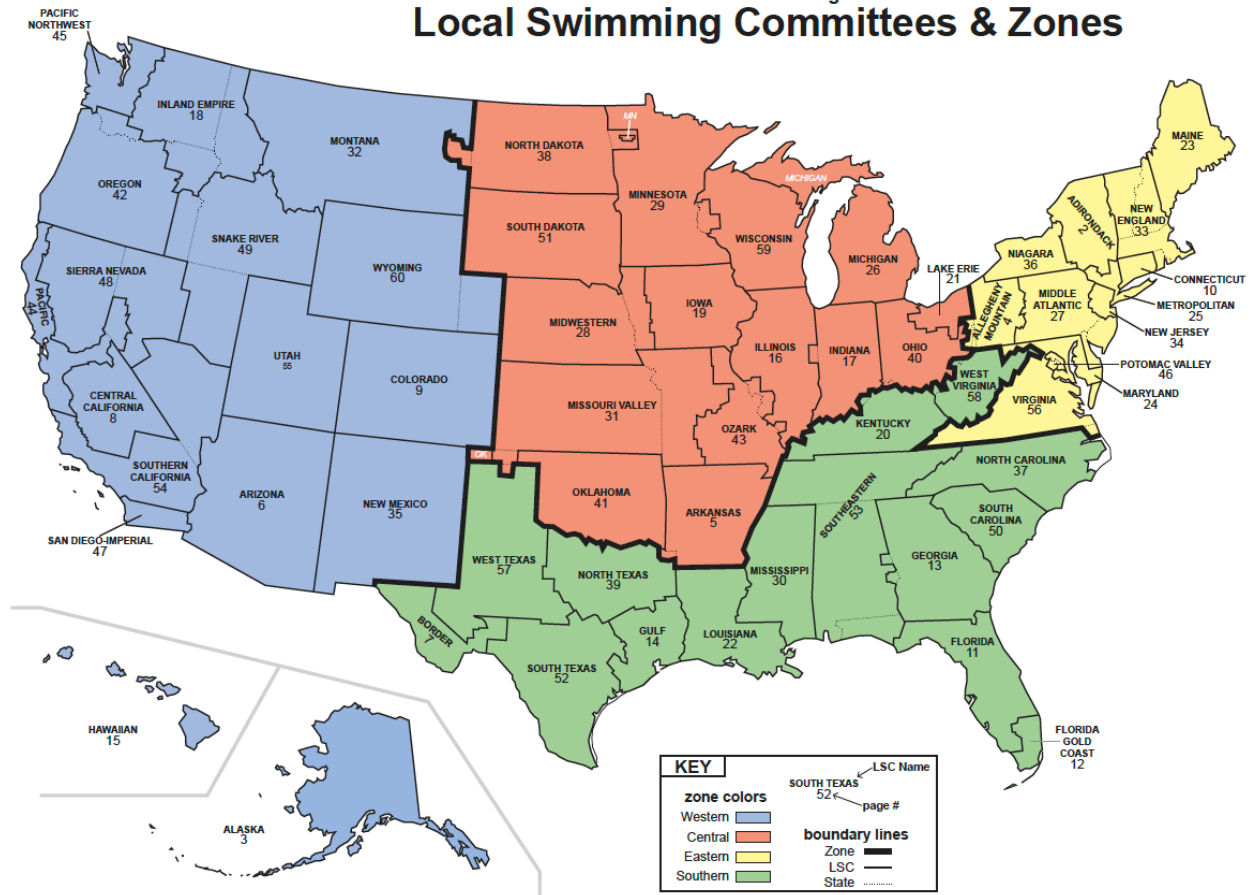
Commonwealth of Virginia, except Arlington and Fairfax counties and the cities of Alexandria, Fairfax and Falls Church; and including the counties of Pasquotank, Camden and Currituck in the State of North Carolina.

Cities

- 1 - Charlottesville, Virginia
- 2 - Elizabeth City, North Carolina
- 3 - Fredericksburg, Virginia
- 4 - Lynchburg, Virginia
- 5 - Manassas, Virginia
- 6 - Newport News, Virginia
- 7 - Norfolk, Virginia
- 8 - Richmond, Virginia
- 9 - Roanoke, Virginia
- 10 - Virginia Beach, Virginia



USA Swimming Local Swimming Committees & Zones



Governance Documents

Virginia Swimming, Inc. Bylaws — The bylaws are a legally binding document that outline how the Board of Directors and Virginia Swimming function. The bylaws must conform to a USA Swimming-approved template. Amendment requires 20 days of advance note and approval by a two-thirds vote of the House of Delegates. Any amendments approved by the House of Delegates subsequently require approval by USA Swimming. The current version of the bylaws can be found on the VSI website through the following link: [BYLAWS](#)

Policies and Procedures of Virginia Swimming, Inc. — The policies and procedures followed by Virginia Swimming are contained in a single document. The policies provide guidance on issues and practices that should not be detailed in the bylaws. Amending the policies requires 20 days of advance notice and approval by a majority vote of the HOD. The procedures provide details of how to implement the bylaws and policies. Amending the procedures requires 7 days of advance notice and approval by a majority vote of the BOD. The current version of the policies and procedures can be found on the VSI website through the following link: [POLICIES & PROCEDURES](#)

USA Swimming Rules and Regulations — The *Virginia Swimming Bylaws* and *Policies and Procedures of Virginia Swimming* sometimes make reference to particular sections of the *USA Swimming Rules and Regulations*. The current version of the *USA Swimming Rules and Regulations* can be found on the USA Swimming website at the following link: [USA-S R&R](#)

Strategic Plan

Virginia Swimming's most recent [strategic plan](#) was adopted February 7, 2022, and it covers 2022 - 2024. The overall purpose of the plan is to serve as a blueprint to guide Virginia Swimming during the current quad. The plan consists of the following components:

- A mission statement, vision statement, and core values
- A SWOT (**s**trengths, **w**eaknesses, **o**pportunities, and **t**hreats) analysis
- Nine broad strategic goals, each of which is supported by a series of objectives, strategies, milestones, resources needed, and responsible parties

Duties of the BOD (Per Bylaws)

The duties of the Board of Directors are established in the bylaws and are shown here:

- Establish and direct policies, procedures, and programs for Virginia Swimming
- Oversee the conduct of officers and staff
- Provide advice and consent on appointments

- Cause preparation of the annual budget and its presentation to the House of Delegates along with a recommendation for approval/disapproval
- Approve annual review/audit
- Call regular/special meetings of the Board of Directors and House of Delegates
- Retain independent contractors as necessary to conduct Virginia Swimming affairs
- Appoint other officers, chairs, and coordinators as needed
- Remove from office any board member, committee chair or member, or coordinator when the individual is not fulling his or her responsibilities

Legal Duties of a Non-Profit Board

Virginia Swimming is a non-profit organization. As such, it has the following legal duties:

Duty of Care — Each board member has a legal responsibility to participate actively in making decisions on behalf of the organization and to exercise his or her best judgment while doing so.

Duty of Loyalty — Each board member must put the interests of the organization before their personal and professional interests when acting on behalf of the organization in a decision-making capacity. The organization's needs come first.

Duty of Obedience — Board members bear the legal responsibility of ensuring that the organization complies with the applicable federal, state, and local laws and adheres to its mission.

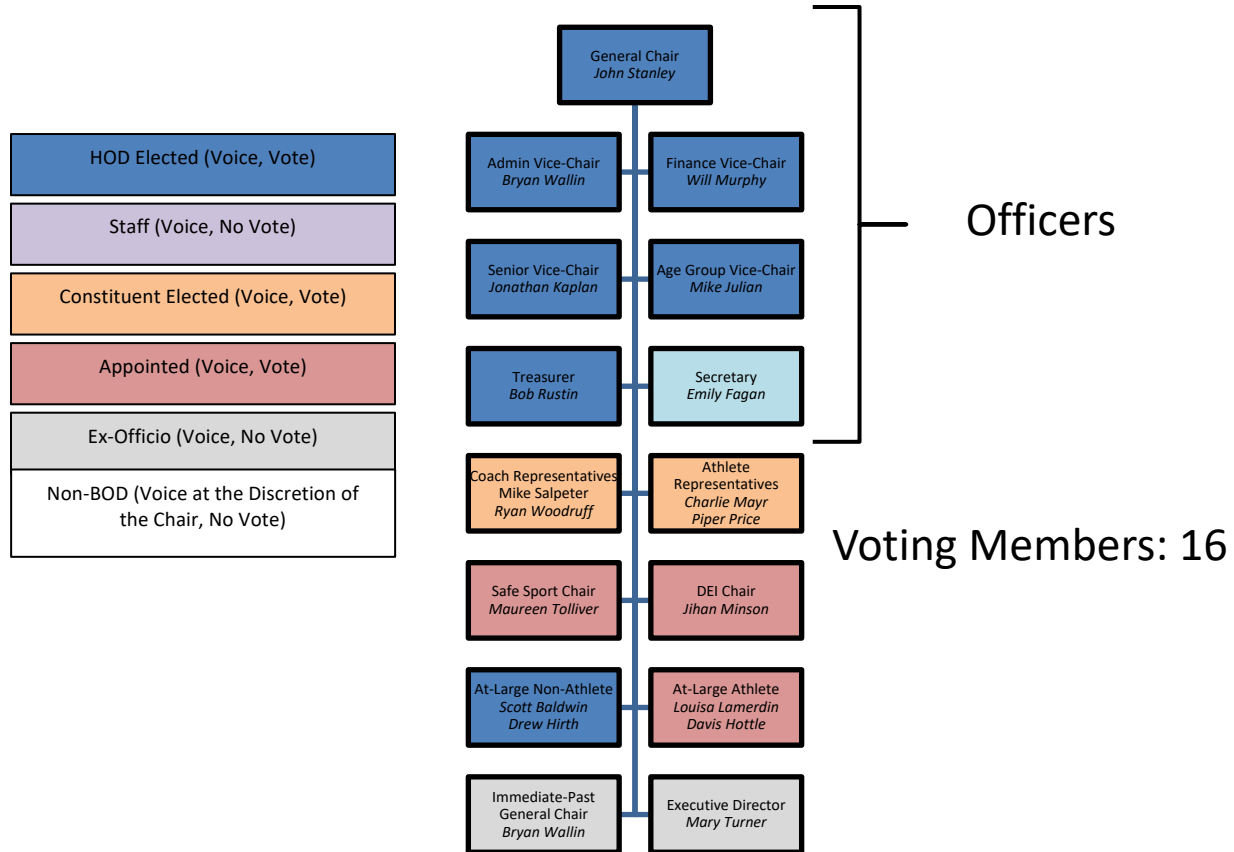
Code-of-Conduct and Conflict-of-Interest Statements

Upon election to the Virginia Swimming Inc. Board of Directors, each member will sign the Code-of-Conduct Statement (Appendix A) and Conflict-of-Interest Statement (Appendix B) approved by the Virginia Swimming House of Delegates. Annually, each member will sign a document asserting that he/she has complied with both statements during the past year.

Upon employment by VSI, the employee will sign the Conflict-of-Interest Statement (Appendix B) approved by the VSI House of Delegates. Annually, each employee will sign a document asserting that he/she has complied with the statement during the past year.

Any volunteer acting as an agent of VSI will sign the Conflict-of-Interest Statement (Appendix B) approved by the VSI House of Delegates. Annually, each agent will sign a document asserting that he/she has complied with the statement during the past year.

Board of Directors Structure



As shown on the above diagram, the Board of Directors currently has 18 members in a total of 19 positions (the same individual currently serves as both the Administrative Vice-Chair and the Immediate-Past President). The General Chair, Administrative Vice-Chair, Finance Vice-Chair, Senior Vice-Chair, Age Group Vice-Chair, Treasurer, and Secretary are officers. Each of these positions, with the exception of the Secretary, is elected by the House of Delegates and each of these positions has both voice and vote at Board of Directors meetings (the secretary has voice, but no vote). The coaches elect both a Senior and Junior Coach Representative to the board, with each representative having both voice and vote. Likewise, the athletes elect a Senior and Junior Athlete Representative to the board, with each representative having voice and vote. The Chair of the Safe Sport Committee and the Chair of the Diversity, Equity, and Inclusion Committee are also board members with voice and vote. Two At-Large Non-Athlete members are elected to the board, and the General Chair appoints 2 At-Large Non-Athlete members to the board. Each at-large member has both voice and vote. The Executive Director is also a board member with voice, but no vote. Finally, the Immediate-Past General Chair is a board member with voice, but no vote.

The Board of Directors oversees 7 divisions, each of which is responsible for one or more committees or coordinators. The Governance Committee reports directly to the board.

Administrative Division

- Diversity, Equity, and Inclusion Committee
- Hall of Fame Committee
- Officials Committee
- Open Water Committee
- Technical Planning Committee
- Rules/Legislation Coordinator
- National Times and Records Tabulation Coordinator
- Virginia Swimming Office

Age Group Division

- Age Group Committee
- Zone Team Coordinator

Senior Division

- Senior Committee

Finance Division

- Finance Committee

Athletes Division

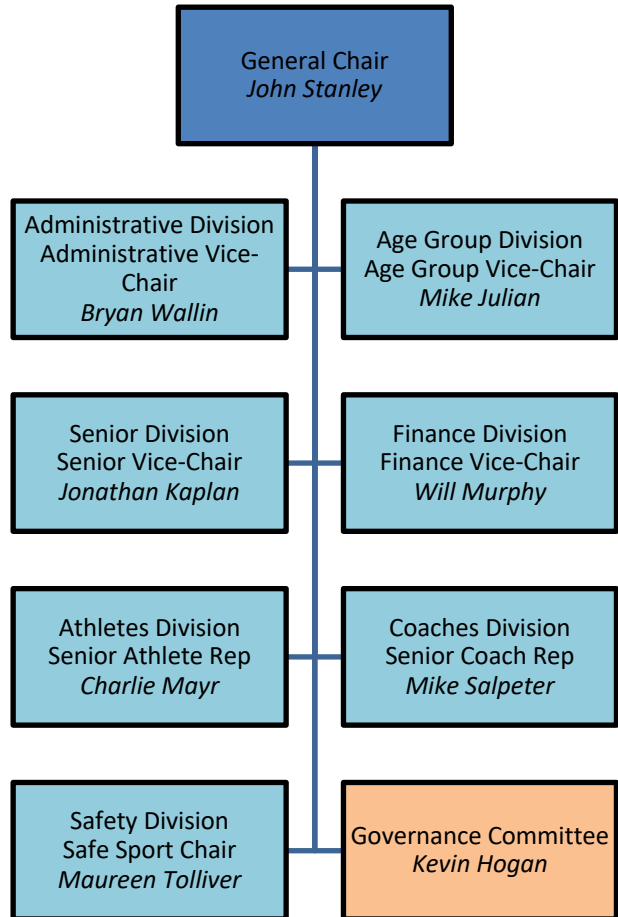
- Athletes Committee
- Scholarship Selection Committee

Coaches Division

- Coaches Committee

Safety Division

- Operational Risk Committee
- Safe Sport Committee



The Board of Directors meets as often as needed, approximately 8 times per year. An agenda is distributed prior to each meeting. *Robert's Rules of Order* govern the conduct of the meetings. A quorum of voting members (9) is required to hold a meeting. To save time, items that are unlikely to require discussion are placed on a consent agenda. A consent agenda is a packet of one or more items for collective approval without discussion. Any individual item can be "pulled" for individual consideration. Each meeting is documented with meeting minutes, which are posted on the Virginia Swimming website at the following link: [BOARD OF DIRECTORS](#)

Board of Directors, Committee Chairs, Coordinators, and Staff Contact Information

BOARD OF DIRECTORS			
POSITION	NAME	Email	PHONE
GENERAL CHAIR	JOHN STANLEY	JFSTANLEY1@GMAIL.COM	(540) 354-9856
ADMINISTRATIVE VICE-CHAIR	BRYAN WALLIN	THEWALLIN5@COMCAST.NET	(804) 389-2438
AGE GROUP VICE-CHAIR	MIKE JULIAN	COACHMIKEJ@NOVASWIM.ORG	(804) 405-9625
SENIOR VICE-CHAIR	JONATHAN KAPLAN	JONATHAN.KAPLAN@SWIMRICHMOND.ORG	(864) 508-2961
FINANCE VICE-CHAIR	WILL MURPHY	WAMURPHYCRNA@GMAIL.COM	(804) 301-8529
SECRETARY	EMILY FAGAN	VASWIMREG@GMAIL.COM	(434) 295-1582
TREASURER	BOB RUSTIN	BRUSTIN55@GMAIL.COM	(804) 276-9220
SENIOR COACH REPRESENTATIVE	MIKE SALPETER	COACHMIKE@TIDESWIMMING.COM	(757) 375-4394
JUNIOR COACH REPRESENTATIVE	RYAN WOODRUFF	RYAN.D.WOODRUFF@GMAIL.COM	(919) 943-6420
SENIOR ATHLETE REPRESENTATIVE	CHARLIE MAYR	SRATHLETEREP@VIRGINIASWIMMING.ORG	-
JUNIOR ATHLETE REPRESENTATIVE	PIPER PRICE	JRATHLETEREP@VIRGINIASWIMMING.ORG	-
SAFE SPORT CHAIR	MAUREEN TOLLIVER	MTOLLIVER@GMAIL.COM	(540) 288-3180
DIVERSITY, EQUITY, AND INCLUSION CHAIR	JIHAN MINSON	COACHJIHANM@CGBDSWIM.ORG	(215) 828-1138
AT-LARGE ATHLETE MEMBER	LOUISA LAMERDIN	ATHLETEREP@VIRGINIASWIMMING.ORG	-
AT-LARGE ATHLETE MEMBER	DAVIS HOTTLE	ATHLETEREP@VIRGINIASWIMMING.ORG	-
AT-LARGE NON-ATHLETE MEMBER	SCOTT BALDWIN	EDBALDWI@VT.EDU	(540) 998-2327
AT-LARGE NON-ATHLETE MEMBER	DREW HIRTH	DREW.HIRTH@GMAIL.COM	(804) 380-1821
EXECUTIVE DIRECTOR	MARY TURNER	MYTURNER525@GMAIL.COM	(434) 352-5451

COMMITTEE CHAIRS			
COMMITTEE	NAME	Email	PHONE
AGE GROUP	MIKE JULIAN	COACHMIKEJ@NOVASWIM.ORG	(804) 405-9625
ATHLETES	CHARLIE MAYR	SRATHLETEREP@VIRGINIASWIMMING.ORG	-
COACHES	MIKE SALPETER	COACHMIKE@TIDESWIMMING.COM	(757) 375-4394
DIVERSITY, EQUITY, AND INCLUSION	JIHAN MINSON	COACHJIHANM@CGBDSWIM.ORG	(215) 828-1138
FINANCE	WILL MURPHY	WAMURPHYCRNA@GMAIL.COM	(804) 301-8529
GOVERNANCE	KEVIN HOGAN	HOGAN.KEVIN.T@GMAIL.COM	(434) 962-7529
HALL OF FAME	JESSICA SIMONS	JRSIMONS@COMCAST.NET	(434) 295-1582
OFFICIALS	MICHAEL SIZEMORE	MCSizemore@GMAIL.COM	(540) 834-8120
OPEN WATER	SCOTT BALDWIN	EDBALDWI@VT.EDU	(540) 998-2327
OPERATIONAL RISK	GORDON HAIR	GRHAIR919@AOL.COM	(434) 960-0849
SAFE SPORT	MAUREEN TOLLIVER	MTOLLIVER@GMAIL.COM	(540) 288-3180
SCHOLARSHIP SELECTION	CHARLIE MAYR	SRATHLETEREP@VIRGINIASWIMMING.ORG	-
SENIOR	JONATHAN KAPLAN	JONATHAN.KAPLAN@SWIMRICHMOND.ORG	(864) 508-2961
TECHNICAL PLANNING	ANTHONY PEDERSEN	COACHANTHONY@SWIMRAYS.ORG	(703) 919-5889

COORDINATORS			
COORDINATOR	NAME	Email	PHONE
NATIONAL TIMES	MARY TURNER	MYTURNER525@GMAIL.COM	(434) 352-5451
RECORDS	JESSICA SIMONS	JRSIMONS@COMCAST.NET	(434) 295-1582
REGISTRATION / MEMBERSHIP	EMILY FAGAN	VASWIMREG@VIRGINIASWIMMING.ORG	(804) 514-8083
REGISTRATION / MEMBERSHIP	MARY TURNER	MYTURNER525@GMAIL.COM	(434) 352-5451
RULES / LEGISLATION	KEVIN HOGAN	HOGAN.KEVIN.T@GMAIL.COM	(434) 964-1944
ZONE TEAM MANAGER	MAUREEN TOLLIVER	MTOLLIVER@GMAIL.COM	(540) 288-3180

OFFICE STAFF			
POSITION	NAME	Email	PHONE
EXECUTIVE DIRECTOR	MARY TURNER	MYTURNER525@GMAIL.COM	(434) 352-5451
ADMINISTRATIVE ASSISTANT	EMILY FAGAN	VASWIMREG@GMAIL.COM	(434) 295-1582

Job Descriptions

General Chair

The General Chair is a member of the Board of Directors and is elected by the House of Delegates in an odd year for a 2-year term beginning September 1st of the year in which the election takes place. As long as the member is in good standing, he or she may serve in this capacity for 2 consecutive terms. The duties and powers of the General Chair are defined by the *Policies and Procedures of Virginia Swimming* as follows:

The General Chair shall oversee and have general charge of the management, business, operations, affairs and property of the LSC, and general supervision over its officers and agents; shall call meetings when and where deemed necessary; shall preside at all meetings; and, except as otherwise provided in these Bylaws and with the advice and consent of the Board of Directors, shall appoint committee chairmen and members for standing and special committees or coordinators as may be necessary to permit the LSC to effectively, efficiently and economically conduct its affairs. The General Chair shall report to the Board of Directors all matters within the General Chair's knowledge that the Board of Directors should consider in the best interests of the LSC.

In addition, the General Chair shall:

- Preside at the Executive Committee, Board of Directors, and House of Delegates meetings
- Be collectively responsible (along with the Membership/Registration Coordinator, Secretary, Finance Chair, and Treasurer) for seeing that all required reports and remittances are made to USA Swimming national headquarters
- Have the authority and obligation to:
 - Execute deeds, mortgages, bonds, contracts, agreements, or other instruments duly authorized
 - Sign checks, drafts, or other orders for the payment or transfer of money
- Serve as a member of the Personnel Committee
- Call special meetings
- Appoint up to 10 members as At-Large Delegates to the Virginia Swimming House of Delegates with the advice and consent of the Board of Directors
- Appoint, with the advice and consent of the Board of Directors, additional delegates to the USA Swimming House of Delegates, if votes are available
- Appoint, with the advice and consent of the Board of Directors, delegates to attend the May meeting of the Eastern Zone
- Fill a vacancy, with the advice and consent of the Board of Directors and, where applicable, the respective division vice-chair, on the Board of Directors, the Administrative Board of Review, the Governance Committee, a committee chair or a committee member

- Provide, with the Administrative Vice-Chair, general supervision of the permanent office staff

Administrative Vice-Chair

The Administrative Vice-Chair is a member of the Board of Directors and is elected by the House of Delegates in odd years for a 2-year term beginning September 1st of the year in which the election takes place. As long as the member is in good standing, he or she may serve in this capacity for 2 consecutive terms. The duties and powers of the Administrative Vice-Chair are defined by the *Policies and Procedures of Virginia Swimming* as follows:

The Administrative Vice-Chair shall conduct meetings in the absence of the General Chair and, at the request of the General Chair or in the event of the disability of the General Chair, shall perform all of the duties of the General Chair, and when so acting shall have all of the powers of the General Chair. The Administrative Vice-Chair shall chair, and have general charge of the business, affairs and property of the division that administers VSI business and affairs. The Administrative Vice-Chair shall aid in the development of policy and the coordination of the activities of the officers and committees within the division internally and with other divisions, committees, and coordinators. The Administrative Division shall be responsible for the creation and maintenance of VSI's Policies and Procedures Manual. The Administrative Vice-Chair shall be responsible to see that the Coach Representative elections are held in accordance with the *Policies and Procedures of Virginia Swimming*.

The Administrative Vice-chair serves as chair of the Administrative Division and is responsible for the oversight of the following officers, committees, coordinators, and areas as described in the *Policies and Procedures of Virginia Swimming*:

Administrative Division – Administrative Vice-chair

- Diversity, Equity, and Inclusion Committee
- Hall of Fame Committee
- Officials Committee
- Open Water Committee
- Technical Planning Committee
- Rules/Legislation Coordinator
- National Times and Records Tabulation Coordinator
- Office Staff (Executive Director, Administrative Assistant)
- Insurance
- Meet Sanctions
- Membership/Registration
- Special Events

In addition, the Administrative Vice-Chair has the authority and obligation to:

- Attend and participate in meetings of the House of Delegates and the Board of Directors

- Execute deeds, mortgages, bonds, contracts, agreements or other instruments duly authorized
- Sign checks, drafts or other orders for the payment or transfer of money
- Require periodic reports from the Registration/Membership coordinator
- Review meet announcements and issue meet sanctions or approvals
- Serve on the Finance Committee and the Personnel Committee
- Generally supervise, with the General Chair, the permanent office staff

Age Group Vice-Chair

The Age Group Vice-Chair is a member of the Board of Directors and is elected by the House of Delegates in an odd year for a 2-year term beginning September 1st of the year in which the election takes place. As long as the member is in good standing, he or she may serve in this capacity for 2 consecutive terms. The duties and powers of the Age Group Vice-Chair are defined by the *Policies and Procedures of Virginia Swimming* as follows:

The Age Group Vice-Chair shall chair and have general charge of the affairs and property of the division that develops and conducts the age group swimming program Virginia Swimming including meet management for all age group swimming meets sponsored by Virginia Swimming. The Age Group Vice-Chair is responsible for the oversight of the following committees and coordinators as described in *Policies and Procedures of Virginia Swimming*:

- Age Group Committee (Chair)
- Zone Team Coordinator
- All Star Meet Committee

In addition, the Age Group Vice-Chair has the authority and obligation to:

- Meet Evaluation
- Meet Management for VSI Sponsored Age Group Meets
- Age Group Program for 14 and under swimming
- Age Group Time Standards
- Attend and participate in meetings of the House of Delegates and the Board of Directors
- Review meet announcements for age group meets
- Develop, along with the Technical Planning Chair, meet announcements for end of season championship meets
- Oversee the development of qualifying times for end of season championship meets
- Coordinate the selection process for Age Group Swimmers of the Year

Senior Vice-Chair

The Senior Vice-Chair is a member of the Board of Directors and is elected by the House of Delegates in an odd year for a 2-year term beginning September 1st of the year in which the election takes place. As long as the member is in good standing, he or she may serve in this capacity for 2 consecutive terms. The duties and powers of the Senior Vice-Chair are defined by the *Policies and Procedures of Virginia Swimming* as follows:

The Senior Vice-Chair shall chair and have general charge of the affairs and property of the Division that develops and conducts the senior swimming program of Virginia Swimming including meet management for all senior swimming meets sponsored by Virginia Swimming. The Senior-Vice Chair will serve as the liaison to the Athlete Representatives and the Athletes Committee and shall be responsible to see that the Athlete Representatives' elections are held in accordance with the VSI Bylaws.

The Senior Vice-Chair serves as chair of the Senior Division and is responsible for the oversight of the following committees, coordinators and programs as described in the *Policies and Procedures of Virginia Swimming*:

- Senior Committee (Chair)
- Meet Management for VSI Sponsored Senior Meets

In addition, the Senior Vice-Chair has the authority and obligation to:

- Attend and participate in meetings of the House of Delegates and the Board of Directors
- Review meet announcements for senior meets
- Coordinate the selection process for Senior Swimmer of the Year awards

Finance Vice-Chair

The Finance Vice-Chair shall have general charge of the Finance Committee and Treasurer. The term of office begins September 1st of the year in which an election takes place. As long as the member is in good standing, he or she may serve in this capacity for 2 consecutive 2-year terms. The duties and powers of the Finance Vice-Chair are defined by the *Policies and Procedures of Virginia Swimming* as follows:

The Finance Vice-Chair shall have general charge of the committees and coordinators involved with finance (Finance Committee, Treasurer). The Finance Vice-Chair shall aid in the development of policy and the coordination of the activities of the officers and committees within the division internally and with other divisions, committees, and coordinators. The Finance Vice-Chair shall serve as the Finance Committee Chair.

The Finance Vice-Chair is responsible for the oversight of the following committees and coordinators as described in the VSI Bylaws:

- Finance Committee (Chair)

The Finance Vice Chair shall:

- Attend and participate in all meetings of the House of Delegates and the Board of Directors

- Chair the Finance Committee and have general charge of the affairs of
 - The functions of the Treasury
 - The development and implementation of an investment program for Virginia Swimming's working capital, funded reserves and endowment funds
 - The development and implementation of a marketing and fundraising plan for Virginia Swimming
- Prepare, in consultation with Virginia Swimming officers, committee chairs, coordinators, and Executive Director, an annual budget for the Virginia Swimming operations and present the budget for approval by the Board of Directors and the House of Delegates
- Cause to be conducted the audit required pursuant to the Virginia Swimming Bylaws and shall review the annual audit report and recommend acceptance and appropriate action, if any, with regard thereto by the Board of Directors and the House of Delegates
- Be responsible for the adequacy of Virginia Swimming's system of internal financial and accounting controls
- Together with the Treasurer, be ultimately responsible for Virginia Swimming's compliance with the Virginia Swimming Bylaws

In addition to the duties described above, the Finance Chair has the authority and obligation to:

- Attend and participate in meetings of the House of Delegates and the Board of Directors
- Serve as a member of the Personnel Committee
- Recommend to the Board of Directors the banks, trust companies, other depositories or custodians, investment companies or investment management companies for Virginia Swimming's funds
- Review the reconciliation of the LSC bank accounts on a monthly basis
- Review the corporation's annual tax returns
- Shall, along with the General Chair, Treasurer, Membership/Registration Coordinator, and Secretary, be collectively responsible for seeing that all required reports and remittances are made to USA Swimming national headquarters

Secretary

The Virginia Swimming Administrative Assistant serves as the Secretary. The Secretary is a member of the Board of Directors and serves with voice, but with no vote. The duties and powers of the Secretary are defined by the *Policies and Procedures of Virginia Swimming* as follows:

The Secretary, or a delegate, shall be responsible for keeping a record of all meetings of the House of Delegates and Board of Directors, conducting official correspondence, issuing meeting and other notices and making such reports to USA Swimming as are required by the Virginia Swimming Bylaws and shall perform the other duties incidental to the office of Secretary. The Secretary or staff of VSI's permanent office shall be custodian of the records and seal of Virginia Swimming and attest the execution of all duly authorized instruments. The Secretary shall cause to be kept at Virginia Swimming's permanent office copies of all minutes, official correspondence,

meeting and other notices, and any other records of Virginia Swimming. The Secretary's custody of the minute books and other records shall be as a fiduciary for Virginia Swimming and shall end when the Secretary leaves office and shall pass them on to the successor Secretary.

In addition to the duties described above, the Secretary is granted the authority / obligation to

- Attend and participate in meetings of the House of Delegates and the Board of Directors
- Receive written appointments from Clubs designating their HOD representatives
- Transmit within 30 days of each HOD or BOD meeting a copy of the minutes of the meeting to the respective members
- Shall, along with the Registration/Membership Coordinator, General Chair, Finance Vice-Chair and Treasurer, be collectively responsible for seeing that all required reports and remittances are made to USA Swimming national headquarters

Treasurer

The Treasurer is a member of the Board of Directors elected by the House of Delegates in an odd year for a 2-year term beginning September 1st of the year in which the election takes place. As long as the member is in good standing, he or she may serve in this capacity indefinitely. The duties and powers of the Treasurer are defined by the *Policies and Procedures of Virginia Swimming* as follows:

The Treasurer shall be the principal receiving and disbursing officer of Virginia Swimming. Except as otherwise directed by the Finance Chair and Finance Committee, or the Board of Directors, the Treasurer shall receive all moneys, incomes, fees, and other receipts of Virginia Swimming and pay all bills, salaries, expenses, and other disbursements approved by an authorized officer, committee chair, coordinator, the Finance Committee, the Board of Directors, or the House of Delegates, or required to be paid pursuant to the Virginia Swimming Bylaws. When authorized by the Board of Directors, income and expenses may be received and paid by a division, officer, committee, or coordinator, provided that the division, officer, committee, or coordinator promptly submits to the Treasurer an itemized report, duly attested by the division, officer, committee chair, or coordinator and either within the approved budget of such division, officer, committee, or coordinator, or authorized by the Board of Directors or the House of Delegates. The Treasurer shall be a member of the Finance Committee but may not be its chair. The Treasurer shall issue a monthly report listing the current budget variances by line item, all receipts, all expenditures, and the current fund and account balances for the month and the preceding month and for the fiscal year to date, together with such other items as the Finance Committee, the General Chair, or the Board of Directors may direct. The Treasurer shall also provide current monthly bank account statements to the General Chair.

The Treasurer shall:

- Have charge of and supervision over and be responsible for the funds, moneys, securities, and other financial instruments of Virginia Swimming
- Cause the moneys, securities, and other financial instruments of Virginia Swimming to be deposited in the name and to the credit of Virginia Swimming in such institutions as shall be designated in accordance with the Virginia Swimming Bylaws or to be otherwise invested as the Finance Committee or the Board of Directors may direct

- Cause to be appropriately segregated and accounted for any endowment funds, scholarship, or award funds and any similar special purpose funds or accounts
- Cause the funds of Virginia Swimming to be disbursed by checks or drafts, automated debits, or wire transfers upon the authorized depositories of Virginia Swimming, and obtain and preserve proper vouchers for all moneys disbursed
- Cause to be kept at Virginia Swimming's permanent office correct books of account and other financial records of all its affairs and transactions and such duplicate books of account as the Board of Directors, the Finance Committee, or the Treasurer shall determine. The Treasurer's custody of the books and records shall be as a fiduciary for Virginia Swimming and custody and fiduciary state shall end when the Treasurer leaves office and passes them on to the successor Treasurer
- Upon request and at reasonable hours cause such books or duplicates thereof to be exhibited to any member of the Board of Directors and upon application and at reasonable hours cause the monthly financial reports and the annual audited financial statement to be exhibited to any member of Virginia Swimming or USA Swimming
- Cause Virginia Swimming to be in compliance with the requirements of the Virginia Swimming Bylaws
- Have the power to require from the officers, committee chair, coordinators, or agents of VSI reports or statements giving such information as the Treasurer may determine to be appropriate or helpful with respect to any and all financial transactions of Virginia Swimming
- Make the books and records available and otherwise fully cooperate with those conducting the annual audit of accounts of Virginia Swimming and cause the preparation and timely filing of all required federal, state, and local tax returns, and other financial and tax reports with the applicable government official, and forward a copy of the annual financial statement and audit report and any federal tax return to the Secretary for submission to the Board of Directors and USA Swimming national headquarters in accordance with the Virginia Swimming Bylaws
- Have the power to appoint one or more assistant treasurers and delegate to them one or more of the Treasury functions, or parts thereof, and in general, perform all the other duties incident to the corporate treasury function

In addition to the above, the Treasurer has the authority and obligation to:

- Attend and participate in meetings of the House of Delegates and Board of Directors
- Sign checks, drafts or other orders for the payment or transfer of money
- Serve as a member of the Finance Committee
- Prepare the corporation's annual tax returns.
- Shall, along with the Registration/Membership Coordinator, Secretary, Finance Vice-chair and General Chair, be collectively responsible for seeing that all required reports and remittances are made to USA Swimming national headquarters

Coach Representatives

The Coach Representatives are members of the Board of Directors. Two Coach Representatives shall be elected, one each year for a 2-year term, or until their respective successors are elected. The election of the Coach Representatives shall be conducted via electronic vote and/or at a meeting called for that purpose by the Senior Coach Representative, the Coaches Committee, or the Board of Directors, and determined by a majority of the Coach Members in good standing present and voting or, failing that, at a time and place and in a manner designated by the Board of Directors. The duties and powers of the Senior Coach Representative are defined by the *Policies and Procedures of Virginia Swimming* as follows:

The Coach Representatives shall serve as a liaison between the coaches who are members of Virginia Swimming and the Board of Directors and House of Delegates. The Senior Coach Representative shall chair the Coaches' Committee.

The Senior Coach Representative serves as chair of the Coaches Division and is responsible for the following committees and coordinators as described in the *Policies and Procedures of Virginia Swimming*:

- Coaches Committee (Chair)
- All Star Team Members
- Coach Representative and alternate
- Zone Team Coaching Staff

The Senior Coach Representative has the authority and obligation to chair and have general charge of the business, affairs and property of the Coaches Committee.

In addition, the Coach Representatives shall:

- Attend and participate in meetings of the House of Delegates and the Board of Directors
- Select the Head Coach and the assistant coaching staff for the Zone Team
- Conduct the selection of the recipients of the Age Group Coach of the Year and Senior Coach of the Year
- Attend USA Swimming Annual Convention

Athlete Representatives

Two Athlete Representatives shall be elected, one each year for a 2-year term, or until their respective successors are elected. At the time of election, the Athlete Representative must (a) be an athlete member in good standing; (b) be at least a sophomore in high school or at least 16 years of age, (c) be currently competing, or have competed within the three (3) immediately preceding years, in the program of swimming conducted by VSI or another LSC; and (d) have his or her place of permanent residence in the Territory and expect to reside therein throughout at least the first half of the term (other than periods of enrollment in an institution of higher education). The balloting shall take place via electronic vote and/or at a meeting called for that purpose by the Senior Athlete Representative or the Athletes Committee, or failing that, at a time and in a manner designated by the Board of Directors. The newly elected Athlete Representative is the Junior Athlete Representative. Upon election of a new Junior Athlete

Representative, the current Junior Athlete Representative becomes the Senior Athlete Representative. The duties and powers of the Athlete Representatives are defined by the LSC Bylaws and the *Policies and Procedures of Virginia Swimming* as follows:

The Athlete Representatives shall serve as the liaison between the athletes who are members of Virginia Swimming and the Board of Directors and House of Delegates. The Senior Athlete Representative shall chair the Athletes' Committee and is responsible for the following committees and coordinators as described in the *Policies and Procedures of Virginia Swimming*:

- Athletes Committee (Chair)
- Scholarship Selection Committee

In addition to the above, the Athlete Representatives shall:

- Attend and participate in meetings of the House of Delegates and the Board of Directors whenever possible
- Attend the USA Swimming Annual Convention
- Undertake such other activities (a) delegated to it by the Board of Directors or the General Chair or (b) undertaken by the Committee as being in the best interests of the Athlete Members, the LSC, USA Swimming and the sport of swimming

Safe Sport Chair

The Safe Sport Chair is a member of the Board of Directors, appointed by the General Chair with the advice and consent of the Board of Directors. The term of office begins September 1st of the year in which an election takes place. As long as the member is in good standing, he or she may serve in this capacity indefinitely.

The Safe Sport Chair shall chair the Safe Sport Committee. The Safe Sport Chair shall also serve as the Safety Division Vice-Chair. The Safety Vice-Chair shall have general charge of the committees and coordinators involved with safety. The Safety Division Vice-Chair shall aid in the development of policy and the coordination of the activities of the officers and committees within the division internally and with other divisions, committees, and coordinators.

The responsibilities of the committees included in the Safety Division are specified in the *Policies and Procedures of Virginia Swimming* as follows:

- Operational Risk Committee
- Safe Sport Committee (Chair)

In addition to overseeing all aspects of the Safety Division, the Safe Sport Chair shall

- Receive safety recommendations from the operational risk chair
- Communicate, coordinate, and oversee the implementation of effective safe sport educational programs in Virginia Swimming
- Participate in workshops provided by USA Swimming and serve as a resource for clubs and members
- Assist clubs in achieving safe sport recognition

Diversity, Equity, and Inclusion Chair

The Diversity, Equity, and Inclusion Chair is a member of the Board of Directors and appointed by the General Chair with the advice and consent of the Board of Directors. The term of office begins September 1st of the year in which an election takes place. As long as the member is in good standing, he or she may serve in this capacity indefinitely.

The Diversity, Equity, and Inclusion Chair shall actively participate in the Eastern Zone Diversity, Equity, and Inclusion Committee and attend USA Swimming Diversity, Equity, and Inclusion workshops. In addition, the Chair shall provide leadership in the following areas as specified in the *Policies and Procedures of Virginia Swimming* as follows:

- Provide Diversity, Equity, and Inclusion education through various means (eg, round table discussions, trainings)
- Communicate information about Diversity, Equity, and Inclusion programs and activities to Virginia Swimming clubs
- Ensure that the VSI website reflects the LSC's commitments to diversity, equity, and inclusion
- Ensure that all sponsored programs and activities are inclusive and welcoming to all

At-Large Athlete and Non-Athlete Members of the Board

A minimum of 2 At-Large Athlete members are appointed to the Board of Directors such that the total number of athletes on the Board of Directors constitute at least 20% of its voting membership.

Two At-Large Non-Athlete members of the Board of Directors are elected by the House of Delegates in odd years. Term of office begins on September 1st in the year of the election and each member elected can serve 2 consecutive 2-year terms.

In addition to their inherent powers and duties as members of the Board of Directors, the At-Large Board Members, both athletes and non-athletes, shall have such powers and duties as may be delegated to them by the *Policies and Procedures of Virginia Swimming* manual, the General Chair, the Board of Directors, or the House of Delegates.

Ex-Officio Members of the Board

Ex-Officio members of the Board of Directors are governed by the following VSI Bylaws:

EX-OFFICIO MEMBERS – The following persons should be a ex-officio members of the Board of Directors during the time period in which they meet the defined status:

- The Immediate Past General Chair of VSI, if the individual is in good standing
- The Virginia Swimming Executive Director

Unless entitled to vote under another provision of the Bylaws, ex-officio members shall have voice but no vote in meetings of the Board of Directors and its committees.

House of Delegates

The House of Delegates consists of the following constituencies:

- Group member representatives: 4 members, at least one of which must be an athlete member, per club
- Board of Directors members: 19 members (currently at 18 due to one member serving in 2 positions)
- Non-athlete at-large house members: up to 10 members appointed
- Athlete at-large house members: a sufficient number of athletes appointed to ensure that athlete members constitute at least 20% of the voting membership of the HOD
- Other members:
 - Chair and members of the Governance Committee
 - Chair of the Administrative Review Board
 - Chair of the Operational Risk Committee
 - Chairs of the operational committees specified in the *VSI Policies and Procedures*
 - Coordinators specified in the *VSI Policies and Procedures*

The House of Delegates has the following duties and powers:

- Elect the officers and non-athlete at-large Board of Directors members
- Elect the officers and members of the Administrative Review Board
- Review, modify, and adopt the annual budget recommend by the Board of Directors
- Call regular and special meetings of the House of Delegates
- Ratify or prospectively modify or rescind policy and program established by the Board of Directors
- Establish joint administrative committees, or undertake joint activities with other sports organizations where deemed helpful or necessary
- Amend the bylaws of Virginia Swimming
- Remove from office any person not fulfilling his or her duties

The House of Delegates meets 2 times per year: the annual meeting occurs in the spring (April) and a regular meeting occurs in the fall (September). Meetings are conducted similarly to Board of Directors meetings. Each meeting is documented with meeting minutes, which are posted on the Virginia Swimming website at the following link: [HOUSE OF DELEGATES](#)

Budget Process

The Finance Committee prepares a budget in March for the fiscal year that will begin on September 1. The budget proposal is then reviewed by the Board of Directors and presented to the House of Delegates for approval at the Spring House of Delegates meeting. Projected revenue is derived primarily from registration fees and meet rebate fees, while projected expenditures are estimated from expenditures from previous years and proposals for new programs or program modifications that are submitted to the Finance Committee.

At the end of each month, a financial report that tracks revenues and expenditures throughout the fiscal year is sent to the Board of Directors and posted on the VSI website through the following link: [FINANCE COMMITTEE REPORTS](#)

Administrative Review Board

The Administrative Review Board (ARB) is authorized by the VSI Bylaws to hear complaints and appeals regarding administrative matters within VSI which do not rise to the level of Code of Conduct violations and are not appeals of sanction decisions. The ARB does not have jurisdiction to hear complaints regarding conduct that may violate the USA Swimming Code of Conduct or otherwise violate the policies, procedures, rules and regulations adopted by USA Swimming, or conduct that may bring USA Swimming, VSI or the sport of swimming into disrepute.

ARB CONTACT INFORMATION			
POSITION	NAME	Email	PHONE
ARB CHAIR	ART ANTHONY	COACHART.ECAT@GMAIL.COM	(757) 450-2152

Crisis Management Plan

This plan shall be implemented when any incident requires, or may require, communication with the public on the behalf of Virginia Swimming. **Only the individuals listed in this policy and acting within the scope and procedure below are authorized to make any statements.** All other individuals shall refer the media to the General Chair.

Step 1: Identify the Information Officer: Appoint a knowledgeable Virginia Swimming board member in a key leadership position who will be available and accessible throughout the crisis. This individual must be detail-oriented, thorough, and able to stay calm.

Step 2: Establish a Crisis Management Team: The team must be assembled within 12 hours of the crisis. The Crisis Management Team will consist of the following individuals:

- Information Officer
- Spokesperson
- General Chair
- Legal Counsel
- USA Swimming representative
- Supplemental Positions
 - Administrative Vice Chair
 - Senior Vice Chair
 - Age Group Vice Chair
- Situational Positions: The General Chair may include other individuals/coordinators as appropriate for the given situation.

Step 3: Identify Key Stakeholders: In addition to the Crisis Management Team, key stakeholders of Virginia Swimming must be determined for each crisis situation. Potential key stakeholders, as necessary, are as follows (list is not mutually exclusive):

- Board of Directors: Emails and phone numbers will be with the Information Officer at all times
- Staff and key volunteers: Emails and phone numbers will be with the Information Officer at all times
- Group Member representatives: Contact emails and phone numbers through the Registration Chair and/or Virginia Swimming website
- Officials: Contact emails and phone numbers through the Registration Chair and/or Virginia Swimming website
- Coaches: Contact emails and phone numbers through the Registration Chair and/or Virginia Swimming website
- Athletes: Use the Virginia Swimming website.
- Facility personnel (as applicable): Contact emails and phone numbers through member team representatives and/or internet
- Media and public: Contact local newspaper and television networks as appropriate

Step 4: Crisis Management Process: Once a crisis has been identified the information officer and General Chair will be notified and the Crisis Management Team will be assembled.

- The Information Officer will gather and confirm all the information pertaining to the crisis from relevant sources:
 - Determine what happened, when, and where
 - Determine who is affected
 - Identify the cause, if possible
 - Determine reaction to incident and possible repercussions

- Notify the Crisis Management Team via home phone, work contact, or cell phone
- The Crisis Management Team will:
 - Formulate a response and notify appropriate stakeholders
 - Establish a plan of action in response to the crisis and a timetable for required actions
 - Determine when there will be more information updates
 - Determine whether to take a proactive or reactive approach
 - Identify the resources needed to assist, support, and serve the community impacted by the situation
- Communications will be developed by the Information Officer and provided by the Virginia Swimming spokesperson

The Crisis Management Plan will be posted to the Virginia Swimming website under the operations tab for immediate accessibility. The plan be part of the Virginia Swimming Board of Directors' Handbook.

The Crisis Management Plan must be reviewed annually.

2021-2023 CRISIS MANAGEMENT TEAM			
POSITION	NAME	Email	PHONE
INFORMATION OFFICER	MARY TURNER	MYTURNER525@GMAIL.COM	(434) 352-5451
SPOKESPERSON	KEVIN HOGAN	HOGAN.KEVIN.T@GMAIL.COM	(434) 962-7529
GENERAL CHAIR	JOHN STANLEY	JFSTANLEY1@GMAIL.COM	(540) 354-9856
ADMINISTRATIVE VICE-CHAIR:	BRYAN WALLIN	THEWALLIN5@COMCAST.NET	(804) 389-2438
SENIOR VICE CHAIR	JONATHAN KAPLAN	JONATHAN.KAPLAN@SWIMRICHMOND.ORG	(864) 508-2961
AGE GROUP VICE CHAIR	MIKE JULIAN	COACHMIKEJ@NOVASWIM.ORG	(804) 405-9625
USA SWIMMING REPRESENTATIVE	KAITLYN PAWLOWITZ	BKPAWLOWICZ@USASWIMMING.ORG	(719) 238-2394
LEGAL COUNSEL	DAN SUMMERLIN		(540) 314-9086

Appendix A: VSI Board of Directors Code of Conduct Statement

The VSI Board of Directors (BOD) expects ethical, professional, and lawful conduct of itself and its members, including the proper use of authority and appropriate decorum when acting as VSI BOD members.

Specifically, the VSI BOD expects the following from its members:

1. Duty of Care: VSI BOD members are to discharge their duties honestly and in good faith. BOD members shall exercise the degree of care, diligence, and skill that a reasonably prudent person would exercise in similar circumstances.
2. Duty of Obedience: BOD members must abide by USA Swimming's governing documents (ie, the Articles of Incorporation, the Bylaws, the Rules and Regulations, and the Governing Policies) and Virginia Swimming's governing documents (ie, VSI Bylaws, VSI Policies and Procedures). While vigorous debate is expected and encouraged, BOD members are obliged to support the legitimacy and authority of the final determination of the BOD on any matter, irrespective of the member's personal position on the issue.
3. Duty of Loyalty: BOD members must demonstrate loyalty to the interests of Virginia Swimming, superseding any conflicting loyalties such as to segments of the membership, family members, advocacy or interest groups, affiliated entities, staff, other organizations, or any personal interests as a member of the organization.
4. BOD members must avoid any conflict of interest with respect to their fiduciary responsibility and abide by the Virginia Swimming Conflict of Interest Policy.
5. BOD members must not attempt to exercise individual authority over the organization.
 - a. BOD members' interactions with the executive director or with staff must recognize the lack of authority vested in individuals except when explicitly stipulated by the BOD.
 - b. BOD members must recognize that in their interaction with the media, the public, or other entities, they are not to speak for the executive director, the BOD, or Virginia Swimming, except to repeat explicitly stated BOD decisions.
 - c. BOD members will not publicly express individual judgments of the performance of the executive director or of other employees, other than when participating in the BOD's monitoring functions.
6. BOD members will treat one another and staff members with respect, courtesy, and honesty.
7. BOD members must respect the confidentiality appropriate to issues of a sensitive nature.
8. BOD members shall attend all meetings of the House of Delegates and the Board of Directors.
9. BOD members shall be informed about VSI's mission, vision, policies, and programs.
10. BOD members shall prepare for board and committee meetings by reviewing the meeting agenda and supporting materials.

11. BOD members should serve on committees and offer to take on special assignments as each individual's capacity allows.
12. BOD members shall advocate for VSI.
13. BOD members should suggest possible nominees to the board who can make significant contributions to the VSI.
14. A BOD member aware of credible information that suggests that a BOD policy has been violated by the BOD, a BOD member, or the executive director has an affirmative obligation to bring the concern to the general chair. If the general chair is the subject of the concern, it should be brought to the administrative vice-chair.
15. If a BOD member is alleged to have violated the Code of Conduct:
 - a. The general chair (administrative vice-chair, if the general chair is the subject of the concern) will have an informal discussion with the individual whose action(s) are questioned. If this is not successful in resolving the concern, then:
 - b. The general chair (administrative vice-chair, if the general chair is the subject of the concern) will put the issue on the agenda for closed session. The respondent BOD member will be allowed to present their views prior to the BOD determining whether the action violated the VSI Code of Conduct.
 - c. A BOD member found by a majority vote of the BOD to have violated the VSI Code of Contact may be subject to subsequent censure or other BOD action, as long as the action is consistent with the VSI Bylaws.

ACKNOWLEDGEMENT OF RECEIPT AND UNDERSTANDING

I acknowledge receipt and understanding of Virginia Swimming's Code of Conduct, and I pledge my full support of the spirit and the letter of the requirements contained therein.

Print Name

Signature

Date

Virginia Swimming Position

Appendix B: Conflict-of-Interest Statement

Those who choose to serve Virginia Swimming, whether as volunteers or paid professionals, are held to a high standard of conduct. Those who serve 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 avoid any real or perceived conflict of interest.

While no set of guidelines can completely define acceptable behavior, the principles that guide behavior in this area are disclosure, non-participation in the decision making process where personal or family gain is a possibility, and a commitment to honor the confidentiality of organizational information. All conduct is founded on the individual's own sense of integrity. Any individual accepting the honor of serving Virginia Swimming must accept the burdens of public disclosure and public scrutiny.

In our complex society, the mix of volunteer work, business interests, governmental activity, and family relationships often creates potentially conflicting interests. What is required is disclosure of potential conflicting interests when they arise, and strict nonparticipation in any evaluation process relating to the matter in question.

The following seven items reflect specific expectations by VSI of people signing this agreement. These items cannot and do not however completely define what is acceptable. They are intended rather as guidelines to what is acceptable conduct. Each individual must find his or her own way within this guidance.

1. A good faith effort must be exercised by those signing this statement to conduct the business of Virginia Swimming in observance of both the spirit and letter of applicable federal and state laws.
2. Virginia Swimming properties, services, opportunities, authority and influence are not to be used for private benefit.
3. Members of the Virginia Swimming Board of Directors will disclose the nature and extent of an actual or potential conflict of interest when it involves the award of contracts, the purchase of goods and services, the award of contracts for professional services, and the allocation of Virginia Swimming resources for individual use. Reimbursement for reasonable and customary expenses associated with travel to meets, meetings and conferences on behalf of VSI does not constitute a conflict of interest
4. Gifts, cash, travel, hotel accommodations, entertainment, or favors are neither to be given (except with full approval of the Board of Directors) nor received, except those of nominal value exchanged in the normal course of business. Gifts and favors of more than one hundred dollars (\$100.00) value should not ordinarily be accepted. If circumstances render it awkward to refuse such a gift, the donor should be thanked and told the gift is being accepted on behalf of and will be delivered to Virginia Swimming.
5. Expenses incurred in the furtherance of Virginia Swimming business are to be reasonable, necessary and (if twenty-five dollars or more) substantiated.
6. All are expected to exhibit honesty, loyalty, candor and professional competence in their relationships with Virginia Swimming and with each other.
7. Each individual has the responsibility to maintain the confidentiality of the organization. This includes both proprietary and sensitive information.

Should any individual(s) reasonably perceive that a conflict of interest exists or could exist, the situation shall be fully disclosed.

ACKNOWLEDGEMENT OF RECEIPT AND UNDERSTANDING

I acknowledge receipt and understanding of Virginia Swimming's Statement of Principles on Ethical Behavior and Conflict of Interest, and I pledge my full support of the spirit and the letter of the requirements contained therein.

Print Name

Signature

Date

Virginia Swimming Position