

Minutes
USOPC Board of Directors Meeting
Virtual
June 17-18, 2025

A meeting of the Board of Directors (the “Board”) of the United States Olympic & Paralympic Committee (“USOPC”) took place on June 17 and 18, 2025 on a virtual meeting platform following notice duly given pursuant to the USOPC Bylaws. Present were Gene Sykes (Chair), Rich Bender, Beth Brooke, Mung Chiang, Lawrence Cunningham, Anita DeFrantz (IOC Member *ex officio*) (June 17 only), Donna de Varona, Allyson Felix (IOC Member *ex officio*) (June 18 only), 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 (June 17 only), Virginia Sung, and Elana Meyers Taylor. Unable to attend was Muffy Davis. Attending Board members constituted a quorum of the Board under USOPC Bylaws.

The minutes were recorded by Christopher McCleary, secretary.

1. Call to Order

The Chair called the meeting to order at 10:00am Mountain Time.

2. Chair and CEO Welcome

At the outset of the meeting USOPC staff members in attendance were 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. No such conflicts were identified.

The Chair welcomed Board members and attending USOPC staff to the meeting, thanking them for making the most of virtual meeting technology to engage and collaborate effectively. He previewed his upcoming meetings in Lausanne, where new IOC President Kirsty Coventry will take office. The Chair and other Board members reflected on current IOC opportunities and challenges, including in commercial endeavors. Sarah Hirshland then reviewed the meeting’s agenda and launched the day’s work.

3. Board Governance Items

3.1 Committee and Council Reports, Discussion

The Chair invited Board committee and council members to brief the Board on recent work and any recommendations to the Board.

3.1.1 Athlete and NGB Services Committee

Athlete and NGB Services Committee Chair Beth Brooke reported on that committee’s recent meeting, during which it held a discussion with interim US Center for SafeSport CEO April Holmes, reviewed the USOPC Athlete Ombuds quadrennium plan with Kacie Wallace, discussed results of the most recent NGB satisfaction survey, and studied recent developments in collegiate sport as they may impact Olympic and Paralympic sport in the US. She and other Board members discussed the working group formed to look

at current and future Team USA Athletes Commission aims and needs, and the role of the ANSC in those areas.

3.1.2 Nominating and Governance Committee

Nominating and Governance Committee Chair Beth Brooke reported on that committee's ongoing work, noting that the Committee's focus in 2024 had been on nominations and would turn more to governance work in 2025. She briefed the Board on the Committee's launch and planned timing for a previously discussed comprehensive review of potential updates to the USOPC Bylaws, proposed since the last Bylaws update by constituent and other community members.

3.1.3 NGB Oversight Committee

- **NGB Certification Renewal With Conditions for USA Water Ski and Wake Sports**
- **NGB Certification Upgrade for USA Pentathlon Multisport**

USOPC Chief Ethics & Compliance Officer Holly Shick joined the meeting and NGB Oversight Committee Chair James Higa addressed a number of NGB certification and compliance matters, including the recent decertification of USA Badminton. He referred to advance materials in briefing the Board on Committee discussions and approval of a certification renewal for USA Water Ski and Wake Sports. After this discussion and on a motion duly made and seconded, **the Board approved a certification renewal with conditions for USA Water Ski and Wake Sports.**

Next, he referred to further advance materials for the meeting in recounting for the Board its earlier grant to USA Pentathlon Multisport of "certification with conditions" status, requiring certain compliance-related improvements in order for their certification to be upgraded to "in good standing." He briefed the Board on the Committee's work reviewing and recommending approval of that upgrade. On a motion duly made and seconded, **the Board approved an upgrade to "certification in good standing" for USA Pentathlon Multisport.**

Finally, Mr. Higa and other Board members, along with Rocky Harris, discussed NGB satisfaction survey results in some detail, as well as key recurring compliance issues and ongoing efforts to help certain sport organizations prepare to seek NGB certification where their sports constitute new additions to the Games program for Los Angeles 2028.

3.1.4 Compensation Committee

Chair David Hagerty reviewed the most recent Committee meeting and its outcomes. He noted that the Committee finalized executive compensation recommendations, which will be discussed by the Board in executive session during the current meeting. Mr. Hagerty also described Committee work reviewing progress against 2025 Annual Impact Plan measures, organization efforts and accomplishments in staff inclusivity and accessibility at the USOPC and among NGBs, and plans for further work in these and other areas.

At this point, Brad Snyder joined the day's meeting session.

3.1.5 Finance, Audit, & Risk Committee

Dexter Paine reviewed the FAR Committee's recent heavy workload, which featured annual independent audit and Form 990 reporting reviews and approvals heading into annual filings made in June of each year. He noted that all these materials are available for Board review as well. Mr. Paine discussed detailed Committee discussions on key areas of risk including cyber security and plans to augment organizational protections in that area, overall risk measurement and internal audit plans, and the USOPC insurance landscape. Committee member Vivek Murthy added further thoughts on the importance of cyber security enhancements, including as regards Artificial Intelligence.

3.1.6 Collegiate Advisory Council

Council member Bubba Cunningham's updated the Board on that council's most recent work and discussions across a range of potential Olympic & Paralympic-related aspects of current disruption and change in the collegiate sport landscape. He and other Board members discussed changing NCAA roles and approaches, unified fan engagement efforts, and other areas for USOPC cooperation with collegiate sport leaders and lawmakers.

3.1.7 Ethics & Compliance Committee

- **Approval of New Sport Integrity Policy and Delegation Events Gift Policy**
- **Approval of Updated Gifts & Entertainment Policy**

Ethics & Compliance Committee chair Brad Snyder updated the Board on recent work of that committee, beginning with a review of ethics matter reporting and resolution trends. Turning to needed USOPC policy updates in the purview of the Ethics & Compliance Committee, Mr. Snyder referred to advance materials for the meeting in setting out the Committee's review and recommendations for a new USOPC Sport Integrity Policy, which would take the place of the existing Sports Betting Policy; a set of simple and incremental updates to the existing USOPC Gifts and Entertainment policy; and a new, dedicated USOPC Delegation Events Gift Policy. After Board discussion of these and on a motion duly made and seconded, **the Board approved the USOPC Sport Integrity Policy, the revised USOPC Gifts and Entertainment Policy, and the new USOPC Delegation Events Gift Policy, all as set out in the advance materials for the meeting.**

Finally, Mr. Snyder and other Board members discussed the Committee's handling and resolution of a particular ethics matter brought to the Committee by the USOPC Nominating & Governance Committee, and the coordination of those two committees in implementing resolution.

3.1.8 Paralympic Advisory Council

PAC Chair Brad Snyder described the Council's recent work and discussions in key Paralympic sport areas including classification disputes and USOPC integration of Olympic and Paralympic sport work and resources. He and other Board members also discussed his candidacy for the IPC Governing Board seat set to become open later in 2025 with the term end for current IPC Governing Board member Muffy Davis.

3.2 Board Administrative Matters

- **Delegation of Travel Policy Approvals**
- **Approval of April 2025 Board Meeting Minutes**

At Sarah Hirshland's invitation, Chris McCleary touched on Board administrative matters.

First, he described a set of updates proposed for the USOPC Travel Policy to keep it in line with applicable procedures. He noted that final details of the updates were being finalized and that the travel team will appreciate being able to issue to staff the new policy as soon as possible thereafter. He and Board members discussed the fact that policies that govern Board members are approved by the Board itself, but that this particular policy, as it is implemented by staff rather than Board members themselves (in connection with Board member travel), would be best approved by Sarah Hirshland in her capacity as CEO. After a motion duly made and seconded, **the Board delegated approve authority over the USOPC Travel Policy to the CEO.** Board members and Mr. McCleary discussed logistics for future Board approvals of policy updates as well, with an eye towards simplifying that work.

Next, he referred again to advance materials for the meeting in seeking discussion, questions, and/or approval of draft minutes from the Board's meeting on April 16, 2025. After Board discussion and on a motion duly made and seconded, **the Board approved the April 2025 meeting minutes in the advance materials for the current meeting.**

Sarah Hirshland then referred to presentation materials in previewing for the Board the anticipated timing and logistics for the annual US Olympic & Paralympic Assembly, set for Salt Lake City in September. She also previewed plans and timing for the Board's regular meeting in December 2025.

Finally, the Chair and Ms. Hirshland provided the Board with an update on recent developments and progress for the Los Angeles 2028 Organizing Committee, noting significant operational advances and staff growth. Board members discussed these, as well as strong community and federal government support for LA 2028 and the Games, and concerns about US immigration policy and enforcement as these may affect international visitors for the Games and related events and also affect US athletes traveling abroad for elite sport.

At this point, US Olympic & Paralympic Foundation Chair and USOPF liaison to the USOPC Board Geoff Yang joined the meeting, as did Holly Shick and USOPC Chief External Affairs Officer Kate Hartman.

4. Key Topics Discussion

- **Discussion on Athlete Safety, Sport Integrity, Collegiate Sport**
- **Board Approval of Athlete Safety Policy Updates**
- **Visit from Team USA AC Chair**

The Chair opened a session for in-depth Board discussion on a number of key current topics in the Olympic & Paralympic community.

First, Sarah Hirshland refreshed the Board on its April 2025 discussion on fairness and safety in womens sport and on developments among governmental leaders and sport organizations in the time since. She described in particular a series of candid and constructive discussion with leaders in the federal executive and legislative branches, and the priorities and needs set out in those discussions.

Board members and attending USOPC staff exchanged thoughts, suggestions, questions about near and longer term consequences and domestic and international obligations of the USOPC and NGBs in considering potential next steps. Key considerations of safety and fairness were emphasized and

employed for context in evaluating potential changes to relevant USOPC policies governing its own conduct and its oversight over certain areas of NGB conduct. Further discussion went through implementation plans and approaches aimed to ensure compliance and continuity in NGB operations and athlete support in coming months and years.

After this discussion and on a motion duly made and seconded, **the Board approved changes to the USOPC Athlete Safety Policy and the USOPC NGB Athlete Safety Policy as set out in the advance materials for the meeting.**

Next, Ms. Hirshland invited Holly Shick and USOPC Athlete Ombuds Kacie Wallace to lead a Board discussion on sport integrity matters currently in play and on the horizon. Ms. Shick began by referring to advance and presentation materials for the meeting in briefing the Board on her team's newly augmented and coordinated oversight of USOPC sport integrity work as a holistic pursuit. She described advances in anti-doping and anti-manipulation in sport areas in particular. And she described how plans for developing further internal audit functionality within the USOPC can fit within this larger integrity framework, alongside ongoing NGB compliance work. Ms. Wallace added information about Ombuds efforts to simplify and make more positive and approachable the USOPC's support of and oversight over dispute resolution matters, especially those directly involving athletes.

Board members, Ms. Shick, and Ms. Wallace discussed these efforts, the way they relate and enhance one another, and ways that they can both improve the USOPC's own work and also its ability to provide leadership and support to NGBs and other members of the Olympic & Paralympic community.

With the Board's thanks, Ms. Shick and Ms. Wallace left the meeting.

Ms. Hirshland then opened a conversation on recent USOPC efforts and interactions with collegiate and government leaders in the area of collegiate sport and its future in the US. She refreshed Board members on key developments such as the settlement of the *House* litigation in US federal court, prospects for federal legislation, and Title IX challenges and issues. She and other Board members exchanged thoughts and perspectives on how each of these could affect Olympic & Paralympic sports and Team USA athletes and hopefuls in the collegiate sphere. Board members discussed threats to athlete development at all levels, domestically and internationally. Rocky Harris briefed the Board on staff-level work in the collegiate sphere, and key and developing partnerships in that regard. Board members discussed the need for continued communication and close collaboration as the USOPC and individual Board members engage in relevant conversations and efforts in their own careers.

Finally, USOPC Team USA Athletes Commission Chair Joel Rosinbum joined the meeting, welcomed by Ms. Hirshland and other Board members. He updated the Board on recent work and developments at the Team USA AC, including as to its search for a new Executive Director and specific near-term priorities and asks of USOPC leadership, as articulated in a recent letter from the Team USA AC to the USOPC Athlete & NGB Services Committee. Board members and Mr. Rosinbum discussed opportunities to collaborate on these and other matters, and Mr. Rosinbum advocated for further Team USA AC engagement on matters such as athlete-impacting USOPC policy development.

After this discussion and with the Board's thanks, Mr. Rosinbum left the meeting.

5. Recess

The Chair put the meeting into recess at 3:00pm MT.

June 18

6. Meeting Resumption

The Chair opened the June 18 session of the current Board meeting at 10:00am MT.

USOPC staff attending the day's session were Chief Strategy & Growth Officer Katie Bynum Aznavorian, Rocky Harris, Chief of Finance Christin McManus, and Peter Navin. Also attending was USOPF Chair and Board Liaison Geoff Yang.

7. Organizational Strategy, Annual Impact

Sarah Hirshland led Board discussions on organizational progress against its 2025 Annual Impact Plan. She started by referring to advance and presentation materials for the meeting in briefing the Board on year-to-date performance on all nine elements of the 2025 AIP, discussing in particular athlete support, economics, staffing, NGB compliance and support, fan engagement, and performance on the field of play in the run up to the Milan/Cortina 2026 Olympic Winter Games and Paralympic Games.

Next, Ms. Hirshland turned to a deeper dive on a particular 2025 AIP target: Development of a comprehensive new long-term strategy around training facilities for Team USA. At her invitation, Rocky Harris referred to advance and presentation materials to brief the Board on strategic analysis and evaluation of USOPC owned, leased, and licensed training facilities nationwide. He described developing thinking on how to provide athletes and the NGBs that support them with optimized facilities in places and at times when they are needed most. He laid out early details on ways to configure the USOPC Olympic & Paralympic Training Center in Colorado Springs so that it provides maximally impactful and innovative support to Team USA athletes and hopefuls. And he and Ms. Hirshland sketched out USOPC analysis of its overall real estate and facilities footprint and opportunities to maximize the overall value and impact of those assets, including in partnership with key local governmental bodies. Board members exchanged thoughts, questions, and ideas about these plans and possibilities and expressed encouragement at their direction and potential athlete benefit.

Ms. Hirshland then shifted to a continued and deepened Board discussion on potential approaches for a new and more consistent and powerful commercial model for the USOPC, potentially including a new, separate commercial organization to manage revenue and licensing pursuits. She welcomed representatives of external consultant Raine – Colin Neville and Andrea Pasqual, as well as members of the law firm Covington & Burling – Peter Zern and Andrew Nightengale. Christin McManus rejoined the meeting at this point as well. Ms. Hirshland invited them to provide the Board with further context on USOPC work in this area, for Board consideration and discussion.

Mr. Neville opened by providing the Board with perspective on the potential creation and funding of a new commercial entity, reviewing elements that have successful precedent in other areas of sport as well as elements that can be particularly innovative and attractive to potential investors. Board members discussed questions, thoughts, and perspectives on how potential approaches can benefit athletes and

the NGBs that serve them, as well as augment the USOPC's ability to support both and also drive more consistent and deeper fan engagement for Team USA and Team USA athletes. Mr. Neville and Ms. Pasqual provided further detail on potential approaches for funding a new commercial company, and for its generation of resources for the USOPC, athletes, and NGBs.

Next, Mr. Zern explored with the Board further thinking on structural and governance specifics for a potential new commercial organization, and approaches to tax issues that may come into play. Katie Bynum added further information and updates on discussions with key partners and stakeholders, aimed at ensuring all affected parties are comfortable and ready to cooperate to create the most beneficial and effective final structure and approach. Board members discussed these elements in depth, exchanging perspectives and experiences helpful in analyzing scenarios and possibilities ahead.

At this point Beth Brooke joined the day's meeting session.

8. Constituent Visit – Salt Lake City – Utah 2034 Organizing Committee

Joining the meeting at this point were Salt Lake City – Utah 2034 Organizing Committee Executive Chair and President Fraser Bullock, Vice Chair & CEO Brad Wilson, and Vice President, Operations & Planning Darren Hughes. At the Chair's invitation, the SLC-UT 2034 leaders updated the Board on recent work and progress.

Referring to presentation materials for the meeting, Mr. Bullock started by refreshing the Board on the new Organizing Committee's structure and head start in key areas such as venue plans, accommodation agreements, donor support, and overall budgeting. Mr. Wilson added detail about early organization staffing and near- and long-term planning for its work in coming years. Mr. Bullock then described community outreach and early planning efforts in athlete support and technology and innovation. The SLC-UT 2034 guests and Board members discussed this planning and looked forward to visiting in person during the September US Olympic & Paralympic Assembly in Salt Lake City.

With the Board's thanks, Messrs. Bullock, Wilson, and Hughes left the meeting.

9. USOPC Economic Landscape – Key Organizational Elements

Sarah Hirshland and Christin McManus provided the Board with a refresh and update on several key elements of the USOPC financial picture: Its relationships and work with the US Olympic & Paralympic Foundation and the US Olympic & Paralympic Endowment, and its current debt structure. Referring to advance and presentation materials for the meeting, Ms. Hirshland explained the history and fundamentals of the Endowment and Foundation. Ms. McManus went through greater details as to the financial state and activities of each, as well as on existing debt instruments and their value. Ms. Hirshland added refreshed information on the financial arrangements and possibilities between the USOPC and each of Los Angeles 2028 and Salt Lake City – Utah 2034.

Board members discussed these entities and financial arrangements, their terms, and potential financial impacts from any surplus revenue in connection with the Los Angeles 2028 Games. Mr. Yang and Board members discussed successful fundraising approaches in general and specific to the USOPC, the strength of the Foundation and its leadership, and coming opportunities for greater philanthropic support in years to come.

10. USOPC Performance Innovation

USOPC Chief of Olympic & Paralympic Sport Fin Kirwan joined the meeting. At Sarah Hirshland's invitation, Mr. Kirwan and Rocky Harris referred to presentation materials for the meeting in briefing the Board on recent advances and developments in the USOPC's ongoing work to create new, innovative, high value performance support to Team USA athletes and the NGBs that serve them. Mr. Kirwan touched on critical fundraising support for these efforts, valuable thought leadership from the USOPF, and specific programs now underway and yielding valuable results. Board members, Mr. Kirwan and Mr. Harris discussed allocations of resources and areas of research focus, potential new technology partners, data management and protection, international rules to take into account, and growing uses and capabilities of AI platforms in a number of areas.

At this point, Mr. Kirwan and Mr. Harris left the meeting.

11. New Business

Board members exchanged further thoughts and suggestions on topics discussed earlier and looked ahead to further work to be pursued at the Board level and by staff on these.

12. Executive Session

At this point the Chair put the meeting into executive session and the Board discussed matters of importance to the organization.

13. Adjournment

There being no further business, the meeting was adjourned at 3:20 pm.

This document constitutes a true and correct copy of the minutes of the June 17-18, 2025 meeting of the Board of Directors of the United States Olympic & Paralympic Committee.



Chris McCleary, Secretary
June 20, 2025