

These minutes will be officially approved by the Board of Directors at its next meeting.

USA Swimming Board of Directors Meeting Minutes

April 17, 2026/Virtual

1 **PRESENT**

2 Maya Andrews, Katy Arris-Wilson, Jack Bauerle, Chris Brearton (virtual), Kenneth Chung, Billy
3 Doughty, Nic Fink, Kathy Fish, Brent Lang, Caitlin Leverenz Smith, Kate Lundsten (virtual), Sabir
4 Muhammad (virtual), Katie Playko, Kathleen Prindle, Kevin Ring, Andrew Seliskar, Michelle
5 Steinfeld.

6
7 **GUESTS**

8 Anne Berry, Linda Elkins, Paris Jacobs, Jennifer LaMont, Michael Lawrence, Jamie Platt, Bob
9 Staab, Tom Ugast.

10
11 **STAFF**

12 Paula D’Amico, Liz Hahn, Cory Hilliard, Jake Grosser, Tom Luchsinger, Greg Meehan, Patrick
13 Murphy, Derek Paul, Joel Shinofield, Nikki Warner.

14
15 **CLOSED SESSION**

16 **LSC TASK FORCE**

17 Derek Paul, Associate General Counsel, and Local Swimming Committee (LSC) Task Force
18 members, Paris Jacobs and Michael Lawrence, provided an update on the Task Force’s
19 developments.

20
21 **MEMBERSHIP UPDATE**

22 Joel Shinofield, Managing Director, Sport Development, provided a membership update.

23
24 **EVENT LOCATION DISCUSSION**

25 Jake Grosser, Chief Operating Officer (COO), provided event location updates.

26
27 **NATIONAL TEAM UPDATE**

28 Greg Meehan, Managing Director, National Team, provided a National Team update.

29
30 **FINANCE UPDATE**

31 Cory Hilliard, Chief Financial Officer (CFO), provided a financial update.

32
33 **OPEN SESSION**

34 **CALL TO ORDER**

35 Board Chair, Brent Lang, called the April 17, 2026 Board of Directors meeting to order at 10:30
36 a.m. Central Time.

37
38
39

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40 **CHAIR/CEO WELCOME**

41 Mr. Lang welcomed Board members and guests and provided an overview of organizational
42 progress since the previous meeting. Mr. Lang noted that the organization has made meaningful
43 progress over the past several months, particularly in financial performance, organizational
44 alignment, and execution against strategic priorities.

45
46 Kevin Ring, Chief Executive Officer (CEO), reported that Elaine Calip concluded her service as
47 Executive Director of the Foundation and thanked her for her contributions. Mr. Ring stated that
48 he will continue to serve as CEO of the Foundation, with General Counsel Michelle Steinfeld
49 leaning in to support the next phase of the Foundation. Mr. Ring also described internal structural
50 changes intended to improve operational efficiency, including the transition of Human Resources
51 oversight to Cory Hilliard and the realignment of technology functions to separate
52 member-facing technology services from internal IT operations.

53
54 Mr. Ring reported progress on both expense management and revenue growth since the January
55 meeting, highlighting improved partnership performance, supported by a revised go-to-market
56 approach.

57
58 Mr. Ring explained that the purpose of today's update is to demonstrate accountability through
59 an initial first-quarter review of the Objectives and Key Results (OKRs) approved by the Board on
60 January 30. Mr. Ring described the report as an early performance checkpoint, noting that
61 progress varies across initiatives as expected and that both qualitative and quantitative
62 improvements are contributing to long-term organizational strength. Mr. Ring concluded by
63 thanking the Board, LSC Task Force members, and staff for their continued engagement,
64 collaboration, and commitment to USA Swimming's mission.

65
66 **DECLARATION OF CONFLICT OF INTEREST (2.5.4)**
67 *"Is any member aware of any conflict of interest (that is, of a personal interest or direct or indirect
68 pecuniary interest) in any matter being considered by this meeting, which should now be reported
69 or disclosed or addressed under the USA Swimming Conflict of Interest Policy?"*

70
71 If a Board member determines there to be a conflict of interest at any point during the course of
72 the meeting when a specific subject is being discussed and/or action is being taken, a declaration
73 of a conflict of interest should be made at that time.

74
75 No disclosures were made.

76
77 **CONSENT AGENDA**

78 Ms. Steinfeld presented the consent agenda.

79

80 **MOTION:** *To approve the following Consent Agenda items (Attachments 2- 6):*

81 *a. Draft January 30, 2026 Board Minutes REDLINE*

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- 82 *b. MR 3.4 Financial Conditions and Activities*
- 83 *c. Bylaw 6.1.16*
- 84 *d. Board Governing Policies Manual 2.9*
- 85 *e. Operating Policy Manua 34.0 – Officials Certification Update*

86

87 *Seconded. Motion passed unanimously.*

88

89 **OBJECTIVES & KEY RESULTS**

90 Mr. Ring explained that the organization’s OKRs are implemented consistently across USA
91 Swimming, cascading from the Executive Team throughout all departments, and are tied to
92 performance evaluations and incentive compensation. Mr. Ring reported that each division has
93 established clear accountability for delivery and measurement, with executive leaders
94 responsible for progress within their respective areas. Mr. Ring emphasized that he is personally
95 accountable for overall success against the OKRs and will evaluate leadership performance
96 accordingly.

97

98 Mr. Shinofield reported that membership growth efforts continue to focus on improving service
99 to clubs, expanding facility access, supporting coach development, aligning growth objectives
100 with LSCs, and strengthening the athlete development pipeline.

101

102 Mr. Shinofield explained that recent program and technology enhancements are the result of
103 actively listening to coaches and clubs. He highlighted strong positive feedback on the new
104 mobile app, continued improvements to the data hub and related tools, and sustained high
105 satisfaction with the Block Party program among clubs and families. Mr. Shinofield added that
106 Block Party utilization varies across LSCs, with higher adoption in some regions contributing to
107 increased participation in both Block Party and traditional LSC-sanctioned competition, while in
108 other areas the program is being used as an alternative due to local officiating or sanctioning
109 challenges. Mr. Shinofield emphasized ongoing efforts to better align Block Party with existing
110 competition structures and reported that overall participation, meet volume, and club
111 engagement continue to trend positively.

112

113 Mr. Shinofield reported continued growth in the Community Swim Team program, noting
114 expanded capacity in the Chicago and Los Angeles programs supported by mentor coaching and
115 targeted staff assistance. Mr. Shinofield also reported plans to launch a new Community Swim
116 Team program in Indianapolis using a short season format (8-10 weeks, 3 sessions per year)
117 league model co-sponsored by multiple local clubs serving diverse communities.

118

119 Mr. Shinofield stated that feedback from increased club visits has been overwhelmingly positive,
120 noting that post-visit surveys and qualitative input are being used to identify and replicate
121 effective service practices across the membership.

122

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123 Mr. Grosser reported strong revenue momentum, noting partnership revenue is significantly
124 ahead of both 2025 totals and the original 2026 budget. Mr. Grosser highlighted early success in
125 diversifying revenue through expanded partnership assets, leveraging technology-related
126 partnerships, and overall growth to the partnership portfolio. Mr. Grosser also noted that
127 bringing archival video licensing in house has eliminated prior expenses and that staff continue
128 to explore opportunities to enhance event rights fees through collaboration with host
129 organizations and sports commissions.

130
131 Mr. Grosser described the implementation of the organization's updated Mission, Vision, and
132 Values and associated strategic plan, noting a deliberate approach to ensure adoption across the
133 organization. Mr. Grosser explained that the strategic plan was communicated to all staff
134 members, published prominently on the USA Swimming website, shared with key stakeholders,
135 and incorporated into partnership communications. Mr. Grosser further noted that the strategic
136 plan has been integrated into committee templates and internal performance management
137 processes to align individual and departmental goals with organizational priorities.

138
139 Mr. Meehan provided an update on National Team OKRs, noting that the first objective is
140 competitive success at the 2026 Pan Pacific Championships in Irvine and the 2026 Short Course
141 World Championships in Beijing. Mr. Meehan reported that the Pan Pacific Championship team
142 was selected a year in advance, allowing for earlier event planning and enhanced athlete-coach
143 collaboration. Mr. Meehan also noted that USA Swimming will host its first Short Course World
144 Championships selection meet in October in Westmont to select the most competitive short-
145 course team for that event.

146
147 Mr. Meehan next addressed implementation of the race analytics platform, reporting that
148 multiple systems have been tested, a preferred platform identified, and that contract finalization
149 is underway.

150
151 Mr. Meehan concluded by reporting progress on National Team training site visits, noting that
152 staff have conducted individual meetings with the majority of National Team athletes and plan
153 to complete remaining visits as scheduling allows.

154
155 Patrick Murphy, Managing Director, Technology & Data, reported that customer satisfaction
156 tracking across all technology product offerings, launched in December, continues to perform
157 strongly, with approximately 84 percent positive satisfaction. Mr. Murphy noted that real-time
158 feedback is enabling the technology team to make timely improvements and further enhance the
159 overall user experience.

160
161 Mr. Murphy provided an update on the USA Swimming mobile app, noting that a four-week beta
162 test conducted in March yielded strong engagement and actionable feedback. Mr. Murphy
163 reported that more than 600 members participated, generating extensive qualitative input, with
164 additional opportunities for beta testing planned, including participation by Board members. Mr.

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165 Murphy stated that the app launch is targeted for June 15, with coordinated marketing and
166 communications planning underway.

167
168 Mr. Grosser provided an update on short-form content performance, noting that more than 35
169 original pieces have generated more than 20 million video views year-to-date, well ahead of last
170 year's pace. Mr. Grosser added that engagement rates remain above industry benchmarks and
171 that additional growth is anticipated during the summer championship season.

172
173 **FINANCE UPDATE**

174 Mr. Hilliard (Attachments 7 - 8) provided a first quarter financial update, noting that while the
175 fiscal year began with a projected deficit of approximately \$5.5 million, strong partnership
176 revenue growth has reduced the projected deficit to just under \$2.6 million, representing a
177 favorable variance of approximately \$2.9 million and positively impacting the overall quad
178 projection.

179
180 Mr. Hilliard noted that additional revenue improvements include Foundation support applied to
181 National Team and USA Swimming operations, with further Foundation and membership
182 revenue anticipated later in the fiscal year. On the expense side, Mr. Hilliard reported favorable
183 timing related to National Team staffing, increased use of in-kind partnerships to offset expenses,
184 and more strategic investment in technology services. Mr. Hilliard added that future reports will
185 further differentiate technology overhead from member-facing technology services to provide
186 clearer financial visibility.

187
188 **INVESTMENT COMMITTEE**

189 Mr. Hilliard (Attachments 9 - 10) provided an update on the evaluation of potential adjustments
190 to the organization's investment strategy, noting collaboration with Goldman Sachs to balance
191 long-term return opportunities with liquidity needs. He reported that the Investment Committee
192 reviewed multiple private equity allocation scenarios and identified a 15 percent target, to be
193 implemented through a gradual ten-year glide path. Mr. Hilliard emphasized that this approach
194 preserves flexibility, maintains liquidity, and will be subject to annual review under the
195 Investment Policy Statement, with similar discussions planned for the Foundation.

196
197 **MOTION:** *To approve changing the Investment Policy Statement (IPS) asset allocation for USA*
198 *Swimming, Inc. to include a 15% private equity target over an expected 10-year ramp rate*
199 *effective in 2026. The IPS will be reviewed annually moving forward to re-evaluate the allocations*
200 *as needed to serve the financial needs of the organization. Seconded. Motion passed*
201 *unanimously.*

202
203 **LOCATION APPROVALS**

204 Mr. Grosser presented proposed locations for upcoming national events, noting strategic
205 considerations related to community engagement, facility quality, and long-term planning tied
206 to Olympic Trials.

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207

208 **MOTION:** *To approve event locations:*

- 209 • 2026 Toyota U.S. Open (Austin)
- 210 • 2027 Open Water Nationals and Jr. Nationals (Sarasota)
- 211 • 2027 National Championships (Indy)

212 *Seconded. Motion passed unanimously*

213

214 **MEMBERSHIP UPDATE / BLOCK PARTY**

215 Mr. Shinofield reported that Flex membership continues to grow at approximately six percent,
216 with strong increases in coach and official membership driven in part by the provisional coach
217 pathway. Mr. Shinofield noted that while premium youth membership remains below prior
218 levels, Flex and seasonal memberships are increasing. Mr. Shinofield stated that the Block Party
219 program continues to expand, with over 360 clubs participating and nearly 60,000 athletes
220 competing, including many first-time participants, contributing to increased meet offerings and
221 supporting improved retention across the sport.

222

223 Mr. Shinofield noted that current membership efforts are focused on both retention and new
224 membership growth. Mr. Shinofield emphasized the importance of expanding capacity through
225 improved facility access and reported ongoing engagement in facility-related solutions at the
226 local, regional, and national levels. Mr. Shinofield noted that while USA Swimming does not
227 directly build pools, the organization is playing an active role by partnering with commercial real
228 estate organizations, supporting financing efforts, and exploring relationships with financial
229 institutions to incentivize and expand aquatic facility development in communities nationwide.

230

231 **LSC TASK FORCE**

232 Ms. Jacobs stated that the LSC Task Force's work has been guided by three core considerations:
233 what best serves the sport, clubs and coaches, and long-term sustainability. Ms. Jacobs reported
234 that the Task Force is reviewing LSC services to distinguish essential functions from discretionary
235 offerings, and recommended three services that must remain at the local level: cultivating
236 community, delivering championship-level competition, and supporting membership growth.

237

238 Mr. Lawrence reported that stakeholder outreach revealed misalignment among mission
239 statements across many LSCs and national committees, with inconsistent alignment to USA
240 Swimming's overarching mission. He noted broad agreement that improvement is needed,
241 alongside concerns about unintended consequences and some skepticism regarding whether
242 change will occur, and he emphasized that the Task Force has communicated the Board's unified
243 commitment to meaningful change.

244

245 Ms. Jacobs noted significant variability across the 58 LSCs, including differences in membership
246 size, financial capacity, geography, and sanctioning practices, which contribute to barriers
247 affecting growth and sustainability and make uniform solutions impractical. She added that
248 stakeholders identified competition access and an overemphasis on policy enforcement as

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249 barriers to athlete development, retention, and growth, and raised concerns about potential
250 retaliation for speaking candidly, underscoring the importance of maintaining a safe environment
251 for open input.

252
253 Ms. Jacobs stated that the task force is focused on aligning LSC structures and services with the
254 Board-approved strategic pillars, emphasizing membership growth, retention, professionalism,
255 and improved competition access. She reported that while no formal recommendations are being
256 presented at this time, the next phase will focus on broad stakeholder engagement through town
257 halls, outreach to all LSC boards, national committees, paid LSC staff, and the membership, noting
258 that informed recommendations depend on continued, candid participation.

259 **TECHNOLOGY UPDATE**

260 Mr. Murphy provided a technology update, highlighting current and potential strategic
261 partnerships, continued enhancements to the membership experience, and development of a
262 three-to-five-year AI strategy and innovation roadmap. Mr. Murphy also discussed the mobile
263 app strategy, outlining success metrics and a phased product release plan, with the initial app
264 launch targeted for June 1 followed by additional releases in the subsequent months.

265 **SAFE SPORT UPDATE**

266
267 Liz Hahn, Director, Safe Sport, presented an update on internal USA Swimming Safe Sport and
268 U.S. Center for SafeSport response and resolution activity, including case trends, timelines, and
269 training efforts. She reported that USA Swimming successfully completed corrective actions
270 identified in its most recent event audit and remains in compliance with U.S. Center for SafeSport
271 requirements.

272 **CLOSED SESSION**

273 **EXECUTIVE SESSION**

274 The Board returned to Closed Session to conduct an Executive Session; all members of the staff
275 left the meeting except Mr. Ring.

276 **EXECUTIVE SESSION – BOARD ONLY**

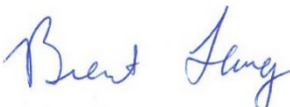
277 The Board remained in Closed Session to continue conducting an Executive Session; Mr. Ring left
278 the meeting.

279 **ADJOURNMENT**

280 Mr. Lang adjourned the April 17, 2026 meeting of the Board of Directors at approximately 2:00
281 p.m. Central Time.

282
283
284
285
286
287 Respectfully submitted:

288 

289 

290

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Michelle Steinfeld, Secretary and General Counsel

Brent Lang, Board Chair

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USA Swimming Board of Directors Meeting Minutes

April 17, 2026 / Frisco, TX

- Attachment 1
- Attachment 2
- Attachment 3
- Attachment 4
- Attachment 5
- Attachment 6
- Attachment 7
- Attachment 8
- Attachment 9
- Attachment 10

Agenda

- Page 2 – Draft January 30, 2026 Board Minutes REDLINE
- Page 2 – Policy 3.4 Financial Conditions and Activities
- Page 2 – Bylaw 6.1.16
- Page 2 – BGPM Policy 2.9
- Page 2 – Operating Policy Manual 34.0
- Page 5 – Balance Sheet
- Page 5 – FY26 Q1 Budget vs. Projection
- Page 5 – Goldman Sachs Review
- Page 5 – USA Swimming IPS Draft

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