



Wisconsin Swimming Governance Committee
Meeting Minutes, April 6, 2025
BOD and HOD Report for April 25-26, 2025

- I. Call to order at 6:34 PM.
- II. Present: Ryan Geier, Rick Potter, Kim Stoll, Matthew Baumann, Allison Lucyshyn, Angela Monty, Kim O'Shea, George Geanon.
- III. Consent agenda approval of 3/16/2025 committee meeting minutes.
- IV. Old Business
 - A. LSC Election Cycles
 - i. **2025 BOD Nominees**

Position	Current Holder	Eligible for Second Term	Seeking Second Term (as of 1/12/2025)	Seeking First Full Term
General Chair	Dan Wohl (UN)	Yes	Yes	
Finance Vice Chair	Emma Jewell (UN) (Completing a vacated term)	----	----	Yes
Age Group Co-Vice Chairs	Jacob Johnson (BAC) Michael White (STORM)	Yes Yes	Yes Yes	
Officials Chair */**	Mike Mellock (UN)	Yes	Yes	
Secretary *	Sarah Guiliani (SWAT)	----	----	Yes
Operational Risk Chair	Gary Michalak (WEST)	Yes	Yes	
Safe Sport Chair **	Monna Arvinen-Barrow (SHOR)	Yes	Yes	
Coach Reps***				
Athlete Reps***				

*No Term Limits

** Position appointed by the General Chair, with advice/consent of the BOD

*** Elected by their constituents at the Annual HOD Meeting

- ii. Nominations remain open and can be received from the floor during the Annual Meeting as well.

iii. BOD positions up for election at the 2026 WIS Annual Business Meeting

Position	Current Holder	Eligible for Second Term	Seeking Second Term (as of 1/12/2025)	Eligible for First Full Term
Admin. Vice Chair	Brian Temke (SWAT)	Yes	----	
Senior Vice Chair	Shane Ryan (MAC) Appointed to complete a vacated term	----	----	Yes
Technical Planning Chair/Co-Chairs	Jay Tomasiewicz (BAC) Chris Wills (BAC)	Yes Yes	---- ----	
Officials Chair */**	Mike Mellock (UNAT)	Yes	----	
DEI Chair	Katie Humitz (NBSC)	Yes	----	
Coach Reps***				
Athlete Reps***				

*No Term Limits

** Position appointed by the General Chair, with advice/consent of the BOD

*** Elected by their constituents at the Annual HOD Meeting

B. Strategic Planning Process

- i. 2025 USA Swimming Strategic Plan and KPIs drafts were discussed at the WIS BOD meeting on 3/25/2025.
- ii. After discussion, the BOD has elected to postpone strategic planning currently for the following reasons:
 - 1. The current 2025 draft plan is for one year and will await the USA Swimming Quad plan.
 - 2. USA Swimming BOD is still in the process of selecting a new CEO, a key position to fill prior to completing their Quad Plan.
- iii. WIS BOD has copies of the current WIS Strategic Plan from 2021 to review in anticipation of future planning.
- iv. Several strategic planning educational documents shall be placed under the Governance tab on the WIS website for future use.

C. 2025 LEAP

- i. As of 4/5/2025, the 2025-2026 LEAP Submission and Schedule and the LEAP Program Updates have not been published.
- ii. Await further information and guidance from USA Swimming.
- iii. Recommended areas of focus at this time:
 1. Financial Plan
 - a. Resources for support of success of all athletes, coaches, teams.
 - b. Include DEI and Outreach programming.
 - c. Financial reserves.
 - d. Provide a link to the plan.
 2. LSC Investment Policy
 - a. How investments are managed.
 - b. Utilization.
 - c. How funds are invested and spent.
 3. Clearly stated LSC policies/statements
 - a. Anti-discrimination
 - b. Procedure for reporting DEI cases
 - c. Transgender athlete policy
 - d. Risk management
 4. Links to add to LSC website
 - a. Link where USA Swimming meet viewing opportunities are publicized and encouraged.
 - b. Link instructions for clubs to access Club Dashboard.

D. Governance Moment:

- i. Fiduciary Duty: responsibility of board members and the non-profit board as a whole to serve as a trustee of the organization's assets on behalf of the greater community; responsibility for financial viability proper handling of financial matters.
- ii. Operational reserves: a reasonable buffer against unforeseen, seasonal, irregular, or exceptional cash shortages. An unrestricted fund balance set aside by the organization's board to stabilize an organization's finances by providing cash as a cushion for planned or unplanned future expenses or losses.
- iii. Investment Policy: A board-approved document that delineates a specific philosophy of investment management and establishes parameters for investment risk and return. Some policies, especially those for organizations with smaller reserves, indicate which specific investments are allowed. For example, a very conservative investment policy might allow only FDIC-insured bank accounts with balances under the \$250,000

limit and short-term U.S. Treasuries. The policy should assist and protect designated investment managers by setting up practical guidelines and clear performance objectives. It should also establish a process for regularly reviewing investment objectives and strategies and reviewing the manager's performance.

- E. Follow up of New Business item raised by Angela Monty at the 3/16/2025 Governance meeting as FYI for the Governance Committee: General Chair/Central Zones letter to USA Swimming BOD.
- i. Central Zone LSC General Chair Focused Call held on March 13, 2025.
 - ii. Angela will try to obtain a recording link for the committee: the current link is not operable at this time.
 - iii. Due to multiple concerns from the General Chairs, a letter was sent to the USA Swimming BOD from the Central Zones.
 - iv. A letter from USA Swimming to the membership in response to letters received from ASCA and USA Swimming Coach Advisory Committee in 8/2024 was discussed.
 - v. A compilation of these letters was provided to this committee (See Attachment 1).
 - vi. USA Swimming Leadership Update from 3/27/2025 also reviewed.
 - 1. USA Swimming COO and Interim CEO Shana Ferguson is leaving to become Chief of Sport and Games Delivery of the LA28 Olympic and Paralympic Games, effective March 31, 2025.
 - 2. Effective April 1, 2025, the new Interim CEO is Bob Vincent, former Chair of USA Swimming BOD.
 - 3. The BOD and Search Task Force is close to completing the search for the National Team Managing Director.
 - 4. Search for the new CEO is well underway.
 - 5. Three new members of the Search Task Force: Board Chair Chris Brearton, former Vice Chair Kathy Fish, and the Director of Swimming at the University of Texas and former Men's Olympic Head Coach Bob Bowman.
 - vii. Discussion focused mostly on the content of letters sent to a governing body by constituents, as another governance moment: what type of information is useful for governance work, data to support concerns, how can constituents support their elected leadership, etc.
 - viii. Discussed my conversation with Angela regarding changes she has observed in USA policy and staffing over the years which have adversely affected LSC function and workload. The committee recommends that a letter be sent to the USA Swimming BOD or Team Services from Wisconsin Swimming that reflects these concerns and changes.

V. New Business

A. 2025 Women Swim Coaches in Governance Nominations (see Attachment 2):

- i. A 9-week USA Swimming program for LSC women coaches interested in expanding their coaching career by expanding into governance.
- ii. Ideal candidate is a USA Swimming women coach member in good standing, with minimum 5 years coaching experience, less than one year of governance experience and interest in getting involved.
- iii. 8 virtual meetings between September 2 through October 28, 2025.
- iv. One in-person meeting held at the USA Swimming Annual Summit in Denver, September 24-28, 2025.
- v. Prior WIS participants have since left the LSC.
- vi. On completion, or during the education process, consider appointing the coach participant (if agreeable) to the WIS Governance Committee.

B. No further new business.

VI. Future Meeting Dates

- i. May 4
- ii. July 13 (July 4-6 is Fri-Sun and is prior to LSC Champs)
- iii. September 7
- iv. November 9 (BOD/HOD is on 10/28)

VII. Adjournment at about 8:00 PM.

Respectfully submitted,

George Geanon, Governance Chair, 4/18/2025

ATTACHMENT 1

Published Letters to and From USA Swimming BOD 8-2024 to 3-2025

This document contains letters that were sent to and from the USA Swimming BOD following the 2024 Olympic Games and the resignations of the CEO of USA Swimming and the National Team Managing Director. Some of these were published in Swimming World, some on the SwimSwam website, and some on the USA Swimming website. There may have been others, however, these are the letters of which I am aware. They are attached in chronological order.

If you have any questions, please let me know.

George Geanon, WIS Governance Chair, 4/8/2025

I. ASCA letter published in Swimming World magazine on 8/20/2024

by SWIMMING WORLD EDITORIAL STAFF
20 August 2024, 05:21pm

ASCA Board Sends Letter to USA Swimming with Recommendations for Future

This week, the Board of Directors of the [American Swimming Coaches Association](#) (ASCA) sent a letter to USA Swimming concerning expectations for the next quad, which will lead up to a home Olympic Games in Los Angeles. The letter was obtained by Swimming World and can be found below.

Dear USA Swimming Board Members,

At the conclusion of an Olympic Games and quad, we feel it is a great time not only to reflect on the past four years, but also to review and plan for the future.

We would like to begin by saying how proud we are of all the athletes who competed for Team USA in Paris.

We are equally proud of the leadership of our Team USA coaching staff, and grateful for their time, effort, and sacrifice. Our appreciation is also extended to the Team USA support staff. Their contributions are greatly respected and valued.

Our observations of the Paris Olympics show that parity is the new norm in international swimming competition. The rest of the world has continually raised their bar, investing in high performance and increasing their support of athletes. While competition is healthy and brings out the best in our own athletes and coaches, there is no doubt that the United States is being challenged more than ever.

The opportunity to perform our very best at the Olympic Games in Los Angeles and enhance our presence at the top of the medal table begins immediately.

The American Swimming Coaches Association is deeply concerned with current USA Swimming membership trends, our perceived weaker performance on the world stage, and significant coach feedback expressing dissatisfaction with our national governing body. We see the next four years being some of the most important in our sports history domestically.

We are calling for a well-designed and transparent quad plan, from the grassroots to national team levels, that allows our sport to capitalize on the next four years, culminating with a home Olympics. At the same time, our sport faces significant uncertainty with the evolving NIL/NCAA landscape. Ensuring that American athletes continue to have programs and resources allowing them to pursue their dreams beyond high school/club swimming is vital. How will USA Swimming club programs need to evolve to meet these new challenges, and what will USA Swimming do to help?

We are asking for, and expecting, reflection and change. If we keep doing what we have always done, why should we expect different results and perceptions 4, 8, or 12 years down the road? As you prepare to make some important decisions in the coming weeks that impact our sport and profession moving forward, we ask you to consider these recommendations:

1. Our leaders need to be held accountable for membership trends and coach dissatisfaction that have been well documented.
2. We need an experienced and accomplished coach to lead our National Team, and we need an outstanding, credible coach leader for the Junior National Team as well. The home Olympics require our best, and we feel an athlete-centered and coach-driven approach will allow USA Swimming to perform at its best.
3. The amount of staff turnover under current leadership is not only concerning, but also alarming.
4. There is currently a lack of engagement and connection with coaches that is causing our NGB to overlook its most precious resource for improving performance. The NGB's relationship with coaches must become one of respect, support and collaboration.

5. USA Swimming needs leaders who are willing to engage with ALL stakeholders and leverage their knowledge to improve every aspect of the organization.

6. The leader of the organization needs to be an outstanding communicator, listener, and someone who can inspire a sense of urgency and excitement throughout all levels of the organization.

7. Grassroots clubs, coaches and athletes must be connected to the top in a way that not only shows them the path to get there, but also takes them by the hand and leads them there.

The American Swimming Coaches Association is excited about USA Swimming's future. We stand ready to assist in any way. We are confident that if we work together (keeping our focus athlete-centered, coach-driven, and administratively-assisted), we can forge a path that will separate Team USA from the rest of the World in Los Angeles and beyond.

Sincerely,

THE BOARD OF DIRECTORS AND CEO OF THE AMERICAN SWIMMING COACHES ASSOCIATION

Mike Murray, The Albany Academy, President

Emily Melina, Lake Oswego Swim Club Vice President

Ellen Johnston, Westport/Weston Family YMCA Water Rats Swim Team, Treasurer

Mohamed Abdelaal, Razorback Aquatic Club AquaHawgs, Secretary

Herbie Behm, Arizona State University Swimming and Diving

Paul Donovan, Jersey Wahoos

Bill Dorenkott, Ohio State University Swimming and Diving

Tim Hill, Sharks Swim Club

Mike Koleber, Nitro Swimming

Ian Murray, Dynamo Swim Club

MacKenzie Novell, Fort Collins Area Swim Team

Jennifer LaMont, ASCA CEO

II. USA Swimming Coach Advisory Counsel published in SwimSwam 8/21/2024

Dear USA Swimming Board of Directors:

The Coaches Advisory Council is contacting you to communicate our lack of faith in our current USA Swimming leadership. We want to work with you to address these concerns, as we are uncomfortable with the current direction of both grassroots and international swimming.

Specific concerns are the following:

1. Membership and retention rates continue to decline, and an increasing number of swimmers are leaving USA Swimming for AAU.
2. Lack of communication regarding departing staff members and their replacements.
3. The tone-deaf decisions and poorly executed implementation of SWIMS 2.0, new dues increase proposal, and coaches' university education program.
4. General feelings of key non-athlete stakeholders and membership that their opinions do not matter.
5. National Team Structure. Including lack of transparency in selecting international coaching staffs and non-existent onboarding procedures to educate new Team USA head and assistant coaches.
6. General distrust toward USA Swimming leadership.

As with any team, unity and teamwork are important, and we are concerned about USA Swimming as we trend further and further away from our organizational values. There is a growing disconnect between membership and leadership, and this cannot continue to grow.

We look forward to your response.

Respectfully,

USA Swimming's Coaches Advisory Council

III. USA Swimming BOD response to the two previous letters, published in Swimming World magazine 8/23/2024

USA Swimming Drafts Letter Responding to Concerns Posed By Coaching Organizations

\by [SWIMMING WORLD EDITORIAL STAFF](#)

23 August 2024, 12:53pm

USA Swimming Sends Letter to Membership Addressing Recent Concerns of ASCA and Coach Advisory Council

In response to recent letters sent by the American Swimming Coaches Association and the Coach Advisory Council (CAC) to the USA Swimming Board of Directors, USA sent a letter to its membership on Friday. The letter addressed the concerns presented by ASCA and the CAC. The full letter is below.

To our community,

The leadership of USA Swimming is aware of letters recently sent by the American Swimming Coaches Association (ASCA) and the Coach Advisory Council (CAC) to the USA Swimming Board of Directors and hopes to offer insights in response. We admire the immense devotion both groups have to our sport, and we continue to work diligently to ensure that we hear all members' voices and consider constructive criticism. We will not use this response to minimize the passion expressed or what we know is a true desire from ASCA and the CAC to improve our sport. We do, however, want to correct some inaccuracies so we can move forward together from the same set of facts. Below we address directly those comments we believe would benefit from further clarification.

MEMBERSHIP GROWTH VS. DECLINE

Membership information is available publicly on the USA Swimming website as part of the annual Demographics Report and in quarterly Board of Directors meeting minutes. Additionally, USA Swimming members have access to multiple live membership reports, including total membership, categorical membership, and retention reports inside the new SWIMS reporting dashboard.

With the 2024 membership year closing this month, USA Swimming is pleased to share that final 2024 membership numbers exceeded 2023 and continue to display upward trends. Athlete membership increased, with substantial growth in premium athlete membership, a key metric for retention.

Traditionally, USA Swimming sees a "membership bump" following an Olympic year. For the past four quads, the traditional "Olympic bump" has been followed by a decline in the following year. This year, for the first time since 2012, we saw an increase in athlete membership growth in the non-post-Olympic year. In addition, coach membership eclipsed 20,000 for the first time since 2019 and for just the second time in history. Membership of our officials hit a post-pandemic high, continuing an upward trajectory and just below all-time highs from 2018. Though membership numbers have not returned to all-time pre-COVID highs, the upward trend, particularly in crucial membership sub-categories, indicates long-term projected growth, not decline. Work remains to return to pre-COVID levels, and we have implemented programs to support new clubs in increasing capacity and others to improve access to the sport. We look forward to continued collaboration with all stakeholders on this critical issue.



THREAT POSED BY AAU

Much like how the success of other countries in international competition only pushes us to be faster, the presence of emerging competitors to USA Swimming should be seen as an opportunity to understand how those offerings appeal to our members. We are listening to club coaches and leaders who offer AAU membership to their athletes, but we continue to point out that our club and coach resources, Safe Sport program, and insurance benefits are unparalleled in our efforts to support, protect, and assist. USA Swimming remains committed to the high standards required for membership in our organization, ensuring always that athlete safety is our top priority.

SWIMS 3.0 ROLL-OUT: DIGITAL TRANSFORMATION

We are steadfast in our dedication to USA Swimming's multi-year digital transformation. While the rollout and communication of the new SWIMS database disappointed many, migration to a modern technology stack was essential to our continued operations as a National Governing Body. Compliance with the U.S. Center for SafeSport and the United States Olympic and Paralympic Committee (USOPC) was difficult with our legacy technology, and failure to implement an updated database would have vastly jeopardized the organization's standing and long-term sustainability. Updated compliance required an accelerated launch timeline, but the organization has continued to improve features and functionality in response to member feedback, including the addition of bulk registration and renewal via third-party team management software.

The new SWIMS database equipped USA Swimming with vital contact information to better communicate with every member of USA Swimming. This improvement was absolutely critical to our Safe Sport efforts, ensuring USA Swimming can communicate directly with parents of minor athletes.

Since the implementation of direct Online Member Registration, deliverability and open rates of digital communications have doubled. The new data hub also allowed USA Swimming to

offer advanced reporting metrics to equip USA Swimming clubs with vital tools to evaluate and guide athlete development and training plans. These tools are available to all USA Swimming clubs and offer a level playing field for their athlete development plans. In addition, the new SWIMS database made possible the recent coach driven efforts related to officials' education and certification legislation and the introduction of the Provisional Coach membership.

Most importantly, the digital transformation proactively addressed imminent technology failures that, in some instances, would have been mere months away. These failures would have impacted on essential member resources like Online Meet Entry and the USA Swimming Times database. As painful as a transition can be, enterprise technology failures like that experienced by Southwest Airlines in the Fall of 2022 show the dangers of relying on aging legacy technology.

CLUBS DUES INCREASE LEGISLATION

USA Swimming club dues have not increased since at least the 1980s; we simply do not have record keeping prior to 1984 that would suggest there has ever been a club dues increase. USA Swimming values communication and feedback from key constituents, including coaches. Various coaches, including the CEO Roundtable Group, support the club dues increase, and a coach member of the USA Swimming Board of Directors introduced the resolution.

FEEDBACK FROM NON-ATHLETE MEMBERS

In 2021, USA Swimming launched a multi-year approach to solicit direct input from USA Swimming coaches. We distributed the first survey to over 7,000 USA Swimming coaches, with a follow-up survey to the 500 plus coaches whose teams' scored points in the Club Excellence Program in 2023. We shared the full results of those surveys publicly in February via direct communication with all USA Swimming clubs and in the monthly Coaching Connection newsletter. We will send another coach survey to every coach member of USA Swimming this Fall, followed by annual surveys in the future to additional constituent groups to solicit feedback and improve.

USA SWIMMING UNIVERSITY SUCCESS

Similarly, every USA Swimming course offered in USA Swimming University, our centralized hub for education, includes an opportunity for feedback upon completion of each course module. We use Net Promoter Scores (NPS), allowing us to continually monitor the quality of the courses and ensure they meet the expectations of coaches, officials, and volunteers. For those not familiar, the NPS is an extremely common method of measurement for customer satisfaction. The scoring spread is as follows:



The overall NPS for all USA Swimming University courses is 44, with Officials courses scoring 63.5 and Legacy Coach program courses scoring a 71. We are encouraged by these “great” to “excellent” NPS ratings, and we continue to find ways to improve.

Over 300 coaches were involved in the development of the coach education program and veteran officials have been key contributors in creating their new curriculum. USA Swimming continues to solicit feedback from membership groups such as committees, LSC leaders, attendees to the USA Swimming Workshop presented by LiveBarn and Annual Business Meeting, and various member groups.

INTERNATIONAL COMPETITIVE SUCCESS & SELECTION PROCEDURES

USA Swimming prides itself on a record of international success unmatched in sport. Despite increased competition and the evolution of global athletes, USA Swimming staff presented, and the Board approved, three performance KPIs ahead of the 2024 Olympic Games.

1. Win the gold medal count
2. Win the overall medal count
3. Achieve the overall medal goal set by the USOPC in its high-performance plan

We congratulate our athletes and coaches for delivering on all three organizational goals! The coaching staff supporting our incredible athletes were critical to that success and were selected using public selection criteria. USA Swimming posts selection procedures on its website under a dedicated Selections Procedures resource hub on the National Team homepage. USA Swimming drafts Olympic Coach selection procedures, which are reviewed and approved by the CEO and the USA Swimming Athletes’ Advisory Council (AAC) Chair. For the Olympic Games, the USOPC must approve the selection procedures and all selection recommendations.

Additional staff selections are determined through a combination of objective and subjective criteria. For example, the Assistant Coach appointments for the 2024 Olympic Games were made by a committee of six, including the 2024 Olympic Head Coaches, USA Swimming's National Team Managing Director and Performance Director, and two elite athlete representatives, in this case, the AAC Chair and AAC Vice Chair (or their designers). To continually evolve and improve, the National Team Steering Committee and the AAC have discussed potential selection procedure updates, as evidenced by committee meeting minutes on our website.

STAFF DEPARTURES & REPLACEMENTS

At the Q1 Board meeting each year, the CEO must present key or material personnel decisions in an open session. The Board approves this report at that meeting, during which any discussion or questions are welcome. Following the meeting and approval of the report by the Board, the report is available publicly as part of the Board Meeting Minutes on USA Swimming's website.

In conclusion, we at USA Swimming take seriously the concerns of our members and know that healthy debate and discourse is a byproduct of the incredible passion so many have for our sport. The staff of USA Swimming is heavily invested in the satisfaction of our athletes and non-athlete members, and we look forward to continued collaboration in the advancement of the sport we all love.

We are excited to welcome over 500 of our members from our LSCs, the USA Swimming House of Delegates, USA Swimming national committees, coaches, athlete representatives, officials, and the USA Swimming and USA Swimming Foundation Boards of Directors to our 3rd annual USA Swimming Workshop presented by LiveBarn and Annual Business Meeting next month to celebrate our sport and engage in meaningful discourse focused on growing our sport and starting the countdown.

IV. ASCA letter published in SwimSwam on 12/11/2024

ASCA Calls on USA Swimming for Transparency in Coaching Selection Process

By James Sutherland

The American Swimming Coaches Association (ASCA) has issued a letter to USA Swimming calling on the national governing body to have transparency and a defined selection procedure when appointing Team USA staff members for international events.

The ASCA said it believes “the criteria should be communicated openly and made available to all coaches to ensure awareness, understanding and confidence in the process,” wanting to “underscore the importance of clearly communicating publicly accessible criteria that are grounded in merit, experience, and the demonstrated ability to drive success at the highest levels of international competition.”

The ASCA pointed to recent cases where certain coaches were surprisingly not named to international staffs despite having the resume to do so.

“A coach selection process that lacks clear, established guidelines erodes trust and fairness within the swimming community. This has been evident in past cases where successful coaches were not selected, and their exclusion went unexplained.”

While no instance or coach is specifically named, there were a lot of raised eyebrows over the summer when Indiana head coach [Ray Looze](#) was not chosen for the U.S. Olympic team staff in spite of qualifying four swimmers for the Paris Games.

The ASCA added that beyond performance metrics, there is room for a subjective coaching selection in specific instances.

“This may include the subjective appointment of a qualified coach who brings specialized skills, fresh perspectives, and the ability to round out the needs of the team as a whole,” the ASCA wrote. “Balance ensures a cohesive, dynamic staff that maximizes the potential of all athletes and fosters a collaborative environment for success.”

USA Swimming [released its selection criteria for assistant coaches at the 2024 Olympic Games in September 2023](#), which included specifically having three male and three female assistants for the Games, though the requirements to be named were relatively loose and cast a wide net. Coaches had to have served on a previous major international team staff or served as a primary coach for an athlete on an international team, or qualified a swimmer on the 2024 Olympic team, in order to be named.

They also had to be at least 25 years old, but there was nothing specifically outlining how one coach who qualified swimmer(s) on the team is prioritized over another, for example.

USA Swimming’s National Team Director is responsible for selecting the coaching staff for major international events. The organization [parted ways with former](#) National Team Director [Lindsay Mintenko](#) in September and [assembled a task force to search for her replacement in October](#).

FULL ASCA LETTER TO USA SWIMMING

ASCA advocates for a transparent and clearly defined selection process for Team USA staff appointments.

ASCA supports bringing a cohesive, diverse, and experienced staff to all international level competitions. We believe the criteria for selection should be communicated openly and made available to all coaches to ensure awareness, understanding and confidence in the process. We recognize the National Team Director holds the responsibility for assembling the coaching staff. We want to underscore the importance of clearly communicating publicly accessible criteria that are grounded in merit, experience, and the demonstrated ability to drive success at the highest levels of international competition. Transparency will not only enhance the integrity of the selection process but will also inspire confidence among athletes, coaches, and all who are stakeholders in the long-term success of USA Swimming on the global stage.

A coach selection process that lacks clear, established guidelines erodes trust and fairness within the swimming community. This has been evident in past cases where successful coaches were not selected, and their exclusion went unexplained.

ASCA also recognizes that while performance metrics are important, the National Team Director must also consider the diverse expertise and experience that each coach brings to the team. This may include the subjective appointment of a qualified coach who brings specialized skills, fresh perspectives, and the ability to round out the needs of the team as a whole. Balance ensures a cohesive, dynamic staff that maximizes the potential of all athletes and fosters a collaborative environment for success.

By establishing transparent criteria, USA Swimming will ensure that coaches know exactly what they are working toward, and that our National Governing Body promotes fairness, accountability, and confidence in the process. A clear selection process will ultimately strengthen Team USA's performance on the global stage and maintain the integrity and high standards of USA Swimming.

USA Swimming interim CEO [Shana Ferguson](#) responded with a statement to SwimSwam regarding the letter:

"USA Swimming staff, in conjunction with many key volunteer-led committees, particularly our Athletes' Advisory Council and National Team Steering Committee, have been discussing coach selection procedure improvements for quite some time, with changes scheduled for the 2025 international meets. Our plan is to continue to collaborate with these key USA Swimming stakeholders to build selection procedures for 2025 and beyond that are comprehensive and fair, and that set us up for success in international competition. After discussing this plan with

ASCA and reviewing this response letter, we are happy to see that we are aligned on goals and objectives.”

The letter was sent by the ASCA after USA Swimming said it would be releasing coaching staff selection criteria for the 2025 World Championships in mid-January.

V. USA Swimming response published in Swimming World 12/11/2024

USA Swimming Responds to ASCA’S Request for Transparency in Team USA Coaching Appointments

by DAN D’ADDONA — SWIMMING WORLD MANAGING EDITOR
11 December 2024, 12:10pm

As USA Swimming heads into a new year with new leadership, something that has been questioned for the future is the way coaches are named for Team USA events. The American Swim Coaches Association (ASCA) has voiced concerns about the selection process and transparency within that process.

“ASCA supports bringing a cohesive, diverse, and experienced staff to all international level competitions. We believe the criteria for selection should be communicated openly and made available to all coaches to ensure awareness, understanding and confidence in the process. We recognize the National Team Director holds the responsibility for assembling the coaching staff,” ASCA CEO **Jennifer LaMont** wrote in a letter to USA Swimming that was shared with *Swimming World*. “We want to underscore the importance of clearly communicating publicly accessible criteria that are grounded in merit, experience, and the demonstrated ability to drive success at the highest levels of international competition. Transparency will not only enhance the integrity of the selection process but will also inspire confidence among athletes, coaches, and all who are stakeholders in the long-term success of USA Swimming on the global stage.

“A coach selection process that lacks clear, established guidelines erodes trust and fairness within the swimming community. This has been evident in past cases where successful coaches were not selected, and their exclusion went unexplained.”

USA Swimming CEO **Shana Ferguson** responded to the letter and process, citing changes coming in 2025 and that their objectives are “aligned” with ASCA’s and other committees.

“USA Swimming staff, in conjunction with many key volunteer-led committees, particularly our Athletes’ Advisory Council and National Team Steering Committee, have been discussing coach

selection procedure improvements for quite some time, with changes scheduled for the 2025 international meets. Our plan is to continue to collaborate with these key USA Swimming stakeholders to build selection procedures for 2025 and beyond that are comprehensive and fair, and that set us up for success in international competition. After discussing this plan with ASCA and reviewing this response letter, we are happy to see that we are aligned on goals and objectives,” USA Swimming CEO Shana Ferguson said in a prepared statement.

LaMont said the organization is trying to set expectations for the future.

“By establishing transparent criteria, USA Swimming will ensure that coaches know exactly what they are working toward, and that our National Governing Body promotes fairness, accountability, and confidence in the process. A clear selection process will ultimately strengthen Team USA’s performance on the global stage and maintain the integrity and high standards of USA Swimming,” LaMont wrote.

VI. Central Zone letter expressing concerns to USA Swimming BOD on 3/6/20215, obtained from LSC Staff



March 6, 2025

Chris Brearton, USA Swimming Board Chair

Natalie Coughlin-Hall, USA Swimming Vice Chair, Chair Elect

As Central Zone Directors, we are writing to you on behalf of the Zone membership to request a speedy and transparent process for the selection of our new CEO. We want to emphasize the urgency of this matter due to significant concerns in lack of communication, membership stability, a smooth transition for our USA Swimming staff, and the upcoming 2028 Olympics in Los Angeles.

We understand the importance of finding the right leader for our organization, and we are committed to supporting a thorough and efficient search. However, the current period of uncertainty is impacting our members and staff. Specifically, we are concerned about:

- **Speedy Progression:** We encourage the search committee to adhere to a clearly defined timeline and to prioritize the timely completion of each phase of the process.

- **Transparency/Clear Communication:** We believe that open and consistent communication is crucial. We request regular updates on the progress of the search by the Board to membership, including key milestones.
- **Inclusive Process:** We encourage the search committee and Board of Directors to ensure that the process is inclusive and considers a diverse pool of qualified candidates.
- **Loss of Membership:** The prolonged absence of a permanent CEO can lead to member anxiety and potential attrition. A swift and decisive appointment will demonstrate stability and reassure our members.
- **USA Swimming Staff:** A smooth transition for our USA Swimming staff is essential. Delays in the CEO selection process can create instability and hinder their ability to effectively serve our athletes and programs.
- **2028 Olympics in Los Angeles:** With the 2028 Olympics approaching, it is crucial that our organization has strong leadership in place to support our athletes and ensure optimal preparation. Any delays in the CEO appointment could negatively impact our ability to contribute to the success of these games.

We understand that the selection of a new CEO is not an easy one ; it is a critical decision that will impact the future of our organization, our members, our staff, and our athletes' success leading up to and during the 2028 Olympics and beyond.

We appreciate your attention to these critical concerns and look forward to your prompt action.

Sincerely,

Bob Staab, Central Zone Coach Director
Jack Swanson, Central Zone Non-coach Director

VII. USA Swimming letter published on the USA Swimming website, 3/27/2025

USA SWIMMING LEADERSHIP UPDATE - MARCH 27, 2025

USA Swimming members,

We want to share an important USA Swimming leadership update with you. Shana Ferguson, USA Swimming COO and Interim CEO, is leaving the organization to become the Chief of Sport and Games Delivery of the LA28 Olympic and Paralympic Games. Shana is a proven leader in

operational strategy and organizational leadership, and we are thrilled that LA28 is adding such a valuable member of the Olympic family.

We would like to acknowledge Shana's tremendous work and dedication to USA Swimming. She has provided outstanding leadership as Interim CEO in addition to her role as COO and leading the National Team during this critical time. To provide a seamless transition, Shana will remain as COO until March 31. We are grateful for her ongoing commitment to our success during this time of change and are confident that Shana's continued presence over the coming days will help ensure a smooth handover. Please join us in extending our deep appreciation to Shana for her hard work and commitment to USA Swimming and a heartfelt congratulations on her new role. We look forward to continued collaboration with Shana, and she will always be a treasured member of the USA Swimming family.

As the USA Swimming Board continues the search for the organization's next permanent CEO, the CEO Search Task Force welcomes three new members to help guide a refreshed evaluation of candidates. Board Chair Chris Brearton and former Vice Chair Kathy Fish will join the Task Force, along with Director of Swimming at the University of Texas and former Men's Olympic Head Coach Bob Bowman. As the search continues, Bob Vincent, former Chair of the USA Swimming Board of Directors, will assume the role of Interim CEO, effective April 1.

As many of you know, Bob is a seasoned professional in athletic administration and proven leader at all levels of swimming governance. He has strong relationships in our community and is deeply knowledgeable about all aspects of USA Swimming operations, making him well-positioned to lead our organization during this important transition period. Bob will resign from his current role on the Board to assume his new position, as a final act of service to USA Swimming before his planned retirement.

The Board understands this is a crucial time for USA Swimming and our sport as we prepare for the Los Angeles 2028 Olympic Games. The Board of Directors and Task Force are close to completing our search for the National Team Managing Director and are well underway in our search for a permanent CEO. Bob will focus on maintaining momentum for key strategic initiatives and preparing for events, including this summer's World Aquatics Championships in Singapore. As we move forward, the Board will continue to update stakeholders about these important leadership roles and share updates as we have them.

Please join us in welcoming Bob to the role and offering your support to him during this time. We want to thank you for your understanding, continued support, and dedication to USA Swimming, our sport, and our members.

All the best,
Chris Brearton
USA Swimming Board Chair
Natalie Coughlin-Hall
USA Swimming Board Vice Chair

ATTACHMENT 2



Do you know a passionate coach in your LSC who is interested in furthering her coaching career by expanding into governance? Nominate her to participate in the 9-week fellowship program below!

This hybrid professional development opportunity is geared towards women swim coaches across the country who have little to no governance experience. There are eight virtual Zoom meetings and one in-person session. Attendees will have the opportunity to learn more about governance in our sport at both the local and national levels.

The in-person session will be held at the USA Swimming Annual Summit in Denver, Colo. September 24-28, 2025. LSC's are asked to cover the travel and lodging expenses for attendees in their LSC. Participants should plan to arrive Wednesday, September 24 before our 3 p.m. MT program start time and stay through the conclusion of programming on Saturday, September 27, 2025.

The program consists of approximately 59 individual members, with priority given to LSC nominated individuals first. Self-nominations will fill any additional empty spots.

Please complete the entire nomination application before May 15, 2025 to be considered.

Below are the meeting dates. All virtual sessions will be noon ET.

September 2 @ 12 PM ET

September 9 @ 12 PM ET

September 16 @ 12 PM ET

September 23 - No Zoom. In person at USA Swimming Annual Business Meeting in Denver, CO

September 30 @ 12 PM

October 7 @ 12 PM ET

October 14 @ 12 PM ET

October 21 @ 12 PM ET

October 28 @ 12 PM ET