



USA Rugby Board Meeting Minutes

Date: Thursday, December 11, 2025

Time: 11:00 am – 3:30 pm Mountain Time

Location: Virtual: Google Meet

1. Administrative Matters

The Meeting was opened at 11:03

- **Welcome:** Tom Cusack
- **Roll Call:** Tom Cusack,

Board Members Present: Tom Cusack, Chair; Steve Argeris; Jamie Burke; Victoria Folayan; Rick Humm; Tom Kelley; Paul Keeler; Denis Shanagher; Bill Stevens; Brett Thompson; Koma Gandy-Fischbein; arrived at 12:40 pm Mountain Time.

Board Members Absent: Julie Uhrman, excused

Others Present, USA Rugby Staff: Bill Goren, CEO; Todd Sowl, CFO; Tamara Sheppard, High Performance Director; Kelly Burton, Director of Compliance.

Others Present: Bob Latham, World Rugby; Steve Tew, World Rugby.

Conflict of Interest Statement & Declaration: Kelly Burton asked if anyone saw a conflict based on the agenda, and no conflicts were reported.

Minutes Ratification:

Steve moved to approve the **August 28, 2025** minutes. Bill Stevens seconded. **Motion approved unanimously.**

Steve moved to approve the **October 9, 2025** minutes. Bill Stevens seconded. **Motion approved unanimously.**

2. Leadership Updates

- **Chair Update:** Tom Cusack
 - Board Seat Update
 - Tom Cusack introduced new board member Tom Kelley and welcomed him to his first quarterly meeting.
 - Koma Gandy-Fischbein has moved to the Affiliated Member Representative position.
 - World Rugby Meeting Update - Chicago
 - Tom Cusack updated the Board on the World Rugby conversations and investment discussions.



- Tom Cusack will be sending out 2026 meeting dates.
 - Tom Cusack will be sending revised Committee and Board assignments in January.
 - **CEO Update:** Bill Goren
 - Staffing Update
 - Kevin Battle started as the Director of Community Training and Education.
 - Paris Malone will begin in the Communications Department in January.
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3. Governance

- SafeSport Audit Update – Kelly Burton shared the SafeSport Audit results and steps taken to address the corrective actions.
 - Policy – Sanctioning
 - The Sanctioning Policy was tabled at the last meeting, so the Board members could review. **Rick moved to adopt the Sanctioning Policy. Bill Stevens seconded. Motion approved unanimously.**
 - Kelly Burton informed the board that Conflict of Interest Disclosures and Gift and Entertainment Policy acknowledgements were forthcoming and to look for the email soon.
 - Kelly Burton introduced the draft Anti-Corruption Policy.
 - The Policy will be forwarded to USOPC and World Rugby for review, then submitted back to the board for approval.
 - Bill Goren reintroduced the Athlete Safety Policy. The board requested the draft be reviewed by USOPC prior to Board final review and approval. Bill will submit the draft to USOPC.
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4. Philanthropy

- Denis updated the Board on the progress toward establishing the Foundation and finalizing paperwork and directors.
 - Until the Foundation is finalized, all donations will be accepted by USA Rugby.
 - Denis shared the details of “The USA Rugby Final Match” campaign end-of-the-year match for fundraising.
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5. Financial/Risk

- Denis presented updates to the year-end financials.
- 2026 Budget Discussion:
 - Denis and Todd presented the 2026 Budget.
 - Tom and Denis discussed recent developments that may impact the budget.
 - The Board discussed the budget in principle.



- The budget will be updated as necessary and presented at the next meeting for approval.
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6. Legal Update

- Bill Goren updated the Board on the procedural status of the Texas litigation.
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7. High-Performance Update

- Budget:
 - Tamara shared that under the current budget, her high priority is managing funding and trying to determine how to grow while spending is flat.
 - Chula Vista Facility: The rental has been renewed, and Tamara foresees an operational upgrade of the facility.
 - Men's 15 Debrief:
 - Tamara shared a November debrief for the Men's XV's. One win, two losses in test matches.
 - She noted the physical and strategic priorities going into 2026.
 - Tamara discussed some Men's XV's pathways programming and staffing strategies.
 - Tamara discussed the high performance calendar at a general level and shared that the high performance calendar has not yet been finalized.
 - Women's 15 Debrief
 - Tamara shared a November debrief for the Women's XV's.
 - Jack Hanratty has been hired to serve as the Women's XV's head coach starting in January.
 - She noted the physical and strategic priorities going into 2026.
 - Pathways:
 - Tamara shared the fundamentals of the Pathways Program.
 - Tamara shared the structure and targeted approach to high performance in the pathway program.
 - Tamara fielded questions from Board members, including how to to engage the communities in the high performance pathway program.
 - High Performance Coach Development:
 - Tamara fielded questions from Board members, including how to to engage the communities in the high performance coach development.
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8. Closing: Tom Cusack closed the meeting at 3:43 pm Mountain Time.



9. Executive Session

- The Board retired to Executive Session.

Respectfully submitted,

Kelly Burton on behalf of Bill Goren