USA Swimming Board of Directors Meeting Minutes
September 24, 2021 / Colorado Springs, CO

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

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

GUESTS

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

MOMENT OF SILENCE
A moment of silence was observed for USA Swimming members who have passed away since the last USA Swimming Board of Directors meeting.
AGENDA REVIEW
Mr. Vincent presented the agenda (Attachment 1).

RULES OF ENGAGEMENT / PROTOCOL
Mr. Vincent provided an overview of the Rules of Engagement.

DECLARATION OF CONFLICT OF INTEREST (2.5.4)
“Is any member aware of any conflict of interest (that is, of a personal interest or direct or indirect pecuniary interest) in any matter being considered by this meeting, which should now be reported or disclosed or addressed under the USA Swimming Conflict of Interest Policy?”

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

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

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

Lastly, Mr. Hinchey commented on the organization’s complex challenges and asked everyone to “opt in” to remain a best-in-class NGB.

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

Mr. Vincent applauded Vice Chair Chris Brearton and the Governance Committee for their work to bring the Board of Directors and other required committees into compliance with federal law and the United States Olympic and Paralympic Committee (USOPC) Bylaws,
noting his hope that this process serves as an opportunity for all to get involved in the organization’s governance structure.

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

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

MINUTES

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

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

BOARD PROCESS

HURRICANE IDA RESOLUTION

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

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

NEW MEMBERSHIP CATEGORY PROPOSAL

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

Matt Webber, Chair of the Club Development Committee, asked the Board to consider a new membership category to make it easier for clubs and individuals to ensure the new USCSS mandates are accomplished.
Ms. Howard noted that the effective date of September 1, 2022 is intentional to give the organization time to socialize, publicize and build technology for the new membership category. Ms. Howard recognized that the organization understands the new mandates will cause an immediate burden on clubs as implementation from USCCS is required by January 1, 2022 but hopes that with the approval of the new membership category, clubs and Local Swim Committees (LSCs) know relief is on the horizon.

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

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

**PROPOSED LEGISLATION FOR THE HOUSE OF DELEGATES**

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

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

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

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

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

Ms. Steinfeld briefly presented the proposed legislation for the Special Meeting of the House of Delegates which center around the National Board of Review (NBOR), the Coaches Advisory Council (CAC), and the House of Delegates composition.
Mr. Brearton encouraged Board members to support the proposed legislation, specifically R-4 regarding the House of Delegates composition.

The Board voiced their approval of R-4

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

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

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

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

**PROPOSED CHANGES TO BYLAWS**

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

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

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

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

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

**MOTION To amend the Bylaws of USA Swimming, Inc., as outlined in Attachment 6, effective September 26, 2021. Seconded. APPROVED.**
USA SWIMMING FOUNDATION UPDATE

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

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

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

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

TRUSTEES COUNCIL REPRESENTATIVE AMENDMENT

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

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

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

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

**POLICY 3.4: FINANCIAL CONDITION & ACTIVITIES**

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

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

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

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

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

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

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

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

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

**POLICY 3.6: FINANCIAL PLANNING AND BUDGETING**

Mr. Vincent presented Policy 3.6, Financial Planning & Budgeting (Attachments 21 - 24).
Mr. Skufca elaborated on the budget process that is conducted by the entire staff through a continued collective effort for a financial plan yearly, each quad and beyond. Mr. Skufca noted how the staff collectively prioritizes revenue and expenses.

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

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

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

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

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

**MOTION:** To approve that the performance monitoring report on Policy 3.6, “Financial Planning and Budgeting,” conveys (a) interpretations of the policy that are reasonable, and (b) that the report reasonably substantiates compliance with the policy requirements, consistent with the CEO’s interpretations. Seconded. APPROVED.

**POLICY 3.10 LSC REPORTING REQUIREMENTS**

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

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

Ms. Howard provided an update on the LSC Affiliation Agreement, noting the first version is set to expire at the end of 2021 and the biggest compliance challenge has been the section regarding Financial Management. Ms. Howard reported that there are currently sixteen LSCs not in compliance with that provision and that if those LSCs do not comply, the Board will be asked to enact penalties on those LSCs.
Ms. Howard highlighted the enhancements to the new LSC Affiliation Agreement, including requiring LSCs to remain in good standing with their home state by filing taxes, formalizing the benefit of the group tax exception, requiring LSCs to report on membership outreach, memorializing an LSC’s responsibility to cooperate with USA Swimming and legal counsel in any litigation processes, detailing types of public statements LSCs may issue, gaining approval from USA Swimming regarding any political lobby activities, ensuring if an LSC uses its own insurance, it is the primary insurance and it does not negate USA Swimming’s insurance, and formalizing decertification effects and processes of an LSC or USA Swimming (Attachment 26).

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

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

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

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

**KEEPING ATHLETES FIRST INITIATIVE**

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

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

Ms. Howard reported that as part of promotions and communications, USA Swimming provided every club with a branded pop-up changing tent, mailed all registered families a Safe Sport family resource guide in which USA Swimming reached every registered family for the first time in its 10-year history, published a Public Service Announcement video for outlining new MAPP requirements, and lastly, conducted a Safe Sport rally towel giveaway at the 2020 Olympic Trials.
Ms. Howard added that along with every club receiving a pop-up changing tent, clubs who achieved SSCR or renewed their status received additional tents. LSCs were incentivized through a tiered cash program to encourage and support their clubs to achieve SSRC. Lastly, Ms. Howard noted that through staff support, an independent contractor has been engaged to review SSCR applications.

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

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

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

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

COACH EDUCATION UPDATE

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

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

Ms. Vail highlighted the two guiding frameworks of the platform, beginning with the Quality Coaches Framework (QCF). Ms. Vail reported that the USOPC provided the QFC, which worked well to organize feedback received from coaches regarding coach education. Ms. Vail explained the American Development Model (ADM) within QCF, which focuses on athlete swimming progressions and athlete character development.
Ms. Truex presented the two learner pathways: New Coach Pathway and Existing Coach Pathway. Ms. Truex explained the New Coach Pathway, starting with prerequisite courses needed prior to coaching on deck, followed by a yearlong learning experience that ends with a Core Certification and then transitions to Continuing Education Units (CEUs). Ms. Truex touched on three other yearlong experiences that are available to coaches, depending on their interests and goals, including ADM Age-Group, ADM Senior, and Head Coaching certificates.

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

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

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

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

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

ENDS/PRIORITY RESULTS MONITORING
POLICY 1.1: COMPETITIVE SUCCESS
Ms. Mintenko introduced members of the USA Swimming National Team Division.

Russell Mark, National Team High Performance Manager, provided statistics from the USA Swimming Olympic Team at the Tokyo Games, including 30 medals won — the most medals by a women's team and of any USA Team at the Olympic Games. Mr. Mark highlighted performance metrics, including team improvement between Swimming Trials and the Olympic Games, by getting 55% faster to produce a finalist in every event at the Olympic
Games with nine rookies winning individual medals. Mr. Mark emphasized the importance of a pipeline to build a successful team, as well as international experience to compete against countries that are getting faster.

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

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

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

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

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

CLOSED SESSION (2.3.6)

LITIGATION UPDATE

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

COMPENSATION COMMITTEE UPDATE

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

STAFF UPDATES

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

SAFE SPORT VIETH REPORT PROGRESS UPDATE

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

IRC COMMITTEE UPDATE

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

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

Mr. Unger reported on two changes to the recommendations for FINA committees and panels that were previously approved by the Board, including Mr. Brearton being nominated for a
spot on the Finance Committee and Jeff Cook now being added to the FINA doping panel (Attachment 30).

“PIVOT” PRESENTATION

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

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

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

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

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

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

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

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

Mr. Shinofield highlighted program resources and services for members, including access to affordable, high-quality insurance, SwimAssist for sexual abuse survivors, grants for clubs to
ensure they can offer new opportunities for communities that do not have access to competitive swimming and funding of diverse programs that offer opportunities to women and underrepresented coaches.

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

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

Mr. Hinckey added that a silver lining from competition challenges is the organization’s commitment to providing more long course competitions, including the creation of the TYR 18 & Under Cup.

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

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

Ms. Ferguson reported on the path for revenue growth through an increased focus on e-commerce and retail, implementation of a more aggressive partnership sales strategy, and growing events. Ms. Ferguson added that the Foundation Board has also provided an avenue for increased and diversified revenue, by moving from an advisory board to fundraising board.
Ms. Ferguson noted the need to continue to develop new platforms and to produce more revenue for additional member resources and programs.

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

CLOSING ROUNDTABLE

NEXT MEETING / EVENTS

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

APPRECIATION TO OUTGOING BOARD MEMBERS

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

MEETING ASSESSMENT

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

ADJOURN

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

Respectfully submitted:

Michelle Steinfeld, Secretary and General Counsel

Bob Vincent, Board Chair
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