

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

USA Swimming Board of Directors Meeting Minutes

December 8, 2025/Frisco, TX

PRESENT

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

NOT PRESENT

Chris Brearton, Katie Playko.

GUESTS

Tristan Formon, Clark Hammond, Melissa Hellervik-Bing, Jennifer LaMont, Michael Lawrence, Jamie Platt, Bob Staab, Tom Ugast.

STAFF

Elaine Calip, Paula D'Amico, Liz Hahn, Cory Hilliard, Jake Grosser, Greg Meehan, Patrick Murphy, Derek Paul, Joel Shinofield, Kirsten Victor, Nikki Warner.

CLOSED SESSION

BOARD CHAIR WELCOME

The Board began in Closed Session with Board Chair, Brent Lang, providing a welcome and introduction to the Board and Chief Executive Officer, Kevin Ring.

CEO UPDATE TO THE BOARD

Mr. Ring provided an update to the Board.

OPEN SESSION

The Board reconvened in Open Session.

CALL TO ORDER

Mr. Lang called the December 8, 2025 Board of Directors meeting to order at 9:10 a.m. Central Time.

CEO WELCOME & UPDATE

Mr. Ring opened the meeting by welcoming the new Chief Financial Officer, Cory Hilliard. Mr. Ring then shared an overview of his first 90 days as USA Swimming's Chief Executive Officer, highlighting key stakeholders he has met and notable events he has attended.

Mr. Ring discussed the Foundation's efforts to support funding for USA Swimming's operations as the organization prepares for LA2028. Mr. Ring also celebrated recent Foundation

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achievements, including record funding for the Donor Athlete Partnership Program and the success of the 2025 Golden Goggle Awards.

Mr. Ring spoke about developing a strategic plan by the Board and staff for approval in 2026, which will serve as the foundation for a quadrennial plan. Mr. Ring outlined critical priorities such as strengthening membership, sustaining leadership and athlete support, expanding participation in the sport, and optimizing USA Swimming's organizational and financial health.

Finally, Mr. Ring expressed his enthusiasm for the next phase of USA Swimming and shared the sense of privilege he feels in his role, given the organization's impact on the sport and its athletes.

RULES OF ENGAGEMENT/PROTOCOL

Mr. Lang presented the Rules of Engagement for the Board.

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.

Sabir Muhammad disclosed his son is a member of the National Team.

CONSENT AGENDA

MOTION: To approve the following Consent Agenda items (Attachments 2- 9):

- a) Draft September 25, 2025 Board Minutes
- b) Draft November 3, 2025 Board Minutes
- c) CEO Monitoring Report
- d) MR 3.4 Financial Conditions and Activities (Internal)
- e) MR 3.6 Financial Planning and Budgeting (Annual Forecast)
- f) Postponement of approval of 2026 Budget and CEO's Annual Compensation Review
- g) Foundation Board Member Appointments
- h) Foundation Board Chair Appointment

Seconded. Motion passed unanimously.

VICE CHAIR CANDIDATES

Mr. Lang presented the nominees for the two Board Vice-Chair positions.

MOTION: To elect Caitlin Leverenz Smith as Board Vice-Chair, for a two-year term. *Seconded. Motion passed unanimously.*

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MOTION: To elect Katy Arris-Wilson as Board Vice-Chair Fiscal Oversight, for a two-year term. Seconded. Motion passed unanimously.

BOARD COMMITTEE APPOINTMENTS

Mr. Lang presented the nominees for various USA Swimming National Committees.

MOTION: To appoint the following to National Committees:

- Mark Tucci to the Investment Committee
- Kate Lundsten to the Nominating Committee

Seconded. Motion passed unanimously.

FINANCE UPDATE

Kenneth Chung, Vice-Chair Fiscal Oversight, noted that all financial details had been included in the documents provided to the Board prior to the meeting.

GOVERNANCE COMMITTEE UPDATE

Kathy Fish presented the Governance Committee's list of issues under review, starting with high-priority items such as Board awareness, member feedback, building trust and transparency, and the structure and operations of the Local Swimming Committees (LSCs). Ms. Fish additionally outlined the remaining priorities for the committee.

EXECUTIVE COMPENSATION COMMITTEE UPDATE

Ms. Fish stated that the Executive Compensation Committee (ECC) is developing a charter to better define the CEO's compensation framework based on established performance assessments.

SAFE SPORT UPDATE

Liz Hahn, Director, Safe Sport, presented an overview of Safe Sport case data, noting that in the third quarter there were 147 cases reported. Additionally, Ms. Hahn shared high-level statistics on open cases currently being handled by both the Center and USA Swimming staff.

TECH UPDATE

Patrick Murphy, Managing Director, Technology & Data, gave a brief update on core technology initiatives, noting that version 1 of the mobile app is scheduled for beta testing at the end of February and that efforts are underway to monetize data sharing with external vendors. Mr. Murphy also reported that the organization achieved an 87% positive customer satisfaction score across its software product lines, based on the continuous customer satisfaction feedback provided by members in fall 2025.

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NATIONAL TEAM UPDATE

Greg Meehan, Managing Director, National Team, shared updates on National Team (NT) site visits, noting that these visits have been valuable for fostering a positive culture among NT athletes and coaches. Mr. Meehan also provided staff updates, including the addition of Bruce Gemmell as a consultant for Open Water and upcoming new hires to strengthen the National Team performance staff.

CLOSED SESSION**LITIGATION UPDATE**

The Board went into Closed Session so Michelle Steinfeld, Secretary & General Counsel, could provide a litigation update.

U.S. CENTER FOR SAFESPORT UPDATE

Ms. Steinfeld delivered an update regarding the U.S. Center for SafeSport.

RISK MANAGEMENT UPDATE

Mr. Chung provided a risk management update.

OPEN SESSION

The Board came out of closed session to approve the payments below for the CEO to make in January 2026.

MOTION: *To approve the following CEO payments in January of 2026:*

- *Payroll for January*
- *December Membership Activity to LSCs*
- *Insurance Premium Payments & Broker Fees*
- *Club Excellence*
- *LA2028 Tickets*

Seconded. Motion passed unanimously.

CLOSED SESSION**EXECUTIVE SESSION**

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

EXECUTIVE SESSION – BOARD ONLY

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

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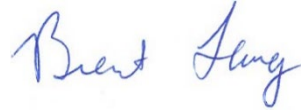
ADJOURNMENT

Mr. Lang adjourned the December 8, 2025 meeting of the Board of Directors at 12:30 p.m. Central Time.

Respectfully submitted:



Michelle Steinfeld, Secretary and General Counsel



Brent Lang, Board Chair

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USA Swimming Board of Directors Meeting Minutes

December 8, 2025 / Frisco, TX

Attachment 1

Attachment 2

Attachment 3

Attachment 4

Attachment 5

Attachment 6

Attachment 7

Attachment 8

Attachment 9

Agenda

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Page 2 – Draft November 3, 2025 Board Minutes

Page 2 – CEO Monitoring Report

Page 2 – Policy 3.4 Financial Conditions and Activities

Page 2 – Policy 3.6 Financial Planning and Budget

Page 2 – USA Swimming 2025 Budget vs 2025 Projection

Page 2 – USA Swimming Financial Statement Report Q3 2025

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