

USSA BOARD OF DIRECTORS' MEETING MINUTES

Evergreen, The Lodges in Deer Valley, Park City, UT
Sunday, May 20, 2007 from 7:30 a.m. – 11:00 a.m.

USSA BOARD OF DIRECTORS' ATTENDANCE

CHAIRMAN

Dexter Paine – Chairman

FOUNDATION

John Bucksbaum - absent

Andy Daly

Jeanne Jackson

Kipp Nelson

David Pottruck - absent

Hank Tauber

SPORT REPRESENTATIVES

Alpine Representative: Bob Dart

Snowboard Representative: Mike Mallon

Freestyle Representative: Andy Wise

Cross Country Representative: Jon Engen

Jumping/Nordic Combined Representative: Chuck Heckert

Disabled Representative: Steve Raymond

ATHLETES

Alpine Athlete: Andre Horton

Snowboard Athlete: Lisa Kosglow

Freestyle Athlete: Mariano Ferrario

Cross Country Athlete: Carl Swenson

Jumping/Nordic Combined Athlete: Ryan Heckman - teleconference

Disabled Athlete: Clay Fox – teleconference

CEO

Bill Marolt

AT-LARGE

Greg Boester - teleconference

EX-OFFICIO/NON VOTING

USOC Athletes' Advisory Council Representative: Nina Kempel

NSAA President/Chair: Michael Berry – excused absence

SIA President/Chair: David Ingemie – excused absence

FIS Representative: Bill Marolt

USOC Representative: Bill Marolt

HONORARY

Dr. Bud Little

Dr. Leland Sosman - teleconference

GUESTS

Dick Coe

Alex Natt

Tom Kelly

Ted Morris

Annette Royle

Janine Alfano

Dale Schoon

Todd WyantMark Lampe

Faye Malnar

Kelly Nielsen

Polly-Jo Clark

Brewster McVicker

Jeremy Forster

Abbi Nyberg

Tricia Byrnes

Yuriy Gusev

Luke Bodensteiner

Jesse Hunt

Walt Evans

Troy Flanagan

Mike Hammer

Amy Beresford

Fraser West

Bryan Fish

George Thomas

Larry Glueck

1. **Chairman's Welcome & Introduction of Board Members: Dexter Paine**

Dexter Paine opened the meeting with a moment of silence in recognition of the passing of Dick Goetzman and Jean Saubert and then asked the board members around the table and teleconferencing to introduce themselves; Alex Natt confirmed quorum. Paine stated that his goal was to complete the meeting ahead of time and he would defer comments to the chairman's report.

2. **USSA Agenda Approval: Dexter Paine**

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

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

M/S/C – Bob Dart/Jeanne Jackson, approved by acclamation

3. **USSA Meeting Minutes' Approval: Dexter Paine**

Paine then asked for a motion to approve the December 2006 USSA meeting minutes.

Motion # 2: To approve the USSA Board of Directors' meeting minutes from December 2006.

M/S/C – Andre Horton/Hank Tauber, approved by acclamation

4. **Chairman's Report: Dexter Paine**

Paine stated that he had been involved for about 11 years and the changes in this organization and the cohesion within the group were remarkable and he appreciated everyone around the table and thanked them for their hard work, time, energy and cash.

He commented that the organization had had a great year athletically. There were areas that needed improvement but the success from cross country and that of the new young athletes across the board spoke to the money and time invested in the development programs and that the organization should feel good about where we were in a number of sports going forward. He said that he would be discussing a couple of long-term investments and that the focus would be on things that would impact the organization for the next 10 to 20 years.

The first, he said, was that he wanted to move forward with the building of the training center. He stressed that he hoped everyone had seen Dick and Mark's presentations and that everyone would support him on this. The executive committee had moved to approve going forward, but it was a huge commitment, most likely the largest ever made by this organization and everyone needed to be comfortable with that.

Secondly, he mentioned that the organization had worked very hard to provide early on-snow training in the US and that the organization was working with a couple of areas in Colorado with the goal to be on-snow in mid-October in the US to provide a competitive edge to the athletes and save resources in terms of summer travel.

He also mentioned that this year Dick Coe had joined the organization as COO and that he had done a phenomenal job and he would encourage people to spend some time with him. He had freed up Bill to focus on athletics as he took care of some of the more mundane challenges.

Another success over the year had been the capital campaign and that the endowment had reached \$32 million - up from zero five years ago and that was money that provided \$1.5 million directly into the athletic budget and it would be there forever "provided that we did a good job managing the funds and provided the stability that was needed to make the investments for success 20 years out."

Finally, there had been a great effort on the alumni side to do a better job of getting alumni involved. Any good organization required leadership from its alumni side. He said there would be a presentation on that going forward.

He stated that it was always easy to discuss what we had done well – but he said, "our job was to actually look forward to see what the challenges were." Paine listed the areas that continued to be challenges.

People – Paine mentioned that the organization had lost a couple of people this year from within the organization and that the positive was that all these people had been leaders and gone on to run other organizations and that we needed to continue to look at our succession planning and bring on high-quality people at lower levels and develop their skills to become leaders.

Financial challenges – He said that Mark would be reviewing these and that the new training center was not free and that, although \$25 million had been raised, it did put pressure on the budget and he wanted people to be aware of the challenges and trade offs that needed to be made.

Volunteers - Paine stated that this was an organization built upon volunteers and that most of the people sitting in the room were volunteers and it was the organization's gift that people wanted to be a part of the organization and help the athletes and if the organization had to pay everyone who spent time with the kids and on USSA affairs, the organization would be bankrupt so it was imperative to create an environment that made the volunteers feel really good about being a part of this organization.

Education – With guidance from the athletes and people from the Foundation board, the organization had focused on the athletes and the ability to provide the high-quality education to our athletes at the same time that they were competing at world-cup levels. It was a major focus looking forward. He stated that this first capital campaign had not yet been completed but the next capital campaign would be focused on education. The campaign would be to provide greater resources to the athletes to provide them an education and not have people make decisions based on whether they could either be successful in the future or compete. It also fed into the alumni discussion of having happier, more successful athletes who felt more satisfied going forward.

Other challenges – FIS continued to be a challenge in that it controlled a great deal of what the organization did in terms of events. It continued to be a challenge to figure out how to work as successfully with them as possible and get them to look at the world more like we looked at the world.

Finally, Bill Marolt's contract was signed through 2010 and it was his and Jean's mission to convince Bill and Connie that he should consider some years beyond that. He stated that the board's job was to understand what the challenges were with the organization and make sure these were addressed. The good news was that the organization was in great shape and that the discussion would center on raising the bar. Hard decisions had been made that were good for the organization and we would continue to do that. He said that ultimately "we had to do what was best for the organization and the athletes since that was what we were all

about, generating successful athletes going forward.” He said that he loved being a part of this board and appreciated the board’s hard work and he turned the meeting over to Alex.

5. USSA Bylaw Amendment: Alex Natt

Natt confirmed the presence of a voting quorum. The proposed bylaw amendment was previously distributed and appeared on the screen. He said that the amendment was a further modification of the existing mission statement of the organization that recognized for the first time in the bylaws the existence of the core corporate values and he read into the record the new mission of the organization and asked for a motion to adopt the revised mission.

ARTICLE III - Vision, Mission and Objectives

B. The mission of the USSA is to provide strong leadership that establishes and supports athletic excellence in accordance with USSA core values.

Motion # 3: To adopt the bylaw amendment change to the USSA mission as proposed.

M/S/C – Andy Wise/Bob Dart, by acclamation.

6. Chief Executive Officer’s Report: Bill Marolt

Marolt began his report by thanking everyone who was on the board for their vision, focus, loyalty and hard work and he confirmed that Dexter Paine had been a fantastic leader and a great partner. He said, in looking at his report to discuss the team behind the team, that he had spent so much time on the 2006 Olympics that at times, “you’d forget about the commitment to the entire organization and the teams’ success.”

Marolt said that he had needed to take a step back to figure out what really made it work and, after the Olympics, had spent time thinking about what Olympism was and how young athletes reached the podium. He said they got there because of the 400 clubs around the country, the parents and the volunteers who created the programs for youngsters. From them came the organization across the country. These were the people in the team behind the team.

Marolt reported that, moving forward as an organization, we would continue to focus on the kids being able to be the best in the world. On the other hand, he said, we would focus on taking care of the team behind the team as well. That would make us better and stronger organizationally and athletically.

He said that, reflecting on the past year, a good transition had been made from the Olympics to the FY 06/07 season. There were terrific results and one that the organization took a great deal of pride in was Bill Demong’s silver medal at the Nordic World Championships. There was a good spirit of team within the organization and everyone had rejoiced in this effort.

Marolt stated that he was also proud of the fact that the organization had sustained its twelfth year of a small budget surplus. This sent a message that the organization was now a good steward of resources and, going forward, there would be more challenges but he said he felt good about that.

In terms of staff changes, he had expected more movement immediately after the Olympics, but it occurred this year with the resignations of Trisha Worthington and Annette Royle. He had worked very closely with Trisha for 10 years and he credited her with being a big part of the endowment. He said that waiting in the wings was Janine Alfano, who had worked enthusiastically for the organization, to take the helm at the foundation

Marolt commented that Annette had worked for the company for 14 years and he credited her with doing a phenomenal job from beginning as a one-person show to a full professional staff that put on events that could be compared with any across the country. He thanked both of them for their service.

Succession and long-term planning were a critical part of what the organization did. Succession planning would be part of the already good planning process. He said that the past 10 years had been an operational plan and that, moving forward, the organization needed to get into legitimate strategic planning – looking at 2010, 2014 and beyond.

He stated that the summer would be spent going back and reviewing the core of every program to make sure that what was being done was the right thing. From that, there would be a look ahead to determine what needed to be done that would have the greatest impact on the organization for the long term.

Additionally, he wanted to focus the future on leadership. He said that he had addressed the responsibility of making leadership decisions and what he learned was that not everyone brought leadership skills to the table. He said that a formal leadership program would be established for the company that would be started at the end of June and would be ongoing.

Finally, he stated that we were at a point with the organization where we could continue to do business as we had and have success and get incrementally better. But if the goal was to challenge to be the best in the world day in and day out then we needed to do bigger and better and more energetic things. The Center of Excellence represented that. He said the center would create value for the stakeholders, the team behind the team. With the early on-snow, USSA would continue to work with Keystone for the next year and try to figure out how to do a full-blown center at Copper Mountain.

He said he was excited about where the organization was and he was excited about the commitment and enthusiasm that people had for the organization.

Paine said that the five-year plan was being distributed and that it was useful to spend time walking through that document. It provided a good sense of what the priorities of the organization were and what people were doing.

7. Center of Excellence Report: Dick Coe & Mark Lampe

Coe stated that Bill had expressed the enthusiasm that everyone had to build the Center of Excellence and he and Mark had been involved in building the ideas into a complex that supported athletic excellence. He said that there was a document that had been provided to the board that articulated the benefits of the center and provided an overview of the usage of the facility (see Addendum 1). He asked the group to review this. Bill had mandated that the building inspire athletes, constituents, staff and everyone who walked into the building to be excited. He described the 85,000 sq ft facility - building and surroundings. He said that he and Mark had been aided by Steve Brown and thanked the architects and Jacobsen Construction. He mentioned the Construction Committee, chaired by Harry Frampton, whose other members included John Bucksbaum, Ryan Heckman, Bob Hoff, and Bill Shiebler.

He then provided a timeline for completion - including today's USSA Board of Directors' review and approval of the Center of Excellence resolution - followed by the May 23rd Planning Commission MPD and CUP Approval. Coe stated that everyone at the city was enthusiastic about USSA building this building, bringing a lot of value to Park City and continuing what was started in 2002 to focus people's attention on the fact that Park City was a center for skiing and snowboarding for the world. He confirmed the June and July

timeframe for completing construction drawings, with July being final budget review. He said that he and Mark had spent a lot of time on the numbers. Additionally, a guaranteed maximum price would be negotiated. This had been one of Harry Frampton's suggestions. August – September would be the beginning of construction with a potential move in date of March 2009. He then asked Mark to describe the financing of the facility.

Lampe reported that the executive committee had reviewed a detailed business plan. He reminded the group that the Burbidge family had donated the land but it was raw land. IHC had already started building the road and infrastructure and Steve Brown, the project development manager, not only did a great job in securing the land donation but also in working with the city and IHC in determining a favorable allocation of all the costs.

He said that Jacobsen Construction had provided the draft cost estimates from schematic drawings. They were still working hard with the design team to find more cost efficient ways of putting the building together. He said VIK vendor and equipment sponsorships had not yet been included in the plan and would, accordingly, reduce costs. He said that the organization was challenging its departments to pursue these.

The following highlights the major cost components of the project:

Land Infrastructure	\$ 1,000,000
Construction Costs	\$ 17,000,000
Equip, Furniture & Fixtures	\$ 2,200,000
Owner's Contingency	<u>\$ 2,300,000</u>
Total	\$ 22,500,000

Paine said he wanted to mention that the land donation was an important catalyst to allow the organization to move forward.

Lampe mentioned that our plan was to issue a tax-exempt bond to finance the cost of the facility; once occupied, the debt service would begin as well as the operating costs of the facility. The first full year of financial impact of debt service would be fiscal 2010. The new expense of adding the facility would be partially offset with some savings due to no longer renting office space and renting excess space in the facility. He did not foresee moving into the excess space for at least five years so tenants could be accommodated. He said that there was a lot of interest to being in that building.

Lampe confirmed that he had budgeted revenue streams conservatively for the next five years. He said the endowment grant would continue to grow based on the endowment pledge schedules. The endowment would take until 2012 before being fully funded. As a result, there was a stretch in the FY 2010 budget, and he was forecasting a \$2 million deficit. Although not unlike the type of deficit we normally had when looking that far in the future, balancing the 2010 budget would be a challenge considering the additional costs of the new facility while maintaining current athletic programs.

He described a number of potential solutions to this future challenge. The goal remained to get the endowment to \$60 million. Doing so would add another \$250,000 in annual revenue from the endowment grant. Likewise, if the campaign could reach \$65 million this would be worth an additional \$250,000 annual grant to the organization. Accelerating the payment schedule of donors could also increase the endowment grant by as much as \$600,000 in 2010. He reviewed other possibilities and noted that the organization would pursue any and all of these to balance the budget in 2010.

Paine said that the board knew that a resolution had been passed to move forward on another piece of land and a different building and, shortly after that, management decided

that the economic conditions and risks were too great and postponed the project until the capital campaign could be re-invigorated.

He said this was not something new to the board but was an incredibly important part of this organization going forward. There were always risks but we had reached the point where we understood the risks and they could be dealt with without touching the athletic budget.

He reported that the executive committee had recommended approval of this and he asked for any questions from the board, which were answered, including sharing of facility, use of the gym by others, savings from not paying rent, using the center to hold the annual meetings, and the revenue-generating idea of selling bricks as a way of obtaining grass roots support from families, clubs, etc.

Paine then asked Natt to request the motion for approval of the resolution. Natt stated that in 2001 the board had authorized the staff to move ahead and spend some money to design the then-facility at Kimball Junction. The executive committee yesterday had drafted the following resolution and recommended that the board adopt the resolution.

“Be It Resolved: That we, the Board of Directors of USSA, today, May 20, 2007, authorize the President and CEO to expend up to \$22.5 million to construct the USSA Center of Excellence.”

Motion # 4: To approve the Center of Excellence resolution as proposed.

M/S/C – Andy Daly/Andre Horton, by acclamation.

Paine stated that he, personally, was really excited and that this was an exciting opportunity for the organization. He thanked everyone.

8. Financial Report: Mark Lampe

Lampe said that the folders at the place settings contained the quarterly consolidated financial report. The FY 07 year-end forecast would result in an operating surplus. A key highlight was this was the first post-Olympic year where the organization was able to increase athletic funding.

He noted the FY 08 budget was reviewed in detail with the executive committee. Some of the challenges were the very aggressive revenue goals. He said a focus was also to try to increase the revenue grant from the USOC.

He said that entering the Athletic Summit there was a \$1.2 million FY 08 budget challenge to overcome and as part of the longer look at programs, the organization had undertaken a tough review of core activities. As a result, it carved about 2% of the core out to secure some savings in the elite and domestic athletic programs and 2.8% out of S,G&A budgets.

He noted that there was a significant sales risk reserve to avoid reaching mid-year and finding the organization in a shortfall. As the revenue streams firmed up, Marolt had the ability to fund additional athletic programs from these additional revenues.

9. Athletics Report: Dale Schoon

Schoon reported that it had been a great season with some record-breaking performances across many of the sports. He said that athletics would always have its challenges but that

“we continued to move the needle in a very positive direction.” He reviewed key highlights which indicated that the company continued to move in a very positive direction.

Cross Country: Three WC podiums from Andrew Newell, Kikkan Randall and Torin Koos. Overall a great season for this program with multiple “best” performances that was a great indication that USSA’s incremental investment over the past couple of years was paying off.

Nordic Combined: Strong season as a team but he highlighted Bill Demong’s World Championship silver medal as a true highlight; this was the second WSC medal in the history of the sport.

Jumping: Lindsey Van placed 3rd overall in the continental cup (top international competition for the women jumpers).

Snowboard: Halfpipe - Steve Fisher won X Games; he mentioned the men’s HP podium sweep at the World Cup at Lake Placid; in SBX, Jacobellis 1st / Wescott 2nd / Holland 3rd at World Championships; Holland won X Games; U.S. riders made finals in every SBX competition during the 06-07 season. In a sport where there was so much going on outside of each athlete’s control, that was an achievement; PGS - although no podiums, we had a good group of young riders with Tyler Jewell acquiring four top 16 World Cup results, Justin Reiter eight top 16 World Cup results, and Michele Gorgone four top 16 Cup results.

Alpine: Schoon reported a historic men's DH result in Beaver Creek, 1, 3, 8, 10 (4 in top 10 was historic); Nyman went on to win his first WC DH; 3 silver medals at World Championships (Kildow 2 silvers, Mancuso 1 silver); unprecedented nine podiums in six days in December by the men and women.

Freestyle: Aerials - Jeret Peterson performed his full triple full full (5 twists with 3 flips; 1 twist on the 1st flip, 3 twists on the 2nd flip, 1 twist on the 3rd flip) at every event this season (6 World Cups, Worlds and Nationals); he stated that it was the most difficult trick on the World Cup and Peterson was the only athlete competing with that trick, 2nd in the World Cup standings, he also had a double win at DV and record score; Moguls - Nate Roberts: Worlds medal (attended two Worlds, medaled in both - 2005 and 2007); Shannon Bahrke's turn-around year with 3 podiums and 3 additional top 5's, second in the World Cup Standings, Worlds podium; Jr Worlds: moguls men’s sweep (1-4), aerials men 2nd by Ferguson, moguls women 2nd by Snyderman, HP-W 1-2-4.

Disabled: Alpine - 2nd in the overall Nations Cup (behind Austria). US Women scored 13 podiums in 12 WC starts. XC - overall WC – two males in top 5 (Steve Cook & Chris Klebl); 13 men’s podiums overall.

Schoon went on to describe the team behind the team as it manifested itself as part of the high performance plan. As in every top athletic program, USSA was challenged with establishing sustained athletic success. To achieve this goal it was critical that we recognized all the stakeholders who contributed to the program that delivered athletes to the podium. He described the simple model of the USSA high performance plan that was currently being implemented as a guide to ensure that each sport stayed focused on these areas as appropriate within their environment.

He stated that there were three general categories: (1.) Elite Program – these were all the components that supported “Game Day “ performance at the top of the pipeline. (2.) Sport Development - each of the stakeholder groups and programming areas that contributed to the long-term development of the athlete pool. (3.) Leadership and Governance - USSA’s responsibility to ensure that rules and associated institutions acted in the best interests of the respective sports and that we had effective plans to address those areas.

Sustained Athletic Success - In order to continue with the success that USSA had achieved in the past, several broad strategies were being used to drive the sport programs moving forward. The organization needed to continue to provide leadership and support to the "team behind the team", to its stakeholders.

Sport Performance - Critical Evaluation was the major focus of the sports moving forward so that we continued to improve program delivery and implementation. Thorough evaluation would continue to move the sports forward.

High Performance Focus - The Elite Performance Model was an evaluative tool that helped coaches and athletes assess how they were performing against performance indicators. EPMs had been generated in each sport as a tool to maintaining focus on what was important going forward.

Strategic Planning – As had been mentioned, we concentrated efforts on the first two years of the strategic plan. The company shifted towards the design and management of a long-term strategic plan, utilizing a long-term focus to produce a true five-year plan.

The Center of Excellence - was an integral component of the HP Plan and would be utilized to support and deliver programming at all levels of the pipeline and be a critical component in bringing the entire community together.

10. Sales and Marketing Report: Ted Morris

Morris stated that the current forecast for FY 06/07 was a net revenue of \$7.1 million on \$13.4 million gross. He said that this was down 7% from the Olympic year. He said that typically post-Olympics, the revenue fell off by 20% so this was very good. He indicated that key factors impacting this were that 13 of 17 expired agreements renewed, a very high percentage post-Olympics. Six new sponsorship agreements were added and they had renewed broadcast agreements with NBC (four years) & Versus (two years) and reduced the annual time buy fee by \$240,000.

There was an additional goal of getting as many new content agreements as possible to get the USSA message out. WCSN, Lat 34 and NBC.com broadcast full race coverage of USSA events this year. In addition, Yahoo! Sports had three minutes from the Grand Prix series up within 24 hours on the sports page, the third largest after Fox and ESPN. The Alpine World Cups were also broadcast on Sirius Satellite Radio and we worked with Sprint Mobile to add content video footage, athlete profiles and news results.

He then reviewed the revenue and expenses FY 06/07. He also indicated that there were challenges for the FY 07/08 to get to \$8.5 million net revenue goal, which would be a 15% increase versus FY 06/07 actual. He said it was another huge renewal year with \$6.5 million in TV, sponsorship and licensing renewals. Those which were already renewed included: Visa / NVGB, Yahoo (\$2.46 million). He said that the auto category was being split with Chevy for Snowboard and Audi on the ski side. He said that Audi / Chevy were almost completed (\$1.6 million). He said that there was still upside to this figure. New agreements and filling all available inventory would be key. There remained two patch positions available on the team uniform. Alpine World Cup inventory was also key and the European sponsor marketing was beginning to come back so the organization hoped to capitalize on that with some European sponsors. Strong TV sales were always critical and last year this was a challenge. Finally, increased revenue from event webcasts had potential upside.

Brand marketing was his next topic. Focus groups were conducted talking with consumers and athletes to get a feel for the brands. The results were the introduction of two new brandlines for U. S. Ski Team and U. S. Snowboarding. He said that, on the content

distribution, everything was focused on increasing the visibility of our athletes and events. He described the system as four-tiered as listed below and that concluded his report.

Tier 1: Network TV (NBC) with 12 hours of coverage

Tier 2: Cable TV (Versus) with 20 hours of coverage

Tier 3: Streaming of Major Events (WCSN & Lat 34)

Tier 4: Ancillary Distribution (Sprint, Yahoo!, Youtube, Totaldisruption.com...)

11. Events Report: Annette Royle

Royle stated that, as an introduction to the events department, the focus remained on athletic needs and priorities which included evaluating disciplines, formats, schedules and venues and continued focus on event components which supported revenue programs such as increasing value with existing events, sponsor/donor hospitality, event marketing and more efficient formats.

She commented that there were disciplines changing in every sport and changing schedules and venues kept the staff active. The annual increase in the sponsor/donor hospitality programs at the events with more and more stakeholders participating was a valuable asset providing an opportunity to tell our story and for stakeholders to meet the athletes.

She mentioned that this last season had been quite remarkable. Key accomplishments at the events that USSA hosted were a history-making season and that, while she could not take athletic credit, it certainly was fabulous having this kind of success at home, which she enumerated:

16 US Podiums from 5 World Cup Events

Dec 1, 2006 – best day in alpine history (4 Men in the Top 10 in DH at Beaver Creek)

Men's HP Podium Sweep at Lake Placid

Jacobellis won World Cup SBX Title at Lake Placid

Alexa Turzian (18) – Youngest XC Champion at Houghton, MI

Additionally, USSA broke the world score for men and women 's aerials in Deer Valley

USSA firsts she included were:

Alpine Super Combined in Beaver Creek

First 22' Halfpipe at Grand Prix

XC Team Sprint added at US Championships

Weather had been incredibly challenging with the US more fortunate than many places in the world. There were great resources with the organizers and staff when events had to be moved. Overall, the event package was kept whole.

Challenges, she indicated, included the long-term World Cup calendars - time and energy would be required to develop a strategy to deal with those. She also mentioned that the development of sports and new disciplines and their associated costs would continue to provide challenges. She mentioned that this season USSA would host its first Skier Cross in Deer Valley and Skier Pipe had been added to the Freestyle Championships. Super Combined was also being added as well as the 22' HP that had been previously mentioned. She mentioned the lobbying effort that would take place this year for the Vail/Beaver Creek 2013 Alpine WSC bid, which would be awarded next spring at the FIS Congress.

She closed saying that this would be her last report to the board and she thanked everyone and she would be excitedly watching and sign up as a volunteer.

Paine thanked Annette for 14 years of incredible effort. He reiterated that the challenges mentioned by Annette were at the core of the challenges for our sports and us as an organization. It was great to have the events here but they cost a tremendous amount of money and cost the organization \$1 million and this became particularly acute, he said, when you had years like this one in Europe where the conditions were just deplorable. Having said that, the opportunity for Vail to host the World Championships was great for the sport in the U. S. and our athletes. With that, he thanked Annette once again.

12. Fundraising Report: Janine Alfano

Paine stated that, as had been mentioned earlier, Janine had been with the company for 11 years and this was a perfect example of the kind of succession planning that was needed. Janine knew all of the donors, events and he was certain this would be a seamless transition and congratulated Janine.

Alfano began by reviewing the budget, stating that the FY 06/07 ended with \$5.45 million. She wanted to point out that that total was the first time in a post-Olympic year that the Foundation had not experienced a decrease to fundraising revenue. She was quite proud of that and she wanted to point out that the FY 07/08 budget at \$6.9 million was a big leap. She said that the staff was preparing to meet that challenge.

She highlighted that 397 Gold Passes were sold – the most sold in the history of the program. She was proud of Jill DeVleming for that result. She also indicated that the Foundation had 51 Team Vancouver members pledged. When this program was launched for the Salt Lake City Games, there were 30 Champions Club members. Team Torino had 44 members and currently at 51, Team Vancouver had exceeded these with the hope of reaching 70 total participants. She reported that this was a testament to how much fun it was to go to the Olympics as a guest of the U. S. Ski Team and U. S. Snowboarding. She stated the cost was \$250,000 per year over the four-year period.

She also reported that \$55.4 million had been pledged to the Legacy Campaign, with the goal of reaching \$60 million. She pointed out that there were outstanding asks totaling \$9 million and there were still many prospects to meet with to discuss the Center of Excellence.

Special Events had had a great year, maintaining the dollar volume from the Olympic year, which was significant for Special Events. Becky Woolley led that area and she had successfully improved the quality of the events as well as the content.

Alfano mentioned that Scott Lyttle had been added to the Major Gifts staff for the southeast region.

In terms of challenges, she reiterated the aggressive budget goals to be achieved and they were putting a strategy behind reaching those goals. There were two new positions that would be hired and trained - a major gifts director and an administrative assistant. Additionally, existing staff had taken on new roles so there would be a learning curve.

She asked again for aid in prospecting and said that names were needed for direct marketing and for the major gift prospecting in all regions and to please send any contacts Foundation's way and she closed her report.

13. Marketing Communications: Tom Kelly

Kelly said that he wanted to start out with a snapshot of the sport, and that there were a lot of interesting numbers. He said that he looked at these numbers as an opportunity to tell

USSA's story to the 24 million who said that they were skiers or snowboards and to the 14 million who actually participated in the sport. These were the stakeholders of the sport as Bill has referred to them. These were the people who had an affinity to our sport.

Kelly stated that he wished to address some of the key accomplishments in the department including achieving all of the PR and media placement goals. He said that the department had been very active in sending out news, essentially running a news bureau for the sport.

This year the department had increased its pro-active work getting video out to the TV stations and news companies and organizing days for the media to be active with USSA's athletes, under the leadership of Juliann Fritz, PR director. He said that this was always a tough year in which to get coverage in the post-Olympic season.

He also stated that he wanted to address the athlete and media support system, having implemented media training with all of the sport programs, targeting select teams, including the men's alpine team program. There had been good feedback on that program.

Another area that was very important was the implementation of Press Officers for all of the sports. He said that some would recall that we implemented adding a press officer to the men's alpine team circuit and that had been effectively implemented for the last three years. He said the focus was operational management on site with all of the interest that Bode and Daron had been getting a few years back. In expanding this year, two officers were added to snowboard and one to women's alpine who also worked the Nordic and Freestyle World Championships. They made an incredible difference and he said that this program would expand in the future.

Kelly stated that challenges moving forward were to be more pro-active with media interaction. He said that he had spent some time at the World Championships in Are Sweden this past year and watched what was going on at the most media intensive and the most public interest that we had across all the sports. His conclusion was that we were not active enough with the media. Despite all that we'd been doing, the organization needed to step up how we had our athletes interacting with the media. Our press officers would go into the new year with a different mission from the past few years. He said that systems would be established with the teams so that they understood how important it was for them to be interactive with the media.

He illustrated with NASCAR stating that they knew why they were interacting with the media and they did a great job at telling their story. That would be the charge of the press officers in future since there was no better time to tell our story then when we were competing.

He also wanted to address clear, consistent messaging. This was very important moving forward and would be manifested in the media-training program. He stated that the organization was in the final stages of an RFP and had three finalist firms and would begin in mid-June at the rookie camp to implement media training for all teams going into the season.

At the direction of the board, the organization had undertaken a communications audit with Linhardt Public Relations. They had been managing an independent audit with interviews being conducted with staff, with stakeholders and would come back to the organization with what it should be doing in the areas of audience determination, messaging, and delivery systems. This would be delivered in mid-June and would be reported back to the board and the information used to develop the communications programs moving forward.

He reported on the organization's online communications. He said that a variety of methodologies were used and that one area that had worked extremely well was targeted email. The key for this year had been to focus on quality over quantity, focusing on the demographics of the group and delivering very specific messages to those recipients.

The web continued to be a very important communications tool. He said that USSA's was one of the best sites among all of the national governing bodies. He said that could not be the target. The target had to be to have a more interactive site. The site was relatively static right now and, while video and audio had been added, we needed more interactivity.

Online Registrations had been looked at over the last several years and this was an area in which the organization was moving forward.

To get an independent look at what the organization was doing on the web as a communications tool, Cogbox was hired to study the web systems and were very honest about those things that we were doing right and the things that we were doing wrong. They had identified the fundraising area as an area that we were not taking advantage of and the delivery system and content would be addressed.

USSA's site provided the most information to the largest number of stakeholders, i.e. parents, athletes, coaches, officials, volunteers, etc. and was a critical area. This area, developed five years ago, needed change and that was on the top of the list.

From there, he commented, we would follow on with our Team branded sites and Cogbox was overseeing this process with the organization's IT team.

In closing, Kelly stated that many knew that he had been managing the member service area of USSA, which had been handed to him 12 years ago by Tim Leiweke. Kelly said that he had fixed it a long time ago and now Dick Coe with Sheryl Barnes would be managing this area. He said that he was very proud of what had been accomplished in this area with creating new systems and the last seven or eight years had seen membership growth. Relinquishing this, he said, would allow him to focus more on Communications.

14. Sport Committee Reports/Action Items:

Alpine: Bob Dart said he wanted to thank the entire alpine staff and the volunteers who attended 23 meetings over the week for the very successful meetings. He said this week had been about celebrating the success of the entire season and looking at the future to keep the sport in line with the direction of the future. There was one action item and three informational items that he wished to bring to the board's attention.

Changes to Alpine Operating Procedures - Dart stated that to grow the leadership in the committee, the sport committee felt it was important to have a spot for the past chairman and this required board approval, "The addition of the Immediate Past Chair as a voting member to the various Committees, Subcommittees and Working Groups."

Natt stated that changes to the operating procedures required board approval and that both items could be addressed in one motion.

"Clarify that the election of the FIS Representative to the Sport Committee will occur on odd years." Dart said that they did not have the FIS representative on a rotational basis so they wanted to clarify that in the operating procedures. Those were the two items for approval.

Motion #5: To approve the addition of the past chair as a voting member and to assign an odd-year rotation to the FIS representative as proposed.

M/S/C – Andy Daly/Andy Wise by acclamation.

Dart then provided the following information to the board.

TD Expenses - Technical Delegates at USSA Scored Races and USSA Course Inspectors are to be paid \$50 per day in addition to their expenses.

Course Homologation - Alpine will begin inspecting and homologating USSA Slalom and Giant Slalom courses.

Rules Clarification - Course setters and referees should be certified referees during season 2007-08 and are required to be certified referees beginning in season 2008-09. Dart said that educational materials had been in place and that this was merely a clarification. That, he said, was his report.

Cross Country: Jon Engen stated that the cross country sport committee had had good meetings and that funding for development in the sport really paid off. Besides the World Cup results pointed out earlier by Dale, he enumerated the various other good finishes for the season. He stated that he did not have any action items at this time but they would be recommending some junior awards via protocol for the future and he wanted to close by thanking the board for its attention and support.

Paine thanked Jon and congratulated him on the great year experienced in the Nordic programs.

Disabled: Steve Raymond stated that he was very excited to be representing the disabled program and that he continued to be amazed by the athletes. He explained that he had been working with this team for the last 12 years on the fundraising level. The program he had been running had become one of the main sources of funding of the disabled ski team.

The teams had a great year last year. Disabled Alpine had 17 World Cup podiums and four World Cup globes, including Stephani Victor's for overall. In Disabled Cross Country, the team achieved 13 Cross Country podiums, 4 Biathlon podiums, and Steve Cook won two World Cup globes.

He mentioned that the team was interested in meeting with Iraq vets to create some partnerships that might add potential future athletes to the team.

He reported that there had been an Aspen Disabled World Cup this year with 100 disabled racers from 15 countries.

To provide background, he said that he worked for ESPN. He had had staff discussions regarding the ESPN Winter X Games to include some of the disabled athletes so they had Mono Skier X. Two years ago, he reported that this was an exhibition event and it was amazing and became a full-medal sport in 2006. 16 athletes were invited, half of which were team members who had to fly in that day, inspect the course and jump on the course. "Those of you who saw the video, it was amazing." Tyler Walker won it in a very exciting finish. The guys who run the X Games were very excited to have them as a mainstay of the event. Chris Waddell had been hired to do the play by play and 18,000 people were on hand to watch the event, which raised the visibility for the athletes.

SkiTAM was the event that he had started 12 years ago as a fundraiser that brought 1,300 people into Vail in a corporate ski challenge, pairing a disabled athlete with a company sponsor and that athlete raced with the team over a three-day period, and made a real connection. There were 65 sponsors with \$1.3 million gross revenue in 2006. He said, through the Make-A-Wish Foundation, there was a young man who wanted to attend SkiTAM to meet the athletes and he really bonded with them.

He explained that the Athlete Partnership Program was a corporate program to make connections directly with some of the athletes and get involved in their lives.

Some of the challenges included continuing to find the athletes to be good enough to make the Disabled Ski Team so development and recruitment were crucial. Discussions had been held about taking the money currently being raised for the Team for the last 12 years and putting it into a new US Disabled Ski Team Foundation.

Another challenge was the site for US Nationals for the coming year. He closed stating that he looked forward to working with everyone.

Paine thanked Jack Benedick for his years of service to the board and his passionate representation of disabled skiing.

Freestyle: Andy Wise stated that the only action item for this board was to ratify a new member to the board, Glenn Eddy, and Alex would be taking that up shortly. He stated that they had also had good meetings due to PJ & Emily's work. One housekeeping issue that was addressed was an appeal rule in the rulebook that somehow became deleted and that was added back into the rulebook.

A hot topic of discussion this year was ski cross since it had been added to the Olympics; PJ and staff had been tasked with setting up a plan on selecting athletes to a team. Another item that came up this week and which he and Dart had sat down to discuss with Dick Coe was starting a multi-use sport license in FY 08/09.

The membership subcommittee where the dues were split was going to conference with other sports to discuss the splitting of dues so work was initiated there.

Also, at World Juniors, he reported that the Freestyle Team had brought home the Marc Hodler trophy for the best team (most medals) for the first time. This was really good since there was no participation by ski cross which many others nations had. Canada had previously won the trophy followed by Russia. He said this helped to confirm that we had a lot of strong youth at the junior level.

One athlete and coach from ski cross attended the meetings this week. More competitors and coaches would be coming out as the word got out, he said.

Wise closed stating that the freestyle sport committee decided not to meet in the fall. If there were a need, the executive committee would meet to take care of any issues. He said that this was his last meeting as board representative and he said he appreciated the board helping Freestyle out over the years.

Paine thanked Wise for his time served on the board.

Jumping/Nordic Combined: Chuck Heckert said that ski jumping also had one action item which was to require video distance measuring for the National Championships. Heckert stated that in a study done in FY 06/07 only 21% of the jumps measured in three World Cup B competitions were accurate by manual measurement. 33% were off by a half meter and 48% were off by a meter or more so this was why the committee was asking for this.

Natt stated that this was an interesting resolution in that it had tremendous merit but it also had budgetary impacts for organizers. He said that yesterday, we had discussed that this might be a \$3-6,000 expense being posed on the organizers. Although this was for National Championships, there were site fees paid by USSA to sites to host the National Championships and, ultimately, some of that cost would be put back onto USSA so there needed to be some discussion on the financial impact.

Wise asked if this was a piece of equipment that USSA could purchase and take to the site.

Heckert stated that this was a possibility but that what he foresaw happening was that, since the FIS events required video marking, the major facilities holding National Championships would hire that done but in the next three to five years, each of the facilities would most likely have their own equipment.

Heckert was asked if this would delay scoring to which he replied that it speeded up the process over manual marking.

Royle added that this was the first she had heard of this but that she didn't disagree that something that affected the quality of the event should be done but that she wasn't familiar with the cost of the equipment and her recommendation would be to have the sport committee ask staff to take a look at what it would cost. It might be addressed in the core plan, as it existed today. If it had a financial impact then, it would be her recommendation to treat this through the initiative process for the long-term solution. There should be a way to find a solution whether for the '08 championships or the long term.

Motion #6: To have staff investigate the budgetary impacts associated with requiring video distance measuring for National Championships and, if desirable, address this in the internal initiative process.

M/S/C – Andy Daly/Andy Wise, by acclamation.

Heckert closed stating that there had been great results with Bill Demong and Lindsey Van and they had also done pretty well in World Cup B but, as a committee, a focus was the process of rebuilding the Jumping team. He thanked Luke for all of his help and closed his report.

Snowboard: Mike Mallon stated that there were no action items to report. They had had great meetings, which were very well attended. He said this was their longest meeting in the sport committee's history, and he thought that was a good thing. They were taking some in depth looks at a lot of important topics and making sure to give all of them enough time. He said that, down the road, the committee might have to meet over two days.

Mallon remarked that there were new faces in attendance. Watanabe from the boardercross team came in and offered some valuable insights so it was good to see team participation. The sport committee elected new reps for the East and Pacific Northwest and also filled the Rules & Tech position with Cath Jett as chair so that was an exciting move forward.

The USASA had an active involvement in grass roots participation in snowboarding in the US. He stated that they had been working with them over the last few years to integrate the two programs and develop a partnership. The stage was generally set to continue to have positive discussions moving forward. USASA's new president attended the sport committee meetings. He commented that they formed a task force with members of the sport committee and members of USASA to begin talks on how to approach this in future. The USASA currently had a little over 5,000 members in their grass roots organization.

The *Revolution Tour* continued to grow. The tour began as three events and this year all events were FIS sanctioned with four events and on-line registration; some of the events sold out in the first half hour of being posted on-line. There was a need for these events which were very well attended. Abbi Nyberg attended every event and did an amazing job. Next year, he said, they were hoping to add another event. What they were trying to avoid was turning away athletes at that level and that point was reached this year. They talked a lot

about ways to make sure to have the best athletes at that level. Hopefully, working with USASA would bridge the gap between the two.

Lastly, the committee continued its discussion on slopestyle which was now being recognized by the FIS. There were four slopestyle competitions on the *Revolution Tour* and one at the *Grand Prix* level. He said that they continued to look at slopestyle toward the future of the sport with a discussion of naming a national champion but determined to review this in more detail before making this decision. That, he said, concluded his report.

Paine remarked that the integration had come so far and thanked him for a great job.

Paine asked if there were any other motions coming from the sport committees, and there were none. He said that, at the end of the day, the sport committees were at the heart of this organization and he thanked them for all their work during the week.

15. FIS Report: Bill Marolt

Marolt stated that he wanted to make a couple of comments about the FIS. He said that we had talked a lot about the team behind the team and that, as we viewed our relationship with the international ski community, we had to remember that we were a part of that community. In a lot of discussions, we talked about the FIS as though they were over there when really they weren't. The FIS was sitting in the room and the FIS, as it currently existed, enabled USSA to manage and grow the sports as we moved forward.

On an annual basis, scheduling, World Championships, and financial support were provided. He said that the FIS had done a very good job of managing resources, and every two years the national associations were the beneficiaries of extra profits, which the FIS had done consistently over the last decade. He said it was a stable organization as far as international organizations went in terms of what they did; having said that, there were still challenges.

As a national governing body, part of USSA's strategy had been to place members of the association into key committee chair positions. He said we had done that effectively and now it was incumbent upon us as we moved to FIS Congresses and to spring and fall meetings to carry our message and our strategy forward. He said that each of us knew what that responsibility was and that it was critical to do that.

When you looked at the challenges being faced, television was a big challenge as was telling our story, which was critical to future growth. Ratings in most cases were flat and that affected the ability to secure corporate sponsorships and marketing opportunities.

To that end, and to the credit of certain individuals in the FIS, the Council was looking at what we were doing with formats and how to make the events more appealing and more exciting. That was what we had to take back to the FIS – not in a confrontational manner but in a way to develop a better and stronger partnership. If we did that, at the end of the day, we could make a difference in the sport internationally and we needed to remember to look at this organization as a member and a partner.

16. USOC Report: Bill Marolt

Marolt stated that the USOC was another organization similar to that which he had just described. He said USSA was a member of the USOC and that it was incumbent on us to realize that we were and we had to develop partnerships to drive the Olympic spirit.

Currently, if you looked at what the USOC was doing at the very top level of the board, the focus was on Beijing and the Summer Games. When the Summer Games concluded next summer, skiing would get a lot more attention. He said this was simply something that USSA had to manage through. Another big part of their focus was the Chicago bid for the 2016 Summer Games. A lot of time and effort were being spent trying to secure that bid.

In terms of our relationship with the USOC - and he had reported this in every meeting - the USSA's staff-to-staff relationships with the USOC were strong whether with sports partnerships or sports performance staff, there was good interchange and, ultimately, the USOC did provide good support. That line item in the budget was up to almost \$3 million a year and those dollars all went to support athletic programs.

In discussing the staff-to-staff relationships and partnerships, members of the USOC staff attended the planning sessions. He likened the planning process to making sausage, the end product was great but getting there was at times unnerving.

He explained that currently USSA worked on a year-to-year budget request process and that was difficult because you never knew what you would have in future and it made budgeting tough and USSA would work to get the USOC to return to quad funding.

Finally, he reported that the chief executives of the NGBs had formed an Association of Chief Executives of Sport, which would be an organization that hired its own executive director and in its initial state would be a best practices sort of organization where the 39 NGBs got together on a regular basis and helped each other get better. Marolt reported that this was a good step forward.

17. U.S. Skiing Foundation Report: Mark Lampe for Bill Slattery

Lampe stated that he had been asked to provide the summary for the USSF. He explained that the USSF had held its annual meeting on Friday and this was the entity that held the assets from the funds given to the NGBs in the surplus of the Los Angeles Olympic Games in 1984. That fund had grown to almost \$ 2.5 million. This year earnings approached \$270,000 and provided a grant to the athletic program of \$115,000. Next year's grant allocation would be \$125,000.

They had one action item and that was to re-nominate three members of their board to another term, Tom Winters, Greg Boester and Hank Tauber to another three-year term as well as re-nominating the officers, naming Bill Slattery as president, Lee Todd as vice president and Tom Winters as treasurer.

Motion # 7: To ratify the re-nominations and slate of officers as presented.

M/S/C – Andy Wise/Chuck Heckert, approved by acclamation

18. Executive/Nomination Screening Report: Alex Natt

Natt stated that in the Executive/Nomination Screening Committee meeting, the following individuals had been presented for ratification by this board. They were the re-nomination of David Pottruck from Foundation, and Chuck Heckert, to retain his seat as the Jumping/Nordic Combined Sport Board Representative.

As discussed earlier, Glenn Eddy would replace Andy Wise as the Freestyle Sport Board Representative and Steve Raymond would replace Jack Benedick as the Disabled Sport Board Representative.

Motion # 8: To approve the nominations and re-nominations as presented.

M/S/C – Andy Daly/Andy Wise by acclamation.

Natt stated that there were re-nominations of Dexter Paine, Jeanne Jackson, John Bucksbaum and Bill Marolt to the for-profit boards USSA Ent. & USST, Inc., which were all subsidiaries of USSA and he asked for a motion to ratify these officers.

Motion # 9: To approve the nominations as presented.

M/S/C – Andy Daly/Andy Wise by acclamation.

Natt stated that the next item had been presented to the group in the binder. It was the general corporate resolution which vested authority in the chief executive officer, executive vice president and chief financial officer to transact business on behalf of the company. He said this was a housekeeping issue and that companies with whom we contract requested this type of authorization. He asked for a motion to approve the following resolution.

“U. S. SKI AND SNOWBOARD ASSOCIATION CORPORATE RESOLUTION

RESOLVED, That the Chief Executive Officer and/or Executive Vice President and/or Chief Financial Officer are hereby jointly and severally authorized and empowered on behalf of this Company to purchase and acquire, and to exercise options and/or rights for the purchase and acquisition of stocks, bonds, rights, warrants, and other securities, and to sell, assign and transfer all or any stock, rights, warrants, bonds and/or other securities, and to execute the instruments proper or necessary to effect any such purchases and/or transfers, and the sale of other assets including real property.

FURTHER RESOLVED, That the Chief Executive Officer and/or Executive Vice President and/or Chief Financial Officer acting for and on behalf of the Corporation and as its act and deed be, and they are, empowered and authorized to: borrow money, obtain lines of credit, authorize company credit cards, execute notes, grant security, execute security documents, negotiate items, acquire, lease or dispose of assets including vehicles and other property and equipment in the ordinary course of operations of the organization.

FURTHER RESOLVED, That any and all resolutions heretofore adopted, inconsistent with the above resolution, be and they are hereby rescinded.

I HEREBY CERTIFY That the foregoing is a true and correct copy of a resolution passed at a regular meeting of the Board of the U. S. Ski and Snowboard Association, a corporation duly authorized and existing under and by virtue of the laws of Utah, held on the 20th day of May, 2007 at Park City, UT and I further certify that due notice of said meeting was given to each member of said Board; that a quorum was present and voting throughout, and that said resolution is now in full force and effect and has not been amended or repealed.”

Motion # 10: To approve the corporate resolution as presented.

M/S/C – Andy Daly/Andy Wise by acclamation.

19. Investment Committee Report: Mark Lampe for Jim Swartz

Lampe stated that Swartz and Crandall were on the investment committee and had asked him to update the board. He reported that the investment report was in the folder presented at the start of the meeting. One thing to note was that there were three separate funds that

were invested and overseen by the investment committee, the athletic endowment, the scholarship endowment and the USSF investments. The following balances and investment earnings were reported.

Endowment Balances:

Athletic Endowment	\$ 27,551,000
Scholarship Endowment	\$ 2,646,000
USSF Investments	\$ 2,454,000
Total Investments	\$ 32,651,000

Investment Earnings History:

2007 (4 months)	\$ 2,132,000	6.0%
2006	\$ 3,005,000	12.7%
2005	\$ 1,473,000	7.3%
2004	\$ 1,684,000	10.2%
2003	\$ 1,564,000	12.8%

He said that of particular interest in that athletic endowment was that \$55 million was pledged and \$24.8 million had been donated to date, and granted into the athletic programs over \$4 million over the last quad. As Bill had mentioned, this was critical support.

He stated that, as the investment committee moved forward, it continued to monitor the investment managers and terminated large cap growth manager TCW and replaced with Wells Capital Management; and in the March investment committee meeting, there was discussion that when the fund reached \$30 million, the policy provided for looking into private equity programs. He stated that that concluded this report.

20. Audit Committee Report: Greg Boester

Paine thanked Boester for sitting through and calling in to the board meeting and asked him to provide the audit committee report.

Boester stated that he would be brief. He said that, as they were heading into the audit season, there were a couple of things to note and there would be a motion at the end. He stated that the committee would be working with Mark to accelerate the completion of the audit process this year to coincide with a lot of the stuff that was going on with the training center. He said that he would provide a more comprehensive audit committee report once the organization had gotten through this cycle and he would report back at the fall board meeting. He asked Mark to address the motion.

Lampe stated that there was one action item that they wanted addressed and that was the selection of the auditors. The committee recommended re-engaging the current firm Schmitt Griffiths Smith and Lampe requested a motion to approve this item.

Motion # 11: To ratify the selection of the audit firm, Schmitt Griffiths Smith, as recommended by the Audit Committee.

M/S/C – Andy Wise/Andy Daly, approved by acclamation

21. Judicial Committee Report: Todd Wakefield

Wakefield stated that the judicial committee had only one item to report on and that arose from a grievance that was filed by a member alleging misconduct of a sexual harassment

nature. This was an issue that had not come up to the judicial committee before in the 12 years since the bylaws were written.

The relief requested was the permanent revocation of the membership of the individual. The judicial committee decided that it did not have jurisdiction to deal with that. The bylaws rests that revocation authority exclusively in the board. The bylaws also provided that, if a member received an adverse decision, the member could appeal that to the judicial committee.

He stated that it was worth some consideration in the months ahead as to whether that was the correct structure. It was a structure that made sense in the abstract 12 years ago but the culture and society had changed a bit and, in the wake of issues that the Catholic Church had had to deal with and the heightened awareness coming out of the Duke lacrosse scenario, it would not surprise him, he said, if we saw more of these kinds of issues come in to headquarters in the coming years and now was a good time to look at the procedure to make sure it was the best way to go about it.

Paine asked Natt if he had any comment. Natt replied that this provided a good segue to the legal report.

22. Legal Report: Alex Natt

Natt said that this begged the question as to what was the role of the association in policing the behavior of its members and that the organization was consulting with outside counsel to re-evaluate what was the best way to evaluate these processes. He said that there were tough questions to be answered particularly in the area of I harassment. What constitutes harassment? What is the organization's responsibility to investigate and suspend? Over the next few months, he would be making a recommendation on how the organization should proceed, which might require revision to the bylaws or in the interim have an ad hoc process since this one matter was pending.

He said that USSA had taken a step in that direction already with the implementation of the criminal screening background program. This was not a criminal allegation; however, having said that, we undertook to screen 6,000 coaches and officials last year. The organization felt that it was enough of a potential problem and benefit to kids to undertake that at a cost of approximately \$160,000 to screen these individuals. He said that he was happy to report that fewer than 1% of the 6,000 were red lighted and most of those were for offenses dealing with drugs and alcohol. Only two of the individuals were red lighted under the sexual abuse and molestation policy. He explained that red lighting meant that these individuals would not be permitted to be members of USSA going forward.

He explained that some of the alcohol offenses had time limitations on them and those individuals could be members going forward but anyone who committed a felony involving sex and violence would not be allowed to be a member. He thanked Faye Malnar and Sheryl Barnes for carrying the load on this.

There had been some problems identified and those were not relating to USSA but the fact that the reporting structure in the country were imperfect, with states not talking to states, predators who were to register voluntarily moved and didn't register so this was something that USSA would focus on going forward and it related back to what was this association's responsibility going all the way down to its membership.

He reported that there were two personal injury lawsuits pending against the association. He explained that it was the case that it was cyclical in terms of success in suing ski areas and at the moment there was an upswing now and so there was attention being paid to snow sports. He reported on a recent \$14 million judgment rendered against the Snoqualmie resort for a

gentleman who was a ventilated quadriplegic. He said it was illustrative of the types of judgments that were out there. He said that USSA would be reviewing its insurance policy to be prepared for these sorts of issues.

One of the personal injury cases had been pending for a while, a closed head injury out of Pennsylvania, being defended by able counsel. He said that it was thought to be well within the limits of USSA's insurance.

He said he had just been served on Thursday on a case filed by one of USSA's athletes who had been injured in China a few years ago. The defendants in that case were the USOC, USSA and FIS. He said he would not discuss the merits of the case. He said that case was in its infancy.

23. Athletes' Reports: Ryan Heckman/Todd Wyant/Nina Kemppe!

Athletes' Council Report: Ryan Heckman

Paine thanked Heckman for teleconferencing and asked him to move forward with the Athletes' Council report.

Heckman stated that he wanted to take the opportunity to thank Bill, Dick and Todd. The organization had made an enormous commitment to invigorate the athlete retirement process for current athletes and those in the retirement phase. He encouraged the board members to introduce themselves to the athletes and he described them as passionate former athletes who wanted to help athletes and the organization and had been immensely helpful and excited about the initiatives that were now underway.

He reported that many of the initiatives that had been highlighted at the Fall meeting in Beaver Creek on the retirement process had been worked on since then. He said it was interesting that these initiatives, the leadership curriculum, the Center of Excellence - these were all powerful manifestations of the core values that Bill and the rest of the organization had been rallying behind. He appreciated the commitment that was being provided by the management team.

Since the fall, they had focused on three key areas as they related to retirement and the alumni process: Recognition, Communication and Transition services for retiring athletes.

He reported that he had spent a lot of time with Dick Coe, who was very thoughtful with his time and provided updates. He said that the organization had an alumni weekend (to which he had not been invited) which had been very well received. He said that half of the Athletes' Council had attended. He said that being personally recognized for their contributions and the camaraderie of the athletes being together was very well received. He said the alumni weekend program would be continued and was a big milestone for the organization.

He reported that a rookie camp was established for mid-June. What Dick and Todd concluded was that a lot of the retirement process or the "beyond the snow" type programs begin when an athlete joins the organization and the rookie camp was a chance for those entering the program to learn about values, education on dealing with the media, and eventually parents would be invited to learn what to expect in terms of the experience. Heckman said that the way in which the athletes were committed to after they retired, would be on the agenda.

The web site was now providing better information on the alumni. A first part of the initiative was to capture the data on all the alumni in order to better communicate with them.

Paine, he said, had made a good point in executive session that, in many cases, colleges try to monetize the experience and, in many cases, alumni make up a great deal of the donor membership base. He said this was an opportunity for us to do the same but it also entailed investing in the alumni themselves as they transitioned from being athletes to leaders in their respective community.

He reported that Todd Wyant had been hired to be director of athlete services. Wyant had attended the Athletes' Council meeting yesterday and his participation was important because it gave the athletes the opportunity to volunteer to help him to deal with the many initiatives on the education and alumni sides. They would help to grab some alumni database information and the like. There was an established goal for an on-line program and a lot of progress was made there.

Lastly, he said, we were trying to figure out a way to enable many of the trustees and others from USSA who were leaders in their respective fields and match them with current or retiring athletes to help them with guidance in their lives after skiing. Currently 20 athletes had been matched and this was an exciting first step.

He then discussed the retirement wish list, which were items that the organization would be working on over the coming months. He said that the next rookie camp would have enhancements based on the outcome of this one, including the possibility of having an athlete recognized particularly with parents around.

On the communications side, everyone was in agreement that there needed to be a better exit survey process from retiring athletes to identify ways in which to improve the organization.

Additionally, a huge number of the alumni were without contact information and the USSA Athletes' Council would help to build this back out.

On the transition side, Wyant brought up with the group that there were a lot of services right now but much of his work over the next several months would be in the packaging of those into more comprehensive materials that could be provided to the athletes.

Heckman said that there were no action items at this time and the USSA Athletes' Council had decided to meet more routinely between meetings in an attempt to help Dick and Todd as they were launching these programs to be as helpful as possible. He said that would result in action items in future and that concluded his report.

Athlete Services Report: Todd Wyant

Wyant introduced himself as having come from intercollegiate athletics. He said he was making a smooth transition and had enjoyed meeting many of the athletes. He appreciated meeting with the USSA Athletes' Council and hoped to meet with the athletes on a quarterly basis to discuss issues with alumni and current athletes. He was looking to the challenges as they moved forward and he was excited to be here.

In the "beyond the snow" program, he was looking forward to assisting the athletes with their transitions to the program, helping the athletes while they were competing and helping make smooth transitions after they completed their athletic careers.

The U.S. Ski Team and U.S. Snowboarding, as part of its ongoing outreach to alumni of its 15 teams in seven sports, held the first U.S. Ski Team and U.S. Snowboarding Alumni Weekend in Park City, March 23, 2007. He gave kudos to Jill DeVleming from Foundation for the huge success. Nearly 30 alumni attended and were honored in a special program that

included a recognition dinner, awarding a varsity jacket and a certificate documenting their years on a team, plus a variety of other informal activities, on and off-snow, coordinated by Foundation. He said that, for those who did attend, it was rewarding to catch up with old friends and that this would be a very strong program moving forward.

Tom Kelly had been working to create an athlete communication plan, which required quick acknowledgement of athlete retirements and immediate introduction to USSA's alumni services. He said that letters from Bill Marolt, himself and Jill DeVleming, Foundation, would introduce the program and the resources available to our alumni.

Educational Opportunities for retired athletes included the "Investing in Your Future Tuition Assistance Program" (two years), for up to \$5,000; the "Preparing Tomorrow's Leaders Mentor Program," there were currently 20 participating – some offered job opportunities, resume critiques, internships, etc.; in addition, he described the relationship working with Westminster College to provide the opportunity for alumni to take advantage of the tuition grant program for two years after they initially retired at no cost. There were 25 athletes currently enrolled.

USOC AAC Report: Nina Kemppe

Kemppe stated that one of their tasks was to present an AAC recommendation for the optimal USOC Code of Conduct document to be used for the Olympic and World University Games and to try to find ways to incent better behavior from athletes at the Olympic Games. To do this, they were working to identify ways to distribute the Code that might improve the athletes' understanding of the Code and their responsibilities as representatives of the US Team and to identify potential improvements in the enforcement of and further education on the Code during the Games. Lastly, relating to this, the AAC was working to determine ways to better educate athletes to be role models and to get them to understand that their responsibility at an Olympic Games was to be a role model; they would do this with outreach programs and educational sessions to continue to reinforce desired behavior out of competition.

Another project that the USOC's AAC had taken on was the athlete career program, partnering with Adecco to facilitate the integration of athletes into the career world both during and at the end of their elite sporting careers, which, she reported, went very well with what USSA was doing, basically allowing different opportunities for working during competition as well as provide career development training and job placement assistance afterward. Hand in hand, she said, the two programs would offer probably the most comprehensive program of any NGBs out there so kudos to everyone who had committed to that.

The final project that the USOC AAC had been focused on was the WADA code. The WADA agency reviewed the rules approximately every five years or so. She said that they were in the process of the review period and the athletes were working closely to be sure that the athletes' voices were being heard on issues of flexibility within sanctions. Those were the projects that they had been focused on.

Wise stated that it was very important to get the information on Todd's programs to the parents since a lot of parents realized that kids could get scholarships to schools in alpine skiing but they didn't realize that these other programs were there and it would be more advantageous to us for them to realize that there was money to pay for an education.

There was discussion regarding the list of banned substances for athletes. Natt closed the discussion saying that, ultimately, it was the athlete's responsibility to make sure that they did not take those particular drugs; the problem was the cross contamination issues in dealing with supplements, which were not regulated by the Food and Drug Administration being

manufactured in the same vat that a contaminated substance had just been made in so the athlete took the substance and ended up with a positive A sample. USADA and WADA, he said, were doing a good job of putting the information out there.

Wyant confirmed that the USOC would be coming out to the rookie camp to provide information on WADA to educate athletes early on.

24. Old Business: Dexter Paine

Paine said that the only old business he had was to comment on the Friday night awards dinner and what made it terrific was having the athletes there receiving their awards. He commented that they were articulate, thoughtful, thanked the appropriate people, and made the volunteers in the room feel unbelievably good about what they were doing. He commented on the Central Cross Country program that had just come out of nowhere and the guy who was leading that was absolutely terrific. He also mentioned Steve Cook from the Disabled Cross Country program - these people contributed to make it a great event.

25. New Business: Dexter Paine

Tom Kelly said that the Awards Working Group was responsible for looking at all the awards and helping to craft a little bit how this organization recognized the various stakeholders. Thanks to Alex Natt for a recommendation that was brought to the Awards Working Group this past week when it met. He brought forward a group that USSA was not presently recognizing - the U. S. Ski Team and U. S. Snowboarding physicians' pool.

For those not familiar with the group, they were volunteer physicians who donated their time and money to support the athletes by providing medical services around the globe from a familiar American face. It was a tremendous program started by Dr. Richard Steadman. The idea was to recognize each year a physician who donated his or her time and energy to support the U. S. Ski Team and U. S. Snowboarding athletes.

He commented that the group had chosen to name the award in honor of one of USSA's truly great long-time volunteers. Kelly said that, while this person had not been a member of the physicians' pool, he had the energy, persistence and passion for the sport that was embodied in this group of physicians; so upon board approval, beginning next year, each year USSA would name the winner of the Dr. J. Leland Sosman Award to recognize a physician who donated his or her time and energy to support the U. S. Ski Team and U. S. Snowboarding athletes.

Natt asked for a motion to approve the creation of that award.

Motion # 12: To approve creation of the Dr. J. Leland Sosman Award.

M/S/C – Andy Wise/Andy Daly, approved by acclamation

Paine said that he wished to extend an invitation to anyone to contact him on any topic; that all should feel free to give him a call and that he looked forward to talking to any of the board and other members. He said that transparency and openness were really important and "if there was anything you wanted to talk to me about, to do so."

Natt said that this was a great segue to opening the floor to member comments, if there were any. None.

26. Meeting dates for 2007/08: Dexter Paine

Paine stated that there was a USSA board meeting that was traditionally at the same time as the Foundation, which was in the bylaws, and generally scheduled during the Vail World Cup. There had been some discussion in the executive committee of trying to do that meeting in October. The World Cup period was very hectic and members of the board were in their competition season and found it difficult to attend and the USSA board meeting just seemed to end up as an afterthought. He wanted to make sure that there was a fall meeting, whether telephonically or in person and most likely in October, and he asked for feedback on this from the other board members.

Natt said that, as a clarification, there would be a meeting of the board at the Foundation board meeting that would occur at the World Cup event in December.

The second set of dates was the Congress for next year (May 14-18, 2007).

27. Closing Comments & Adjournment: Dexter Paine

Paine asked Andy Wise to make the motion to adjourn and thanked everyone for attending.

Motion # 13: To adjourn.

M/S/C – Andy Wise/Andy Daly, approved by acclamation

Minutes prepared by Suzette 6/6/07
Natt legal review 6/13/07
Posted to web 6/20/07

Addendum I – USSA Center of Excellence



CENTER OF EXCELLENCE

Replicates the style and feel of a college campus and state of the art training facility while inspiring athletes to a higher level of athletic excellence.

- A. A distinctive national center to draw attention to USSA's sports.
- B. Major focal point for USSA's athletes, the USOC, other NGB's, stakeholders, supporters, Park City and the Utah sports community. A center for attracting new business relationships, cultivating fund raising and sponsor opportunities.
- C. It will enhance all elite athletic programs while initiating a quantum leap forward in development programs.
- D. It will be a magnet for athletes of any class.
- E. State-of-the-art, modern training facility for elite and development athletes allowing them an enhanced opportunity to achieve athletic goals. Huge athletic benefits will derive from having state-of-the-art equipment and testing facilities, and the synergy created from training as a team, and among peers in different sport disciplines, and at different stages of development.
- F. It will optimize athletic opportunities by providing a facility where science, technology, medical, education and support service departments/staff can be centralized.
- G. High Performance cardio respiratory and medical assessment/rehabilitation area for athletes.
- H. Provide the base link between the UOP, Soldier Hollow and USSA athletes/programs.
- I. Central rallying point for athletes, coaches and staff to develop a greater sense of Team across the entire organization by better communication with opportunities to have daily face-to-face communication within the staff/athlete group.
- J. Educational center for elite athletes providing enhanced personal career development.
- K. A place for athletes to study, away from apartment, where USSA creates a learning environment.
- L. A place to host character development such as career workshops, career fairs, interviews, college fairs, etc.
- M. A hub to bring athletic camps to a central location in Park City.
- N. The focal point for athletes and the coaching staff to induce them to move and live in Park City.

ATHLETIC VISION & USAGE

Building/Room	Primary Functions	Secondary Functions	Notes
Lobby/Entrance	Reception to highlight the Athletic focus of the company	Separation of athletic/non-athletic personnel	Classy, modern and staffed with restricted key access to athletic area.
“Walk of Fame” (Entrance hallway to athletic areas)	Highlight and acknowledge alumni, current champions, youth, volunteers, etc.	Establish “culture of excellence, support and participation”	Use posters, globes, etc. to highlight the past, establish sense of “work”, “privilege” and acknowledge stakeholders who have contributed to the company, “volunteer of the year” etc.
Weight Room	High performance strength and conditioning facility	Education facility for youth and domestic programs	Restricted access to staff
Physiology Lab/ Biomechanics Lab	High performance cardio respiratory assessment	Education facility for youth and domestic programs	Restricted access to staff
Consultation Rooms	Elite team consults - physical, psychological, etc.	Team docs etc, use for personal consults	Restricted access to staff
Gymnasium	Athletic games and warm-up area	Education facility for youth and domestic programs	Restricted access to staff
Gymnastics Ramps/Tramps/Pits	Elite training site for aerials program, pit and ramp for snowboard, moguls, alpine	Education facility for youth and domestic programs	Restricted access to staff
Nutrition Center	Sport performance nutrition center to deliver “hands on” education to elite programs as well as service during intensive workouts/camps	Education facility for youth and domestic programs	Classy but understated, attached to staff lounge, sport nutrition lobby containing performance drink dispensers
Rehab Facility/Training Room	Elite teams rehab and medical support services	Training room use for visiting youth and domestic programs	Year-round rehab service for all levels of USSA athletes
Recovery/Rehab Wet Room	Elite teams recovery, rehabilitation and support	Rehab/recovery facility for youth and domestic programs	Includes 25’ single lane recovery pool, plunge pool (hot and cold), whirlpool, spa, (sauna & steam)
Video/Multimedia Resource Center	High performance video analysis center for elite staff	Resource development area for coaches education materials	
Education Auditorium	World class education facility teams and stakeholders	Staff meeting room/presentation area	State-of-the-art projection facilities to deliver resources to elite space for conventions and events
Coach Breakout Rooms	Elite teams meeting rooms/stakeholder education rooms	Staff conference rooms	Adjacent to large lecture theater with full multimedia links and resources
Equipment Workshop	Elite teams ski prep, storage and r&d room	Education facility for youth and domestic programs	Restricted access to staff
Athlete Services Education Room	Elite team education and services room	Education facility for youth and domestic programs	Restricted access to staff - Athlete sanctuary equipped with laptops, wireless, University Ed. pamphlets, comfortable chairs, RV and cable (AAD - Athlete Services Mtg. Rooms), attached to academic counselors’ office
Athlete Locker Room	Elite team lockers	Shared lockers for visiting domestic and youth groups	Restricted access program participants

