

USA Swimming Foundation Board of Directors Meeting Minutes

September 27, 2024 / Denver, CO

CALL TO ORDER

USA Swimming Foundation Board Chair, David Shackley, called the September 22, 2024, Board of Directors meeting to order at 2:00 p.m. Mountain Time.

PRESENT

Elizabeth Beisel, Anne Berry, Alex Blavatnik, Tim Buckley, Kim Chen Bock, Dan Clough, Jay DeFinis, John Enquist, Cynthia Eubanks, Shana Ferguson, Kelley Gay, Heather Glass, Kyle Jackson, Cullen Jones, Jon Kossow, Greg Pinchbeck, David Shackley, Mary Wayte, Andrew Wilson

ABSENT

Jill Borenstein, Dawson Hughes

STAFF

Matthew Barbini, Elaine Calip, Jill Johnson, Thomas Luchsinger, Stacy Michael-Miller, Kelcie O'Donnell, Joel Shinofield, Eric Skufca, Michelle Steinfeld

WELCOME / MEETING OVERVIEW

David Shackley, Board Chair, welcomed the Board and guests to the meeting.

Shana Ferguson, Interim President & CEO of USA Swimming and the USA Swimming Foundation, expressed gratitude for the support of both the Foundation Board and staff during the transition.

CONFLICT OF INTEREST DISCLOSURE

"Is any director 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 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."

Jon Kossow disclosed that he has a connection to the Goldman Sachs presentation.

ACTION: APPROVAL OF MINUTES

MOTION: *To approve the April 9, 2024, Foundation Board of Directors meeting minutes. Seconded.*

APPROVED.

INVESTMENT COMMITTEE RFP

Eric Skufca, Chief Financial Officer, welcomed members of the USA Swimming Board to the presentation and explained the level of detail that was taken by the investment committee to search for a new investment partner. Mr. Skufca introduced Ellen Colket, Chair of the investment committee.

Ms. Colket thanked her fellow investment committee members for their hard work and diligence throughout the process and shared the timeline overview.

Ms. Colket recommended Goldman Sachs to be approved as the new investment partner for USA Swimming and the USA Swimming Foundation. Ms. Colket introduced K.C. Oakley and Nick Eaton from Goldman Sachs to the boards.

Ms. Oakley congratulated the group on a thorough process. Mr. Eaton and Ms. Oakley explained to the boards that Goldman Sachs values the importance of stewarding capital, the core strength of endowments and networking.

Mr. Shackley opened the floor to questions from visiting USA Swimming board members along with USA Swimming Foundation board members. Jay Definis asked Ms. Oakley and Mr. Eaton to explain more about Goldman Sachs annual summit, their fundraising approach and who they work with.

Chris Brearton, USA Swimming Board Chair, asked for more information on their philanthropic approach.

Mr. Skufca explained the logistics for the approval process from each board.

GOVERNANCE

Cynthia Eubanks shared the process for this year's board nomination committee. Ms. Eubanks reviewed the board charge that was presented in the April board meeting.

Ms. Eubanks informed the board that candidates have been identified that align with the criteria presented, and shared logistics and timeline of formal nomination(s).

ACTION:

Michelle Steinfeld, Secretary and General Counsel, reported on updates to the Master's MOU.

MOTION: *That the Board approve the following amendment to the Memorandum of Understanding between USA Swimming Foundation and U.S. Masters Swimming:*
"Grant Programming

- The Foundation will identify targeted Learn-to-Swim program outcomes and related funding needs, based upon which the Foundation Board will commit to minimum funding levels that USA Swimming will incorporate into its annual budget planning. Grant awards and future funding commitments will be reviewed and determined by the Foundation Board annually."* *Seconded.*

APPROVED.

U.S. MASTERS UPDATE

Jay Definis provided updates on behalf of Dawson Hughes from U.S. Masters Swimming (USMS). Mr. Definis reported that USMS is on track for their annual contribution.

Mr. Definis outlined new avenues for donations from USMS programs to include Grown-up Swimming registration and a donate button in the new USMS app.

Discussion around different fundraising opportunities and data-driven strategies commenced.

Kyle Jackson inquired about the increase in awareness on the USMS and Foundation partnership. Mr. Definis shared that he believes word of mouth and a desire to provide more grant funding is responsible. Mr. Pinchbeck asked about creating more opportunities for interaction, specifically around the Golden Goggles auction.

FINANCE / INVESTMENT REPORTS:

Eric Skufca, Chief Financial Officer, thanked the board for their time reviewing reports and information that was provided regarding the 2024 budget.

ACTION: 2024 AUDITOR APPROVAL

MOTION: *That the Board approve Stockman Kast Ryan & Co, LLP as the external auditor for the USA Swimming Foundation for the year ending December 31, 2024, as recommended by the Audit Committee. Seconded.*

APPROVED.

Mr. Skufca presented that best practice is to keep the incumbent audit committee.

ACTION: BOARD RELATED EXPENSES

MOTION: *That the Board approve applicable Board related 2025 budget items as summarized below to be included in the 2025 budget items presented in November 2024. Seconded.*

APPROVED.

Mr. Shakley included that he believes Goldman Sachs will be great partners and that their brand name will help build trust. Ms. Ferguson talked about what an actual partnership with them could look like outside of their investment advisor status.

ACTION: INVESTMENT ADVISOR APPROVAL

MOTION: *That the Foundation Board approve the Investment Committee's recommendation, Goldman Sachs, as the investment advisor for USA Swimming and the USA Swimming Foundation, pursuant to the Investment Committee's Deliverable #4 in Board Policy 2.8. Seconded.*

APPROVED.

Andrew Wilson asked about more information on the philanthropic summit that Goldman Sachs offers and believes it will be an opportunity for the Foundation to attend.

PARIS OLYMPIC GAMES REVIEW

Matthew Barbini, High Performance Director, National Team, thanked the Board for their support and contributions and acknowledged that what was achieved in Paris would not have been possible without the Foundation.

Mr. Barbini presented that they are incredibly proud of the team, athletes and staff for winning the meet, but that they want to improve on the success in LA. Mr. Barbini explained further the two ways to win the meet, along with presenting data to support the outcome.

Further discussion with Board members and Mr. Barbini regarding the competition environment, accommodations, transportation and other factors took place.

Mr. Pinchbeck asked about how plans are being considered for LA and how we are going to account for the pain points that were discussed. Mr. Barbini responded that plans for LA are not finalized, and that research has begun to create the right environment for the whole team to be accommodated and supported.

IMPACTING COMMUNITIES

Joel Shinofield, Managing Director, Sport Development, reported on the growth of the Community Impact Grants starting at ten (10) clubs supported in 2021 to thirty (30) clubs this year. Mr. Shinofield explained that these grants are designed to get a club started and/or expanded to impact more members of their community.

Mr. Shinofield shared an impact story about a Milwaukee grant recipient that directly helped their local growth. Mr. Shinofield included a story about a grant recipient in Watsonville, California and how their rural community leveraged our \$5,000 grant into further partnership funding sources.

Mr. Shinofield presented on the HBCU grants that are currently awarded to eleven different institutions and the nuanced growth of these programs.

Ms. Eubanks thanked Joel and his team for the engagement with these institutions and their commitment to the communities they serve. Ms. Eubanks informed the Board that this year's Celebration Meet will take place on December 14th.

Mr. Shinofield talked about the feedback and high satisfaction from teams participating in these grant programs and how there is a desire to do more, especially around competitive success and helping teams/clubs reach their full potential. Mr. Shinofield reminded the Board that additional resources like webinars, administrative support and equipment donations are included in the support clubs are receiving.

Mr. Shinofield updated the Board on Community Swim Team growth, highlighting Chicago, Los Angeles, Detroit, DC and New York. Anne Berry, Vice Chair, asked if teams can be sent press release templates to help raise their profiles locally, including visuals for media engagement. Mr. Wilson inquired if there is more that can be done, like the inclusion of more athletes visiting at the local levels. Mr. Shinofield agreed that both are good ideas.

Mr. Shackley stated that these stories can help build awareness.

2024 U.S. OLYMPIC TRIALS REVIEW

Ms. Calip spoke about her pride in the Foundation team and the work that was completed. Ms. Ferguson agreed that the meet was a grind and how it was not easy to accomplish but that staff and volunteers showed incredible resilience. Ms. Ferguson thanked the Board for their commitment and their time, it was greatly appreciated.

Ms. Johnson presented data to the Board to outline the financial results of Olympic Trials. Ms. Johnson highlighted that VIP tickets and Alumni tickets had the highest participation ever. Ms. Johnson also explained that our partners were able to help with offsetting costs and that there is room for growth as we prepare for 2028.

Ms. Johnson shared data regarding on-site fundraising and the progress that resulted in more than doubling the previous highest year. Ms. Johnson informed the Board that on-site fundraising included, Swim in the Pool events (to include the USMS donation) and the officials auction both of which were successful.

Ms. Berry inquired about fundraising that took place in the AquaZone. Discussion about the number of attendees, the flow of the space, and data collection took place. Ms. Calip highlighted that our booth success was possible because of the USA Swimming staff volunteers that assisted throughout the event.

Mary Wayte shared on the Alumni takeaways on the hosted events at Olympic Trials. Ms. Wayte talked about the significance of offering something free and creating a sense of missing out for those who didn't attend. Ms. Wayte presented the survey results highlighting comments about feeling welcomed back, exceeded expectations, and looking forward to engaging in future activities.

Ms. Calip thanked Ms. Wayte for her ability to give instant credibility to the Foundation team in being there to personally welcome the alumni.

Cullen Jones discussed how the ability to make alumni events free significantly influenced attendance, and that those who did not attend have been left feeling like they missed out. Ms. Berry adds that as a fan, getting to see alumni be included was very cool to see.

Heather Glass asked if there are other alumni events throughout the year. Ms. Calip explained that alumni are invited to present and attend the Golden Goggle Awards, giving them an opportunity to connect to the current team. Mr. Jones talked about the blending of the eras at this event promotes cross-generational engagement.

FUNDRAISING

SWIM-A-THON

Kelcie O'Donnell, Development Coordinator, presented on Swim-A-thon fundraising that clubs can facilitate. Ms. O'Donnell explained that year to date, clubs have been able to raise over \$4 million dollars through Swim-A-Thon events with 5% of those events contributing to the Foundation's mission.

Discussion about how to grow the Swim-A-Thon program to include USMS took place.

ANNUAL CAMPAIGNS

Kyle Jackson presented his experience utilizing Peer to Peer fundraising campaigns. Mr. Jackson discussed how his events create awareness about the Foundation and the missions it supports. Mr. Jackson provided examples and resources for how he accomplished his events in 2023 and 2024.

Alex Blavatnik complimented Mr. Jackson on his efforts and thanked him for sharing his experiences.

MAJOR GIFTS

Ms. Calip explained the difference between unrestricted and restricted major gifts and how each type of major gift influences strategy and success for the Foundation.

Thomas Luchsinger, Director, Development, presented on the giving societies and the benefits that accompany each tier. Mr. Luchsinger explained that we now feel confident receiving transformational gifts and that we can steward appropriately, based on industry standards.

Mr. Luchsinger shared that endowments through the Foundation are primarily restricted funds and that currently a majority of those restrictions benefit National Team support.

Discussion about the Legacy Society (Gift and Estate Planning) included an overview of how someone notifies us of their intentions, the impact of this type of giving, and how we anticipate stewarding.

DONOR ATHLETE PARTNERSHIP PROGRAM (DAPP)

Mr. Luchsinger highlighted the changes that were made to the program based on feedback from athletes, donors and the Board. Mr. Pinchbeck asked about how athletes can showcase their financial need in the application process. Mr. Luchsinger explained that the application now includes the option for athletes to complete a budget template and are encouraged to complete it to highlight their needs.

Stacy Michael-Miller, Director, National Team Support & Services, talked about the athletes making the decision to reapply. Ms. Michael-Miller informed the board that 14 out of 32 DAPP athletes (2023-2024) made the Olympic Team with others finishing in the top 8 at Olympic Trials.

Mr. Luchsinger showcased the projection for 2024-2025 DAPP applications. Ms. Wayte asked how many more donors are needed for the program. Mr. Definis asked about the creation of an endowment and the seed amount necessary to match the current program budget.

NATIONAL TEAM TRANSITION FUND

Mr. Luchsinger outlined existing resources available for retiring National Team athletes and shared the plan to prioritize the National Team Transition Fund (NTTF).

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260 Mr. Wilson asked about the eligibility for the program. Mr. Luchsinger and Ms. Michael-Miller explained
261 the criteria and requirements that athletes would have to meet to be eligible.
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263 Discussion about measuring the success of the program and its effectiveness took place.
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265 **GOLDEN GOGGLE AWARDS**
266 Ms. Johnson shared the schedule of events for the weekend of the Golden Goggle Awards and ancillary
267 events with the Board.
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269 Ms. O'Donnell and Mr. Definis highlighted the current interest and participation in the online auction and
270 encouraged members of the Board to reach out to their networks and contacts for additional donations.
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272 Ms. Johnson presented the ticket and table sales information for Golden Goggles.
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274 **CHAMPIONS CLUB RENEWALS**
275 Ms. Johnson outlined the importance of Champions Club renewals and provided each board member
276 with a curated outreach list.
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278 **UPCOMING EVENTS**
279 Ms. Calip shared the 2024 calendar of events and the tentative 2025 calendar that will be voted on at
280 the USA Swimming board meeting.
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282 **CLOSING REMARKS**
283 Ms. Eubanks thanked Ms. Calip and Ms. Ferguson for their work during the leadership transition and
284 offered additional support from the Board.
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286 Mr. Shackley praised the group for their hard work in the meeting and looks forward to seeing everyone
287 in November.