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## MAPPING A YOUNG COACHES EDUCATION

BY JOHN LEONARD

Yesterday, an ASCA Life Member told us that we should have a "roadmap" for young coaches education. Great Ideal Thank you. So, while nothing is "mandatory" about doing it this way, and members are free to take what they want when they want, here is the *ASCA Recommended Road Map* to basic Coaching education and competence.

First, take the ASCA/USA Swimming Level One Course. It is about the philosophy of our sport, and it's coaching. It is indeed, it's title, the FOUNDATIONS of coaching. Included are starter materials on teaching strokes, training athletes, working with parents, etc. It's Coaching 101. It make you competent to step on deck and assist swimmers and other coaches. Its minimal, it's the START. Test is taken on-line and reported to USA-Swimming for your coaching membership there, and to ASCA, to start your Certification process. You do need to also complete a Certification Application with ASCA to activate this. You can find one on our Website...[www.swimmingcoach.org](http://www.swimmingcoach.org)

Second, take the ASCA Level 2 – The Stroke School. This course is designed to make you aware of world class strokes today, and more importantly, teach you to Construct Strokes in practice. That's the primary thing that parents bring their children to you to learn...how to swim better. This is the





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**Fourth**, we recommend that you take the Administration School, which teaches you ways to conduct and run your program.... Don’t reinvent the wheel swim teams have been in operation for many years. Lots of good ways to do things have already been found and documented. Rather than trial and error, learn from past good ideas to operate your program... whether you are an assistant coach or a head coach, this is important information. Special sections on high school and college teams.

**Fifth, Level 5, the Leadership School.** We’re thinking of “flip-flopping” this course with our current Level 4 since every coach needs to be a leader. This teaches you how you become a leader and what to do with it once you have that remarkable ability. You lead your group, you may lead your team, you may lead your parents, you may contribute leadership to your LSC or High School association. It’s swimming specific and a great way to focus on your daily tasks.

**Next, once you’ve done the basic 5 Required Courses, ASCA**

**has 23 “Enrichment Courses” that cover many facets of coaching in an advanced and specific manner. Take them in any order you wish, as your interests dictate...much like when you were in college. We add an average of 1.5 courses a year.**

**SOMEWHERE IN THERE.....along the way, GET A MENTOR. Nothing is a better coaching education. All it takes is the simple question “Can I ask you some questions?” to a coach you admire and respect.**

**That takes some courage. But take heart. I’ve never heard of anyone rejecting anyone in our profession. Suck it up...ask someone for help. And when they help you, ask the next question... “Can I stay in contact with you so I can learn some more?”**

Do you have to take the courses in that order? No. Do we “encourage it?” Yes. They are specifically ordered to provide an orderly progression of basic information for the framework of your coaching career.

One FINAL NOTE.....HOW you take the course, matters. **LIVE CLINICS** (typically one day for required courses, and 1/2 day for some Enrichment Courses) are FAR BETTER learning experiences. You benefit from asking questions, listening to questions and answers from others, and the general interaction of live education. Yes, it costs money to travel and takes time. Not everyone can do it. If you can, try to do it. It’s much better. You get the “two for one” of presenter and manual.

**On-line Seminars – ASCA/USA Swimming Collaboration** – more than 30 a year. See USA-Swimming website for schedule. One hour in length, mid-day. Saved for later, non-live presentation. Avail yourself of these...worth ten ASCA Certification units per seminar. Experienced coaches sharing their information. Free.

**Home Study is convenient and easy.** Manuals are “loose leaf” to encourage you to ADD materials over time, as you find more articles you want to save on the same topic. Young coaches often don’t get “respect” from parents....and they ask me how to sell “their” ideas. You can’t. You’re too young for a parent ten years older than you to listen to you...but you CAN sell “expert power”. Expert power is what an experienced coach who is not you, says. You can pull out an article from David Salo on Breaststroke, or Jon Urbanchek on middle distance training, or Ira Klein on age group progressions and they have “instant credibility” with your parents...if you educate your parents on who those coaches are. You use “expert power” rather than, “in my opinion”. Parents aren’t interested in the opinions of young coaches very much, are they? With Expert Power in your corner, you’re ready to meet those challenges. And very coach in history before you, who succeeded, used Expert Power before you. We all do. Help yourself.

Coming soon....ASCA Level 2 School will be available “on line” with lots of video.

All the Best,



John Leonard

# WHAT I HAVE LEARNED FROM 10 TOP COACHES THAT CAN GROW YOUR SWIM SCHOOL BUSINESS

BY WAYNE GOLDSMITH - GOLD COAST, AUSTRALIA

## The Ten "Teachers"

1. Don Talbot
2. David Parkin
3. Eddie Jones
4. Bill Sweetenham
5. Tim Sheens
6. Forbes Carlile
7. Brian Smith
8. Phil King
9. Gennadi Tourerski
10. You

### Talbot: Lesson 1 - Be Prepared for Change

Take an honest look at yourself, your curriculum, your staff and your facility and be prepared to make the changes necessary for your swim school to be as great as it should be.

### Parkin: Lesson 2 - Be Prepared to Change

Stay strong to your core beliefs but be adaptable to change, to the needs of new generations, to new ideas and to new ways of doing things to meet the changing demands of your clients.

### Jones: Lesson 3 - Work at it

Be prepared to work harder, more often and more consistently than your staff and your opposition.

### Sweetenham: Lesson 4 - Learning

- Learn from everyone.
- Learn from every experience.
- Never stop learning.
- Learn faster = win sooner.

### Sheens: Lesson 5 - Be a Master of Your Craft

Know more about your business and "the swimming business" than anyone in the world.

### Carlile: Lesson 6 - Innovate

- Winning means being unique.
- Winning means doing it differently.
- No one pays for "cover-bands."
- Creativity wins. Copying kills.

### Smith: Lesson 7 - Communicate

- Leading is communication.
- Listen twice as often as you speak.
- Communicate with people the way they want to be communicated with.

### King: Lesson 8 - Attention to Detail

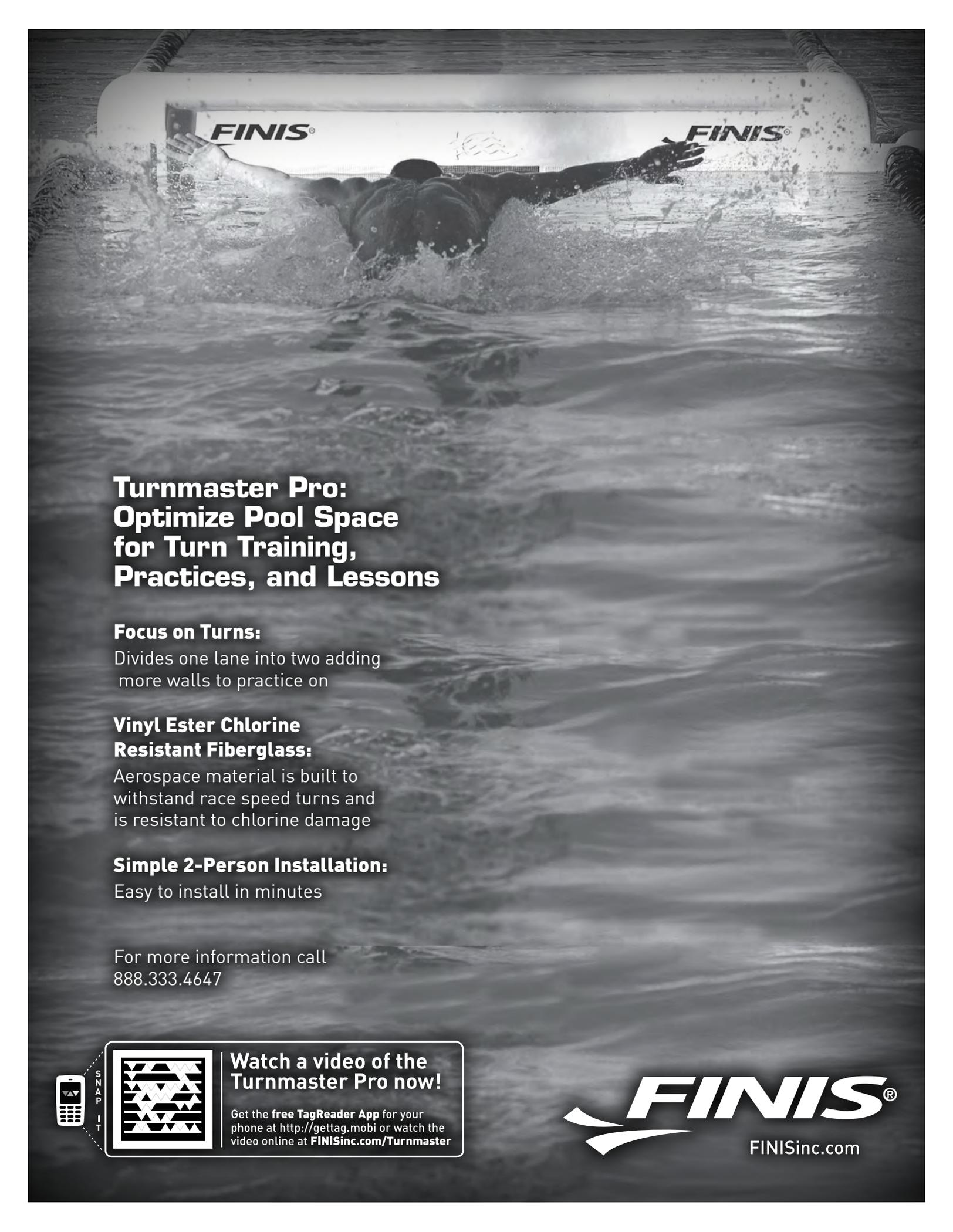
- There are no small things - everything matters to someone.
- Quality programs.
- Quality systems.
- Quality people.
- Quality facility.

### Touretski: Lesson 9 - Challenge Assumptions

- Challenge every assumption.
- There is no "one" way.
- There are no perfect solutions: no perfect LTS system.
- Dare to be different.

### You: Lesson 10 - You already know what you have to do

- You already know what you have to do.
- Your dad told you.
- Your mum told you.
- So, do it.

A black and white photograph of a swimmer in a pool lane. The swimmer is in the middle of a stroke, with their arms extended forward. The lane lines are white and have the FINIS logo on them. The water is splashing around the swimmer.

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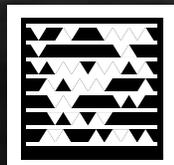
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# EARLY CAREER LEARNING

BY MICK NELSON

Mentoring is simply “outside the classroom” learning. It was actually the predecessor of on-line-learning or self help. Since our aquatic businesses did not afford us time to spend a week or a month with a prominent coach, I depended heavily on ASCA early in my career – for that matter my whole career. However I realized that coaching in a rural small town area in Central Illinois had its disadvantages when trying to gain the coaching education edge. I had all kinds of reasons NOT to make the effort. Too busy – Not enough money to travel – Too far to go – etc. Yet we found ways to help ourselves.

1. I went to meets a day early and spent time with a coach in the meet host area who was doing the job “better than most”. They never said no when I asked to visit a practice and ask questions. The likes of Don Watson and Dave Robertson and Paul Bergen and Don Sammons and Bob Steele and Gene Lees and Doc Counsilman and always welcomed this sort of thing. Sometimes I

could stretch it to 2 days – especially in the summer. Then we started taking our older athletes with us and doing training sessions with other teams. It was only 1 or 2 days at a time but do it 150 times over 35 years and see what you learn. There is always someone smarter than you are to learn from.

2. We tried a formal version of local or regional coaches getting together to share information and met with unpredictable results. What we did more successfully was found was a group of 3 to 4 coaches who wanted to train hard and share a lot so we set up training sessions with our teams on Fri night + 3 x on Saturday and 1 x on Sunday morning. We traveled to each other’s sites instead of going to a meet that weekend. We soon found others were interested in joining us. Simply do it and lead the way. Others will follow. Don’t expect someone else to do it for you.
3. During Thanksgiving and Christmas breaks we got together with 1 or 2 other teams and rented a long course indoor facility like IUPUI and took our athletes to train LC doubles. Coaches met and discussed workout strategy and classroom subjects for athletes. We basically set up our own

training camp. Our athletes learned a great deal during these 3-7 day training sessions. So did the coaches.

4. We always budgeted for attendance at ASCA World Clinic and other more local clinics. We went 2 days early and spent time watching local coaches train their athletes. I always looked forward to ASCA being on the west coast because that was the only time I could observe George Haines – Sherm Chavoor – Peter Daland – Flip Darr – and other legends of our sport. They also never even hesitated when I contacted them asking to attend a practice. If you already are going to buy an airline ticket – go early and learn.

MENTORING  
TAKES MANY  
DIFFERENT  
FORMS. WHEN  
ONE ISN'T  
PRACTICAL FOR  
YOU — LOOK FOR  
ANOTHER WAY.

# BOOK REVIEW BY JOHN LEONARD

“DEVELOPING SWIMMERS —  
A COMPREHENSIVE PROGRAM  
FOR IDENTIFYING, TRAINING  
AND COACHING EXCELLENCE”

BY COACH MICHAEL BROOKS



Published by Human Kinetics, available from ASCA  
at 1-800-356-2722.

Coach Brooks has been an emerging star in the coaching world for well over a decade now. With the publication of this book, Michael confirms his unique contributions to the thinking in our sport. This is not the typical swimming book.

Why not? Coach Brooks tackles topics that are much discussed on deck, but rarely if ever make it into print. Examples... Part One — Recognizing and Developing Talent. Part Four — Developing the competitive edge — Racing attitudes and tactics, Managing Meets for Racing Excellence and Selecting Meets and Events. In each of these, Michael goes into intellectual detail that is beyond anything yet published on this topic (especially about age group swimmers). This is a real contribution to swimming literature and we applaud his willingness to give us a thorough and complete set of thinking on these topics.

Along the way, Coach Brooks provides us with some different looks at refining stroke technique and some radically different ways to “view” our swimmers technical improvement. Similarly, his approach to the topic of Training and Preparing swimmers is both in-depth and specific with interesting workouts presented as concepts, but shown in exacting detail.

This is a DIFFERENT book, for age group coaching, on the order of importance of the publication decades ago, of “Sprint Salo”. As such, it’s a major contribution to the literature of our sport. Hard to imagine someone who coaches age group athletes being able to read this book without a highlighter working on every single page.

Congratulations Coach Brooks!

# THE FUTURE OF FINA

BY CRAIG LORD, REPRINTED FROM SWIMNEWS

## Introduction

In a series of articles in June, SwimNews will consider the future of the international swimming federation as delegates prepare for an Extraordinary Congress aimed at constitutional change 103 years after the organisation was founded.

The Federation Internationale de Natation (FINA) Amateur was founded on July 19, 1908 at the Manchester Hotel in London as the world gathered for the first Olympic Games to be held in the British capital. The founding father for FINA, George Hearn, of Britain, as joined by delegates from Belgium, Denmark, Finland, France, Germany, Hungary, and Sweden. Their mission: to codifying and standardising swimming, diving and water polo.

Almost 103 years later to the day, this July in Shanghai, FINA delegates meet once more in an extraordinary congress that will consider changes to the FINA Constitution. In June, SwimNews will consider some of the most pertinent issues involved and ask how FINA needs to change if it is to be fighting fit for the next 100 years of governance.

While constitutions as a whole ought not to be used as a barrier to progress, changing them requires caution, care and a recognition of the original intention meant when men (no women way back then, and still very few at the very top of the sport today) laid down the

foundations for more than 100 years of aquatics sports history.

Bertil Sallfors (SWE), FINA Honorary Secretary, summed up more than half a century of development in aquatic sports back at the 1960 Congress in Rome when he said: "The international importance of FINA has been built up by loyalty to the Rules and Regulations of the Organisation ... FINA is and always has been devoid of political opinions and exists only to strengthen the world's interest in swimming".

Go back to 1908 and Hearn, as President of the Amateur Swimming Association and the man about to press the button for FINA's future, said this: "... I thought that since the representatives of all Nations were in London for the Olympic Games of 1908, it would be a good opportunity to talk over the vexing question of amateurism and at the same time to compile a list of world records made under similar conditions and under proper supervision."

The relevance of those words to those gathering in Shanghai this July to vote on constitutional matters ought to be lost on no-one in the sport. They are a symbol of just how much times have changed.

Recent history reminds us that it was the poor or erroneous interpretation of rules that allowed world records to be set when there was a distinct difference in prevailing competitive conditions. It took a vote of Congress in July 2009, to set FINA back on track.

As for the term amateur, it is now all but irrelevant to FINA. FINA is a business (for that very reason, in part, the oft-used terms 'brand' and 'family' are open to interpretation and question). Many top swimmers earn a decent (in a few cases exceptional) living from their sport), while coaching is an established profession that is yet to gain the recognition from FINA and those who govern the sport that many feel is deserved by those who spend their lives serving as guardians of athletes and athletic excellence.

In the water, amateurs exist only through financial circumstance not obligation, while at Bureau level and beyond the financial and in-kind support granted to many who play a role in running and guiding aquatic sports is generous, even to the extent of allowing some to enjoy aquatic governance as a fully funded lifestyle. In short, a career, no matter how often some still talk of "volunteers".

Genuine amateurs and volunteers can, however, still be found aplenty in aquatic sports: for a portion of deck-side officials, time-keepers, lane judges, parents, teachers and coaches - and the central protagonists of the show; the swimmers - at the foot of the pyramid of worldwide swimming organisations, "the love of it" remains a driving force, cost more pertinent than reward when it comes to their financial situation. There is a wide gulf in experience on the spectrum of aquatic sporting excellence.

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AARON PEIRSOL, 5-Time Gold  
Medalist & World Record Holder

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3. On backstroke: Keep your head still and enter with your pinky first.
4. On breaststroke: Work to perfect the timing of your pull and kick.
5. On butterfly: Work to find a rhythm and build that into your stroke.
6. Believe in your coaches and your training regimen.
7. Fitness and nutrition are important. What you do outside of the pool counts!
8. Use starts and turns to your advantage. Think of turns as something to perfect and get ahead, not a place to rest.
9. Always have fun and enjoy the process.
10. Use **Auro-Dri®** Ear Drying Aid to protect your ears when you're done swimming.



Some background. Back in 1908, Hearn took the minutes of the meeting he chaired in London and topped his words with the title "Report of The International Swimming Conference". The founding nations, Britain, Belgium, Sweden, Germany, Finland, Hungary, France and Denmark registered their new body as the "International Swimming Federation", and it was not until a year later in Paris that the name "Federation Internationale [sic] De Natation Amateur" was born.

The purpose of creating FINA was straightforward: to bring order and structure to sport that lacked common direction, as Hearn put it. The cornerstones of a new FINA rule book laid down the law and imposed the new organisation's control from the outset in pursuit of cohesive and common standards: "... no nation shall institute, or allow to be instituted, within their jurisdiction, any Race or Competition, which shall have the title of a World's Championship". It would be 1973 before such a competition would be held officially.

The first FINA rules, drawn up in Paris in 1909, provided the very foundation on which the house of FINA was built. The most relevant and lasting of those was the standardisation of competitive conditions. In other words: fairness. On suits, the bottom line was this: "... no claim for Record can be considered unless all swimmers wear recognised costume with drawers under the costume".

In London 1908, it had been agreed that world records could only be set in "absolutely still water (i.e. without current or tide)" and would be recognised from a list of events that reflected the disparity of standards across a world divided by imperial and metric measures.

While records in all distances from 100 yards to 500 metres could be established in "a bath not less than 25 yards long", anything from 880 yards upwards required the pool to be at least 100 metres in length.

Other conditions to be met by record-breakers included the need to have started from a dive, except in the case of backstroke, a minimum of two timekeepers to clock the performance. In a quirk of its time, where three timekeepers could not agree, the average of all three times was registered as the record. A surveyor was needed to measure the pool, and records had to be applied for within 14 days of a time being recorded.

Nations understood, as they do today, the need for standardisation of the competitive environment. They understood that that did not include issues such as the natural skills and strengths of individuals, such as length of limb, morphology and lung capacity, nor did it involve any control of the financial, dietary and other advantages that some populations have over others. Such things stood for reason for 100 years until they were raised by some who supported shiny suits in 2008 and 2009 alongside suggestions that no competition was fair because people were not created alike. Congress in 2009 begged to differ and sense and balance were restored, the sport of swimming returned to a place where FINA controlled what it could control: the environment in which competition takes place.

That position has been widely supported throughout FINA's history. By Paris in 1909, 20 nations registered as being eligible for affiliation of FINA, including "Bohemia", Greece, Norway, Russia and Switzerland. By 1910, FINA listed as members Australia,

Austria, Belgium, Canada, Denmark, Finland, France, Germany, Great Britain, Holland, Hungary, Italy, South Africa, Sweden and the United States of America.

We end this introductory article to the series that starts next month with a short consideration of FINA's *raison d'être*, those items recorded as objectives, then and now:

1908:

- To draw up and enforce an Amateur definition acceptable to all nationalities, and under which the Sport shall be conducted.
- The mutual recognition of all suspensions
- The Framing of Regulations, under which the Worlds [sic] Records alone can be recognised
- To ensure that all contests open to the Federated Associations shall be organised under the Laws of the International Federation.

2008:

- to promote and encourage the development of Swimming in all possible manifestations throughout the world
- to provide drug-free sport
- to promote and encourage the development of international relations
- to adopt necessary uniform rules and regulations to hold competitions in Swimming, Open Water Swimming, Diving, Water Polo, Synchronised Swimming, and Masters
- to organise World Championships and other FINA competitions

- to increase the number of facilities for swimming throughout the world, and
- to carry out such other activities as may be desirable to promote the sport.

## Part 1 - Who Decides

Fundamental difficulties at the heart of FINA are the decision-making process, accountability, a reluctance to deal with the balls and chains of history that it could so easily free itself from and genuinely celebrate the fine history that is there for all to see (call it culture, and we shall return to that theme later in the series) - and communication, not just with the wider world of swimming but within the organisation. Time and again as a reporter I have spoken to senior figures at the helm of national, continental and indeed the international federation on critical issues only to be told "I don't know", "as far as I'm aware, we've never discussed that", "the Bureau had no say in that decision", and so forth.

There has been a tendency to blame one section or another for problems arising in the areas outlined above. But there are two sides to every coin and if accusations of abuse of position and power hold water, then so too does the view that those who feel left out, kept in the dark, believe decisions are taken in their name without their say so have a duty to ask questions, stand up, thump a tub and make sure that they are indeed informed all along the way and that they demand that of all who represent them and the sport of swimming at national and international level.

On suits in 2009, on the tragic death of Fran Crippen in 2010, in

common with other moments of crisis down the years, FINA has given the impression of being out of control, a lack of clarity leading to accusations of skulduggery or just plain incompetence. While such things cannot be ruled out, they are rarely the main cause of chaos.

For explanation of why things go wrong, it is helpful to look at where FINA finds itself on the treadmill of history and development. In one sense, amateur days are long gone, replaced by a sport that spends several million dollars a year on prizes to athletes (the spoils go to the few but the corresponding commercial conditions imposed apply to all), spends sizeable amounts each year on development schemes, attracts vast sums from selling broadcast rights and enters into substantial commercial deals with "partners" and "sponsors".

On the other hand, the professional part of FINA comes down to a small operation based in Lausanne and headed by executive director Cornel Marculescu, a man who wields considerable executive power and as the workhorse at the centre of aquatic sports exercises it. Constitutionally, he has no vote at executive level, and therefore no ultimate accountability for the things that FINA does or does not do. That rests with the Bureau of just over 20 individuals, most with a vote and led by an executive that includes FINA President Dr Julio Maglione, of Uruguay, Honorary Secretary Paolo Barelli, of Italy, and Honorary Treasurer Pipat Paniangvait, of Thailand.

Those last two titles, regardless of who holds the position, carry substantial influence yet they are a throwback to an era when the secretary did indeed do secretarial work and the treasurer did indeed

keep the books. Many argue today that those titles ought to be scrapped: the secretarial work and the book keeping work belongs to the professionals engaged to do that work under prevailing law and any relevant international standards and agreements. What is needed, say those who seek a more professional style of governance, is a board, remuneration attached and transparent in the books for all to see, with fixed tariffs for expenses and other costs that, again, are transparent.

The current system of "volunteers", some of who receive daily stipend rates so high that the sums cannot be considered as anything other than a living (but untaxed) wage, is common in international sports circles. Similar models can be found at the IOC, FIFA and many other international federations governing Olympic sports.

On the positive side, that system enables many who can far more comfortably be described as volunteers to take time out of work, sometimes away from family, to give of their time and energy and make a wonderful contribution to the sport and help to keep the show on the road. Time keepers, officials and others fall into this category, for example, while some who hold high office also double as officials who roll up their sleeves come the biggest of moments and play an active part in the running of meets on a number of levels.

On the negative side, the system is open to abuse. I know of commission members who have absolutely no knowledge or experience of the subject they are supposed to be an expert in, people who arrive, take their fee, pick up the kit, the t-shirt, the bag of freebies, eat the dinner, pick

up a fat expenses fee (untaxed, unaccounted for by the individual) and then return home without having made a single contribution to the sport. They are there because they serve a political purpose higher up the food chain: you place my friend here and I will support what you call for and vote that way come the time. No point in anyone denying it: it happens and there has been ample proof of that down the years.

All of which highlights a rub that is reflected in some of the power shifts inherent in the proposals for constitutional change below - not only is there a struggle in FINA to decide who decides but also who might be capable of deciding, who is worthy of making decisions, who really knows their sport, who is accountable, what the consequences of failure might be (a factor almost absent from the system, many believe) and where the voting power rests, among individuals and entire continental groupings.

Even those at the heart of FINA often find it hard to fathom out who has decided what and with what authority, while surprise is often expressed by those unfamiliar with the system and the rule book when decisions appear out of the blue. In May, for example, FINA issued a raft of new bylaws for aquatic sports in a release to federations around the world, a move necessary because those laws do not appear in the current FINA Handbook. Many ask such questions as "how is that possible", and "doesn't Congress have to agree those"? Many of the answers (but not all), can be found in the FINA Constitution that many in the sport are unfamiliar with. Just as significant to knowing who decides is who is then responsible for getting the information down to

the miners: after FINA (at whatever level) takes a decision, the flow of information from international to domestic federation may then take many months to reach professional coaches and others at the coal face of the sport - if the information reaches them at all in some cases.

Consultation with users, so to speak, is poor. Witness what happened on suits but also on starting blocks of late, where no-one bothered to ask the most important people: the swimmers (when it came to devising backstroke models in particular).

Given all of that surface background, Part 1 of our series starts at the bedrock with a look at some of the constitutional changes proposed by FINA and the shift of power that is inherent in those proposals, including extending the powers and roles of the FINA President and granting more power under certain circumstances to the office of Honorary Secretary, a role that some in world swimming would like to see abolished altogether. The proposals also redefine the role of Executive Director and outline the chain of responsibility, control of and duties of the incumbent.

Not the most digestible of stuff below but it is the bone on which the meat of swimming power rests.

## Part 2 - Coaches

In the second part of our series on the future of FINA as the international governing body considers constitutional change at an extraordinary Congress in Shanghai this July, we consider an opportunity lost. The list of proposals to be voted on in China is significant not only in terms of what has been thrown into the pot but in terms of what has been left out: coaches. At a time when FINA's own proposals include a non-voting

position for an athlete on the Bureau, coaches have been snubbed by those who run the sport.

A proposal calling for a coach to be added to the Bureau was presented to the ruling group by USA Swimming and supportive federations in February. The vote was lost 17 to 4. Old habits die hard. However, significant among the four 'yes' votes was the name of the top man, FINA President Julio Maglione, who has made no secret of his admiration for the professional men and women who spend their lives working at the coal face of the sport developing and honing the stars of the show and serving as guardians to generations of children.

Despite the backing of the president, the majority of those who fill the seats at the top table consider coaches unworthy of being invited to the top table to provide insight and guidance on how aquatic sports might be governed. We consider the implications in part 2 of our series.

Today marks the 90th Birthday of a coaching legend, Australian Forbes Carlile, graduate physiologist, lecturer at the University of Sydney, pioneer in scientific training and the pace clock, the first swimming author to deal with the concept of tapering, a term originated by Carlile and Professor Frank Cotton. Many happy returns of the day to a man whose journey through the world of swimming is more than pertinent to the debate over the role of coaches when it comes to who has a say in the governance of the sport.

The bottom line: coaches have no say. Yes, there is a FINA Coaches Commission (we will look at the role of commissions and committees in a future article) and coaches have been sent out into the world by

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FINA to help spread the swimming word to developing nations. All good and well - but when it comes down to having a voice (let alone a vote) on the substantive issues that affect the culture and direction of swimming, coaches do not even make the start list. Indeed their entry to the race has so far been rejected by the majority of those at the helm of FINA. That may be about to change.

Last month, USA Swimming submitted a proposal for consideration at the Extraordinary Congress that would place a coach on the Bureau for the first time, the successful candidate to be chosen by the President of FINA from a pool of five nominated by the FINA Coaches Commission. In its submission, the US federation noted: "United States Aquatic Sports strongly believes that having a coach on the Bureau is a critical step forward for FINA." I have heard no logical argument to counter that view, while the use of the term "step in the direction" reflects the wish of a fair few influential figures in the sport to go further than simply one coaching position on the Bureau in the longer-term when it comes to having the men and women on the burning deck included at the decision-making heart of a sport that is one of the biggest draws on the Olympic billboard.

Recognising coaches in that way would be a watershed in FINA history, a fundamental shift in the way business between deck and boardroom is conducted. Anti-doping, calendars, suits, rights and access to competitions and competitors are among the big issues that have rattled the sport down the years. Coaches have played a significant role in influencing decision-making on

all those topics but the key to understanding how the land lies is to consider the way in which they influenced the jury. Significantly, coaches have had to wage war, to cajole and threaten in order to have their voices heard. And on just about every subject and complaint they have raised, they were shouted down before they were proved right and their views carried the day and the vote.

Their role in doing that and the kind of relationship that has developed with FINA over the decades have left FINA looking decisively reactive and definitively not pro-active on any issue that was not their idea, particularly at times of crisis. That difficult relationship between coaches and those who govern the sport has long prevailed at all levels of the sport, from domestic grass roots and domestic associations and federations through to the upper reaches of elite competitive swimming, where successful coaches and those who lead national federations meet once again in a structure designed to keep coaches away from a direct say in the way things are done.

The conflict is steeped in the culture of the sport and remains the norm in the vast majority of countries in the world, the USA, the world's leading swim nation, standing out as almost the singular example of a federation that has embraced coaches and now counts them in, with voice and vote at various levels of the organisation, including the very forums at which future policy is decided and big decisions taken. Even so, the norm in many leading swim nations of the world, even those who take into account coaching representation within federations to some degree, is for coaches to be more tolerated than invited, while there are a fair

few examples available of very senior head coaches at the helm of successful programmes who endured or are enduring uncomfortable relationships with those on the bureaucratic side of the pool.

No need to go quite as far back as the days when amateur status was the bedrock on which the rules and commandments of the sport were built. But trawl back just 40 years and come to the eve of the FINA world championship era, the cusp of greater commercial influence but still a time when blazers were king, swimmers, like children, were seen but not heard (and knew to hold their tongues if they knew what was good for them as tours and selections loomed) and coaches were mostly neither seen nor heard when it came to the crunch moment of big race day, let alone when it came to having any say whatsoever in the running of the sport.

It is 1971, the year before the Olympic Games in Munich, and Australia sends a squad to the Coca-Cola meet at Crystal Palace in London. Forbes Carlile is there with some of his charges, including world-record holder Karen Moras and a shooting star called Shane Gould, who matches Dawn Fraser's 100m free world mark at the start of an incredible record-breaking trajectory that came to rest at three Olympic gold medals, all won in world-record time, a silver, a bronze at the 1972 Olympic Games.

That remains the greatest solo haul at a single Games by a woman swimmer. And for those who live in our times, consider this: Carlile, at the very moment that he had a talent like Shane Gould in his pool, was not deemed worthy enough by Aussie blazers to be on the poolside when his charge was charging like no woman had ever charged before.

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Don Talbot was chosen by selectors to be coach, not head coach, a title yet to be born in 1971. Forbes's wife and fellow coach at Ryde, Ursula, was added to the team (some reports from the time refer to her as 'chaperone' but officially she served as a coach, something of a breakthrough, for women and coaching) and was there for Gould, 14 and facing a monumental task and in need of being accompanied by someone she knew well and trusted.

Times changed and gradually, the USA leading the way as has so often been the case on a whole swathe of issues, coaches gained rights and respect. Even then, the level of recognition and how that manifests itself, has been relative, even in the nation that has led the way. In 1996, as Atlanta hosted the Olympic Games and as the wives, friends and corporate acquaintances of members of this and that federation and this and the other association sat in prime seats watching the action before floating off to cocktails and more in VIP lounges and other watering holes to which coaches are rarely, if ever, invited, the likes of coaching legends such as Nort Thornton, Don Gambriel and the 74 year old President of the World Swimming Coaches Association, Peter Daland (who also celebrated his 90th time round this year), were to be found working as volunteers just so that they could get in and catch a glimpse of the Games. Incredible as it may sound, Daland, a man who led some of the most successful USA swim teams in history, jumped at the chance of picking up garbage in the stands so that he could watch the prelims.

The rub is easy to see: comfy seats for many who contribute little or nothing at all to swimming; no

access for those who got the kids to the Games in the first place, who worked with children from learn-to-swim through to national team. In Atlanta, those coaches and kids good enough to make team selection complained that they could not see the action at all because the number of seats allocated to them in the stand was less than 30% of what would have been needed. Volunteers Gambriel and Daland raised the matter with FINA. Nothing to be done, came back the reply. There is, of course, always something that can be done. It largely depends on whether you want to do it.

One witness from the time was quoted as saying: "We, the coaches and athletes, are not important to these clowns. We just get in the way of their parties, their dinners, their socializing ... If we don't coach, and the swimmers don't swim, the damn bureaucrats sit home and count paper clips."

Not words that will have gone down at all well with the bureaucrats, of course. And the fact is that many who were coaching back in 1996 and many who were in power back in 1996 remain in power - and, like elephants, they never forget. The Us and Them of it all prevails, while the arguments of 1971 and 1996 remain as pertinent today.

Take the following by John Leonard, director of the American Swimming Coaches Association: "We must judge organizations by what they do; what they accomplish, not by what they say, and not by personalities. Personalities change, constitutions and formal documents that structure organizations in certain ways do not. I invited FINA President Larfaoui to our banquet, to present his side of the FINA view...he declined to answer. We

are not even worth a phone call or letter. We are nothing in the eyes of FINA. The conclusion I reached after weeks of internal debate is quite simple. FINA is not going to reform itself. The perks, prestige and power to which I have referred are too seductive. They arrogantly believe that 'they' are the keeper of the Olympic Torch. When in truth, it rests in the hearts and minds of all us coaches and all our athletes at the pool in the early pre-dawn hours, working our way to become Olympian in body and spirit."

He went on to say: "FINA was founded by amateurs. Coaches and other 'professionals' were strictly excluded. One hundred years later, we are still excluded. They don't want to hear us. They don't want to see us. They don't want our ideas. They just want our labors. To sell TV time and tickets for entertainment. They hide behind tinted glass in their hospitality suites and look down on the multitudes in the heat. And they say 'We're FINA, we run the sport'. We can't even get them to appoint one coach and one athlete to the FINA Bureau, to have our voices heard."

That was 1996 (so no argument based on 'give it time' is valid on this particular thorny subject) and just four nations, including the US and Britain, voted in favour of a place for coaches on the Bureau, Leonard's response: "There is a word for this condition, friends - and it is SLAVERY."

He called on FINA to "change or be replaced ... It is time for swimming to be run by nations who know how to develop the sport." That argument from coaches prevails today and has gained support among many of the world's leading coaches. A vote taken by the World Swimming Coaches

Association last autumn established the World Swimming Association. That body would serve as a shadow to FINA, complete with its own constitution, a document that would provide a direct compare-and-contrast agenda to that being pursued by FINA.

A glance at the WSA Constitution leaves the reader in no doubt as to where schism screams. If there is one way of describing the difference in approach FINA Vs WSA it is this: Participation Vs Excellence. That is not to say that there is not excellence in the realm of FINA, for there is, nor is it to say that WSA would cut out worldwide participation, for it would most certainly not do so and is committed to the widest possible membership within its ranks. Schism is to be found at the top of the tree: the international governing body is wedded not only to the principle of universality, the inclusion of the world in its sports, but to universality of governance, regardless of standard or knowledge; WSA is committed to having elite sport, in which the stars of the show are some of the very finest athletes on the planet, run by those who are the best at what they do and therefore more likely to understand the issues, the competitive environment, the needs of demands placed on athletes, among a raft of other significant issues.

Where geographical representation is concerned, FINA allows the whole world a say and is inclusive to any member federation regardless of the standard of swimming programme that member presides over. There is a gulf between the likes of the USA, Australia, the leading nations of Asia and European nations and the vast majority of FINA members

in terms of position down the evolution chain, development, funding, knowledge, experience and results. When it comes to results, FINA likes to boast - quite rightly - of its key assets, the likes of Phelps, Kitajima, Steffen, Coughlin et al, as "our stars". The vast majority of those who fall into the term "our" have absolutely no impact on or connection to the result and how it came about. The situation leaves the wider swimming community asking such questions as "how come a guy from a nation with no proper pools to speak of, no swim programme and no swimmers beyond the token provided for and racing in the heats of the 50m free gets to have a say in critical commercial decisions that affect the lives and livelihoods of athletes and their coaches?"

WSA's take differs fundamentally to FINA's approach to the world map. What coaches want to see is a weighting in the decision-making process in favour of the best 15 nations in the race pool based on results at the Olympic Games and WSA Championships (the shadow of the FINA World Championships for the purpose of an exercise in showing not what is but what could be). Further, it wants the top table to consist of a 28-person board of members and directors, with athletes and coaches enjoying a 50-50 share of power with bureaucrats representing domestic federations. It makes sense and does not cut out the need for good administrators and folk from a broad walk of life with business experience and other skills to bring to the aquatic table. It would also ensure that the sport's key protagonists knew far more about how their sport was run and which direction it was heading in.

One of the problems inherent in the FINA structure is transparency.

Whether obfuscation, reluctance and at times refusal to extend the debating circle to the wider membership of world swimming are at play or not, the fact is that information flows through slowly, if at all on occasion, and sometimes even when the worldwide swimming community is demanding answers. Take that 17 - 4 vote. We know of it, we know the feeling of the Bureau but what the wider membership is not made aware of and will never have access to unless the material reaches the public domain somehow is the substance of any argument: why did 17 members of the ruling body believe that coaches should be locked out? What were the arguments? Were they sound? Were they based on fear? Who led the 'No' vote and why? Ought they not to be challenged on their views? What possible logic is there in keeping coaches out of the loop for a single season longer?

The matter will be decided next month in Shanghai. If there is a thumbs down for coaches, serious challenge to FINA's authority is almost inevitable, according to leading figures on both sides of the divide. FINA President Dr Julio Maglione is keen to avoid such a battle and has been busy trying to persuade his colleagues on the Bureau that the time for change is nigh. Certainly, the issue will not go away, though no-one is in any doubt about the difficulties inherent in challenging FINA's status as leader of world swimming.

As coach George Block, President, World Swimming Coaches Association, put it: "Fellow coaches, we have come to a place where we must decide if we should put great efforts into continuous, incremental change within FINA, or risk and achieve much more and Change the World. This is a

very difficult place for all of us. Many of us are intimately involved within our own federations. Most of us frequently coach athletes on the world stage. Changing the World requires risking both these relationships.

“By their very nature, our federations must maintain close and positive relationships with FINA. Actively opposing FINA will place our relationships inside our federations at risk. By our very natures, we want to coach and compete on the largest stage. Actively opposing those who run that stage will make us persona non grata on that stage. When we have to resist the most, it may require asking our athletes or federations to sit out the very competitions by which we all define ourselves. Although we are all willing to do that ourselves, none of us wants to ask that of our athletes, but it may come to that.”

He goes on to suggest to members that by 2014, the WSA ought to be ready to host its own world championships, with big financial backing and broadcasters on board. “We must stop putting our food on their table, then begging them for scraps,” he says of FINA. “Our labors put food on that table. It is time that we Change the World and set our own table.”

None of which would be necessary if FINA is true to its vision of worldwide swimming as a “family”. Coaches are among the most important and knowledgeable people in that family - people tasked with finding, honing and working with the stars of the show more than any other branch of “the family”.

To continue to shun coaches would leave FINA looking strong on paternalism in the most old-

fashioned sense of the meaning. When the likes of Forbes Carlile, Shane Gould, Don Gambriel, Mark Schubert, Jacco Verhaeren, Eddie Reese and many, many others have dared to criticise FINA and other official bodies, one of the common responses down the years has been “... but they have no platform, they are not FINA”. If those on that list above have no platform then FINA can be likened to a blighted house. In comic terms, we can turn for comparison to that fabulous Pythonian moment when Mr Cleese asks “what did the Romans ever do for us?”, before preceding to list the stunning legacy left by said Romans. Of course such greats of the world of swimming have a platform - and they always will have - and the media will always wish to listen to them.

It is also now time for FINA to grant coaches a say - and a vote - at the top table as a precursor to a more professional era for a sport that ought to be run by those who know their realm inside out, either by virtue of being paid to make sure they know what’s what in order to be at the very least competent directors or by virtue of working directly with athletes day in and day out, decade in and decade out.

I was 28 and assigned to the business desk of The Times in London when a young boy called Lachlan Murdoch was placed on the desk next to mine as work experience. His father happened to own the company, News Corporation, and insisted on his offspring knowing what it was like to work on the core business if they were ever to make it to the boardroom themselves. Murdoch’s top table includes journalists, while journalists are among the right-hand men and women who help run a multi-faceted, multi-

platformed business that is built on a foundation of ... journalism. Best then to know what that is all about. It works the same way in swimming.

The work of coaches is part of the very foundation of the sport of swimming. Leave coaches out and the structure is all the weaker for it. A challenge it would certainly be for some if coaches are called to the top table (and it would be a challenge for coaches too, for with position comes greater responsibility and accountability) - yet FINA, that organisation which ought to be bigger than any of the guardians passing through at any point in history, has much to gain too.

There is no telling which way the wind will blow in Shanghai but if the international federation continues to grant little or no credence to the requests and demands of coaches, if the Bureau continues to keep coaches at arm’s length, the place to put the smart money is clear: history and the hand of time will catch up with FINA just as it always has and change will come through struggle that may leave many a victim felled by the wayside along the way but will ultimately lead to a better day.

There is a peaceful and more sensible way for FINA: cast out fear and welcome coaches to the top table. They not only have a right to be there but in 2011 and beyond have a right to have a significant voice and a significant vote in the sport that is not a passing phase in their lives but a lifetime, life-long professional career and commitment.

The author dedicates the above article to Forbes Carlile, and his outstanding contribution to the sport of swimming. •

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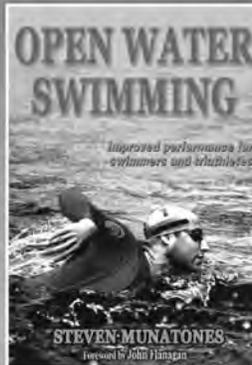
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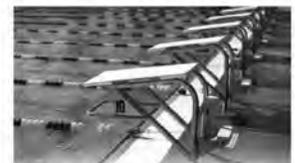
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# HOW IT ALL ADDS UP

BY MARK EMMERT, NCAA PRESIDENT

The NCAA brings in a lot of money each year, which is good for intercollegiate athletics and student-athletes who participate.

Critics often pounce on the amount of revenue that the NCAA generates, wrongly using it as evidence that college athletics is more a professional sports operation than a higher education component. But the fact that college sports can create large amounts of revenue proves only the popularity and media interest in the enterprise.

For the 2010-11 fiscal year, NCAA revenue is projected at \$757 million - a lot of money by any standard. Frankly, I look forward to the day when the figure is higher still. The reason, of course, is that we need every penny we can get to support student-athletes at nearly 1,100 higher education institutions across the United States. That \$757 million is less than half of the \$2 billion college sports provides in athletics scholarships each year.

To be honest, I wish we received fewer questions about NCAA revenue and more about where the money goes. That's because we have many good stories to tell about the way we apply our money.

For this fiscal year, the NCAA will distribute \$452.2 million to Division I members. Again, that's a lot of money, although it does become a bit diffused after it's divided into 337 pieces - the

number of Division I institutions. At a typical Division I member, NCAA revenue will account for less than 5 percent of the annual athletics budget.

Nonetheless, every dollar is important. The money is applied differently from campus to campus, of course, but it is used mostly for personnel costs, for financial aid for student-athletes, for facilities and for travel.

Money is distributed to Division I conferences based on a formula known as the Division I Revenue-Distribution Plan, which has been in place since 1991. A group of Division I presidents, led by Ann Millner of Weber State, is reviewing the current approach and is expected to provide recommendations by August.

What about the money that isn't distributed to Division I members?

Most of it goes to support 88 NCAA championships (about \$100 million annually, mostly covering travel expenses). The remainder is also used for range of other programs - important things like drug testing, catastrophic-injury insurance, postgraduate scholarships and degree-completion grants. Those programs, and many others like them, enhance the student-athlete experience for more than 430,000 young people across the nation.

In short, revenue is nothing to be embarrassed about. In fact, I see it as a point of pride that our national association can help so many student-athletes compete and learn.

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Mark Emmert, NCAA President



WE PUT OUR MONEY  
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# BE AN OPTIMIST WITHOUT BEING A FOOL

BY HEIDI GRANT HALVORSON

There are quite a number of motivational speakers and self-improvement books out there with a surprisingly simple message: believe that success will come easily to you, and it will. There is one small problem in this argument, however, which unfortunately doesn't seem to stop anyone from making it: it is utterly false.

In fact, not only is visualizing "effortless success" unhelpful, it is disastrous. This is good advice to give only if you are trying to sabotage the recipient. It is a recipe for failure. And no, I'm not overstating it.

But how can this be? Isn't optimism a good thing? Yes it is. Optimism and the confidence it creates are essential for creating and sustaining the motivation you need to reach your goals. Albert Bandura, one of the founding fathers of scientific psychology, discovered decades ago that perhaps the best predictor of an individual's success is whether or not they believe they will succeed. Thousands and thousands of experiments later, he has yet to be proven wrong.

But there is an important caveat: to be successful, you need to understand the vital difference between believing you will succeed, and believing you will succeed easily. Put another way, it's the

difference between being a realistic optimist and an unrealistic optimist.

Realistic optimists (the kind Bandura was talking about) believe they will succeed, but also believe they have to make success happen — through things like effort, careful planning, persistence, and choosing the right strategies. They recognize the need for giving serious thought to how they will deal with obstacles. This preparation only increases their confidence in their own ability to get things done.

Unrealistic optimists, on the other hand, believe that success will happen to them — that the universe will reward them for all their positive thinking, or that somehow they will be transformed overnight into the kind of person for whom obstacles cease to exist. (Forgetting that even Superman had Kryptonite. And a secret identity that took a lot of trouble to maintain. And also relationship issues.)

One of the clearest illustrations of the dangers of unrealistic optimism comes from a study of weight loss. Psychologist Gabriele Oettingen asked a group of obese women who had enrolled in a weight-loss program how likely they felt they were to reach their goals. She found that those women who were confident that they would succeed lost 26 pounds more than self-doubters, as expected.

But Oettingen also asked the women to tell her what they imagined their road to success would be like — if they thought they would have a hard time resisting temptation, or if they'd have no problem turning down free doughnuts in the conference room and a second trip to the all-you-can-eat buffet. The results were astounding: women who believed they would succeed easily lost 24 pounds less than those who thought their weight-loss journey would be no walk in the park.

She has found the same pattern of results in studies of students looking for high-paying jobs after college, singles looking to find lasting love, and seniors recovering from hip replacement surgery. Realistic optimists send out more job applications, find the courage to approach potential romantic partners, and work harder on their rehabilitation exercises — in each case, leading to much higher success rates.

Believing that the road to success will be rocky leads to greater success because it forces you to take action. People who are confident that they will succeed, and equally confident that success won't come easily, put in more effort, plan how they'll deal with problems before they arise, and persist longer in the face of difficulty.

Unrealistic optimists are only too happy to tell you that you are “being negative” when you dare to express concerns, harbor reservations, or dwell too long on obstacles that stand in the way of your goal. In truth, this kind of thinking is a necessary step in any successful endeavor, and it is not at all antithetical to confident optimism. Focusing only on what we want, to the exclusion of everything else, is just the kind of naïve and reckless thinking that has landed industry leaders (and at times entire industries) in hot water.

Cultivate your realistic optimism by combining a positive attitude with an honest assessment of the challenges that await you. Don't visualize success — visualize the steps you will take in order to make success happen. •

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- Meaghan Murphy - Ridgewood Breakers Swim Team (Ridgewood, NJ)
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