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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

1    **PRESENT**

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

5

6    **NOT PRESENT**

7    Chris Brearton, Katie Playko.

8

9    **GUESTS**

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

12

13    **STAFF**

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

16

17    **CLOSED SESSION**

18    **BOARD CHAIR WELCOME**

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

21

22    **CEO UPDATE TO THE BOARD**

23    Mr. Ring provided an update to the Board.

24

25    **OPEN SESSION**

26    The Board reconvened in Open Session.

27

28    **CALL TO ORDER**

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

31

32    **CEO WELCOME & UPDATE**

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

36

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

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

41  
42 Mr. Ring spoke about developing a strategic plan by the Board and staff for approval in 2026,  
43 which will serve as the foundation for a quadrennial plan. Mr. Ring outlined critical priorities such  
44 as strengthening membership, sustaining leadership and athlete support, expanding  
45 participation in the sport, and optimizing USA Swimming's organizational and financial health.

46  
47 Finally, Mr. Ring expressed his enthusiasm for the next phase of USA Swimming and shared the  
48 sense of privilege he feels in his role, given the organization's impact on the sport and its athletes.

49 **RULES OF ENGAGEMENT/PROTOCOL**

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

51 **DECLARATION OF CONFLICT OF INTEREST (2.5.4)**

52  
53 *"Is any member aware of any conflict of interest (that is, of a personal interest or direct or indirect  
54 pecuniary interest) in any matter being considered by this meeting, which should now be reported  
55 or disclosed or addressed under the USA Swimming Conflict of Interest Policy?"*

56  
57 If a Board member determines there to be a conflict of interest at any point during the course of  
58 the meeting when a specific subject is being discussed and/or action is being taken, a declaration  
59 of a conflict of interest should be made at that time.

60  
61 Sabir Muhammad disclosed his son is a member of the National Team.

62 **CONSENT AGENDA**

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

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

72  
73 *Seconded. Motion passed unanimously.*

74  
75 **VICE CHAIR CANDIDATES**

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

77  
78  
79 **MOTION:** *To elect Caitlin Leverenz Smith as Board Vice-Chair, for a two-year term. Seconded.*  
80 *Motion passed unanimously.*

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

84  
85 **BOARD COMMITTEE APPOINTMENTS**

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

87  
88 **MOTION:** *To appoint the following to National Committees:*

89  
90     • *Mark Tucci to the Investment Committee*  
91     • *Kate Lundsten to the Nominating Committee*

92  
93 *Seconded. Motion passed unanimously.*

94  
95 **FINANCE UPDATE**

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

98  
99 **GOVERNANCE COMMITTEE UPDATE**

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

104  
105 **EXECUTIVE COMPENSATION COMMITTEE UPDATE**

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

109  
110 **SAFE SPORT UPDATE**

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

114  
115 **TECH UPDATE**

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

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123 **NATIONAL TEAM UPDATE**

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

129

130 **CLOSED SESSION**

131 **LITIGATION UPDATE**

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

134

135 **U.S. CENTER FOR SAFESPORT UPDATE**

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

137

138 **RISK MANAGEMENT UPDATE**

139 Mr. Chung provided a risk management update.

140

141 **OPEN SESSION**

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

144

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

146

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

152

153 *Seconded. Motion passed unanimously.*

154

155 **CLOSED SESSION**

156 **EXECUTIVE SESSION**

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

159

160 **EXECUTIVE SESSION – BOARD ONLY**

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

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165 **ADJOURNMENT**

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

168

169 Respectfully submitted:

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171  
172

Michelle Steinfeld, Secretary and General Counsel



Brent Lang, Board Chair

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December 8, 2025 / Frisco, TX

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

Agenda  
Page 2 – Draft September 25, 2025 Board Minutes  
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  
Page 2 – Foundation Board Member Bios

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