

Minutes
USOPC Board of Directors Meeting
In-Person
September 25, 2025

A meeting of the Board of Directors (the “Board”) of the United States Olympic & Paralympic Committee (“USOPC”) took place on September 25, 2025 in person following notice duly given pursuant to the USOPC Bylaws. Present (except as noted below) were Gene Sykes (Chair), Rich Bender, Mung Chiang, Lawrence Cunningham, Anita DeFrantz (IOC Member *ex officio*), Muffy Davis, Donna de Varona, Allyson Felix (IOC Member *ex officio*) (attending virtually), David Haggerty (IOC Member *ex officio*), James Higa, Sarah Hirshland (USOPC CEO *ex officio*, non-voting), Vivek Murthy, Adam Nelson, Dexter Paine (attending virtually), Daria Schneider, Virginia Sung, and Elana Meyers Taylor. Unable to attend was Beth Brooke and Brad Snyder. Attending Board members constituted a quorum of the Board under USOPC Bylaws.

The minutes were recorded by Evangeline Rivera, Deputy General Counsel.

1. Call to Order

The Chair called the meeting to order at 8:30am Mountain Time.

2. Chair and CEO Welcome

At the outset of the meeting, USOPC staff members in attendance were Chief People Officer Peter Navin, Chief Strategy & Growth Officer Katie Bynum Aznavorian, and Chief of Finance, Christin McManus.

The Chair welcomed Board members and attending USOPC staff to the meeting. He then shared with the Board reflections on the transition of leadership at the IOC. He provided details on Kirsty Coventry’s background and described her efforts to engage with and receive feedback from IOC members, which has been received positively. The Chair detailed the working groups that Ms. Coventry has created and his specific role on the commercial partnerships working group, which is designed to review and provide feedback regarding elements of the IOC’s revenue program. The Chair then invited other IOC members to share their reflections on the IOC’s leadership transition.

Next, the Chair described proposed legislation titled Student Compensation and Opportunity through Rights and Endorsements Act (known as the “SCORE Act”) and what it would mean for name, image, and likeness rules in college athletics. A discussion then followed on the current landscape in collegiate sports and its potential impact on the development pipeline for Olympic and Paralympic sport.

The Chair shared that Beth Brooke, Brad Snyder, and Muffy Davis are currently in South Korea supporting Mr. Snyder’s campaign for the IPC Governing Board. Because Ms. Davis is retiring from the IPC Governing Board (and the USOPC Board of Directors as a result), it will be beneficial to the U.S. Paralympic Movement for Mr. Snyder to win the election.

The Board then 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 other than Elana Meyers Taylor indicating that if certain litigation matters involving the sport of bobsled are discussed, she will recuse herself.

At this time, Allyson Felix exited the meeting.

3. Organizational Strategy & Annual Impact

3.1 Annual Impact Plan (AIP)

Sarah Hirshland then referred to advance and presentation materials in reviewing with the Board the organization's progress against several of the 2025 priorities relating to finance and people metrics, athlete resources and experiences, NGB compliance status, and fan engagement. The Board discussed briefly technology trends and how those will factor into the organization's planning relating to fan engagement.

Ms. Hirshland then updated the Board on the U.S. Olympic & Paralympic Foundation's plans and significant progress on its comprehensive campaign in the run up to the 2028 Games in Los Angeles and beyond. A discussion then followed regarding the finances and composition of the Foundation.

Ms. Hirshland concluded this portion of the meeting by providing the Board with the USOPC's revenue update.

3.2 Quad Planning & Strategic Update

Sarah Hirshland described for the Board the steps the organization took to develop a roadmap to achieve its 2028 strategic plan which then helped the organization scope out its 2026 Annual Impact Plan. She detailed the design principles that helped guide this process which focused on prioritizing resources, the impact of future home games, and transformational investment planning. In December, the Board will receive the 2028 Strategic Plan, the 2025 AIP achievement, and the 2026 AIP priorities and budget for approval.

The Board next turned its focus to a discussion on the organization's work and planning around its future commercial strategy, which was led by Katie Bynum Aznavorian. She described how this work is an evolution of the USOPC/USOPP relationship and will require careful coordination between the two entities as they work together to ensure a very successful Games in Los Angeles in 2028 while also planning for the future.

Ms. Aznavorian indicated that 2026 is a major year for the advancement of this commercial strategy and will involve close coordination not only with the organizers of the LA28 Games, but the IOC, and the organizers of the 2034 Games in Salt Lake City as well. The Board then engaged in a lengthy and robust discussion on the commercial strategy including its financial modeling, the impact and involvement of athletes and NGBs, and the tremendous value of a successful Games in Los Angeles.

Upon the conclusion of this discussion, Peter Navin, Christin McManus, and Katie Bynum Aznavorian left the meeting and, after a short break, Chief of Security & Athlete Services Nicole Deal and Vice President of Athlete Development & Engagement Carrie White joined the meeting.

3.3 Athlete Earnings Update

Sarah Hirshland invited Carrie White to provide an update on the work her team is conducting around athlete earnings. Ms. White referred to the advance materials for the meeting in sharing that the goal for this year was to get a baseline understanding of the current state of athlete earnings. She described for the Board several observations including the desire of athletes for clarity, consistency, and transparency; trends for those who receive funding and then go on to compete and medal in a Games; and the variability across various athletes and sports. While the focus of the analysis so far has been the provision of USOPC resources, Ms. White described that the provision of NGB resources and athlete stipend criteria will be evaluated next with a goal of optimizing the organization's impact on athlete earnings. A discussion then followed.

With the Board's thanks, Carrie White and Nicole Deal left the meeting.

4. Board Governance

4.1 Committee and Council Reports, Discussion

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

4.1.1 Athlete and NGB Services Committee

Virginia Sung reported out on the Athlete and NGB Services Committee's recent meeting, during which it discussed the priorities of the Team USA Success Working Group and the NGB Council, the athlete earnings project, and the gap analysis being conducted on high performance funding. USOPC Chief of Sport & Athlete Services Rocky Harris previewed for the Committee the new sport and athlete services guiding principles surrounding his strategy and planning for his team as the organization looks ahead to hosting two Games in the next decade. Ms. Sung concluded her update by sharing the Committee looks forward to continuing to foster collaboration amongst various constituent groups.

At this point, USOPC Chief Ethics & Compliance Officer Holly Shick and Chief People Officer Peter Navin joined the meeting.

4.1.2 Ethics & Compliance Committee

- **USOPC and IMS Compliance Standards**
- **Conflict of Interest Policy**

Holly Shick provided the update for the Ethics & Compliance Committee in Brad Snyder's absence. She noted that in their most recent meeting, they reviewed and discussed a pending ethics matter for which it will now make its recommendation to the USOPC Nominating & Governance Committee and received an update on the USOPC compliance audit. On the latter, she noted that the audit has resulted in a few recommendations for improvements relating to certain USOPC policies and procedures.

Ms. Shick then referred to the advance materials for the meeting in setting out the Committee's review and recommendations for revisions to the USOPC Conflict of Interest Policy as well as the USOPC and IMS Compliance Standards Policy. After Board discussion of these and on a motion duly made and seconded,

the Board approved the revised USOPC Conflicts of Interest Policy and the USOPC and IMS Compliance Standards as set out in the advance materials for the meeting.

4.1.3 NGB Oversight Committee

- **NWBA, USA Basketball, US Bowling Congress, USA Diving – Certification Renewals**
- **US Squash – Certification Approval**
- **2026 NGB Compliance Standards**
- **NGB Certification Policy**

NGB Oversight Committee Chair James Higa provided the Board with an update on the NGB Oversight Committee's most recent meeting. He referred to the meetings advance materials for an update from the USOPC Athlete Safety team and described the progress made by NGBs in updating their policies to comply with the USOPC's updated requirements. He noted that the Committee spent time examining and recommending ways to improve the top three most common findings in NGB audits, which include conflicts of interest, athlete representation, and background checks. Mr. Higa then briefly reviewed with the Board a few specific cases of note regarding NGB compliance matters.

Mr. Higa provided an update to the Board on the status of several entities going through the certification application process. A discussion then followed regarding the complexities of the certification process given the interplay between the USOPC, the Ted Stevens Act, the IOC, and international federations.

Mr. Higa then referred to the advance materials for the meeting in briefing the Board on Committee discussions and approvals on a number of certification renewals for the National Wheelchair Basketball Association (NWBA), USA Basketball, US Bowling Congress, USA Diving, and US Squash. The Board discussed these certification renewals. **Upon a motion duly made and seconded, the Board approved a) NGB certification renewals with a rating of "Certified in Good Standing" for the National Wheelchair Basketball Association, USA Basketball, US Bowling Congress, and USA Diving and b) initial certification with a rating of "Certified in Good Standing" for US Squash.**

Mr. Higa next reviewed for the Board proposed minor revisions to the NGB Compliance Standards as well as revisions to the NGB Certification Policy. After a brief discussion and upon a motion duly made and seconded, **the Board approved amendments to the 2026 NGB Compliance Standards and the NGB Certification Policy as set out in the advance materials for the meeting.**

With thanks, Ms. Shick then left the meeting.

4.1.4 Nominating & Governance Committee

In Beth Brooke's absence, James Higa also provided the Nominating & Governance Committee's update. He noted that the NGC's work reviewing the USOPC Bylaws is coming along with constituent meetings taking place soon. He then invited Deputy General Counsel Evangeline Rivera to provide more details. Ms. Rivera described the general themes of the changes that have been proposed and how the NGC planned to conduct its review of such proposals in the coming months. She noted that the NGC invited various stakeholders to provide feedback on the proposed changes and will soon meet with each of those stakeholder groups in coming weeks.

4.1.5 Compensation Committee

The Chair then invited Mr. David Haggerty to provide an update from the Compensation Committee. Mr. Haggerty indicated that the Compensation Committee is entering its busy time of year. In its most recent meeting, the Compensation Committee reviewed and approved both the benefits and compensation programs for 2026, with the latter subject to final confirmation once the 2026 budget is approved. Mr. Haggerty noted that the Committee also reviewed and discussed progress on the executive succession planning process and will have a busy meeting in December when the Committee will review and approve items relating to the completion of the 2025 AIP, the 2026 AIP, succession planning, and the CEO's performance.

With thanks, Peter Navin then exited the meeting.

4.1.6 Finance, Audit, & Risk Committee

Dexter Paine was then invited to provide an update from the Finance, Audit, and Risk Committee. Mr. Paine shared that the U.S. Olympic & Paralympic Endowment has had a very strong first year and is doing a great job managing both excess cash and reserves. He added that the Committee also spent time reviewing and discussing the organization's progress in developing its new commercial strategy as well as the year-to-date financials and the full year forecast. Mr. Paine noted that the Committee made the decision, upon the recommendation from the USOPC Finance team after it conducted a request for proposals, to select a new vendor for audit and tax services. The new vendor will, Mr. Paine described, offer a fresh perspective, access to more robust tax expertise, and a small reduction in fee. In concluding his report, Mr. Paine discussed described Committee discussions in key areas of risk including cyber security, overall enterprise risk measurement and internal audit plans, and litigation.

4.1.7 Paralympic Advisory Council

In Brad Snyder's absence, Mr. Adam Nelson shared that a primary focus for the Paralympic Advisory Council is Brad's campaign for the IPC Governing Board where 18 candidates are competing for four seats. He added that the PAC will meet in October and December to discuss preparations for the Games in Milan as well as the LA28 road map.

4.2 Board Administrative Matters

4.2.1 Milan-Cortina 2026

Sarah Hirshland reminded Board members to please continue coordinating their travel arrangements for the upcoming Games with Michelle Mostert and Valerie Trelvellick.

4.2.2 Background Check Policy Updates

- **USOPC Background Check Policy**
- **USOPC Background Check Procedures**
- **NGB Background Check Policy**

Sarah Hirshland then invited Evangeline Rivera to review for the Board the proposed revisions to the background check policies and procedures. Ms. Rivera referred the Board to the advance meeting materials setting forth the proposed changes to the organization's background check policies and

procedures. On a motion duly made and seconded, **the Board approved amendments to the USOPC Background Check Policy, USOPC Background Check Procedures, and the NGB Background Check Policy as set forth in the advance materials for the meeting.**

4.2.3 Plenary Session

Sarah Hirshland provided the Board with an overview and logistical details for the next day's plenary session at Assembly and the role of the Board members in such activities.

5. Executive Session

After a short break, the Board reconvened and entered executive session with no staff other than Evangeline Rivera present. Sarah Hirshland shared an update on the organization's search for a new General Counsel and Chief Operating Officer as well as other matters of importance to the organization. A brief discussion then followed.

At this point, Allyson Felix rejoined the meeting.

6. New Business

Board members exchanged further thoughts and suggestions on topics discussed earlier in the meeting.

7. Constituent Visits

7.1 UT34

At this time, the following representatives from Salt Lake City – Utah 2034 joined the meeting: CEO Brad Wilson, Executive Chair & President Fraser Bullock, Vice President of Operations & Planning Darren Hughes, and Vice Chair Steve Starks. USOPC Chief Strategy & Growth Officer Katie Bynum Aznavorian also re-joined the meeting. The Chair welcomed the UT34 representatives to the meeting and introduced the USOPC Board Members.

Mr. Bullock began by expressing thanks to the USOPC for its support of the Salt Lake City Games. He then shared a few details regarding the venues and progress in planning for the Games. Mr. Wilson then reviewed with the Board UT34's objectives for the year and mentioned that they will have a significant delegation present at the Milan-Cortina Winter Games next year. Mr. Bullock then described the success UT34 has experienced in its philanthropic efforts.

Mr. Starks then reviewed with the Board details on UT34's branding efforts, marketing plans, and collaborations it has in place with LA28.

With the Board's thanks, the four representatives from UT34 left the meeting.

7.2 LA28

At this time, the following representatives from LA28/USOPP joined the meeting: USOPP CEO John Slusher, COO John Harper, USOPP COO Danny Koblin, and Chief of Sport and Games Delivery Officer, Shana Ferguson. The Chair introduced the USOPC Board Members and welcomed the representatives from LA28/USOPP.

Mr. John Harper described for the Board the progress made in preparation for the LA28 Games including progress made in finalizing master venue plans, the sport programs, general staffing, impact and sustainability, and domestic partnerships. Ms. Shana Ferguson then reviewed in more detail the progress made in venue and sport planning and ticketing as well as the efforts to engage various stakeholders in the planning for the Games.

At this time and with the Board's thanks, Dr. Vivek Murthy, Katie Bynum Aznavorian, and the representatives from LA28/USOPP exited the meeting.

7.3 Team USA Athletes' Commission

The following representatives from the Team USA Athletes' Commission then joined the meeting: Chair Joel Rosinbum, at-large leaders Chuck Aoki and Liezel Huber, and AC staff members Meryl Fishler and Briana Oylar. Mr. Rosinbum introduced the Team USA AC representatives and shared that fellow AC leaders Greta Neimanas and Morgan Fuller have resigned from their Team USA AC leadership positions and will soon have their leadership roles backfilled. The Chair then introduced the members of the USOPC Board.

The representatives from the Team USA AC provided the Board with a summary of their accomplishments in 2025. Mr. Rosinbum indicated that governance and athlete representation have been front and center for the Team USA AC this year as they have spent time supporting NGBs and their AAC's, the Team USA Success Working Group, the Athlete Representation Review Working Group (ARRWG), and bylaw revisions for the both the USOPC and the AC, among other things.

The Team USA AC representatives then shared details about their priorities for 2026, which focus primarily on supporting athletes in the lead up to and during the Games in Milan-Cortina. A discussion was had on the topic of U.S. athlete representatives with the international federations as well as how the AC and Board might work best together moving forward.

With the Board's thanks, the Team USA AC leaders and staff then left the meeting.

7.4 NGB Council

At this time, chair of the NGBC Brendan Quirk and NGBC vice-chair Aron McGuire joined meeting. Mr. Quirk and Mr. McGuire introduced themselves to the Board and then the Chair introduced the Board members.

Mr. Quirk provided an overview of the NGBC leadership and then reviewed with the Board the NGBC's priority areas of focus, including the relationship with the U.S. Center for SafeSport, capitalizing on opportunities relating to LA28 and UT34, the collegiate landscape, and high-performance funding. The Board discussed several of these items briefly in turn.

At this time, Muffy Davis joined the meeting and Sarah Hirshland requested the floor so that the Board could thank Ms. Davis for her service and contributions to the USOPC Board of Directors. Ms. Davis is retiring from the IPC Governing Board and therefore this is her last meeting on the USOPC Board. Ms. Davis thanked the Board for all its work in elevating the Paralympic movement and expressed excitement about the upcoming decade with two home Games.

At this time, Muffy Davis, Allyson Felix, and Mung Chiang then left the meeting.

Mr. Quirk spoke next about a few additional areas in which the NGBC is working and the Board discussed in further detail the status of and progress being made with respect to various NGB operating models.

Upon the conclusion of that discussion, Mr. Quirk expressed appreciation for Ms. Hirshland's partnership, and the Board thanked Mr. Quirk and Mr. McGuire for their thoughtful leadership of the NGBC.

At this time, Dexter Paine left the meeting.

8. Adjournment

There being no further business, the meeting was adjourned at 5:31 pm Mountain Time.

This document constitutes a true and correct copy of the minutes of the September 25, 2025 meeting of the Board of Directors of the United States Olympic & Paralympic Committee.


Evangeline Rivera, Deputy General Counsel

September 25, 2025