



2026 BOARD OF DIRECTORS ELECTION GUIDE

What is the Board's structure, size, and composition?

The composition of the 15-member Board of Directors (the "Board") includes:

- The Immediate Past Board Chair
- The Chair of the National Team Steering Committee
- Five 10-Year Athletes directly elected by all other 10-Year Athletes, including the USOPC Team USA Athletes' Commission Representative, the USOPC Team USA Athletes' Commission Alternate, and three At-Large 10-Year Athletes.
- Seven At-Large members elected by the House of Delegates ("HOD"), at least two of whom must be Independent. If the Immediate Past Board Chair was originally elected by the HOD as an At-Large member, they may fulfill the Independent requirement.

Which Board positions will be elected this year?

Two At-Large members and one 10-Year Athlete member.

When does the election take place?

On September 26, the HOD will elect the At-Large members. The 10-Year Athlete member will be elected via an online vote from September 18 to September 25. USA Swimming will announce the winners of both elections on September 26 at the annual meeting of the HOD.

How long are the terms of the Directors?

Four years.

Who elects the Board officers?

The Board elects its officers (Board Chair, Vice-Chair, and Vice-Chair Fiscal Oversight) from among its members.

Who are the current members of the Nominating Committee?

- Doug Wharam (Chair, Coach Advisory Council Appointee)
- Katie Hoff Anderson (10-Year Athlete Representative)
- Ellen Colket (Official member)
- Brooke Forde (10-Year Athlete Representative)
- Laura Hall (Board Appointee of independent background)
- Kate Lundsten (Coach member, Board Representative)
- Andrew Seliskar (10-Year Athlete, Board Representative)
- Kurt von Moltke (Board Appointee of independent background)
- Matt Webber (Coach Advisory Council Appointee)

How did the Nominating Committee vet and recommend nominees?

All proposed nominees submitted a detailed application form, with content addressing their educational and career background, connection with swimming, and experience in positions of leadership (board or management). The Secretary & General Counsel screened all candidates to ensure that they met the eligibility and good standing requirements. Each member of the Nominating Committee reviewed all applications and preliminarily scored (using a uniform matrix) the candidates. The Committee then identified those candidates with the strongest experience and qualifications, and those exemplifying the skills and attributes of Board members identified in Board policies. Additionally, the Committee focused on the Board Charge. The Board Charge is guidance for the Nominating Committee, which the Board developed and voted on at its Q1 meeting. The Board Charge specifies the following experience, skills, and attributes that constitute "ideal candidates" to complement and augment the composition of the incumbent Board in the upcoming nominations/election cycle.

Per Board Governing Policy 2.9, each year the Board asks the Nominating Committee to consider the following criteria when considering ideal candidates for the ballot. There is no expectation that one candidate meet all of the following, but instead that the Nominating Committee recognize that combinations of the below skillsets have historically increased an individual Board member's contributions:

Per Board Governing Policy 2.9, criteria to be considered also includes:

- Past demonstration of commitment to USA Swimming, or a "demonstrable connection to the sport."
- Governance experience, e.g. knowledge and skills in policymaking, legal and fiduciary responsibilities.
- High-level (board or management) experience in setting standards for and/or overseeing a multi-million dollar corporation or complex non-profit (e.g., USA Swimming member club, local charity, etc.).
- Financial literacy.
- Demonstrated ability to participate productively in group processes.
- Commitment to support and adhere to the Board's governing documents (Bylaws, these Governing Policies, etc.).
- Ensuring diversity within the Board's composition (gender, ethnic, age, geography, etc.).
- For incumbent or past Board members seeking renomination, fulfillment of individual Board members' responsibilities.
- Expertise to drive the mission of USA Swimming.

The Board would like to highlight the additional attributes that would benefit the current composition of the Board. However, the Board directs the Nominating Committee to consider all of a candidate's qualities in the above and below lists. The Board asks that the Nominating Committee still consider candidates even if they may have less of these skillsets than other candidates, particularly if such candidate is very strong in certain key areas, and the Nominating Committee overall believes that the individual would be a high-functioning Board member.

Non-athlete seats:

- LSC governance or similar leadership experience on a nonprofit Board
- Professional experience in financial services
- Children's advocacy experience, background, or current involvement - Leadership and decision-making skills - Passion for sport, not limited to the sport of swimming
- Understanding and appreciation of the customer service aspect of the organization and the Board
- Experience in creating content to build brands (including organizations and individuals).

Athlete seats:

Based on recommendations from the USA Swimming Athletes' Advisory Council, the Board directs the Nominating Committee to consider the following attributes and experiences when evaluating 10-Year Athlete candidates, recognizing that no single candidate may meet all of these criteria:

- Passion for understanding and representing the best interests of the current National Team, as well as all USA Swimming athlete members
- Whether retired or currently competing, an individual that has the ability to meet the time commitment required of the role
- Work experience outside of the pool
- Governance experience within a USA Swimming National Committee, Local Swimming Committee, university, or other non-profit.

After collaborative review of each applicant, the Committee invited candidates to interview with Committee members. All interviews were recorded, and each Committee member reviewed all interviews. The Committee then discussed the candidates' responses to standard questions and shared their impressions of the candidates. The Committee then narrowed down applicants to invite to a second interview, with different questions, posed by different Committee members. After extensive deliberations, the Committee conducted reference checks for each of the nominees.

Which current members will remain on the Board?

- Brent Lang, Chair, At-Large
- Caitlin Leverenz Smith, Vice Chair, USOPC Team USA Athletes' Commission Representative
- Jack Bauerle, Coach member
- Chris Brearton, Independent & Immediate Past Chair
- Billy Doughty, Chair of National Team Steering Committee
- Nic Fink, 10-Year Athlete
- Kathy Fish, At-Large
- Kate Lundsten, Coach member
- Katie Meili, USOPC Team USA Athletes' Commission Alternate
- Sabir Muhammand, At-Large
- Kathleen Prindle, Coach member
- Andrew Seliskar, 10-Year Athlete

Who are the nominees?

At-Large, Proposed by the Nominating Committee:

- Tom Dolan
- Byron Jeffers
- Ann Senn
- Tom Ugast

At-Large, Self-Nominated

- Joe Zemaitis

10-Year Athlete

- Taylor Abbott
- Gunnar Bentz

Can someone still self-nominate for a position on the Board?

All individuals placed on the list of all nominees and the ballot must first participate in the above screening and interview process. However, if the Committee does not propose a nominee, it will notify that individual by July 22 prior to the annual meeting of the HOD. Any such individuals may self-nominate by submitting their names to the Secretary & General Counsel no later than July 31. If an individual does not first go through the Nominating Committee application, screening, and interview process, they may not be placed on the ballot by any means. Additionally, if a nominee does not pass the screening process (i.e., the nominee does not meet the qualifications in Bylaw 4.6 and/or is not a member of USA Swimming in good standing), they may not be placed on the ballot by any means.

How can I learn more about the candidates?

In addition to the written statement provided by each nominee (below), USA Swimming will conduct an in-person Meet the Candidates event at the 2026 Annual Summit in Denver, Colorado.

What are the rules about campaigning?

Campaigning rules are outlined in Bylaw 6.3.3. All nominees must adhere to the campaigning rules and any campaigning not expressly permitted by the Bylaws is strictly prohibited.



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AT LARGE NOMINEES - PROPOSED BY NOMINATING COMMITTEE



TOM DOLAN

Swimming gave me everything. As a young child growing up in Arlington, Virginia, I was naturally drawn to experiences that challenged me and fueled my competitive spirit. Swimming became my passion, and the life skills and values swimming instilled in me remain the foundation of my success in my personal and professional life.

My competitive career spanned ten years of international competition, during which I represented the United States at the 1996 Olympic Games in Atlanta and the 2000 Olympic Games in Sydney, Australia. In Atlanta, I won the first gold medal of the Games for the United States, taking the 400 Individual Medley. Four years later in Sydney, I won the gold medal in that same event, while breaking the world record that I had set six years earlier. In Sydney, I also won a silver medal in the 200 Individual Medley, becoming the first American to break two minutes in that event. From 1994 through my retirement, I remained undefeated in the 400 IM on the international stage, capturing World Championship gold medals in both 1994 and 1998. During that span, I was widely regarded as the best all-around swimmer in the world.

At the University of Michigan, I helped lead the Wolverines to the 1995 NCAA team title, earned nine NCAA individual and relay titles, set three American records, and was named NCAA Swimmer of the Year in 1994 and 1995. I was the USA Swimming Swimmer of the Year in 1994 and 1995, won 17 national titles, was named to the Team of the Century in 2000, and was inducted into the International Swimming Hall of Fame in 2006.

What I am most proud of, however, is not the medals or the records, but what swimming taught me about perseverance. I competed at the highest level while battling severe asthma and an unusually small windpipe. Those challenges shaped my character and led me to serve as a spokesman for the American Lung Association. Swimming taught me that obstacles do not define us; how we respond to them does.

After retiring from competition, I founded the Tom Dolan Swim School, inspired by a desire to share the confidence, discipline, and life skills that swimming gave me. The success of that business ultimately led to my current role as President of Corporate Pools for Big Blue Swim School, where I oversee 22 corporate locations within a network of 58 schools nationwide.

Today, as a father of four children who swim competitively and play multiple sports, I see firsthand the vital role youth sports play in shaping character, building resilience, and developing life skills that extend far beyond any pool or playing field.

I have previously served on the USOC Athletes Advisory Council and as an athlete member of the USA Swimming Board of Directors. This is a unique time for USA Swimming, and I would welcome the opportunity to contribute my time, experience, and perspective to give back to the sport that gave so much to me.



BYRON JEFFERS

Swimming changed the course of my life.

I grew up in Durban, South Africa, where the sport gave me the chance to compete internationally. I was a South African Junior National Team swimmer with 43 national records and competed at the Commonwealth Youth Games and World Youth Games. That path led to a swimming scholarship at the University of Arizona, where I became a three-time NCAA

All-American, was elected team captain for two of my four years at Arizona, and served as one of two Arizona representatives on the Pac-10 Student-Athlete Advisory Committee, as well as the student-athlete representative for swimming at the university.

That scholarship also gave me my career. I earned bachelor's and master's degrees in accounting from Arizona, became a CPA, spent seven years at PwC, and later joined First Solar, where I served for 13 years as Chief Accounting Officer and today serve as Vice President, Treasurer and Head of Investor Relations. In that role, I oversee treasury, investor relations, financial planning and analysis, and enterprise financial strategy for a global public company.

I understand the swimmer's journey from several vantage points—as a former international competitor, NCAA Division I athlete, student-athlete governance representative, and today as a parent raising children in the sport. I know what it means to sit in the stands, and I know what it means to sit at the table making decisions that shape an organization's direction. I would bring both perspectives to this role.

Professionally, I have spent more than two decades helping organizations navigate financial stewardship, governance, stakeholder engagement, and leadership transitions. My experience includes nonprofit board service, volunteer leadership, and governance responsibilities within large, complex organizations where balancing multiple stakeholder interests is essential. Having experienced the sport through both international and U.S. systems, I also bring a perspective shaped by swimming's impact across different cultures and communities.

I came to the United States with a swimming scholarship and not much else. This sport made my education, career, and family's life possible. I don't take that for granted. It is the reason I want to serve—not as a line on a résumé, but as a way to help ensure the next generation of swimmers has access to the same opportunities this sport gave me.

I would be honored to serve USA Swimming and the athletes, families, coaches, volunteers, and communities that make our sport possible.



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AT LARGE NOMINEES - PROPOSED BY NOMINATING COMMITTEE



ANN SENN

I am honored to be a 2026 USA Swimming Board of Directors candidate and want to see our beloved sport prosper through turbulent changes in the world of sports. As a business leader and strategist, I offer deep experience in organizational change, technology innovation, and leadership. As a life-long swimmer, sister and parent of swimmers, club supporter, and volunteer, I am a strong advocate for the growth and success of our sport.

Professionally, I spent almost 30 years with Deloitte as a partner and global executive, building thriving businesses and guiding Fortune 500 leaders through effective technology-forward, transformational organizational and ecosystem change. Today I serve as a cross-sector board member, business coach, leadership coach, and venture investor.

Athletically, swimming has been a constant in my life from Madison's youth inter-city pool league to the University of Wisconsin to Minnetonka Masters. Our family has been actively involved with our club, high school, and college teams for years. My experience with coaches and athletes taught me valuable life skills that I leaned into as a business executive. In turn, I leverage my business experience when serving as a parent, volunteer, and leadership mentor with club and school swim & dive programs. As an educator and researcher studying youth sports cultures and leadership, I know firsthand how swimming builds invaluable life skills that fuel successful professional careers (beyond the pool).

I believe we are in a defining time.

Today, every sport and sports organization is experiencing profound challenge. Competition is growing around the world. Athlete training, protection, and support requirements are intensifying. Technology is reshaping fan engagement and reimagining sport operations. New investment models are pressing sport epicenters and governing bodies. Infrastructure, financial, legal, and technical complexities abound. The Olympic Games are also changing. In a multi-year effort, from pre- Milano-Cortina 2026 through Brisbane 2032, the IOC and USOPC are investing in an integrated Games technology platform to support the events, athletes, volunteers, and fans of Olympic and Paralympic Games. <https://www.deloitte.com/global/en/about/story/impact/from-platform-to-performance.html>

In the midst of intricate ecosystem shifts, there are opportunities. USA Swimming holds an enviable position of strength, boasting the best athletes and coaches in the world, decades of international excellence, famed and engaging alumni, extensive feeder system, supportive sponsors, and dedicated network of athletes, families, coaches, officials, and volunteers. With Los Angeles 2028 on the horizon, we have a once-in-a-lifetime opportunity to inspire a new generation of swimmers and elevate the sport across the US.

Seizing the opportunity requires a spirit of innovation, teamwork, and courage. While balancing the investment of time and treasure across elite national athletes; grassroots athletes/families, clubs, and coaches; LSCs; and strategic partners is difficult, the team is making solid progress. By keeping members and growing membership value at the center of the mission, the board can help USA Swimming strengthen the organization and build impactful partnerships. Together, we can power our athletes to shine at LA28, build momentum for BRIS32, and share the joy of the sport with the next generation.



TOM UGAST

To the members of the House of Delegates,

I would like to thank the nominating committee for putting forth my name to be elected by this body to the Board of Directors of USA Swimming. I put my name forward because I felt I could still serve the members of USA Swimming on the Board as one of their voices to our staff in terms of the directions we need to focus on for all our athletes, coaches, officials

and volunteers. Our focus always needs to be on the athletes in our sport. Whether they are novice swimmer trying to achieve a "B" time, or our National Team athletes competing internationally to win medals for the United States.

I have always felt we have these 2 goals we must focus on.

1. Win Medals for Team USA
2. Develop young swimmers at the local level to achieve their goals

Not every swimmer that is a member of USA Swimming will make a National or Junior team, but we must give our Clubs the resources they need to achieve the highest level every swimmer can make.

If I am elected to the Board of Directors, I will focus with our staff on both goals. I believe I have a unique perspective as a Club owner and coach to what is necessary to develop all levels of swimmers and make sure we can help them achieve their goals. Our club has been blessed with many great athletes, while working with these athletes we have also been able to help athletes that may just want to swim in High School or College. I believe if we focus the resources we need to on our Clubs, we can help the National team division do their job well.

One other issue that I feel is important the board needs to focus on in the coming years is the impact that NIL will have on non-revenue sports. We must be aware of the pressures that Athletic Director's will be under to balance their budget for Football and Basketball in the coming years and what role USA Swimming can play in making sure College swimming is still important to the University System.

I appreciate you taking the time to read my thoughts on being a Board Member of USA Swimming and look forward to discussing more of these issues at the Summit in September.



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AT LARGE NOMINEES - SELF-NOMINATED



JOE ZEMAITIS

Swimming has shaped every stage of my life. I began as a summer league swimmer at the age of five, progressed through USA Swimming, competed collegiately, and later represented the United States internationally with USA Triathlon. Today, I have the privilege of giving back to the sport that has given me so much.

Over the past two decades, I have served USA Swimming in many capacities as a coach, club owner, official, meet host, LSC leader, and administrator. Those experiences have provided a broad perspective on the opportunities and challenges facing our athletes, coaches, clubs, officials, and Local Swimming Committees, and they have reinforced one guiding principle: every decision should be made with the long-term best interests of athletes at its center.

As the founder and head coach of Swim Neptune, I have built a program focused on sustainable athlete development and organizational excellence. Our athletes have achieved success at every level, including state championships, Junior Nationals, NCAA competition, and the Olympic Games. Beyond coaching, I oversee budgeting, staffing, strategic planning, and facility operations while also serving as a managing member of Moon Valley Golf Owner, LLC, helping oversee a multi-million-dollar annual operation. These experiences have strengthened my understanding of financial stewardship, governance, and long-term organizational planning.

My volunteer leadership has included serving Arizona Swimming as Age Group Chair, Open Water Chair, Administrative Vice Chair, and General Chair. I currently serve as Western Zone Open Water Chair and on USA Swimming's LSC Development Committee. Through these roles, I have worked collaboratively with athletes, coaches, officials, and volunteers to improve governance, strengthen clubs, and make decisions that benefit the entire membership even when those decisions were not in the best interest of my own organization.

Outside the pool, I have completed more than 130 marathon swims and hold the world record for the longest multi-segment lake swim covering 70 miles continuously in 47 hours. Those experiences have reinforced the values of perseverance, preparation, and long-term commitment that I bring to every leadership role. Through the Neptune Swimming Foundation, I also remain committed to expanding water safety education and reducing drowning in our communities.

I am seeking the opportunity to serve on the USA Swimming Board of Directors because I believe our organization is strongest when governance is thoughtful, collaborative, financially responsible, and always athlete-centered. I would bring practical leadership experience, a commitment to listening, and a deep appreciation for every part of our sport as we work together to strengthen USA Swimming for future generations.



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ATHLETE NOMINEES



TAYLOR ABBOTT

Taylor Abbott is a former elite competitive swimmer whose career has progressed from international success representing Team USA to leadership in high-performance sports operations. He began his journey at Nitro Swimming in Austin, Texas, where he built the technical foundation, endurance, and competitive mindset that defined his athletic path. At just 15 years old, while still training with Nitro, Taylor won the Junior World Championship title in the open-water

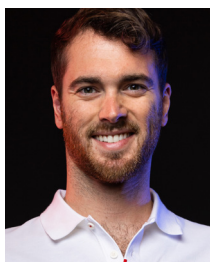
5-kilometer event for Team USA, establishing himself as one of the top young distance swimmers in the world.

Taylor continued competing at the University of Tennessee, where he earned All-American honors and received a Bachelor of Science in Marketing. During his collegiate years he represented Team USA as a member of the 2018 Pan Pacific Championships team. The following year, in 2019, he added a silver medal in the 10-kilometer open-water event at the Pan American Games, further solidifying his place among the nation's elite distance specialists. Balancing rigorous training and international competition with academics, he developed both the athletic resilience and business acumen that would shape his later professional career.

After retiring from elite competition, Taylor applied the same discipline and strategic approach to the corporate world. As a Customer Development Manager at Frito-Lay, he managed key retail partnerships, drove category growth, and sharpened skills in relationship management, data-driven decision-making, and cross-functional leadership. The role required delivering consistent results while building long-term value—an approach that mirrored the periodized planning and performance culture he had lived as an athlete.

Today, Taylor serves as Team Operations Manager for the Mission Viejo Nadadores, one of the most respected and successful swim programs in the United States. In this capacity he oversees complex meet operations, facility logistics, staffing, budgeting, compliance, and athlete support for large-scale events, ensuring that operational standards match the competitive excellence the club has long represented. He also continues to enjoy swimming himself as a Masters athlete, staying connected to the water and the competitive environment that first shaped him.

Beyond his professional responsibilities, Taylor remains deeply committed to the sport that has given him so much. He actively serves on Local Swimming Committee (LSC) committees and contributes to USA Swimming's Open Water Committee, working to strengthen pathways for the next generation of athletes. His ongoing involvement reflects a genuine desire to give back—supporting the development of young swimmers, improving open-water opportunities, and helping sustain the systems that allowed him to compete on the world stage. Through both his operational leadership and volunteer service, Taylor continues to invest in the future of swimming.



GUNNAR BENTZ

Gunnar Bentz is a two time Olympian whose competitive career spanned nearly a decade on the US National Team, culminating in a gold medal as a member of the 4x200 freestyle relay at the 2016 Rio Olympic Games and an individual Olympic final appearance in the 200 butterfly at the 2021 Tokyo Olympic Games. A former scholarship athlete and team captain at the University of Georgia, Gunnar now works in the data center industry.

Gunnar's commitment to USA Swimming did not end when he stepped away from elite competition. He has served in multiple governance roles within the organization, including the Athletes' Advisory Council, the National Team Steering Committee, and the House of Delegates. He also spent six months in Lausanne, Switzerland working at World Aquatics, where he had first hand exposure to IF and IOC procedures and strategy.

Gunnar is applying for the 10-Year Athlete seat on the Board of Directors because he believes the organization deserves board members who treat governance as a serious professional obligation rather than a recognition of past athletic achievement. He brings a combination of elite athlete experience, active USA Swimming governance service, international federation exposure, and private sector operational expertise that is genuinely rare among candidates for this seat. He understands the duty of loyalty that Board membership requires and is committed to voting in the best interests of USA Swimming and its nearly 380,000 members rather than for any single constituency.

Swimming gave Gunnar opportunities he couldn't have ever imagined, and he is applying to the Board because he wants to help ensure the next generation of athletes, coaches, and clubs have access to an organization that is well governed, financially sound, and genuinely focused on the growth and success of the sport in the United States.



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NOMINATING COMMITTEE STATEMENTS

AT-LARGE

Tom Dolan brings a unique perspective as an Olympic gold medalist, former athlete representative, swim school founder, business executive, and parent of young athletes. His career reflects both high performance experience and hands on operational leadership, including founding a swim school and later developing it into a large multi-location organization. Tom's background gives him insight into athlete development, grassroots participation, business growth, customer experience, and the current youth sport environment. The Nominating Committee valued his ability to connect the elite athlete experience with the everyday family and club side of the sport, along with his thoughtful interest in helping USA Swimming grow and support the full swimming pathway from lessons through transitions to a club team and beyond.

Byron Jeffers brings a combination of youth organization understanding, elite swimming experience, international perspective, and high-level financial leadership. He is a former South African Junior National Team swimmer and NCAA All-American at the University of Arizona. Professionally, his experience as a CPA and senior finance executive at a publicly traded global company gives him meaningful expertise in fiscal areas in which the Board of Directors is interested. The Nominating Committee valued Byron's energy, deep personal connection to the sport, understanding of Board governance and how it can impact local clubs, and his ideas about how to best support our highest performing athletes.

Ann Senn offers extensive executive leadership, board governance, strategy, technology, and organizational change experience. She also has a lifelong connection to swimming as an athlete, coach, parent, and volunteer. Her professional background includes senior leadership at Deloitte, where she worked in complex environments and helped guide large scale strategy and transformation. She has also served in significant nonprofit and community governance roles, including board and finance committee work, giving her a strong understanding of fiduciary responsibility and effective group decision making. The Nominating Committee valued Ann's broad strategic experience and connection to our sport.

Tom Ugast brings operational, financial, and governance experience from within the club swimming environment. As CEO of Nation's Capital Swimming, he has led one of the country's most prominent clubs, managing a large multi-site organization with significant financial, staffing, programming, and athlete development responsibilities. He has also served in USA Swimming governance roles, including previous Board experience, fiscal oversight, and LSC leadership. The Nominating Committee valued Tom's direct club leadership experience, financial background, and clear understanding of the Board of Director's role in serving the entire organization rather than any single constituency.

ATHLETES

Taylor Abbott brings valuable perspective as a former National Team and Junior National Junior Team athlete, Pan American Games medalist, and professional working inside the club side of our sport. His experience spans the full USA Swimming pathway, from age group swimming to college swimming at the University of Tennessee, international open water competition, and now team operations with the Mission Viejo Nadadores. The Nominating Committee valued Taylor's current, practical understanding of how clubs operate day-to-day and his national committee service and experience.

Gunnar Bentz brings a strong combination of Olympic and National Team experience, USA Swimming governance involvement, and professional experience outside the pool. As a two-time Olympian, Olympic gold medalist, and current member of the Athletes' Advisory Committee, Gunnar understands the needs of elite athletes while also showing a clear commitment to serving the broader USA Swimming membership. The committee valued his experience on the National Team Steering Committee, club level board service (Dynamo), and his work in international sport.