

USOPC BOARD OF DIRECTORS

MEETING MINUTES

Virtual

April 14-15, 2026

A virtual meeting of the Board of Directors (the “Board”) of the United States Olympic & Paralympic Committee (“USOPC”) took place on April 14-15, 2026 following notice duly given pursuant to the USOPC Bylaws. Present (except as noted below) were Gene Sykes (Chair), Rich Bender, Beth Brooke, Mung Chiang, Lawrence Cunningham, Allyson Felix (IOC Member ex officio), David Haggerty (IOC Member ex officio), James Higa, Sarah Hirshland (USOPC CEO ex officio, non-voting), Vivek Murthy, Adam Nelson, Dexter Paine, Daria Schneider, Brad Snyder, and Elana Meyers Taylor. Anita DeFrantz was unable to attend on April 14. Donna de Varona and Virginia Sung were unable to attend.

Attending Board members constituted a quorum of the Board under USOPC Bylaws.

The minutes were recorded by William King, General Counsel.

1. Call to Order

The Chair called the meeting to order at 10:00 a.m. MT.

2. Chair and CEO Welcome

At the outset of the meeting, USOPC staff members in attendance were Chief Strategy and Growth Officer Katie Bynum Aznavorian, Chief of Sport and Athlete Services Rocky Harris, Chief Operating Officer Koby Langley, Chief People Officer Peter Navin and Athlete Ombuds Kacie Wallace.

The Board reviewed the day’s meeting agenda with an explicit invitation to note for the group any agenda items on which they might have an actual or apparent conflict of interest. Dexter Paine noted that he would recuse himself from any action taken on USA Surfing’s application for certification as the national governing body for the sport of surfing. King noted that Elana Meyers-Taylor should not participate in substantive discussion of recent litigation filed against the USOPC. The Board members raised no other conflicts of interest.

The Chair reviewed the excellent performance of Team USA during the Milano-Cortina Winter Games. He congratulated the USOPC staff for its performance in preparation for and during the Winter Games, particularly given the challenges with several different competition sites throughout Italy. The Chair commented on the advantages of hosting the Games, as the performance of the host team Italy exceeded pre-Games expectations. Team USA will have the opportunity to take advantage of this when the Games are hosted in the U.S. twice over the next eight years.

The Board then entered executive session to discuss privileged matters, with USOPC staff members departing except General Counsel King.

3. Annual Impact Plan Review

a. Milano-Cortina Recap

Team USA performed very well during the MiCo Games, with a significant increase in the number of medals and medalists compared to recent Games. Team USA athletes provided very post feedback on their experience after the Games. Paralympic and Olympic integration was viewed as effective. Several operational best practices were identified, with opportunities for improvement noted in coordination, transportation planning, and systems integration.

Hirshland and Athletes Ombuds Kacie Wallace discussed the performance of the USOPC's Dispute Resolution Unit before and during the Games, noting the pre-Games effort to address issues before they escalate. Wallace commented on the improved coordination and communication among different groups within the USOPC during the MiCo Games. Future efforts will focus on improvement around team selection disputes and consolidation of existing policies to make it easier for athletes to access and navigate the dispute resolution process.

The news was also positive regarding fan engagement, as all but one of the internal goals set by the USOPC were exceeded. The overall fan engagement was very strong compared to prior Winter Games. Olympic and Paralympic viewership increased significantly from prior Winter Games, and NBC was pleased with the results. Viewership exceeded all internal pre-Games goals for increases with one exception (Paralympic viewership), and even there, viewership increased by 24% from Beijing. Board members discussed and committed to focusing on improving overall interest in Paralympic Games in the future with an emphasis on increasing pre-Games promotion.

b. Philanthropy Progress Report

Hirshland provided an update on the USOPF, as Christine Walshe was unable to attend due to a conflict. The USOPF continues to exceed its fundraising campaign targets ahead of schedule. More than 300 Team USA athletes qualified for the Ross Stevens Awards payments following the MiCo Games, and the USOPF is focused on raising additional funds to endow the Stevens Awards program to provide long-term sustainability. Hirshland noted that she received positive feedback from Team USA athletes in Milan on the impact of the Stevens Awards.

The USOPF is off to a strong start in 2026, having secured significant commitments from existing and new donors. The positive momentum continues, with potentially large donations being pursued now. The LA28 Games present an important opportunity to drive growth in donations, and we must commit to avoiding a decline in philanthropy following these Games.

Hirshland informed the Board of recent efforts to increase the focus on Paralympics among our donor community, including very positive feedback from the donor delegation the USOPF hosted during the MiCo Paralympic Games. The LA28 Games present a special opportunity to build the base of Paralympic donors and advocates.

c. Commercial Model Progress Report

Katie Bynum Aznavorian provided an update on efforts to evolve the USOPC's commercial model and strengthen long-term revenue generation in support of Team USA athletes and the Movement. The USOPC continues to engage external advisors and stakeholders as part of this work, including discussions related to future partnerships and sponsorship opportunities.

The Board also received an update on the structure and membership of the Commercial Committee and ongoing collaboration with athlete representatives and other stakeholders as planning efforts continue for

future Games. Leadership noted continued momentum across commercial and engagement efforts supporting Team USA and the Olympic and Paralympic Movement.

4. Constituents Visits

a. Team USA Athletes Commission

The Board met with Team USA AC Executive Director Funmi Blakemore and Board Chair Joel Rosinbum. Blakemore and Rosinbum presented the AC's plans and priorities for 2026 and beyond, including their efforts to raise the AC's profile when they attended the MiCo Winter Games. The AC has recently worked with the USOPC's Global Engagement and Government Affairs team on potential federal legislation related to anti-doping efforts and college sports.

Blakemore reminded the Board of the AC's priorities for 2026: (1) increase awareness of the AC and the resources it provides to athletes; (2) role clarity; (3) advance the AC composition and governance reforms; and (4) strengthen athletes' voice in decision making, particularly on decisions that have meaningful impact on athletes. Rosinbum complimented the USOPC Athlete Ombuds office for its work in serving athletes.

Brad Snyder complimented the AC for its improvement in identifying athlete leaders in recent years, citing Declan Farmer's recent election to the International Paralympic Committee's Board as an example. Snyder asked for an update on the status of the AC's efforts to fill his vacant athlete representative seat on the USOPC Board, and Blakemore shared the AC is currently working on this.

The Chair and Hirshland complimented Blakemore for her collaborative approach to addressing the most important issues facing the AC and expressed their optimism on the future work between the AC and the USOPC.

b. NGB Council

Brendan Quirk, USA Cycling CEO and NGB Council Chair, and Aron McGuire, USA Bobsled and Skeleton CEO and NGB Council Member, provided an update on the NGB Council's recent work. Quirk reviewed the NGB Council's priorities for 2026: (1) supporting improved operations and policies at U.S. Center for SafeSport ("Center"), with a focus on improving the process and scope of the Center's audit work. The NGB Council has informed the Center that it is not focusing on the most important issues in its audits, spending too much time instead on less important, technical issues at grass roots events. The NGB Council has also expressed its concerns over the Center's expansion of the scope of its investigations and its failures to conclude and resolve investigations in a timely and appropriate manner. The Center's response to this feedback from the NGB Council has undermined the Council's confidence in the Center; (2) acting on the high-performance funding gap analysis to identify path to meet medal goals for upcoming Games. Quirk noted the increased investments in high performance grants, athlete stipends and elite athlete health insurance; (3) evolving revenue and growth focus by working with the USOPC to drive commercial revenue for NGBs and the USOPC; (4) expanding the ambition and impact of Performance Innovation. Quirk and Fin Kirwin are working together on this priority, seeking ways to integrate technology and data usage for competitive advantage, with a focus on Paralympic sports. Quirk complimented the USOPF for its work in raising funds to assist with this initiative.

Quirk noted that after recent NGB CEO departures, less than 10 percent of the CEO positions are filled by females. The NGB Council has created a working group of female leaders to identify and develop female leaders in the movement to prepare them to fill NGB CEO positions when they become available, as vacancies are expected following the LA28 Games.

c. **LA28**

LA28 CEO Reynold Hoover, USOPP CEO John Slusher and LA28 COO John Harper presented to the Board on recent events related to the LA28 Games. Their presentation included updates on budget and revenue, ticket sales, sponsorships, staffing and other issues. Highlights from the presentation include:

- LA28 staff continues to grow at a fast pace and is expected to be around 5,000 total for the Games. Over 250,000 have volunteered to assist, with more than 100,000 from the Los Angeles area;
- LA28's budget of \$7.2 billion has been updated;
- Ticket sales have exceeded all expectations and set new records for first day/first drop for Olympic Games. While there has been negative media coverage regarding ticket prices, Hoover noted there are \$28 tickets available for every event and more than 50% of the tickets are under \$200;
- The success of Team USA in the MiCo Winter Games helped LA28 drive commercial and sponsorship revenue. LA28 sponsorship sales have already exceeded \$2 billion, with several new sponsor agreements in the pipeline;
- The announcement of the Look of the Games and superbloom design in March 2026;
- The Athlete Summit was a success, with increased athlete engagement expected in the future;
- Venue and event sites are being finalized, and venue preparation is ahead of schedule;
- The procurement strategy is centered on local and small businesses;
- LA28 remains active in government relations activities at the federal, state and local levels; and
- The Torch Relay will pass through all 50 U.S. states.

5. **Board Governance**

a. **Committee and Council Reports & Discussion**

i. **ANSC**

Committee Chair Brooke complimented the leadership of the Team USA AC and NGBC for their work in clearly defining their priorities for 2026 and beyond. The Committee's last meeting included a presentation from Jeff Cook at USADA, who updated the group on USADA's plan for the LA28 Games. Brooke complimented the USOPC staff on its support of the Committee and for creating an atmosphere that encourages candid communications.

ii. **Ethics & Compliance**

Committee Chair Snyder apprised the Board of the Committee's recent work, which included review of the compliance risk assessment, internal audit and ethics disclosures for USOPC staff members. The Committee had no significant concerns from these reviews. The Committee recommended two policy changes to the USOPC Policy Governance Policy and Anti-Bribery and Anti-Corruption Policy. After a motion to approve and second, the Board unanimously approved the policy changes.

iii. **Nominations & Governance**

Committee Chair Brooke reviewed the Board members whose terms will expire at the end of 2026 and those who will be considered for retention for a second term. Brooke is collaborating with Peter Navin and Evangeline Rivera to identify the skill set needed to serve as her replacement as Committee chair. The vacant Board spots will be filled at the end of 2026.

Brooke noted that proposed bylaw amendments will be considered at the June 30, 2026 Board meeting. It is possible the Team USA AC will submit proposed bylaws for the June meeting. Finally, Brooke shared that the Committee is considering potential changes to the composition of the USOPC Board Committees with an emphasis on developing replacements to serve as chair and reviewing the need for at-large members.

iv. **NGB Oversight**

NGBOC Chair Higa and USOPC Chief Ethics and Compliance Officer Holly Shick presented a series of recommended actions on the status of NGBs.

1. **USA Surfing:** Shick provided background information regarding USA Surfing's history and application for certification. The Certification Review Group recommended that USA Surfing be certified with conditions. The Board voted unanimously to certify USA Surfing with conditions. Paine recused himself from this discussion and did not participate.
2. **USA Lacrosse:** The Board voted unanimously to certify USA Lacrosse with conditions.
3. **USA Gymnastics and USA Football:** The Board voted unanimously to approve the upgraded status for USA Gymnastics and USA Football.
4. **USA Skateboarding:** No action taken; further work required.

Higa updated the Board on recent developments in the sports of badminton and cricket. The USOPC has provided conditions for certification to USA Badminton, and the USA Badminton Board of Directors is considering these conditions. The international federation for cricket will oversee Team USA through the LA28 Games.

v. **Finance, Audit & Risk**

Committee Chair Paine informed the Board that the USOPC financial position is on schedule and consistent with the budget. He updated the Board on plans for USOPC finance after the recent retirement of Christin McManus. COO Langley provided an update on the search for McManus's replacement. The Committee reviewed insurance, legal and macro/geopolitical risks during its recent meeting, and Paine complimented Langley on his work in this area. The Committee received a report on the USOPC internal audit during its last meeting. Paine noted the Committee will focus on legal matters with significant financial and/or reputational risks in the future. The Chair and Higa noted the need for USOPC staff to work closely with LA28 officials to ensure both are prepared for cybersecurity issues around the Games.

vi. **PAC**

Committee Chair Snyder complimented USOPC staff on its work in integrating Paralympic sports and athletes into Team USA. The PAC is revisiting how it can better promote the Movement. The Committee developed recommendations on how LA28 can demonstrate its commitment to Paralympic sports, and Snyder has reviewed this with LA28 Paralympic lead Eliana Rodriguez. The PAC will focus more on the Para-athlete

development pipeline amid the shifting NCAA landscape. Snyder thanked the Chair for his constant support for Paralympic sports and noted his presence at the MiCo Paralympic was noticed and appreciated by many in the Paralympic community.

vii. **CAC**

Committee Chair Cunningham noted that the recent work of the CAC was covered during the general Board discussion of college sports and had no information to add.

b. **Board Self-Assessment**

Hirshland provided a summary of the Board Self-Assessment worked conducted by BoardSpan. The assessment demonstrated the USOPC Board performs at a high level, with increased involvement in long-term planning and strategy as an area for future emphasis. Risk oversight and succession planning were also identified as areas for increased Board involvement. The Board will work with USOPC leadership on the next long-term strategic plan beginning in 2027.

The Board discussed key areas to be addressed to deliver a successful LA28 Games, as well as long-term challenges over the next decade that must be addressed in the USOPC's strategic planning. Brooke shared her views on creating a strong Board under the current system where different groups nominate members. Other Board members emphasized the importance of Board members working together in a collaborative, not combative, spirit, with a common goal of supporting the Movement. Murthy asked how current Board members can be most useful to the USOPC. Higa observed the USOPC must do a better job in committee chair transition, including having successor committee chairs shadow their predecessors prior to becoming the chair.

c. **Operational and Admin Matters**

The Board reviewed the minutes from the six special meetings held in February and March 2026. After a motion and second, the Board unanimously approved the minutes for these meetings.

The Board reviewed proposed amendments to the USOPF Bylaws. After a motion and second, the Board unanimously approved the amendments to the USOPF bylaws.

6. **Discussion Topics**

a. **International**

The Board discussed the IOC's "Fit for the Future" initiative. The Chair, Anita DeFrantz and David Haggerty are part of the IOC group developing this strategy to best position the IOC for the future. The Chair described the opportunity the IOC has to assess and improve its current position, particularly on commercial matters. The Chair views this work as critical to the IOC's future. DeFrantz summarized her work on the Olympic Programs working group, including the disciplines and events that will be included in the Brisbane 2032 Games. Haggerty updated the Board on his work with the Innovation working group, which includes eligibility criteria for female athletes and potential new sports for future Games.

The Chair provided information regarding discussions at the IOC about locations for future Winter Games and whether the multi-location model for the MiCo Games will become the norm. Weather and snow conditions will continue to be considered in host selection decisions in the future. The Chair noted that some host sites under consideration for Summer Games cannot host in July due to high temperatures, which could result in Summer Games being moved to September or October in some instances in the future.

The Chair provided an update on his work with the IOC Commercial working group and its review of the IOC sponsorship program. The working group is considering how to position the sales organization to best serve the needs of TOP and domestic sponsors in the future. The Chair also views this as an opportunity to better integrate the international Paralympic movement into these commercial efforts.

Snyder provided an update on his work on the IPC Board. The IPC is on increasing the IOC and international focus on Paralympic sports, as the interest in and support of Paralympic sports have grown in recent years. Snyder also provided an update on the IPC consideration of recent geopolitical issues and desire to keep politics separate from the Games and competition.

The Chair updated the Board on recent events related to anti-doping and efforts to resolve differences between WADA and USADA.

b. College Sports

Hirshland summarized her recent work as part of the legislative working group created by President Trump to address issues in college sports. Hirshland believes progress is being made toward passing federal legislation, with key senators working on a bipartisan bill to address the most pressing issues. She noted there is consensus on the need to protect Olympic sports though the language to achieve this is unclear at this time. She and the USOPC Government Relations team will continue to push for the needed protections for the USOPC in any federal legislation. Cunningham noted the pressing need to pass federal legislation regulating at least the transfers and eligibility areas. Nelson observed the need to include athletes in this process, and Hirshland shared that athletes are part of the Presidential working groups.

Cunningham shared that Stanford University Director of Athletics John Donahoe has replaced Bernard Muir on the Collegiate Advisory Council.

7. Executive Session

The Board entered executive session to address privileged matters. No reportable actions were taken. The executive session ended at 2:41 p.m. on April 15.



William King, Secretary
Signed June 12, 2026