

**USA Swimming Foundation, Inc.**  
**Board of Directors Conference Call Minutes**  
November 19, 2020 / Colorado Springs, Colorado

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**CALL TO ORDER**

USA Swimming Foundation Board Chair, Dr. Cecil Gordon, welcomed the Board, guests, and staff to the November 19, 2020 Board of Directors conference call (via Zoom) meeting. The meeting was called to order at 9:04 am Mountain Time.

**Participating Board Members**

Dr. Cecil Gordon – Chair, Dave Wiederecht – Secretary, David Shackley – Interim Treasurer, Cynthia Eubanks, Alex Blavatnik, Teresa Lee, Jill Bornstein, Anne Berry, Elizabeth Beisel, and Bill Maxson were in attendance.

**Participating Staff**

Tim Hinchey, Scott Usher, Shana Ferguson, Eric Skufca, Paula D’Amico, Isabelle McLemore, Jill Johnson, Mike Unger, Joel Shinofield, Lucinda McRoberts, Jess Delos Reyes and Amanda Nusbaum attended, as did guests Bill Charney, Bob Vincent, Cullen Jones, Chris Brearton, Mike McCaffery, Ellen Colket, Dawson Hughes, and Peter Guadagny.

**AGENDA (Attachment 1)**

No new items added.

**WELCOME & COMMENTS**

Dr. Gordon welcomed the board and guests, wishing them a Happy Thanksgiving. He also noted that the Golden Goggle Awards is our biggest fundraiser, and thanked all of the Board members and staff that have contributed to and worked on the event. He expressed excitement looking forward to 2021, noting how well the group has grown together throughout 2020. He also implored the group to reflect on the trying times the world is going through, and how important our mission continues to be.

CEO Tim Hinchey thanked Dr. Gordon for his leadership, and echoed his sentiments. He expressed pride in how far the organization and group have come in the last year, highlighting the adjustments made toward the Golden Goggle Awards and how successful it is still going to be. He also expressed gratitude toward Shana Ferguson in heading up the USA Swimming Foundation’s organizational transition, and thanked the Development and Strategy Teams for their hard work and support of the Foundation.

**MEETING MINUTES**

***MOTION:** David Shackley motioned to approve the May 1, 2020 Board of Directors meeting minutes. Dave Wiederecht seconded. Approved. (Attachment 2)*

**GOLDEN GOGGLE AWARDS AND AUCTION UPDATE**

Mike Unger gave an update on the Golden Goggle Awards show, noting that the event is virtual, with three MCs to drive the excitement. He noted that the live portions of the broadcast would be filmed from the Olympic and Paralympic Museum in Downtown Colorado Springs, and that there would be a rebroadcast on the Olympic Channel on Nov. 24. Mr. Unger let the group know that in lieu of honoring the 2020 Olympic Team, the show would honor frontline workers as well as Coach John Urbanek and the 1980 Olympic team. He also highlighted that the revenue goals had been reached already, thanking those who had bought virtual tables so far, and that they anticipated more growth throughout the day.

Amanda Nusbaum gave an update on the online auction, thanking the attendees that had donated a package or had already bid on items. She noted that most items were already online, and that the revenue totals so far had surpassed previous years'. Dr. Gordon reminded the group to take a look at the items and be sure to bid throughout the remaining days of the auction being open.

Given the virtual nature of the show being a new concept, there was a brief discussion on how much communication went out to the LSCs and clubs/coaches to invite them to watch and/or attend via virtual table sales.

**FINANCIAL UPDATE (Attachments 3-8)**

Eric Skufca reviewed the Q3 numbers from 2020. He highlighted that 2019 Major Gifts were a bit larger than other years due to the Phillips 66 agreement being signed, but that there are new agreements queued up for late 2020 or early 2021 to help bolster those numbers. He also noted that we are seeing similar trends for 2020 and projections for 2021 as the year comes to a close. He also noted that Champions Club and Annual Fund funds tend to come in largely in Q4, especially in December following an end-of-year solicitation. Mr. Skufca explained that cash on hand is higher than a typical year due to lower operating expenses, but that the majority sit in short-term investments. He also referenced that the endowments and other long-term investments saw a reduction due to the club relief grants, but that the market trend has returned those to around starting amounts.

He then explained projected budgets, with a revenue deficit projected following loss of events due to COVID-19 and discontinuation of the Swim-a-Thon fee. He did note that supporting expenses have also seen a 42% decrease as well, helping to offset the current revenue projection.

Mr. Skufca briefly went through the proposed 2021 Budget, highlighting an anticipated surplus due to greater fundraising planning, but are conservative budgets nonetheless.

Ms. Bornstein asked when online registration, with a built-in donation ask, would be live; Mr. Shinofield explained that there would be a hybrid-model to start, but that a full online membership registration program would be live within a few years. Mr. Hinchey added that despite the delayed online registration push, the organization has already moved toward having more digital campaign pushes, expanding in 2021 with the partnership with U.S. Masters Swimming.

***MOTION:*** Bill Maxson motioned to approve the Foundation 2021 Budget. Cynthia Eubanks seconded. Approved. (Attachment 6)

The investment committee reviewed and updated the investment policies statement. The document explains how USA Swimming and the Foundation will interact with their investment advisors.

***MOTION:*** Dave Wiederecht motioned to approve the USA Swimming Foundation Investment Policy Statement. Bill Maxson seconded. Approved. (Attachment 8)

Mr. Skufca also sought approval to appoint Mike McCaffery to the Investment Committee. Mr. McCaffery has served as a Foundation representative for the last year, but would be added in via appointment officially.

***MOTION:*** Bill Maxson motioned to appoint Mike McCaffery to the Investment Committee. Cecil Gordon seconded. Approved.

### **INVESTMENT STRATEGY UPDATE (Attachment 9)**

Mr. Skufca introduced Ellen Colket, the Investment Committee Chair, as well as Mike McCaffery to the group. Ms. Colket and Mr. McCaffery presented to the group on the current investment strategies, as well as goals and forward-looking movement of the organization's investments.

### **U.S. MASTERS SWIMMING (USMS) UPDATE**

After introducing Dawson Hughes (CEO) and Peter Guadagny (Board President) of USMS, Dr. Gordon opened the U.S. Masters Swimming update by giving background to the idea behind the partnership, including the creation of a Task Force comprised of members of both organizations to discuss the proposed joint venture. He noted that the main goal of the partnership is to expand the adult learn-to-swim programming within USMS, as well as growing the existing programming within USA Swimming. Mr. Dawson gave the group further background into USMS's existing adult learn-to-swim programming, noting that joint efforts will only be a positive relationship for both organizations as the awareness of the need for lessons continues to grow. He also expressed the excitement from the USMS Board as this partnership moves forward.

Bill Charney moved the group to look at the Memorandum of Understanding between the two organizations, overviewing the platform that the agreement lays out for the partnership, including a financial component with direct communications to the Masters constituents with Foundation messaging. He also highlighted that there would be a Bylaws implication of adding Dawson Hughes as a non-voting, ex-officio member of the Foundation Board of Directors that would also need to be approved.

***MOTION:** Anne Berry motioned to approve the Memorandum of Understanding between the USA Swimming Foundation and U.S. Masters Swimming. David Shackley seconded. Approved. (Attachment 10)*

***MOTION:** Cynthia Eubanks motioned to approve the Bylaws Revision (adding USMS CEO to Board as ex-officio without vote). Anne Berry seconded. Approved.*

### **NOMINATING COMMITTEE REPORT**

Dr. Gordon opened the discussion, inviting Anne Berry to summarize the three candidates' backgrounds, including what they bring to the table specifically as potential members of the Foundation Board. It was noted that the first opening would become effective immediately, with the candidate serving the remainder of the vacancy's term, while the addition of two U.S. Masters Swimming representatives would become effective at the start of 2021.

***MOTION:** Cynthia Eubanks motioned to approve Cullen Jones' appointment to the Board to fill Maya Andrews' vacancy (effective immediately). Anne Berry seconded. Approved.*

***MOTION:** Cecil Gordon motioned to approve the appointment of USMS representative Jay DeFinis to the Board (effective 1/1/2021). Cynthia Eubanks seconded. Approved.*

***MOTION:** Cecil Gordon motioned to approve the appointment of USMS representative Jeff Moxie to the Board (effective 1/1/2021). Cynthia Eubanks seconded. Approved.*

### **BOARD FUNDRAISING PARTICIPATION/UPDATE (Attachment 11)**

Scott Usher gave a financial update as of Oct. 31, 2020, expressing a positive outlook moving toward closing out the year. He also gave an outline of what the fundraising strategy looked like through the end of the year including the auction, thank you emails, and solicitations. Mr. Usher summarized the Board member fundraising totals, highlighting the giving (financial, time, and physical items) from both

USA Swimming and USA Swimming Foundation Boards.

Jessica Delos Reyes walked the group through the integrated marketing campaign that replaced the traditional in-person Make a Splash Tour in 2020. The campaign goal was to create general awareness for the critical need for learn-to-swim programs year-round, and involved a webinar, along with digital, print, and social media components across six geographical markets. Ms. Delos Reyes provided the group with statistics on how each component was picked up and utilized by media outlets within the target markets, and how the impressions were successful overall.

### **PILLARS UPDATE**

Pillar #1: Raise Money – Mr. Hinchey gave a high-level update including mentioning one of the starting places of utilizing the Digidock Presentation platform for a digital “sales” deck for garnering larger gifts. He noted that this pillar group has been working on helping solidify what our main goals are for fundraising, and streamlining what our offerings are for potential donors. Moving to digital campaigning and offering donation opportunities for full membership (Supporters Club) are just a few of the larger movements the Foundation has initiated in 2020. Mr. Hinchey also noted that another focus this group looks at is how we can analyze data to better tailor donor engagement. Cecil Gordon mentioned the growth of social media and how we have also started to utilize it more to provide easy ways for others to get involved.

Pillar #2: Make a Difference in Communities – Mr. Shinofield updated the group on the Community Outreach programming, allowing greater access to the competitive side of the sport similar to how the learn-to-swim program grants currently function. He also gave a brief update on Sport Development staffing changes, including what the goal of the changes are. He gave an overview of the three types of grant funding the program will provide, along with the financial offerings goal in total and current funding plans for 2021.

Pillar #3: Engage Alumni – Ms. Ferguson shared an update from the first two pillar meetings, explaining how there are various categories of “alumni” within swimming, and that we have engagement focuses for each of them. The biggest obstacle is identifying these alumni, as there is no database outside of National Team athletes currently compiled fully. Elizabeth Beisel highlighted a National Team/Olympian survey that she sent out, hoping to pull in information on not only contact information, but also on potential engagement that they would like to see from the Foundation going forward. Ms. Ferguson expressed that the partnership with USMS will also help in collecting data from past swimmers, though the entire project will take time and effort. Finally, Ms. Ferguson and Mr. Hinchey overviewed some of the recent engagement opportunities available, including coach education, and the positive feedback generated so far.

Pillar #4: Support Facilities and Pools – Mr. Unger expressed how long this pillar’s mission has been in focus, and that while strides have been made, this group will focus on how to push it even further. He overviewed the pillar meeting thus far, noting how “with no pools, there’s no swimming.” Cynthia Eubanks weighed in, explaining more about the Sigma Gamma Rho plan to implement a multitude of pool refurbishments and new constructions across the next decade. Mr. Unger shared that there is an additional focus on inventorying the pools and accessibility across the country in a database, starting with surveying the clubs and LSCs.

### **ENDS INTERPRETATION**

Ms. Ferguson quickly overviewed the USA Swimming Ends to give context for the Foundation Ends. She then shared the main points of the proposed Foundation Ends, expressing that these are used to measure

our success as an organization. Bill Charney noted that these Ends concisely outline why we exist and what our purpose is as an organization, and at least generally align with our four main pillars previously laid out. KPIs will be developed and shared in early 2021.

***MOTION:** Anne Berry motioned to approve the Ends policies as drafted. Cynthia Eubanks seconded. Approved. (Attachment 12)*

### **TRUSTEE COUNCIL UPDATE**

Alex Blavatnik and Scott Usher gave a quick summary of the Trustee Council, where it currently stands with members and totals, as well as explaining what they do for the Foundation beyond providing finances. Mr. Usher also gave highlights of a recent survey given to the Trustees, notably that they'd like to be more involved and have more communication from the Foundation. Mr. Blavatnik thanked Jill Bornstein and Teresa Lee for serving as both a Trustee Council member and Board member. He reiterated that most of the members are looking forward to being able to go to and host events again, as they want to be more involved than simply giving funds to the Foundation. Dave Wiederecht asked if we could include the Trustees in the Pillar groups, and Tim agreed it would be beneficial.

### **CLOSING ROUNDTABLE**

Dr. Gordon gave closing remarks, requesting that board members share constructive feedback about the meeting. Input included:

- David Shackley – Thought the meeting was well-run and loves BoardPaq documents being available ahead of time.
- Alex Blavatnik – Enjoyed the Investment Committee discussion the most, and would like to see more in-depth discussions on other components of the organization.
- Elizabeth Beisel – Loves following the four pillars and is so glad to have Cullen on the Board.
- Dave Wiederecht – Thinks that the Pillars are driving great teamwork among the group, and particularly liked the discussion on the USMS partnership.
- Bill Maxson – Likes the focus of the four pillars, and was thrilled with Mike McCaffery's endowment presentation. Noted that he would still like to get to know the newer members better as we go forward.
- Cynthia Eubanks – Loved the information and direction of the Foundation. Thinks it would be great to start identifying short- and long-term goals/milestones.
- Anne Berry – Wanted to recognize what we have already been able to accomplish, and is grateful for feeling like she's making a difference already with set plans in place going forward. Enjoyed the 'happy hour' concept from the previous meeting. Would also like to see an update from the National Team on how they're looking, currently.
- Jill Bornstein – Is excited about the direction of the organization as well.
- Teresa Lee – Enjoyed the endowment conversation the most. Noted that a four-hour meeting can be challenging to schedule around other responsibilities.

### **BOARD PLANNING/NEXT STEPS**

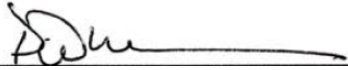
Dr. Gordon noted that we need to work through new member orientation in early January. Mr. Charney expressed that the current plan would see us scheduling the next full Board meeting for early to mid-February. Ms. Ferguson also highlighted that we are hoping to do the physical, in-person Make a Splash Tour in 2021, with stops TBD in Q1, if possible.

### **ADJOURN**

Dr. Gordon asked the attendees to visit the auction site between now and the closing. He also wished the group Happy Holidays and wished everyone safety and health.

With no further business to discuss, Dr. Cecil Gordon adjourned this meeting at 1:17 pm Mountain Time.

Respectfully submitted,



Dave Wiederecht  
Secretary  
USA Swimming Foundation

## **USA Swimming Foundation Board of Directors Minutes Attachments**

November 19, 2020 / Colorado Springs, Colorado

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Attachment 1	Page 1 – Agenda
Attachment 2	Page 1 – DRAFT May 1, 2020 Board of Directors Minutes
Attachment 3	Page 2 – USA Swimming Foundation 2020 Q3 Financial Statement Report
Attachment 4	Page 2 – USA Swimming Foundation 2020 Budget vs. 2020 Projection – as of 11.6.2020
Attachment 5	Page 2 - USA Swimming Foundation 2020 Projection vs. 2021 Budget – as of 11.6.2020
Attachment 6	Page 2 – USA Swimming Foundation 2021 Budget for approval
Attachment 7	Page 2 – Investment Portfolio Statements – Q3 2020
Attachment 8	Page 2 – USA Swimming Foundation Investment Policy Statement
Attachment 9	Page 3 – Investment Strategy Presentation
Attachment 10	Page 3 – USA Swimming/U.S. Masters Swimming Memorandum of Understanding
Attachment 11	Page 3 – USA Swimming Foundation Grants Awards and Fundraising
Attachment 12	Page 5 – USA Swimming Foundation Ends