2026 Athlete Board Representative Commitment Form Questionnaires

Teal Cohen

1. Briefly state why you are interested in serving on the Board of USRowing.

Rowing has given me so much. It has shaped the discipline and work ethic I bring to both my athletic and professional work; it has given me my closest friendships; and it has provided me with truly life-changing experiences. Over the past few years, I've come to see how much of our success as National Team athletes depends on the support of people and resources from across the USRowing organization, many of whom I rarely if ever interact with directly. When we are fortunate enough to stand on the podium, it represents the success of not just us as athletes, but everyone who worked so hard to help get us there. I want to be part of that support for athletes for generations to come.

As a current athlete, I can offer the Board a real-time and unfiltered perspective of what's happening on the ground, what is supporting athlete performance and well-being, and where there's room for improvement. I've come up through every stage of the pipeline to reach the National Team, and I want to be a voice for rowers at each of those stages, not only at the top. I care deeply about growing the sport, and the National Team is only as strong as the system that feeds it, from the community volunteer-run club and junior level all the way up to the elite level. Above all, I want to give back to the sport that has given me so much and help set USRowing up for success long after my own elite career is over.

2. Please elaborate on your leadership experience with organizational management. Have you served on a Board of Directors or had oversight responsibilities for another organization?

While I have not served on a Board of Directors, I have served as a leader on several rowing teams, from high school all the way to the National Team. I have also acted as a mentor to numerous high school and collegiate athletes. In my professional roles outside of rowing, I have contributed to strategic planning, managed organizational execution, and facilitated effective communication and collaboration across diverse teams. I recognize the importance of listening to competing views, advocacy, and consensus building.

3. What skills would you bring to the Board of Directors, and how do you feel they would make an impact on the organization? For those candidates with business experience, a senior executive with fund-raising; talent management and HR experience; financial management responsibility; and/or communications, marketing & sponsorship experience would be preferred. If you have specific experience as a high-level volunteer with organizational success, please indicate.

First, I bring perspective. I joined the Senior National Team in 2022, during a period of significant change and turnover, and over the past several years I've watched the organization

transform. I started rowing with a scholastic high school team out of a small volunteer run boathouse, before going on the row at University of Washington. I have spent time training on my own, with various high performance clubs, and now with the full support of USRowing.

I believe strongly in where our national governing body is today and in its mission. I also know the National Team athlete experience from more than one side. Before finding success, I spent a couple of years trying to break into the team, including stretches without funding or support. That gave me a clear sense of what developing athletes need to stay in the sport, and what it takes to turn potential into international results. I would also bring these perspectives to the Board.

Outside of rowing, I work for Clavana, a buy-side M&A advisory firm, where I build and maintain relationships with business owners, private equity partners, and corporate development teams, with the goal of identifying where interests align. USRowing serves many constituencies, from a wide array of athletes and clubs to members, donors, and sponsors. I believe my communication skills could be an asset to the Board as it focuses on outcomes that serve all USRowing's constituencies.

Prior to Clavana, I led marketing and worked to secure corporate sponsorships for an executive networking startup company for Fortune 500 executives (coincidently named CREW). As part of a small team, I tracked and improved member engagement, gaining hands-on marketing and customer engagement experience while helping grow membership by more than 100%. I would bring that growth and marketing mindset to USRowing's efforts towards sponsorship, membership engagement, and communications, all so critical as we head towards LA28.

4. USRowing answers to many different constituencies, so prioritization will be important. What is your understanding of the purpose/mission of the USRowing Board of Directors, and how would you support keeping the board focused on its key initiatives and mission driven?

I see the Board's purpose as setting the strategic direction for the future of rowing in the United States and providing the infrastructure and support to ensure the continued growth of, and access to, rowing. That means providing guidance and oversight for the organization's leadership, keeping governance and finances healthy, and empowering athletes at all levels of the sport. Through making the organization and its member services as strong as possible, we can not only set up our National Team for a successful home Olympics but also fuel the next generation of rowers and expansion of the sport.

To keep the Board focused and mission-driven, I would work to ensure every part of the rowing community is heard and served, including juniors, collegiate athletes, elite athletes, masters, clubs, underserved community programs, referees, and donors. I've had personal experience with many of these constituencies personally, and I would actively solicit the views from as many of these groups as possible.

At this point in my life, strengthening American rowing is one the missions that matters most to me, and being a voice for it on the Board would be an honor.

5. Service on the Board requires a serious commitment of time and talent. In addition to quarterly meetings (generally held between Friday and Sunday), special meetings are called as circumstances require. Two consecutive unexcused absences from in-person board meetings results in automatic removal of a board member under the Bylaws. Much of the Board's work is done through committee assignments that require substantial preparation. Each director is expected to serve on at least two committees in addition to Board service. Moreover, athlete representatives on the Board also serve on the USRowing Athlete Council, which is a significant time commitment. All directors must fund their travel to meetings, with travel funding provided to athlete representatives. In light of the foregoing, describe your availability and ability to commit the necessary time and resources required for service on the Board.

Outside of training and competition windows, I can make myself available virtually anytime. I can travel when our training and competition schedules align, and even when I'm on the road, I am always able to make myself available via phone. My position with Clavana is quite flexible. I recognize the commitment and would make it a priority.

Alexander Hedge

1. Briefly state why you are interested in serving on the Board of USRowing.

My relationship with the sport of rowing has dramatically changed over the past year. In February, I was diagnosed with cancer and forced to step away from the National Team. My diagnosis has made me come to terms with the reality that, for now, my body cannot contribute to this team in the way I wish it could. But my heart, mind, and commitment to USRowing remain unwavering.

Up to this point, I have spent six years within the USRowing high-performance system, as both a training center athlete and a member of a high-performance club. This experience has given me a unique, firsthand perspective on the system. I have represented the United States on the international stage and competed at every level from junior rowing to the US National Team.

Fundamentally, the ethic of leaving a place better than I found it is why I am pursuing this position. I will continue to support USRowing and the athletes who represent this country with the USA crest on their chest. While I'm not able to line up alongside my teammates right now, my passion to leave this organization better than I found it has never been stronger. It would be an honor to serve in this role and continue to support the mission of USRowing.

2. Please elaborate on your leadership experience with organizational management. Have you served on a Board of Directors or had oversight responsibilities for another organization?

I have a deep history of leadership roles within the sport of rowing. I served as captain of the Columbia Heavyweight Rowing Team for both my junior and senior years, earning the

distinction of a rare two-year captaincy. I also served as the men's team leader on the Craftsbury Green Racing Project. More recently, I have taken on the role of athlete ambassador for the Survivor Rowing Network, deepening my connection to the sport beyond the national team level.

I am currently an MBA student in Tuck's two-year program, where I am working to serve as an MBA Fellow for the Tuck Next Step program, a program that supports athletes transitioning away from full-time competition and into the professional world. In this capacity, I will mentor and guide participating athletes through that transition, drawing on my own athletic experience and business education. This opportunity would further equip me to support athletes on and off the water, at every level and throughout every stage of their personal and professional journeys.

3. What skills would you bring to the Board of Directors, and how do you feel they would make an impact on the organization? For those candidates with business experience, a senior executive with fund-raising; talent management and HR experience; financial management responsibility; and/or communications, marketing & sponsorship experience would be preferred. If you have specific experience as a high-level volunteer with organizational success, please indicate.

I have several nonprofit experiences I can draw on as an athlete representative on the USRowing Board of Directors. At the Vermont Affordable Housing Coalition, I worked as a resident organizer, a role that closely mirrors the responsibilities of an athlete representative. I learned the importance of being an active listener, understanding the perspectives of those I represented, and advocating for voices that had historically gone unheard. The role strengthened my ability to build trust, communicate across different stakeholders, and translate the needs and concerns of a community into meaningful executive action.

Alongside this work, I led the nonprofit's annual fundraising drive, raising over six figures in support of its mission. My Tuck MBA has already given me a strategic and governance toolkit for an executive function, including coursework in financial analytics, financial accounting, managerial communication, strategy, and marketing. Together, my nonprofit experience, my MBA, and my athletic career position me uniquely not just to support USRowing as a national governing body, but also to understand the nuanced needs of national team, collegiate, and junior athletes, having competed at all three levels myself. These experiences have prepared me to take on this role and support USRowing athletes in their pursuit of World Championship and Olympic medals.

4. USRowing answers to many different constituencies, so prioritization will be important. What is your understanding of the purpose/mission of the USRowing Board of Directors, and how would you support keeping the board focused on its key initiatives and mission driven?

I believe USRowing's current "Going for G.O.L.D." framework (Growth of the Sport, Organizational Health, Lasting and Well-Defined Membership Value, and Drive for Excellence on the World Stage) aligns with my own rowing journey, and I would like to help steward and grow American rowing.

As an athlete representative, I would focus on two priorities under Drive for Excellence. First, I would expand the number of athletes with access to stipends to remove financial stress from their lives, so they can focus on performing rather than making ends meet. I would do this while protecting performance stipends, which reward athletes for delivering results for the USA. Second, I would ensure athletes have robust access to USOPC healthcare, which I've come to learn can quite literally be lifesaving. I would advocate for expansion of both, because athletes perform best when they are supported as whole people.

My perspective is also shaped by my recognition of the power of inclusion in the sport. I have volunteered my time with Brick City in Newark, New Jersey, and become an ambassador for the Survivor Rowing Network. Both have shown me how much value rowing can provide in a multitude of people's lives, and I want to ensure the sport continues to grow and is accessible to everyone, regardless of background.

I would bring the perspective of national team athletes to every decision the Board makes, while keeping in mind that my duty, under the USRowing Board of Directors Guidelines, is to USRowing's members, clubs, and regions. To keep the Board mission-driven, I would ask of each major decision which G.O.L.D. pillar it advances and who it serves. That serves the whole organization and helps the U.S. bring home as many medals as possible in LA 2028.

5. Service on the Board requires a serious commitment of time and talent. In addition to quarterly meetings (generally held between Friday and Sunday), special meetings are called as circumstances require. Two consecutive unexcused absences from in-person board meetings results in automatic removal of a board member under the Bylaws. Much of the Board's work is done through committee assignments that require substantial preparation. Each director is expected to serve on at least two committees in addition to Board service. Moreover, athlete representatives on the Board also serve on the USRowing Athlete Council, which is a significant time commitment. All directors must fund their travel to meetings, with travel funding provided to athlete representatives. In light of the foregoing, describe your availability and ability to commit the necessary time and resources required for service on the Board.

I recognize the time and personal investment required to fulfill the duties of this role, and I do not take this commitment lightly. There is a lot of flexibility around my studies, and Fridays through Sundays are typically completely off for Tuck students, which aligns with the Board's quarterly meeting schedule. I understand that directors serve on at least two committees and that athlete representatives also serve on the USRowing Athlete Council, and I am prepared to give the time that work requires.

Additionally, there may be questions about my health. I have been cleared by my oncology team to resume normal health and lifestyle practices, and my cancer diagnosis will not get in the way of my board commitments. Should anything arise, I will work proactively with my oncology team to ensure that I can be present at all board meetings, wherever I am.

I promise to give full commitment to this role and to be an active and present member of this community, and I will show up as the best version of myself to support my USRowing National

Team teammates.

Pieter Quinton

1. Briefly state why you are interested in serving on the Board of USRowing.

Rowing has been a central pillar of my life for the last 15 years. For the last five years, I have had the privilege of being an athlete on the National Team, competing at four World Championships and one Olympic Games. During that time, USRowing has made great strides in supporting its elite athletes: professionalizing the experience through increased financial support, expanding resources offered, and systematizing the training. There is still room to grow. We can do more to support our currently training athletes and more to support retired athletes in their post rowing transitions. As an Athlete Representative on the Board of Directors and as a current athlete on the team, I can bring the athlete voice to the center of decision making at USRowing. I firmly believe many of the improvements to the National Team experience are tied to the increasing involvement of athletes throughout all levels of USRowing. We have the potential to make our National Teams the best in the world but to do so, we need to continue to build on the momentum we have. We as athletes have the power to positively drive the direction of our sport. My aim is to channel the strength of our collective voice to advocate for all of you and ensure USRowing keeps pushing to advance our National Teams and to support our National Team athletes.

2. Please elaborate on your leadership experience with organizational management. Have you served on a Board of Directors or had oversight responsibilities for another organization?

I am currently an athlete representative on the USRowing Athlete Council where I serve as a voice and an advocate for athletes throughout the National Team system. Through that role, I had the additional opportunity to serve on the USRowing CEO Search Committee this year and am currently on the Currents Committee and the Governance, Ethics, and Nominating Committee. In these roles, I have worked closely with many of the existing board members and understand the role the board plays in leading USRowing. I believe these experiences have prepared me for the organizational management responsibilities of a member on the USRowing Board of Directors.

3. What skills would you bring to the Board of Directors, and how do you feel they would make an impact on the organization? For those candidates with business experience, a senior executive with fund-raising; talent management and HR experience; financial management responsibility; and/or communications, marketing & sponsorship experience would be preferred. If you have specific experience as a high-level volunteer with organizational success, please indicate.

Professionally, I bring a policy and finance background. I have a master's degree in public policy and governance. Through that degree, I worked with nonprofit organizations in organizational and financial management.

Additionally, I have continued to build upon my understanding of strong financial management and organizational leadership through a professional career in equity research. I'd look forward to using my skills and background to support the board in leading the organizational success of USRowing.

4. USRowing answers to many different constituencies, so prioritization will be important. What is your understanding of the purpose/mission of the USRowing Board of Directors, and how would you support keeping the board focused on its key initiatives and mission driven?

The purpose of the USRowing Board of Directors is to support and lead the organization in fulfilling its stated mission of "stewarding, strengthening, and growing American rowing by championing performance and igniting new passion for the sport." That purpose will be at the forefront of my mind through everything we would do on the board. As a current member of the National Team, championing performance and pursuing excellence are the objectives we strive for every day. As a board member, I would be able to ensure the athlete voice is present in our discussions and initiatives better enabling us to support our National Team in reaching its goals. With a home Olympics less than two years away, we need to be prepared as an organization to capitalize on that opportunity. Success at the LA2028 Olympics is both in the performances on the water and also in getting eyes on our sport so people of all backgrounds, age groups, and demographics are curious about trying rowing. My goal as a board member will be to ensure we are building a National Team system that institutionalizes success and inspires more people to want to row and continue rowing.

5. Service on the Board requires a serious commitment of time and talent. In addition to quarterly meetings (generally held between Friday and Sunday), special meetings are called as circumstances require. Two consecutive unexcused absences from in-person board meetings results in automatic removal of a board member under the Bylaws. Much of the Board's work is done through committee assignments that require substantial preparation. Each director is expected to serve on at least two committees in addition to Board service. Moreover, athlete representatives on the Board also serve on the USRowing Athlete Council, which is a significant time commitment. All directors must fund their travel to meetings, with travel funding provided to athlete representatives. In light of the foregoing, describe your availability and ability to commit the necessary time and resources required for service on the Board.

Serving on the board would be an honor and as such, it would be a priority for me to be present and active in all of my commitments. I am currently serving on the Athlete Council as well as two USRowing committees, so I have experience balancing many of the obligations of a board member with my training and professional responsibilities. I'd look forward to the opportunity to give back to USRowing and its members and I am more than willing to put in the work and make the time to succeed in my duties as a board member.