

USSA BOARD OF DIRECTORS' MEETING MINUTES

Summit C - The Yarrow Hotel & Conference Center, Park City, UT
Sunday, May 23, 2004 from 7:30 a.m. – 11:30 a.m.

USSA BOARD OF DIRECTORS' ATTENDANCE

Chuck Ferries – Chairman

FIS/USOC

FIS Ranking Representative: Bill Marolt

USOC Ranking Representative: Jim McCarthy

USSTF

Bill Bindley – Vice Chairman - teleconference

Dexter Paine - Treasurer

Jeanne Jackson - teleconference

Hank Tauber

Thom Weisel - absent

Vacancy

SPORT REPRESENTATIVES

Alpine Representative: Bob Dart

Snowboard Representative: Mike Mallon - teleconference

Freestyle Representative: Andy Wise

Cross Country Representative: Lee Todd - teleconference

Jumping/Nordic Combined Representative: Alan Johnson

Disabled Representative: Jack Benedick

ATHLETES

Alpine Athlete: Chris Puckett - absent

Snowboard Athlete: Rick Bower

Freestyle Athlete: Craig Rodman

Cross Country Athlete: Jon Engen - teleconference

Jumping/Nordic Combined Athlete: Greg Boester – absent

Disabled Athlete: Willie Stewart – resigned preceding the USSA board meeting - Vacancy

EX-OFFICIO/NON VOTING

USOC Athletes' Advisory Council Representative: Nelson Carmichael - absent

NSAA President/Chair: Michael Berry - absent

SIA President/Chair: David Ingemie - absent

HONORARY

Dr. Bud Little – absent

Dr. Leland Sosman

GUESTS

Bill Gorton

Alex Natt

Tom Kelly

Annette Royle

Trisha Worthington

Todd Wakefield

Alan Ashley

Mark Lampe

Lisa Antonucci

Laura Carlson

Suzette Cantin

Fraser West

Paul Robbins

Polly-Jo Clark

Andy Walshe

Gary Black

Dave Tengdin

Brewster McVicker

Daryl Landstrom

Stanley Goldschmidt

1. **Chairman's Meeting Opening & Welcome: Chuck Ferries**

Ferries welcomed everyone and called the USSA board of directors' meeting to order. He verified that enough people were in attendance to achieve quorum to conduct the meeting and he asked those attending by teleconference to remain on the phone at least through the bylaw amendments. He stated for the record that Jon Engen, Lee Todd, Bill Bindley, Mike Mallon, and Jeanne Jackson were teleconferencing. Ferries also stated that, for the record, Greg Boester was excused due to the addition of a baby boy to the family the preceding day. He welcomed new board member, Jeanne Jackson, to the board. He stated that Gary Taylor, who had been a longstanding member of the board representing snowboard had resigned and he thanked him for his efforts and stated that Mike Mallon was the new snowboard sport board representative. He asked to get the business done as quickly as possible while everyone was on the phone.

2. **USSA Agenda Approval: Chuck Ferries**

Ferries asked for a motion to approve the agenda as submitted.

Motion #1: To approve the USSA Board of Directors' meeting agenda.

M/S/C Jim McCarthy/Hank Tauber – approved by acclamation

3. **USSA Meeting Minutes' Approval: Chuck Ferries**

Chuck Ferries then asked for a motion to approve the December 2003 meeting minutes.

Motion #2: To approve the USSA Board of Directors' meeting minutes from December 2003.

M/S/C Jim McCarthy/Dexter Paine – approved by acclamation

4. **Chairman's Report: Chuck Ferries**

Ferries stated that the company had had a terrific year at all levels; athletic performance was outstanding at the national team level and across all disciplines and down to the local levels. Ferries stated that more really good ski racers were coming into the program. What Daron Rahlves and Bode Miller and Todd Lodwick and all the rest of the athletes had done was really outstanding and, he said, we should all be very proud.

Ferries stated that this was the ninth year in a row of surplus for USSA. He commended everyone on staff for this terrific job. Another thing that he noted was the strong working relationship between the staff and the volunteers in all the different areas, which he felt seemed to be growing. He said that all were looking for new and better ways to work together so that each department could do a better job all the time. He said that would be critical as USSA moved forward.

Ferries commended the Foundation, saying that it was certainly the best in the world of any sports organization. He said that when the company was faced with a potential deficit at year end, the Foundation stepped up and helped to close the gap. Everyone involved helped from the time of the Vail meetings on. He said that our real opportunity was in the future. He said that in less than two years the Olympics would take place and that in the next three years there would be an additional two World Championships as well. He said that USSA would have to continue to raise the level. He said that the staff

was doing an outstanding job. He said that USSA's competitors would not be standing still and that there would be new people and better athletes to face and that USSA would have to step up to meet the goals of the future.

Ferries stated that the executive committee had been looking at what would happen after 2006 and 2010 and beyond. He said USSA had to be able to move forward after 2006 and that it would be even more challenging after 2010. He stated that a new contract was being finalized with Bill Marolt as president of the organization through 2010. Ferries stated that he was very pleased about this and that Bill had done a great job of leading the organization and that he anticipated that USSA would reach greater heights under his leadership and provide stability to the organization, to staff, athletes and volunteers.

Ferries also stated that the organizational structure of USSA was under review as well as how to meet the challenges after 2010 when a new regime would take over for the organization. He said that the goal was to keep the organizational structure sound and have great people in all positions so the organization would not miss a beat going forward. He closed saying that these were some of the challenges that were being worked on for the long-term and he thanked all the volunteers for their hard work and reminded everyone that the focus was always on the kids to provide the opportunity to be the best that they can be.

5. Nomination Screening Committee Report: Chuck Ferries

Ferries stated that a motion was needed to accept the USSTF's nomination of Hank Tauber, Dexter Paine and Jeanne Jackson to the board as its representatives.

Motion #3: To approve the nominations as presented for the USSA board.

M/S/C Bill Marolt/Jim McCarthy – approved by acclamation

Ferries then asked for a motion to confirm the nominations of Bob Dart for alpine, Jack Benedick for disabled and Mike Mallon for snowboard and Jon Engen for cross country as sport and athlete representatives respectively to the USSA board.

Motion #4: To approve the nominations as presented for the USSA board.

M/S/C Jim McCarthy/Dexter Paine – approved by acclamation

Paine re-nominated Chuck Ferries as USSA chair for the next two years.

Motion #5: To re-nominate Chuck Ferries as chairman of the USSA board.

M/S/C Dexter Paine/Jim McCarthy – approved by acclamation

Marolt thanked all the new and re-nominated members to the board for serving.

6. Ratification of the Actions of the Executive Committee: Chuck Ferries

Natt stated that, prior to the FIS Congress, USSA's FIS representation needed to be submitted to the FIS for the next two years (also prior to the USSA board meeting) so it was dealt with in executive committee and that the representation was submitted in the meeting binder and he asked for a motion for approval.

Motion #16: To approve the actions of the executive committee regarding USSA's FIS representation for 2004-2006.

M/S/C Dexter Paine/Jim McCarthy – approved by acclamation

7. **USSA Bylaw Amendments: Alex Natt**

Natt stated that for the first amendment USSA was keeping its promise to the board when formally changing the name of the Audit Working Group to Audit Committee and making it a permanent standing committee as defined in the USSA bylaws. The amendment, he stated, modified Article VI, creating a new section G.

Proposed Amendment. Article VI Government and Operations new section G.

G. There shall be an Audit Committee appointed by the Board. The Audit Committee's primary duties and responsibilities are to review and appraise the audit efforts of the organization's independent accountants, to provide an open avenue of communication among the independent accountants, management, and the Board of Directors, and to serve as an independent and objective party to review and monitor the organization's financial reports and internal control processes. The Audit Committee shall establish policies and procedures not inconsistent with these Bylaws, which shall be approved by the Board. The Audit Committee shall be a permanent standing committee. Nominations for appointment to the Audit Committee shall be provided to the Board by the Nomination Screening Committee.

He then asked for a motion to adopt the amendment as presented at the meeting.

Motion #6: To adopt the amendment as presented.

M/S/C Jeanne Jackson/Jim McCarthy – approved by acclamation

Natt stated that the second bylaw amendment was proposed for Article VI(A)(1)(n) and the purpose of the amendment was to provide the maximum amount of protection under the Utah non-profit statute for the board should the board choose to make distribution of the assets of USSA to other non-profit cooperative organizations.

Proposed Amendment. Article VI Government and Operations, Section A. 1 (n).

(n) The Board may make distributions of the assets or income of USSA to a cooperative non-profit corporation consistent with its charitable, educational purposes and/or for other purposes that further USSA's corporate interest.

McCarthy asked what cooperative meant. Natt replied Cooperative organization as that term was defined in both the Utah statutes and federal law. The organization would need to support USSA's vision and mission. Natt stated that the amendment was derived from the Utah statutes. He also stated that by virtue of passing this amendment, no distributions were authorized. It was merely intended to provide the maximum amount of protection under the Utah non-profit statute.

Motion #7: To adopt the amendment as presented.

M/S/C Dexter Paine/Jim McCarthy – approved by acclamation

8. **CEO Report: Bill Marolt**

Marolt stated that he was excited about taking on the responsibility of the organization through 2010. He said that his personal gauge in looking at the future was that he wanted to do the job as long as he had a passion and enthusiasm for what USSA was doing. He stated that it was important for anyone in a leadership role to have a passion for what they were doing. He said that, at the end of the day, the organization was working with kids and that they wanted to be acknowledged and know that they had support and value and he said that it was important that they see that in the leadership.

Every time he reported on the company, he said that he reported on the vision and mission. He said that it was important to do that – to constantly remind ourselves of what we were trying to accomplish. He said that USSA was trying to be the best in the world. He said the journey had begun in the 96/97 year and USSA had continued to emphasize this and that this theme had worked itself from the organization out into the field – to the grass roots level programs. He said that, from an organizational standpoint, everyone needed to have that singleness of purpose.

At the same time, four organizational goals were established: (1) athletic excellence, which USSA had continued to focus on; (2) financial strength, and USSA had its ninth year of financial surplus; (3) organizational growth, he stated that the organization was growing slowly and that a focus was to bring new members into the organization through membership and marketing programs; (4) clear corporate image, which he stated was critical. He said that USSA wanted to be known as a world-class sports organization. He said that when someone saw USSA's marks, the goal was that they knew what that meant – that it stood for excellence.

He said that he would make a few comments on the state of the company and on each of the departments and that the department vice presidents would report in greater detail.

He stated that staff, volunteers, and athletes had bought into the vision and that USSA had developed a strong partnership between the national office and professional staff in Park City through the pipeline to the grass roots levels – regions, divisions and clubs. He was proud that USSA had been able to establish these strong cooperative relationships. USSA in partnerships provided good programs for individual athletes as they got closer to the levels of elite athletes. He stated that USSA had continuity in leadership and that only one vice president had left in eight years. What that provided was consistency in programs and created a positive environment for kids to become best in the world. He said that a company had been created that had confidence and a sense of well-being.

Marolt said that he was also delighted about the planning process, particularly in the last two years when resources were limited and it was tough work to allocate funds against priorities. He said that it was a difficult task to identify where to spend the next dollar but the outcome was that the organization was doing a better job with fewer resources. He said that what that translated to was more athletes qualifying at all levels, moving more athletes into elite competition, adding greater depth at the end of the day. He stated that if USSA was to be best in the world it needed more than just one or two great kids on a respective team. He said that there was no doubt that USSA took a major step this year in its athletic programs. He said that '02 was a really good year and that '03 was a better year and that this year, looking across all of the sports, every program excelled. He listed various athletic successes including winning the Marc Hodler trophy for the best results in the world junior championships in alpine. He said that the US was the only country besides Austria to win the trophy, winning two of the last three years. He said that was a tremendous accomplishment and provided pride to the organization since these athletes came from club and academy programs.

Marolt re-iterated that USSA continued to invest in the four cornerstones of athletic success: elite teams, development teams and projects, sport science, and education.

On the financial side, a comment that Ferries made that he felt really good about was that the board had never had to come to the staff and ask them to cut budgets. USSA was now providing budgets that were in balance and had a projected surplus and had managed to the budgets in the last eight years and that was attributable to the strengths of the vice presidents. The 04/05 fiscal year provided additional challenges. He said that the programs were built out to provide service to elite athletes to be the best in the world.

In the membership area, he said, that this was the fourth year of growth. He said that this was positive in that it reflected the strength of what was being done athletically and that another contributing factor was the club insurance program. Many of the clubs around the country were unable to secure insurance and had secured it through the USSA's umbrella, which had provided a good benefit to the clubs.

In Sales and Marketing, USSA continued to battle a tough economy. He said that was beginning to turn around. He said that Ted Morris and Tom Kelly would discuss the marketing plan later in the meeting presentation.

In Communications, Marolt stated that USSA had done a good job considering the few dollars spent, the focus had been on a strong web site and electronic communications, attributable to Tom Kelly, who produced a good product for the organization in this area.

In Events, the company sanctioned approximately 4,000 events yearly. He said that Annette Royle and her staff ran approximately 35 – 40 major events annually. He said that they did a fantastic job, making the events more marketable and fan friendly. He said that USSA continued to look at ways to make events more attractive. He highlighted the Freestyle event of the past year at Deer Valley with wonderful participation from corporate sponsors who saw value in the quality of events run.

In Foundation, he said they had done a magnificent job in supporting the organization. This year, with the greater need, there was a call to action and the trustees responded with a record year in fund raising. The major gift program, he said, had strong support at the \$25,000 level but now the focus was on adding \$5,000, \$10,000, \$15,000 and \$20,000 gifts. Staff had been hired to improve this area.

Marolt then discussed where USSA stood in its goal of best in the world. He said that the challenge was to continue to grow the revenue stream, particularly in the sales area. He said that the Foundation resources needed to continue to grow. He said that USSA needed to continue to do a great job with the USOC and continue to develop internal resources through dues fees, etc. He said that revenue 'drives the engine' and continued to fund programs and that funding needed to grow. He said that USSA had a sense of urgency over the next 20 months. He said that this would be the greatest opportunity that the company would ever have. He said that coming out of Torino as best in the world would propel the company into the future in an ongoing basis – challenging to remain best in the world from that point forward. Marolt said that he had never been more enthusiastic about the direction of the company.

9. Financial Report: Mark Lampe

Lampe said that he would touch on the '04 year-end forecast, provide an update on the endowment fund and discuss the challenges of the '05 budget. The year, he said, would be finished with an \$80,000 budget surplus. It was a significant challenge in November in the areas of TV commercials and achieving the major gifts target. He said that the pace picked up from December forward and exceeded the goal in major gifts. This was critical to continuing the athletic program without making mid-year cuts. He said that Jeanne

Jackson, Peter Kellogg, Bill Marolt, and Trisha Worthington would be continuing on the capital campaign to increase the size of pledges. The need had been identified in 2000 because, looking past 2002, a post-Olympic decline in revenue was anticipated. One of the ways identified to offset this was to begin to build an endowment.

As Marolt stated, FY05 was challenging due to sponsor revenue declines of \$1.5 million (change in auto category inventory due to FIS sale of title sponsorship of the Alpine World Cup to a conflicting auto company). In addition, he stated that athletics would need an additional \$500,000 to remain on track with existing programs due to cost of living and currency rates and the loss of purchasing power.

In the budget process, the first priority was success in Torino and to provide the elite team programs what they needed to meet medal goals. In similar challenges USSA took a hard look at all areas of the company looking for realistic revenue increases and looking at cost reductions. Revenue increases were identified in four areas: major gifts program (strong success last three months, anticipated increases in revenue next year), increased gold pass price (to \$6,000 suggested at December board meetings – plan to sell out program despite price increase), new educational materials (the first education dvd had triple anticipated sales and five more dvd's were nearing completion) and endowment grant (bringing an additional \$300,000 revenue over prior year).

As sponsor interest had declined post-Olympics and marketing dollars in corporate America had not fully recharged, a number of events were determined to be unprofitable and three were removed from the calendar for significant savings (Jumping World Cup, RoC, and Airwave). Revenue associated with those events, he said, had been moved into other properties. TV production was also eliminated from those events and others where sponsor support was not significant. Total savings for these were \$700,000.

The final budget for FY05 included decreases in sponsorship and rights but increased revenue in Foundation due to major gifts, increased gold pass, and special events; dues, fees, pool and education, he said, would contribute to growth in that category. He said that the goal was also for membership head count to grow. Finally, the increase from the endowment would help to solve the problem. He stated that the impact was a slight reduction to athletics from \$10.2 to \$10.1 million. That impact was larger, he said, because \$10.7 million was needed to stay even. As Athletics looked to cut \$600,000 from programs, they did a great job in going through the programs to make sure that the elite programs were covered and that the impact to development was minimized. There was little lopping off of entire programs. All programs worked to keep the same programs on a little less. He used as illustration if four coaches had worked on a program, they might have reduced to three, instead of three service staff, they might have two. He said that while these were tough decisions, the enthusiasm from the Athletic Summit was that everyone was up for that challenge.

Finally, he reviewed budget highlights and reported that all the teams had done a great job of balancing short vs. long-term needs. A strong elite athletic program had been maintained. Also planned, he said, was the implementation of a marketing/branding program using the PR agency that was used prior to the Salt Lake Games with a focus to making sure that USSA's exposure was increased to the American public as well as sponsor industry trade magazines so they knew about USSA when 'we came knocking'. The focus, he said, would be on promoting the top half dozen athletes and that should return dividends when new sponsors were approached. He said that a continued emphasis would be the major gifts program with the hiring of a third major gifts manager, covering the midwest. He also mentioned again the educational dvd's which would have athletic benefit and short-term revenue benefit as well.

Lampe said he wanted to note that the alpine national development system was still in place and was working well with Walt, the regions and clubs. He said that that would continue to feed promising athletes into the national team.

Finally, he mentioned that there would be eight network hours: 2 for Alpine World Cup, 3 for Snowboard Grand Prix, 2 for Freestyle World Cups and 1 for the Snowboard World Cup. He said that USSA had entered into a new cable relationship which should provide better broadcast times and provide significant contributions to the production costs.

Rodman asked for the status of the training facility. Lampe replied that land had never actually been purchased - that USSA had been in negotiations but the purchase had been contingent on reaching the endowment campaign goals. After 9/11, he said, USSA discontinued asking for gifts as the market changed. Long-term it still remained a goal of the organization, he said. He said that the original parcel of land was no longer available but also that no assets had been committed. He said that as the capital campaign grew, USSA would have the opportunity to look at doing that. Marolt reiterated that USSA was still committed to getting this done.

Ferries reminded the board that what was needed was to get the land donated. It was a huge part of the expense and that the efforts to move forward should be in that direction and that both Bill's had been working on that. The training center was something that they would still like to move forward to accomplish between 2006 and 2010.

10. Athletics Report: Alan Ashley

Ashley reviewed medal count and trends. He explained that the athletes and coaches had loftier goals than those listed in the chart. Ashley reiterated that the numbers listed on the chart were realistic and achievable to become best in the world. He said that, in the 2003 World Championships, Norway won 20 medals in the Olympic disciplines, which set the benchmark for what USSA believed was needed for 2006.

Ashley stated that, in the first four years, USSA had focused on the elite performance model and the elite performance plan. He said that the focus was on making sure that the top teams had the best programs in each sport. He said that had been evaluated against the international competition and that had been the focus going into the 2002 Games. As the organization moved forward, Ashley stated that the last few years were focused on increasing sport domination in certain areas and implementing some research. He discussed the friction studies at the University of Colorado and the use of GPS to measure the acceleration of force. He said that an additional year was needed to get information on these but these had the potential to be unique tools to provide innovative feedback to athletes.

Ashley stated that, at the same time, he wanted to take the information learned from the elite models and drive them down to the community so that the education programs through the national development systems would allow working more closely with the clubs and coaches in the different programs.

Ashley reported on last year's programs. He stated that the alpine program headed by Jesse Hunt had done a fantastic job of collaborating and coordinating with the elite teams and helped to ensure that the education programs were put together. He stated there were great results last year and that people were moving into the top 30 of the World Cup, which he indicated was a great measure of what the future would look like. He said there was a good bulk of athletes in a position to move forward. He said that Daron and Bode were really dominant but he also noted that there were a lot of young girls coming up, which gave the organization a lot of hope for the future. He used Lindsey Kildow as

an example of this. He said that he felt that the women's program would be very well prepared for Torino and surprise everyone.

Ashley stated that the freestyle program was dominant in men's moguls - a program in which USSA was best in the world. He said that women's moguls were close to being best in the world, but would need another year to be there. In aerials, he said, USSA didn't have the program currently to be best in the world. This spring, the aerial team went to San Diego for a conditioning camp. It was a tough schedule with three-a-day workouts beginning at 5:15 am. He said that the camp was used to set higher expectations individually and as a team and that it worked very well. He discussed the sessions with the Navy Seals which took everybody's expectations beyond where they thought they could go. He said that the physical conditioning program of the Seals, with its emphasis on everyone working as a team, was a great environment for the athletes.

Ashley stated that the snowboard program continued to have a good program. He stated that Jeremy Forster had been put in place as the snowboard director with Becky Woolley heading up the domestic program. He said that some coaching changes were made this spring and that Jan Wengelin was back to work with the team. He also said that the effort was made to shore up the halfpipe program, which he called the bread and butter of the program. He reminded the group that the snowboard halfpipe program was best in the world in 2002 and that he wanted to continue to move in that direction.

On the nordic side, he said that USSA came from the World Championships with a win by Johnny Spillane, who did not have quite as good a year this year. Spillane did start to improve toward the end of the season. Todd Lodwick, he said, was the man of the hour in nordic combined this year, having won the German Grand Prix. He had his best season ever and anticipated them pushing each other forward.

In cross country, Kris Freeman reached top 25 allowing him to move to the paid group for cross country, the first time since the early 80's USSA had an athlete in this group.

In jumping some changes were made. Corby Fisher moved over to the jumping program replacing Kari Ylianttila. He said that, as soon as he was named into that position, Alan Alborn returned to the program. He said that a Norwegian had been named to assist Bard Elden with the nordic combined program. Ashley stated that he felt strategic decisions were made that were excellent.

In the disabled program, he said that the Nations' Cup had been reclaimed. He said that the women's team took monoski overall. In nordic, USSA had number 1 with Candace Cable in women's overall and Steve Cook was number 2 in standings. He said that the leadership under Sandy Metzger with Kevin Jardine and the consistency provided by Jon Kremelmeyer were paying dividends. He mentioned the huge support provided to the program by SkiTAM - 800 people at the final banquet to support the disabled ski team.

Ashley said that tough decisions had had to be made this year. He said that ultimately, as USSA got better, more resources were needed to support the athletes at the top. At the same time, he said that he wanted to push the service program in nordic and alpine.

Ashley said he wanted to develop better technology; he used the example of the high speed camera acquired for the organization, which would provide an exceptional training tool in alpine, cross country, nordic combined and jumping specifically.

Sport science and education, he said, was an area in which USSA was leading the USOC effort. He said that USSA had a great sport science program focused on strength and conditioning, physiology, nutrition and providing high-level feedback to the programs.

On the medical side, he said USSA had one of the best programs of injury and rehab management. During the year there were seven injuries on the alpine side, one third of the team, but all were returning to competition due to the comprehensive rehab program.

In addition, Craig mentioned the conditioning center, and USSA this last year tripled the size of the temporary strength and conditioning center with the staff located there. He said there would be between 60 and 70 athletes training there daily.

Coaches' education, he said, was a big press last year. The alpine skiing fundamentals cd was developed. This summer strength and conditioning and physiology cd's would be completed and would be usable for all sport, and USSA anticipated selling these outside the USSA family. He said that one of the strategies was to take a look at selling to the 43 NGBs of the USOC to generate revenue to expand the coaches' education program. In addition, a moguls fundamentals cd would be completed during the year.

Ashley said that his focus going forward would be on leadership, consistency among coaching staff and programs going forward, focus on best athletes having all the resources needed and making sure everyone operated as a team. He said that the one thing that the US brought forth was the concept of team and working together and setting high expectations and helping each other reach those expectations.

McCarthy asked about the impact on snowboard reference the factory teams. Ashley responded that a lot of the athletes had good arrangements with their sponsors and, if those athletes were not part of the fulltime program, good relationships were still being maintained and specifically at competitions everyone worked together as a team.

Ashley stated that, compared to 2002 when there were no relationship with athletes such as Danny Kass, now USSA had relationships with every top rider and great communication with them.

11. Sales & Marketing Report: Ted Morris

Ted Morris reported via teleconference. He stated that it was crucial to have improvement in the TV ratings to achieve the revenue goal. He said current ratings had hurt in renewals and in attempts to sell \$4 million in inventory needed over the last few seasons. He said that TV sales would continue to be a critical factor. He said that \$1.5 million remained unsold for the first time in six years and a reversal in that trend was needed as well. He said that this year would see the introduction of the first-ever marketing plan for the organization whose focus would be generating revenue and it would be introduced later in the presentation. He said athletic success continued to fuel sponsor interest and that walking into meetings and having potential sponsors recognize Daron and Bode and Jeremy Bloom helped and more of those star athletes were needed.

He said that, looking at TV for 04/05, USSA was still under its four-year agreement with NBC that would take the organization through the 2006 Olympics. He said that the big change would take place after the Athens Games and NBC would begin its focus on the winter sports. He said that would be good for USSA's athletes and events.

He stated that USSA had moved its cable package to Outdoor Life Network on an exclusive basis through 2008. He said that OLN was now in 60 million households. He said that the agreement included rights fees, which would cover approximately 50% of production costs. The time periods, he said, would be prime times with multiple re-airings. OLN would also put support into European ski coverage. From a revenue standpoint, he said, it eliminated the cable sales risks of the last several years where USSA had to sell all the inventory. OLN would now be responsible for selling all the units

in the show. He said they had a very capable sales force to do that. He said this would allow USSA to plan more efficiently on revenue goals.

On the sponsorship side, there were five major renewals to be completed at the end of FY 03/04 seasons; most significantly the auto category, Chevy Truck and an agreement was pending with Chevy. He said the biggest change was USSA's inability to sell Alpine World Cup inventory. With that taken out of the agreement it was similar in scale to what they were doing in an event-to-event standpoint for past rights payments. He said that USSA was excited to have survived a very difficult process with Chevy, which had eliminated all sponsorships with the exception of NASCAR and the U. S. Ski Team. He listed the other auto manufacturers with whom discussions had been held. The process, he said, allowed USSA to assess the fair market value of its property in that category.

The next major renewal was with Sprint. This one, he said, had also been an arduous process of going through several rounds of the ranks and USSA should ultimately be successful in renewing this agreement. He said that the relationship had been in existence since 1992 and that discussions had also taken place with other communications companies to assess the fair market value.

United Airlines, he stated, looked good for an additional two years. He said that Paul Mitchell had been a sponsor for three years and they were focused on freestyle and snowboarding and that this looked good for renewal. Kelly's unfortunately would not be renewing. This was too bad since it was a good first effort at dealing with European sponsors and indicative of the value that the alpine team could bring to a global company and he was optimistic in seeing continued interest from European companies.

In terms of new sponsorships, Morris stated that there were agreements with Yahoo! and State Farm, which were both strong deals for USSA. The first would help with the branding efforts and bring value in kind in terms of promotion. State Farm would be a title sponsor of one of USSA's events for a two-year agreement. Shaklee and others were being pursued but did not have pending agreements at this time. He then mentioned the second tier sponsors with whom it would take longer to reach agreements.

He said that USSA had its strongest licensing partner ever with Tommy Hilfiger getting the brand out to buyers who had never seen snow and been exposed to USSA's marks. Their holiday efforts included product in 11,000 stores in the U. S. bringing USSA products to a new base of fans. He said that they were in 400 stores in Europe last season and would increase that by the coming holiday season.

He mentioned Select Design as another strong partner. They made a significant effort at getting into ski and snowboard shops with t-shirts, hats, etc. He said that this was an area in which USSA had not been meeting its expectations. He said that they were fully vested in developing relationships with resorts and their stores.

He said that a thorough marketing analysis had been undertaken and what was needed to improve the value of the brand for sponsors. Four items were identified as needed: increased promotional support from broadcast partners; sponsor promotions tied to USSA brands and athletes; stronger message within sports marketing industry; and, increased emphasis on overall promotion of our athletes, events and sports.

ESPN had been good in that they were one of the largest cable partners but they were weak in promotional support for USSA. OLN would provide that missing piece and should help USSA establish a solid ratings base. Once the summer Olympics concluded, he said, we would see increased interest from NBC with whom USSA had a great working relationship across the board. They were fans of the organization and its athletes which, he said, would be good for USSA for the next two years.

He said that we needed our sponsors to activate and promote our brands. In the last couple of years in the downturn of sponsorship and sales, there were few activating their sponsorship relationships as there were leading up to 2002. He said that USSA was very focused on this point and pushing sponsors to use its athletes in their advertising and promotions to continue to grow the popularity of the sport.

He said that it was also important to be in the sports business journals on a weekly basis in *Advertising Age* and other publications and be visible in the sports marketing arena so that we were on the minds of potential sponsors.

He said that a recurring theme was the promotion of USSA's athletes. He said that USSA was still a niche sport and that everything needed to be done to increase the visibility of the stars to make the athletes bigger, events more important and the brand stand out in a crowded marketplace.

He said that by the 2006 Games in Torino, he wanted USSA to walk in with five of the biggest names and stories on the U. S. Olympic Team. He said that, if USSA could do that, it would be in very good shape from a corporate sponsorship standpoint, ratings would be solid and provide the greatest opportunity for revenue growth.

Tom Kelly reviewed the two-year marketing plan which would include: promotion of star athletes (identifying the 8-10 athletes with the greatest chance of athletic success and marketability at the 2006 Games with a dedicated PR & advertising campaign around these athletes starting now), promotion of the TV schedule (OLN had been a great marketing partner over the last years spending money to promote the coverage of World Cup skiing which had never been seen in the history of USSA's relationship with ESPN; in addition NBC had been a proven partner), and increase sports marketing visibility (and increase the visibility of all USSA's revenue generating properties; USSA would identify 12 business stories to increase USSA's visibility in the trade/industry publications); grow fan base (tangible, identifiable fan base of 100,000 by Torino); increasing ratings and excitement of TV (would rely on the format of the programming with an increased focus on star athletes and more behind-the-scenes coverage; the content of the TV was being worked out now for taking advantage of what USSA had); increased promotion of premiere events (lights, nights, fans, metro areas, etc.).

Jeanne Jackson asked about the time commitment to make these programs come to fruition, would this require increased staff? Kelly stated that refocusing efforts would be in the communications and public relations area to be more focused on programs that would be part of the marketing plan as opposed to public relations just to increase awareness of the brand. He said the most significant area in spending would be getting back to a public relations agency. He said that had been extremely effective leading into Salt Lake and the firm would greatly enhance USSA's ability to get coverage on the athletes. Kelly said that USSA did a lot in communicating with the web site that would provide the base for what USSA would do with its fans. He said that it would not be a lot of incremental work to generate more marketing promotions that would increase the awareness to fans but also sell the fans things.

McCarthy asked about the difference in stated revenue at \$8.1 million in marketing revenue but the budget indicating \$5.3 million. He said that his assumption was that he was using net numbers for the revenue side. He said given the size of the difference, it would be helpful to explain this.

Lampe said that the budgets were based on a conservative estimate of the revenue. He said that this year was the largest to be sold or renewed number seen in several years. He stated that the amount was almost \$6 million to renew on the gross basis before

pulling out the entire fulfillment. He said the number that Ted provided was the number that he and his staff were challenging themselves to achieve; in terms of the available inventory, Lampe stated that the department had a good shot at achieving somewhere between the two numbers but that USSA would not spend athletically against something that hadn't been sold until those firm up. He said that there were a number of initiatives prioritized so that if some of that money firmed up during the summer months, some of those programs could be brought back on line at that time.

McCarthy again asked if these were net numbers? Lampe replied yes. McCarthy mentioned the ability of the USOC to promote star athletes, and asked if USSA had worked with them for targeting potential athletes for star status?

Kelly replied that regular discussions were held with the USOC but that their focus to date had been on Athens so more discussions were held with NBC than the USOC to date. He was not concerned, as USSA had established a very good working relationship with the USOC. For now there would be very limited face time with them until September 1st and that USSA was 'a year to 14 months ahead of where we were the last time around.'

12. Events Report: Annette Royle

Royle said that she was pleased to report on the past season in that World Cups were held in all sport divisions, which made a very exciting year. She said that in the Alpine World Cup they had a unique situation in that Park City was withdrawing from the Alpine World Cup going forward, having been involved with the Alpine World Cup for 18 years in hosting so that posed a challenge. She stated that there were major challenges with early season snow. The US was known throughout the world as able to deliver that racing condition, which, she stated, was a yearly risk, coming the week before Thanksgiving. She said that one of USSA's major initiatives before the FIS was to try to delay the start of the World Cup. She said that USSA's proposal was to delay the start and maintain the 7-8 race starts but consolidate them into two versus three weekends. Next season, there would be four races, all disciplines for men would be racing in Beaver Creek in December. She said that USSA was in negotiations for a women's site for 3-4 races the week of Thanksgiving. She said that this took USSA a step in the right direction in consolidating the World Cup calendar. She said it was gratifying to see the interest in the World Cup had been good and that the challenge remained that the Alpine World Cup was a very expensive event and included the added risk of having snow with a prepared course in November.

Royle discussed the Freestyle World Cups and said that it was one of the more entertaining events. The program for USSA was very strong and showcased those athletes. At Deer Valley over the last year, the first night dual moguls competition was staged, which was a spectacular event. Night events were a home run every single time and dual moguls were a lot of fun and easy to determine the winner by the lay watcher and very exciting to watch. (Clip of Bloom and Dawson shown.) Royle said the head-to-head competition with two Americans was just spectacular. She said that formats were under review at the FIS level and that having a dual event was a fan-friendly format.

She then mentioned that a Jumping World Cup took place on the Olympic venue at the Utah Olympic Park. She stated that it, too, was a very exciting event to watch and that USSA had established its credibility with the FIS with this venue and ability to host a World Cup. She said that USSA was now in a position with the FIS where they were asking for a World Cup to be staged here. She pointed out that jumping was a truly family friendly event that was exciting to watch and was obvious to determine who was performing. She mentioned the Polish fan club that had come in from Chicago just for

the event. The jumping was a return to the Olympic moment, she stated, and she hoped that the event could return to the US calendar some time in the future.

Snowboard World Cup. Royle said that USSA was very strong in the snowboard properties but that one of the challenges was the value of the agreement with the FIS. She stated that this last season USSA reached an agreement that provided fair market value back to USSA which allowed USSA to hold the World Cup and set the standard as USSA negotiated on other marketing issues which appeared in virtually every other sport; and it was very important to stage a domestic World Cup, particularly next season as USSA earned Olympic quota spots. She stated that USSA was in site negotiations for the World Cup for the coming season.

Royle stated that she wanted to touch on creating valuable event properties. She said that they would identify a handful of fan-friendly events to attract crowds and that this was very important because this was done to attract sponsorships. Under review were metro events, night events under the lights and bringing live entertainment to these events to create added value for USSA's partners: sponsors, resorts and those invested in the sports and to grow the fan base. Royle said that an NBC case study showed that music and lifestyle were high as "must see TV" and that when these were combined the 18 to 34 demographic increased. Royle said that they were working to make sure that those on-site experiences were created which then showed in the TV program. She explained that this year USSA held its first metro event at Mt. Creek NJ (a snowboard Grand Prix) 45 miles outside of New York. She stated that a great audience had been captured and that she was currently in negotiation for a long-term agreement. She said that, in addition, four night events were held and six entertainment events. For this season, Royle stated that they were looking to have one or two metro events, 3 night events and 3 entertainment opportunities.

Royle shared information on a community case study that was undertaken of Park City in terms of the value to the community for the events brought to the community judged on spectator presence (32,000); media impressions (26.9 million domestic impressions); network TV (10.7 million viewers); international value (over 55 million international viewers watching the alpine and jumping events in Park City). She said that these numbers were a huge step from a few years ago and would help to leverage USSA's partners and sites. Marolt explained that the events broadcast in Europe appeared in prime time and compared favorably with the viewership of any of the European events. She said that she was excited about what USSA had to sell for the future.

Discussion ensued about metro events such as the snowboard event staged in Chicago at Soldier Field by another group and the high costs associated with bringing infrastructure to those areas. Jeanne Jackson asked about the ability to have some type of presence at non-USSA events. Royle said that USSA could take a look at that.

13. Foundation Report: Trisha Worthington

Worthington said that the gold pass program continued to be USSA's most successful program, consistently raising a net of a little over \$1.5 million annually. She stated that the program was sold out for the past seven years (350 passes). The demand and popularity of the pass contributed to the decision to raise the price to \$6,000 this year. She said that a marketing plan was being implemented for the first time in the history of the pass – not to rely on word of mouth sales as in the past. The marketing plan will promote the pass as the ultimate lift ticket through direct mail, internet promotions and publications such as the *Wall Street Journal*, *Ski* and *Skiing* magazines, *Ski Racing* and others.

Major gifts had been explained throughout the year as a process of identifying, cultivating and soliciting prospective donors who were interested in skiing or snowboarding. Two major gifts managers had been hired over the year, one with a focus on the eastern and one western US, and a third major gifts manager would be added to focus on the midwest and southeastern states. She stated that the leads came from the gold pass program, from the direct marketing program and from the board of trustees. She said that the potential for growth would make this an area on which to focus.

Worthington then discussed the scholarship program and explained that a lot of great things were accomplished here. She said that tuition assistance was being provided to athletes who chose to go to school while on the team. This past year 45 athletes had been granted between \$1-5,000 for their expenses. She also described the laptops for learning program where 33 athletes had laptops provided to them to take on-line classes. The Hoyt Dartmouth Language program continued to be popular, a ten-day intensive language program provided to athletes each summer. The most popular languages she said were German, French and Italian - 21 participating in the program this summer. She also stated that athletes who chose to go the University of Utah received in-state tuition.

Worthington then stated that the direct mail program consisted of direct mail solicitations and direct marketing campaigns and internet solicitations. She explained that the program did not raise a large amount of money (approximately net \$200,000 annually) but that it did provide a great pr opportunity. She stated that over 1 million pieces were being mailed to ski and snowboard fans on an annual basis and that the pieces promoted the athletes and the sport. She indicated that it had also been a great tool for the major gifts managers. She stated that on an annual basis there were over 30 individuals who were sending gifts of \$1,000 or more through the mail. She said that these names were being provided to the major gifts managers who were beginning the cultivating process to move them up the giving ladder.

Worthington stated that the special events program consisted of the traditional ski and snowboard balls and smaller receptions at board member homes. For the past two years, the New York event grossed over \$1 million in one evening. She explained that adding headline entertainment had helped to get additional support for that event. An area of focus in this area had been expense reduction. The goal for special events was to attempt to get a 35% expense ratio and significant progress had been made toward accomplishing that goal.

Worthington then described the Legacy Campaign. This campaign was started three years ago to raise funds for the endowment and a training center to eventually be built in Park City. Peter Kellogg chaired this effort. Post 9/11 and with the economy lagging some time off had been taken but she said that they had resumed being actively out there meeting prospective donors and had begun asking for gifts again.

McCarthy asked about the potential conflict with the U. S. Olympic Committee's donor development program. He cited the example of the package for Torino, which was a third of the price currently being charged by USSA for its program.

Worthington stated that she thought that both organizations could work with the same donors and not have much conflict. Paine said that fundraising was about cultivation and that USSA had years and, in some instances, decades of cultivation with the people and that could not be replicated overnight and that USSA would continue to work to expand its donor base over the next few years.

Ferries stated that USSA would continue to work cooperatively with its partners to make sure that there were no conflicts. Tauber commented that the U. S. Ski Team had a much better product to offer at any price. One of the key issues for a program such as

Torino was access to athletes and the sense of building a community, which he felt the USOC would not be able to provide.

Marolt stated that part of the success of the major gifts program was the ability to follow up with these people – getting them involved further. Marolt then stated that USSA was a good partner with the USOC and that the staff to staff relationship was extremely positive. The resources that they provided whether 12, 13 or 14%, he said, were incremental program dollars – bottom line dollars that supported athletics.

14. Member Service & Communications: Tom Kelly

Kelly talked about the growth in membership over the past year. The graph he referenced showed the fourth straight year of growth even with fee increases across the board, which he said was a tribute to the strong athletic program. He said that the freestyle membership youth category had a 12% increase and the rookie category continued to grow.

The only drop off experienced this year, Kelly said, was in snowboard, which was due to the loss of grass roots competition programs in one sector of the country and the loss of a higher level program, which had been conducted by a third party organization. One of Jeremy's challenges, he stated, was to shore up the competition programs to increase the snowboard membership.

Kelly discussed USSA web communications. He described the implementation a year ago of a member-specific web site. He explained that this was being managed completely by the sport staff. All the sport managers had the ability to update content at will. He said the system was user friendly and had been developed at an extremely low cost. The data base tools that allow athletes to check rankings and schedules were extremely popular. Across the entire web site, these database tools accounted for 25% of site traffic. He said that those pages were not commercialized. They were currently utility pages and carried no advertising and did not have links to incremental opportunities, which would change this year.

Fan marketing – Kelly addressed the goal of reaching 100,000 fans by the time of Torino. This was begun this year by identifying the fans and providing them with ways to support the team. A lot of this had been done in Foundation, but it was broadened out to provide fans with more news and information, provide merchandising opportunities and provide them with interactive opportunities on the web site. He illustrated an interactive page with the page developed during the Hahnenkamm, where Daron talked through each of the sections of the course. This page also had surveys and links to live coverage of the event. Another page developed was the Bode vs. Hermann competition. This allowed a doubling of names of fans and 20% growth in web traffic and generated 9 million page views. He said that these numbers would expand dramatically over the next few years.

Kelly then described two case studies of incremental marketing. The first he described was the USSA bonus pack, which was a checkoff box on the membership renewal (t-shirt, sticker and pin). He described this pack a low cost high value to members. He said that there was a sell through of 21.3% to members. He said that snowboard led sales this past year with 27.7%. These brought an additional \$78,000 net to the company.

Kelly explained that a number of e-mail promotions had also been undertaken – he used the example of the announcement that the U. S. Ski Team and U. S. Snowboarding authentics collection was available. He said that there was no discount, no special pricing – just making fans aware. He said this reached 22,000 contacts and on the day of the drop the on-line store page views increased by 725%. Average daily sales increased

by nearly 600% on the peak day and over a three-day span the average sales increased by 342%. He said that this was an example of a program that could be undertaken with USSA's membership since there was such passion in the group for the organization.

Kelly stated that, if USSA could grow the base to 100,000, there would be great incremental opportunities for USSA not just to sell these people merchandise but also what could be done for Foundation and the educational area to sell additional products, services or affinity throughout the organization.

15. Sport Committee Reports/Action Items:

Alpine: Bob Dart reported that the alpine sport committee report had been distributed (Addendum I) to the board and he thanked all the staff and volunteers for their efforts into last year's program.

Dart stated that the alpine sport committee operating procedures had been approved last year and that this year slight modifications were made to the document. He explained the changes. One was a change to no term limits for subcommittees and working groups. Another change was the addition of the immediate past-chair to the sport committee as an at-large member (not changing the size of the board but taking one of the at-large positions and designating it for the immediate past chair) and adding that position to the executive committee. There would be no change to the term limits for the chairman and the sport committee representative to the board.

Dart followed this saying that there had been an outstanding leader for the USSA sport committee for many years, Bill Slattery, chairman. He stepped down as chair and he thanked Bill for that outstanding leadership and said that he would remain part of the alpine leadership in the alpine sport committee.

Dart stated that he would be the chair and that he looked forward to continuing the leadership begun by Bill Slattery. The other item he mentioned was the Regions Cup at the alpine championships (the Tom Garner Cup). The other attachment related to the competition equipment regulations that had been adopted for the 04/05 season.

Motion #8: To approve the action items of the alpine sport committee relating to the alpine operating procedures.

M/S/C Criag Rodman/Andy Wise

Cross Country: Ferries stated that Lee Todd had been on the phone earlier from the airport but that he was now on his way to Japan. He had no action items.

Disabled: Jack Benedick stated that there were no action items for disabled. He said that they had a competition committee for both alpine and cross country made up of people from various organizations and were now going to roll that into the disabled committee overall so there would not be a separate committee for that in future.

Benedick said that there was success on the team this year, finishing the sixth alpine World Cup season by winning the Nations Cup, which the team won five of six years. Austria won last year. At the World Championships, the team won the most gold medals and were second in the total medal count, one behind Austria, which he explained had a much larger team than the U. S. He said that the strong part of the team this season had been the women's team.

Freestyle: Andy Wise said that the freestyle meetings had a larger participation than ever before and all went well. He proposed three action items (Addendum II). The first was to add ski cross as a discipline of USSA freestyle so some organizers could hold ski cross with the USSA sanction. The second was the development of a procedure by which athletes could be qualified to do inverted aerial maneuvers in mogul competitions. He stated that last year FIS had approved these maneuvers and that the Committee proposed that USSA begin to allow them in competition for this upcoming season contingent upon the athlete being approved by a qualified coach.

Questions were raised about the liability/insurance ramifications for the organization to make this change. Natt replied that they could be significant and recommended that the Motion be tabled or, if approved, be approved tentatively so that consultations could be held with American Specialty Insurance to make sure there was no significant liability problem.

Rodman explained that currently there were domestic FIS sanctioned events such as the national championships where those maneuvers could be performed. This Motion ensured that athletes were qualified to perform the maneuvers. Natt said that the insurance issue would be researched and reported back to the executive committee. These maneuvers, Wise stated, had been performed for one year and no injury occurred relating to the maneuver (non-USSA events). He stated that the aerial qualification system had been used as the model for this without incident. Natt stated that there was sensitivity to inverted aerials so he said it was prudent to ask first. Wise stated that this would not be at the lower development level. Rodman reiterated that this was to follow current FIS regulations. Wise said that this maneuver would only be done at USSA point meet competitions.

Ashley said that he'd prefer to allow the development to be as broad as possible to let the sports evolve naturally and he discussed the fact that snowboard allowed aerial maneuvers.

Wise agreed to amend the Motion to be subject to review by insurance.

The last items for approval were the operating procedures; he said there were approximately a half dozen changes that had been discussed with counsel and he read the changes into the record (refer to Addendum II). Tauber asked when these changes had been requested and that he really did not understand what was being approved.

Natt replied that last year when the operating procedures were drafted, many issues particular to freestyle were not included so this revised document more accurately reflected the way freestyle conducted its business. He said that he had been in discussions with the freestyle committee and thanked them for taking such a hard look at their procedures. He said he was comfortable that the changes being proposed were not significant. It was merely a true snapshot of how the committee operated and that he would recommend adoption of the changes.

Craig said the only item that board might have an issue with was the issue of proxies. He said that the use of proxies reflected the way that freestyle conducted its business and worked well and now this language had been added to the operating procedures.

Paine stated that his issue was process and that he simply wanted a better job of getting material like this out in time for review before being asked to vote.

Motion # 9: To approve the changes to the freestyle operating procedures as detailed by Andy Wise.

M/S/C Alan Johnson/Jim McCarthy – approved by acclamation

Motion #10: To add ski cross as a discipline of USSA.

M/S/C Andy Wise/Craig Rodman – approved by acclamation after a short discussion.

Motion #11: To accept the freestyle committee's recommendation to add a process for qualification of athletes (Section 4009 of the Freestyle Competition Rules) in moguls and big air, for upright, off axis, and inverted aerial maneuvers modeled on the process already in place for the subject to counsel's consultation with American Specialty Insurance.

M/S/C Andy Wise/Craig Rodman – approved by acclamation

Rodman said that what had been skipped over was disqualification for straight fronts and back. These were two different issues in the sport committee. He said the board just adopted the qualification but did not address the disqualification if not qualified. Therefore the following motion was made:

Motion #12: To change rule 3065.1 disqualification for an intentional straight back or straight front flips in moguls or dual moguls that are not qualified - also subject to review with the insurance carrier.

M/S/C Dexter Paine/Andy Wise – approved by acclamation

Jumping/Nordic Combined: Alan Johnson stated that he had just a couple items to review. He said that, while ski jumping had a lot of popularity on TV and in Europe, if you were involved in the sport, it was pretty boring. He said that, in looking at other sports on TV, he and Luke had worked with the Minneapolis ski club on an experimental format to see if they could make it more interesting and more spectator friendly and came up with a format that was mutually successful and he wanted to make a motion to recognize the new format as an acceptable format for USSA competition. He stated that it would not replace what was going on but for a few times a year would be an option for a site to change a two day event into something more interesting on one of the two days.

Johnson explained the procedure in which the jury on a given day established what they felt was the safest line for the jumping point and put in either an additional red line or target and the athletes then determined their own starting gates and the closest athlete to the mark was the winner and this could be done in a one run competition or an elimination from 50 to 20 to 10 to the final five. If you exceeded the line, he said, there was either disqualification or a severe penalty. The competition was very exciting.

Ashley asked if the concept had been stolen from curling. Natt stated that he did not anticipate a problem with USSA's insurance carrier but that he would also present this new format and asked for a similar motion as for freestyle - approval subject to evaluation by USSA's insurance carrier.

Motion #13: To approve the new format subject to approval by USSA's insurance carrier.

M/S/C Jim McCarthy/Alan Johnson – approved by acclamation

McCarthy stated that it was forward looking on the part of the jumping community to make this kind of format change and, as an old cross country skier, he said, he looked with anxious anticipation for a similar report from the alpine committee.

Johnson then stated that Winter Park had a jumping facility that was being relocated or eliminated altogether and the jumping committee received a resolution that was drafted by a working group trying to preserve that program and get it relocated with the assistance of the ski area operation in Winter Park. (He read the resolution as it came to his committee.) Ferries said that it was duly noted.

Dart stated that it was a program under his jurisdiction as the competition center director. He said that the program did have a long history and tradition at Winter Park but that the site at the base of Winter Park was where a beginning area was going in and re-grade was taking place which would make the landing of the 40 K and 60 K incompatible with the new grades. He said conversations had been held with the group and that alternate sites were being reviewed in the valley for a larger jump and also for the smaller jumps (which were used by other sports for skill development) but there was no solution yet.

Ferries stated that USSA would encourage the continuation of jumping and developing the hills. Dart said that the goal was to see it continue someplace in Winter Park in the valley, but that it could not be in its current location.

Johnson said the concern of the group was that they would lose the facility long before an alternate was established or that it might never occur since they were looking for financial assistance in getting something comparable established because, he said, if it went a year or two and they were inoperative that would be the end of the program.

Wise said that he had confidence in Bob that, if there were any way possible, it would remain. Ferries stated that Bill worked with the people from Winter Park and that USSA would do whatever it could. For the record, Natt stated that the resolution would be noted in the record but that this board would take no action on the resolution.

McCarthy stated that his concern was that the board's not taking action would be interpreted by the local enthusiasts as not being supportive.

Dart stated that the business decision was made by Interwest to go forward with this plan and that he thought the board would not want to be in the position of telling a ski area how to do its business plans. He stated that he believed that the board supported, as did he and the community, youth development in all disciplines of skiing and this would not sway a business decision that had already been made.

Motion #14: To support the local club in its efforts to continue the long and distinguished history of the Winter Park Ski Area supporting all the disciplines of skiing.

M/S/C Jim McCarthy/Alan Johnson – (Bob Dart abstained) - approved by acclamation

Johnson stated that the SuperTour series begun last year was a huge success. This year the number of events would increase to 20 and include \$40,000 in prize money, all generated by the sites; seed money used last year to get the concept going was great.

In addition to the first Grand Prix held this summer, the ski club would get together and organize the first women's FIS North American Grand Prix – three events over a three-day period with \$2,000 in prize money and that he expected the top five to seven athletes in the world ranking list to attend.

Snowboard: Ricky Bower reported that there were no action items from snowboard but he announced that a new chair was elected, Mike Mallon, and that everyone was excited to have him involved with the sport committee.

16. FIS Report: Bill Marolt

Marolt stated that the whole topic of doping in athletics had been a big topic of discussion over the last few years. As a FIS Council member he stated that this was an area in which FIS was firmly committed. What had transpired and would take place this year was that the FIS would assume testing responsibility for WADA simply because WADA did not have the resources to do it.

Marolt said that the U. S. had a really strong national testing agency USADA and when the FIS also began out-of-competition testing the athletes would become subject to more frequent tests.

The concern was that some countries did not have strong anti-doping agencies and that this impacted the concept of a level playing field. This would be discussed both in Council and Congress.

Natt said that the issue with FIS taking on the responsibility of testing for WADA was that there would now be two agencies (FIS and USADA) doing out-of-competition testing in the United States. The issue was the possibility of missed tests. That is, with three missed tests counted as a positive finding, the issue, in terms of fairness, was that there might not be other agencies in other countries subjecting their athletes to the increased frequency of testing which could lead to penalties based upon missed tests. The issue was not American athletes being penalized for failing drug tests, but instead missed tests prejudicing US athletes vs. other athletes in other less developed nations in the world which were not requiring such stringent day-to-day location information from their respective athletes.

McCarthy asked about jurisdiction of adjudication, which Marolt responded rested in the FIS Council. McCarthy said there was a problem of harmonization of procedures particularly in regard to the concepts that the US cherished like due process that were not equally cherished in the rest of the world.

Ashley reiterated that the US had the most rigorous process in the world in terms of its own athletes. He said that there would always be the dual program taking place but that now athletes notified USADA who passed the location information on to FIS and WADA.

Marolt said he also wanted to touch on the topic of TV strategy which had been discussed over several years – how to do a more effective job managing TV broadcast rights. The Council had a good working group which listened to reports and had established the value of the rights but the problem was that agencies in different federations owned the rights so they were not cohesively managed.

To move forward, he explained, either the FIS would need to purchase all the rights or form a partnership with a company called Media Partners, which owned 90% of the alpine rights and a large percentage of the rights of other sports. This group had the ability to manage and sell.

Marolt said that was the direction he wanted to go. He said that that was a complicated piece of business. The next step needed was to figure out how to make this happen, he said, and have the issue discussed at Congress and put a time limit of 2006 to make this happen. He said it could only work by being an inclusive business plan and that the Council was pushing hard to get this done.

Marolt closed by saying that USSA would next be heading to the FIS Congress in Miami and was well prepared and well represented on the committees.

17. USOC Report: Jim McCarthy

(This followed Item 18 of the agenda: U. S. Skiing Foundation Report)

McCarthy joked that, since the agenda was moving ahead of time, he planned to add four or five more topics relating to the more arcane parts of governance of the USOC. He stated that the USOC was moving ahead and the new board would be in place prior to the Athens Olympics.

McCarthy said that USSA would meet with the USOC next week on funding through the sports partnership program. He said there were \$13 million in funds remaining for winter sports between now and 2006. He said that it would take some of USSA's demonstrated skills in salesmanship and persuasion to maximize its portion of that funding.

Changes in athletic guidelines. In addition to providing direct support to the 45 NGBs he stated that the USOC also provided direct funding to athletes via elite athlete insurance, a performance pool of stipends paid directly to athletes and Operation Gold funds, which were a victory schedule of funds that applied to World Championships and Olympics.

There had been some changes made to the guidelines starting in 2005 for summer sports and 2006 for winter sports. The changes were an effort to increase the positive portions and still stay within budget. Elite athlete insurance coverage would remain in place for those athletes who qualified (slots equal to the number of Olympic team members) and the dependents of qualified athletes.

To maintain this program, he explained, the USOC would be severely curtailing direct support of athletes so that portion of the program would change dramatically and be implemented in the performance pool partnership agreement between the NGB and NGB athletes, USOC Athlete Advisory Council and USOC Sports Partnership staff.

McCarthy stated that Operation Gold would remain unchanged. The maximum award was \$25,000 for gold in Olympics. With Ashley's medal projections, McCarthy stated that the athletes should clean up on that one.

Under athlete support, the USOC also provided tuition support but not as generously or as broadly-based as USSA's Foundation. The qualification through the USOC, he said, was quite rigorous with extensive paperwork and the number of approvals extremely limited and the amount athletes received was very small.

McCarthy stated that the emergence of a portion of the USADA anti-doping code fell under the heading of non-analytical positives. In the recent past, everyone focused on the positive A and B results and disqualifications. Those, he explained, were analytical positives. In the Kelly White case, under the heading of non-analytical positives, using primarily testimony that was provided to the Grand Jury on admitted use of steroids and EPO, for which the athlete never tested positive based on the use on an anti-narcolepsy drug in August of '03 at the track and field championships, Ms. White had been stripped of all her achievements and cash prizes dating back to 2000 through 2004 and would be banned from competition through 2006. He said that this was quite a serious change and was appropriate on the war on doping.

McCarthy stated that what should be noted was the apparent carriers of this infection to the athletes were the coaches, their agents and attorneys. These were a common thread among the athletes involved in track and field. Having chaired a track and field review panel this, he said, was not a barrel that any NGB wanted to get itself into. The

consequences were severe for the NGB. The amounts of money spent defending these cases were enormous. The amount of time spent was beyond calculation and the destruction of their credibility and programs was ongoing.

McCarthy encouraged staff to continue its vigilance. McCarthy stated that the tone in USSA was 'these are the rules, this is what we are going to do and we are not going to tolerate it.' He then said that that was not necessarily the same tone set by the leadership in other NGBs. McCarthy gave his congratulations to Bill and his staff for taking the correct and enlightened approach.

McCarthy in closing reiterated that USADA had become a model for similar national-based organizations throughout the world.

18. U.S. Skiing Foundation Report: Bill Slattery

(This followed Item 20 of the agenda: Investment Committee Report.)

Lampe stated that USSF funds were held in this entity and managed there. They had \$152,000 in investment income, bringing total assets to just over \$2 million. They approved a grant of \$104,000 to the athletic program for the coming year. They also had re-nominated Peter Kellogg, Greg Boester and Tom Winters to serve new terms on that board and the USSA board needed to make a motion and ratify that action.

Motion #19: To ratify the re-nomination of Peter Kellogg, Greg Boester and Tom Winters to serve on the USSF BOT.

M/S/C Bill Bindley/Jeanne Jackson – approved by acclamation

19. Audit Committee Report: Bill Bindley

Bindley stated that he had spoken with the audit manager on the USSA account from KPMG this week. They had no issues with USSA's financials or presentations, no issues with internal controls; they stated management was very cooperative and that Mark and his group had done an excellent job and that everything was in order.

The bad news, he said, was that the Big 4 were totally swamped in what was usually the off-season and were under a mandate from the national office to realize an average of \$150 - \$160 per hour from all clients for audit work. What that meant for USSA was that last year the bill was \$23,000 and now the audit engagement would increase to \$43,000 and while discussed at the Audit Committee meeting, it appeared there was little leeway.

Mark Lampe was tasked to get competing bids from smaller CPA firms in the Salt Lake City area, hoping to remain in the \$24,000 range for the audit. After the proposals were in, the committee would reconvene to make its final decision.

Paine pointed out that the tax work that KPMG did was very important to USSA and the committee would like to continue with KPMG for next year.

Motion #15: To approve the Audit Committee report as presented.

M/S/C Jim McCarthy/Dexter Paine – approved by acclamation

At this time, Natt requested the remaining members of the board on teleconference to identify themselves. Jeanne Jackson and Bill Bindley were the two remaining members.

20. Investment Committee Report: Dexter Paine

(This followed Item 6: Ratification of the actions of the executive committee.)

Paine stated that everyone was aware there was an Investment Committee that met to decide what to do with the endowment and how it should be invested. The committee also was responsible for setting a spending limit on the annual income of the investment that would be transferred to support athletics.

Paine explained that, when the process was created three years ago, 7.5% was the amount that could be spent and would drop contractually to 5% in 2005. Given the challenges of this year with sponsorships, the committee moved to keep the 7.5% level for 2005 and would propose to the committee the reductions over time. He made the following motion:

Motion #18: To amend the investment criteria to allow for the transfer of up to 7.5% from the endowment to USSA for fiscal year 2005 and to address 2006-2010 at the December board meeting.

M/S/C Dexter Paine/Jeanne Jackson

21. Judicial Committee Report: Todd Wakefield

Wakefield stated that it was quiet over the last 12 months. There was one incident. There were a couple of athletes in the Rocky Mountain division that contested not being included in the field of competitors for the Topolino time trials. This came to the USSA Judicial Committee and was referred down to the Alpine Judicial Committee, which held a hearing, and ultimately resolved the appeal in favor of the two athletes. The alpine sport committee agreed that the selection criteria were vague.

The important take away, he said, was that writing clear objective criteria was a learned skill. He said that the grass roots level could use a little more guidance on how to do that effectively since this kind of issue had been seen before and would likely be seen again. He closed saying that was the quickest Judicial Committee report he could possibly offer.

Ferries thanked Wakefield for the terrific work he had done in this area and for his time. Natt also thanked the alpine group for getting together at a moment's notice and hearing the issue fully and fairly. He said that Todd's cautionary tale rang true and that the grass roots levels of USSA needed the tools to get the job done right and that would require some education and he said that USSA was committed to getting it done in the next year.

22. Legal Report: Alex Natt

Natt said that USSA was the subject of two personal injury lawsuits that they were well within the limits of the insurance. One was a knee injury and one was a head injury and both cases were in the early stages of discovery. Both athletes had recovered. He said that USSA had competent counsel in both matters.

23. Athletes' Council Report: Greg Boester

Ferries stated that Greg had done a terrific job with his group and that this was his last year and that he was actively looking for someone to take his place in this important position. From his discussion with Greg, there were no major issues.

McCarthy stated that it was crucial that USSA's USOC AAC representative be at the organizational meetings for the AAC which would take place at the first board meeting or assembly after Athens. He said it was crucial to have our representative at this meeting or there was no chance of getting into leadership positions at the USOC AAC.

Natt stated Nina Kemppe had been elected and that she would be seated at the next quad and it would be important for her to attend that meeting. He said that Greg was going to speak with her about the meeting.

24. Old Business: Chuck Ferries

Lampe followed up on the discussions on establishing a new company. This process was begun a few years ago at the request of a board member to look at establishing a separate non-profit to house and manage the endowment assets. There were a number of reasons established over previous meetings as to why that was beneficial. He reported at the last meeting that USSA had worked with its outside attorneys and tax advisors and came up with a favorable format to meet USSA's objectives under both the Utah non-profit law and the IRS tax code. At that meeting, the action was to go forward and get opinion letters from the attorneys and tax advisors documenting those positions. This was accomplished with Lampe and Natt working with the attorneys and in review with the executive committee. USSA was ready to have the attorneys draft the articles of incorporation, bylaws and affect the transfer of those assets. The board would need to approve that type of action and the staff would then execute it.

Motion #20: The USSA staff, in conjunction with outside counsel, be permitted to create a separate supporting organization and once created, transfer the corpus of the USSA endowment into this separate corporation.

M/S/C Dexter Paine/Jim McCarthy – approved by acclamation

Ferries asked if there were any other old business.

Rick Bower said that he would like to make a comment over his concerns about the members of the U. S. Snowboard team and the drop out rate associated with that. What he found frustrating was that all the athletes trained together and then reached a point where they felt it was financially better to go out on their own. He said he would like to see more of a working relationship between the athletes and the people who represent them and USSA.

25. New Business: Chuck Ferries

Floor Open for Member Comments: No comments.

26. Meeting dates for 2004/05: Chuck Ferries

Ferries stated that the next board meeting between Foundation & USSA would take place December 2-4, 2004, in Vail, CO and the spring board meetings - USSA Congress 2005 - May 11-15, 2005, Park City, UT; USSA BOD & Annual Meeting - May 15, 2005.

27. Closing Comments & Adjournment: Chuck Ferries

Ferries thanked everyone for what they had done, for all their time and all their efforts. He said it was a great group and thanked everyone again for all their help.

Motion #21: To adjourn.

M/S/C Chuck Ferries/Dexter Paine – approved by acclamation

Minutes prepared by Suzette 6/23/04
Natt legal review; posted to web

Addendum 1

Alpine Sport Committee Action Items

The Alpine Sport Committee approved a number of changes to the Alpine programs during the 2004 Congress. Changes of interest include:

Congress Schedule

The Alpine community appreciates the current Congress schedule with the Board meeting on Sunday.

Operating Manual Changes

The ASC approved changes to the alpine operating procedures (see attached).

Alpine Sports Committee Membership

- The ASC and guests thanked Bill Slattery with a standing ovation for his years of leadership and recognition for the legacy he has developed within alpine skiing as he steps down from his post as chair.
- Bob Dart will assume the chair of the ASC occupying both the Board and Chair positions.
- Other appointments include: Dave Galusha as Development/Education subcommittee chair, Bruce Crane re-elected as chair of the Rules & Technical subcommittee and Karen Korfanta re-appointed as member at-large.

Regions Cup

Renaming of the Regions Cup at the U.S. National Alpine Championships to the Tom Garner Cup. Tom Garner was the Rocky/Central Regional Director from May 1997 until his death in February 2001. Prior to that Tom was the Race Director at Breckenridge, CO and had served as Rocky Mountain Alpine Committee Chairman and committee member for over 10 years. The renaming of the Regions Cup to the Tom Garner Cup is to recognize the passion Tom had for athletes and the sport of alpine skiing.

Competition Equipment Regulations

In an effort to bring USSA alpine competitors (15 years and older) into compliance with FIS alpine ski length and radius restrictions, the ASC has approved Draft 4 of the equipment regulations for season 2005 (see following).

FIS and USSA Equipment Regulations for season 2004/2005 (as of 21 May 04)

	CATEGORY	DISCIPLINE	GENDER	MEASURE
Minimum Ski Length: Minimum "developed" length (unwound length) in accordance with ISO Norm including a measurement tolerance of +/-1 cm. The ski length must be marked on the ski.	OWG / WSC / WC	DH	Ladies	210 cm
			Men	215 cm
		SG	Ladies	200 cm
			Men	205 cm
		GS	Ladies	180 cm
			Men	185 cm
	SL	Ladies	155 cm	
		Men	165 cm	
	COC / FIS / FIS Masters / USSA J2 and older (1)	DH	Ladies	205 cm (2)
			Men	215 cm (2)
		SG	Ladies	195 cm (3)
			Men	200 cm (3)
GS		Ladies	175 cm (4)	
		Men	180 cm (4)	
SL	Ladies	155 cm		
	Men	165 cm		
FIS Children II & I	All	All	130 cm	
USSA J3 and younger	All	All	NA	
Minimum Ski Profile Width: Minimum width of the running surface at binding without any tolerance.	All but below (1)	All	All	60 mm
	USSA J3 and younger	All	All	NA
Minimum Ski Radius: The ski radius must be marked on the ski. DH radius allows a preparation tolerance of -1 m.	OWG / WSC / WC / COC / FIS / FIS Masters / USSA J2 and older (1)	DH	All	45 m (5)
		SG	All	33 m
		GS	All	21 m
	FIS Children II	GS	All	17 m
	FIS Children I	GS	All	14 m
	USSA J3 and younger	All	All	NA

	CATEGORY	DISCIPLINE	GENDER	MEASURE
Maximum Stack Height: The maximum height (distance between the bottom of the running surface of the ski and the ski boot sole).	All but below	All	All	55 mm
	FIS Children II & I and USSA J3 and younger	All	All	50 mm
Maximum Ski Boot Height: Distance between the ski boot sole and the base of the heel including all hard and soft parts.	All	All	All	45 mm

Footnotes:

(1) Excluding USSA Masters

(2) Pending for USSA J2 and older (excluding USSA Masters)

(3) For USSA ONLY, SG skis may be used for DH

(4) For FIS Masters only - valid also for SG

(5) Pending for COC / FIS / FIS Masters / USSA J2 and older (excluding USSA Masters)

Recommended Control Procedures

Per FIS and USSA rules, it is the athlete's responsibility to ski, train and race on appropriate equipment.

1. If there is a protest against the equipment of a competitor, the TD/jury will confiscate (normally in the finish) the suspect equipment.
2. The jury will make all possible decisions "on site" regarding compliance of equipment.
3. In cases where the measurement can not be made on site, the TD will send the equipment to FIS or USSA, as appropriate, for testing.
4. Equipment protests require a \$100 (USD) protest fee.
5. The losing party of the protest is responsible for all shipping, testing and related fees.

Alpine Operating Procedures Revisions

Proposed amendments to the Alpine Sports Committee Operating Manual of May 11, 2003 as submitted and approved by the USSA Board of Directors.

Subject to the unanimous consent of the Alpine Sport Committee for the waiving of the notice provision as set forth in Article IV, Section III, Item 6 of the aforementioned Alpine Sport Committee Operating Manual, the following motions for amendments are proposed.

1. Article II – Government, Section II, page(s) one (1) and two (2) together with, Alpine Sport Committee Composition, pages seven (7) and eight (8). Any and all reference to term limits, but for those as specified for the “Chairman” and “USSA Board Representative” shall be deleted. All referenced representatives shall, but for the Athlete Representative elected to the USSA Board, be subject to election or reelection every two (2) years by members of the various committees or membership groups.
2. Article II – Government, Section III, page(s) three (3), Alpine Sport Committee Composition, page 9 and Alpine Executive Committee Composition, pages nine (9) and ten (10). Add to the list of members of the “Alpine Sport Committee and “Alpine Executive Committee” (ASEC) the immediate past Chairman of the Alpine Sport Committee and amend at this time the reference to two (2) At Large Representatives to one (1) with the option in the future to increase the aforesaid number.

Addendum II

Freestyle Sport Committee Action Items

Action Items from Freestyle for the USSA Board of Directors:

Motion: Change rule 3065.1- DSQ for intentional straight back or straight front flips in moguls or dual moguls that are not qualified.

Motion: Add skicross as a discipline of USSA Freestyle.

Motion: ADD a section for athlete aerial qualifications in 4009. This applies in moguls, big air, for upright, off axis and inverted maneuvers (coach's certifications and athlete's qualification)

*Upright maneuvers are qualified on snow and jumps are approved by the athlete's coach. The coach must be certified level one coach or better.

*Off axis maneuvers are qualified on snow and are jumps approved by the athletes coach. The coach must be certified level 2 mogul/slope style coach or better.

Level 1 mogul/aerial coach may coach upright maneuvers (this does not include off axis jumps)

Level 2 mogul/slopestyle coach may coach upright and off axis aerial maneuvers.

Level 2 inverted aerial coach may coach single flips and double up to Lay Tuck

Level 3 inverted aerial coach may coach doubles and up to Lay Tuck Full.

Level 4 is unlimited

*For spins greater than 1080 degrees in rotation on or off axis the athlete must perform the qualifying jump 5 times in front of a level 2 inverted aerial coach. (Water first, same as inverted aerial)

*For singles flips the athlete must perform 100 of each maneuver before he/she can qualify that jump, then they must perform 5 qualifying jumps in front of an approved USSA qualifier.

*For double flips the athlete must perform 125 of each maneuver before he/she can qualify that jump, then they must perform 5 qualifying jumps in front of an approved USSA qualifier.

*For triple flips the athlete must perform 75 of each maneuver before he/she can qualify that jump, then they must perform 5 qualifying jumps in front of an approved USSA qualifier

Coaches Certification levels:

Level 1 mogul/aerial coach may coach upright maneuvers (this does not include off axis jumps)

Level 2 mogul/slopestyle coach may coach upright and off axis aerial maneuvers.

Level 2 inverted aerial coach may coach single flips and double up to Lay Tuck

Level 3 inverted aerial coach may coach doubles and up to Lay Tuck Full.

Level 4 is unlimited

How to obtain Coaches Certificates:

Level 1; must attend a level one clinic given by a certified level 1 examiner

Level 2 mogul/slope style; must attend either a level 2 mogul clinic or a level 2 aerial clinic.

Level 2 invert; must attend level 2 aerial clinic and do 40 hours of apprenticeship on water and 40 hours of apprenticeship on snow with a level 3 or higher certified coach.

Level 3 invert; must obtain a level 2 invert certificate and perform an additional 40 hours of apprenticeship on snow and 40 hours of apprenticeship on water with a level 4 coach.

Who can qualify jumps:

Level one coach can qualify an athlete to compete upright maneuvers off the particular jumps that he/she deems safe for that athlete.

Level 2 slopestyle/mogul coach can qualify an athlete to perform off axis maneuvers off the particular jumps that he/she deems safe for that athlete.

Level 2 inverted aerial coach can qualify an athlete on for single inverted aerial maneuvers in water and then snow. (Reminder all athletes must perform 100 single flips into water before performing the five qualifying jumps). This rule change will allow the coach that will be on snow with the athlete to qualify the jumps. As it is now we have qualifiers qualifying jumps from athletes that they do NOT work with on a regular basis.

Level 3 inverted aerial coach may qualify double summersaults on water and then snow.

Level 4 inverted aerial is NOT limited on qualifications.

Freestyle Operating Procedures Revisions

Page 2- Article 2- Section III

- ADD Ex-Officio- as a non-voting member

Page 3- Article 2- Section IX: The Freestyle Judicial Committee will be made up of three members, one of whom will be an athlete. The FSC chairman in consultation with the Executive Committee will nominate a slate of candidates to the FSC then the USSA Board of Directors for approval. These candidates when approved will make up the Freestyle Judicial Committee. The freestyle judicial committee will be responsible in exercising "in due process" for freestyle members in matters of complaints/grievances/appeals arising from cases adjudicate to the group from the USSA Judicial Committee or surfacing as an appeal to a regional action.

Page 4- Article 3- Section VI: Proxy Votes will be allowed for R&T rep, development rep, judges reps, coaches rep, membership reps, athlete reps, pursuant to the following:

- a. Proxies must be in writing and valid only for the specific meeting named.
- b. Proxies must be emailed or faxed to the FSC Chairman and/or Freestyle Program Director at least 24 hours prior to the scheduled meeting.
- c. Proxies can only be held by an individual that does not have a vote on the FSC.
- d. Proxy holder must be reasonable informed by the FSC Chairman.

Page 5- Article 3- Section IX: No FSC member (with the exception of members who hold their position by virtue of their position on the USSA staff) will receive from USSA any form of compensation or reimbursement of travel expenses to the FSC meeting. However, the chair may request reasonable transportation and housing expenses for an athlete representative of the FSC from USSA.

Page 8- L) Athlete representative-four athlete representatives. The freestyle athlete constituency will elect four representatives. One will be the athlete representative to the USSA BOD, the remaining three athletes are nominated and elected form the freestyle competitor and youth members. Term: 3 years.

K) One appointed, one elected by the FSC.

Page 9- Freestyle Executive Committee- The FEC shall have the power to act between FSC meetings in the administration and management of FSC affairs especially where the interest of the sport require prompt action. All such actions shall be reported as soon as practical and must be present for approval by the FSC at its next meeting. The FEC will be comprised of six members, with two-year terms:

- a. The Freestyle Sport Committee Chairperson
- b. One at-large freestyle representative
- c. The Freestyle Program Manager
- d. The Freestyle Head Coach
- e. The freestyle athlete representative to the USSA BOD.
- f. Ex-Officio

Page 10- Memberships Representative

Job Description: This group works on the growth of the sport, making rules for the U.S. Junior Championships and recommending new Freestyle programs. Term: Two years.

Page 10- Judges Committee:

Job description: Assign judges to USSA events, coordinate educational clinics, keep informed of FIS judges activities, review and recommend upgrades judges license decisions. Term- 2 years.

Page 11- Development Committee:

- A) One member elected from the divisions
- B) Two representatives from the coaches committee

Page 11- Judicial Committee- See page 3 Article 2- Section IX changes.