



Board Meeting Minutes Monday November 3, 2025

Present: Rick Burton, Alex Cade, Kristen Carr, Jim Kanuch, Andrew Lee, Andrea Lin, Sarah McDaniel, Shawn Nadelen, Brandon Perkins, Ann Rodriguez, Jen Russell, and Gina Thomas

Remote participation: Tim Corrigan, Fielding Jamieson, Darren Lowe, Juan-Pablo Mas, Mikko Red Arrow, and Whitney Nye

Staff present: Will Blake, Chris Dax, Caitlin Kelley, Dave Krupinski, Cara Morris, Stephanie Mulette, Nancy Patrick, Larry Quinn, Marc Riccio, and Dan Shannon

Staff Absent: Dwane Morgan and Jason Vescovi

Ms. McDaniel called the meeting to order at 10:02 a.m.

- I. Welcome** [S. McDaniel]: Ms. McDaniel welcomed everyone. She stated the agenda would include a review of the 2025 financials to date and the forecast, review of and an approval request for the proposed 2026 Operating Budget, a celebration of five outgoing Directors and time to brainstorm some ideas.
- II. Consent Agenda** [S. McDaniel]: Ms. McDaniel asked if there were any questions. None arose. Mr. Lee moved to approve the June 2025 Board meeting minutes and 2026 meeting calendar; Ms. Carr seconded the motion. The motion was approved.

Conflict of Interest: None raised by Board members

- III. CEO Update** [M. Riccio]: Report submitted. Mr. Riccio reviewed USA Lacrosse's (USAL) three aspirational 2025 goals. He pointed out 2025's Annual Operating Plan's (AOP) risks and uncertainties remain for 2026, noting the cost to do business has increased greatly this year. Unprecedented is a term that defines much of 2025, including the USOPC National Governing Body (NGB) application and audit; age verification; coaching; National Team (NT) explosion in terms of participation, impact and number of events; and meetings with external groups.
Mr. Riccio reviewed Q3 highlights from his submitted report.

- IV. Lunch:** There was a break from 12:00 – 12:15 p.m. prior to a working lunch.

- V. Finance** [J. Kanuch / C. Morris]: Report submitted. Ms. Morris stated she provided two forecast scenarios during the June 2025 Board meeting:
 1. Maintaining the originally projected revenues, which would produce a \$460K net deficit
 2. Projections reflecting the continued decline of Other RevenuesMs. Morris stated the original Membership revenue projection was 420K; that number decreased in June to 415K. The current projection is 411K. Commercial revenue (sponsorship and retail) is underperforming as Philanthropy revenue remains flat to the original budget. Other Revenue was impacted by Athletes Unlimited (AU) discontinuing its lacrosse program. AU had contracted office space at USAL's headquarters for several years. Ms. Morris pointed out market performance is not calculated into operational budget

planning because there is no way of projecting outcomes and timing. The projected deficit will be closer to zero after market performance is included.

Ms. Morris presented a break-even 2026 Operating Budget, which. She reviewed the residual deficit, much attributed to Covid-19-related effects. Ms. Morris also reviewed USAL's strategic priorities to drive business in 2016.

Ms. Mulette stated the Membership Team has necessary steps in place to increase revenues. She made five new hires in 2025. Many positions have transitioned from remote status to working at USAL headquarters. Ms. Mulette stated membership insurance costs have increased. Discussion ensued regarding the other aspects of Membership budget expenses.

Ms. Morris stated USAL insurance claims continue to increase annually. USAL has maintained an aggregate deductible but has been trending over that amount. In order to keep 2025 premiums flat, the insurance carrier requested the aggregate deductible increase. She noted some policy changes maintain the premium regardless the number of USAL members each month vs. a fluctuating premium on a monthly basis.

Mr. Blake stated the Commercial revenue budget for 2026 is a 15% increase YOY. Growth will occur in continued partnership revenue momentum and a rebound in the retail area. Discussion ensued regarding the 2026 Partnerships revenue projection. Discussion ensued about long-term sustainability and retail strategies.

Mr. Dax stated the Foundation Team plans to increase revenue in 2026 by 15%. There will be six incoming Directors in January 2026. Mr. Dax referenced the comprehensive campaign feasibility study. National Grants are a management component of the Foundation Department but do not affect expenses. Discussion ensued regarding the comprehensive campaign timeline. Ms. Russell asked questions about the revenue goal, length of campaign time, donor identification, campaign leverage at the 2026 Gala, the need for additional staff and campaign marketing. Discussion ensued.

Ms. Morris stated the High Performance (HP) Department does not typically generate revenue. However, the National Team Development Program (NTDP) has expanded to include a U15 component, which has added to revenue generation. A large percentage of HP revenue generation was through a large, two-part USOPC grant. One grant part is for new NT activity; USAL will use that funding for its Sixes discipline teams, which is a USOPC expectation. The other part is for the National Lacrosse Center. USAL will fund the 2026 Women's NT activity that will include practices, travel to California for activity prior to traveling to Tokyo for the 2026 World Lacrosse Women's Championship. USAL will also stage Men's Senior Team tryouts and practices in 2025. The men's and women's sixes teams will travel to Jamaica for World Lacrosse's (WL) Continental Qualifier. The U.S. NTs will also participate in the Atlas Cup in the Fall. If the budget permits, the U.S. MNT will attend Canada's Super Sixes event. Mr. Dax stated Dr. Vescovi and he have discussed leveraging relationships with potential donors and/or commercial partners in areas where 2026 staging and training camps will be held.

Ms. Kelley provided details on the proposed 2026 Sport Experience expenses, which include e-Learning platform costs, USAL Coach Academies (in-person events that generate content later used in coach and official courses) and \$200K for grants to support local efforts to recruit and retain officials.. In 2025, Sport Experience launched virtual educational modules with an associated cost. USAL certified coaches and officials present in a smaller version of USAL's former LaxCon. Revenue is also generated through the Women's Collegiate Lacrosse Association's membership and event dues. Ms. Kelley sees potential future revenues via the Lacrosse Equipment Council (LEC). Ms. Kelley and Mr. Morales plan to develop a grant request to provide after school programming to grow lacrosse participation in Maryland. The programming would build on Mr. Morales's current PE Grant outlines and pilot in the Baltimore area. Ms. Morris stated the Foundation oversees five endowments, two which were created from the 1998 World Games that US(A) Lacrosse hosted (MNT Endowment and Youth Equipment Endowment). There is a WNT Endowment that began with the USWLA, one of the organizations involved in the merger to create US Lacrosse. The Baltimore City Middle School Lacrosse League Endowment still exists but the league is defunct. The goal is to use that endowment to help fund other Baltimore City lacrosse initiatives, such as those provided by The Living Classrooms.

Mr. Krupinski stated the Marketing Department has generated revenue the past six months via social media and has seen growth month over month. The team has also realized positive investment return, such as the Atlas Cup media ticket sales campaign. It boosted ticket sales beyond anticipated goals. USAL's social media platforms have had 50M more impressions YOY. Mr. Krupinski stated the 9% federal postage increase has added to expenses, which will impact postage costs for the two mailed USA Lacrosse Magazine issues in 2026. Paper and production costs have also increased. USAL has achieved optimal rates for those through research. The Marketing Team is working with the HP Team to spend efficiently on the NT marketing campaigns, which generated more NT revenue in 2025. One Q4 2025 focus continues to be on USAL's Retail environment. Mr. Krupinski and his team continue to work on learning, testing and optimizing. Mr. Perkins asked about long-term plans for the magazine. Discussion ensued on that, digital marketing, USAL lifetime member value, outside ROAS consultant costs, and USAL Magazine content's effect on social channels.

Mr. Shannon stated the IT Department has leveraged the costs for processing, hosting and storage as a result of AI-related issues. USAL's IT expenses will decrease 10% in 2026 due to USAL investments in top-of-line platforms. Mr. Shannon stated 2026 IT expenses will focus mostly on facilities hard costs for the campus and Tierney Field. IT's capital expenses will be associated with updates to membership products and the new website. Due to USAL's current platforms, Mr. Shannon has been able to reduce headcount required for associated projects.

Ms. Morris stated operating expenses are flat YOY. She referenced the payroll budget comparison YOY. The incentive program budget line is larger than other additional payroll budget lines because USAL achieved two of three organizational goals in 2024. Ms. Morris stated 2026 projected staff headcount does not include subcontracted labor, such as legal services Mr. Quinn provides. Those expenses are included elsewhere. Discussion ensued regarding incentive pay. Ms. Morris reviewed the 2026 Capital Expense Budget.

Ms. Morris stated the Finance Committee met the previous week. Mr. Kanuch congratulated department managers on their budget accountability and ownership, which is one reason why the projected 2026 budget is break even.

Mr. Kanuch moved to approve the 2026 Operating Budget; Mr. Burton seconded the motion. The motion was approved.

VI. Business Dashboards: Reports submitted. No questions arose.

VII. Old Business: No items were discussed.

VIII. New Business

- **Volunteer Nominees:** List submitted. Governance Committee Chair Andrew Lee stated three Board vacancies needed to be filled for 2026. One men's elite athlete has been identified. The Governance Committee continues work on securing Treasurer and IMLCA Board representative nominees. Mr. Kanuch moved to approve the full list 2026 USAL volunteer nominees; Ms. Thomas seconded the motion. The motion was approved.
- **Volunteers and Committees:** Report Submitted.
- **Recognition of Outgoing Directors:** Ms. McDaniel stated the USAL Board composition will shift from 19 to 15 Directors beginning January 1, 2026. She provided a list of accomplishments for each of the five Board members who will cycle off December 31, 2025 (Rick Burton, Kristen Carr, Jim Kanuch, Shawn Nadelen and Mikko Red Arrow). Ms. McDaniel thanked them for the huge amount of time and dedication they have put forth during their service.

Mr. Riccio stated each year USAL staff selects a Director of The Year. He read staff comments and a list of accomplishments for the winner. Jim Kanuch received the 2024 USA Lacrosse Director of The Year award.

IX. Executive Session: Guests and staff other than Mr. Riccio exited at 2:05 p.m.

X. Adjournment: The meeting adjourned at 2:30 p.m.

The Executive Committee approved the following:

- The Consent Agenda, which included the June Board meeting minutes, 2026 USAL/USALF Meeting and Event calendar and Executive Committee actions since the last Board meeting
- The 2026 USA Lacrosse Operating Budget
- 2026 USA Lacrosse volunteer nominees:
 - Board: Mike Ehrhardt
 - Governance Committee: Andrea Lin and Ann Rodriguez
 - Judicial Committee: Mikko Red Arrow (Chair)
 - Audit Subcommittee: Amy Olmert and Kathy Hannan
 - DEIO Subcommittee: Juan-Pablo Mas, Theresa Aydelott, Nadia Harmsen, Kevin Kelley, Gina Oliver Thomas
 - Investment Subcommittee: Ted Pappendick and Drew McKnight
 - Insurance/Risk Management Subcommittee: Mark Kolman
 - Lacrosse Equipment Council: David Petit, Trey Crisco, Steve Quintavalla, Jaci VanHeest, Wiemi Douoguih, John McGrory, Caitlin Kelley, Jason Vescovi
 - Member Experience Subcommittee: Rick Burton, Tamara Floruss, Eric Geringswald, Harry Jacobs, Ruthie Lavelle and John Sample
 - Native American Advisory Council: Justine Giles, Gayle Kelley, Mikko Red Arrow and Angela Riley
 - National Teams/High Performance Subcommittee: Ingrid Boyum and Mike Ehrhardt
 - Women’s Rules Subcommittee: Michael Nelson, Liz Goodman and Summer Aldred-Arens
 - Men’s Rules Subcommittee: Brad Scibak and Kole Dea
 - Women’s Collegiate Lacrosse Association Subcommittee: Annaliese Hernandez
 - Sponsorship Subcommittee: Tori Hanna, John McGrory, Christian Glorioso
 - Sports Science & Safety Subcommittee: Richard Hinton, Catherine Logan, Fielding Jamieson
 - Officials Task Force: Karin Blaine Tsering Short

Action Items Assigned: None were assigned.

There will be a hybrid Board meeting from 11:00 a.m. – 3:00 p.m., ET, on Monday, February 23, 2026.