



2026 USRowing Special Election Northeast Board Rep - Commitment Form Questionnaire Answers

Gary Caldwell

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

I served on the Board previously as Treasurer and Finance Committee Chair (2014-2017), and as a fifty+ year member of the rowing community as an athlete, college and club coach, director and Commissioner of the Intercollegiate Rowing Association. I have a unique blend of relationships throughout the entire sport. I have a well-earned reputation for having the ability to get things done, supervise large events and groups of athletes and coaches, and I simply love the sport, and have time now and this is a great way to give back.

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?

As stated above, I was on the Board previously as treasurer. Additionally, I have worked from the other side as Commissioner of the IRA where I worked hand in hand with the athletic administrators who formed our Board of Stewards (Directors). In addition, we worked with over 3,800 athletes each year and 120+ head coaches and 250+ assistant coaches as we ran multiple championships and enforced the rules of college rowing.

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.

Administrative knowhow, 40+ years as a college coach, I know what the job entails, major fund raising specifically for programs at Trinity College, Marist, Northeastern and Tufts. Built and fundraised for boathouse at Tufts. Understanding of Title IX issues having started women's rowing at Trinity in 1972. Also spent ten years working in the insurance industry from 1982-1992. I administered significantly large budgets as Director of Rowing at Tufts, and Commissioner at the IRA, as well as working hand in hand with the comptroller at USRowing when treasurer.

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 think this Board has a unique opportunity now to come together with one voice and I feel I have a lot to offer in terms of progress given my experiences as outlined above. USRowing is at a critical stage of its existence and needs to become more transparent and member friendly. That starts at the top with the Board and Executive Director. I feel my potential input carries the weight of 58 years of sport specific experience and my track record proves that I have significant value to add to this Board. I believe that well intentioned folks like the ones on this board will welcome the constructive thoughts I can add to their deliberative process.

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 retired from the IRA in October 2024 and continue to be involved in the sport as an advisor to several organizations. But it's volunteer work and I do not anticipate time management to be any kind of issue.

David S. Huntington

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

I am interested in serving on the Board of USRowing because I have a passion for the sport of rowing and believe I have the skills and experience to contribute meaningfully to the Board's mission to steward, strengthen and grow American rowing.

I have been deeply involved in the sport of rowing for over 40 years, both as a competitor and as a supporter of rowing organizations. I was a walk-on to the Princeton heavyweight crew team and was elected captain my senior year. After college, I continued to row competitively at the club and masters levels, representing, among others, the Royal Hong Kong Yacht Club, Union Boat Club, the New York Athletic Club, Potomac Boat Club,

Penn Athletic Club, Palm Beach Rowing Association, Occoquan Boat Club, Kent Mitchell Rowing Club and Fat Cat Rowing Club. I have competed at Henley six times, at the World Masters regatta six times (most recently in Banyoles in 2025) and at the Head of the Charles more than 25 times.

I am a founding board member and former board chair of Row New York, which built the model for successful youth rowing programs in inner-city neighborhoods, combining high dosage rowing programs with academic tutoring and college prep. I am currently leading an effort on behalf of Row New York to build the Harlem River Rowing Center, which will be a newly constructed five-bay community boathouse in New York City. I am a steward and past president of Power Ten New York.

As a trustee of the USRowing Foundation, I have been a part of an ongoing modernization and transformation of USRowing. I provide regular pro bono legal services to USRowing (including drafting the documents establishing the Foundation, which has now become a powerful engine for fundraising to support USRowing programs), and I serve on the nominating committee. This coming fall, I will be honored at the Golden Oars Gala for my contributions to USRowing.

I believe the perspective gained from these experiences will allow me to make important contributions to the work of the USRowing Board.

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 extensive experience serving on boards of directors of not-for-profit organizations. I served for six years as board chair of Row New York, during a time of extraordinary growth when the organization added boys rowing, expanded to Manhattan and committed to building a flagship community boathouse. I am currently chairing an effort to complete funding and construction of the Harlem River Rowing Center, which will serve as the hub of the rowing community in New York City, providing youth, high performance, masters, para and adaptive, learn to row and veterans rowing programs. As a USRowing Foundation Trustee, I serve on the nominating committee and provide pro bono legal services to USRowing.

Other current board service includes the Regional Plan Association (member of the executive and development committees) and the Uptown Film Center (member of the finance and construction committees). I am a former long-time board member of Princeton in Africa.

In my professional life, as a partner at Paul Weiss, I have decades of experience as a co-owner and manager of a multi-billion-dollar business. I previously served as Counsel to the Chairman of the Securities and Exchange Commission in Washington, D.C. with management responsibility for an agency of 4,000 federal employees.

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 extensive fundraising experience. In addition to my work on the USRowing Foundation, I am leading an effort to complete a \$52 million capital raise for the Harlem River Rowing Center, and I am part of a team raising \$36 million for the purchase and renovation of a landmark movie theater in Manhattan.

In my professional life, I have decades of experience advising boards of directors of public companies on governance, disclosure and communications matters.

I have strong interpersonal skills and believe in a collaborative, collegial approach to organizational management and board governance.

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?

USRowing's stated mission is to steward, strengthen and grow American rowing by championing performance and igniting new passion for the sport. I think about the success of American rowing the way I think about a well-functioning boathouse. The best boathouse is one that has the full life cycle of rowers - middle school and high school rowers, high performance athletes, para and adaptive athletes and masters rowers - with each group feeding off, inspiring and championing the others.

Youth and scholastic rowers are the future of our sport, and USRowing should continue to focus on strengthening its support for coaches and clubs providing these programs.

At the high-performance level, USRowing has made significant strides in providing greater financial support and better resources for the National Team and this should continue to be a priority. In addition to fundraising, I believe USRowing can do more to support the career development of athletes who wish to stay in the system for multiple Olympic cycles.

Para and adaptive rowing is a vital pillar of our sport, and we should continue to expand opportunities for these athletes to participate at all levels. And fostering masters programs strengthens the rowing ecosystem and provides important resources to ensure that rowers of all ages can continue to train and compete.

At the end of the day, coaches are the lifeblood of our sport and USRowing should continually rededicate itself to understanding and responding to the changing needs of coaches and their clubs.

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 fully understand the time commitment involved in service on the Board and, if elected, will commit the necessary time and resources.

Stephen McKiernan

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

I am formally seeking the position of Northeast Regional Representative, driven by a profound commitment to the advancement of rowing both regionally and nationally. Through my multifaceted experience as an educator, coach, and Race Director of the NEIRA Championship Regatta, I have developed a comprehensive understanding of the structural strengths and systemic challenges within our sport. The Northeast maintains a critical, distinctive perspective within USRowing, and I am eager to leverage this role to enhance institutional communication, facilitate athlete and coach professionalization, and ensure our region's strategic interests are articulated and integrated into national governance.

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?

My leadership profile is a synthesis of organizational oversight, educational administration, and athletic program development. As the Race Director for the NEIRA Championship Regatta—one of the nation's most venerable and expansive scholastic rowing events—I manage high-stakes operations involving a broad spectrum of stakeholders, including municipal agencies, venue management, and diverse volunteer cohorts. My core competencies in this capacity encompass fiscal stewardship, strategic logistical planning, risk mitigation, and the cultivation of sustainable corporate

sponsorships, all aimed at preserving the event's historic prestige while fostering modern growth.

Complementing my administrative work, my tenure coaching at institutions such as Boston College High School and the Cambridge Boat Club has been defined by a focus on character-based athletic development and program scalability. These roles required a sophisticated approach to team culture, stakeholder engagement, and the coordination of specialized coaching staff to achieve high-performance outcomes.

Professionally, my expertise in education and adolescent psychology informs my leadership style with a unique emphasis on consensus-building and effective communication. Navigating complex institutional dynamics among families, faculty, and executive administration has refined my ability to manage competing priorities with empathy, accountability, and a focus on long-term developmental objectives.

While my experience has primarily centered on executive-level operational leadership rather than formal corporate board membership, I have consistently operated in high-level collaborative environments requiring policy implementation, fiduciary awareness, and strategic organizational decision-making. I possess the requisite maturity and analytical rigor to transition seamlessly into a formal governance role.

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 offer the Board a unique value proposition: a blend of operational mastery, psychological insight, and a deep-rooted understanding of the Northeast's rowing ecosystem. My experience across scholastic, club, and large-scale event management allows me to contribute a holistic perspective that balances grassroots needs with institutional strategic imperatives.

My leadership of the NEIRA Championship Regatta serves as a testament to my ability to manage complex, multi-million-dollar-impact events. This role necessitates a volunteer executive mindset, where I must balance the diverse interests of schools, vendors, and governing bodies while maintaining the organization's reputation for excellence. My background in crisis management and fiscal oversight ensures that I can provide the Board with practical, solutions-oriented guidance.

Furthermore, my background in talent development and mentorship offers the Board an expert lens through which to evaluate athlete welfare and coach education. By integrating principles of adolescent psychology into our organizational culture, I can help USRowing strengthen its commitment to healthy, sustainable athlete pathways and professionalized coaching standards.

Critically, I remain actively engaged at the local level, providing a direct pulse on the operational and developmental challenges facing contemporary programs. This connection to the membership, combined with my increasing involvement in regional governance and championship access discussions, allows me to bridge the gap between executive strategy and local implementation.

If elected, I will serve as a disciplined, transparent, and collaborative Board member. I am committed to fostering a culture of mutual trust and strategic clarity, ensuring that USRowing's decisions are both data-informed and mission-aligned.

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 recognize the USRowing Board of Directors as the primary custodian of the organization's strategic vision, governance, and long-term viability. The Board's mandate is to provide rigorous oversight while ensuring that all initiatives remain tethered to the core mission: the inclusive growth and safety of rowing across all disciplines in the United States.

Given the vast diversity of the USRowing constituency—ranging from adaptive and youth programs to high-performance elite squads—the Board must maintain a disciplined, mission-driven focus. Effective leadership requires the ability to prioritize high-impact initiatives that secure the sport's financial and operational future without being diverted by peripheral interests.

I will advocate for a governance model that emphasizes transparency and evidence-based decision-making. I believe the Board's efficacy depends on its ability to distinguish between operational concerns and governance priorities, ensuring that leadership remains focused on sustainable growth rather than reacting to transient pressures.

Central to my approach will be the restoration of trust through clear and consistent engagement with our membership. Many institutional challenges are rooted in communication voids; as a representative, I will work to ensure that the membership feels heard and that the rationale behind Board decisions is clearly articulated and accessible.

Ultimately, I am committed to a collaborative governance style that prioritizes athlete safety, organizational stability, and the democratization of access to our sport nationwide.

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 am fully cognizant of the significant fiduciary and temporal commitments required for service on the USRowing Board. My professional trajectory has prepared me for the rigors of high-level service, and I am ready to dedicate the preparation and focus necessary to contribute to the Board's success.

In my current leadership roles, I am accustomed to managing complex administrative cycles, facilitating high-stakes meetings, and coordinating with diverse national stakeholders. I understand that the efficacy of a Board is predicated on the reliability and thorough preparation of its individual members, and I hold myself to the highest standards of professional accountability.

I am prepared to commit the extensive time required for plenary sessions, committee assignments, and ongoing strategic dialogue. I view reliability and active participation as non-negotiable elements of Board service and will ensure that my contributions are consistent, thoughtful, and timely.

Furthermore, I am fully prepared to meet the personal obligations associated with this position, including travel and relevant expenses. I view this opportunity as a significant investment in the future of the rowing community, and I am eager to contribute my leadership to help USRowing navigate its next chapter of growth and excellence.

Shreeyash Palshikar

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

As an Asian American who learned how to row in a community rowing program while at a vocational high school, then rowed at Amherst College, I would bring a unique perspective and combination of skills to the board. I have been involved in rowing for over three decades as both an athlete and as a coach while pursuing a varied career in the arts, academia, and serving in government. Olympic and university athletes who train at the NYAC, the juniors I coach at PCRA, and the masters I coach at HRCR, give me the direct access to all levels of the sport, in addition to being a competitive masters rower and parent of two junior rowers.

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?

As a small business owner for over two decades, I have led teams and worked with multiple high-level stakeholders around the world to successfully achieve stretch goals. I have adapted to changing market conditions, guided the creation of products generating revenue streams, and made some tough decisions to take calculated risks based on analysis of the best information available at the time.

My unique combination of experiences includes serving in government, where I wrote top secret time sensitive analysis for advisors to the President of the United States in coordination with multiple agencies during the Obama administration.

In academia, I had leadership roles on multiple college committees including the President's Council for an Inclusive, Thriving, and Equitable Community where I advised the president on managing emergent situations and creating an inclusive environment that allowed all community members to thrive and fully contribute.

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.

Three main skills I would bring to the Board are communication, analysis, and fundraising.

My communications skills have been honed over a career in arts, and academia. Both fields taught me different versions of effective communication to diverse audiences explaining complex topics in clear, comprehensible, compelling ways. I have found that when people are excited about a message, they act. This is the impactful communication the Board needs to shape the future of a complex sport with multiple stakeholders in this dynamic and unpredictable global environment.

Completing a PhD, then being trained to a gold standard by the government, and working as an intelligence analyst, has given me analytical skills and foresight to see emerging trends and advise leaders to act early. The businesses, government officials, athletes, and students I work with have felt the impact of my analysis by making time sensitive decisions with real effects. From POTUS deciding how to deal with emerging global events, to coaches moving practices indoors ahead of inclement weather, they are based on analysis, communication, decisive action.

I have found that when people in organizations hear a clear compelling message based on strong analysis, they offer resources to help achieve worthwhile goals. Fundraising is more about finding good value aligned partners for a project who believe in it, not trying to convince skeptical people of the merits of the mission. For years, I have found organizations and private individuals to invest in projects from conducting research in

foreign countries to creating new works in the USA. For example, I have won multiple Fulbright fellowships and created consulting opportunities with global companies like Disney. Currently, I am leading a high-performance team to raise \$5 million to complete a global documentary project.

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 Board is to keep the organization focused on the needs of the members by leveraging its existing information and resources while also looking ahead and being prepared for emergent events others do not anticipate. I have seen how the elements of the US Rowing mission can support each other as more competitive success ignites greater passion for the sport. The more people who participate in the sport at all levels, the more competitive elite athletes will be.

I know firsthand the many barriers to women and minorities thriving in the sport and have experienced what it takes to overcome them. Using my story, I have personally introduced half a dozen first generation women of color to rowing by working with their families. One of them just won third at nationals this year.

I would support the board in being focused and mission-aligned by pointing out this self-reinforcement, while finding ways to communicate this to all levels of the organization. I do this in my coaching, for example by arranging for a current national team member who just won gold in Plovdiv to speak to my juniors going to Youth Nationals for the first time.

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.

After years with other institutions determining my schedule, I am now focused on developing my business, giving me a flexible schedule for the coming years. My location in New York makes it convenient for me to travel to meetings when needed. Years of experience serving on multiple arts, academic, and government committees has given me the experience to balance my time to contribute to each of the committees on which I

serve by preparing effectively for meetings, and by staying aware of relevant events and trends between meetings.

I would welcome an opportunity to bring my unique perspective, skills, and life experiences to serve a sport that has given me many opportunities over the years at a time of great change in rowing and sports in the USA, and around the world.

Hilary Parkhurst

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

USRowing has faced significant criticism over the past 15 years. Rather than focusing on past shortcomings, I am committed to being an agent of constructive change. The recent leadership transitions within the organization present a unique opportunity for renewal. Instead of dwelling on inefficiencies, I believe in actively contributing to solutions and progress. As a competitive masters rower, former high school and collegiate athlete, and the parent of high school and collegiate rowers, I bring a multifaceted perspective to the sport. Rowing has profoundly impacted my life, providing opportunities for personal growth, teamwork, and academic advancement. I am dedicated to giving back to a community that has given me so much.

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 serving as a Trustee at St. Paul's School (2004-2013), I participated on the Development Committee and the Grounds and Building Committee. During that time, we experienced major changes in leadership and had to strategize to stabilize giving in a challenging environment.

More recently I chaired the Education Committee at the Prouts Neck Conservancy, including the publication of two educational books and initiating collaborative projects with other organizations on the Neck to address community concerns and demonstrate effective partnership. I can manage criticism constructively by creating joint projects that reflect joint organizational values.

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.

My experience at St. Paul's School highlights my ability to bring oversight and strategic direction during challenging times. This helps any group focus on core priorities and assist in adapting to organizational changes. While working within the Conservancy, and while teaching, I can see the overall picture while creating detailed execution.

thoughtfully. I have also been involved in successful fundraising activities, on the Foundation Board for USRowing, the Conservancy and at St. Paul's School; it is key to engage stakeholders and secure resources.

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?

USRowing and its NGB Board have two (2) main goals: 1. - to make rowing safe and accessible for all, and 2. to develop a National Team that represents the United States at the highest level. Answering to many different constituencies makes this very challenging. The most effective method to keep the Board focused is a constant reminder of priorities and staying on task. Board discussions and decisions need to be grounded by the primary objectives. A framework can be found within which all goals can be met. There is no room for egos here; the focus needs to remain on the members and the athletes. The Board may need to think outside the box and/or reorganize differently, but solutions can be found.

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.

My children are grown and gone and my husband is retired. I have time to dedicate to USRowing. I relish the opportunity to immerse myself in problem solving and conflict resolution, for the betterment of the sport and its participants. For something that given me so much, it is the least I can do.