USA Swimming Board of Directors Meeting Minutes

April 17, 2026/Virtual

PRESENT

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

GUESTS

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

STAFF

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

CLOSED SESSION

LSC TASK FORCE

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

MEMBERSHIP UPDATE

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

EVENT LOCATION DISCUSSION

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

NATIONAL TEAM UPDATE

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

FINANCE UPDATE

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

OPEN SESSION

CALL TO ORDER

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

CHAIR/CEO WELCOME

Mr. Lang welcomed Board members and guests and provided an overview of organizational progress since the previous meeting. Mr. Lang noted that the organization has made meaningful

progress over the past several months, particularly in financial performance, organizational alignment, and execution against strategic priorities.

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

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

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

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.

No disclosures were made.

CONSENT AGENDA

Ms. Steinfeld presented the consent agenda.

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

a. *Draft January 30, 2026 Board Minutes REDLINE*
b. *MR 3.4 Financial Conditions and Activities*
c. *Bylaw 6.1.16*
d. *Board Governing Policies Manual 2.9*
e. *Operating Policy Manual 34.0 – Officials Certification Update*

Seconded. Motion passed unanimously.

OBJECTIVES & KEY RESULTS

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

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

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

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

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

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

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

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

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

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

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

Mr. Murphy provided an update on the USA Swimming mobile app, noting that a four-week beta test conducted in March yielded strong engagement and actionable feedback. Mr. Murphy reported that more than 600 members participated, generating extensive qualitative input, with additional opportunities for beta testing planned, including participation by Board members. Mr. Murphy stated that the app launch is targeted for June 15, with coordinated marketing and communications planning underway.

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

FINANCE UPDATE

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

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

INVESTMENT COMMITTEE

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

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

LOCATION APPROVALS

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

MOTION: *To approve event locations:*

- *2026 Toyota U.S. Open (Austin)*
- *2027 Open Water Nationals and Jr. Nationals (Sarasota)*
- *2027 National Championships (Indy)*

Seconded. Motion passed unanimously

MEMBERSHIP UPDATE / BLOCK PARTY

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

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

LSC TASK FORCE

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

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

Ms. Jacobs noted significant variability across the 58 LSCs, including differences in membership size, financial capacity, geography, and sanctioning practices, which contribute to barriers affecting growth and sustainability and make uniform solutions impractical. She added that stakeholders identified competition access and an overemphasis on policy enforcement as barriers to athlete development, retention, and growth, and raised concerns about potential retaliation for speaking candidly, underscoring the importance of maintaining a safe environment for open input.

Ms. Jacobs stated that the task force is focused on aligning LSC structures and services with the Board-approved strategic pillars, emphasizing membership growth, retention, professionalism, and improved competition access. She reported that while no formal recommendations are being presented at this time, the next phase will focus on broad stakeholder engagement through town

halls, outreach to all LSC boards, national committees, paid LSC staff, and the membership, noting that informed recommendations depend on continued, candid participation.

TECHNOLOGY UPDATE

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

SAFE SPORT UPDATE

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

CLOSED SESSION

EXECUTIVE SESSION

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

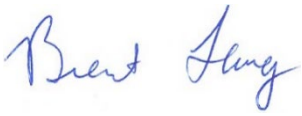
EXECUTIVE SESSION – BOARD ONLY

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

ADJOURNMENT

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

Respectfully submitted:



Michelle Steinfeld, Secretary and General Counsel

Brent Lang, Board Chair

USA Swimming Board of Directors Meeting Minutes
April 17, 2026 / Frisco, TX

Attachment 1	Agenda
Attachment 2	Page 2 – Draft January 30, 2026 Board Minutes REDLINE
Attachment 3	Page 2 – Policy 3.4 Financial Conditions and Activities
Attachment 4	Page 2 – Bylaw 6.1.16
Attachment 5	Page 2 – BGPM Policy 2.9
Attachment 6	Page 2 – Operating Policy Manual 34.0
Attachment 7	Page 5 – Balance Sheet
Attachment 8	Page 5 – FY26 Q1 Budget vs. Projection
Attachment 9	Page 5 – Goldman Sachs Review
Attachment 10	Page 5 – USA Swimming IPS Draft