

USA Swimming Board of Directors Meeting Minutes

September 24, 2021 / Colorado Springs, CO

1 **CALL TO ORDER**

2 Bob Vincent, Board Chair, called the September 24, 2021 Board of Directors meeting to order
3 at 9:03 a.m. Mountain Time with the following members in attendance:

4
5 **PRESENT**

6 Maya Andrews (virtual), Chris Brearton, Kenneth Chung, Kathy Fish, Bruce Gemmell, Jennifer
7 Gibson, Cecil Gordon, Natalie Hall (virtual), Tim Hinchey, Michelle Steinfeld, Katie Meili,
8 Kathleen Prindle, Bill Schalz, Jeanette Skow, Jim Sheehan, Jay Thomas, Bob Vincent.

9
10 **GUESTS**

11 Karen Alexander, Alicia Antonetti-Tricker, Wade Atkins, Tom Avischious, Lisa Black
12 Sholudko, Robert Broyles, Marcia Callan, Bill Charney, David Coleman, Ellen Colket, Steve
13 Connock, David Cottam, Bruno Darzi, Maria Davila, Sandy Drake, Lucy Duncan, John
14 Dussliere, Cathy Elgas, Tony Ervin, Joe Gazzarato, Ryan Gibbons, Dave Gibson, Scott Griffith,
15 Clark Hammond, Starre Haney, Melissa Hellervik-Bing, Kevin Hogan, Bob Hommel, Patrick
16 Hunter, Tim Husson, Paris Jacobs, Paul Jampole, Robert Kwong, Jennifer LaMont, Pam
17 Lowenthal, Karen Mayfield, Trish Martin, Arlene McDonald, Susan Mechler, Kevin Milak,
18 David Olack, Lisa Olack, Kim O'Shea, Ted Patton, Ellery Parish, Derek Paul, James Peterfish,
19 Shelly Rawding, Mary Redmond, Maggie Rocheleau, Cindy Rowland, Kathleen Scandary,
20 Erin Schwab, Mike Seip, Jennie Shamburger, Lynne Shine, Dave Smith, Robin Smith, Shawn
21 Smith, Mickey Smythe, Jayne Spittler, Mary Jo Swalley, Jack Swanson, Ashley Twichell, Mary
22 Turner, Mary Ellen Tynan, Tom Ugast, Mary Wallak, CJ Wanser, Matthew Weber, Michael
23 White.

24
25 **STAFF**

26 Matt Barbini, Carli Brashier, Juan Caraveo, Rebecca Chafin, Jay Chambers, Paula D'Amico,
27 Tina Dessart, Shana Ferguson, Jane Grosser, Elizabeth Hahn, Brendan Hansen, Abby
28 Howard, Trish Hughes, Kiki Laino, Russell Mark, Dan McCarthy, Isabelle McLemore, Macie
29 McNichols, Tiffany Midkiff, Stacy Michael-Miller, Lindsay Mintenko, Ellery Parish, Kaitlin
30 Pawlowicz, Hilary Perez, Devonie Pitre, Eric Skufca, Joel Shinofield, Lucinda McRoberts,
31 Denise Thomas, Jennifer Thomas, MJ Truex, Mike Unger, Maggie Vail, Kirsten Victor.

32
33 **MOMENT OF SILENCE**

34 A moment of silence was observed for USA Swimming members who have passed away since
35 the last USA Swimming Board of Directors meeting.

36

37 **AGENDA REVIEW**

38 Mr. Vincent presented the agenda (Attachment 1).

39

40 **RULES OF ENGAGEMENT / PROTOCOL**

41 Mr. Vincent provided an overview of the Rules of Engagement.

42

43 **DECLARATION OF CONFLICT OF INTEREST (2.5.4)**

44 *"Is any member aware of any conflict of interest (that is, of a personal interest or direct or*
45 *indirect pecuniary interest) in any matter being considered by this meeting, which should now*
46 *be reported or disclosed or addressed under the USA Swimming Conflict of Interest Policy?"*

47

48 If a Board member determines there to be a conflict of interest at any point during the course
49 of the meeting when a specific subject is being discussed and/or action is being taken, a
50 declaration of a conflict of interest should be made at that time.

51

52 **CEO'S WELCOME**

53 Tim Hinchey, President & CEO, remarked on the organization's ability to focus on the
54 positive, as well as deliver programs and resources that were in jeopardy through resiliency
55 and doing more with less. Mr. Hinchey stressed the importance of the Keeping Athletes First
56 initiative (KAF) as a guide for decision making as USA Swimming raises its standards to be a
57 best-in-class National Governing Body (NGB).

58

59 Mr. Hinchey welcomed the Foundation Board of Directors, as well as the Chairs of the USA
60 Swimming committees, while noting the essential role committees and volunteers will have
61 as the organization progresses to the Paris Olympic Games in 2024.

62

63 Lastly, Mr. Hinchey commented on the organization's complex challenges and asked
64 everyone to "opt in" to remain a best-in-class NGB.

65

66 **BOARD CHAIR'S REMARKS**

67 Mr. Vincent congratulated Dr. Cecil Gordon for his leadership of the USA Swimming
68 Foundation Board, as a strategic partner with USA Swimming. Mr. Vincent remarked on Mr.
69 Hinchey's ability to listen, change, and implement new strategies for the betterment of the
70 organization. Mr. Vincent went on to compliment the staff on their hard work and dedication,
71 specifically thanking Lindsay Mintenko, National Team Managing Director, for her
72 leadership and her focus on team improvement for Paris 2024.

73

74 Mr. Vincent applauded Vice Chair Chris Brearton and the Governance Committee for their
75 work to bring the Board of Directors and other required committees into compliance with
76 federal law and the United States Olympic and Paralympic Committee (USOPC) Bylaws,

77 noting his hope that this process serves as an opportunity for all to get involved in the
78 organization's governance structure.

79
80 Mr. Vincent thanked the Board members for choosing to not just be spectators, but instead
81 being prepared to put in the work and speak up for the Board to continue to do important
82 work for USA Swimming.

83
84 Finally, Mr. Vincent expressed appreciation for being able to represent the many families and
85 friends who were not allowed to travel to support their Olympic athletes.

86
87 **MINUTES**

88 **MOTION:** *To approve the May 7, 2021 Board of Directors meeting minutes (Attachment 2).*
89 *Seconded. APPROVED.*

90
91 **MOTION:** *To approve the August 25, 2021 Special Board of Directors meeting minutes*
92 *(Attachment 3). Seconded. APPROVED.*

93
94 **BOARD PROCESS**

95 **HURRICANE IDA RESOLUTION**
96 Abby Howard, Senior Director, Legal & Membership Affairs, presented the Hurricane Ida
97 Resolution that assists those that have been affected by the Hurricane, specifically allowing
98 displaced athletes to transfer between clubs without penalty. Ms. Howard also noted this
99 resolution would give the staff the ability to implement other such resolutions should
100 similar disasters occur in the future.

101
102 **MOTION:** *To approve the Hurricane Ida Resolution (Attachment 4). Seconded. APPROVED.*

103
104 **NEW MEMBERSHIP CATEGORY PROPOSAL**

105 Trish Martin, Chair of the Safe Sport Committee, reported on an increased financial burden
106 on clubs and a possible barrier to entry for parent volunteers at the club level due to the
107 USOPC and U.S. Center for Safe Sport's (USCSS) expansion of adults who must be included
108 in USA Swimming membership, which would result in required background checks and
109 Athlete Protection Training for those adults. Ms. Martin remarked on the efforts made for
110 clubs to comply with the new requirements without cutting volunteerism or athlete
111 programing.

112
113 Matt Webber, Chair of the Club Development Committee, asked the Board to consider a
114 new membership category to make it easier for clubs and individuals to ensure the new
115 USCSS mandates are accomplished.

116 Ms. Howard noted that the effective date of September 1, 2022 is intentional to give the
117 organization time to socialize, publicize and build technology for the new membership
118 category. Ms. Howard recognized that the organization understands the new mandates will
119 cause an immediate burden on clubs as implementation from USCCS is required by January
120 1, 2022 but hopes that with the approval of the new membership category, clubs and Local
121 Swim Committees (LSCs) know relief is on the horizon.

122
123 Joel Shinofield, Managing Director of Sport Development, added that changes such as these
124 are why the organization is building Swims 3.0, which would allow updates to be
125 implemented within days as opposed to weeks.

126
127 **MOTION:** *To approve the new non-athlete membership category and associated fee*
128 *(Attachment 5). Seconded. APPROVED.*

129

130 **PROPOSED LEGISLATION FOR THE HOUSE OF DELEGATES**

131 Michelle Steinfeld, Secretary and General Counsel, opened a discussion on the Board-
132 approved legislation regarding the Operating Policy Manual in which staff maintains the
133 document.

134

135 The Board discussed its oversight of the Operating Policy Manual through Monitoring
136 Reports. Updates are made in collaboration with appropriate entities during review
137 processes, and if responsibilities are given, so is authority and vice versa.

138

139 Ms. McRoberts added that committee Staff Liaisons are involved with any changes made to
140 the committees that fall within the Operating Policy Manual, and Ms. McRoberts
141 encouraged any committee that does not feel part of the process to reach out to their staff
142 liaison. Ms. McRoberts also noted that the Operating Policy Manual includes more than just
143 committee details, but also encompasses technology applications, among other topics.

144 Bill Charney, USA Swimming's Board Governance Consultant, reported that if the Board has
145 any area of concern, it can ask for updates or discussions from the staff at any point during
146 the year; it is not beholden to the scheduled reports.

147

148 Mr. Brearton emphasized that the Board should educate membership on what the
149 Operating Policy Manual is and what it is not.

150

151 Ms. Steinfeld briefly presented the proposed legislation for the Special Meeting of the
152 House of Delegates which center around the National Board of Review (NBOR), the Coaches
153 Advisory Council (CAC), and the House of Delegates composition.

154

155 Mr. Brearton encouraged Board members to support the proposed legislation, specifically
156 R-4 regarding the House of Delegates composition.

157
158 The Board voiced their approval of R-4

159
160 **MOTION: To endorse the passage of R-4. Seconded. APPROVED.**

161
162 Ms. Steinfeld provided brief details on the formation and composition of the CAC.

163
164 The Board and staff engaged in discussion regarding the CAC, specifically the inception and
165 composition of the CAC and how the staff can support the CAC.

166
167 Mr. Hinchey noted the committee updates and legislative process started with working
168 directly with the chairs of each committee and the organization will continue to engage
169 strategic groups within membership.

170
171 **PROPOSED CHANGES TO BYLAWS**

172 Ms. Steinfeld presented the proposed changes to the USA Swimming Bylaws (Attachment
173 6).

174
175 Ms. Howard noted that passing the Bylaw changes now allows the membership more time
176 to adjust to the changes which are to be implemented January 1, 2022.

177
178 The Board suggested that the staff continue to solicit feedback from membership regarding
179 the Bylaw changes.

180
181 Ms. McRoberts explained the changes under Section 3.1.1, including that the “USA
182 Swimming Policy Manual” no longer exists and that no matter which governance document
183 outlines the job responsibilities for the President & Chief Executive Officer and Chief
184 Financial Officer, those officers are expected to follow those responsibilities.

185
186 Ms. McRoberts additionally explained that the USOPC recommended the USA Swimming
187 Athletes’ Advisory Council (AAC) be added to the Rulebook, not Bylaws, to provide that
188 group with the greatest protection from being eliminated by any entity other than the
189 House of Delegates.

190
191 **MOTION To amend the Bylaws of USA Swimming, Inc., as outlined in Attachment 6, effective**
192 **September 26, 2021. Seconded. APPROVED.**

193

194 **USA SWIMMING FOUNDATION UPDATE**

195 Mr. Vincent introduced the Chair of the Foundation Board of Directors, Dr. Cecil Gordon.

196

197 Dr. Gordon expressed his excitement for the Foundation Board to finally connect in person
198 as the Foundation Board expanded twice since it last met in-person. Dr. Gordon reported
199 that the Foundation Board will continue to expand by electing four new members through a
200 Nominating Committee led by Foundation Board member, Jill Bornstein. Dr. Gordon noted
201 that the Nominating Committee will make recommendations to the Foundation Board who
202 in turn will ask the USA Swimming Board of Directors for its approval at its December 2021
203 meeting in addition to electing a new Chair for the Foundation Board. Dr. Gordon also
204 announced that during the next Foundation Board meeting, the Board will elect its officers.

205

206 Dr. Gordon highlighted the work of the Foundation Board, including expanding the age
207 requirements for Adult Learn to Swim Grants in partnership with U.S. Masters Swimming.
208 These efforts provide meaningful opportunities for Foundation donors to offer direct
209 funding to National Team athletes, raising \$250,000 at the Swimming Trials in addition to
210 \$40,000 raised by the Officials, entertaining donors at the Olympic Training Camp, and
211 waiving the 5% fee for clubs who hosts Swim-A-Thon's.

212 Lastly, Dr. Gordon thanked those who have donated money and items to the annual Golden
213 Goggle Awards and asked for that support to continue for the 2021 Golden Goggle Awards
214 (Attachments 7 - 12).

215

216 **TRUSTEES COUNCIL REPRESENTATIVE AMENDMENT**

217 Ms. Steinfeld presented an amendment to the Foundation Bylaws that were approved by
218 the Foundation Board of Directors to now be approved by the Board of Directors regarding
219 the Trustees Council representative to the Foundation Board.

220

221 **MOTION:** *To amend the Bylaws of USA Swimming Foundation, Inc., effective upon subsequent*
222 *approval by the USA Swimming Board of Directors:*

223

224 *Section 7.1 Trustees Council. The Foundation shall be supported by a Trustees Council. **Other***
225 ***than the Trustees Council Representative, who shall serve as a voting director pursuant to***
226 ***Section 3.2(c). Members** of the Trustees Council shall not, ~~as such,~~ have any of the duties or
227 liabilities of a director under law and shall not in any respect be considered directors of the
228 Foundation.*

229 *Seconded.* **APPROVED.**

230

231

232

233 **MANAGEMENT PARAMETERS MONITORING**

234 Mr. Vincent briefly described what the Ends monitoring reports entail, as well as the process
235 by which they are distributed and discussed prior to Board meetings.

236

237 **POLICY 3.4: FINANCIAL CONDITION & ACTIVITIES**

238 Mr. Vincent presented Policy 3.4, Financial Condition & Activities (Attachments 13 - 20).

239

240 **MOTION:** *To approve that the performance monitoring report on Policy 3.4, "Financial*
241 *Condition & Activities," conveys (a) interpretations of the policy that are reasonable, and (b)*
242 *that the report reasonably substantiates compliance with the policy requirements, consistent*
243 *with the CEO's interpretations. Seconded. **APPROVED.***

244

245 Eric Skufca, Chief Financial Officer, began with seeking Board acceptance and approval of the
246 organization's 2020 financial audit.

247

248 Kenneth Chung, Vice Chair of Fiscal-Oversight and Audit Committee Chair, highlighted the
249 Audit Committee's process, including discussion with the external audit firm, to recommend
250 that the Board accept and approve the 2020 audit report with a clean, unqualified opinion.

251

252 **MOTION:** *To approve USA Swimming's 2020 Audit Report. Seconded. **APPROVED.***

253

254 Mr. Skufca reported that the Investment Committee worked with the staff and external
255 investment manager to strategically update the organization's Investment Policy Statement
256 through its annual review. Mr. Skufca noted updates to the USA Swimming statement were
257 more housekeeping (minor), while the Foundation statement had some slight long-term
258 strategy shifts.

259

260 Mr. Chung commented on the Investment Committee's work with First Western Trust to look
261 at the best pathways forward, noting that the organization's investment returns have
262 allowed the organization to re-invest in membership at all levels.

263

264 **MOTION:** *To approve updates to the USA Swimming's Investment Policy Statement as review*
265 *and recommended by the Investment Committee. Seconded. **APPROVED.***

266

267 Mr. Chung shared his appreciation of staff for being financially transparent with the Board
268 and membership.

269

270 **POLICY 3.6: FINANCIAL PLANNING AND BUDGETING**

271 Mr. Vincent presented Policy 3.6, Financial Planning & Budgeting (Attachments 21 - 24).

272 Mr. Skufca elaborated on the budget process that is conducted by the entire staff through a
273 continued collective effort for a financial plan yearly, each quad and beyond. Mr. Skufca
274 noted how the staff collectively prioritizes revenue and expenses.

275
276 Mr. Skufca highlighted the Quad Business Plan Summary, including the flexibility of how
277 the entity operates, with some years being an operating surplus and others being an
278 operating deficit, but noting there is a purpose behind each year's projection to reach goals
279 at the end of the quad.

280
281 Mr. Chung added that the organization does not exist to make money but to strategically
282 support and provide services to the membership.

283
284 Mr. Skufca presented the three Board-related budget items to be approved, including the
285 Board of Directors budget, the Board Chair's travel budget and the audit and tax fees.

286
287 Mr. Chung asked for the Board to approve the Board-related items to be incorporated into
288 the 2022 budget.

289
290 **MOTION:** *To approve Board related programs and expenses for the 2022 budget. Seconded.*
291 **APPROVED.**

292
293 **MOTION:** *To approve that the performance monitoring report on Policy 3.6, "Financial*
294 *Planning and Budgeting," conveys (a) interpretations of the policy that are reasonable, and (b)*
295 *that the report reasonably substantiates compliance with the policy requirements, consistent*
296 *with the CEO's interpretations. Seconded. APPROVED.*

297
298 **POLICY 3.10 LSC REPORTING REQUIREMENTS**

299 Mr. Vincent presented Policy 3.10, LSC Reporting Requirements (Attachment 25).

300
301 Ms. Howard reported that a new LEAP program has been implemented, with half of the
302 LSCs going through the new streamlined structure in 2021 and the remaining LSCs doing
303 so in 2022.

304
305 Ms. Howard provided an update on the LSC Affiliation Agreement, noting the first version is
306 set to expire at the end of 2021 and the biggest compliance challenge has been the section
307 regarding Financial Management. Ms. Howard reported that there are currently sixteen
308 LSCs not in compliance with that provision and that if those LSCs do not comply, the Board
309 will be asked to enact penalties on those LSCs.

310

311 Ms. Howard highlighted the enhancements to the new LSC Affiliation Agreement, including
312 requiring LSCs to remain in good standing with their home state by filing taxes, formalizing
313 the benefit of the group tax exception, requiring LSCs to report on membership outreach,
314 memorializing an LSC's responsibility to cooperate with USA Swimming and legal counsel
315 in any litigation processes, detailing types of public statements LSCs may issue, gaining
316 approval from USA Swimming regarding any political lobby activities, ensuring if an LSC
317 uses its own insurance, it is the primary insurance and it does not negate USA Swimming's
318 insurance, and formalizing decertification effects and processes of an LSC or USA
319 Swimming (Attachment 26).

320

321 Ms. Howard stated that once approved by the Board, USA Swimming would present the
322 new agreement to the LSCs with the expectation to execute the new affiliation agreement
323 by the end of 2021.

324

325 The Board briefly discussed some of the details of the new agreement, as well as why LSCs
326 may not be complying and suggested further educating the appropriate person(s) within
327 each LSC to ensure compliance.

328

329 **MOTION:** *To approve the 2022 - 2023 LSC Affiliation Agreement. Seconded. APPROVED.*

330

331 **MOTION:** *To approve that the performance monitoring report on Policy 3.10, "LSC Reporting*
332 *Requirements," conveys (a) interpretations of the policy that are reasonable, and (b) that the*
333 *report reasonably substantiates compliance with the policy requirements, consistent with the*
334 *CEO's interpretations. Seconded. APPROVED.*

335

336 **KEEPING ATHLETES FIRST INITIATIVE**

337 Ms. McRoberts remarked on the KAF transformation from four key initiatives, each with
338 their own budget, to three initiatives with one budget.

339

340 Ms. Howard stated that Safe Sport Club Recognition (SSCR) and Staff Program Resources
341 are divided into three areas: programs and services for clubs and LSCs, club and LSC
342 incentives, and staff support.

343

344 Ms. Howard reported that as part of promotions and communications, USA Swimming
345 provided every club with a branded pop-up changing tent, mailed all registered families a
346 Safe Sport family resource guide in which USA Swimming reached every registered family
347 for the first time in its 10-year history, published a Public Service Announcement video for
348 outlining new MAPP requirements, and lastly, conducted a Safe Sport rally towel giveaway
349 at the 2020 Olympic Trials.

350 Ms. Howard added that along with every club receiving a pop-up changing tent, clubs who
351 achieved SSCR or renewed their status received additional tents. LSCs were incentivized
352 through a tiered cash program to encourage and support their clubs to achieve SSRC.
353 Lastly, Ms. Howard noted that through staff support, an independent contractor has been
354 engaged to review SSCR applications.

355
356 Mr. Shinofield reported that the technology for Online Member Registration (OMR) is
357 largely complete, except for ongoing adjustments recommended by the Membership and
358 Registration subcommittee.

359
360 Mr. Shinofield remarked that the IT security initiative is also largely complete with
361 implementation on some items still to come, as well as decisions on the possible need for
362 additional security for existing Swims 1.0.

363
364 Mr. Shinofield reported that Swims 3.0 is making significant progress, with database
365 architecture close to completion and data warehouse development set for this fall. Mr.
366 Shinofield emphasized the importance of the data warehouse's membership reporting
367 tools, which will cultivate an interactive community amongst LSCs, clubs and coaches
368 through the sharing of information to create a better athlete experience. Mr. Shinofield
369 announced the addition of a data engineer to provide and respond to member services with
370 the anticipation of providing an improved interface for membership.

371
372 Lastly, Mr. Shinofield stated that next steps for OMR and the database warehouse will be
373 testing, followed by taking care of "punch list" items and educating membership.

374

375 **COACH EDUCATION UPDATE**

376 Mr. Shinofield introduced MJ Truex, Senior Director, Team Services, Coach and Athlete
377 Development and Maggie Vail, Manager of Education and Curriculum.

378

379 Ms. Vail stated that the Coach Education platform is a professional development program
380 for coaches, with the goal of creating better experiences for athletes through quality
381 coaching. Ms. Vail reported that most of the program will be delivered online, along with in-
382 person offerings to compliment the online content.

383

384 Ms. Vail highlighted the two guiding frameworks of the platform, beginning with the
385 Quality Coaches Framework (QCF). Ms. Vail reported that the USOPC provided the QCF,
386 which worked well to organize feedback received from coaches regarding coach education.
387 Ms. Vail explained the American Development Model (ADM) within QCF, which focuses on
388 athlete swimming progressions and athlete character development.

389 Ms. Truex presented the two learner pathways: New Coach Pathway and Existing Coach
390 Pathway. Ms. Truex explained the New Coach Pathway, starting with prerequisite courses
391 needed prior to coaching on deck, followed by a yearlong learning experience that ends
392 with a Core Certification and then transitions to Continuing Education Units (CEUs). Ms.
393 Truex touched on three other yearlong experiences that are available to coaches,
394 depending on their interests and goals, including ADM Age-Group, ADM Senior, and Head
395 Coaching certificates.

396
397 Ms. Truex described the Existing Coaching Framework that begins with the QCF as a
398 foundation and prerequisite to the other courses. Ms. Truex stated that once the QCF is
399 complete, existing coaches can fast track to CEUs or they can choose one of the various
400 yearlong certification experiences.

401
402 Mr. Shinofield explained that the completed certifications will be available for clubs to
403 check as they hire new coaches.

404
405 Ms. Truex gave further details regarding the price structure and ways to earn CEUs through
406 coach mentoring and existing membership requirements.

407
408 Lastly, Ms. Truex provided next steps, including engaging focus groups, course building,
409 and platform testing and training before launching the platform in September 2022.

410
411 **GUEST SPEAKER**

412 Rick Adams, USOPC Chief of Sport Performance & NGB Services, thanked USA Swimming
413 for its partnership and remarked on Ms. Mintenko's notable example of women leading in
414 the Olympic Movement. Mr. Adams commented on the work done by USA Swimming that
415 gave athletes the opportunity to win gold medals at the Tokyo Games through the
416 Swimming Trials and in collaboration with the USOPC. Mr. Adams again thanked the
417 organization for its dedication and continued efforts to improve to keep up with the rest of
418 the world.

419
420 **ENDS/PRIORITY RESULTS MONITORING**
421 **POLICY 1.1: COMPETITIVE SUCCESS**

422 Ms. Mintenko introduced members of the USA Swimming National Team Division.

423
424 Russell Mark, National Team High Performance Manager, provided statistics from the USA
425 Swimming Olympic Team at the Tokyo Games, including 30 medals won — the most medals
426 by a women's team and of any USA Team at the Olympic Games. Mr. Mark highlighted
427 performance metrics, including team improvement between Swimming Trials and the
428 Olympic Games, by getting 55% faster to produce a finalist in every event at the Olympic

429 Games with nine rookies winning individual medals. Mr. Mark emphasized the importance
430 of a pipeline to build a successful team, as well as international experience to compete
431 against countries that are getting faster.

432
433 Carliann Brashier, National Team International Games Operations Manager, described the
434 priorities at training camps for the National Team, which include the health and safety of the
435 athletes as well as performance. Ms. Brashier commented on the many ways performance
436 can be impacted, from flights to time zones to swimming facilities to comforts that make a
437 foreign space feel like home. Ms. Brashier spoke about the significance of creating team
438 spaces for gatherings and team building both at the hotel and competition venue. Ms.
439 Brashier concluded with emphasizing the importance of support staff during a competition
440 such as the Olympic Games, including medical staff, dietitians, USOPC practitioners, and
441 especially for this Olympic year, COVID Liaison Officer Assistance.

442
443 Stacy Michael-Miller, National Team Support & Services Director, described USA Swimming's
444 Direct Athlete Support program that allows athletes to focus on training by providing them
445 financial support. USA Swimming increased this support during the COVID-19 pandemic and
446 extended through the end of 2021. Ms. Michael-Miller remarked on the partnership with the
447 USOPC on the Operational Gold program that supports competitive success at the highest
448 level, again through financial means for athletes, so they can focus on training to compete
449 internationally. Ms. Michael-Miller explained the Donor and Athlete Partner Program that
450 allows Foundation donors the opportunity to support athletes in and out of the water
451 financially and with life after swimming. Ms. Michael-Miller closed with reporting on the
452 organization's more intentional focus on mental health through an Athlete Assist Program,
453 support group opportunities, and partnerships with Talkspace, Headspace, and the USOPC
454 medical staff, specifically their mental health consultant.

455
456 Matt Barbini, National Team Performance Director, provided a look forward toward the
457 Paris Olympic Games focusing on three priorities: international competition opportunities,
458 direct athlete support, and athlete health. Mr. Barbini reported that high level, international
459 competition experience for athletes is critical to the success of the National Team, noting
460 how much more important it is for open water swimmers. Mr. Barbini remarked on the
461 challenges of navigating the upcoming international competition calendar for multiple
462 athlete groups and additionally budgeting issues leading to challenges to offer competition
463 opportunities to athletes. Mr. Barbini did note that the schedule gives USA Swimming the
464 opportunity to directly select teams for the pre-Olympic year in 2023, allowing the
465 organization to have a clearer idea of what kind of performance to expect for the 2024
466 Olympic Games. Mr. Barbini briefly described a more efficient resource allocation through
467 the Direct Athlete Support. Lastly, Mr. Barbini reported on the continued

468 progress on athlete health, both physically and mentally through more personalized services
469 and responsiveness.

470

471 Mr. Vincent presented Policy 1.1, Competitive Success (Attachment 27).

472 **MOTION:** *To approve that the performance monitoring report on End 1.1, "Competitive*
473 *Success," conveys (a) interpretations of the policy that are reasonable, and (b) that the report*
474 *reasonably substantiates achievement of the policy requirements, consistent with the CEO's*
475 *interpretations. Seconded. APPROVED.*

476

477 **CLOSED SESSION (2.3.6)**

478 **LITIGATION UPDATE**

479 The Board went into closed session so Ms. Steinfeld could provide a legal update.

480

481 **COMPENSATION COMMITTEE UPDATE**

482 Staff left the meeting as the Board remained in closed session for compensation discussions.

483

484 **STAFF UPDATES**

485 Mr. Hinchey submitted a written report to the Board (Attachment 28).

486

487 **SAFE SPORT VIETH REPORT PROGRESS UPDATE**

488 Ms. Howard provided a brief overview of the Vieth Report that was commissioned to
489 evaluate USA Swimming's Safe Sport program, as well as to provide recommendations to
490 improve the program. Ms. Howard reported that USA Swimming has fully implemented all
491 the items that were recommended to the organization, with the only exceptions being the
492 recommendations that are now best suited for the in the U.S. Center for Safe Sport
493 (Attachment 29).

494

495 **IRC COMMITTEE UPDATE**

496 Mike Unger, Chief Operating Officer, asked the Board to approve the International Relations
497 Committee's recommendation of Mr. Brearton as USA Swimming's delegate to the
498 Federation Internationale De Natation (FINA) Extraordinary Congress on December 15,
499 2021.

500

501 **MOTION:** *To approve Chris Brearton as USA Swimming's delegate to the FINA Extraordinary*
502 *Congress December 15, 2021. Seconded. APPROVED.*

503

504 Mr. Unger reported on two changes to the recommendations for FINA committees and panels
505 that were previously approved by the Board, including Mr. Brearton being nominated for a

506 spot on the Finance Committee and Jeff Cook now being added to the FINA doping panel
507 (Attachment 30).

508

509 **“PIVOT” PRESENTATION**

510 Mr. Hinchey briefly described the organization’s impetus for “pivoting” forward and the
511 importance of that theme for the next quad.

512

513 Ms. McRoberts briefly explained the two frameworks within which USA Swimming operates,
514 including its charge as the NGB of the sport of swimming, as well as its Purpose & Ends
515 (Priority Results) which guide the organization’s overall strategies.

516

517 Mr. Hinchey added that if USA Swimming achieves its Ends of competitive success,
518 developing and providing resources to membership, and continued public engagement with
519 swimming, it will achieve its goal of being a best-in-class NGB. Mr. Hinchey remarked how
520 the Annual Business Meeting (ABM) will allow the organization the opportunity to increase
521 membership involvement in annual business planning.

522

523 Mr. Hinchey presented USA Swimming’s Pyramid that depicts how the organization can
524 positively contribute to all areas of the sport of swimming. Additionally, Mr. Hinchey
525 presented the organization’s priorities, including stewarding its financials, mitigating
526 threats, and growing the sport.

527

528 Mr. Skufca shared the organization’s average revenue and expenses for the current quad,
529 showcasing how the organization is projecting to approximately breakeven operationally for
530 the quad.

531

532 Mr. Shinofield added that USA Swimming events do not exist to make money but rather are
533 used as investments in grassroots athletes.

534

535 Mr. Unger briefly explained event finances, using the example of the 2020 Olympic Trials
536 which is generally a revenue generator but more importantly, an opportunity for athletes
537 and coaches to compete.

538

539 Ms. McRoberts added another example of USA Swimming prioritizing resources by noting
540 the organization’s ability to continue the efforts of the KAF initiative during the COVID
541 pandemic due to responsible financial stewardship.

542

543 Mr. Shinofield highlighted program resources and services for members, including access to
544 affordable, high-quality insurance, SwimAssist for sexual abuse survivors, grants for clubs to

545 ensure they can offer new opportunities for communities that do not have access to
546 competitive swimming and funding of diverse programs that offer opportunities to women
547 and underrepresented coaches.

548
549 Mr. Shinofield reported that one of the biggest obstacles for the organization during COVID
550 was the loss of younger swimmers who missed opportunities due to the prioritization of pool
551 time for older swimmers. Mr. Shinofield remarked on the work that needs done to engage
552 families and provide them with opportunities within the sport, specifically competitions.

553
554 Mr. Unger commented on the challenges of competitions, including COVID mitigation, facility
555 access, specifically college and school campuses, continued need for increased health and
556 safety protocols, and limited development of new facilities.

557
558 Mr. Hinchey added that a silver lining from competition challenges is the organization's
559 commitment to providing more long course competitions, including the creation of the TYR
560 18 & Under Cup.

561
562 Mr. Shinofield stated that a priority to growing the sport of swimming will be for USA
563 Swimming to provide opportunities in the sport for everybody in every community. Mr.
564 Shinofield noted that the organization will work with local partners and leverage experts in
565 the field to expand community impact programs. Mr. Shinofield announced that Shaun
566 Anderson, Senior Advisor of Community Outreach & Engagement, will focus more on the
567 expansion of the community swim team programs to provide significant opportunities in
568 communities that do not have accessible swimming programming. Additionally, Mr.
569 Shinofield added that within the Coach Education program, Diversity, Equity, and Inclusion
570 (DEI) is embedded in the curriculum including how to implement DEI within their
571 communities.

572
573 Shana Ferguson, Chief Commercial Officer, remarked on USA Swimming's efforts to bring in
574 more revenue in more diverse ways, which will allow the organization to increase member
575 resources. Ms. Ferguson highlighted the commercial additions during 2021 to increase
576 revenue, including three new sponsors, four new suppliers, and nine new licensees under
577 the USA Swimming umbrella.

578
579 Ms. Ferguson reported on the path for revenue growth through an increased focus on e-
580 commerce and retail, implementation of a more aggressive partnership sales strategy, and
581 growing events. Ms. Ferguson added that the Foundation Board has also provided an avenue
582 for increased and diversified revenue, by moving from an advisory board to fundraising
583 board.

584 Ms. Ferguson noted the need to continue to develop new platforms and to produce more
585 revenue for additional member resources and programs.

586
587 Ms. Mintenko noted the importance of gender equality that USA Swimming provides for its
588 athletes through equal gender representation for roster spots, direct athlete support and
589 prize money.

590

591 **CLOSING ROUNDTABLE**

592 **NEXT MEETING / EVENTS**

- 593 • Toyota U.S. Open / December 1 – 4 / Greensboro, NC
- 594 • Board of Directors Meeting / Monday, December 6, 2021 / Miami, FL
- 595 • Foundation Board of Directors / Tuesday, December 7, 2021 / Miami, FL
- 596 • Golden Goggle Awards / Tuesday, December 7, 2021 / Miami, FL
- 597 • Speedo Winter Juniors / December 8 – 11 / Greensboro, NC & Austin, TX
- 598 • Short Course World Championships / December 16 – 21 / Abu Dhabi

599

600 **APPRECIATION TO OUTGOING BOARD MEMBERS**

601 Mr. Vincent thanked outgoing Board members, Jay Thomas and Jim Sheehan, for their work
602 on the Board of Directors.

603

604 **MEETING ASSESSMENT**

605 The Board engaged in a round table discussion assessing the day's meeting that included
606 expressing enthusiasm for the National Team presentation on Team USA's success at the
607 Olympic Games, as well as the Coach Education initiative, conveying gratitude for the Board's
608 work and Mr. Vincent's leadership through the new governance structure, as well as the
609 COVID-19 pandemic, sharing appreciation for Mr. Sheehan and Mr. Thomas for their
610 contributions to the Board and the sport of swimming, and lastly, encouraging the staff to
611 show more of their good work to membership.

612

613 **ADJOURN**

614 Mr. Vincent adjourned this meeting at 4:13 p.m. Mountain Time.

615

616 Respectfully submitted:



Michelle Steinfeld, Secretary and General Counsel



Bob Vincent, Board Chair

USA Swimming Board of Directors Meeting Minutes

September 24, 2021 / Colorado Springs, CO

Attachment 1	Page 2 – Agenda: September 24, 2021
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Attachment 3	Page 3 – DRAFT Special BOD Minutes August 25, 2021
Attachment 4	Page 3 – Hurricane Ida Resolution
Attachment 5	Page 4 – New Membership Category Proposal
Attachment 6	Page 5 – Proposed Bylaw Changes
Attachment 7	Page 6 – USA-S Foundation Q2 2021 Financial Stmt. Report
Attachment 8	Page 6 – 2020 USA-S Foundation Audit
Attachment 9	Page 6 – 2020 USA-S Foundation Audit – Rec Letter
Attachment 10	Page 6 – 2020 USA-S Foundation Audit – SAS 114 Letter
Attachment 11	Page 6 – USA-S Foundation IPS - Clean
Attachment 12	Page 6 – USA-S Foundation IPS - Redline
Attachment 13	Page 7 – Policy 3.4 Financial Condition and Activities
Attachment 14	Page 7 – USA-S Q2 2021 Financial Statement Report
Attachment 15	Page 7 – 2020 USA-S Affiliates Consolidated Audit
Attachment 16	Page 7 – 2020 USA-S Affiliates Audit – Rec Letter
Attachment 17	Page 7 – 2020 USA-S Affiliates Audit – SAS 114 Letter
Attachment 18	Page 7 – Q2 2021 Combined Quarterly Investment Port. Stmt.
Attachment 19	Page 7 – USA-S IPS - Clean
Attachment 20	Page 7 – USA-S IPS – Redline
Attachment 21	Page 7 – Policy 3.6 Financial Planning and Budgeting
Attachment 22	Page 7 – USA-S 2021 Budget v. 2021 Projection
Attachment 23	Page 7 – Business Plan Summary 2017- 2021
Attachment 24	Page 7 – BOD Related 2022 Budget Items
Attachment 25	Page 8 – Policy 3.10 LSC Reporting Requirements
Attachment 26	Page 9 – LSC Affiliation Agreement DRAFT
Attachment 27	Page 13 – Policy 1.1 Competitive Success
Attachment 28	Page 13 – Staff Update for the Board
Attachment 29	Page 13 – Vieth Report Progress Update
Attachment 30	Page 14 – 2021 IRC Nominations to FINA Committees