

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

## **USA Swimming Board of Directors Special Meeting Minutes**

June 18, 2025/Virtual

### **PRESENT**

Maya Andrews, Katy Arris-Wilson, Chris Brearton, Frank Busch, Kenneth Chung, Nic Fink, Kathy Fish, Natalie Hall, Clark Hammond, Ira Klein, Caitlin Leverenz Smith, Katie Playko, Sabir Muhammad, Kathleen Prindle, Michelle Steinfeld, Bob Vincent.

### **GUESTS**

Outside Counsel: Bronwyn Pepple

### **STAFF**

Paula D'Amico, Jake Grosser, Eric Skufca.

### **CALL TO ORDER**

Chris Brearton, Board Chair, called the June 18, 2025 Board of Directors meeting to order at 12:03 p.m. Mountain Time.

### **CLOSED SESSION**

#### **LITIGATION UPDATE**

The Board and staff went into Closed Session for the purpose of discussing a confidential pre-litigation matter.

### **OPEN SESSION**

The Board came back into Open Session to vote on the following motion.

***MOTION:** To authorize the use of Board-designated funds to resolve a confidential matter, based on the parameters agreed upon in Closed Session. Seconded. Motion passed unanimously.*

### **CLOSED SESSION**

#### **CEO TRANSITION**

The Board went back into closed session for a CEO Transition update.

### **OPEN SESSION**

#### **CAMPAIGNING LANGUAGE**

Mr. Brearton provided a brief overview of the nominating process for the election to the Board of Directors, noting that only the Board representative on the Nominating Committee is privy to candidate information, not the entire Board, and that Board representative is prohibited from sharing any information outside of the Nominating Committee.

Michelle Steinfeld, Secretary & General Counsel, discussed possible changes to campaigning restrictions for candidates, to ensure the democratic, transparent nature of the process. No changes were made at this time.

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The Board briefly discussed potential opportunities for candidates to engage with membership at the Annual Summit in September.

### **STRATEGIC PLAN**

Bob Vincent, Interim Chief Executive Officer, requested the Board approve the organization's draft 2025 annual strategic plan, as required by the U.S. Olympic & Paralympic Committee (USOPC). Mr. Vincent noted that the plan would serve as placeholder until a permanent CEO is hired and can provide further organizational direction.

**MOTION:** *To approve the USOPC-required annual strategic plan, as a placeholder until a permanent CEO is named, attachment 1. Seconded. Motion passed unanimously.*

### **BOARD EMAIL ADDRESSES**

Mr. Vincent recommended that the Board revert back to using their personal email addresses, as opposed to both personal and USA Swimming-provided email addresses, to simplify Board communications. The Board agreed that their personal email addresses would instead be made available to membership.

### **CLOSED SESSION**

#### **CEO UPDATE; EXECUTIVE SESSION**

The Board went back into Closed Session so it could conduct an Executive Session; all members of the staff left the meeting except for Mr. Vincent and Ms. Steinfeld. Mr. Vincent provided strategic quad updates to the Board.

### **ADJOURNMENT**

Mr. Brearton adjourned the June 18, 2025 meeting of the Board of Directors at 2:00 p.m. Mountain Time.

Respectfully submitted:



Michelle Steinfeld, Secretary and General Counsel



Chris Brearton, Board Chair

**DRAFT**

**DRAFT**

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Attachment 1

Page 2 – 2025 Strategic Plan

**DRAFT**

## 2025 STRATEGIC PLAN

The plan below aims to align the Chief Executive Officer, the staff, and the Board of Directors on the items that are most relevant to our organization in the first year of the LA28 quad. This plan reflects feedback from the Board, staff, and other key stakeholders and aims to address all areas critical to the continued success of the organization.

### 1.1 Competitive Success

1. Implement quarterly Coach Mental Health Roundtable.
2. Research, identify, and develop/acquire optimum performance analysis technology.
3. Achieve international success, meaning:
  - a. 2025 World Aquatics Championships
    - Medal in all relays
    - Win the gold medal count and total medal count
    - 50% of pool athletes improve times in at least one event from the Toyota U.S. National Championships to World Aquatics Championships
    - Pool athletes are finalists in 85% of individual events
  - b. 2025 National Junior Team
    - Medal in all relays at 2025 World Junior Championships
    - Win the gold medal count, total medal count, and team score at 2025 World Junior Championships
    - Using the 2025 World Aquatics “A” Standard<sup>1</sup>, have 15 or more women’s times on the National Junior Team match or exceed the standard
    - Using the 2025 World Aquatics “A” Standard, have 10 or more men’s times within 1% of the standard
  - c. 2025 World University Games
    - Medal in all relays at the 2025 World University Games
    - Win the gold medal count and total medals count
    - 50% of pool athletes improve in at least one event from the Toyota U.S. National Championships to World University Games
    - 100% of athletes advance to finals in their individual events
4. Implement National Team Managing Director Strategic Vision
  - a. Execute a strategy to support a culture of excellence and performance within the National Team community, including athlete and coaching by:
    - Improving the relationship with the U.S. Olympic & Paralympic Committee
    - Visiting 50% of the National Team athletes and coaches via site visits
    - Creating two “playbooks” for consistency in how we operate at international competitions
    - Implementing a cap project
    - Executing National Team onboarding in conjunction with Golden Goggles
    - Hosting efficient and productive U.S. Olympic & Paralympic Training Center fall and winter training camps
    - Along with the Steering Committee, finalize training and preparation plans for the 2028 Olympic Trials and the 2028 Olympic Games

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<sup>1</sup> The 2025 World Aquatics “A” Standard is established through criteria found [HERE](#) on the World Aquatics website.

## **1.2 Successful Athletes, Coaches, and Clubs**

1. Growth through retention:
  - a. Expand Operation Club Success to 85% of new clubs<sup>2</sup>
  - b. Further develop membership campaigns in partnership with four Local Swimming Committees (“LSCs”) to offer tools to clubs focused on recruiting and retention
  - c. Publish best practices garnered from clubs that significantly exceed 10&Under and 12&Under national retention rates
2. Growth through increased capacity for competition:
  - a. Launch Online Referee Course and achieve an average NPS score of 40
  - b. Achieve 100% compliance with USA Swimming Officials Certification Standards in LSCs
3. 200+ clubs participating in Block Party in 2025 membership year, with an average of four meets per club.
4. 3% athlete membership increase year-over-year.
5. Improve operational technology efficiency:
  - a. Ensure timely and effective responses to any critical security incidents, achieving 95% of published Service Level Agreement for first response and resolution time
6. Increase revenue derived from existing technology systems:
  - a. Generate \$850,000 in total direct revenue from technology fees, donations during Online Member Registration (“OMR”) checkout, Block Party meet sanction fees, Online Meet Entry (“OME”) service fees, and LSC administrative fees
7. Improve customer/member experience across technology platforms:
  - a. Achieve a Customer Satisfaction Score of at least four across tentpole technology experiences and distribute annual reports to membership (OMR, OME, bulk renewal, Mobile App)
  - b. Launch USA Swimming App version 2

## **1.3 Public Engagement with Swimming**

1. Develop materials to better communicate the benefits of joining USA Swimming; distribute to entities, reaching at least 10,000 total participants, to help bridge the gap between pre-competitive and summer league programs and USA Swimming member clubs offering Block Party meets
2. Launch Flex → Premium conversion automated marketing campaign with at least 10% increase in membership conversions (excluding athletes registered exclusively for Block Party meets)
3. Implement new one-click resource “menu” on the USA Swimming website to improve member access to critical resources, reducing navigation path clicks to three or fewer
4. USA Swimming Network growth via 20,000 additional app downloads and 50 new pieces of digital content
5. Develop and debut Athlete Marketing and Content Summits, capturing content from at least 25 National Team Athletes
6. Implement broadcast deal that includes at least \$250,000 in new annual revenue

## **1.4 Recognition of USA Swimming as “Best in Class” NGB**

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<sup>2</sup> A “new club” is defined as a club that is three or fewer years old. New clubs do not include clubs that have merged, acquired a new site, or otherwise changed their business model without halting business.

1. Publish revised USA Swimming mission, vision, and values statements.
2. Initiate the build of a robust National Team alumni relations program:
  - a. Consolidate past and present National Team and international competition rosters into one access point
  - b. 10% increase in confirmed contact information for National Team alumni
3. Achieve USA Swimming Foundation fundraising goals (included in the 2025 budget), informed by proportional USA Swimming program needs.
4. Conduct Board and staff collaborative priority-setting exercise to solidify 2028 Quad business plan and budget strategy.