

USA Swimming Board of Directors Meeting Minutes

January 28, 2023 / Virtual

1 **PRESENT**

2 Maya Andrews, Katy Arris-Wilson, Chris Brearton, Kenneth Chung, Tony Ervin, Kathy Fish,
3 Bruce Gemmell, Natalie Hall, Clark Hammond, Tim Hinchey, Ira Klein, Katie Meili, Kathleen
4 Prindle, Bill Schalz, Michelle Steinfeld, Ashley Twichell, Bob Vincent.

5
6 **GUESTS**

7 Bill Charney, Ellen Colket, Angela Monty, Rich Young.

8
9 **STAFF**

10 Matt Barbini, Paula D’Amico, Mitch Gold, Jake Grosser, Shana Ferguson, Elizabeth Hahn,
11 Brendan Hansen, Courtney Intara, Terry Jones, Corey Manley, Lucinda McRoberts, Lindsay
12 Mintenko, Patrick Murphy, Molly O’Mara Fillmore, Ellery Parish, Eric Skufca, Joel Shinofield,
13 Eric Stimson.

14
15 **CALL TO ORDER**

16 Chris Brearton, Board Chair, called the January 28, 2023 Board of Directors meeting to order
17 at 9:04 a.m. Mountain Time.

18
19 **DECLARATION OF CONFLICT OF INTEREST (2.5.4)**

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

23
24 If a Board member determines there to be a conflict of interest at any point during the course
25 of the meeting when a specific subject is being discussed and/or action is being taken, a
26 declaration of a conflict of interest should be made at that time.

27
28 Per direction from the USA Swimming Ethics Committee, Clark Hammond disclosed that he
29 is assisting a member coach in a dispute with their club, which is a USA Swimming member
30 club.

31
32 **BOARD CHAIR’S WELCOME**

33 Mr. Brearton remarked on a conversation with Casey Wasserman, Chairman of LA28, and
34 Gene Sykes, Chair of the United States Olympic and Paralympic Committee (USOPC) Board
35 of Directors, highlighting Mr. Wasserman’s mention of USA Swimming’s anticipated
36 presence at the 2028 Olympic Games and Mr. Sykes’ observation that USA Swimming is a
37 pillar of excellence against which all other National Governing Body’s (NGB) should be
38 measured. Mr. Brearton stated that the organization should continue to be elite through
39 strategic thinking and focus on long-term goals and objects while not being complacent.

40
41
42

43 **RULES OF ENGAGEMENT/PROTOCOL**

44 Mr. Brearton commented on the need for the Board to be prepared at meetings and
45 emphasized the importance of confidentiality during closed sessions. Mr. Brearton also
46 reported that moving forward, there will be more reliance on pre-reading materials to utilize
47 a consent agenda for future Board meetings, allowing for more strategic discussions.

48

49 **SAFE SPORT MOMENT**

50 Elizabeth Hahn, Program Director, Safe Sport, reported that in conjunction with USA
51 Swimming membership and the U.S. Center for SafeSport (USCSS), a solution is being reached
52 for the organization to fulfill the Center's requirements for a quality control system through
53 the organization's current framework. Additionally, Ms. Hahn noted that USCSS asked for
54 permission to use USA Swimming's information on the Safe Sport Recognition Program
55 (SSRP) as part of best practices for other NGBs.

56

57 **MINUTES**

58 *MOTION: To approve the November 20, 2022 Board of Directors meeting minutes (Attachment*
59 *2). Seconded. Motion passed unanimously.*

60

61 **BOARD PROCESS**

62 Michelle Steinfeld, Secretary & General Counsel, explained the use of a consent agenda for
63 future Board Meetings.

64

65 **BYLAW CHANGES**

66 **BYLAW 2.9 AMENDMENT**

67 Ms. Steinfeld presented a proposed amendment Bylaw 2.9, which reflects a change passed at
68 the 2022 annual meeting of the House of Delegates (HOD) to move the National Board of
69 Review policies to the USA Swimming Operating Policy Manual (Attachment 3).

70

71 *MOTION: To amend Bylaw 2.9, as follows, effective immediately:*

72

73 *2.9 TERMINATION OF MEMBERSHIP — Membership in USA Swimming may be terminated*
74 *according to the process set forth in ~~Part Four of the USA Swimming Rules and~~*
75 *Regulations Policy 26 of the USA Swimming Operating Policy Manual.*

76

77 *Seconded. Motion passed unanimously.*

78

79 **BYLAW AMENDMENT RE FINA NAME CHANGE**

80 Ms. Steinfeld remarked on changes needed to the Bylaws to reflect Federation Internationale
81 de Natation's (FINA) name change to "World Aquatics."

82

83 *MOTION: To amend USA Swimming's Corporate Bylaws to replace all references to*
84 *"Federation Internationale de Natation" and "FINA" to "World Aquatics," due to that entity's*
85 *name change. Seconded. Motion passed unanimously.*

86

87

88 **BOARD GOVERNING POLICIES MANUAL**
89 **BOARD CHARGE/GAP ANALYSIS REVIEW**

90 Ms. Steinfeld presented the proposed Board Charge based on the Board Gap Analysis to be
91 provided to the Nominating Committee for guidance during the 2023 Board election cycle
92 (Attachment 4). Ms. Steinfeld explained that if passed, she would later send via email more
93 proposed detail on the Board Charge, for the Board to approve via Action Without a Meeting.
94

95 ***MOTION:** To approve the Board Charge to the Nominating Committee for the 2023 election*
96 *cycle, to include the Nominating Criteria in Board Governing Policy 2.9.2, as well as the*
97 *following criteria:*

- 98 • *Diversity;*
- 99 • *Technology; and*
- 100 • *Coach with full program development experience.*

101
102 *Seconded. Motion passed unanimously.*

103
104 **POLICY 2.3: BOARD WORK PLAN**

105 Ms. Steinfeld presented the Board Work Plan that was compiled by Board Chair, Chris
106 Brearton, Board Vice-Chair Fiscal Oversight, Kenneth Chung, and Board Vice-Chair, Kathy
107 Fish.

108
109 Mr. Brearton asked Mr. Hammond to coordinate an initiative to identify key stakeholders
110 within membership and assign Board members to routinely connect with each group.

111
112 Mr. Brearton also noted that the Board Work Plan reflects how the Board currently conducts
113 itself with few changes made.

114
115 ***MOTION:** To amend Policy 2.3 of the Board Governing Policies manual to reflect changes to the*
116 *Board Work Plan as reflected in Attachment 5, effective immediately. Seconded. Motion passed*
117 *unanimously.*

118
119 **BOARD GOVERNING POLICIES MANUAL: AMENDMENT TO POLICY 2.6 RE ANTI-**
120 **DISCRIMINATION TRAINING**

121 Ms. Steinfeld reported that the Board (along with USA Swimming staff) will be required to
122 complete the USOPC's anti-discrimination training annually (Attachment 6).

123
124 ***MOTION:** To amend Board Governing Policy 2.6, to include the following language, as required*
125 *by the USOPC:*

126
127 *11. Anti-Discrimination Training: Board members must participate in annual anti-*
128 *discrimination training, provided by the USOPC.*

129
130 *Seconded. Motion passed unanimously.*

131
132

133 **WHISTLEBLOWER & ANTI-RETALIATION POLICY AMENDMENTS**

134 Ms. Steinfeld presented proposed updates to USA Swimming's Whistleblower & Anti-
135 Retaliation Policy as part of the USOPC's annual audit guide update.

136
137 **MOTION:** *To approve amendments to USA Swimming's Whistleblower & Anti-Retaliation*
138 *Policy, as outlined in Attachment 7, effective immediately. Seconded. Motion passed*
139 *unanimously.*

140
141 **STATEMENT OF ETHICS & CONFLICT OF INTEREST POLICY AMENDMENTS**
142 Ms. Steinfeld presented proposed edits to USA Swimming's Statement of Ethics & Conflict of
143 Interest Policy to reflect USOPC audit guide changes.

144
145 **MOTION:** *To approve edits to USA Swimming's Statement of Ethics & Conflict of Interest Policy,*
146 *as outlined in Attachment 8, effective immediately. Seconded. Motion passed unanimously.*

147
148 **BGPM AMENDMENT RE FINA NAME CHANGE**
149 Ms. Steinfeld presented proposed amendments to USA Swimming's Board Governing Policies
150 Manual to reflect FINA's name change to "World Aquatics."

151
152 **MOTION:** *To amend USA Swimming's Board Governing Policies Manual to replace all*
153 *references to "Federation Internationale de Natation" and "FINA" to "World Aquatics," due to*
154 *that entity's name change. Seconded. Motion passed unanimously.*

155
156 **OPERATING POLICY MANUAL UPDATE**
157 **PRIVACY POLICY & ZONE SANCTION APPEAL PROCESS**

158 Ms. Steinfeld updated the Board on changes to USA Swimming's Operating Policy Manual,
159 specifically within the Privacy Policy and Zone Sanction Appeal Process (Attachment 9).

160
161 **BOARD EVENT APPROVAL**
162 Shana Ferguson, Chief Commercial Officer, presented upcoming event locations for Board
163 approval.

164
165 **MOTION:** *Pursuant to USA Swimming Rule 206.3.1, the Board approves the awards of the*
166 *following events:*

- 167
 - 168 • *2023 Open Water Championships (Sarasota, FL. Sarasota Sharks),*
 - 169 • *2023 Phillips 66 National Championships (Indianapolis, IN, Indiana*
University Natatorium),
 - 170 • *2023 Toyota U.S. Open (Greensboro, NC, Greensboro Aquatic Center), and*
 - 171 • *2024 U.S. Olympic Team Trials – Swimming (Indianapolis, IN, Indiana Sports*
172 *Commission).*

173
174 *Seconded. Motion passed unanimously.*

175
176
177

178 **ENDS MONITORING**

179 **POLICY 1.0 BROADDEST: GROWTH/SUCCESS OF SWIMMING**

180 Ms. Steinfeld presented Policy 1.0, Broadest: Growth and Success of Swimming (Attachment
181 10).

182
183 ***MOTION:** That the Board approve that the performance monitoring report on Policy 1.0*
184 *"Broadest: Growth/Success of Swimming" conveys (a) interpretations of the policy that are*
185 *reasonable, and (b) that the report reasonably substantiates compliance with the policy*
186 *requirements, consistent with the CEO's interpretations. Seconded. Motion passed unanimously.*
187

188 **POLICY 1.3 PUBLIC ENGAGEMENT WITH SWIMMING**

189 Ms. Steinfeld presented Policy 1.3, Public Engagement with Swimming (Attachment 11).

190
191 ***MOTION:** That the Board approve that the performance monitoring report on Policy 1.3*
192 *"Public Engagement with Swimming" conveys (a) interpretations of the policy that are*
193 *reasonable, and (b) that the report reasonably substantiates compliance with the policy*
194 *requirements, consistent with the CEO's interpretations. Seconded. Motion passed unanimously.*
195

196 **MANAGEMENT PARAMETERS MONITORING**

197 **POLICY 3.3 TREATMENT OF STAFF**

198 Ms. Steinfeld presented Policy 3.3, Treatment of Staff (Attachment 12).

199
200 ***MOTION:** That the Board approve that the performance monitoring report on Policy 3.3*
201 *"Treatment of Staff" conveys (a) interpretations of the policy that are reasonable, and (b) that*
202 *the report reasonably substantiates compliance with the policy requirements, consistent with*
203 *the CEO's interpretations. Seconded. Motion passed unanimously.*
204

205 **POLICY 3.9 BOARD AWARENESS AND SUPPORT**

206 Ms. Steinfeld presented Policy 3.9, Board Awareness and Support (Attachment 13).

207
208 ***MOTION:** That the Board approve that the performance monitoring report on Policy 3.9*
209 *"Board Awareness & Support" conveys (a) interpretations of the policy that are reasonable,*
210 *and (b) that the report reasonably substantiates compliance with the policy*
211 *requirements, consistent with the CEO's interpretations. Seconded. Motion passed*
212 *unanimously.*
213

214 **INVESTMENT UPDATE**

215 Eric Skufca, Chief Financial Officer, explained the role and objectives of the organization's
216 Investment Committee noting its valuable work in 2022 during a year with increased market
217 volatility. Mr. Skufca presented the comparative balance sheet between 2021 and 2022,
218 highlighting the fluctuation in long-term investments year-over-year. Mr. Skufca noted the
219 decrease was primarily due to portfolio market losses and net portfolio distributions.
220

221 Mr. Skufca remarked on the Committee's role in managing the organization's Investment
222 Policy Statement (IPS) which serves as the guiderails for how the organization would like its
223 third-party investment advisors to manage the organization's assets. (Attachments 14 – 15).

224 Mr. Skufca introduced the Chair of the Investment Committee, Ellen Colket.

225

226 Mrs. Colket provided an overview of the Investment Committee, including its composition
227 and annual commitments of quarterly reviews, reviews of the portfolios and their
228 performance, and reporting updates to the Boards of both USA Swimming and the USA
229 Swimming Foundation. Mrs. Colket noted that in addition to annually reviewing the IPS, the
230 Committee also reviews the organization’s investment advisors to provide the Board with a
231 recommendation to retain or change advisors.

232

233 Mrs. Colket described the Committee’s partnership with the organization’s investment
234 advisors, noting discussions with the advisors on how they manage other 501(c)(3)
235 organizations, compared to USA Swimming, which they consider to be the “gold standard,”
236 how their management fees compare between USA Swimming and their other clients, noting
237 the organization is average or below average (less fees than average) in fee structures, and
238 lastly, how the organization can manage the market volatility of 2022 in maintaining its long
239 term portfolio goals.

240

241 **MOTION:** *That the Board approve updates to the USA Swimming Investment Policy Statement*
242 *as reviewed and recommended by the Investment Committee. Seconded. Motion passed*
243 *unanimously.*

244

245 **STRATEGIC CONVERSATIONS**

246 **SWIMS UPDATE/QUESTIONS**

247 Mrs. Ferguson presented an update on Swims 3.0 (Attachment 16).

248

249 Joel Shinofield, Managing Director, Sport Development, described Sport Development’s
250 outreach campaign to member clubs with a negative registration variance, while also
251 providing data on the outcome of those communications, including what was reported by
252 clubs on why registration numbers are lower at this time than prior years.

253

254 Mrs. Ferguson noted outreach has been focused on athlete membership, as non-athlete
255 membership is trending high.

256

257 Patrick Murphy, Senior Director, Member Data and Product, stated that the registration
258 concerns are mostly “first time” issues and reported on what the team has learned to better
259 assist membership moving forward to mitigate registration difficulties.

260 The Board discussed the nuances of the top reasons for diminished registration numbers,
261 including what the organization can and cannot track when clubs fold and consolidate,
262 facilities change, and clubs utilize other insurance opportunities.

263 Mr. Shinofield explained the history of membership requirements and regulations and where
264 the organization is now, including increased regulations for membership from the
265 government, the USOPC, and the USCSS. Additionally, Mr. Shinofield provided next steps on
266 addressing SWIMS 3.0 issues, including a working group of clubs to improve the process in
267 2023, directly addressing technology issues with clubs and coaches, and improving the
268 SWIMS 3.0 overall user experience.

269

270 Lastly, Mr. Murphy reported that Online Meet Entry launched January 3, 2023 and is live,
271 with current testing and integration with the NCAA Selection Tool.

272

273 **MEMBERSHIP**

274 Mrs. Ferguson presented membership data, including general membership trends over a
275 quad, as well as current membership projections and year-over-year membership variances.

276

277 Tim Hinchey, Chief Executive Officer, noted the objective for membership registration is to
278 think ahead to the next quad, with the goal of setting a new standard from 2024 – 2028.

279

280 The Board discussed registration data, focusing on clubs to grow membership, setting a new
281 standard during the next quad, membership retention and tracking, and membership
282 marketing initiatives.

283

284 Mrs. Ferguson presented proposed membership retention and growth goals for the 2023
285 year and 2024 quad as a whole.

286

287 The Board discussed strategies and opportunities to reach membership goals, including
288 providing additional tools and resources for coaches to engage them in the growth and
289 retention of athlete members.

290 Mrs. Ferguson remarked on the risks to membership numbers, including technology issues,
291 lack of communication, barriers from regulations, COVID-19 after-effects, and the natural
292 ebb and flow of membership numbers which, fortunately, can now be gathered and used to
293 create best practices for coaches and clubs.

294

295 Mr. Brearton asked for the 1.2 Working Group to work in collaboration with outside
296 stakeholders to take a deeper look into membership numbers to identify barriers and
297 develop a plan for moving forward.

298

299 Mr. Skufca reported on membership registration year to date pacing this year compared to
300 last year noting athlete membership registration is down by -4.86% while non-athlete
301 membership registration is ahead by +8.24%, netting a negative -3.4% in registration
302 overall. From a cashflow perspective given the current membership pacing and rates for
303 2023 vs. 2022, there's a positive year over year revenue variance of +0.06%.

304

305 **FINANCE**

306 Mr. Skufca reported that the current 2022 financial projection is more favorable than both
307 the original budget and the financial projection from the November 2022 Board meeting due
308 in part from both more revenues and less expenditures which were outlined.

309

310 Mr. Skufca spoke to the organization's financial planning procedures to account for
311 situations such as the current membership trend, through an on-going, proactive budgeting
312 process the staff does every year. The annual process includes an analysis of both projecting
313 revenue sources and strategically outlining program investments (expenditures),
314 specifically those that are tied to the organization's Ends and the period's key initiatives.

315

316 Mr. Skufca provided a timeline to close out the 2022 financial year to be completed in March
317 2023 ahead of the annual external financial audit.

318
319 **POLICY 3.4: FINANCIAL CONDITION & ACTIVITIES**

320 Mr. Skufca presented Policy 3.4, Financial Condition & Activities (Attachments 17 - 20).

321
322 **MOTION:** *That the Board approve that the performance monitoring report on Policy 3.4*
323 *"Financial Conditions and Activities" conveys (a) interpretations of the policy that are*
324 *reasonable, and (b) that the report reasonably substantiates compliance with the policy*
325 *requirements, consistent with the CEO's interpretations. Seconded. Motion passed unanimously.*

326
327 **ANNUAL PLAN**

328 Kathy Fish, Board Vice-Chair, reported that the Board working groups are focusing on
329 measuring results and impact within the Annual Board Plan versus processes and tools,
330 which the staff will assess (Attachments 21 - 22).

331
332 Natalie Hall presented the Key Performance Indicators (KPIs) within Policy 1.1, highlighting
333 changes relating to relays, Open Water World Championships, the launch of an Athlete
334 Transition Program, and establishing baselines for usage of mental and physical health
335 resources by the National and National Junior Teams.

336
337 Kathleen Prindle provided an overview of the KPIs within Policy 1.2 and noted changes,
338 including simplifying Policy 1.2 down to five KPIs from eight, with the ability to have more
339 of a focus on membership growth.

340
341 Mrs. Fish added that additional changes will include updating membership growth goals per
342 earlier discussions.

343
344 Katie Meili presented the updated Policy 1.3 KPIs, remarking on Policy 1.3's focus on
345 engaging the community with the sport of swimming.

346
347 Mrs. Ferguson commented on the organization's continued efforts to track event attendance,
348 along with members and public engagement with USA Swimming content and digital media.

349
350 Bob Vincent explained changes to Policy 1.4 KPIs that focused on technology, Officials
351 Certification, and strategic financial tools and resources.

352
353 **MOTION:** *To approve Priority Results 1.1-1.4 and associated KPIs as the organization's 2023*
354 *Strategic Plan. Seconded. Motion passed unanimously.*

355
356 **PRESENTATIONS**

357 **USA SWIMMING FOUNDATION UPDATE**

358 Lucinda McRoberts, Chief Administrative Officer and Executive Director of the USA
359 Swimming Foundation, commented on the successes of the Foundation in 2022 and noted
360 the continued momentum with a presence at the Knoxville TYR Pro Swim Series.

361

362 Mr. Skufca reinstated the timeline for closing out 2022 financials and provided the
363 Foundation's 2022 Projected Support (Attachments 23 – 24).

364

365 **COVID VACCINE POLICY**

366 Ms. Steinfeld reported that the current COVID vaccine requirement for USA Swimming
367 events and international team travel will be eliminated on February 1, 2023.

368

369 **HOUSE OF DELEGATES WORKING GROUP UPDATE**

370 Katie Meili reported that the HOD Working Group recommends keeping the HOD
371 composition the same for another year, while also retaining the Working Group to continue
372 evaluating the HOD overtime (Attachment 25). Ms. Meili noted that the HOD Working Group
373 would be submitting proposed legislation to the Rules & Regulations Committee to
374 memorialize this recommendation, but also to clean up some language in the composition
375 that would otherwise allow one individual to have more than one vote at the annual meeting
376 of the HOD.

377

378 Ms. Steinfeld provided data on the engagement of HOD delegates.

379

380 **WORKSHOP PREVIEW**

381 Brendan Hansen, Director, Team Services, provided an overview of the Annual USA
382 Swimming Workshop that will be held April 20th – 23rd, 2023 in Denver, CO, noting the type
383 of sessions and opportunities that will be available to attendees. Mr. Hansen also mentioned
384 that the Workshop will be widely communicated to the entirety of the membership, not just
385 those attending.

386

387 Mr. Shinofield reported there will be a Board Town Hall during the Workshop so the Board
388 can share the organization's priorities and listen to membership.

389

390 **LEGISLATIVE UPDATE**

391 Ms. Steinfeld reported on the Governance Committee's decision to begin the legislation
392 process earlier in the year to allow for a notice and comment period through the USA
393 Swimming website and for richer legislative discussion at the Annual Workshop.

394

395 **LSC AFFILIATION UPDATE**

396 Ms. Steinfeld explained the financial reporting requirements within the Local Swimming
397 Committee (LSC) Affiliation Agreement, reporting that the following LSCs were currently out
398 of compliance: Florida Gold Coast, Lake Erie, Southeastern, Mississippi, San Diego Imperial,
399 and West Virginia.

400

401 **UNITED STATES AQUATICS SPORTS & WORLD AQUATICS (FORMALLY FINA)** 402 **REPRESENTATION**

403 Ms. McRoberts reviewed the various World Aquatics' committees and panels, along with
404 identifying the United States representatives for each.

405

406 Ms. McRoberts additionally noted the U.S. and USA Swimming representation within the
407 United States Aquatic Sports.

408 **PERFORMANCE AND COMPETITION UPDATE**

409 Mr. Hansen introduced Corey Manley, Data Analysis.

410

411 Mr. Manley provided results data on the 2022 Speedo Winter Juniors (East & West) and the
412 2022 Toyota U.S. Open, showcasing what kind of reporting the organization can now provide
413 to membership for all USA Swimming meets through the digital transformation efforts
414 (Attachment 26).

415

416 Mr. Hansen added how impactful the data reports are with driving performance and
417 engaging with clubs, coaches, and athletes.

418

419 Mr. Manley further explained what will be contained within the organization's data
420 warehouse and how coaches and athletes can utilize the data to drive performance.

421

422 Matt Barbini, Director, Performance, National Team, commented on the high level of
423 competitiveness at the 2022 FINA Short Course World Championships with the U.S. winning
424 36 medals while noting the challenges around the high volume of relays in which the U.S.
425 won 10 medals. Mr. Barbini discussed the selection process for the competition and the
426 added benefit of our best athletes racing the best athletes in the world and the experience
427 gained.

428

429 **CLOSED SESSION (2.3.6)**

430 **RELAY INCENTIVES**

431 The Board went into Closed Session so Mrs. Mintenko could provide an update on future
432 relay incentives.

433

434 **LITIGATION AND RISK MANAGEMENT UPDATE**

435 The Board remained in Closed Session so Ms. Steinfeld could provide a legal update.

436

437 **FINANCE**

438 The Board remained in Closed Session to discuss finances.

439

440 **COMMERCIAL UPDATE**

441 The Board remained in Closed Session to discuss commercial updates.

442

443 **AICEEP UPDATE**

444 The Board remained in Closed Session to discuss the Athlete Inclusion, Competitive Equity,
445 and Eligibility Policy.

446

447 **EXECUTIVE SESSION: CEO KPIS**

448 The Board remained in Closed Session so it could conduct an Executive Session to discuss
449 Key KPIS for the President & CEO; all members of the staff left the meeting. Board Governance
450 Consultant Bill Charney was present with the Board for the discussion.

451

452 The Board came out of Closed Session to approve the following motion.

453

454 **MOTION:** *To approve the Executive Compensation Committee's recommendations, as*
455 *amended, for CEO performance bonus KPIs for 2023. Seconded. Motion passed unanimously.*

456
457 **ADJOURNMENT**

458 Mr. Brearton adjourned the January 28, 2023 meeting of the Board of Directors at 5:05 p.m.
459 Mountain Time.

460
461
462 Respectfully submitted:



Michelle Steinfeld, Secretary and General Counsel



Chris Brearton, Board Chair

USA Swimming Board of Directors Meeting Minutes

January 28, 2023 / Virtual

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Attachment 4	Page 3 – Board Gap Analysis
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Attachment 6	Page 3 – BGPM Policy 2.6
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Attachment 8	Page 4 – Statement of Ethics and Conflict of Interest Policy
Attachment 9	Page 4 – Policy 33.0 Zone Sanction Appeal Process
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Attachment 12	Page 5 – Policy 3.3 Treatment of Employees and Volunteers
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Attachment 14	Page 5 – USA Swimming IPS _ Clean
Attachment 15	Page 5 – USA Swimming IPS _ Redline
Attachment 16	Page 6 – SWIMS Update
Attachment 17	Page 8 – USA Swimming 2022 Budget vs 2022 Projection
Attachment 18	Page 8 – USA Swimming Comparative Balance Sheet
Attachment 19	Page 8 – USA-S 2022-2024 Quad Business Plan Summary
Attachment 20	Page 8 – Policy 3.4 Financial Conditions and Activities
Attachment 21	Page 8 – USA-S Ends KPIs_ Clean
Attachment 22	Page 8 – USA-S Ends KPIs_ Redline
Attachment 23	Page 9 – USA-S Foundation IPS_Clean
Attachment 24	Page 9 – USA-S Foundation IPS_Redline
Attachment 25	Page 9 – HOD Working Group Article VI Amendments
Attachment 26	Page 10 – Competitive Summary Report
Attachment 27	Staff Report for the Board