Committee Name: Board of Directors	**Date/Time of Meeting:** July 10 – 12, 2026
Committee Chair: Ed Coates	**Minutes recorded by:** Erika Braun
Committee members present 17	**Committee members absent** 1
Ed Coates (President); Julie Dussliere (VP of Administration); Kenny Brisbin (VP of Community Services); Crystie McGrail (VP of Local Operations); Carrie Stolar (VP of Programs); Denise Dombay (Treasurer); Erika Braun (Secretary); Dawson Hughes (CEO); Katie Kenyon (Legal Counsel), Peter Guadagni (Immediate Past President) At-Large Directors: Sam Kraft (Breadbasket); Guy Davis (Colonies); C.J. Rushman (Great Lakes); Rob Heath (Northwest); Phyllis Quinn (Oceana); Nicole Christensen (South Central); Jeff Commings (Southwest) **Absent:** Trey Taylor (Southeast)	
Other guests: Kyle Deery (Chief Marketing Officer); Jessica Reilly (Sr Director, Business Operations); Jay Eckert (Sr Director, Membership & Business Development); Gary Keehner (Controller); Meredith Buchanan (Coordinator, Volunteer Services), Brian Robbins (Grown-Up Swimming); Guest presenters: James Williamson (IT Consultant); Bill Charney and Tom Keyse (Strategic Governance Consultants); Mollie Grover (Rules Committee Chair); Catherine Rust (Long Distance Committee Chair); Kristof Kertesz (Legislation Committee Chair); Alex Calendo (Kerkering, Barberio, Auditor)	

Actions Taken:

1. Approved. June 15, 2026, BOD meeting minutes
2. Approved. President to work with investment committee to update Swimming Saves Lives spending policy
3. Approved. 2025 audited financial statements as presented
4. Approved. 2025 Form 990 as presented
5. Approved. Governance Assessment Report presented by Charney Keyse and the governance working group
6. Approved. To authorize the President and CEO to contract with Charney Keyse and establish an appropriate project budget to support implementation of governance recommendations
7. Approved. To submit legislation changing the titles of President to Chair and Vice Presidents to Vice Chairs for review by the legislation committee
8. Approved. 2026 House of Delegates Standing Rules

Minutes:

Friday, July 10

1. The meeting was called to order at 1:00 p.m. CT at the Nashville Mariott Courtyard hotel.

2. Agenda review, conflict of interest declarations – Ed: There were no conflicts of interest.

3. Approval of Minutes (Action Item) – Erika
    i. June Board meeting minutes. **MSA to approve** June 15, 2026, BOD meeting minutes. Discussion: Confirmed updates to two Zone call meeting times. **The motion passed unanimously.**

4. **Strategic Recommendations & Breakout Analysis**
Dawson provided an organizational financial ecosystem overview of USMS and encouraged Board members to think about futuristic growth strategies that expand total organization value.
   - USMS National budget ~$5 million in revenue/expenses
   - The broader USMS ecosystem economic impact is estimated at $30–$50 million when also considering club training fees and membership expenses.
   - Total economic impact around ~$100 million including travel, gear, and events; estimates informed by AI and internal data.
   - Aim to grow the overall pie by increasing participation, not reallocating existing shares.

The board broke into four groups to review information presented by staff based on board discussions at the winter board retreat.

Club Business Model – Service Bundles (Denise, Kenny & Guy)
A framework to deliver meaningful services (marketing, insurance, and education) to clubs based on their size and membership status is advancing with registration changes targeting the 2027 renewal cycle. The breakout group discussed the following:

- Data-driven club segmentation by size: Clubs with >25 members drive 85% of club-affiliated membership; ~400 clubs drive 84% of total memberships; 128 clubs have >100 members.
- Concerns about very small "clubs" (<5 members), including ALTS or insurance-only usage.
- The recommended four service bundles include: coach/admin/training; knowledge network; marketing/growth; risk/insurance; operational support (websites, basic club management).
- The group suggested considering a phased rollout: marketing and insurance first; knowledge network/training next; operational support later (multi-year).
- Naming considerations for partner/affiliate club types to avoid confusion with "affiliate membership" in the rulebook.
- Outcome: The group confirmed that insurance and Certificate of Insurance (COI) benefits will remain tied to member clubs, agreed to further clarify club classifications and value propositions, and plans to finalize recommendations, wireframes, and communications for board review in August 2026.

Knowledge Network – Coach Certification (Jeff, CJ, Peter & Rob)
USMS's redesigned coach education platform is on track for an early 2027 rollout and will feature modular, on-demand content and regional in-person education weekends. The breakout group discussed the following:

- The proposed roadmap includes developing and piloting twelve modules beginning in early 2027, leveraging subject-matter experts and existing content, with full launch targeted for after testing and refinement.
- Additional priorities include improving coach participation through mentoring and outreach, cleaning up coach membership data, expanding practical event management training through in-person educational weekends, and ensuring content remains current through annual updates and a two-year continuing education cycle.
- Outcome: The group agreed that the Knowledge Network and coach certification program should be built around validated coach needs rather than assumptions, using surveys, focus groups, and audience-specific learning paths. The group supported a flexible delivery model that combines online, Zoom, AI-enabled, and hands-on in-person training, while transitioning to a unified

credentialing system, annual club licensing, ongoing continuing education, and expanded access for adjacent coaching communities, like GUS and CCS.

New Club Development (Carrie, Erika, Julie & Katie)
As a priority area for growing new clubs, a proposed “franchise” club model was discussed for consideration. Proactive efforts are necessary for club growth, as many existing clubs are at capacity. The breakout group discussed the following proposal:

- Proactive facility outreach where no Masters Swimming programs currently exist; USMS could operate clubs with hired local contractors, taking early financial risk. Prioritization driven by a map of quality pools.
- Goal to reach ~50 swimmers in year one; define performance indicators, thresholds, and timelines for determining club viability.
- Consider handoff to coach once viable; if coach declines, USMS may continue operating.
- The group expressed significant concerns that the proposed new club development program is built on unrealistic financial, staffing, membership, and facility assumptions, making the current franchise-style model unlikely to succeed without substantial revision.
- Outcome: The group instead favored a community-first incubator approach that focuses on building local relationships with community ambassadors, testing demand through low-risk, pop-up programs at underutilized pools, and using data-driven targeting before investing in formal club creation.

Local Volunteer Structure Framework (Crystie, Ed, Phyllis, Nicole & Sam)
The group reviewed an example of how our LMSC structure could be realigned for efficiency and effectiveness. They also discussed the “lanes of responsibility” to clarify national versus local roles within the organization.

- A sample LMSC restructuring would consolidate the current LMSC structure into 26 larger entities, each with more than 1,000 members. The proposed model is intended to be supported by standardized bylaws across all LMSCs and shift volunteer efforts toward more strategic, local member-focused activities.
- The outcome would allow LMSC’s focus to shift from governance tasks to member support and events.
- The structure could lead to a different event layer concept: regional meets/championships (east/central/west) to engage communities lacking national-capable pools; leverage local sports commissions/Convention and Visitor Bureaus; support club seeding.
- Outcomes: No final recommendation was discussed as this was a conceptional discussion only: There was significant discussion about implementation, with many advocating for pilot programs to test governance, financial, and boundary changes. before a full rollout. This would also come after implementation of national governance modernization initiatives.

5. **Technology Updates & Priorities** (Dawson and James Williamson)
The Board received an update on several technology initiatives focused on improving member experience, data security, and operational efficiency. Recent enhancements resolved longstanding performance issues with Top Ten results processing, including splits and relay uploads, resulting in significantly improved system performance. In addition, all LMSC webpages were refreshed with a new template and streamlined contact functionality. Ongoing work continues to refine the sanctions system, with a focus on maintaining appropriate user controls while addressing user feedback and resolving reported issues.

Protecting member data remains a high priority. USMS is implementing changes that will move pages containing personal information behind member login access to better safeguard member privacy and reduce exposure to web scraping. Planned updates to restrict access to personal information include securing member directories, club member lists, and individual member profile pages behind the member login.

Technology priorities for the next 6–9 months include modernizing event results, Top Ten, and FLOGS webpages with a cleaner, mobile-friendly design that aligns with USMS branding while leveraging existing data infrastructure. Club management enhancements are also underway, including a new club dashboard that will allow club contacts to manage club information and process bulk member renewals. Additional improvements will support clubs whose registrations are paid through their LMSCs and help simplify annual renewal processes.

The Board also heard updates on several marketing and engagement initiatives. New AI-assisted marketing tools have accelerated campaign development, while work is underway to consolidate marketing communications and analytics into a unified platform. A new real-time membership mapping tool is being developed to support targeted marketing outreach, event promotion, and strategic club development efforts.

Looking ahead, technology investments will remain focused on member data protection, event results modernization, and club registration enhancements. Longer-term initiatives, including a comprehensive event-results database rebuild and a knowledge network platform, remain under evaluation. Throughout these efforts, USMS leadership emphasized the importance of delivering value to all members, including unattached swimmers, as part of the organization's broader member engagement strategy.

Saturday, July 11

6. **Governance Assessment, Board Effectiveness, and Governance Modernization Discussion**
The Board received an overview of an independent governance assessment that included a board-wide survey, interviews with board members, staff, LMSC leaders, and legal counsel, and a review of governance-related documents. The assessment highlighted several strengths, including a highly engaged board culture, strong trust and alignment between the Board and CEO, and a shared commitment to the long-term success of USMS.

The assessment also identified opportunities to strengthen governance effectiveness. Key themes included clarifying the Board’s strategic role, improving onboarding and training for newly elected USMS Board directors, establishing clearer performance measures for both the organization and the Board, and enhancing documentation of board responsibilities, policies, and governance practices. Discussions also explored ways to improve continuity in leadership, streamline committee structures, and better distinguish governance responsibilities from operational execution.

Board members reviewed potential governance modernization concepts, including board size and composition, committee structure, officer roles, meeting practices, and the relationship between the Board, House of Delegates (HOD), LMSCs, and staff. Ideas discussed included refocusing the HOD on elections, competition rules, and member engagement while enabling the Board to exercise greater authority over strategy and fiduciary matters. No decisions were made regarding these concepts, but directors recognized that any such changes would require substantial member engagement and consideration.

The Board emphasized that member engagement and communication will be critical to any governance reform efforts. Directors discussed the importance of gathering broad stakeholder input, ensuring transparency, and building understanding of how governance structures can support USMS's mission of empowering adults through swimming. Future work may include additional analysis, member outreach, and the development of recommendations for consideration through established governance processes. No governance reforms were adopted during these discussions. Rather, the Board focused on reviewing assessment findings, identifying opportunities for improvement, and considering possible future initiatives intended to strengthen governance effectiveness, organizational sustainability, strategic focus, and service to USMS members and the broader swimming community.

7. **ALTS Foundation Fundraising & ALTS Campaign Proposal**

The Board discussed the ongoing need for adult learn-to-swim (ALTS) funding and the broader impact of water safety initiatives. Adult drowning remains a significant concern and that the USMS ALTS grant program currently lacks sufficient funding to support all qualified applicants. The discussion highlighted the importance of expanding opportunities for adults to learn essential swimming and water safety skills.

The Board received an update on a proposed partnership with the USA Swimming Foundation as part of its planned five-year fundraising campaign. The campaign is expected to support several strategic priorities, including learn-to-swim programs. Under the proposal, USMS would seek to contribute $1 million over five years specifically to support adult learn-to-swim initiatives. Board members discussed leveraging the USA Swimming Foundation's established fundraising capabilities to increase support for adult learn-to-swim programs nationwide.

As part of the discussion, the Board reviewed the current Swimming Saves Lives fund spending policy and considered strategies to increase the impact of those resources. This included exploring a modification to the fund's spending policy that would allow use of principal, in addition to investment earnings, to expand support for adult learn-to-swim initiatives during the proposed five-year campaign period.

MSA to approve the president to work with the investment committee to evaluate and develop modifications to the Swimming Saves Lives spending policy to increase the program's impact and support long-term adult learn-to-swim fundraising objectives. Discussion: Dawson confirmed USMS is currently providing approximately $125,000 to the foundation annually, mostly through member donations and about $20-$30K annually through current investment returns. **The motion passed unanimously.**

The Board also supported continued development of the proposed partnership with the USA Swimming Foundation. Staff will work with USA Swimming Foundation representatives to further define campaign details, fundraising goals, financial projections, and partnership terms. Any formal partnership agreement and pledge commitment will be brought back to the Board for future review and approval.

8. **Audit / Form 990**

Treasurer Denise Dombay presented the Audit Committee's review process and introduced Alex Calendo of Kerkering, Barberio & Co., P.A., USMS' independent auditor, to provide an overview of the 2025 audit results.

Mr. Calendo reported that the audit was completed successfully and that USMS is expected to receive an unmodified (clean) audit opinion, the highest level of assurance available. He noted that no material weaknesses or significant deficiencies in internal controls were identified and that no significant audit adjustments were required, reflecting the accuracy and consistency of the organization's financial records throughout the year.

The Board was informed that USMS' financial position remained strong in 2025. Total assets and net assets increased, largely due to favorable investment performance. Membership dues revenue increased following the 2025 membership fee adjustment, while expenses increased primarily as a result of higher compensation-related costs and increased legal and professional services fees. The audit committee reviewed the draft financial statements, auditor communications, and related materials with USMS staff leadership and the auditors and recommended Board approval. The Board was also advised that a footnote disclosure regarding ongoing legal matters would be expanded to note that, while certain cases remain outstanding, the CEO and Controller do not currently believe they present a significant risk of liability to USMS.

MSA to approve the draft 2025 audited financial statements as presented. Discussion: None. **The motion passed unanimously.**

Form 990

Denise reported that the audit committee also conducted a detailed review of the draft Form 990, USMS' annual informational tax return. The Board was informed that the filing had received additional review by audit committee member Teddy Decker, who has tax expertise. Following its review, the audit committee recommended approval of the Form 990.

MSA to approve the 2025 Form 990 as presented. Discussion: None. **The motion passed unanimously.**

The Board thanked Gary Keehner, Controller, management, the audit committee, and Kerkering, Barberio & Co. for their work in completing the annual audit and tax filing process and noted the importance of these activities in fulfilling the Board's fiduciary responsibilities.

9. 2027 Budget Projections & Assumptions

The Board reviewed preliminary budget projections and assumptions for development of the next fiscal year budget. The budgeting process began earlier than usual to allow sufficient time for review and refinement before the proposed budget is presented to the finance committee in November.

Current projections indicate the organization will finish the current year with an operating deficit of approximately **$231,000**, which is generally consistent with the approved budget after incorporating previously approved over-budget staffing expenses and Board-approved operating plan requests. Based on initial planning assumptions, the preliminary budget for next year projects an operating deficit of approximately **$272,000**.

Key assumptions used in the initial forecast include:

- Maintaining the current **$75 annual membership fee**, with $10 per member continuing to be distributed to LMSCs, consistent with the approved three-year membership fee plan.

- Budgeting **$100,000 for legal expenses** in anticipation of ongoing litigation and related matters.
- Including preliminary revenue and expense assumptions for the **Knowledge Network** and **Club Development** strategic initiatives.
- Reserving **$100,000** for a potential **in-person Annual Meeting in 2027**, while recognizing that the final meeting format has not yet been determined.

The Board also noted that the current projections do not include potential expenses associated with future governance-related changes or any immediate governance support needs that may arise. Such costs may require future budget amendments or additional Board consideration.

In discussing the organization's overall financial position, Board members reviewed reserve levels and investment strategy. It was noted that USMS continues to maintain healthy financial reserves and that recent deficit spending has been managed through operating cash flow without requiring withdrawals from reserve funds. The Board also discussed the organization's conservative investment approach and its role in protecting assets during market downturns.

Following discussion, the Board expressed general comfort with the preliminary assumptions and with the projected deficit levels as part of the organization's broader financial and strategic planning process. Staff and the finance committee will continue to refine revenue projections, expense assumptions, and long-term financial priorities before presentation of a final budget recommendation later this year.

10. KPI Suggestions

The Board discussed development of organizational Key Performance Indicators (KPIs), including the potential distinction between internal governance metrics and a smaller set of member-facing measures. Suggested future metrics included tracking membership fee changes relative to inflation and other long-term organizational performance indicators. No formal action was taken on KPIs at this meeting. Part of the governance modernization efforts will also focus on development of board strategic goals and KPIs to measure success.

11. Staff Updates

i. Marketing Campaign

The Board received an update on USMS's new persona-based marketing campaign from Kyle Deery, CMO. The campaign shifts from broad audience categories to 18 distinct swimmer personas, enabling more targeted advertising, landing pages, and automated follow-up communications tailored to individual motivations for joining USMS. Eight personas have launched initially, focusing on audiences such as former competitive swimmers returning to the sport, individuals seeking social fitness opportunities, and those pursuing health and wellness goals.

The campaign highlights key USMS benefits, including clubs, events, and community, and leverages enhanced marketing technology and AI tools to efficiently create customized content and landing pages. Launched three weeks prior to the meeting, the three-month pilot is intended to evolve into a year-round marketing program based on performance and member engagement data.

Early results from the campaign include approximately 150 traceable new member registrations, reaching more than 200,000 unique accounts on Meta platforms, a 16% increase in club inquiries, and a 16% increase in website engagement. While conversion tracking remains challenging due to privacy settings and device-switching behaviors, the campaign has generated strong initial engagement and valuable insights into prospective member interests. A $30,000 budget has been allocated to support the social media campaign over the next year.

Discussion included potential future enhancements, such as providing clubs with persona-related information to help them better engage prospective members and evaluating SMS communication capabilities as part of future marketing technology initiatives. Staff will continue monitoring campaign performance throughout the fall, refine messaging based on results, and assess opportunities to integrate persona insights into club-facing tools and resources.

ii. Grown-Up Swimming

Brian Robbins provided an update on Grown-Up Swimming's continued growth and progress against its five-year plan. Following an early-year forecast adjustment caused by the unexpected withdrawal of a few league directors, the organization remains on pace for significant year-over-year growth. To date, 62 meets have been conducted, with 33 active leagues and additional eight leagues expected to launch before year-end. Registrations currently exceed 4,300, representing approximately 64% growth over the prior year, with substantial participation increases anticipated as additional leagues begin their seasons.

Brian highlighted the organization's mission of making adult swim competitions accessible, welcoming, and community-focused, with continued emphasis on creating enjoyable experiences that encourage swimmers of all backgrounds to reconnect with the sport. Growth efforts remain focused on expanding into new markets, increasing team participation within existing leagues, and growing swimmer engagement across established programs.

To support expansion, Grown-Up Swimming has invested in operational infrastructure designed to reduce administrative demands on league directors. These efforts include centralized administrative support, regional mentor roles for less experienced league directors, on-site training opportunities, and resources that help local leagues secure community sponsorships and enhance participant experiences.

The Board also received an overview of the organization's growth strategy, including careful expansion within metropolitan areas, ongoing efforts to address pool availability challenges, and development of additional revenue streams through merchandise sales and sponsorships. Staff noted that operating costs decline as leagues mature, supporting long-term sustainability.

Staff reaffirmed their decision to continue operating GUS events as unsanctioned events, citing its ability to provide a simple, flexible, and welcoming competition environment while minimizing administrative barriers for participants and hosts. Dawson confirmed that current performance, growth metrics, and strategic initiatives remain generally aligned with the organization's long-term plan, despite expected fluctuations associated with rapid expansion.

iii. LaneMate/Video Stroke Analysis

The Board received an update on LaneMate and the USMS Video Stroke Analysis program. LaneMate was developed to better engage independent swimmers through a mobile-friendly experience; however, early feedback indicates that users expect a more app-like experience with clearer branding and integration with fitness devices. Staff noted that the product's long-term direction is still being evaluated, including whether to expand USMS-owned mobile capabilities or continue leveraging external partners. LaneMate will remain available while its future strategy and value proposition are further assessed.

The Video Stroke Analysis program continues to show encouraging adoption and positive participant feedback, with approximately 650 purchases to date through both USMS Plus and individual sales. Discussion focused on opportunities to improve the onboarding experience, which currently involves multiple communications and use of an external video-analysis platform. Staff also shared that they are exploring ways to scale the offering, including broader market opportunities and potential use of AI-enabled tools to enhance video analysis while leveraging USMS coaching expertise.

The Board also discussed broader technology and digital engagement considerations, including the importance of maintaining strong relationships with independent swimmers, evaluating partnership dependencies, and ensuring that future investments are focused on initiatives that provide clear value to members and support USMS's long-term strategic goals.

12. Board Zone Call Agenda Discussion

The Board discussed and refined the agenda for upcoming Zone calls with LMSCs, emphasizing the importance of recognizing organizational achievements and sharing key updates across the organization. Planned discussion topics include coach education and club development initiatives, governance improvements stemming from the board assessment process, organizational performance measures, and updates on programs and policy initiatives.

The Board also reviewed communication strategies and agreed to develop consistent talking points to support discussions on club development, coach education, governance, and other frequently raised topics. Notable accomplishments to be highlighted during the calls include membership growth, increased adult swimming participation, progress on the sanctioning system upgrade, and the launch of new LMSC website resources. Next steps include finalizing the call agendas and developing supporting talking points.

Sunday, July 12

13. Legislative Proposals

The Board received updates on legislative, long-distance, and rules-related proposals that will be considered as part of the annual legislative process.

The **Long-Distance Committee** Chair, Catherine Rust, reported that, following last year's effort to streamline the rulebook, several additional proposals would move procedural content from the rulebook to website-based policy and procedure documents. Proposed changes include relocating protest procedures from the rulebook, updating open water temperature language to align with current thermal safety plans, and removing outdated references to championship bidding now that national championship events are administered by USMS staff. The committee noted that it will revisit whether certain remaining championship bid-related language should be removed entirely in a future review.

The **Legislation Committee** Chair, Kristof Kertesz, reviewed four proposals received by the committee. These include a Board-sponsored proposal to move descriptions of individual membership categories to a Board policy, a proposal to change zone boundaries in the south central zone, and a proposal regarding annual meeting procedures that would discontinue consideration of proposals before the HOD that are not recommended for adoption by the committee of jurisdiction. The committee recommended adoption of these three proposals. A separate proposal to change the name and responsibilities of the Records and Tabulations Committee was referred back to the originating committee for further revision.

The **Rules Committee** Chair, Mollie Grover, discussed its ongoing effort to reduce rulebook content by moving operational and procedural matters into formal policy documents maintained by the appropriate committees. She shared that the Rules Committee has concerns about moving things from the rule book because they worry that information will not be available in a policy. Board members expressed support for removing procedures from the rule book and discussed the need to establish supporting policy documents when rules are removed from the rulebook. Mollie reviewed several proposals received by the committee, including changes to align relay age-group calculations across course formats, acceptance of Real ID-compliant driver's licenses and state identification cards as proof of age for record applications, and a proposal related to bulkhead measurement verification that remains under review.

14. **Board Session on Governance Assessment & Strategic Recommendations**

The Board reviewed the governance assessment prepared by Charney Keyse in partnership with the Governance Working Group. Following discussion, the Board unanimously accepted the report and its recommendations. The Board also approved authorizing the President and CEO to enter into an engagement agreement with Charney Keyse to support implementation planning and governance modernization efforts. The anticipated engagement will extend through 2027, with an estimated total cost of approximately $100,000.

The implementation approach will focus on prioritizing recommendations, identifying actions that can be completed directly by the Board, and distinguishing those that require approval by the House of Delegates. The Board also discussed the use of templates and supporting materials from Charney Keyse to facilitate implementation.

MSA to approve the Governance Assessment Report presented by Charney Keyse and the governance working group. Discussion: None. **The motion passed unanimously.**

MSA to approve to authorize the President and CEO to contract with Charney Keyse and establish an appropriate project budget to support implementation of governance recommendations. Discussion: None. **The motion passed unanimously.**

The Board also discussed potential governance-related legislative proposals, including a recommendation to update officer titles from President to Chair and from Vice President to Vice Chair to better reflect a governance and oversight model.

MSA to approve to submit legislation changing the titles of President to Chair and Vice Presidents to Vice Chairs (including their specialty focus, i.e., Vice Chair, Programs) for review by the legislation committee. Discussion: Discussion included the advantages and disadvantages by several Board members regarding the timing of this update. Result: 7 in favor, 2 opposed, and 4 abstentions. **The motion passed to be submitted to the legislation committee.**

15. **Annual Meeting Standing Rules**
The Board reviewed and approved the proposed Standing Rules for the 2026 House of Delegates Annual Meeting. The only modification was a clarification to voting procedures that remove distinctions between in-person and virtual delegates.

MSA to approve the 2026 House of Delegates Standing Rules. Discussion: None. **The motion passed unanimously.**

16. **Legal Updates**
The Board received an update on ongoing legal matters in Florida, Texas, California, and New Jersey. In Florida, the state filed an amended complaint, requiring USMS to refile its motion to dismiss. Discussions indicated potential interest in settlement, but no changes to USMS policies are being considered. In Texas, conversations with the state's legal representatives continue, with discussions remaining limited in scope; a court date is scheduled for February 8. In California, USMS continues to await a ruling on a pending motion to dismiss and remains cautiously optimistic based on recent legal developments. In New Jersey, there has been no activity on a civil rights complaint for several months.

The Board reaffirmed its commitment to maintaining a consistent, policy-based legal posture across all jurisdictions and to managing legal expenses prudently while matters proceed through the legal process. The Board was also informed that public and social media attention surrounding these issues has decreased significantly in recent months, with only limited activity occurring since the previous update.

17. **Committee Updates**
The Vice Presidents provided updates on committee activities in preparation for the summer board meeting. The Board encouraged continued collaboration among committees to ensure that policy documents are developed where needed and that proposals are aligned with organizational best practices and applicable governing body standards.

Next Board Meeting: Monday, August 17 at 8:00 p.m. E.T.

The meeting was adjourned at 10:30 a.m. CT.

Respectfully submitted,
Erika Braun, Secretary