

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

USA Swimming Board of Directors Meeting Minutes

September 25, 2026/Denver, CO

PRESENT

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

GUESTS

Juli Arzave, Sam Barany, Tim Bauer, Anne Berry, Topher Bishop, Kim Chen Bock, Jay DeFinis, Tom Dolan, Greg Eggert, Tristan Formon, Marco Greico, Paris Jacobs, Byron Jeffers, Jennifer LaMont, Michael Lawrence, Trish Martin, Mary Plant, Jamie Platt, Ann Senn, Bob Staab, Zach Toothman, Tom Ugast, Ron Van Pool, Mary Wayte.

STAFF

Aubrey Brick, Leland Brown, Paula D'Amico, Liz Hahn, Mark Hesse, Jake Grosser, Trish Hughes, Tom Luchsinger, Michael Mares, Greg Meehan, Patrick Murphy, Rachel Olson, Derek Paul, Joel Shinofield, Nikki Warner.

CALL TO ORDER

Board Chair, Brent Lang, called the September 25, 2026 Board of Directors meeting to order at 1:03 p.m. Mountain Time.

CHAIR/CEO WELCOME

Mr. Lang welcomed the Board and thanked members for their service and commitment over the past year. Mr. Lang highlighted the Board's increased cohesion and collaboration, previewed agenda topics for the meeting, and recognized outgoing Board members Maya Andrews, Kenneth Chung, and Katy Arris-Wilson for their contributions and years of service to USA Swimming.

Kevin Ring, Chief Executive Officer (CEO), thanked the Board for its support, engagement, and partnership during his first year with USA Swimming. Mr. Ring acknowledged the Board's role in the organization's progress over the past year, emphasized the value of its thoughtful oversight and collaboration, and expressed his commitment to continued transparency, accountability, and organizational growth in the year ahead.

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?"

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

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

Mr. Lang presented the consent agenda.

MOTION: To approve the following Consent Agenda items (Attachments 2- 7):

- a) Amended January 30, 2026 Board Minutes
- b) Draft July 17, 2026 Board Meeting Minutes
- c) Amendments to USA Swimming Foundation's Gift Acceptance Policy
- d) Monitoring Report – Management Parameters
- e) MR 3.4 Financial Conditions and Activities
- f) MR 3.6 Financial Planning and Budgeting

Seconded. Motion passed unanimously.

OBJECTIVES & KEY RESULTS

Mr. Ring introduced the organization's Objectives & Key Results (OKR) dashboard, highlighting its role in measuring performance, increasing transparency, and establishing a foundation for 2027 planning.

Jake Grosser, Chief Operating Officer (COO), provided an update on progress toward the organization's 2026 OKRs, reporting positive results across membership initiatives, club services, technology platforms, digital media performance, partnership revenue, and philanthropic giving. Mr. Grosser also highlighted the successful launch of new technology tools, continued growth in community-based programs, and strong member and customer satisfaction indicators.

NATIONAL TEAM UPDATE

Greg Meehan, Executive Director & Coach, National Team, provided an update on National Team activities and recent international competition results. Mr. Meehan highlighted USA Swimming's performance at the Pan Pacific Championships, ongoing athlete engagement initiatives, refinements to National Team roster structure, and preparations for upcoming international competitions.

Mr. Ring also reported positive engagement from the United States Olympic & Paralympic Committee and its continued support of the National Team.

TRIALS UPDATE

Mr. Grosser provided an update on planning efforts for the 2028 U.S. Olympic Team Trials, including recently announced event dates, broadcast planning, local organizing committee

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

developments, sponsorship opportunities, venue planning, hospitality enhancements, premium seating concepts, and ticketing strategy. Mr. Grosser discussed efforts to enhance the athlete and spectator experience while supporting attendance, accessibility, and revenue goals for the event.

SAFE SPORT & CENTER UPDATE

Liz Hahn, Director, Safe Sport, provided an update on internal Safe Sport and U.S. Center for SafeSport initiatives. Ms. Hahn reported on participation in policy review working groups, a recent safeguarding audit, and case trends and statistics. Ms. Hahn also highlighted the continued role of USA Swimming's Safe Sport team in managing a significant volume of reported concerns and supporting clubs, athletes, and members throughout the reporting process.

COMMITTEE UPDATES

COACH ADVISORY COUNCIL

Michael Lawrence, Coach Advisory Council (CAC) Vice Chair, provided an update on CAC activities, including efforts to support coach engagement, gather feedback from the coaching community, review existing legislation, and address challenges related to coach recruitment and retention.

ATHLETES' EXECUTIVE COMMITTEE & ATHLETES' ADVISORY COUNCIL

Topher Bishop, Athletes' Executive Committee (AEC) Chair, provided an update, highlighting athlete leadership development, governance engagement, legislative initiatives, national committee representation, and succession planning within the committee.

Nic Fink, Board Member and Athletes' Advisory Council (AAC) Member, provided an update, including athlete funding, National Team structure, selection procedures, athlete support initiatives, and planning for future international competitions.

OFFICIALS COMMITTEE

Trish Martin, Officials Committee Chair, provided an update on officiating initiatives, including membership growth, national and international meet staffing, official development programs, and preparations for future international competitions, including LA28.

ZONE DIRECTORS' COUNCIL

Jamie Platt, Zone Directors' Council (ZDC) Co-chair, provided an update, including efforts to facilitate collaboration among Local Swimming Committees (LSCs), share best practices, and support athlete, coach, and family experiences at the local level.

COLLEGE SWIMMING AND DIVING COACHES ASSOCIATION OF AMERICA UPDATE

Sam Barany, Executive Director, College Swimming and Diving Coaches Association of America (CSCAA), provided an update on collegiate swimming and diving, including college program advocacy, facility preservation efforts, support for Historically Black Colleges and Universities,

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

federal legislative developments impacting collegiate athletics, NCAA governance initiatives, and continued collaboration between CSCAA and USA Swimming (Attachment 8).

MEMBERSHIP UPDATE

Joel Shinofield, Managing Director, Sport Development, provided an update on membership trends (Attachment 9) following the close of the 2026 membership year. Mr. Shinofield reported that athlete membership finished approximately 0.3% below the prior year and remains below pre-COVID levels. Mr. Shinofield noted growth in Flex Athlete, Outreach Athlete, Coach, Official, and Provisional Coach membership categories. Mr. Shinofield noted that membership growth will remain an area of focus as the organization develops priorities for 2027.

FINANCE UPDATE

Mr. Ring provided an update regarding finance operations and leadership transition planning. Mr. Ring reported that oversight responsibilities have been assumed by organizational leadership and that staff continue to maintain strong financial controls and reporting processes.

Mr. Grosser noted that while expenses are projected to exceed budget in certain areas due to strategic investments and increased travel costs, overall financial performance remains favorable relative to budget projections (Attachments 10 – 12).

***MOTION:** Approve Sorren as the external auditor for USA Swimming for the year ending December 31, 2027, as recommended by the Audit Committee. Seconded. Motion passed unanimously.*

CLOSED SESSION

LITIGATION UPDATE

The Board went into Closed Session so Michelle Steinfeld, Chief Legal & Development Officer, could provide a litigation update.

SAFE SPORT UPDATE

Ms. Hahn provided a Safe Sport update.

MEET MANAGEMENT

Patrick Murphy, Managing Director, Technology & Data, provided an update on meet management.

OBJECTIVES & KEY RESULTS (OKRs)

Mr. Grosser provided an update on OKRs.

LSC TASK FORCE UPDATE

Derek Paul, Associate General Counsel, and LSC Task Force members, Paris Jacobs and Michael Lawrence, provided an LSC Task Force update.

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

FINANCE UPDATE

Mr. Grosser provided a finance update.

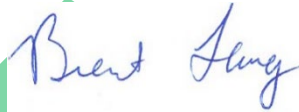
ADJOURNMENT

Mr. Lang adjourned the September 25, 2026 meeting of the Board of Directors at approximately 4:25 p.m. Mountain Time.

Respectfully submitted:



Michelle Steinfeld, Chief Legal & Development Officer



Brent Lang, Board Chair

DRAFT

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

USA Swimming Board of Directors Meeting Minutes

September 25, 2026 / Denver, CO

Attachment 1	Agenda
Attachment 2	Page 2 – Amended January 30, 2026 Board Minutes
Attachment 3	Page 2 – Draft July 17, 2026 Board Minutes
Attachment 4	Page 2 – Gift Acceptance Policy
Attachment 5	Page 2 – September 2026 Management Parameters
Attachment 6	Page 2 – Policy 3.4 Financial Conditions and Activities
Attachment 7	Page 2 – Policy 3.6 Financial Planning and Budgeting
Attachment 8	Page 4 – CSCAA Update
Attachment 9	Page 4 – Membership Update
Attachment 10	Page 4 – Balance Sheet Swimming Q2 2026
Attachment 11	Page 4 – Projection to Budget – Program September 2026
Attachment 12	Page 4 - Projection to Budget – Business Unit September 2026