USSA BOARD OF DIRECTORS' MEETING MINUTES

Summit A-B, The Yarrow Hotel & Conference Center, Park City, UT
Sunday, May 18, 2008 from 7:30 a.m. – 10:45 a.m.

USSA BOARD OF DIRECTORS' ATTENDANCE

CHAIRMAN
Dexter Paine – Chairman

FOUNDATION
John Bucksbaum - absent
Andy Daly
Jeanne Jackson – absent
Kipp Nelson - absent
David Pottruck - teleconference
Hank Tauber

SPORT REPRESENTATIVES
Alpine Representative: Bob Dart
Snowboard Representative: Mike Mallon
Freestyle Representative: Glenn Eddy
Cross Country Representative: Jon Engen
Jumping/Nordic Combined Representative: Chuck Heckert
Disabled Representative: Steve Raymond – absent

ATHLETES
Alpine Athlete: Scott Macartney
Snowboard Athlete: Lisa Kosglow
Freestyle Athlete: Curtis Tischler - teleconference
Cross Country Athlete: Patrick Weaver
Jumping/Nordic Combined Athlete: Tim Tetreault
Disabled Athlete: Greg Mallory

CEO
Bill Marolt

AT-LARGE
Greg Boester – absent

EX-OFFICIO/NON VOTING
USOC Athletes' Advisory Council Representative: Nina Kemppel
NSAA President/Chair: Michael Berry –absent
SIA President/Chair: David Ingemie –absent
FIS Representative: Bill Marolt
USOC Representative: Bill Marolt

HONORARY
Dr. Bud Little

GUESTS
Dick Coe                                             Luke Bodensteiner
Alex Natt                                            Fraser West
Tom Kelly                                            Dick Gouwens
Ted Morris                                           Brewster McVicker
Calum Clark                                          David Knoop
Todd Wyant                                           Lindsey Sine
Mark Lampe                                           Sandy Metzger
Jesse Hunt                                           Bear Bryant
Walt Evans                                           Sam Flickinger
Kelly Nielsen                                        
Polly-Jo Clark
1. **Chairman’s Opening of Board Meeting with a Moment of Silence: Dexter Paine**

Dexter Paine opened the meeting with a moment of silence in recognition of the passing of a number of long-standing volunteers and people who were active in the ski business.

Dr. Leland Sosman, who died at the age of 87. He referenced the slide show that had been shown Friday night for Doc Sosman as a tribute to his 60+ years of work as a volunteer.

Paul Robbins, Paul served as a U.S. Ski Team correspondent for 30 years, a former UPI journalist and public relations professional.

Michael Biondi, member of the Foundation board who had been instrumental in the NY Ski & Snowboard ball, the largest fundraising event that the Foundation held.

Thomas Gary Allen, member of the U.S. National Ski Hall of Fame and leader in the Lake Placid Olympics.

Paul Valar, an athlete, coach and early leader of racing at Franconia, NH, a founder of the PSIA and a member of the U.S. National Ski Hall of Fame.

Paine also mentioned Dick Goetzman who passed away in 2007.

Paine then thanked Curtis Tischler and David Pottruck for calling in.

2. **Chairman’s Introduction of Board Members: Dexter Paine**

Paine stated that the board was scheduled to meet until 11 am for the board meeting. He said that he would move through his remarks quickly, that a lot of great work had been done during the week of the Congress from volunteers of the sport committees and athletes, and he asked that everyone be direct and succinct in their presentations. He asked all the members of the board to quickly introduce themselves.

Patrick Weaver, Burlington, VT, cross country skier from 1995-2000 and he stated he was honored to be there as a member of the board.

Scott Macartney, alpine athlete representative, 11th year on the national team as a current athlete and he was happy to be there to meet everyone and be part of the process.

Bob Dart, alpine representative to the board, involved for a number of years, and commented that it was his pleasure to serve the alpine community on the board.

Tim Tetreault, jumping/NC athlete representative and chair of the USSA Athletes’ Council, athlete from 1992 through 1999 and he looked forward to helping on the board.

Andy Daly, Foundation board of trustees, and also in the ski industry for many years, most recently with Vail Resorts.

Chuck Heckert, ski jumping/NC representative, glad to be there. Paine said that Chuck had stated that he would not be running next year for the sport committee chair position. He said that while Chuck would be stepping down, we wouldn’t be letting him go.

Nina Kemppel, cross country skier from 1989 to 1902, here as the athlete representative to the USOC athlete advisory committee.

Hank Tauber, foundation representative.
Greg Mallory, Portland, OR, entering his sixth year as disabled athlete on the cross county team and disabled rep to the board.

Alex Natt, USSA Legal Counsel (non-board member).

Dick Coe, Chief Operating Officer and part of the construction team building the new facility (non-board member).

Bill Marolt, USSA president and CEO.

Dexter Paine, USSA chairman, grew up skiing in No. Conway, NH, and had been involved for the last 10 years with the Foundation and with the USSA board.

Mark Lampe, CFO (non-board member).

Tom Kelly, vice president communications (non-board member).

Ted Morris, vice president sales & marketing (non-board member).

Todd Wyant, associate athletic director, athlete services (non-board member).

Jon Engen, Ketchum, ID, cross country sport chairman, came up through the ranks and he said he was very happy to represent cross country at this time.

Luke Bodensteiner, athlete in the 1990’s with at least five others in the room and now USSA associate athletic director, high performance (non-board member).

Calum Clark, vice president of events, joined USSA in 2004, hailing from Australia (non-board member).

Glenn Eddy, Carrabassett Valley, ME, freestyle board representative and representative on the freestyle sport committee for many years.

Lisa Kosglow, snowboarding athlete representative, 2nd term, on the World Cup for 13 years and retired for two.

Mike Mallon, snowboarding representative.

(Curtis Tischler, freestyle athlete representative to the board and David Pottruck, Foundation representative on the teleconference).

Paine said that there had been discussion of the USSA’s ability to get new, young volunteers as well as people with longevity who continued to be involved in the sport and he thought it a great sign that there were as many athletes of their era involved as there were, which would make this a strong organization moving forward.

Paine commented that there had been a significant turnover of board members on the athlete side, and he wanted to acknowledge the efforts of all those athletes who had served, especially Ryan Heckman as chair of the Athletes’ Council.

Natt confirmed the presence of a 2/3 voting quorum.
3. **USSA Agenda Approval: Dexter Paine**

Paine asked Alex to request a motion to approve the agenda as submitted.

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

M/S/C – Chuck Heckert/Bob Dart, approved by acclamation

4. **USSA December 2007 Meeting Minutes’ Approval: Dexter Paine**

Paine then commented that everyone had the minutes from the December board meeting and asked for a motion to approve the December 2007 USSA meeting minutes.

**Motion # 2: To approve the USSA Board of Directors’ meeting minutes from December 2007.**

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

5. **Chairman’s Report: Dexter Paine**

Paine began by stating that this had been a great year athletically. There was greater success across all disciplines than ever experienced as an organization and he wanted to acknowledge the staff and leadership for this. Having said that, “there is always more to do.”

Paine stated that now was a great time to be looking forward and not back. He also wanted to acknowledge Mark Lampe for another great year financially. This was the 13th year of a small surplus, which for an organization that had run huge deficits and was on the verge of bankruptcy at one time, was a huge acknowledgement and ultimately provided the flexibility for greater funding for athletics. He said that this year might be tougher in an economic period that was uncertain. He said that there was nonetheless great momentum. As an organization, he said, the USSA had become better at making the tough decisions. He said that very aggressive goals had been laid out for the organization from the top down through the athletes. He said that this was all about raising the bar and to achieve the goal to be the best in the world, which was where this organization was headed.

Looking forward, Paine stated that he had two more years before his term ended and he had a number of goals that he wanted to share with the group. The first goal was success at Vancouver. There were great performances in Torino, but across the board, the organization had not performed as well as it should have. There were two years remaining to focus on Vancouver and that had to be first and foremost in all our minds and objectives.

The next was the Center of Excellence. He said that he had gone out to look at the building and it was an impressive steel structure at the moment. He said that the USSA should be in the building in one year from now. He hoped that this meeting would take place in the building next year. The Center of Excellence would have an impact on the current and future generations of athletes. He said it would be the base of the organization for the next 50 years. He said he had some interaction with the folks at the FIS, and people were shocked that the USSA was putting this kind of investment into the program and looking out over decades, which is what would be happening this summer in the strategic planning process. There was an appreciation of what that building and the programs contained within would do for the sport.

Fundraising. On the Foundation side, he said that the USSA was just finishing up a $60 million campaign, which allowed the building of the COE as well as created an endowment to
provide a couple million of funding directly into athletics. He said the goal was to get that completed this year and the next endowment effort would be on education. The program developed for current and former athletes with access to education would allow athletes to move on in a way that they could be successful. This was also one of the keys to success as well. It allowed the next generation of athletes to go on to success and help the organization to move forward.

Development – Paine stated that he was a huge advocate for development and stated that the USSA needed to continue to focus on its clubs, members, and volunteers, making sure that they appreciated what USSA was doing. He cited the two-day seminar that had taken place on Monday and Tuesday for the clubs with over 100 people participating. This was an inaugural reaching out to the clubs with such an elite performance program and great feedback was coming out of that. He said that the program was a direct result of a communications audit on how the USSA could do a better job of communicating. He said we all had to do a better job of communicating the complexity or focus or decisions that need to be made with our constituents.

Paine closed stating that the USSA also needed to be better with ski area relationships; getting the number of training days up and working closely with those folks was another key to the USSA’s long-term success.

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

Paine asked Natt to move on to the Bylaw amendments. Natt referenced tab N in the board books, which had the explanation and redlined version of the Bylaws and who had proposed the changes.

Amendment 1: would modify a variety of Articles of the Bylaws for grammatical accuracy. He said the change was from referring to **USSA** as the **USSA**, which was a sweeping change throughout the bylaws.

Amendment 2: The next amendment could be found in Article VII (A) and VII (B)(5) in which the proposed change was made to reference the newly re-stated section of the Utah Code Annotated provision affecting governance of Non-Profit Corporations. This change would not affect the operation of the Corporation under the Bylaws. This amendment was desirable as it conformed the Bylaws to the correct name and code provision of Utah law, and had no operative effect.

Amendment 3: The next amendment was to Article VII (B) and VII (B)(1). The current version of the Bylaws required that the Board of Directors of USSA meet at least twice per year. This change would require that the Board meet at a minimum, once per year, at the May USSA Congress, which was designated as the annual meeting of members pursuant to Utah law.

Paine stated that the USSA traditionally had two meetings per year, this meeting and a fall meeting during the Birds of Prey World Cup, which had been a traditionally difficult time to get people together. He proposed to do a teleconference earlier before people got into their season. He said that this was not a desire to have less interaction. He said with Scott on the board, he hoped that Scott would have other things to do at the time of the Birds of Prey. That, he said, was the purpose of the amendment.

Natt confirmed that the Bylaws provided a provision where the chairman could call a special meeting so if there were a requirement for a November meeting, there would be a notice 30 days in advance and a meeting would be called. As an example, he cited when the USSA had fee increases, there would be a need to have that teleconference. Paine stated that
people would be welcome to come to Park City but it was an attempt to get broader participation at a more convenient time for all the board members.

Amendment 4: The next amendment was found in Article VII (B)(3) which changed the phrase “mailed first class” to “sent.” This change was made to reflect the modern standards or modes of communication, namely email, which were more effectively employed to send notice to USSA’s constituency.

Natt asked if anyone had questions on these changes before moving for approval. There were no questions and Natt asked for a motion to approve all the Bylaw changes indicated.

Motion # 3: To adopt the Bylaw amendments to the USSA Bylaws as proposed.

M/S/C – Andy Daly/Chuck Heckert, by acclamation.

7. Chief Executive Officer’s Report: Bill Marolt

Paine asked Bill Marolt for his report. Marolt said that he would discuss a couple of items. He wanted to make a couple of comments on the 2007-08 season and spend the majority of his time talking about the meeting theme of Looking Ahead and Raising the Bar.

Marolt said that Paine had highlighted the great results that the company had, starting with the athletes. He congratulated them on a terrific job in every sport at the elite level, the World Cup level, and at the development level. From the NorAms to World Juniors, there had been great results across the board. He said that was an indication of the discipline and hard work of the athletes in their programs.

Marolt said he would be remiss if he didn’t mention the coaching staff, which had done a fine job in leading and creating the right kind of environment, and he congratulated them. He also congratulated the staff in Park City.

The USSA had its 13th year of an annual surplus and it should be noted, he said, that we did have a fiduciary responsibility and everyone in the company did a good job in managing their resources. When 180 athletes and a significant number of staff traveled globally, to keep all the budgets in order required a huge amount of discipline so he thanked everyone involved, but particularly wanted to acknowledge the staff and athletes.

On the Center of Excellence, he wanted to share two thoughts. It would serve the elite athletes at a very high level, and as the USSA looked at its competition, the amount of detailed work in preparation and sport science and care of the athletes in sports medicine, increased every year. He said that the USSA would do a better job than its competition with the Center of Excellence, which would be delivering better programs. He said that the athletes and coaches who came to Park City would receive the same sort of information, care and preparation.

The other thing that would make a huge difference with the building would be in the area of education. He said he would address this further. Education was a critical component of raising the bar and taking the next steps. The delivery systems and technology provided by the Center of Excellence would have a profound effect educationally.

Finally, this was the first time in the history of the organization where everyone would be under one roof; athletes, coaches and staff. When the athletes and coaches were in town in the building, there would be an opportunity for interaction. This would be an opportunity for administrative staff, board members, sponsors, and others to spend time with the men and women on the teams.
Marolt stated that he wanted to address the significant number of changes in staff, which were anticipated after Torino, but did not occur until the last 14 months. The organization had been able to find and hire excellent new coaches. He was confident in the quality of the coaches and that people were in place who would allow the organization to get better.

Marolt said the biggest challenge now was to find and hire a new vice president of Foundation. The development office was a critical component of what this organization did. The budget for next year needed good leadership to be raised. He mentioned that Trisha Worthington had been the vice president for 11 years and did a fantastic job and the USSA needed to find the right person to raise the bar in that area as well, which was a tough challenge. His goal was to have that position hired by early fall.

Looking Ahead – Raising the Bar, the theme of the meeting and a topic over the last year in strategic planning sessions. He said there were six areas on which to focus looking to 2010 and 2014. He said he would go through each area and make brief comments.

1. Leadership – He said we had a huge responsibility as custodians of the sport. “You have to think, as a member of this board, globally, internationally and of what would create the best situation, the best environment for the athletes to learn to compete.”

Day-to-day decisions that were the right things to do, not the easiest, he said, were one of the most difficult tasks of leaders. He said that everyone in the organization had leadership responsibility. Every person every day had to know what the right thing was and do it.

Leadership also meant communicating the vision, mission, goals, and values of the organization. The elite performance conference held earlier in the week with the clubs, this was one of the primary areas they discussed and learned that parents and their supporters loved the idea of character values. Finally, develop a clear strategic plan and communicate to all stakeholders; i.e., athletes, coaches, staff, donors, sponsors, ski areas, clubs, and every group that makes up the USSA.

2. Education – the foundation of the future. Marolt said that this was an area that, the longer he had been in this position, he saw being more and more important. If the USSA were to have long-term sustained success in the programs, education would be the foundation.

Professionalism of elite and development coaching staff, professionalism of administrative staff, and education of all stakeholder groups with emphasis on the “clubs” was begun earlier in the week and it was a huge success, but it was just the start of what the USSA needed to do with the clubs.

Finally, as the USSA completed its current endowment, the next endowment would be centered on education, to create additional opportunities for elite athletes to get an education, take the skills learned as athletes, and be able to move on successfully with their careers.

3. Elite sport – Best in the World – Raising the bar, setting and achieving goals, evaluating against the goals so that step by step the USSA did get better. One of the results would be smaller teams with increased attention to individual athletes. He had discussed what services were required for just one athlete on one team, i.e., service technicians, coaches, PT, ATC, nutritionist, psychologist, on and on. He said that the USSA had to provide this support to those athletes who could stand on the podium.

Higher quality programs meant:
- Best in the world conditioning
- Best in the world on-snow training
− Best in the world competition support, i.e., service, medical, nutritional, psychological, and technological
− Best in the world events
− Build career development programs, and
− Build an athlete management system; the USSA wanted to build a total athlete management system; i.e., a database of information so that the organization could track what it had done, where things were done well and be able to figure out where improvements were needed. This was an area in which the organization had not succeeded throughout the years and was needed for the USSA to achieve the level of success it was after.

World-class facilities would start with the Center of Excellence, using the Center of Excellence as a touchstone to coordinate with the Olympic Park, with Soldier Hollow, and to continue our relationships in Colorado in Keystone and Copper for early-season snow; to work closely with the training center in Lake Placid, NY. These were all world-class facilities that needed to be ready for the athletes, as they needed them.

4. Sport development building for the future – This, he said, was and always would be an area of concern. He said there were federations that went up and down in waves of success and one of the reasons for this, he stated, was that not enough time was spent thinking about what was needed in development and having the discipline to identify the needs and to fund and support those programs which were critical for continuous and consistent success.

The areas that needed to be addressed included a sustainable productive athlete development pathway with effective talent identification throughout the pipeline, and effective skill development with a focus on younger athletes. This all went back to education and doing the job that needed to be done with the local level, the clubs.

Emphasis needed to be on the “D” Team – identifying those good young boys and girls to start working with them. If they had good skills and the organization had done a good job with the talent identification process and the “D” teams, then we started to focus on looking at the World Juniors, which was a critical component of the development pathway. He stated that the USSA would look for opportunities to improve the national development system and on high-level usage of our world-class facilities.

5. Communication – any person who had a position in most enterprises was always frustrated by the difficulty in communications and telling its story. He said that right now, the USSA was investing in technology, rebuilding its web sites, looking at ways to create more effective delivery systems, and targeting its audiences and getting its messages out there communicating to internal and external stakeholders.

Internally, in Park City, he said, the organization had to make sure that everybody understood what the plans were and create value for stakeholders, and create excellent customer service. He said that the USSA had to provide service to all stakeholder groups, starting with the athletes. We had to provide value and, finally, as stated in the keynote, create advocates in support of the USSA. Marolt commented that “this is done by being positive about what we are doing, and informed of where the company is going, because we are developing a team and developing the spark of interest in the people around our sport, one advocate at a time. That is what our communications audit told us.”

6. Revenue generation – without the resources, none of this was possible. He stated that the USSA had momentum and opportunity. Revenue departments had been tasked to develop plans to meet program needs. There were athletic organizations like this one that had a tremendous appetite for resources and the challenge was to maximize those opportunities and, at the same time, make good decisions on resource allocation.
He concluded stating that those were the areas on which the company would focus as it built out its annual and strategic plans. These would drive the company for the foreseeable future.

8. **Center of Excellence Report: Dick Coe & Mark Lampe**

Coe commented that this was a great project for which the board had provided approval last year. He stated that he and Mark met once a week with the construction team, Jacobsen Construction being the primary team. It had been a lot of fun, he said, as they watched the enthusiasm of each group associated with the construction of the facility and discussed with the staff what was needed inside the building, you became more excited about this being built because it gave a great opportunity to reach out and touch the members of the USSA, to provide the information that would be created within the Center out to the field.

He said that they had obtained a guaranteed maximum price. He pointed out that the footings and foundation walls were complete. Concrete and structural steel were underway. They were in the process of working with the interior design group to finish the look of the interior of the building. Exterior walls were underway and stucco would be applied the following week.

He commented that construction was two weeks ahead of schedule for the framing and steel. This winter was one of the worst winters ever and the construction crew only worked a couple of weekends to stay ahead of the schedule. He reported that on Monday the Swimex would be delivered. He described the machine. This was part of the full rehabilitation for athletes planned for the completed facility. He described how this could have widespread use by filming athletes and getting the information out in real time. He confirmed that the move in date was targeted to be March of next year.

Coe said that the facility had been built so that, when the athletes were working out, the entire focus was on the mountains for inspiration. He said that the exterior was a mountain motif. Inside he reiterated that there would be everything high tech for the athletes’ use and to provide data and video outside the building.

Lampe reported that there were a number of items being tackled relating to this project. The first was the formation of the seventh corporation. The Center of Excellence Property Fund was the entity that held the building and land. The tax-exemption had been received on that entity. In December, the USSA was able to complete the placing of the tax-exempt bond for $20 million. Initially, the organization had been looking at a fixed rate bond but found an opportunity during the summer for a variable rate with a floor and ceiling of 4.65% to 5.87%. The impact of that over the first six months of construction was a savings of over $140,000 in interest expense.

He outlined the construction budget:

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<td>Construction hard costs GMP</td>
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<td>Construction soft costs</td>
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<td>Equipment, furniture, &amp; fixtures</td>
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He wanted to highlight that in the equipment, furniture and fixtures budget, Flanagan and Quincy had built out their base needs but had an impressive list of almost $2 million that they would like added to the building. If the contingency number did not get used, he said, that money would be moved into the equipment budget. He said that a revenue campaign would be undertaken to help to fund the additional wish list equipment items.
Paine said that he wanted to note that the land, which was worth approximately $2.2 million, had been donated.

9. **Financial Report: Mark Lampe**

Lampe reiterated that this was the 13th consecutive year of a projected year-end operating surplus of $100,000. He said that the annual revenue growth continued and that there were folders distributed to the board members containing the third quarter executive report and the investment fund report.

Sales & Marketing and Foundation showed year over year growth. He said it was encouraging to see that. Marketing was up about 1% in one of the largest renewal years with $4.3 million in renewals/new sales. Lampe commented that Ted Morris was quite successful to bring the renewals in and still show growth.

Foundation had 10.5% growth, reflecting the increase in cost of the gold pass. The major gifts program was beginning to pay dividends as the Foundation continued double digit growth each year.

Budget Highlights for Sales and Marketing and Foundation. They had set very aggressive budget numbers for FY09. He commented that every year’s budget opened with around 50% of the revenue yet to be secured. $14 million was currently not pledged or under contract. This presented a significant amount of risk, then there were the assumptions of membership dues coming in at the level budgeted. That area was, fortunately, fairly consistent so not a huge risk. There was a line item in the budget for the sales risk reserve which was the cushion to protect the organization in the amount of $2.5 million, pending the strength of revenue production. As the departments got closer to the budgeted revenue, additional funding became available for mid-year initiatives for the elite and domestic programs or certain one-time projects.

It was noted in the executive committee meeting the previous day that, while the development program budget figure was down year over year, it did not reflect a reduction in services. There were significant one-time costs in FY07/08 including the background check initiative for over $100,000 in the first year that would no longer recur at that level now that the entire population was screened. Also there was a reduction in the participant accident insurance from FY07/08. Costs came down but the services portion remained consistent and growing in cost.


Bodensteiner mentioned the successes of the team last winter and he congratulated Scott and Greg and other team members on being a part of one of the greatest teams in history. He reported on World Cup success in every sport/discipline by the number of athletes:

- At least two podium finishers
- Alpine (6) – all disciplines except women’s SL
- Snowboarding (13) – all disciplines
- Freestyle (10) – all disciplines except women’s SX
- Nordic (6) – NC, CC Sprint and women’s Jump
- Disabled (5) – alpine (4), cross country (1)

He said that, with 21 months to go to Vancouver, the USSA was in a strong position. He stated that the USSA had approximately 50 Olympic podium-potential athletes, who had the
ability and skills right now to perform at the podium level in Vancouver, as well as approximately five Paralympic podium-potential athletes.

He said that there remained work to be done over the next 21 months. He said that not all the athletes with podium potential would reach the podium. In some sports, he said, there were more podium-potential athletes than places on the podiums.

In general terms, the teams were focused on strategies for maximizing medal count; increasing strike rate, which was the rate at which the organization could successfully convert podium-potential athletes into medal winners. They were also looking at increasing the number of podium potential athletes.

On the team side, the focus was on the high quality programming; i.e. maintaining training volumes and frequency, especially physical and on-snow training through the southern hemisphere venues as a lot of the teams now used Chile and New Zealand, he explained, and also working with the specialized facility and partners at the UOP, Lake Placid, Keystone, and Copper. He said that they were also doing a fair amount of Vancouver training to cultivate home-field advantage.

He stated that the teams were also keyed into a positive team environment. All head coaches in their evaluations at the end of the season were listing team dynamics as a critical success factor and that would continue to be a focus.

He said that athletics was focused on technique and tactics for winning in Vancouver. SBX/SX starts and course work was initiated with athletes on course in Cypress to check out features and work on starts as well as the lines to prepare specifically for Vancouver.

The Cross Country team was focused on sprint training and had just had a camp in Whistler to work on tactics and technique for different sections of that course.

Downhill training – the teams were there last winter on the venue in Creekside and would return this year. He said that the coaches had learned a lot about the terrain and tactics for that course, which they were building into their off-season training.

Snowboarding was focused on maximizing the number of training runs on the 22’ HP, which was the new Olympic standard.

World-class equipment, he said, that the USSA was also focused on putting the best technicians in the best environment and running some Vancouver-focused equipment preparation processes. One snow-grinding technician tested there all winter and would test again next winter in an effort to prepare the best possible skis going into the Olympics. He commented that a meteorologist had been used for the nordic and alpine teams to look at the variable conditions.

He said that the Medical team played a big role in terms of increasing the potential of USSA athletes. The program was focused on injury prevention, noting injury data and trends, rehab, and return to snow. Richard Quincy had done a great job of collecting data and tracking where and why athletes were getting injured, providing counter measures in training programs to enhance injury prevention and making recommendations to the FIS as well.

Medical staffs were out in the field with each team to keep nagging injuries from being long-term issues. There was also rehab staff in Park City for the athletes to get attention. They also looked at different ways to protect athletes’ health on issues such as exercise-induced asthma and female athlete triad, providing solid medical models for dealing with those issues to protect and keep athletes healthy.
The Sport Science team also played a huge role in the success of the teams. He outlined the areas in which they focused. One was equipment innovation and several projects were underway that had promise.

Psychology (team dynamics, performance skills); psychological skills assessment with a training program to support these would be initiated for rookie/development team athletes. He said it took a long time for athletes to develop the psychological skills along side the physical skills.

Nutrition & Ergogenic aids – a project was undertaken last year with the alpine team and now that could be propagated across all teams; he explained that ergogenic aids were nutritional components, vitamins, minerals, etc.

Improved monitoring & improved fitness and recovery (two-year training program) – He said that, for a lot of teams, the training volumes would go up this year and the quality of training had gone up with the support of the sport science staff.

The other side of the equation, Bodensteiner stated, was increasing the number of podium potential athletes. There were a pretty good number of athletes at a point where they could compete for medals in Vancouver. These would be athletes who, by historical performance curves, were on target for 2010.

With only 21 months to go, there was not much time to develop new athletes; however, in a few sports, such as skicross and snowboardcross there was an opportunity to become top-level athletes in those sports with targeted programming.

This summer athletics would be working on a sequential strategic plan focused on 2010 and 2014. For 2010, there would be individualized training programs for the athletes focused on tracking of performances and evaluation of the programs behind them and the accountability on the program delivered by the coaches.

He commented that athletics was also looking down the road this summer, and that six years out from Sochi 2014, was not too early to start thinking about that push with podium potential athletes. With the coaches there would be a review of selection systems. He said that they would be looking within the teams to foster contact between elite and developing elite to enhance their development and preparation. They would be looking at skills/fundamentals that would need to be in place for the next six years so that the athletes arrived in Sochi as well prepared as possible.

Additionally, they would also be looking at some coach education to make sure that athletes who were in the development system now had coaches who were prepared to be elite athlete coaches and provide the best service. There would be the start of a Coach Fast-Track program to target elite-level coaches who weren’t on the team now to participate with the teams with a goal to become part of future staff. They would be hand selecting some coaches and putting them through a mentorship program with the head coaches to prepare them to come into the system in the future.

He commented that not all athletes would arrive in 2014 as podium potential. Finally, deeper down in the development system, the role would become more about leadership and education. The sport directors this summer would be adding into their pipeline models, not only the competition ladders for athletes, but also information on how athletes prepared and what the standards and expectations were, to strengthen the alignment of what happened at the grassroots and club levels.

Paine congratulated Bodensteiner on his promotion to overseeing all disciplines. He said that they were really happy to have been able to promote from within existing staff into that spot.
Morris said that there was a lot of risk going into the year and he was very happy to report that the current forecast was $7 million net revenue on almost $12 million gross revenue.

He said that the department had begun the season with only $3 million under contract so there was $5 million in new or renewed money this season, and he reviewed the following.

Revenue:
- Sponsorship $ 7,797,000 - 3%
- Licensing $ 595,000 +9%
- TV Rights Fees $ 1,648,000 +16%
- TV Commercials $ 1,793,000 +3%
- Total $11,833,000

Expenses:
- Sponsor Fulfillment $ 1,031,000 - 6%
- TV Production / time buy $ 3,768,000 +1%
- Total $ 4,799,000

Net Revenue: $ 7,034,000 +1%

Partner Highlights - He wanted to highlight that the auto category had been split. He said that they were able to take Chevrolet and make them a partner of U. S. Snowboarding and that allowed Audi to become the U. S. Ski Team partner. Along with that, they were successful in getting athletes vehicle deals with both, which had not been possible since the Subaru days.

Delta became a new partner after 12 years with United. Delta had been able to do more in the activation front in the first year than United had over the past eight years. They ran some of the commercials in their in-flight entertainment.

Avis became a new partner offering up to 25% off to USSA fans and members. The promotion with Avis generated $500,000 in the promotional code with us so this had been a great return on investment in the relationship with the USSA.

On content distribution, the goal was to create as many touch points as possible for fans to find USSA athletes and events. Content Highlights included:

- Eight USSA Events on NBC with 9.5 hours; 45 hours on Vs.; ratings were up 25%
- WCSN provided full World Cup coverage; live coverage of the Chevy Snowboard Grand Prix
- Sprint Mobile Content contained event highlights & breaking news delivered to mobile phones
- RSN provided re-air of USSA Events, athlete profiles
- Sirius provided full Alpine World Cup coverage (the first week they did this, they received complaints that you couldn’t hear the audio of the announcer calls, so people were actually listening, he confirmed).

He reported that two new brand lines were launched this year, each with a distinctive look and feel to differentiate the two brands as much as possible to give the USSA more revenue potential with different partners. The department worked with athlete committees as part of the process. There was approximately $800,000 in media support behind the resulting brand effort on a zero budget. This was free media from the following: Vs / NBC / Delta / Y! / RSN / Sirius / Outside / Snowboarder / Ski / Skiing / Newsweek. The hope was to build on that.
The U. S. Ski Team brand, he reported, is *All Out* and described it as about all out passion and all out commitment, all out all the time for each of the disciplines. (The Steve Nyman spot was shown to the group). The athletes were the best spokespeople for telling this story.

The U. S. Snowboarding brand, he reported, is *Ride With US*. This was a different tact. It is lighter and inviting and speaks to Come Join the Fun for anyone who has an affinity for the sport, he commented. (The Nate Holland spot was then shown to the group).

Morris stated that, as they looked to FY08/09, there was a very aggressive goal set of $8.3 million in net revenue. As mentioned before, it remained to be seen the impact of the U.S. economy on domestic sponsorship. To date, not much impact had been noted but with the Beijing Olympics, Vancouver and then London, if Beijing was successful from a ratings standpoint, that would provide momentum going into Vancouver.

On the renewal front, the focus this year could be on finding new revenue rather than renewals with only three renewals, with two complete:  Sprint and Versus were complete and they were currently in negotiation with WCSN on the streaming rights to the domestic events.

Continued success with European sales behind the Alpine World Cup would also be key, sale of the bibs and banners. The good news was two of last year’s three partners had renewed.

The critical factor now, he said, would be new business and to fill key categories. He stated that a new agreement had been concluded with Alka Seltzer, a partner 15 years or so ago. He outlined the new business that was being pursued:

- Insurance (Hartford)  
- Hotel (Marriott)  
- Pain reliever (Alka-Seltzer)  
- Bank (TD / Wells Fargo)  
- Tire (Goodyear)  
- QSR (McDonald’s / DD)  
- Video Game (PS3)  
- Computer

The final key, long-term, he stated, was rebuilding the fan base. The more fans we could bring on, and create an affinity with our partners’ brands, would mean more revenue to the company. The department appreciated the strides that Tom Kelly had made in that area.

He showed the full list of current partners to the group.

Paine said that for those who had not seen the WCSN streaming, it was really cool and was of terrific quality.

12. **Events Report: Calum Clark**

Clark stated that he would do a quick review of the 2007-08 season. He began by saying that it was an extremely successful season in the face of really challenging weather conditions. He said that wherever he went, it blew, it snowed, and it rained.

Key highlights that he wished to address were the Freestyle World Cup in Deer Valley, delivering the first Ski Cross World Cup in No. America. This competition provided U. S. athletes the opportunity to compete on a course that was designed by the designated builder of the course in Vancouver. It was a very successful event with a great turnout. Also, he reported, “We scheduled three disciplines in two days, and this was a first. We delivered the ski cross during the day and the qualification and finals of aerials and moguls under lights. It was an extremely compressed schedule with the aim of delivering the events to the public in the best way possible.”
Snowboard WC in Lake Placid, thanks to the leadership of Jeremy identifying a unique opportunity, he said, we delivered the first Team SBX test event, similar to a tag team relay format with two athletes per nation. The athletes had a lot of fun, and, he added, we are hopeful that this will become a future World Cup and World Championship event, and eventually an Olympic discipline.

Spectators – There was record attendance in Beaver Creek. This was a non-Olympic and non-World Championship year. The numbers reflected what was going on in the world. Beaver Creek had developed a brand unto itself with people flying in just to watch the U. S. athletes. It had established a great tradition. Equal record attendance was noted at Deer Valley & Lake Placid with both events delivering entertainment pieces with night events to introduce people to the sport.

VIP guests saw record attendance at Aspen, Beaver Creek, Deer Valley & Breckenridge. In Aspen, the Powder Girls of Aspen were able to ski in 14-18” of new snow, which made it difficult to run an alpine downhill; however, it was a very successful event.

The staff also spent a lot of time looking at leveraging event properties as unique events to showcase the USSA and its athletes to the public and discussed how to do that in exciting ways. In Aspen, a set of school visits were scheduled for the women’s team for the Junior High/Middle Schools in the area, which were extremely successful and helped to establish a fan base that was so critical to sales and marketing.

Clark stated that he wished to address delivering home-field advantage. Having home field success had been identified as the cornerstone to so many strategic elements of the USSA, serving as a launching pad as athletes entered the World Cup, driving sponsorships, attendance, and driving the interest of the resorts to continuing as the USSA’s partners.

He said that they had been very excited to deliver the first women’s downhill in 10 years. (First DH World Cup in a decade with Lindsey Vonn 4th). The department was focused on working with Jesse and the NDS program in identifying projects and programs that would allow young athletes to feel comfortable so that when they came onto the World Cup they would be ready to win.

Beaver Creek, as a case in point, was a site where the World Cup took place, training took place and NorAms took place as part of the USSA’s long-term success strategy. Beaver Creek allowed for home-field advantage with its consistent schedule and training opportunities, (3 in top 10 in DH and SC).

Freestyle same again with continued dominance with the next generation on the podium – Deneen, Torito, Robertson, Snyderman, Gardner & Casey Puckett, a name long familiar in alpine now a World Cup podium athlete in skicross.

Snowboarding, Lindsey Jacobellis, he commented, had not lost a title at Lake Placid; this was her 5th consecutive win there, complete dominance at that venue. Tyler Jewell delivered the first Men’s PGS podium in U.S. Grand Prix since the inception of events in No. America. The next generation on the podium was identified: Vito, Hollingsworth and Bidez and were a launch pad to 2010.

Clark then reviewed the 2009 World Cup schedule:

- Nov 28-30 Women’s Alpine WC - Aspen
- Dec 4-7 Men’s Alpine WC – Beaver Creek
- Jan 16-18 Freestyle WC – Lake Placid
- Jan 28-31 Freestyle WC – Deer Valley
- Feb 27-Mar 1 Snowboard WC – TBD
Due to the test event schedule and the programs at Lake Placid, and a conflict with bobsled and luge, there had to be a change of site. Clark had been in discussions with Sunday River and it looked good for moving there for this competition. They were excited about hosting this event as they were looking at the re-branding of the venue and with their tradition of elite training, he had every confidence of delivering great events.

2009 Snowboarding Grand Prix
Dec 12-1                  Snowboarding GP – TBD
Feb 6-8                   Snowboarding GP – TBD
Mar 13-15                 Snowboarding GP – Killington

Clark reported that they were being careful in that they were at the end of the two-year contracts with two of the sites. He said that they were looking at creating two to three year deals for these events, which would be selection events for the halfpipe Olympic Team and they were looking at how they would deliver the 22’ pipes among the Grand Prix.

2009 U.S. Championships
Jan 3-8        Cross Country – TBD
Mar 26-29  Freestyle – TBD
Mar 20-22  Jumping/Nordic Combined - TBD
Mar 18-25  Alpine – TBD

He commented that they were in negotiations with all but one site for the U.S. Championships and would be looking to announce these at the end of the FIS Congress next week.

13. **Foundation Report: Dick Coe**

Coe stated that there had been a lot of turnover in the department. He said that there were some high quality people and that it was a pleasure for him to have this team on board. He said the vice president position was vacant and should be filled by early fall. He reported that the development area across the nation was difficult in that there were a lot of foundations and competition, but he was confident that the search group would do a good job in filling the vacancy.

He named the current staff:
Events Director: Ruth Flanagan
Special Events Team: Liza Salowey
Major Gifts Director: Shannon Brady
Major Gifts Team: Chip LaCasse, Christine Toriello, Lisa Kramer, Alexa Maddock, Julena Bonner
Foundation Assistant: Karen Lambert

He said that, personally, it had been a pleasure to work with the donors and trustees because they were always ready to help in any way that they could. He used the Legacy Campaign as an example. The involvement of the trustees to help finish this campaign had great impact and over the summer he was certain that they should be able to finish that up.

He discussed the budget as follows: he focused on the gold pass program having a price increase from $8,000 to $10,000; he did not anticipate difficulty with the price increase and, so far, two people had signed up for their passes and they foresaw no problem in selling out the program. He thanked the National Ski Areas Association partners who helped to put this program together for the Foundation.

Special events would likely do better next year under Ruth Flanagan with a focus on reducing expenses.
Direct marketing across the US hit a slump this year, he commented, but thought that the $200,000 budget figure was achievable.

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Program Update - Team Vancouver members: 63, and staff was working on selling out the last seven packages. Lodging in Whistler was secured at the Four Seasons and Vancouver was on hold (USSA was awaiting the release of rooms by VANOC). Wave One in Whistler has been sold out, he confirmed.

New Events were established in Los Angeles (Tony Pritzker’s home) and Houston. He stated that the group in Houston wanted to hold a larger event next year in October.

The Legacy Campaign currently had $57.7 million pledged; the goal of 100% participation by the trustees was set for this summer.

14. **Communications: Tom Kelly**

Kelly said that the USSA had a great story to tell. There was great athletic success to talk about and organizational direction to talk about. He said that he would be addressing items that had come out of the communications audit, which had been conducted a year ago and had provided the USSA with a road map of communications – not just to tell our story to the media as had been done traditionally – but also to direct communications to stakeholders.

He said that they had put in place a communications plan that was focused on messaging, very succinct messaging for the organization on issues and topics that came up in everyday work. It was also focused on the topic of advocacy, which Marolt addressed in his Friday keynote. Trying to take those aware of our organization or event engaged or committed and making them advocates for the organization and the sports, and also stakeholder communications, which he would discuss later.

He stated that they had focused on athletes telling the story, which had been one of the key points of the communications audit, namely that one of the most believable audiences to the public and USSA’s stakeholders were the athletes, so we needed to be sure to empower the athletes to be able to tell that story. This was undertaken by providing communications training to the athletes and making significant changes in how we managed relationships on the road in terms of press officer protocol.

In terms of high-level media coverage, he said, that while the USSA had good media coverage in the past, we had not had a spirit of openness with the media. We had developed some negative feelings with the media and had been successful this past year in really turning that around.
He said that he wanted to look at the USSA Communications Audit actions to provide where we were at this point. The communications strategic plan was completed and integrated into the planning process of the organization. The department developed key company messages and trained the athletes with these messages. As well, a communications manager had been hired in November.

New web sites had been rolled out for stakeholder communications. New ussa.org – New fan sites – the design was completed with a spring/summer rollout; eNewsletters were currently deploying to all audiences. As well, company-wide communications training had been started.

Stakeholder Communications. MILK RUN was a product that Todd Wyant developed with the communications department that started this past winter. There now was a blog at milkrun@ussa.org designed for elite athletes and every two weeks a communication was put out to highlight elite athletes and content posted onto that blog.

Next was the creation of a series of EXCELLENCE newsletters. These were being deployed monthly to various stakeholders; athletic audiences; i.e., athletes, parents, clubs, coaches, and officials. They all contained similar content plus content specifically geared to that particular audience. He stated that, as much as possible, he wanted to create peer-to-peer communications so that in these newsletters he wanted to get as much as possible from clubs written by athletes, coaches and officials to convey that information to their peers.

The next piece that was defined over the winter was a piece called GOLD. This was the primary piece that was sent to fans, donors, trustees, partners and others.

A weekly staff eNewsletter, called TEAM was also instituted.

He noted that the web had a lot more video than it had in the past. ussa.org, fan sites, a YouTube site was deployed this winter and it currently had 71 videos/130,000 views – separate from the video content on USSA sites this year, which doubled our web traffic this past season, he commented.

He next discussed the department’s Media Outreach. He reported that it was the toughest year media-wise since it was between Olympics and World Championships, without a single major event on which to focus. Despite this, this was the best year, outside of the Olympics, to get good solid media coverage.

Communications training was effective in this area. He noted that the department had deployed a program with Fleishman-Hillard to do training with all teams and would continue that training this year to provide more of a broad-based public speaking training program. They would then continue with Fleishman-Hillard with a super camp over the summer with top athletes and resume mainstream training next year. Ultimately, this was done to get the athletes to tell the story.

He commented that we were now a core element of national lifestyle magazines with some great coverage in telling the athlete’s story.

He closed with a quote from Lindsey Vonn during a short New York media tour between the World Cup Finals and Nationals in Sugarloaf, Maine. Vonn displayed her trophy and said, “This isn't just my trophy, it's all of yours, too.”
15. **Sport Committee Reports/Action Items:**

**Alpine:** Bob Dart thanked all the volunteers who showed up and participated in the sport committee meetings as well as the USSA staff. He said there were no action items and he wished to update the board on a few items. Scott Macartney was nominated as the new athlete representative to the board and the alpine sport committee. They would be searching for three other athletes to serve on that committee. Dart stated that he had been re-elected chair and to the USSA Board for an additional two years and that two key volunteers would be leaving - Ingrid Simonson and Ted Sutton retiring as chair of the Alpine Officials working group and Course homologation committee, respectively.

The committee had discussed a venue development program. Three areas identified on that were: education and a video was in the planning stages for officials’ education; inventory of safety nets around the country; and courses dealt with homologation and a plan to get all courses homologated on a rotating basis so that by 2011, homologation would be completed for all alpine venues.

Next the focus was on programs and rules, races, rankings; rules were being revised with the ICR & ACR combination to update a few housekeeping items. He commented that for Development and Education that the Club Seminar had been a huge success. A number of people who attended stayed on for the sport committee meetings. There were planned population discussions with some partners to define how to work with one another, he said.

Paine asked about the status of the national safety program. Dart replied that the first phase should be completed for alpine education this winter.

**Cross Country:** Jon Engen stated that the cross country sport committee had no action items at this time and he would simply highlight a few things from the past year. There were a number of people hovering around the World Cup podium the last few seasons and this year Kikkan Randall provided the first World Cup win in a quarter century. Beyond that, there was a regional skier out of Wisconsin who, on his first World Cup opportunity, skated into a top 10 finish. A couple of years ago, he said, I wondered about the future of the next women’s team and this year’s U23 championships, we had three girls in the top 11.

Cross country, he stated, carried a lot of momentum at this time. There was good work being done across the country and it was a good time to be involved. He discussed the Friends of Cross Country program with one goal to bring a few dollars back to the organization.

He said they were happy to welcome John Farra as the program director, coming from the Maine Winter Sports. He came earlier in life as a talented Jr., went to the University of Utah, the ski team and on to the Olympics. He said that they were also happy to have Patrick Weaver as the new athlete representative. He was an outstanding veteran of the ski team and Olympic Games as well and was currently coach at the University of Vermont.

Engen confirmed that he was taking another term as chairman of the sport committee and he thanked the group for their continued support.

Paine congratulated cross country on a great year and said that it showed that, if money was committed to development, what that could achieve. He said the success would not have occurred without that commitment by the USSA and it was amazing how that had paid off.

**Disabled:** Greg Mallory provided the report for Steve Raymond, whose daughter was graduating this day. He stated that he would start with key accomplishments which were that the Disabled Alpine team had 20 World Cup podiums and one World Cup globe. For education, they had produced an educational DVD on alpine technique.
On the Disabled Cross Country side, they had had two cross country podiums and one thing that he was personally involved in was the design of a new sit ski; he had tested a new design in March in Tahoe and explained that there was someone at Cal Poly who has taken this project on as his thesis so that was exciting for both.

On the development side, the team continued to work with the Veterans programs and also put together a recruitment brochure for adaptive programs around the country to help increase the numbers in the pipeline.

ESPN Winter X Games – Mono Skier X was a full medal sport since 2006; there were one million TV viewers and Mono Skier X was voted ESPN’s top moment of the games on the fan website; 18,000 people were on site this year.

Finally, he said that SkiTAM continued to be a great fundraiser for the team; with record attendance in its 13th year, 1,300 attendees participated with 65 sponsors; he said that they were able to get a $1,000,000 contribution to the Endowment Fund, earmarked for the disabled program, to help assure the long-term success of the program. The check was presented at the SkiTAM fundraiser.

Paine thanked Mallory and complimented Sandy Metzger on the tremendous job she did with that program.

**Freestyle**: Glenn Eddy confirmed that freestyle did not have any action items for the board but had some information to report. He confirmed the re-election of Andy Wise as freestyle sport committee chairman for another two-year term.

The executive committee was working on a review of the sport committee operating procedures, which had not yet resulted in anything for this board, but likely would going forward. There was quite a bit of work done on the qualification process for mogul airs, for the education of coaches, and raising the quality of that procedure going forward.

A great amount of work was also done in committee on the skier halfpipe, which he confirmed was a huge growing area of the sport. Participation in the halfpipe and slopestyle had close to doubled in the last two years. The committee was working on the development of a real pipeline and development of an elite program for that.

Paine mentioned that the prior day they had had discussions on the numbers participating on each of the sport committees and the number of people also attending these meetings and that was tremendous.

**Jumping/Nordic Combined**: Chuck Heckert said that he also did not have any action items. He wanted to welcome and thank John Farra, who would be a great addition to the nordic sports. He thanked Luke for his help earlier in the season. He recapped the year’s results stating that two women were injured this year and still ended up with three athletes in the top 15. He reported that Bill Demong had ended as third in the World Cup nordic combined standings. Eric Camerota on World Cup B was also third. He closed saying that he wasn’t stepping down, just stepping back.

Paine thanked Chuck for everything he had done for the sport and that he still had much work to do, so he wouldn’t release him yet.

**Snowboarding**: Mike Mallon stated that they did not have any action items for the board, just a few updates. He said the meetings had been well attended with a very active group. He attributed the success of the meetings to the week leading up to the meetings with the coaches taking an active part, which was a step in the right direction.
He confirmed that a coaches’ education committee had been formed with the USASA and they had a very productive meeting where they built out the remainder of their education piece and would continue to work with the USASA on a lot of different fronts. He confirmed that that was headed in the right direction.

The most exciting news was that Bud Keene would be joining the organization once again in a development role, which was a testament to the commitment from the company to the development side. He said they were excited to have Bud back on the team.

Moving forward with the USASA side, they continued to work with them on education and Abbi and he attended their meetings and continued the discussion on how best to clean up the pipeline.

Paine thanked Mike for his report and committing to an additional two years as chair.

Paine asked, and Natt confirmed, no action items to approve from the sport committees.

16. **FIS Report: Bill Marolt**

Marolt said the big news for the FIS was the upcoming FIS Congress in Cape Town, South Africa. He said that he thought this would be a progressive Congress and we would make some forward movement in a couple of areas.

He stated that he wanted to discuss the FIS Alpine World Cup Optimization Plan, which was developing as a result of the centralization of TV rights from Media Partners. The FIS had formed a working group with a goal to create more value for manufacturers, sponsors, and host resorts of the Alpine World Cup.

Three key areas the working group would focus on were consistent TV production/new media initiatives. As we presented our sport from a TV point of view, there was work to be done there, he added. There was a need to look at high definition broadcasts, better promotion of the Tour and athletes, and how to increase Fan attendance at events. Ted Morris was a member of that working group and had a good understanding of this last point of the FIS realizing the importance of delivering value to its stakeholders. He was encouraged by what was going on there because it was the first time in a long time where there was a real focused direction coming from the FIS.

The FIS and the Anti-doping panel continued to look at the findings from 2002-06 doping violations and he anticipated that the panel would make recommendations on their findings and we would hear of possible sanctions for some federations, he reported. The FIS was doing a good job in the area of trying to level the playing field. He anticipated that they would continue to work in that direction.

The final thing would be the election of 2013 Alpine World Championship site. Beaver Creek/Vail was making a bid for that. They had a really good opportunity to secure the bid. This was discussed in the FIS caucus meeting where, all who were going to attend the Congress in South Africa, would have some work to do there. He confirmed that, “we were in the hunt but needed to convince some of the Council members to vote in our favor to bring the World Championships back to North America.”

17. **USOC Report: Bill Marolt**

Marolt stated that he had three points he wished to make regarding the USOC. He said that he had reported in the last meeting that their current focus was the Summer Games in
Beijing. There was a huge upside there. Chicago was also bidding for the 2016 Summer Games and that would be a coup if the USA could secure that bid. A domestic Olympic Games brought great value to the rings and good sponsorship opportunities.

The USOC had decided to look at its Constitution & Bylaws. This was a review and recommendations that they have taken back to their board and some of the proposals were particularly troublesome to the NGBs. They fell into the area of sponsorship rights and ownership of the Olympic Trials. As an NGB, we needed to make sure that the USOC was respecting the rights of the NGBs. There were additional issues, he said, but for the USSA that was the primary one. Nina would be discussing this further from the athletes' perspective.

There was a decision to be made at the May 13-14 board meeting; however, the NGBC was not properly notified and so the NGBC asked for, and received, additional time to fully review the impact of the recommended bylaw changes. As the chair of the NGBC, he appointed a working group, staffed by Alex Natt, to do a thorough analysis of those changes and get our recommendations back to the USOC board by the 25th of June. We talked about leadership and making tough decisions, he commented, and confirmed that we would stand our ground in this area and protect the rights of the individual NGBs.

Paine stated that some might not know that Bill Marolt was chairman of the NGBC, which was essentially all of the CEOs of the NGBs. That made Bill an important player in what was going on at the USOC. Nina had also been a very thoughtful and strong voice for the athletes, and they provided the USA with strong voices at the USOC where they could have an impact on the organization. He said frankly that he found it frustrating that they were well behind this organization in terms of ability to look forward and focus on athletes. It might seem a little harsh, but Bill and Nina and Alan Ashley now that he was there, should have an impact on that organization that ultimately helped all of the NGBs.

Marolt reiterated that, on the positive side of the USSA/USOC relationship, the USSA worked very effectively with its Sports Partnerships and Sports Performance groups. He commented that that was where the day-to-day relationships revolved and it should be remembered that the support from the USOC was more than $4 million from the organization and those dollars totally supported athletics and the bottom line. There was no overhead or fulfillment so, we had our issues with the USOC, but in this respect, they were very good. Lastly, he said that the USSA was very open with them and that the USOC staff attended USSA planning sessions so that they understood what the USSA was attempting to do as an NGB.

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

Paine stated that, for those who were new to the board, the USSF was essentially an endowment of the moneys from the Los Angeles Olympic Games in 1984. It continued to be managed as part of the overall endowment and an annual grant was made to athletics, but it was managed as a separate endowment currently.

Lampe stated that he would report on behalf of Bill Slattery. The USSF board of trustees held their annual board meeting on Friday and reviewed the assets of the USSF. They had investments and assets of $2.3 million, the bulk of that invested with the remainder of the endowment funds at TWP. Since the USSF funds were added to that investment management, the assets had grown by $480,000 and they provided a 5% grant to athletes last year of $123,000 and they approved another 5% grant for this coming fiscal year to be used in the athletic program.

They had one item of business and that was to re-nominate three members of their board to another term. Those nominations were an action for the USSA board to take.
Motion # 4: To ratify the re-nominations of Bill Slattery, Dexter Paine and Nikki Stone to the U. S. Skiing Foundation board as presented.

M/S/C – Chuck Heckert/Bob Dart, approved by acclamation

19. Executive/Nomination Screening Report: Alex Natt

Natt mentioned that the following items came out of the nomination screening committee yesterday and needed to have this board ratify the nominations to the USSA board. He began with the Foundation re-nominations and asked for a motion for approval.

Motion # 5: To ratify the Foundation re-nominations to the USSA BOD: Dexter Paine; Jeanne Jackson; John Bucksbaum; Andy Daly; Kipp Nelson; and Hank Tauber

M/S/C – Lisa Kosglow/Chuck Heckert, by acclamation.

He then asked for a motion to ratify the sport committee re-nominations to the USSA board.

Motion # 6: To ratify the Sport Committee re-nominations to the USSA Board: Bob Dart, Alpine; Jon Engen, Cross Country; and Mike Mallon, Snowboarding

M/S/C – Dexter Paine/Chuck Heckert, by acclamation.

There was an additional nomination to the USSA board for the at-large seat.

Motion # 7: To ratify the At-large re-nomination to the USSA Board: Greg Boester

M/S/C – Chuck Heckert/Tim Tetreault, by acclamation.

Finally, there were re-nominations to the USSA, Ent. and USST, Inc. boards, both wholly-owned subsidiaries of the USSA.

Motion # 8: To ratify the re-nominations of Dexter Paine, Jeanne Jackson, John Bucksbaum and Bill Marolt to the USSA Ent. & USST, Inc. Boards

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

The final motion reflected that we were concerned this year that we rotated five athletes off the board at one time, said Natt. What we asked the athletes to do, and they graciously agreed to do, was to volunteer to shorten three of the six terms to a two-year term. This board had the ability to stagger terms as per Article VI (3) (E).

What was being proposed today was ratification of the terms of athletes on the following schedule: Scott Macartney, Greg Mallory, Patrick Weaver – two-year terms; Lisa Kosglow, Curtis Tischler, Tim Tetreault – three-year terms. At the next election all athletes would return to their three-year terms. This would allow for greater continuity on the USSA Athletes’ Council.

Motion # 9: To ratify the proposed terms for the USSA athlete representatives to the USSA board of directors to return athlete elections to a rotation schedule: Scott Macartney, Greg Mallory, Patrick Weaver – two-year term; Lisa Kosglow, Curtis Tischler, Tim Tetreault – three-year term

M/S/C – Dexter Paine/Chuck Heckert, by acclamation.
Paine thanked the athletes who had agreed to a two-year term versus a three-year term as this would provide for more consistency on the board and the Athletes’ Council.

20. **Investment Committee Report: Mark Lampe for Jim Swartz**

Lampe stated earlier, while presenting the financial report, that inside the folder there was an investment fund preliminary report. He discussed the following:

- Athletic endowment: $29,347,000
- Borgen - Swartz education endowment: 2,612,000
- USSF investments: 2,312,000
- Total investments: $34,271,000

**FY08 Activity was next reviewed:**

- Beginning of year balance: $32,651,000
- FY08 endow gifts received: 3,720,000
- FY08 earnings: 187,000
- FY08 athletic grant: (1,633,000)
- End of year balance: $34,925,000

He next reviewed the Investment earnings history over the last five years:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Earnings</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>$187,000</td>
<td>0.6%</td>
</tr>
<tr>
<td>2007</td>
<td>3,343,000</td>
<td>12.1%</td>
</tr>
<tr>
<td>2006</td>
<td>3,449,000</td>
<td>17.4%</td>
</tr>
<tr>
<td>2005</td>
<td>1,074,000</td>
<td>6.6%</td>
</tr>
<tr>
<td>2004</td>
<td>1,347,000</td>
<td>11.7%</td>
</tr>
</tbody>
</table>

The first quarter of FY08, the major stock indices were off from 7-14% negative. April returned to break even for the year with a .6 return. In the same time period the major indices were off by 2-7% negative for the same timeframe.

For highlights he said that the co-chairmen, Jim Swartz and J Crandall, took great pride and ownership and serious fiduciary responsibility in monitoring these investments; they were constantly abreast of this and in consistent contact with the managers at TWP. As the credit crisis continued to grow, they asked Thom Weisel to go through USSA’s exposure in all funds to see if there were any risks similar to that in the Bear Stearns situation, and we had minimal significant exposure identifiable.

The co-chairmen also made a decision in early December to hold new contributions and liquidations in cash pending further environment review. He commented that they were looking now to see if it was the time to re-deploy that cash.

Lampe stated that the recent gift from SkiTAM would be invested with this group and the USSA would then be tracking four different funds. In closing, he mentioned that Dick Goetzman, longtime volunteer, remembered the organization and left a bequest to the organization that was received last week.

21. **Audit Committee Report: Mark Lampe for Greg Boester**

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 the audit committee requested a motion to approve this action.
Motion # 10: To ratify the selection of the audit firm, Schmitt Griffiths Smith, as recommended by the Audit Committee.

M/S/C – Chuck Heckert/Hank Tauber, approved by acclamation

22. Judicial Committee Report: Alex Natt for Todd Wakefield

Natt provided the Judicial Committee report on Todd Wakefield’s behalf. There were no Judicial Committee actions reported since the last meeting of the board.

There was one matter currently ongoing in the state of New York, which was being managed at the local level, which was an alleged code of conduct violation which might require the intervention of the Alpine Judicial Committee, but at this time, there had not been formal action taken on that matter.

Paine said that he would like to mention that Scott Macartney had agreed to serve as the athlete rep on the Judicial Committee for the next year, and he thanked him for that.

23. USSA Legal Report: Alex Natt

Natt said that he would report on three personal injury matters that the corporation was currently defending. One case, the Bjorgung matter, was still on appeal and had been reported on for five years.

The two other ongoing matters, were the Hilliman vs. USSA, USOC & FIS matter, which was in Federal Court in Buffalo, New York and arose from a femur injury at a FIS World Cup in China several years ago. That matter was scheduled for a second mediation at the request of the plaintiff and, he reported, it was early in the discovery process. He reported that we expected the exposure to be well within the limits of the insurance policy.

The third matter was an action arising from the alpine nationals last year where there was a collision between one of our team members at the resort and a gentleman from the Anchorage area. The athlete was skiing on her way to training for one of the events and he was injured and filed suit against her and the association for those injuries.

Counsel had been retained and the matter referred to USSA’s insurance carrier and it was expected that the exposure was well within the limits of the policy.


Athletes’ Council Report: Tim Tetreault

Tetreault commented that almost everything had been discussed already so he asked if he could go first next year. He commented that there had been a large turnover in the athletes’ council and the new members had been introduced earlier. He said that Todd Wyant had put together a breakfast yesterday so the group could get to know each other prior to the meeting with Ryan Heckman as host.

He discussed the nomination of athletes to standing committees and confirmed that Lisa Kosglow would be on the Nomination Screening Committee and Scott Macartney on the Judicial Committee. The athletes discussed the athlete term rotations so moving forward a lot of discussion took place on communications, which would be a focus for the council -
improving the lines of communication between current athletes and alumni. The council would be meeting in two weeks to discuss how best to do that. Scott, he said, had taken some good initiative already and presented a survey from the current alpine athletes and came up with a good report and we could use the survey as a template to get information from the other sports’ athletes and figure out how to best move forward with that.

Paine said that he should feel free to use Tom Kelly who had been working on communications for the entire company, to the extent that the staff could be helpful, a lot of work had been done over the past year. He confirmed that we were more knowledgeable, aware of strengths and weaknesses, and working at getting better in our communications.

**USOC AAC Report: Nina Kemppel**

Kemppel stated that she would provide the report for the athlete advisory committee for the U. S. Olympic Committee, a sister organization to the NGB Council, which Bill Marolt chaired.

She identified four things, which the council had been working on over the last six months. The first was the definition of an Olympian. The USOC came to the athletes and asked them to define what it meant to be an Olympian down to the official language defining this. The council took this on and has struggled with this as a group. She commented that the council had not been as efficient at coming to a conclusion given that a few athletes had been pushing very hard to resolve this.

She confirmed that there had been a lot of debate about when one actually becomes an Olympian, some people felt that when you qualified for the Olympic Team, you become officially an Olympian and there was the other extreme of athletes who felt that you must compete on the field of play to be considered an Olympian.

The AAC had pared down to when an athlete became accredited at the Olympic Games, they then officially became an Olympian. This would be voted upon in June to define what accredited now meant; i.e., when the name was submitted to the USOC or when the credential was actually picked up at the Olympic Games. That was the final debate round that the AAC was resolving.

The mass of the group was moving toward the more liberal version of when the name was submitted which would allow an athlete who qualified for an Olympic Games, went to training camp before the Olympics and sustained an injury, would still be considered an Olympian. She said that had relevance for two of the USSA’s athletes who did get injured between the time their names were submitted and the time they showed up at the athlete village.

The second thing that the USOC sought AAC input on was addressing new blogging rules during the Olympic Games. They would test the rules in Beijing. Basically the IOC stated that the accredited athletes would be allowed to blog but only on personal Olympic-related content. So, they would not be able to interview any teammates or post pictures of the teammates on the blog or use any commercial markings and other fairly strict guidelines around freedom of speech and what athletes may do. Ultimately, it did come down to allowing athlete blogging as a right, which was up for debate for a short while, she stated.

The third thing that she wished to discuss was the proposed USOC Bylaw changes. The USOC made some fairly extensive changes to an 80-page Bylaws document and asked for feedback from the AAC as well as the NGB Council on the recommended changes.

The AAC spent a fair amount of time reviewing the document and there were some things that the athletes felt strongly about and the response provided back to the USOC was related
to their control of the Olympic Trials and they basically said that they had exclusive rights to any Olympic Trials and sponsorship rights during those trials.

The AAC went back to the USOC with a strong response that if the USOC was going to approve something like that they needed to have an open forum with the athletes and the NGBs to explain how they were going to make up that revenue for the athletes and the NGBs who would lose those sponsorship rights.

The final update was that at the Beijing Olympics there would be elections for four spots on the IOC Athlete Commission. The current representative’s term is up and the AAC supported Julie Foudy’s (soccer player) nomination to that position. The AAC was going through educational and strategic work to assure that she would be elected in Beijing.

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25. **Athlete Services Report: Todd Wyant**

Wyant stated that he had just a few updates. The USSA just renewed a four-year agreement with Westminster College. Currently there were 40-45 athletes attending. Basically, athletes could attend free of charge and the agreement also allowed alumni to attend.

Tuition Reimbursement would be up to $5,000 this year impacting about 25 athletes. The funds include a donation by Mr. Shelby Davis, which was greatly appreciated.

Wyant met with the registrar’s office at the University of Utah. Since Westminster did not have all the programs athletes were interested in, we were able to get in-state tuition for athletes attending the U of U so that was a great alternative.

Rookie Camp *Where Dreams Begin* would take place from June 19-21 in Park City; 22 athletes would be in attendance.

Visiting Athletes – Wyant stated that Jeremy Forster had recommended that he provide office hours at the competition venues to work with the athletes where they were actually located.

He thanked the communications staff for their aid with the team manual/calendar. The calendar was a new addition to help athletes with their time management.

Mentor Program/Internship Opportunities – he commented that there were some success stories but that they were now focused more on internship opportunities for the athletes moving forward.

Laptops for Learning/Online Courses – he confirmed that they were stressing these courses for the athletes during their down time. Westminster allowed 50-60 credits online so there was no reason that athletes couldn’t be working on some of these during the season, transferring them back to Westminster or the U of U, etc.

Tomorrow’s Champions – Community Service Initiative – the focus would be on the boys and girls clubs and, when in attendance at the ski and snowboarding balls, visits to public and private schools.

Agent Registration – he commented that this would be added to allow athletes to know who was representing current athletes with contact information and this was scheduled to be up this summer.

Athlete services moving forward, he said the Center of Excellence would be important to help connect with athletes and be more in keeping with a college environment. Recently, he had been added to the committee on the Park City Schools’ attendance policy, which was
important for the USSA to have a say on athletes who had current difficulties due to time away from studies.

Grant Writing – he said that there was a lot of money out there to be obtained and he would find a target and dabble in writing a grant proposal to see if we could get more money for education program.

Parent Orientation – as a spin off of the athlete orientation, the plan was to bring parents in as well so they could see firsthand the Center of Excellence and understand the services that the USSA provided and give them greater opportunity to understand what their children would be going through.

Paine said that everything he was doing was amazing to him since a decade ago when he began his involvement with the board, 10 days of language at Dartmouth and some scholarship funding for athletes were the only things available in this area. He said that, while we could always do a better job, we needed to focus on the remarkable progress that had been made, and that, since Wyant had come on board, the program had taken a quantum step forward.

26. Old Business: Dexter Paine

Paine asked if there were any old business.

Heckert said that he would personally like to thank Suzette for everything she had done for him throughout his work with the USSA.

27. New Business: Dexter Paine

Coe reiterated that there were 21 months to Vancouver and the Olympic Winter Games Selection processes were really important to the organization and all of its athletes (addendum C). The process was begun in January when the FIS criteria were received from the IOC. There were a couple of major changes in snowboarding and in freestyle that took a lot of effort on the part of the sport directors and Luke’s part as they worked through the issues. In conjunction with the athlete representatives, the criteria were analyzed. Once the criteria were finished, they were forwarded to the USOC working group for review of the procedures, after which, the sport directors and Luke sat with them in conferences and evolved to the procedures that were provided in the meeting binder in tab P.

Two things in snowboarding and freestyle, to provide an opportunity for selections to maximize team size, the timeline originally put in place closed out the competition earlier than the USSA wanted, and the USSA made a request back to the IOC to move the date to the 25th of January 2010. The FIS secretary general, Sarah Lewis, supported the request and it was on its way back to the IOC. He said that we were hopeful of getting approval to move the date.

The other thing that happened is that we had Olympic Trials for two of our selection criteria. In the meantime, we got the notification of what the USOC was trying to do to take away sales rights to the Trials, so to preclude getting into a wrestling match with the USOC, the names to two events were changed for Cross Country to the USSA Sprint Cross Country Selection Event and the same for Freestyle to the U. S. Ski Team Freestyle Selection Event.

The last piece of business that would need to be added to each selection process was approval of the USSA code of conduct, (addendum A) which was the last addition to each selection process.
There were tbd listings for several selection criteria until the FIS Congress in South Africa to get those final event dates in place.

Coe said that he would ask that each selection process be addressed with a separate motion. He asked first if there were any questions on the procedures.

No questions were asked so he requested a motion to ratify the Alpine Men’s and Women’s Team Athlete Selection Procedures for the 2010 Winter Olympic Games

**Motion # 11: To ratify the Men’s and Women’s Alpine Team Athlete Selection Procedures for the 2010 Winter Olympic Games**

M/S/C – Scott Macartney/Dexter Paine, approved by acclamation

Natt asked if there were a motion to ratify the cross country athlete selection procedures as set forth in tab P.

**Motion # 12: To ratify the Cross Country Skiing Athlete Selection Procedures for the 2010 Winter Olympic Games**

M/S/C – Jon Engen/ Dexter Paine, approved by acclamation

Natt asked if there were a motion to ratify the nordic combined athlete selection procedures as set forth in tab P.

**Motion # 13: To ratify the Nordic Combined Athlete Selection Procedures for the 2010 Winter Olympic Games**

M/S/C – Tim Tetreault/Bob Dart, approved by acclamation

Natt asked if there were a motion to ratify the ski jumping athlete selection procedures as set forth in tab P.

**Motion # 14: To ratify the Ski Jumping Athlete Selection Procedures for the 2010 Winter Olympic Games**

M/S/C – Tim Tetreault/Dexter Paine, approved by acclamation

Natt asked if there were a motion to ratify the snowboarding athlete selection procedures as set forth in tab P.

**Motion # 15: To ratify the Men's and Women's Snowboarding Halfpipe, Parallel Giant Slalom, and Snowboardcross Athlete Selection Procedures for the 2010 Winter Olympic Games**

M/S/C – Lisa Kosglow/Dexter Paine, approved by acclamation

Natt asked if there were a motion to ratify the freestyle athlete selection procedures as set forth in tab P.

**Motion # 16: To ratify the Freestyle Skiing Athlete Selection Procedures for the 2010 Winter Olympic Games**

M/S/C – Mike Mallon/Dexter Paine, approved by acclamation
Natt then explained that a comprehensive review of the association’s Ethics, Code of Conduct, Conflict of Interest & Sexual Harassment Policies had been undertaken, tab O of the meeting binder.

Natt said that the Board should first address the revised USSA code of conduct which was e-mailed to all board members as this would become part of the athlete selection criteria.

The document had been submitted to the USOC for review and the USOC ombudsman came back with a recommendation that the USSA modify the anti-doping language which currently appeared as No. 11; the language was in place prior to the adoption of the WADA code and the formation of USADA. Mr. Ruger suggested that the language be modified to “USSA members agree to abide by anti-doping rules and procedures established by WADA, USADA, and/or FIS.” The effect of the change is negligible but this was required by the USOC.

**Motion 17: To ratify the USSA Code of Conduct as provided.**

M/S/C – Chuck Heckert/Scott Macartney, approved by acclamation

Paine asked that given the number of new board members Natt provide a history on the remaining policies prior to requesting ratification.

Natt stated that USSA had a code of conduct for many years that was continually looked at and modified, which formed the basis of the behavior of all the association members.

There also existed an Ethics Committee of the board and ethics and conflict of interest policies in existence. Coe had tasked Natt over the winter with developing more modern conflict and code procedures which dealt with both staff and volunteer issues.

He commented that the Bylaws require that a process be undertaken annually to identify conflicts of interest of key volunteers, staff, and board members. He had undertaken a comprehensive re-write of these policies and procedures. Of note, he said, the reporting mechanism for the association is now outside the organization. The highlight of the new policy was a new reporting mechanism to Natt as outside counsel for review and evaluation and through him to the Ethics Committee.

The sexual harassment policy had been in place for the past two years, required by USSA’s insurer when the background screening procedure was instituted. It was reviewed and revised and contained an independent reporting procedure back to Natt as independent counsel. Those would be the notable changes in the policies.

In summary, he stated that these were reviews that were intended to professionalize the operations of the organization in this regard.

Natt asked for a motion to approve the policy governing conflict of interest and ethical practices, employee and volunteer confidentiality and non-disclosure agreement and policy on reporting and investigating allegations of suspected improper conduct and activities and the policy on sexual harassment (addendum B).

**Motion 18: To ratify the USSA Ethics, Conflict of Interest, Employee and Volunteer Confidentiality and Non-disclosure Agreement and Sexual Harassment Policies**

M/S/C – Chuck Heckert/Lisa Kosglow, approved by acclamation

Paine opened the floor for any member comments or questions. Natt stated there was an open microphone in the room.
Fraser West said that, as a long-time member of the awards commission, he said things kept getting better and better on that committee. He said we missed Doc Sosman but he wanted to thank a few people who helped to make it better and better: Suzette Cantin, Tom Kelly, Walt Evans, Jesse Hunt, and Bill Slattery. But, he said, it sure was hard to get award nominations and he hoped that the group would make more nominations in the future.

Paine said that if anyone had the opportunity next year to go to the Friday night dinner, it was a great event. It was great to see the clubs being recognized, the athletes recognized, and the turnout the last few years had been the best he had ever seen. He thanked Fraser and asked for people to make nominations next year.

Paine had no further business at this time and there were no further comments from the floor.

28. **Meeting dates for 2008/09: Dexter Paine**

   *USSA Congress 2009: May 12 - 17, 2009, Park City, UT*
   *USSA BOD & Annual Meeting: May 17, 2009*

   Paine asked the staff to work over the next few weeks to get a date on the calendar in November or late October for the telephonic meeting. Then all of the committees could get together in front of that date to the extent that they had business to conduct and he wanted to be sure to get it on the calendar to ensure strong participation. He said he would ask the staff to schedule this as early as possible since for all concerned, the earlier, the better.

   Paine stated in closing that everyone was invited to participate in the trustee meetings in Beaver Creek if they were interested. He said it was a fun event and the one time the sponsors, Foundation board of trustees, and the men’s team had interaction.

29. **Closing Comments & Adjournment: Dexter Paine**

   Paine thanked everyone for coming to the board meeting, reaffirmed it had been a very productive week, wished the group success at the FIS Congress, and asked for a motion to adjourn.

   **Motion # 19: To adjourn.**

   M/S/C – Chuck Heckert/Mike Mallon, approved by acclamation

Minutes transcribed by Suzette 6/4/08.
Legal approved by Alex Natt 6/4/08.
Exec approved by Dick Coe 6/19/08.
Addendum A – USSA Code of Conduct

USSA CODE OF CONDUCT

Membership in the United States Ski and Snowboard Association is a privilege, not a right. All USSA members (athletes, coaches, and officials) when participating in any USSA activity must agree to conduct themselves according to USSA’s core values of Team, Loyalty, Integrity, Respect, Perseverance, and Accountability and abide by the spirit and dictates of this Code of Conduct. All members must agree to comport themselves in a sportsmanlike manner, and are responsible for their actions while attending or participating in all USSA activities (including but not limited to camps, competitions, and projects).

Sportsmanlike conduct is defined as, but is not limited to: respect for competition officials, resort employees, and the skiing and snowboarding public, respect for facilities, privileges and operating procedures, the use of courtesy and good manners, acting responsibly and maturely, refraining from the use of profane or abusive language, and abstinence from illegal or immoderate use of alcohol and use of illegal or banned drugs.

While participating in any USSA activity:

1. USSA members shall be subject to the jurisdiction of the International Ski Federation Statutes, the United States Olympic Committee Bylaws, the USSA Bylaws, and the USSA Code of Conduct.

2. USSA members shall conduct themselves at all times and in all places as befits worthy representatives of the United States of America, the United States Olympic Committee, USSA, their region, division, state or club and in accordance with the best traditions of national and international competition.

3. USSA members are responsible for knowledge of and adherence to competition rules and procedures. Members are also responsible for knowledge of and adherence to the rules and procedures of the USSA national teams, camps or other projects when participating in such.

4. USSA members shall maintain high standards of moral and ethical conduct, which includes self-control and responsible behavior, consideration for the physical and emotional well-being of others, and courtesy and good manners.

5. USSA members shall abide by USSA rules and procedures while traveling to and from participating in official USSA activities.

6. USSA members shall abstain from illegal and/or immoderate consumption of alcohol. Absolutely no consumption of alcohol is permitted for those individuals under the age of 21. Members under 21 years of age shall not participate in gatherings involving consumption of alcohol unless it is an official USSA or event organizer function.

7. No USSA member shall violate the customs, travel or currency regulations of a country while traveling with a USSA group or on a USSA ticket.

8. No USSA member shall commit a criminal act.

9. No USSA member shall engage in any conduct that could be perceived as harassment based upon gender, age, race, religion or disability.

10. USSA members will avoid profane or abusive language and disruptive behavior.
11. USSA members agree to abide by anti-doping rules and procedures established by WADA, USADA, and/or FIS.

Failure to comply with any of the above provisions may lead to disciplinary action by the appropriate team or competition leader. Disciplinary action may include:

− Removal from the team trip or training camp.
− Suspension from training and/or competition.
− Elimination of coaching, travel, and other benefits.
− Forfeiture of USSA membership.

USSA is committed to principles of fairness, due process and equal opportunity. Members are entitled to be treated fairly and in compliance with USSA’s Bylaws, policies and procedures. Members are entitled to notice and an opportunity for a hearing before being prevented from participating in protected competition as that term is defined by the USOC Bylaws. Information on the processes for grievances, suspensions and appeals is available at www.ussa.org.

Nothing in this Code shall be deemed to restrict the individual freedom of a USSA member in matters not involving activities in which one could not be perceived as representing USSA. In choices of appearance, lifestyle, behavior and speech while not representing USSA, competitors shall have complete freedom, provided their statements and actions do not adversely affect the name and reputation of the USSA. However, in those events where one is representing or could be perceived as representing USSA, USSA demands that its members understand and agree to behave in a manner consistent with the best traditions of sportsmanship and USSA’s core values.

Last revised May 18, 2008
USSA POLICY GOVERNING CONFLICT OF INTEREST AND ETHICAL PRACTICES

Those who choose to serve the United States Ski and Snowboard Association (“USSA”) and its subsidiaries, whether as volunteers or paid professionals, are held to a high standard of conduct. Because we operate in the public spotlight, we are expected to conduct our affairs on a basis consistent with the great trust placed in us. With the honor of serving the USSA, one must also accept the burden of public disclosure and public scrutiny. This requires our behavior to conform to the highest ethical principles.

The USSA requires that its volunteers and staff conduct business with integrity and pursuant to USSA’s Core Values. Furthermore, because the appearance of impropriety can be just as damaging as actual impropriety, conduct which appears to be improper is also unacceptable.

All Directors, Officers, Committee Chairmen, employees and members of the USSA must agree to the following:

1. Ensure that the USSA adheres to the applicable rules, regulations and policies of federal, state and local government, and the United States Olympic Committee (USOC), International Ski Federation (FIS), and any other sports governing bodies with which the federation is affiliated.

2. Devote themselves to conduct that, in letter and spirit, is lawful, honest, dependable, and fair.

3. Conduct themselves in ways that promote the aims and enhance the reputation of the USSA and the ski and snowboard sports.

4. Place the interests of the entire USSA ahead of any local, regional, business or personal interests in the ski and snowboard sports.

5. Protect information that belongs to the USSA, our donors, sponsors, volunteers and employees.

6. Avoid conflicts of interest, both real and perceived.

7. Never use USSA’s assets or information for personal gain.

8. Fully inform responsible USSA authorities pursuant to the USSA’s Policy on Reporting and Investigating Allegations of Suspected Improper Conduct and Activities of actions, no matter who is responsible for those actions, which are or are improper, unethical, unlawful, contrary to this policy or otherwise damaging to the USSA.

9. Assist USSA employees, volunteers, officers, and directors to create and maintain an effectively functioning organization always respecting the responsibility and authority of those to whom implementation of USSA policies and goals has been entrusted.

10. Provide a full, constructive, and timely reply in the form required to requests from USSA authorities for information and decisions.

11. Neither give nor receive gifts, loans or favors that tend to influence you in the discharge of your duties, except of nominal value exchanged in the normal course of business.
a. The trading of pins and mementos is accepted conduct.

b. Invitations from sports, media, corporations, or other organizations to attend sports and social events of more than nominal value may be accepted if they are part of open and generally accepted practices, serve to promote the best interest of USSA, would not embarrass the individual or USSA if publicly disclosed and do not compromise the objectivity nor integrity of the recipient or donor.

c. Gifts and favors of more than $25 value should not ordinarily be accepted, but if the circumstances render it awkward to refuse such a gift the donor should be thanked and told the gift is being accepted on behalf of, and will be delivered to, the USSA.

12. All employees, volunteers, officers and directors will disclose the nature and extent of actual or potential conflict of interest when it occurs in the evaluation of an issue and will not participate in the discussion, evaluation or voting on the matter involved. This includes the awarding of contracts, purchase of goods and services, and allocation of USSA’s resources.

13. If any individual representing the USSA participates in the evaluation or approval of a contract with a supplier to furnish goods or provide services to USSA when the individual will directly or indirectly benefit financially or otherwise receive any form of compensation from, or have an interest in, any supplier or provider under consideration, then USSA shall have the right to recover such benefit or payment and such contract or transaction shall be voidable by USSA.

14. All directors, officers, committee chairs, and key staff will be required to complete a conflict of interest (COI) form.

a. The completion of this form is a mandatory prerequisite for participation with USSA.

b. Annually or prior to assumption of responsibilities, the USSA legal counsel, under the auspices of the Ethics Committee of the USSA Board of Directors, shall send to each appropriate person the latest Ethics and Conflict of Interest Package. The Conflict of Interest Disclosure form is to be completed and returned to the USSA Legal Counsel and will then be available only to the Chairman of the Board, the CEO, USSA Legal Counsel and the USSA Ethics Committee.

c. The Legal Counsel will review and evaluate these disclosures and will maintain this information in strict confidence unless the existence of a present COI requires that he disclose same to the Ethics Committee for its independent review. Each individual should openly and forthrightly identify any areas that represent a potential COI. Individuals will contact the Legal Counsel to update or amend their disclosure forms as circumstances change.

15. The principles provide a framework of integrity for interactions with or on behalf of the USSA. However, more in depth question may arise regarding conflicts of interest. For this reason the following guidance is given:

The USSA defines a conflict of interest as any personal or financial relationship that could influence or be perceived to influence your objectivity when representing or conducting business for, or on behalf of, the USSA.

For instance, if personal or financial interests exist with any person or entity with whom the USSA has a business or other relationship, or which could be perceived to influence your conduct, you must:
a. Disclose the interest or nature of the relationship to the USSA Legal Counsel who shall have the authority to either (a) approve the relationship, or (b) refer the matter to the USSA Ethics Committee for further consideration; and

b. Excuse yourself from any formal or informal discussions related to the relationship between the USSA and the person or entity; and

c. Abstain from voting and from seeking to influence the vote on any matter related to the person or entity.

16. Any person who violates or condones the violation of this policy is subject to disciplinary measures that may include termination of membership, employment, and expulsion from volunteer positions. The USSA Ethics Committee shall review all violations of this policy pursuant to the USSA’s Policy on Reporting and Investigating Allegations of Suspected Improper Conduct and Activities and, if appropriate, recommend sanctions to the USSA Board of Directors (as to volunteers) or the Chief Executive Officer (as to employees of USSA).

17. This policy serves as a framework for ethical conduct but does not cover every situation. If you are unclear about the requirements of this policy, please consult your supervisor (if an employee) or the USSA Legal Counsel (if a volunteer).

Understood and Agreed to:
CONFLICT OF INTEREST QUESTIONNAIRE FOR THE USSA, USSTF AND OTHER AFFILIATES

Name (please print): _____________________________________________

This questionnaire is based on the United States Ski And Snowboard Association Policy Governing Conflict of Interest and Ethical Practices. Completed forms will be on file at the offices of USSA.

1. In the last year have you or any immediate family member had a direct or indirect financial interest in companies and/or in transactions with companies that are currently or likely to be engaged in business with USSA? (This includes situations such as employment by pool suppliers, agency for USST members, and design work for ski areas.)

Yes _____ No _____ (If yes, fully explain below)

2. In the last year have you been aware of any other interests or arrangements about which you may have a question as to whether a conflict of interest may be involved?

Yes _____ No _____ (If yes, fully explain below)

3. Have you or any immediate family member received gifts of greater than token value from any current or prospective vendor or event site or other organization who does or might seek to do business with the USSA? (Note: The USSA board has authorized acceptance of ski equipment and ski passes for individual use – see definition of ‘gifts’. These do not have to be declared.

Yes _____ No _____ (If yes, fully explain below. If a gift of greater than token or authorized value was accepted due to protocol reasons, please explain how the gift was disposed of, i.e. given to the Foundation or the USSA.)
4. If there is any relationship or matter not disclosed above which might be perceived to compromise your obligations to the USSA under its statement of conflict of interest and ethical practices statement or which may raise questions of a conflict between your duty and loyalty to the USSA and your economic self-interest, please indicate here what that relationship or matter is. If none, please state "none."

Yes _____ None _____ (If yes, fully explain below)
Conflicts of Interest Questionnaire for the U.S. Ski and Snowboard Association, Foundation and other affiliates

Signed: ____________________________________________

Date: ______________________________________________

Definitions:

1. Immediate family includes a person’s spouse, parents, children, siblings, mothers- & fathers-in-law, sons- & daughters-in-law.

2. USSA includes all affiliates and subsidiaries.

3. Gifts of token value include a) specially logoed hats, shirts, bags, and similar items that are customarily distributed by event sites, sponsors, and suppliers; b) books, posters, and similar printed materials that are customarily distributed by event sites, sponsors, and suppliers; and c) entertainment, meals, or social invitations of nominal value which are customary and proper under the circumstances in the normal course of business which do not place or appear to place the recipient under obligation to the provider. In addition, the USSA board has specifically authorized directors and staff to accept ski-related equipment and ski passes for individual use as long as it does not place or appear to place the recipient under obligation to the provider.
THIS AGREEMENT governs the disclosure of information by and between the United States Ski & Snowboard Association (“USSA”) and _________________ (“Employee”) as of ________________________ (the "Effective Date").

Employee understands and agrees that this Confidentiality Agreement is not intended to serve as an employment contract and does not modify the "at-will" nature of his/her employment. However, as a condition of employment, the USSA requires that Employee agree to the following:

1. Definition of Confidential Information

As used herein, "Confidential Information" shall mean any and all technical and non-technical information belonging to Employer and arising out of Employee’s performance of his/her duties as an Employee of the USSA, including but not limited to (a) athletic plans and strategies, (b) trade secrets, and (c) copyrighted information (d), proprietary information -- ideas, techniques, sketches, drawings, works of authorship, models, inventions, know-how, processes, apparatuses, equipment, algorithms, software programs, software source documents, (e) marketing plans, business plans, financial information, and including, without limitation, information concerning research, experimental work, development, design details and specifications, engineering, financial information, procurement requirements, purchasing, manufacturing, customer and donor lists, investors, employees, business and contractual relationships, business forecasts, sales and merchandising, and information the disclosing party provides regarding third parties.

2. Identification of Confidential Information

Employee should consider all information disclosed throughout the course of his/her employment as Confidential. The USSA considers its proprietary information to be trade secrets and will vigorously enforce its rights to its trade secrets through all available legal means including but not limited to seeking injunctive relief pursuant to the provisions of Utah Code Ann. §13-24-1 et seq. Employee explicitly agrees to permit USSA to seek ex parte injunctive relief in this regard.

3. Exceptions To Confidential Information

Employee’s obligations under this Agreement with respect to any portion of the USSA’s Confidential Information shall terminate when Employee can document that: (a) it was in the public domain at the time it was communicated to the Employee; (b) it entered the public domain subsequent to the time it was communicated to Employee by the USSA; (c) it was in Employee’s possession free of any obligation of confidence at the time it was communicated to Employee by USSA; (d) it was rightfully communicated to Employee free of any obligation of confidence by the USSA; (e) the communication was in response to a valid order by a court or other governmental body, was otherwise required by law, or was necessary to establish the rights of either party under this Agreement; or (g) USSA approved in writing of the disclosure of the Confidential Information.

4. Handling of Confidential Information

Employee agrees that at all times and notwithstanding any termination or expiration of this Agreement it will hold in strict confidence and not disclose to any third party Confidential Information, except as approved in writing by the USSA, and will use the Confidential Information for no purpose other than in furtherance of the USSA’s mission.

5. Agreement Term and Termination

This Agreement shall remain in force and effect during the Employee’s service as an Employee of USSA. Employee’s obligations under this Agreement shall survive termination of the employment
relationship and shall be binding upon the Employee's heirs, successors and assigns for a period of five (5) years following the termination of the employment relationship.

6. Warranties

Each party represents and warrants to the other party that (i) has read and understood this Agreement and has had the opportunity to seek counsel on its effects, (ii) it has the requisite authority to enter into and perform this Agreement, and (iii) its execution and performance under this Agreement, including its disclosure of Confidential Information, will not result in a breach of any obligation to any third party or infringe or otherwise violate any third party’s rights.

7. No Grant of License or Rights

The parties recognize and agree that nothing contained in this Agreement shall be construed as granting any property rights, by license or otherwise, to any Confidential Information of the other party disclosed pursuant to this Agreement, or to any invention or any patent, copyright, trademark, or other intellectual property right that has issued or that may issue, based on such Confidential Information.

8. Remedies

This Agreement shall be governed and construed in accordance with the laws of the United States and the State of Utah and Recipient consents to the exclusive jurisdiction of the state courts and U.S. federal courts located there for any dispute arising out of this Agreement. Employee agrees that in the event of any breach or threatened breach by Employee, the USSA may obtain, in addition to any other legal remedies that may be available, including but not limited to, seeking injunctive relief pursuant to the provisions of Utah Code Ann. §13-24-1 et seq. In any effort made to construe or enforce any term of this Agreement, the prevailing party is entitled to recover its reasonable fees incurred therein, including attorneys fees.

9. Miscellaneous

Neither party shall not transfer or assign this Agreement to any other person or entity, whether by operation of law or otherwise, without the prior written consent of the other. Any such attempted assignment shall be void and of no effect. If any provision of this Agreement is found by a proper authority to be unenforceable or invalid such unenforceability or invalidity shall not render this Agreement unenforceable or invalid as a whole and in such event, such provision shall be changed and interpreted so as to best accomplish the objectives of such unenforceable or invalid provision within the limits of applicable law. Neither party will assign or transfer any rights or obligations under this Agreement, including by operation of law, without the prior written consent of the other party. The Agreement is the complete and exclusive agreement regarding the disclosure of Confidential Information between the parties, and replace any prior oral or written communications between the parties regarding Confidential Information. This Agreement may be signed in multiple copies, each of which shall constitute the same instrument. Once completely executed, any reproduction of this Agreement made by reliable means shall be considered an original.

IN WITNESS WHEREOF, the parties hereto have caused this Confidentiality and Non-Disclosure Agreement to be executed as of the Effective Date.

____________________________
The United States Ski & Snowboard Association

____________________________
Employee
USSA VOLUNTEER CONFIDENTIALITY AND NON-DISCLOSURE AGREEMENT

THIS AGREEMENT governs the disclosure of information by and between the United States Ski & Snowboard Association ("USSA") and ___________________ ("Volunteer") as of ______________________ (the "Effective Date").

1. Definition of Confidential Information

As used herein, "Confidential Information" shall mean any and all technical and non-technical information belonging to the USSA and arising out of Volunteer’s performance of his/her duties as a USSA volunteer, including but not limited to (a) athletic plans and strategies, (b) trade secrets, and (c) copyrighted information (d), proprietary information -- ideas, techniques, sketches, drawings, works of authorship, models, inventions, know-how, processes, apparatuses, equipment, algorithms, software programs, software source documents, (e) marketing plans, business plans, financial information, and including, without limitation, information concerning research, experimental work, development, design details and specifications, engineering, financial information, procurement requirements, purchasing, manufacturing, customer and donor lists, volunteer, business and contractual relationships, business forecasts, sales and merchandising, and information the disclosing party provides regarding third parties.

2. Identification of Confidential Information

Volunteer should consider all information disclosed throughout the course of his/her service to the USSA as Confidential. The USSA considers its proprietary information to be trade secrets and will vigorously enforce its rights to its trade secrets through all available legal means including but not limited to seeking injunctive relief pursuant to the provisions of Utah Code Ann. §13-24-1 et seq. Volunteer explicitly agrees to permit USSA to seek ex parte injunctive relief in this regard.

3. Exceptions To Confidential Information

Volunteer’s obligations under this Agreement with respect to any portion of the USSA’s Confidential Information shall terminate when Volunteer can document that: (a) it was in the public domain at the time it was communicated to the Volunteer; (b) it entered the public domain subsequent to the time it was communicated to Volunteer by the USSA; (c) it was in Volunteer's possession free of any obligation of confidence at the time it was communicated to Volunteer by USSA; (d) it was rightfully communicated to Volunteer free of any obligation of confidence by the USSA; (e) the communication was in response to a valid order by a court or other governmental body, was otherwise required by law, or was necessary to establish the rights of either party under this Agreement; or (g) the USSA approved in writing of the disclosure of the Confidential Information.

4. Handling of Confidential Information

Volunteer agrees that at all times and notwithstanding any termination or expiration of this Agreement it will hold in strict confidence and not disclose to any third party Confidential Information, except as approved in writing by the USSA, and will use the Confidential Information for no purpose other than in furtherance of the USSA’s mission.

5. Agreement Term and Termination

This Agreement shall remain in force and effect during the volunteer’s service as a USSA volunteer. Volunteer's obligations under this Agreement shall survive termination of the volunteer relationship and shall be binding upon the volunteer's heirs, successors and assigns for a period of five (5) years following the termination of the volunteer relationship.
6. **Warranties**

Each party represents and warrants to the other party that (i) has read and understood this Agreement and has had the opportunity to seek counsel on its effects, (ii) it has the requisite authority to enter into and perform this Agreement, and (iii) its execution and performance under this Agreement, including its disclosure of Confidential Information, will not result in a breach of any obligation to any third party or infringe or otherwise violate any third party's rights.

7. **No Grant of License or Rights**

The parties recognize and agree that nothing contained in this Agreement shall be construed as granting any property rights, by license or otherwise, to any Confidential Information of the other party disclosed pursuant to this Agreement, or to any invention or any patent, copyright, trademark, or other intellectual property right that has issued or that may issue, based on such Confidential Information.

8. **Remedies**

This Agreement shall be governed and construed in accordance with the laws of the United States and the State of **Utah** and Recipient consents to the exclusive jurisdiction of the state courts and U.S. federal courts located there for any dispute arising out of this Agreement. Volunteer agrees that in the event of any breach or threatened breach by Volunteer, the USSA may obtain, in addition to any other legal remedies that may be available, including but not limited to, seeking injunctive relief pursuant to the provisions of Utah Code Ann. §13-24-1 et seq. In any effort made to construe or enforce any term of this Agreement, the prevailing party is entitled to recover its reasonable fees incurred therein, including attorneys fees.

9. **Miscellaneous**

Neither party shall not transfer or assign this Agreement to any other person or entity, whether by operation of law or otherwise, without the prior written consent of the other. Any such attempted assignment shall be void and of no effect. If any provision of this Agreement is found by a proper authority to be unenforceable or invalid such unenforceability or invalidity shall not render this Agreement unenforceable or invalid as a whole and in such event, such provision shall be changed and interpreted so as to best accomplish the objectives of such unenforceable or invalid provision within the limits of applicable law. Neither party will assign or transfer any rights or obligations under this Agreement, including by operation of law, without the prior written consent of the other party. The Agreement is the complete and exclusive agreement regarding the disclosure of Confidential Information between the parties, and replace any prior oral or written communications between the parties regarding Confidential Information. This Agreement may be signed in multiple copies, each of which shall constitute the same instrument. Once completely executed, any reproduction of this Agreement made by reliable means shall be considered an original.

IN WITNESS WHEREOF, the parties hereto have caused this Confidentiality and Non-Disclosure Agreement to be executed as of the Effective Date.

____________________________
The United States Ski & Snowboard Association

____________________________
Volunteer
USSA POLICY ON REPORTING AND INVESTIGATING ALLEGATIONS OF
SUSPECTED IMPROPER CONDUCT AND ACTIVITIES

Introduction

The United States Ski & Snowboard Association (hereinafter “the USSA”) has the responsibility for stewardship of USSA resources and the private support that enables it to pursue its mission. The USSA is committed to compliance with the laws and regulations to which it is subject and to promulgating policies and procedures to interpret and apply these laws and regulations. Laws, regulations, policies and procedures strengthen and promote ethical practices and ethical treatment of the members of the USSA community and those who conduct business with the USSA.

The USSA’s internal controls and operating procedures are intended to detect and to prevent or deter improper activities. However, even the best systems of control cannot provide absolute safeguards against irregularities. Intentional and unintentional violations of laws, regulations, policies and procedures may occur and may constitute improper activities. The USSA has a responsibility to investigate and report to appropriate parties allegations of suspected improper conduct and activities, including actions taken by the USSA itself.

This policy governs reporting and investigation of suspected improper conduct and activities.

Employees and others are encouraged to use guidance provided by this policy together with the USSA policy on Conflict of Interest and Ethical Practices for reporting all allegations of suspected improper conduct and activities. This policy does not fundamentally change the responsibility for conducting investigations in matter such as terms and conditions of employment, which shall continue to be governed by staff personnel policies. Any allegations of improper conduct that may result in disciplinary action shall be conducted in accordance with the requirements of the USSA Bylaws and other USSA policies. In all instances, the USSA retains the prerogative to determine when circumstances warrant an investigation, and in conformity with the relevant policies, the appropriate process to be employed.

Definitions

USSA Resources: For purposes of this policy, the term USSA Resources is defined to include, but not be limited to the following, whether owned by, or under the management of the USSA:

- Cash and other assets, whether tangible or intangible, real or personal property;
- Receivables and other rights or claims against third parties;
- Intellectual property rights;
- Facilities and the rights to use of USSA facilities;
- The USSA’s name; and
- USSA records, including employee and athlete records.

Improper Conduct and Activities: For purposes of this policy, Improper Conduct and Activities is defined as:

Any activity by an employee, key volunteer, director or trustee that is undertaken in the performance of this person’s official duties and that (1) is a violation of any state or federal law or regulation including but not limited to corruption, malfeasance, bribery, theft of USSA property, fraud, coercion, conversion, misuse of USSA property, or willful omission to perform duty, or (2) is economically wasteful, or involves gross misconduct, incompetence, or inefficiency and (3) is a violation of USSA’s Policy on Conflict of Interest and Ethical Practices.
**Protected Disclosure:** A Protected Disclosure is:

Any good faith communication that discloses or demonstrates an intention to disclose information that may evidence Improper Conduct and Activities.

**Whistleblower:** A person or entity making a protected disclosure is commonly referred to as a whistleblower. The whistleblower’s role is as a reporting party. They are not investigators or finders of fact, nor do they determine the appropriate corrective or remedial action that may be warranted.

**Reporting Allegations of Suspected Improper Conduct or Activities:**

Any person believing in good faith that any individual while undertaking his official USSA duties has engaged in Improper Conduct and Activities shall file a report with the USSA Legal Counsel. The complaint shall be in writing by the individual making the complaint but may, at the discretion of the complaining party, be made anonymously. The complaint shall set forth the factual allegation, and shall contain, at a minimum, the following:

1. Names and contact information of the parties against whom Improper Conduct is alleged;
2. Conduct which is suspected to constitute Improper Conduct and Activities;
3. Identification of supporting evidence or documentation forming the basis of the complaint;

   A. When a person reports allegations of suspected Improper Conduct and Activities in good faith to the USSA Legal Counsel, the report is known as a protected disclosure.

   B. It shall be the responsibility of the USSA Legal Counsel to transmit the report to the USSA Ethics Committee, the USSA Chair, and to the CEO. The Ethics Committee, in consultation with the Legal Counsel, shall determine whether the conduct complained of rises to the level of Improper Conduct and Activities.

   C. In the Event that the Ethics Committee determines that the conduct complained of on its face rises to the level of Improper Conduct and Activities, it shall notify the Chair and CEO of the necessity to undertake an investigation. If the Chair or CEO is the subject of the complaint of Improper Conduct and Activities respectively, he or she shall not be notified until such time as the investigation warrants. The Ethics Committee shall, in consultation with Legal Counsel determine whether to retain an independent expert to conduct said investigation. Expenses associated with the investigation shall be the responsibility of the USSA.

   D. If the person against whom a complaint of Improper Conduct and Activities is filed is an employee of the USSA, that employee’s relationship with the USSA shall be governed by the at will nature of that employee’s employment with the USSA or by any written employment contract. This procedure is not intended to modify the nature of that person’s employment nor give any additional rights to that person. In the case of employees, USSA reserves the right, notwithstanding what is contained within this policy, to avoid undertaking any investigation and instead to dismiss at will employees at any time and for any or no reason.

   E. To the extent possible within the limitations of law and policy and the need to conduct a competent investigation, confidentiality of whistleblowers will be maintained. Whistleblowers should be cautioned that their identity may become known for reasons outside the control of the USSA. Similarly, the identity of the subject(s) of the investigation will be maintained in confidence subject to the same limitations.
F. The USSA is committed to protecting employees and others from interference with making a protected disclosure or retaliation for having made a protected disclosure as defined in this policy. Pursuant to this policy, a USSA employee, director, trustee, or key volunteer may not: (1) retaliate against an employee or other person who has made a protected disclosure, nor (2) directly or indirectly use or attempt to use the official authority or influence of his or her position or office for the purpose of interfering with the right of an applicant or an employee to make a protected disclosure about matters within the scope of this policy. It is the intention of the USSA to take whatever action may be needed to prevent and correct activities that violate this policy.

G. The Ethics Committee may open an investigation into the person making the complaint and the motivation of the complaint if the complaint is found by the Committee to be motivated by bad faith.

H. A person who is the focus of any investigative fact finding by the Ethics Committee either by virtue of an allegation made or evidence gathered during an investigation is not consider accused but should normally be informed of the allegations at the outset of a formal investigation unless there are concerns that notice to the subject will result in destruction by that person of evidence necessary to determine the validity of the complaint.

I. Once placed on notice, subjects have the right to consult with USSA Legal Counsel regarding the investigative process. The USSA Legal Counsel will respond to inquiries by the subject unless a divergence of interests requires that the Legal Counsel represent the interests of USSA. In that case, the USSA Legal Counsel will direct the subject to competent counsel who may be retained at the sole discretion and cost of the subject.

J. Subjects must cooperate with the investigation to the extent that their cooperation will not compromise self-incrimination protections. Notwithstanding the foregoing, subjects have an affirmative duty not to interfere with the investigation. Evidence shall not be withheld, destroyed, or tampered with and witnesses known to the subject shall not be influenced, coached, or intimidated.

K. No allegation of wrongdoing against a subject shall be considered sustained unless at a minimum, a preponderance of evidence supports the allegation.

L. Subjects shall be informed of the results of any investigation. If allegations are not sustained, the subject will be consulted as to whether the results of the investigation shall be made public.

M. Any disciplinary action initiated against the subject as a result of an investigation herein shall adhere to the applicable provisions of the USSA Bylaws or USSA Staff Manual.
A. INTRODUCTION

The USSA is committed to maintaining an environment where all USSA members, while participating in USSA activities, enjoy a safe and supportive environment, free of harassment and exploitation. Every USSA member should be aware that the USSA is strongly opposed to sexual harassment and that such behavior is prohibited by USSA policy. Sexual harassment and abuse damage both individual and organizational health. All USSA members share the responsibility to identify and prevent sexual harassment and to develop a culture of dignity and respect in sport. The USSA will respond promptly to reports of sexual harassment and will take appropriate action to correct, and, if necessary, to discipline behavior that violates this policy.

B. SEXUAL HARASSMENT

This policy is intended as a guideline only for circumstances under which conduct may or may not constitute sexual harassment. Any such determination made by the USSA is not intended to constitute a determination that sexual harassment has occurred pursuant to federal or state common laws or statutes but instead only that the USSA’s policy has been violated.

Pursuant to this policy, sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when submission to or rejection of this conduct explicitly or implicitly affects a member’s athletic performance, competition, or training, unreasonably interferes with a member’s athletic performance, competition, or training, or creates an intimidating, hostile or offensive performing, competing, or training environment. In the interest of preventing sexual harassment, the USSA will respond and evaluate reports of any such alleged conduct.

Sexual harassment may include incidents between any members of the USSA community, including coaches, athletes, officials, and volunteers. Sexual harassment may occur in hierarchical relationships or between peers, or between persons of the same sex or opposite sex. Some examples of sexually inappropriate or offensive conduct include:

1. Unwanted physical contact or conduct of any kind, including sexual flirtations, touching, advances, or propositions;
2. Verbal harassment of a sexual nature, such as lewd comments, sexual jokes or references, and offensive personal references;
3. Demeaning, insulting, intimidating, or sexually suggestive comments about an individual;
4. The display of demeaning, insulting, intimidating, or sexually suggestive objects, pictures, or photographs; and
5. Demeaning, insulting, intimidating, or sexually suggestive written, recorded, or electronically transmitted messages (such as email, instant messaging, and Internet materials)

In determining whether the reported conduct constitutes sexual harassment under this policy, consideration shall be given to the record of the conduct as a whole and to the totality of the circumstances, including the context in which the conduct occurred.

This policy covers unwelcome conduct of a sexual nature. Harassment that is not sexual in nature but is based on gender is also prohibited by the USSA Code of Conduct and USSA Bylaws. While discrimination based on these factors may be distinguished from sexual harassment, this type of discrimination may contribute to the creation of a hostile performing, competing, training, or learning
environment. Thus, in determining whether a hostile environment due to sexual harassment exists, USSA may take into account acts of discrimination based on gender.

C. RETALIATION

This policy also prohibits retaliation against a person who reports sexual harassment, assists someone with a report of sexual harassment, or participates in any manner in an investigation or resolution of a sexual harassment report. Retaliation includes threats, intimidation, reprisals, and/or adverse actions related to athletic performance, competition, or training.

D. DISSEMINATION OF THE POLICY

As part of the USSA’s commitment to providing a harassment-free performing, competing, and training environment, this policy shall be disseminated widely to the USSA community through publications, websites, and other appropriate channels of communication.

E. REPORTS OF SEXUAL HARASSMENT

Any USSA member who believes conduct that may constitute sexual harassment under this policy has occurred has a responsibility to report the situation as soon as possible. The report or complaint should be made to the President of that member’s Local Club. In the event that the reporting or complaining member is an independent individual member, the report or complaint should be made to the local Key Volunteer or local Division Office. Alternatively, any USSA member who believes conduct that may constitute sexual harassment under this policy has occurred may report the situation directly to the office of USSA’s Legal Counsel in Park City, Utah.

At the local level, upon receipt of any report or complaint of conduct that may constitute sexual harassment, the President of the Local Club, local Key Volunteer or local Division Office shall forward any such report or complaint to the office of USSA’s legal counsel in Park City, Utah. Upon receipt of any report or complaint by the office of USSA’s Legal Counsel, USSA membership of the alleged harasser may be immediately suspended while an investigation is conducted.

Members are required to cooperate in any investigation. A timely resolution of each complaint should be reached and communicated to the parties involved.

Complaints of harassment will be investigated promptly and in as impartial and confidential a manner as possible by, or at the direction of, the office of USSA’s Legal Counsel. An investigation should be completed within thirty (30) days of receiving a complaint and a report written of the investigation findings. The office of USSA’s Legal Counsel shall determine the appropriate response to any complaint of sexual harassment, which response may include early resolution and/or targeted training or educational programs.

Upon completion of the investigation and report, the office of USSA’s legal counsel may reinstate the alleged harasser’s USSA membership.

F. DISCIPLINARY ACTION

Any member of the USSA community who is found to have engaged in sexual harassment in violation of this policy is subject to appropriate disciplinary action, up to and including termination or permanent banishment from all USSA activities, including from volunteering or participating on behalf of the organization. Generally, disciplinary action will be recommended when the harassing conduct is sufficiently severe, persistent, or pervasive that it alters or limits the opportunity to participate in and benefit from USSA membership. Any member disciplined under this policy with termination or permanent banishment from all USSA activities shall have a right to appeal said discipline pursuant to the provisions of Article IX of the USSA Bylaws.
US Ski & Snowboard Association (USSA)
ATHLETE SELECTION PROCEDURES
2010 OLYMPIC WINTER GAMES
Men’s and Women’s Alpine Ski Teams
April 21, 2008

I. SELECTION SYSTEM

A. Provide the minimum eligibility requirements for an athlete to be considered for nomination to the Team:

1. Citizenship:
   *Athletes must be a citizen of the United States at the time of nomination and hold a valid passport that will not expire for six months after the conclusion of the Games.*

2. Minimum International Ski Federation (FIS) standards for participation:
   *Competitors are eligible for nomination that are ranked within the top 500 in the respective event of the FIS Points list published at the end of the qualification period (January 25, 2010). In Downhill, Super Combined Downhill and Super-G, the competitors must have a maximum of 120 FIS points in the event concerned to be eligible.*

3. Other requirements (if any):
   *USSA will consider for nomination only those USSA members in good standing with a valid FIS license.*

B. Tryout Events:

1. Provide the event names, dates and location of all trials, events and camps to be used as part of the selection process.
   *Objective selections shall be based on the FIS Alpine World Cup results achieved by athletes in competitions held in the 2009-2010 season from October 23, 2009 through January 25, 2010 (the “selection period”). FIS Alpine World Cups will be the event series for objective selection and an updated competition calendar can be found at the FIS Alpine World Cup calendar page (www.fisski.com).*

2. Provide event names, dates, locations and description of how athletes qualify for any “preliminary or qualifying” events or procedures that are prerequisites to attend any of the trials, events or camps listed above in B. 1 (if any).
Qualification criteria for the FIS Alpine World Cups for 2009/2010 can be located at (www.ussa.org).

C. Provide a comprehensive, step-by-step description of the method that explains how athletes will go through the selection process to become Team nominees (including maximum Team size).

There will be a maximum of twenty-two (22) athletes representing the United States in the 2010 Olympic Winter Games, with a maximum of fourteen athletes (14) per gender. For specific qualification system rules for establishing team size, go to www.fisski.com.

Up to four (4) male and four (4) female athletes may start for the United States in each event. The top two athletes to qualify in each event under the objective criteria below will be assured of a start in that event. Additional starts will be filled at the discretion of the coaching staff.

An athlete will be ineligible for consideration if at the time nominations are made he/she is not fit to compete due to any injury or illness from which he/she is not expected to recover adequately by the time of the 2010 Olympic Winter Games (OWG). The USSA Medical Director shall make an initial evaluation of the athlete's fitness to compete. The final determination will be made by the Vice President of Athletics and the Alpine Director in consultation with the USSA Sport Science staff, Men's and Women's head coach, the Head Men's and Women's Alpine Team Physician and the athlete's designated physician.

Objective selections shall be based on the FIS Alpine World Cup results achieved by athletes in competitions held in the 2009-2010 season from October 23, 2009 through January 25, 2010 (the “selection period”). FIS Alpine World Cups will be the event series for objective selection and an updated competition calendar can be found at the FIS Alpine World Cup calendar page (www.fisski.com).

Objective Criteria. Up to three (3) athletes for each event (Men's and Women's Downhill, Men's and Women's Slalom, Men's and Women's Giant Slalom, Men's and Women's Super-G) and up to two (2) athletes in Men's and Women's Super Combined may be nominated to the OWG Team based solely upon their FIS Alpine World Cup results during the selection period provided these athletes fit into the IOC/FIS maximum team size requirement. Criteria for objective selection shall be as follows, in order of priority:

1. **One or more top three (3) finishes.** Athletes with a top three (3) FIS Alpine World Cup finish in an event shall be nominated to the OWG Team for that event, unless
application of this criteria would result in a total of more than three (3) objective selections for the event (Men's and Women's Downhill, Men's and Women's Slalom, Men's and Women's Giant Slalom, Men's and Women's Super-G) or a total of more than two (2) objective selections in Men's and Women's Super Combined or the application of this criteria would exceed total team size, in which case USSA shall use the following tie-breaking mechanisms in order:

a) Ranked by best FIS point result in FIS Alpine World Cup races in the particular event (race points and penalty)
b) Ranked by total FIS Alpine World Cup points in the event.

2. **One or more top ten (10) finishes.** Athletes with one (1) top ten (10) FIS Alpine World Cup finish in an event shall be nominated to the OWG Team for that event, unless application of this criterion would result in a total of more than three (3) objective selections for the event (Men's and Women's Downhill, Men's and Women's Slalom, Men's and Women's Giant Slalom, Men's and Women's Super-G) or a total of more than two (2) objective selections in Men's and Women's Super Combined or the application of this criteria would exceed total team size, in which case USSA shall use the following tie-breaking mechanisms in order:

a) Ranked by best FIS point result in FIS Alpine World Cup races in the particular event (race points and penalty)
b) Ranked by total FIS Alpine World Cup points in the event.

3. **Total FIS Alpine World Cup Points in an event.** If fewer than two (2) athletes are nominated to the OWG Team for an event based upon the criteria numbered (1) through (2) above, then the athlete with the highest total FIS Alpine World Cup points in that event shall be nominated to the OWG Team if it does not exceed total team size. If two (2) or more athletes tie for the highest total FIS Alpine World Cup points, then USSA shall use the following tie-breaking mechanism:

a) Ranked by best FIS point result in FIS Alpine World Cup races in the particular event (race points and penalty).
If, after application of criterion number (3) above, fewer than two (2) athletes have been nominated to the team for an event, then criterion number (3) shall be applied again, if possible (i.e., -- if there are remaining athletes with FIS Alpine World Cup points), to ensure that a total of two (2) athletes are nominated to the team for the event.

4. **Decreasing Team Size.** If, after application of the above criterion more athletes are identified objectively than the allowable maximum team size then USSA shall use the following tie breaking mechanisms in order among the third (3rd) objective selections across events:

a) Ranked by highest FIS Alpine World Cup placing.

b) Ranked by total FIS Alpine World Cup points earned in an event.

c) Ranked by best FIS point result in FIS Alpine World Cup races in an event (race points and penalty).

If, after application of criterion number (3) above, fewer than two (2) athletes have been nominated to the team for an event, then criterion number (3) shall be applied again, if possible (i.e., -- if there are remaining athletes with FIS Alpine World Cup points), to ensure that a total of two (2) athletes are nominated to the team for the event.

5. If team positions remain open after application of criteria 1-4 above, the USSA Alpine Head Coaches may use discretion (see Section II. below) to determine team nominations.

D. Provide the names of all committees/groups who oversee the selection process, including the names and titles of the current members.

The coaching staff is responsible for applying the selection criteria set forth herein, subject to the approval of the Chief Executive Officer, Vice President of Athletics, Alpine Director of USSA, and the USSA Athlete Representative. If the USSA board athlete representative is also a currently competing athlete, then another athlete, who is not actively competing, will be selected by the Athletes’ council at the Fall 2009 USSA Board meeting to be the representative in this group.

Bill Marolt    USSA President and CEO
TBA     USSA Vice President of Athletics
Jesse Hunt    USSA Alpine Director
Scott Macartney    USSA Athlete Representative
II. DISCRETIONARY SELECTION

A. Provide rationale for utilizing discretionary selection (if any):

    If, after application of the objective criteria described team positions remain open, these positions may be filled based on recommendations of the USSA Alpine Head Coaches.

B. List the discretionary criteria and explain how they will be used:

    Athletes (including those not selected objectively due to illness or injury) may be recommended by the USSA Alpine Head Coaches for selection to the team via discretion if they satisfy any of the following, and have indicated the potential for Olympic success.

    - Recent positive direction or trend of competition results indicating a potential for Olympic success.
    - Indication of medal potential in future Olympic or World Championship competition (such as international age group results and rankings) that would be materially enhanced by selection to team.

C. Discretionary Selection Committee:

    All discretionary selections will be made by a discretionary selection review group comprised of the President and CEO, the Vice President of Athletics, the Alpine Director and the athlete representative from that sport who is a member of the USSA board. If the USSA board athlete representative is also a currently competing athlete, then another athlete, who is not actively competing, will be selected by the Athletes’ council at the Fall 2009 USSA Board meeting to be the representative in this group.

    Provide the name of the committee that will be responsible for making discretionary selections, along with a complete list of the members currently serving on the committee and their titles.

    Bill Marolt    USSA President and CEO
    TBA           USSA Vice President of Athletics
    Jesse Hunt    USSA Alpine Director
    Scott Macartney USSA Athlete Representative

III. REMOVAL OF ATHLETES

A. Prior to acceptance of nominations by the USOC, USSA has jurisdiction over potential nominees.
An athlete who is to be nominated to the Team by USSA may be removed as a nominee for any of the following reasons, as determined by USSA:

- Voluntary withdrawal. Athlete must submit a written letter to USSA’s CEO/Executive Director.
- Injury or illness as certified by an approved USSA physician (or medical staff). If an athlete refuses verification of his/her illness or injury by an approved USSA physician (or medical staff), his/her injury will be assumed to be disabling and he/she may be removed.
- Violation of USSA’s Code of Conduct. (Attachment 1).
- Following the nomination of the 2010 OWG Team, mandatory training camps may be organized in preparation for the Olympic Games. Failure to attend these mandatory camps may result in removal from the team.

An athlete who is removed from the Team pursuant to this provision has the right to a hearing per USSA’s Bylaws, Article IX Section B, or the USOC’s Bylaws, Article 9.

B. After acceptance of nominations by the USOC, the USOC has jurisdiction over the Team under the USOC Code of Conduct and Grievance Procedures. This occurs no earlier than 45 days and no later than 30 days prior to the Opening Ceremonies of the Games (unless expressly waived by the USOC).

A Team member who is accepted by the USOC is subject to the USOC Code of Conduct and Grievance Procedures.

C. An athlete may be removed as a nominee to the Team or from the Team at any time for violation of IOC, WADA, FIS, USADA and/or USOC anti-doping protocol, policies and procedures, as applicable. In such instances, the adjudication process will be managed through the United States Anti-Doping Agency.

IV. REPLACEMENT OF ATHLETES

A. Describe the process by which the replacement pool of athletes will be identified:

*In the case that an athlete that has been nominated to the team is removed prior to the Olympic Winter Games, no replacement athlete will be named unless it is deemed that there is sufficient time to make a replacement without disrupting the competition or preparation of other*
athletes and that the additional athlete would have sufficient time to properly prepare for the competition.

B. Describe how the replacement athlete(s) will be selected, should a vacancy occur:

   i. prior to acceptance of nominations by the USOC:

   Should an additional athlete be considered, the procedures as outlined in Section I. and II. above will be followed to nominate athletes.

   The athlete name(s) will be determined by USSA and be submitted to the USOC for approval.

   ii. after acceptance of nominations by the USOC:

   See Section IV. B. i. above. Please note that no athletes will be nominated to the team following the conclusion of mandatory training or within five days of the start of the Olympic Winter Games.

C. Identify the group or committee that will be responsible for making athlete replacement determinations:

   i. Group or committee who determines the replacement pool:

      For discretionary selection, the USSA Alpine Head Coaches will recommend replacement athletes to the selection committee listed in Section II.C.

   ii. Group or committee who determines a replacement to the Team:

      a. prior to acceptance of nominations by the USOC:

      See IV. C. i. above

      b. after acceptance of nominations by the USOC:

      See IV. C. i. above

V. SUPPORTING DOCUMENTS

USSA will retain the approved Selection Procedures and all supporting documents, including scouting or evaluation forms, etc., and data from the
selection process for six months past the date of the Closing Ceremonies of the Games.

VI. REQUIRED DOCUMENTS

The following documents are required to be signed by an athlete as a condition of nomination to the Winter Olympic Games and are included as attachments:

- **USSA Code of Conduct (Attachment 1)**

VII. PUBLICITY/DISTRIBUTION OF PROCEDURES

The USOC approved Selection Procedures (complete and unaltered) will be posted/published by the NGB in the following location and will include the USOC approval date:

A. NGB Web site: [www.ussa.org](http://www.ussa.org)
   These procedures will be posted as soon as possible, but not more than five business days following notice of approval by the USOC.

B. NGB Official Publication (if any): N/A

C. Other: N/A

VIII. DATE OF NOMINATION

The Nomination of Athletes form, including replacements, will be announced to all athletes and submitted to the USOC on **January 25, 2010**.

*If, after the first allocation and nominations, the U.S. has not reached its maximum quotas, then additional athletes may be nominated to the team following the reallocation of quotas by FIS on January 29, 2010.*

IX. MANDATORY TRAINING AND/OR COMPETITION

Specify the location, schedule and duration of mandatory training and/or competition:

Mandatory training camps may be organized for the OWG Alpine Team prior to the Games. Dates, locations and organization of these training camps will be announced 30 days prior to the start of the camps. The location, schedule and duration of mandatory training and/or competition will be announced and posted...
Final arrangements will be confirmed immediately prior to any camp based on weather conditions and availability for the best opportunity to train.

X. ANTI-DOPING REQUIREMENTS

Athletes must adhere to all IOC, WADA, FIS, USADA and USOC anti-doping protocols, policies and procedures, as applicable. This includes participation in out of competition testing as required by the IOC, WADA, FIS, USADA and USOC Rules, as applicable.

XI. DEVELOPMENT OF SELECTION PROCEDURES

The following committee/group was responsible for creating these Selection Procedures:

The USSA Alpine Director (Jesse Hunt) in consultation with the Alpine program Head coaches (Phil McNichol & Patrick Riml), COO of USSA (Dick Coe), President and CEO of USSA (Bill Marolt), and athlete representative to the USSA Board of Directors (Andre Horton).

XII. NGB/PSO BYLAWS AND GRIEVANCE PROCEDURES

The NGB Bylaws and Grievance Procedures can be found at www.ussa.org

XIII. INTERNATIONAL DISCLAIMER

These procedures are based on IOC and/or FIS rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in IOC and/or FIS rules and regulations will be distributed to the affected athletes immediately. The selection criteria are based on the latest information available to USSA. However, the selections are always subject to unforeseen, intervening circumstances, and realistically may not have accounted for every possible contingency.

XIV. ATHLETE OMBUDSMAN
Athletes who have questions regarding their opportunity to compete that are not answered by USSA may contact the USOC Athlete Ombudsman: John W. Ruger by:

- Toll free telephone at (888) ATHLETE (1-888-284-5383)
- E-mail at john.ruger@usoc.org
- www.888athlete.org

XV. NGB SIGNATURES

I certify that I have read, understand and incorporated our IF standards/criteria into our Selection Procedures and that the information provided herein regarding Athlete Selection Procedures represents the method approved by USSA.

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<th>Position</th>
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<tr>
<td>NGB President or Executive Director</td>
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<tr>
<td>Nat. Team Coach, Head Coach, or Nat. Program Director</td>
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<td>USOC Athletes’ Advisory Council Representative*</td>
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*If USOC AAC Representative has delegated authority to the Alternate AAC Representative to sign the Selection Procedures, attach a letter from the AAC Representative indicating the reason he/she has delegated authority.

*Signature by the AAC Representative constitutes that he/she has read and understands the Selection Procedures and certifies that the Selection Procedures submitted represent the method approved by the NGB/PSO. If the AAC Representative reads and does not agree with the Athlete Selection Procedures being submitted by the NGB/PSO, he/she may submit those reasons in writing to his/her Sport Partnerships Team or U.S. Paralympics representative.
US Ski & Snowboard Association (USSA)

ATHLETE SELECTION PROCEDURES

2010 Winter Olympic Games
Cross Country Skiing
April 21, 2008

I. SELECTION SYSTEM

A. Minimum eligibility requirements for an athlete to be considered for nomination to the Team:

1. Citizenship:
   
   *Athletes must be a citizen of the United States at the time of nomination and hold a valid passport that will not expire for six months after the conclusion of the Games.*

2. Minimum International Ski Federation (FIS) standards for participation:
   
   *Only competitors who hold a valid and active FIS license and who meet FIS minimum eligibility standards will be considered for selection. The FIS minimum standard is that only competitors with 100 FIS distance points or lower at the time of team nomination can be entered into the distance and/or sprint events, and that competitors with 120 FIS sprint points or lower at the time of team nomination can only be entered in the Sprint and Team Sprint events.*

3. Other requirements:
   
   *Only competitors who are USSA members in good standing will be considered for nomination.*

B. Tryout Events:

1. Provide the event names, dates and location of all trials, events and camps to be used as part of the selection process.

   - All USSA scored cross country competitions held between January 12, 2009 and January 11, 2010 (competitions will be publicized in the USSA Nordic Competition Guide, available before October 15, 2008).
   - All FIS World Cup competitions held between October 1, 2009 and December 22, 2009 (the schedule of competitions will be posted at www.fis-ski.com when approved).
• Selected Continental Cup competitions between January 23, 2009 and March 2, 2009 (competitions will be publicized in the USSA Nordic Competition Guide, available before October 15, 2008).
• The 2009 U23/Junior World Championships, February 2-8, 2009 (location TBD)
• The 2009 World Championships, February 18 – March 1, 2009 in Liberec, CZE

2. Provide event names, dates, locations, and description of how athletes qualify for any “preliminary or qualifying” events or procedures that are prerequisites to attend any of the trials, events or camps listed above in B.1 (if any).

Qualification criteria for the 2009/2010 World Cup, the 2009 World Championships and the 2009 U23/Junior World Championships are published at www.ussa.org.

Qualification criteria for the USSA Sprint Cross Country Olympic Trials will be posted at www.ussa.org once finalized.

C. Provide a comprehensive, step-by-step description of the method that explains how athletes will go through the selection process to become a Team nominee (including maximum team size).

Athletes shall be nominated to the team based on the following process:

1) Athletes winning the USSA Sprint Cross Country Olympic Trials shall be nominated to the team (date and location TBD and posted on www.ussa.org).

2) Athletes ranking in the top 50 in the World Cup Overall, top 30 in the Distance World Cup standings, or the top 30 in the Sprint World Cup standings as of Dec. 22, 2009 shall be nominated to the team, unless application of this criterion would result in a total of more than the maximum number of nominations allowed by the FIS, in which case USSA shall use the following tie-breaking mechanisms in order of priority:

   a. Most World Cup points in a discipline (distance or sprint)
   b. Lowest current FIS points in a discipline (distance or sprint)

Please Note: A maximum of five athletes per gender may be nominated according to the results of the USSA Sprint Cross Country Olympic Trials and the Sprint World Cup standings on Dec. 22, 2009.
3) If team positions remain open after application of criteria 1 and 2 above, the USSA Cross Country Head Coach may use discretion (see Section II. below) to determine team nominations.

4) If team positions remain open after the application of criteria 1 and 2 listed above, and the USSA Cross Country Head Coaches use of discretion (see Section II below), then additional athletes may be nominated in order of overall ranking on the Jan. 7, 2010 USSA National Ranking List.

USSA may enter up to four (4) athletes per event as determined by FIS, with a maximum of up to 12 male or 12 female athletes.

D. The committee to oversee the selection process includes:

- **Bill Marolt** President and CEO
- **TBD** Vice President of Athletics
- **John Farra** Nordic Director
- **Peter Vordenberg** Head Cross Country Coach
- **Patrick Weaver** USSA Athlete Board Representative

## II. DISCRETIONARY SELECTION

A. Provide rationale for utilizing discretionary selection (if any):

*Athletes who have not met the objective criteria in Section I.C.1 and I.C.2. may be recommended by the USSA Cross Country Head Coach for selection to the team via discretion if they have indicated the potential for Olympic success.*

B. List the discretionary criteria and explain how they will be used:

*Athletes may be recommended by the USSA Cross Country Head Coach for selection to the team via coaches’ discretion if they satisfy any of the following, and have indicated a potential for Olympic success:*

- Recent positive direction or trend of competition results indicating a potential for Olympic success.
- Indication of medal potential in future Olympic or World Championship competition (such as international age group results and rankings) that would be materially enhanced by selection to the team.

C. Discretionary Selection Committee
All discretionary selections will be made by the USSA President and CEO, the USSA Vice President of Athletics, the USSA Nordic Director, and the athlete representative from that discipline who is a member of the USSA Board. If the USSA Board Athlete Representative is also a currently competing athlete, then another athlete, who is not actively competing, will be selected by the Athletes’ Council at the Fall 2009 USSA Board Meeting to be the representative in this group.

Provide the name of the committee that will be responsible for making discretionary selections, along with a complete list of the members currently serving on the committee and their titles:

- Bill Marolt  President and CEO
- TBD  Vice President of Athletics
- John Farra  Nordic Director
- Patrick Weaver  USSA Athlete Board Representative

### III. REMOVAL OF ATHLETES

A. Prior to acceptance of nominations by the USOC, USSA has jurisdiction over potential nominees.

An athlete who is to be nominated to the Team by USSA may be removed as a nominee for any of the following reasons, as determined by USSA:

- Voluntary withdrawal. Athlete must submit a written letter to the USSA President and CEO.
- Injury or illness as certified by an approved USSA physician (or medical staff). If an athlete refuses verification of his/her illness or injury by an approved USSA physician (or medical staff), his/her injury will be assumed to be disabling and he/she may be removed.
- Violation of USSA’s Code of Conduct. (Attachment 1).

An athlete who is removed from the Team pursuant to this provision has the right to a hearing per USSA Bylaws, Article IX Section B, or the USOC’s Bylaws, Article 9.

B. After acceptance of nominations by the USOC, the USOC has jurisdiction over the Team under the USOC Code of Conduct and Grievance Procedures. This occurs no earlier than 45 days and no later than 30 days prior to the Opening Ceremonies of the Games (unless expressly waived by the USOC).

A Team member who is accepted by the USOC is subject to the USOC
Code of Conduct and Grievance Procedures.

C. An athlete may be removed as a nominee to the Team or from the Team at any time for violation of IOC, WADA, FIS, USADA and/or USOC anti-doping protocol, policies and procedures, as applicable. In such instances, the adjudication process will be managed through the United States Anti-Doping Agency.

IV. REPLACEMENT OF ATHLETES

A. Describe the process by which the replacement pool of athletes will be identified:

*Replacement athletes will be identified using the same method of selection specified in sections I and II of this document, both prior to and after acceptance of nominations by the USOC.*

B. Describe how the replacement athletes(s) will be selected, should a vacancy occur:

i. prior to acceptance of nominations by the USOC:

*See IV. A. above*

ii. after acceptance of nominations by the USOC:

*See IV. A. above*

C. Identify the group or committee that will be responsible for making athlete replacement determinations:

i. Group or committee who determines the replacement pool:

*For discretionary selection, the USSA Cross Country Head Coach will recommend replacement athletes to the selection committee listed in Section II.C.*

ii. Group or committee who determines a replacement to the team:

a. prior to acceptance of nominations by the USOC:

*See IV.C.i above*

b. after acceptance of nominations by the USOC:
See IV.C.i above

V. SUPPORTING DOCUMENTS

USSA will retain the approved Selection Procedures and all supporting documents, including scouting or evaluation forms, etc., and data from the selection process for six months past the date of the Closing Ceremonies of the Games.

VI. REQUIRED DOCUMENTS

The following documents are required to be signed by an athlete as a condition of nomination to the Olympic Games and are included as attachments:

- **USSA Code of Conduct (Attachment 1)**

VII. PUBLICITY/DISTRIBUTION OF PROCEDURES

The USOC approved Selection Procedures (complete and unaltered) will be posted/published by USSA in the following locations and will include the USOC approval date:

A. NGB Web site: [www.ussa.org](http://www.ussa.org)  
   These procedures will be posted as soon as possible, but not more than five business days following notice of approval by the USOC.

B. NGB Official Publication (if any): N/A

C. Other: N/A

VIII. DATE OF NOMINATION

The Nomination of Athletes form, including replacements, will be announced to all athletes and submitted to the USOC on January 19, 2010. *

*If, after the first allocation and nominations, the U.S. has not reached its maximum quotas, then additional athletes may be nominated to the team following the reallocation of quotas by FIS on January 29, 2010.*
IX. MANDATORY TRAINING AND/OR COMPETITION

Specify the location, schedule and duration of mandatory training and/or competition:

Following the nomination of the team, mandatory training camps may be organized in preparation for the Olympic Winter Games. The dates, locations and organization of these training camps are unknown at this time. However athletes will be notified at least 30 days in advance of the mandatory training camp. Final arrangements will be confirmed immediately prior to any camp based on weather conditions and availability for the best opportunity to train.

X. ANTI-DOPING REQUIREMENTS

Athletes must adhere to all IOC, WADA, FIS, USADA and USOC anti-doping protocols, policies and procedures, as applicable. This includes participation in out of competition testing as required by the IOC, WADA, FIS, USADA and USOC Rules, as applicable.

XI. DEVELOPMENT OF SELECTION PROCEDURES

The following committee/group was responsible for creating these Selection Procedures:

Bill Marolt  President and CEO
Dick Coe  Chief Operating Officer
Luke Bodensteiner  Assoc. Athletic Director – High Performance
Peter Vordenberg  Cross Country Head Coach
Patrick Weaver  USSA Athlete Board Representative

XII. USSA BYLAWS AND GRIEVANCE PROCEDURES

The USSA Bylaws and Grievance Procedures can be found at www.ussa.org.

XIII. INTERNATIONAL DISCLAIMER

These procedures are based on IOC and/or FIS rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in IOC and/or FIS rules and regulations will be distributed to the affected athletes immediately. The selection criteria are based on the latest information available to
USSA. However, the selections are always subject to unforeseen, intervening circumstances, and realistically may not have accounted for every possible contingency.

XIV. ATHLETE OMBUDSMAN

Athletes who have questions regarding their opportunity to compete that are not answered by USSA may contact the USOC Athlete Ombudsman: John W. Ruger by:

- Toll free telephone at (888) ATHLETE (1-888-284-5383)
- E-mail at john.ruger@usoc.org
- www.888athlete.org

XV. USSA SIGNATURES

I certify that I have read, understand and incorporated our IF standards/criteria into our Selection Procedures and that the information provided herein regarding Athlete Selection Procedures represents the method approved by USSA.

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<th>Position</th>
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<tr>
<td>USSA President and CEO</td>
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<td>Representative*</td>
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*If USOC AAC Representative has delegated authority to the Alternate AAC Representative to sign the Selection Procedures, attach a letter from the AAC Representative indicating the reason he/she has delegated authority.

*Signature by the AAC Representative constitutes that he/she has read and understands the Selection Procedures and certifies that the Selection Procedures submitted represent the method approved by the NGB/PSO. If the AAC Representative reads and does not agree with the Athlete Selection Procedures being submitted by the NGB/PSO, he/she may submit those reasons in writing to his/her Sport Partnerships Team or U.S. Paralympics representative.
I. SELECTION SYSTEM

A. Provide the minimum eligibility requirements for an athlete to be considered for nomination to the Team:

1. Citizenship:

   *Athletes must be a citizen of the United States at the time of nomination and hold a valid passport that will not expire for six months after the conclusion of the Games.*

2. Minimum International Federation (IF) standards for participation (if any):

   *Competitors are qualified who have placed in the top 30 in a International Ski Federation (FIS) World Cup event or FIS World Championships in the event concerned (Moguls, Aerials, Ski Cross). Competitors require a minimum of 100 FIS points in the respective event (Moguls, Aerials, Ski Cross).*

3. Other requirements (if any):

   *USSA will consider for nomination only those USSA members in good standing with valid U.S. passports and a valid FIS license.*

B. Tryout Events:

1. Provide the event names, dates and location of all trials, events and camps to be used as part of the selection process.

   - *The events listed in the Freestyle FIS World Cup 2009/2010 Calendar will be used as part of the selection process. An updated calendar (ongoing) of these events may be found at www.fis-ski.com.*
   
   - *U.S. Ski Team Freestyle Olympic Trials (location and dates TBD and posted on www.ussa.org).*
2. Provide event names, dates, locations and description of how athletes qualify for any “preliminary or qualifying” events or procedures that are prerequisites to attend any of the trials, events or camps listed above in B.1 (if any).

**Selection procedures for qualifying for the Freestyle World Cup can be found at the U.S. Ski Team Website: [www.ussa.org](http://www.ussa.org).**

C. Provide a comprehensive, step-by-step description of the method that explains how athletes will go through the selection process to become Team nominees (including maximum Team size).

The International Olympic Committee (IOC) has determined that a maximum of eighteen (18) athletes representing any one nation may compete in the 2010 Olympic Winter Games (OWG) in freestyle. The maximum number of athletes nominated to the U.S. team will be up to the maximum team size of eighteen (18), with a maximum of ten (10) athletes per gender. The maximum quota for a nation in any one (1) event per gender will be four (4). Athletes nominated to the team will start in the event for which they qualified.

**Objective Criteria (Part One):**

Objective selections shall be based on the results achieved by athletes in World Cup competitions held in the 2009-2010 World Cup season from July 1, 2009 to January xx, 2010 (the “selection period”). Up to three (3) athletes per gender in each freestyle event (aerials, moguls and ski cross) shall be nominated to the OWG Team based solely upon their competition results during the selection period.

Criteria for objective selection shall be as follows, in order of priority:

1. **Winner of an event at the U.S. Ski Team Freestyle Olympic Trials (location and dates TBD and posted on [www.ussa.org](http://www.ussa.org)).**

2. **One top three (3) finish.** Athletes with one top three (3) finish in a 2009-2010 World Cup event shall be nominated to the team, unless application of criterion (1) and this criterion would result in a total of more than three objective nominations per gender in any event, in which case USSA shall use the following tie-breaking mechanisms in order:
   (a) Best World Cup finish (during the selection period).
   (b) Next best World Cup finish (during the selection period).
   (c) Current Ranking (as of the date of nomination) in the 2009/2010 World Cup Standings list within the relevant event.
(3) Two top five (5) finishes. If fewer than three athletes per gender are nominated to the team in any event based upon the criteria numbered (1) and (2) above, then athletes with two top five (5) finishes in World Cup events shall be nominated to the team, unless application of this criterion would result in a total of more than three objective nominations per gender in any event, in which case USSA shall limit such selections accordingly by using the following tie-breaking mechanisms in order:
   (a) Best World Cup finish (during the selection period).
   (b) Next best World Cup finish (during the selection period).
   (c) Current Ranking (as of the date of nomination) in the 2009/2010 World Cup Standings list within the relevant event.

(4) One top five (5) finish. If fewer than three athletes per gender are nominated to the team in an event based upon the criteria numbered (1), (2) and (3) above, then athletes with one top five (5) finish in World Cup events shall be nominated to the team, unless application of this criterion would result in a total of more than three objective nominations per gender in any event, in which case USSA shall limit such nominations accordingly by using the following tie-breaking mechanisms in order:
   (a) Best World Cup finish (during the selection period).
   (b) Next best World Cup finish (during the selection period).
   (c) Current Ranking (as of the date of nomination) in the 2009/2010 World Cup Standings list within the relevant event.

(5) Top eight (8), ten (10), twelve (12) finishes. If fewer than two athletes per gender are nominated to the team in any event based upon the criteria numbered (1) through (4) above, then athletes with three World Cup finishes¹ in the top:
   - Eight (8) in Aerials,
   - Ten (10) in Moguls, or
   - Twelve (12) in Ski Cross
shall be nominated to the team, unless application of this criterion would result in a total of more than three objective selections per gender in an event, in which case USSA shall limit such selections accordingly by using the following tie-breaking mechanisms in order:
   (a) Best World Cup finish (during the selection period).

¹ If fewer than five (5) events are held during the selection period for a particular event, then this criterion shall not require three (3) finishes in the ranges set forth above, but instead shall require two (2) finishes for four to two (4 to 2) events and one (1) finish for only one event. This refers to total events in selection period regardless of the number of events any particular athlete qualifies for or chooses not to compete for any other reason.
(b) Next best World Cup finish (during the selection period).
(c) Current Ranking (as of the date of nomination) in the 2009/2010 World Cup Standings list within the relevant event.

(6) Highest World Cup Finish in an Event. If fewer than two athletes per gender are nominated to the team in an event based upon the criteria numbered (1) through (5) above, then the additional athletes of that gender in that event with the highest single World Cup finish during the selection period provided it is higher than 50% of the field will be nominated. The total number of competitors on the official results will define the field size. If the application of this criterion would result in a total of more than two objective nominations per gender in each event, then USSA shall limit such nominations accordingly by using the following tie-breaking mechanisms in order:

(a) Next best World Cup finish (during the selection period).
(b) Current ranking in the 2009/2010 World Cup Standings list within the relevant event.

Discretionary Criteria:

If team positions remain open after application of the objective criteria (Part One above), the USSA Freestyle Head Coach may use discretion (see Section II. below) to recommend team nominations.

Objective Criteria (Part Two):

If after using the aforementioned objective criteria (Part One) and Discretionary Criteria (see Section II. Discretionary Selection), the total team size is not yet attained, USSA will complete the nomination of the team utilizing the following criterion:

Highest World Cup Finish in an Event. If fewer than four athletes per gender are nominated to the team in an event based upon the objective criteria (Part One) and the Discretionary Criteria (see Section II. Discretionary Selection), then additional athletes will be added to the team based on their highest single World Cup finish during the selection period provided it is higher than 50% of the field. The total number of competitors on the official results will define the field size. To complete this selection USSA will produce one list that ranks athletes from all events and both genders based on World Cup results. If application of this criterion would result in a total of more than four nominations per gender in any event or a team size greater than eighteen (18), then USSA shall limit such nominations accordingly by using the following tie-breaking mechanisms in order:
(a) Next best World Cup finish (during the selection period).
(b) Current Ranking (as of the date of nomination) in the 2009/2010 World Cup Standings list within the relevant event.

D. Provide the names of all committees/groups who oversee the selection process, including the names and titles of the current members.

Freestyle Selection Committee:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Marolt</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>TBD</td>
<td>Vice President of Athletics</td>
</tr>
<tr>
<td>Polly-Jo Clark</td>
<td>Freestyle Director</td>
</tr>
<tr>
<td>Curtis Tischler</td>
<td>USSA Athlete Board Representative</td>
</tr>
</tbody>
</table>

II. DISCRETIONARY SELECTION (if applicable)

A. Provide rationale for utilizing discretionary selection (if any):

If after application of the objective criteria (Part One) described in Section I. C., team positions remain open, these positions may be recommended at the discretion of the USSA Head Freestyle Coach.

B. List the discretionary criteria and explain how they will be used:

Athletes (including those not selected objectively due to illness or injury) may be recommended by the head coach for selection to the team via discretion if they satisfy any of the following, and have indicated the potential for Olympic success.

- Recent positive direction or trend of competition results indicating a potential for Olympic success.
- Indication of medal potential in future Olympic or World Championship competition (such as international age group results and rankings) that would be materially enhanced by selection to the team.

C. Discretionary Selection Committee

Provide the name of the committee that will be responsible for making discretionary selections, along with a complete list of the members currently serving on the committee and their titles:
All discretionary selections will be made by a discretionary selection review group comprised of the President and CEO, the Vice President of Athletics, the Freestyle Director, and the athlete representative from that sport who is a member of the USSA Board. If the USSA Board Athlete Representative is also a currently competing athlete, then another athlete, who is not actively competing, will be selected by the Athletes’ Council at the 2009 Fall USSA Board Meeting to be the representative in this group.

**President and CEO**  Bill Marolt  
**Vice President of Athletics**  TBD  
**Freestyle Director**  Polly-Jo Clark  
**USSA Board Athlete Representative**  Curtis Tischler

### III. REMOVAL OF ATHLETES

**A.** Prior to acceptance of nominations by the USOC, USSA has jurisdiction over potential nominees.

An athlete who is to be nominated to the Team by USSA may be removed as a nominee for any of the following reasons, as determined by USSA:

- Voluntary withdrawal. Athlete must submit a written letter to USSA’s CEO/Executive Director.
- Injury or illness as certified by an approved USSA physician (or medical staff). If an athlete refuses verification of his/her illness or injury by an approved USSA physician (or medical staff), his/her injury will be assumed to be disabling and he/she may be removed.
- Violation of the USSA’s Code of Conduct. (Attachment 1)

An athlete who is removed from the Team pursuant to this provision has the right to a hearing per the USSA’s Bylaws (Article IX Section B) or the USOC’s Bylaws, Article 9.

**B.** After acceptance of nominations by the USOC, the USOC has jurisdiction over the Team under the USOC Code of Conduct and Grievance Procedures. This occurs no earlier than 45 days and no later than 30 days prior to the Opening Ceremonies of the Games (unless expressly waived by the USOC).

A Team member who is accepted by the USOC is subject to the USOC Code of Conduct and Grievance Procedures.

**C.** An athlete may be removed as a nominee to the Team or from the Team at any time for violation of IOC, WADA, FIS, USADA and/or USOC anti-doping protocol, policies and procedures, as applicable. In such instances,
the adjudication process will be managed through the United States Anti-Doping Agency.

IV. REPLACEMENT OF ATHLETES

A. Describe the process by which the replacement pool of athletes will be identified:

In the case that an athlete that has been nominated to the Team becomes injured or ill, voluntarily withdraws, or violates USSA’s Code of Conduct prior to the Olympic Winter Games and is unable to compete, no replacement athlete will be named unless it is deemed that there is sufficient time to make a replacement without disrupting the competition or preparation of other athletes and that the additional athlete would have sufficient time to properly prepare for the competition. This decision will be made by the Vice President of Athletics for USSA after consulting with the President and CEO of USSA, Freestyle Program Director, Freestyle Head Coach, and the USSA Board Athlete Representative.

Should an additional athlete be considered, the procedures as outlined in Section I. C. and Section II. above will be followed to select that athlete.

B. Describe how the replacement athlete(s) will be selected, should a vacancy occur:

i. prior to acceptance of nominations by the USOC:

See section IV. A. above

ii. after acceptance of nominations by the USOC:

See section IV. A. above

C. Identify the group or committee that will be responsible for making athlete replacement determinations:

i. Group or committee who determines the replacement pool:

See section IV. A. above

ii. Group or committee who determines a replacement to the Team:

a. prior to acceptance of nominations by the USOC:
See section IV. A. above

b. after acceptance of nominations by the USOC:

See section IV. A. above

V. SUPPORTING DOCUMENTS

USSA will retain the approved Selection Procedures and all supporting documents, including scouting or evaluation forms, etc., and data from the selection process for six months past the date of the Closing Ceremonies of the Games.

VI. REQUIRED DOCUMENTS

The following documents are required to be signed by an athlete as a condition of nomination to the Olympic Games and are included as attachments:

USSA Code of Conduct – Attachment 1

VII. PUBLICITY/DISTRIBUTION OF PROCEDURES

The USOC approved Selection Procedures (complete and unaltered) will be posted/published by the USSA in the following locations and will include the USOC approval date:

A. NGB Web site: www.ussa.org
   These procedures will be posted as soon as possible, but not more than five business days following notice of approval by the USOC.

B. NGB Official Publication (if any): N/A

C. Other: N/A

VIII. DATE OF NOMINATION

The Nomination of Athletes form, including replacements, will be announced to all athletes and submitted to the USOC on January 19, 2010. *
*If, after the first allocation and nominations, the U.S. has not reached its maximum quotas, then additional athletes may be nominated to the team following the reallocation of quotas by FIS on January 29, 2010.

IX. MANDATORY TRAINING AND/OR COMPETITION

Specify the location, schedule and duration of mandatory training and/or competition:

*Mandatory training camps may be organized for the OWG freestyle team prior to the Games. Dates, locations and organization of these training camps will be announced 30 days prior to the start of the camps. The location, schedule and duration of mandatory training and/or competition will be announced and posted on the *www.ussa.org* web site. Final arrangements will be confirmed immediately prior to any camp based on weather conditions and availability for the best opportunity to train.

X. ANTI-DOPING REQUIREMENTS

Athletes must adhere to all IOC, WADA, FIS, USADA and USOC anti-doping protocols, policies and procedures, as applicable. This includes participation in out of competition testing as required by the IOC, WADA, FIS, USADA and USOC Rules, as applicable.

XI. DEVELOPMENT OF SELECTION PROCEDURES

The following committee/group (include names and titles) was responsible for creating these Selection Procedures:

*Freestyle Selection Committee:*

- **Bill Marolt** President and CEO
- **Dick Coe** Chief Operating Officer
- **Polly-Jo Clark** Freestyle Director
- **Jeff Wintersteen** Freestyle Head Coach
- **Curtis Tischler** USSA Athlete Board Representative

XII. NGB/PSO BYLAWS AND GRIEVANCE PROCEDURES

The NGB/PSO Bylaws and Grievance Procedures can be found: *www.ussa.org*. 
XIII. INTERNATIONAL DISCLAIMER

These procedures are based on IOC as applicable, and/or FIS rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in IOC as applicable, and/or FIS rules and regulations will be distributed to the affected athletes immediately. The selection criteria are based on the latest information available to USSA. However, the selections are always subject to unforeseen, intervening circumstances, and realistically may not have accounted for every possible contingency.

XIV. ATHLETE OMBUDSMAN

Athletes who have questions regarding their opportunity to compete that are not answered by USSA may contact the USOC Athlete Ombudsman: John W. Ruger by:

- Toll free telephone at (888) ATHLETE (1-888-284-5383)
- E-mail at john.ruger@usoc.org
- www.888athlete.org

XV. NGB SIGNATURES

I certify that I have read, understand and incorporated our IF standards/criteria into our Selection Procedures and that the information provided herein regarding Athlete Selection Procedures represents the method approved by USSA.

<table>
<thead>
<tr>
<th>Position</th>
<th>Print Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>NGB/PSO President or Executive Director</td>
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<tr>
<td>Nat. Team Coach, Head Coach, or Nat. Program Director</td>
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<tr>
<td>USOC Athletes’ Advisory Council Representative*</td>
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</table>

*If USOC AAC Representative has delegated authority to the Alternate AAC Representative to sign the Selection Procedures, attach a letter from the AAC Representative indicating the reason he/she has delegated authority.

*Signature by the AAC Representative constitutes that he/she has read and understands the Selection Procedures and certifies that the Selection Procedures submitted represent the method approved by the NGB/PSO. If the AAC Representative reads and does not agree with the Athlete Selection Procedures being submitted by the NGB/PSO, he/she may submit those reasons in writing to his/her Sport Partnerships Team or U.S. Paralympics representative.
I. SELECTION SYSTEM

A. Provide the minimum eligibility requirements for an athlete to be considered for nomination to the Team:

1. Citizenship:
   *Athletes must be a citizen of the United States at the time of nomination and hold a valid passport that will not expire for six months after the conclusion of the Games.*

2. Minimum International Ski Federation (FIS) standards for participation:
   *Only competitors who hold a valid and active FIS license and who have gained FIS World Cup, Grand Prix or Continental Cup points (minimum of one point required) between July 1, 2008 and January 25, 2010 will be considered for nomination.*

3. Other requirements:
   *Only competitors who are USSA members in good standing will be considered for nomination.*

B. Tryout Events:

1. Provide the event names, dates and location of all trials, events and camps to be used as part of the selection process.
   *All FIS World Cup and Continental Cup competitions held between November 1, 2009 and January 11, 2010 will be used as part of the selection process. The 2009/2010 FIS ski jumping World Cup and Continental Cup calendars will be posted to [www.fis-ski.com](http://www.fis-ski.com) when available.*

2. Provide event names, dates, locations and description of how athletes qualify for any “preliminary or qualifying” events or procedures that are prerequisites to attend any of the trials, events or camps listed above in B. 1 (if any).
   *Qualification criteria for the 2008/2009 & 2009/2010 World Cup and Continental Cup competitions are published at [www.ussa.org](http://www.ussa.org).*
C. Provide a comprehensive, step-by-step description of the method that explains how athletes will go through the selection process to become Team nominees (including maximum Team size).

**USSA may enter any number of male athletes up to the total quota allocated by the FIS, with a maximum of up to 5 male athletes.**

**Athletes shall be nominated to the team based on the following process:**

1) **Their 2009/2010 World Cup ranking as of January 11, 2010, using all World Cup competitions between November 1, 2009 and January 11, 2010 (the schedule of World Cup events will be available at [www.fis-ski.com](http://www.fis-ski.com) when approved).** Athletes ranked in the FIS World Cup ranking list on January 11, 2010 shall be nominated to the team unless application of this criterion would result in a total of more than the maximum number of nominations allowed by the FIS, in which case USSA shall use the following tie-breaking mechanisms in order:

   a. Best ranking in the overall FIS World Cup as of January 11, 2010
   b. Best single World Cup finish in the 2009-2010 season
   c. Second best single World Cup finish in the 2009-2010 season

2) **If team positions remain open after application of the FIS World Cup ranking list criteria listed above, the USSA Nordic Director may use discretion (see Section II. below) to determine team nominations.**

3) **If team positions remain open after application of the FIS World Cup ranking list criteria listed above, and the USSA Nordic Director’s use of discretion, then USSA may nominate additional athletes to the team using the overall FIS Continental Cup ranking list for ski jumping, granting nominations to those athletes with the best overall ranking on January 11, 2010, in order, until the desired team size is fulfilled.**

D. Provide the names of all committees/groups who oversee the selection process, including the names and titles of the current members.

**The committee to oversee the selection process includes:**

- **Bill Marolt** President and CEO
- **TBD** Vice President of Athletics
- **John Farra** Nordic Director
- **Tim Tetrault** USSA Athlete Board Rep
II. DISCRETIONARY SELECTION

A. Provide rationale for utilizing discretionary selection (if any):

Athletes who have not met the objective criteria in Section I. C. 1. may be recommended by the USSA Nordic Director for selection to the team via discretion if they have indicated the potential for Olympic success.

B. List the discretionary criteria and explain how they will be used:

Athletes may be recommended by the USSA Nordic Director for selection to the team if they satisfy any of the following, and have indicated the potential for Olympic success:

- Recent positive direction or trend of competition results indicating a potential for Olympic success.
- Indication of medal potential in future Olympic or World Championship competition (such as international age group results and rankings) that would be materially enhanced by selection to team.

C. Discretionary Selection Committee

All discretionary selections will be made by the USSA President and CEO, the USSA Vice President of Athletics, and the athlete representative from that discipline who is a member of the USSA Board. If the USSA Board Athlete Representative is also a currently competing athlete, then another athlete, who is not actively competing, will be selected by the Athletes’ Council at the Fall 2009 USSA Board Meeting to be the representative in this group.

Provide the name of the committee that will be responsible for making discretionary selections, along with a complete list of the members currently serving on the committee and their titles.

Bill Marolt  President and CEO
TBD        Vice President of Athletics
Tim Tetrault  USSA Athlete Board Rep

III. REMOVAL OF ATHLETES

A. Prior to acceptance of nominations by the USOC, USSA has jurisdiction over potential nominees.
An athlete who is to be nominated to the Team by USSA may be removed as a nominee for any of the following reasons, as determined by USSA:

- Voluntary withdrawal. Athlete must submit a written letter to USSA’s CEO.
- Injury or illness as certified by an approved USSA physician (or medical staff). If an athlete refuses verification of his/her illness or injury by an approved USSA physician (or medical staff), his/her injury will be assumed to be disabling and he/she may be removed.
- Violation of USSA’s Code of Conduct. (Attachment 1)

An athlete who is removed from the Team pursuant to this provision has the right to a hearing per USSA Bylaws, Article IX Section B, or the USOC’s Bylaws, Article 9.

B. After acceptance of nominations by the USOC, the USOC has jurisdiction over the Team under the USOC Code of Conduct and Grievance Procedures. This occurs no earlier than 45 days and no later than 30 days prior to the Opening Ceremonies of the Games (unless expressly waived by the USOC).

A Team member who is accepted by the USOC is subject to the USOC Code of Conduct and Grievance Procedures.

C. An athlete may be removed as a nominee to the Team or from the Team at any time for violation of IOC, WADA, FIS, USADA and/or USOC anti-doping protocol, policies and procedures, as applicable. In such instances, the adjudication process will be managed through the United States Anti-Doping Agency.

IV. REPLACEMENT OF ATHLETES

A. Describe the process by which the replacement pool of athletes will be identified:

*Replacement athletes will be identified using the same method of selection specified in sections I and II of this document, both prior to and after acceptance of nominations by the USOC.*

B. Describe how the replacement athlete(s) will be selected, should a vacancy occur:

i. prior to acceptance of nominations by the USOC:
See IV. A. above

ii. after acceptance of nominations by the USOC:

See IV. A. above

C. Identify the group or committee that will be responsible for making athlete replacement determinations:

i. Group or committee who determines the replacement pool:

For discretionary selection, the USSA Nordic Director will recommend replacement athletes to the selection committee listed in Section II.C.

ii. Group or committee who determines a replacement to the Team:

a. prior to acceptance of nominations by the USOC:

See IV. C. i. above

b. after acceptance of nominations by the USOC:

See IV. C. i. above

V. SUPPORTING DOCUMENTS

USSA will retain the approved Selection Procedures and all supporting documents, including scouting or evaluation forms, etc., and data from the selection process for six months past the date of the Closing Ceremonies of the Games.

VI. REQUIRED DOCUMENTS

The following documents are required to be signed by an athlete as a condition of nomination to the Olympic Games and are included as attachments:

- USSA Code of Conduct (Attachment 1)

VII. PUBLICITY/DISTRIBUTION OF PROCEDURES
The USOC approved Selection Procedures (complete and unaltered) will be posted/published by USSA in the following locations and will include the USOC approval date:

A. NGB Web site: www.ussa.org
   These procedures will be posted as soon as possible, but not more than five business days following notice of approval by the USOC.

B. NGB Official Publication (if any): N/A

C. Other: N/A

VIII. DATE OF NOMINATION

The Nomination of Athletes form, including replacements, will be announced to all athletes and submitted to the USOC on January 14, 2010.

*If, after the first allocation and nominations, the U.S. has not reached its maximum quotas, then additional athletes may be nominated to the team following the reallocation of quotas by FIS on January 18, 2010.

IX. MANDATORY TRAINING AND/OR COMPETITION

Specify the location, schedule and duration of mandatory training and/or competition:
Following the nomination of the team, mandatory training camps may be organized in preparation for the Olympic Winter Games. The dates, locations and organization of these training camps are unknown at this time. However athletes will be notified at least 30 days in advance of the mandatory training camp. Final arrangements will be confirmed immediately prior to any camp based on weather conditions and availability for the best opportunity to train.

X. ANTI-DOPING REQUIREMENTS

Athletes must adhere to all IOC, WADA, FIS, USADA and USOC anti-doping protocols, policies and procedures, as applicable. This includes participation in out of competition testing as required by the IOC, WADA, FIS, USADA and USOC Rules, as applicable.
XI. DEVELOPMENT OF SELECTION PROCEDURES

The following committee/group was responsible for creating these Selection Procedures:

Bill Marolt  President and CEO
Dick Coe    Chief Operating Officer
Luke Bodensteiner  Assoc. Athletic Director – High Performance
Tim Tetrault  USSA Athlete Board Rep

XII. USSA BYLAWS AND GRIEVANCE PROCEDURES

The USSA Bylaws and Grievance Procedures can be found at www.ussa.org.

XIII. INTERNATIONAL DISCLAIMER

These procedures are based on IOC and/or FIS rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in IOC and/or FIS rules and regulations will be distributed to the affected athletes immediately. The selection criteria are based on the latest information available to USSA. However, the selections are always subject to unforeseen, intervening circumstances, and realistically may not have accounted for every possible contingency.

XIV. ATHLETE OMBUDSMAN

Athletes who have questions regarding their opportunity to compete that are not answered by USSA may contact the USOC Athlete Ombudsman: John W. Ruger by:

- Toll free telephone at (888) ATHLETE (1-888-284-5383)
- E-mail at john.ruger@usoc.org
- www.888athlete.org

XV. USSA SIGNATURES

I certify that I have read, understand and incorporated our IF standards/criteria into our Selection Procedures and that the information provided herein regarding Athlete Selection Procedures represents the method approved by USSA.
<table>
<thead>
<tr>
<th>Position</th>
<th>Print Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>USSA President and CEO</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USSA Nordic Director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USOC Athletes’ Advisory Council Representative*</td>
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*If USOC AAC Representative has delegated authority to the Alternate AAC Representative to sign the Selection Procedures, attach a letter from the AAC Representative indicating the reason he/she has delegated authority.

*Signature by the AAC Representative constitutes that he/she has read and understands the Selection Procedures and certifies that the Selection Procedures submitted represent the method approved by the NGB/PSO. If the AAC Representative reads and does not agree with the Athlete Selection Procedures being submitted by the NGB/PSO, he/she may submit those reasons in writing to his/her Sport Partnerships Team or U.S. Paralympics representative.
US Ski & Snowboard Association (USSA)
ATHLETE SELECTION PROCEDURES
2010 Winter Olympic Games
Nordic Combined
April 21, 2008

I. SELECTION SYSTEM

A. Minimum eligibility requirements for an athlete to be considered for nomination to the Team:

1. Citizenship:
   *Athletes must be a citizen of the United States at the time of nomination and hold a valid passport that will not expire for six months after the conclusion of the Games.*

2. Minimum International Ski Federation (FIS) standards for participation:
   *Only competitors who hold a valid and active FIS license and who have scored FIS World Cup “A” or World Cup “B” points, or have placed in the top third of the ranking list in a Junior World Championship individual event, or have placed in the top half of the ranking list at a World Cup “B” competition between July 1, 2008 and January 25, 2010 will be considered for selection. World Cup and Junior World Championship schedules will be posted to [www.fis-ski.com](http://www.fis-ski.com) when approved.*

3. Other requirements:
   *Only competitors who are USSA members in good standing will be considered for nomination.*

B. Tryout Events:

1. Provide the event names, dates and location of all trials, events and camps to be used as part of the selection process.
   *All FIS World Cup A and B Nordic combined competitions held between November 1, 2009 and January 18, 2010 will be used as part of the selection process. The FIS World Cup A and B calendars will be available at [www.fis-ski.com](http://www.fis-ski.com) when approved.*

2. Provide event names, dates, locations and description of how athletes qualify for an “preliminary or qualifying” events or procedures that are prerequisites to attend any of the trials, events or camps listed above in
B.1 (if any). Qualification criteria for the 2009/2010 World Cup B competitions are published at www.ussa.org. Qualification for World Cup A is through World Cup B and the 2009 World Junior Championships, according to FIS rules. Qualification criteria for the 2009 World Junior Championships are published at www.ussa.org.

C. Provide a comprehensive, step-by-step description of the method that explains how athletes will go through the selection process to become Team nominees (including maximum team size).

**Athletes shall be nominated to the team based on the following process:**

1) Their 2009/2010 World ranking as of January 18, 2010, using all World Cup A and B competitions between November 1, 2009 and January 18, 2010. Athletes ranking in the top 30 of the FIS World Ranking List on January 18, 2010 shall be nominated to the team unless application of this criterion would result in a total of more than the maximum number of nominations allowed by the FIS, in which case USSA shall use the following tie-breaking mechanisms in order of priority:

   a. Best ranking on the FIS World Ranking List as of January 18, 2010
   b. Best single World Cup A finish in the 2009-2010 season
   c. Second best single World Cup A finish in the 2009-2010 season
   d. Best single World Cup B finish in the 2009-2010 season
   e. Second best single World Cup B finish in the 2009-2010 season

2) If team positions remain open after application of the FIS World Ranking List criteria listed above, the USSA Nordic Combined Head Coach may use discretion (see section II. below) to determine team nominations.

3) If team positions remain open after the application of the FIS World Ranking List criteria listed above, and the USSA Nordic Combined Head Coach’s use of discretion, then USSA may nominate additional athletes to the team using the FIS World Ranking List, granting nominations to those athletes with the best world ranking on January 18, 2010, in order, until the desired team size is fulfilled.

**USSA may enter up to a total of 5 male athletes with a maximum of four (4) allowed per event (subject to review by the FIS).**
D. Provide the names of all committees/groups who oversee the selection process, including the names and titles of the current members.

_The committee to oversee the selection process includes:_

- **Bill Marolt**  
  President and CEO
- **TBD**  
  Vice President of Athletics
- **John Farra**  
  Nordic Director
- **Dave Jarrett**  
  Head Nordic Combined Coach
- **Tim Tetreault**  
  USSA Athlete Board Rep

II. **DISCRETIONARY SELECTION**

A. Provide rationale for utilizing discretionary selection (if any):

_Athletes who have not met the objective criteria in Section I.C.1. may be recommended by the USSA Nordic Combined Head Coach for selection to the team via discretion if they have indicated the potential for Olympic success.

B. List the discretionary criteria and explain how they will be used:

_Athletes may be recommended by the USSA Nordic Combined Head Coach for selection to the team if they satisfy any of the following, and have indicated a potential for Olympic success:

- Recent positive direction or trend of competition results indicating a potential for Olympic success.
- Indication of medal potential in future Olympic or World Championship competition (such as international age group results and rankings) that would be materially enhanced by selection to the team.

C. Discretionary Selection Committee

_All discretionary nominations will be made by the USSA President and CEO, the USSA Vice President of Athletics, the USSA Nordic Director, and the athlete representative from that discipline who is a member of the USSA Board. If the USSA Board Athlete Representative is also a currently competing athlete, then another athlete, who is not actively competing, will be selected by the Athletes’ Council at the Fall 2009 USSA Board Meeting to be the representative in this group._
Provide the name of the committee that will be responsible for making discretionary nominations, along with a complete list of the members currently serving on the committee and their titles:

- **Bill Marolt**  
  President and CEO
- **TBD**  
  Vice President of Athletics
- **John Farra**  
  Nordic Director
- **Tim Tetreault**  
  USSA Athlete Board Representative

## III. REMOVAL OF ATHLETES

### A. Prior to acceptance of nominations by the USOC, USSA has jurisdiction over potential nominees.

An athlete who is to be nominated to the Team by USSA may be removed as a nominee for any of the following reasons, as determined by USSA:

- Voluntary withdrawal. Athlete must submit a written letter to USSA’s CEO.
- Injury or illness as certified by an approved USSA physician (or medical staff). If an athlete refuses verification of his/her illness or injury by an approved USSA physician (or medical staff), his/her injury will be assumed to be disabling and he/she may be removed.
- Violation of USSA’s Code of Conduct. (Attachment 1)

An athlete who is removed from the Team pursuant to this provision has the right to a hearing per USSA Bylaws, Article IX Section B or the USOC’s Bylaws, Article 9.

### B. After acceptance of nominations by the USOC, the USOC has jurisdiction over the Team under the USOC Code of Conduct and Grievance Procedures. This occurs no earlier than 45 days and no later than 30 days prior to the Opening Ceremonies of the Games (unless expressly waived by the USOC).

A Team member who is accepted by the USOC is subject to the USOC Code of Conduct and Grievance Procedures.

### C. An athlete may be removed as a nominee to the Team or from the Team at any time for violation of IOC, WADA, FIS, USADA and/or USOC anti-doping protocol, policies and procedures, as applicable. In such instances, the adjudication process will be managed through the United States Anti-Doping Agency.
IV. REPLACEMENT OF ATHLETES

A. Describe the process by which the replacement pool of athletes will be identified:

Replacement athletes will be identified using the same method of selection specified in sections I and II of this document, both prior to and after acceptance of nominations by the USOC.

B. Describe how the replacement athlete(s) will be selected, should a vacancy occur:

i. prior to acceptance of nominations by the USOC:

See IV. A. above

ii. after acceptance of nominations by the USOC:

See IV. A. above

C. Identify the group or committee that will be responsible for making athlete replacement determinations:

i. Group or committee who determines the replacement pool:

For discretionary selection, the USSA Nordic Combined Head Coach will recommend replacement athletes to the selection committee listed in Section II.C.

ii. Group or committee who determines a replacement team:

a. prior to acceptance of nominations by the USOC:

see IV. C. i above

b. after acceptance of nominations by the USOC:

see IV.C. i above

V. SUPPORTING DOCUMENTS
USSA will retain the approved Selection Procedures and all supporting documents, including scouting or evaluation forms, etc., and data from the selection process for six months past the date of the Closing Ceremonies of the Games.

VI. REQUIRED DOCUMENTS

The following documents are required to be signed by an athlete as a condition of nomination to the Olympic Games and are included as attachments:

- **USSA Code of Conduct (Attachment 1)**

VII. PUBLICITY/DISTRIBUTION OF PROCEDURES

The USOC approved Selection Procedures (complete and unaltered) will be posted/published by USSA in the following locations and will include the USOC approval date:

A. NGB website: [www.ussa.org](http://www.ussa.org)
   These procedures will be posted as soon as possible, but not more than five business days following notice of approval by the USOC.

B. NGB Official Publication (if any): N/A

C. Other: N/A

VIII. DATE OF NOMINATION

The Nomination of Athletes form, including replacements, will be announced to all athletes and submitted to the USOC on **January 21, 2010**.

*If, after the first allocation and nominations, the U.S. has not reached its maximum quotas, then additional athletes may be nominated to the team following the reallocation of quotas by FIS on January 29, 2010.*

IX. MANDATORY TRAINING AND/OR COMPETITION

Specify the location, schedule and duration of mandatory training and/or
Following the nomination of the team, mandatory training camps may be organized in preparation for the Olympic Winter Games. The dates, locations and organization of these training camps are unknown at this time. However athletes will be notified at least 30 days in advance of the mandatory training camp. Final arrangements will be confirmed immediately prior to any camp based on weather conditions and availability for the best opportunity to train.

X. ANTI-DOPING REQUIREMENTS

Athletes must adhere to all IOC, WADA, FIS, USADA and USOC anti-doping protocols, policies and procedures, as applicable. This includes participation in out of competition testing as required by the IOC, WADA, FIS, USADA and USOC Rules, as applicable.

XI. DEVELOPMENT OF SELECTION PROCEDURES

The following committee/group was responsible for creating these Selection Procedures:

Bill Marolt    President and CEO
Dick Coe    Chief Operating Officer
Luke Bodensteiner    Assoc. Athletic Director – High Performance
Lasse Ottesen    Nordic Combined Head Coach
Tim Tetreault    USSA Athlete Board Rep

XII. USSA BYLAWS AND GRIEVANCE PROCEDURES

The USSA Bylaws and Grievance Procedures can be found at www.ussa.org.

XIII. INTERNATIONAL DISCLAIMER

These procedures are based on IOC and/or FIS rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in IOC and/or FIS rules and regulations will be distributed to the affected athletes immediately. The selection criteria are based on the latest information available to USSA. However, the selections are always subject to unforeseen, intervening circumstances, and realistically may not have accounted for every possible
XIV. ATHLETE OMBUDSMAN

Athletes who have questions regarding their opportunity to compete that are not answered by USSA may contact the USOC Athlete Ombudsman: John W. Ruger by:

- Toll free telephone at (888) ATHLETE (1-888-284-5383)
- E-mail at john.ruger@usoc.org
- www.888athlete.org

XV. USSA SIGNATURES

I certify that I have read, understand and incorporated our IF standards/criteria into our Selection Procedures and that the information provided herein regarding Athlete Selection Procedures represents the method approved by USSA.

<table>
<thead>
<tr>
<th>Position</th>
<th>Print Name</th>
<th>Signature</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>USSA President and CEO</td>
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<tr>
<td>USSA Nordic Director</td>
<td>Nordic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>USOC Athletes’ Advisory Council</td>
<td>Representative*</td>
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</table>

*If USOC AAC Representative has delegated authority to the Alternate AAC Representative to sign the Selection Procedures, attach a letter from the AAC Representative indicating the reason he/she has delegated authority.

*Signature by the AAC Representative constitutes that he/she has read and understands the Selection Procedures and certifies that the Selection Procedures submitted represent the method approved by the NGB/PSO. If the AAC Representative reads and does not agree with the Athlete Selection Procedures being submitted by the NGB/PSO, he/she may submit those reasons in writing to his/her Sport Partnerships Team or U.S. Paralympics representative.
I. SELECTION SYSTEM

A. Provide the minimum eligibility requirements for an athlete to be considered for nomination to the team:

1. Citizenship:

   Athletes must be a citizen of the United States at the time of nomination and hold a valid passport that will not expire for six months after the conclusion of the Games.

2. Minimum International Ski Federation (FIS) standards for participation:

   Only competitors who hold a valid and active FIS license and who meet the FIS minimum eligibility standards of a Top 30 in a FIS World Cup or World Championships, in the event concerned, during the qualification period of July 2008 through January 25, 2010 and have at least 100 FIS points in the event concerned at the time of nomination.

3. Other Requirements:

   Only competitors who are USSA members in good standing will be considered for nomination.

B. Tryout Events:

1. Provide the event names, dates and location of all trials, events and camps to be used as part of the selection process.

   The schedule of selection events will be finalized and published by June 1, 2009 and shall be available on the USSA website: www.usa.org.

   The selection events will be scheduled between September 1st, 2009 and January 25th, 2010. Each discipline (Parallel Giant Slalom, Halfpipe, and Snowboardcross) will have between three (3) to six (6)
scheduled selection events.

2. Provide event names, dates, locations and description of how athletes qualify for any “preliminary or qualifying” events or procedures that are prerequisites to attend any of the trials, events or camps listed above in B. 1 (if any).

The schedule of pre-qualification events/camps and criteria will be finalized and published by November 1, 2008 and shall be available on the USSA website: www.ussa.org.

C. Provide a comprehensive, step-by-step description of the method that explains how athletes will go through the selection process to become Team nominees (including maximum Team size).

The International Olympic Committee (IOC) has determined that a maximum of eighteen (18) athletes representing any one nation may compete in the 2010 Olympic Winter Games in snowboarding. The maximum number of athletes named to the U.S. team will be up to the maximum team size of eighteen (18), with a maximum of ten (10) athletes per gender. The maximum quota for a nation in any one (1) event per gender will be four (4). Athletes named to the team will start in the event for which they qualified.

Objective Criteria Halfpipe

1. Up to three (3) Halfpipe athletes per gender who have had a top four (4) result, against the entire competition field, in the selection events will be named to the Olympic team. If more than three (3) athletes, in either gender, have had a top four (4) result then ties will be broken as follows:

Athletes will score selection points, based on their results in each selection event, using the FIS World Cup point scoring system (1000 point scale). Only athletes that are US citizens, and are USSA members in good standing, will be included when assigning selection points. At the conclusion of the selection events, each athlete's best (highest) two (2) results will be averaged to create a ranking list* for nomination in each gender. USSA will use the following tie-breaking mechanisms in order of priority:

a. Single highest point result during the selection events
b. Third best point result during selection events
c. Fourth best point result during selection events
d. Total selection points (total points earned in all selection
events)

* The ranking list will be created by averaging the point allocations from each athlete’s two best results, utilizing the FIS World Cup point scoring system (1000 point scale), even if one or more selection events are cancelled due to weather or other circumstances beyond the control of USSA.

2. If no athletes were selected in #1 above then one (1) athlete per gender will be selected using an average of the top two (2) results in the selection events, based on the ranking list in #1 above, in the relevant discipline. Ties will be broken as follows in order of priority:

   a. Single highest point result during the selection events
   b. Third best point result during selection events
   c. Fourth best point result during selection events

Discretionary Criteria Halfpipe

If team positions remain open after application of the objective criteria, the USSA Snowboard Head Coach may use discretion (see Section II. below) to recommend team nominations.

Objective Criteria SBX

1. Up to two (2) Snowboardcross athletes, per gender, who have had a top four (4) result, against the entire competition field, in the selection events will be named to the Olympic Team. If more than two athletes in either gender have had a top four (4) result then ties will be broken as follows in order of priority:

   a. Single highest point result during the selection events.
   b. Second highest point result during the selection events.
   c. Highest World Ranking at the conclusion of the selection events from the 2009/10 FIS World Cup ranking list within the relevant discipline.

2. If no athletes were selected in #1 above then one (1) athlete per gender will be selected using an average of the top two (2) results in the selection events, based on the FIS World Cup points assigned to each result during the selection events in the relevant discipline. Ties will be broken as follows in order of priority:

   a. Single highest point result during the selection events
   b. Third best point result during selection events
c. Fourth best point result during selection events

_Discretionary Criteria SBX_

If team positions remain open after application of the objective criteria, the USSA Snowboard Head Coach may use discretion (see Section II. below) to recommend team nominations.

,Objective Criteria PGS,

1. Up to two (2) Parallel Giant Slalom athletes per gender, who have had a top four (4) result, against the entire competition field in the selection events will be named to the Olympic Team. If more than two (2) athletes in either gender, have had a top four (4) result then ties will be broken as follows in order of priority:

   a. Single highest point result during the selection events.
   b. Second highest point result during the selection events.
   c. Highest World Ranking at the conclusion of the selection events from the 2009/10 FIS World Cup ranking list within the relevant discipline.

2. If no athletes were selected in #1 above then one (1) athlete per gender will be selected using an average of the top two (2) results in the selection events, based on the FIS World Cup points assigned to each result during the selection events in the relevant discipline. Ties will be broken as follows in order of priority:

   a. Single highest point result during the selection events
   b. Third best point result during selection events
   c. Fourth best point result during selection events

_Discretionary Criteria PGS_

If team positions remain open after application of the objective criteria, the USSA Snowboard Head Coach may use discretion (see Section II. below) to recommend team nominations.

D. Provide the names of all committees/groups who oversee the selection process, including the names and titles of the current members.

_The committee to oversee the selection process is:_

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>President and CEO</td>
<td>Bill Marolt</td>
</tr>
<tr>
<td>Vice President of Athletics</td>
<td>tbd</td>
</tr>
</tbody>
</table>

10 OWG SKI ATH Snowboard
II. DISCRETIONARY SELECTION (if applicable)

A. Provide rationale for utilizing discretionary selection (if any):

Athletes who have not met the objective criteria in Section I.C., may be recommended by the USSA Snowboarding Head Coach for selection to the team via discretion if they have indicated the potential for Olympic success.

B. List the discretionary criteria and explain how they will be used:

Athletes (including those not selected objectively due to illness or injury) may be recommended by the USSA Snowboarding Head Coach for selection to the team via coaches' discretion if they satisfy any of the following, and have indicated a potential for Olympic success.

- Recent positive direction or trend of competition results indicating a potential for Olympic success.
- Indication of medal potential in future Olympic or World Championship competition (such as international age group results and rankings) that would be materially enhanced by selection to team.

C. Discretionary Selection Committee

All discretionary selections will be made by a discretionary selection review group comprised of the President and CEO, the Snowboard Director, Vice President Athletics, and the athlete representative from that discipline who is a member of the USSA Board. If the USSA Board Athlete Representative is also a currently competing athlete, then another athlete, who is not actively competing, will be selected by the USSA Athletes' Council at the 2009 Fall USSA Board Meeting to be the representative in this group.

President and CEO          Bill Marolt
Vice President of Athletics  tbd
Snowboard Director          Jeremy Forster
USSA Board Athlete Representative  Lisa Kosglow
III. REMOVAL OF ATHLETES

A. Prior to acceptance of nominations by the USOC, the NGB has jurisdiction over potential nominees.

An athlete who is to be nominated to the Team by USSA may be removed as a nominee for any of the following reasons, as determined by the NGB:

- Voluntary withdrawal. Athlete must submit a written letter to USSA President and CEO.
- Injury or illness as certified by an approved USSA physician (or medical staff). If an athlete refuses verification of his/her illness or injury by an approved USSA physician (or medical staff), his/her injury will be assumed to be disabling and he/she may be removed.
- Violation of USSA Code of Conduct. (Attachment 1)

An athlete who is removed from the Team pursuant to this provision has the right to a hearing per the USSA Bylaws (Article IX Section B) or USOC Bylaws, Article IX Section B.

B. After acceptance of nominations by the USOC, the USOC has jurisdiction over the Team under the USOC Code of Conduct and Grievance Procedures. This occurs no earlier than 45 days and no later than 30 days prior to the Opening Ceremonies of the Games (unless expressly waived by the USOC).

A Team member who is accepted by the USOC is subject to the USOC Code of Conduct and Grievance Procedures.

C. An athlete may be removed as a nominee to the Team or from the Team at any time for violation of IOC, PASO, IPC, WADA, IF, USADA and/or USOC anti-doping protocol, policies and procedures, as applicable. In such instances, the adjudication process will be managed through the United States Anti-Doping Agency.

IV. REPLACEMENT OF ATHLETES

A. Describe the process by which the replacement pool of athletes will be identified:

In the case that an athlete that has been nominated to the team becomes
injured or ill, voluntary withdraws or violates USSA’s Code of Conduct prior to the Olympic Winter Games and is unable to compete, no replacement athlete will be named unless it is deemed that there is sufficient time to make a replacement without disrupting the competition or preparation of other athletes and that the replacement athlete would have sufficient time to properly prepare for the competition. This decision will be made by the replacement selection review group comprised of the President and CEO of USSA, the USSA Vice President of Athletics, the USSA Snowboard Director, and the USSA Board athlete representative.

Should a replacement athlete be considered, the procedures as outlined in Section I. C. and Section II above will be followed to select the replacement athlete.

B. Describe how the replacement athlete(s) will be selected, should a vacancy occur:

   i. prior to acceptance of nominations by the USOC:

      See Section IV. A above

   ii. after acceptance of nominations by the USOC:

      See Section IV. A above

C. Identify the group or committee that will be responsible for making athlete replacement determinations:

   i. Group or committee who determines the replacement pool:

      See Section IV. A above

   ii. Group or committee who determines a replacement to the Team:

      a. prior to acceptance of nominations by the USOC.

      See Section IV. A above

      b. After acceptance of nominations by the USOC.

      See Section IV. A above
V. SUPPORTING DOCUMENTS

USSA will retain the approved Selection Procedures and all supporting documents, including scouting or evaluation forms, etc., and data from the selection process for six months past the date of the Closing Ceremonies of the Games.

VI. REQUIRED DOCUMENTS

The following documents are required to be signed by an athlete as a condition of nomination to the Olympic Winter Games and are included as attachments:

USSA Code of Conduct – Attachment 1

VII. PUBLICITY/DISTRIBUTION OF PROCEDURES

The USOC approved Selection Procedures (complete and unaltered) will be posted/published by USSA in the following locations and will include the USOC approval date:

A. USSA Web site: www.ussa.org
   These procedures will be posted as soon as possible, but not more than five (5) business days following notice of approval by the USOC.

B. NGB Official Publication (if any): N/A

C. Other: N/A

VIII. DATE OF NOMINATION

The Nomination of Athletes form, including replacements, will be announced to all athletes and submitted to the USOC on January 19, 2010. *

*If, after the first allocation and nominations, the U.S. has not reached its maximum quotas, then additional athletes may be nominated to the team following the reallocation of quotas by FIS on January 29, 2010.
IX. MANDATORY TRAINING AND/OR COMPETITION

Specify the location, schedule and duration of mandatory training and/or competition:

*Any mandatory training and/or competitions after the date of nomination will be announced at least thirty (30) days prior to the start of training or competition. Location, schedule and duration of any mandatory training and/or competition will be posted on USSA’s website at [www.ussa.org](http://www.ussa.org).*

X. ANTI-DOPING REQUIREMENTS

Athletes must adhere to all IOC, IPC, PASO, WADA, IF, USADA and USOC anti-doping protocols, policies and procedures, as applicable. This includes participation in out of competition testing as required by the IOC, IPC, PASO, WADA, IF, USADA and USOC Rules, as applicable.

XI. DEVELOPMENT OF SELECTION PROCEDURES

The following committee/group (include names and titles) was responsible for creating these Selection Procedures:

*Snowboard Selection Committee:*

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Marolt</td>
<td>President and CEO</td>
</tr>
<tr>
<td>Jeremy Forster</td>
<td>Snowboarding Director</td>
</tr>
<tr>
<td>Peter Foley</td>
<td>Snowboarding Head Coach</td>
</tr>
<tr>
<td>Lisa Kosglow</td>
<td>Athlete Board Representative</td>
</tr>
</tbody>
</table>

XII. NGB/PSO BYLAWS AND GRIEVANCE PROCEDURES

USSA Bylaws and Grievance Procedures can be found: [www.ussa.org](http://www.ussa.org)

XIII. INTERNATIONAL DISCLAIMER

These procedures are based on IOC, IPC, PASO, as applicable, and/or your IF rules and regulations as presently known and understood. Any change in the selection procedures caused by a change in IOC, IPC, PASO, as applicable, and/or your IF rules and regulations will be distributed to the affected athletes immediately. The selection
criteria are based on the latest information available to NGB/PSO. However, the selections are always subject to unforeseen, intervening circumstances, and realistically may not have accounted for every possible contingency.

XIV. ATHLETE OMBUDSMAN

Athletes who have questions regarding their opportunity to compete that are not answered by USSA may contact the USOC Athlete Ombudsman: John W. Ruger by:

- Toll free telephone at (888) ATHLETE (1-888-284-5383)
- E-mail at john.ruger@usoc.org
- www.888athlete.org

XV. NGB/PSO SIGNATURES

I certify that I have read, understand and incorporated our IF and/or CF (PAG only), if applicable, standards/criteria into our Selection Procedures and that the information provided herein regarding Athlete Selection Procedures represents the method approved by USSA.

<table>
<thead>
<tr>
<th>Position</th>
<th>Print Name</th>
<th>Signature</th>
<th>Date</th>
</tr>
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<tbody>
<tr>
<td>NGB/PSO President or Executive Director</td>
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<tr>
<td>Nat. Team Coach, Head Coach, or Nat. Program Director</td>
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<tr>
<td>USOC Athletes’ Advisory Council Representative*</td>
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</tbody>
</table>

*If USOC AAC Representative has delegated authority to the Alternate AAC Representative to sign the Selection Procedures, attach a letter from the AAC Representative indicating the reason he/she has delegated authority.

*Signature by the AAC Representative constitutes that he/she has read and understands the Selection Procedures and certifies that the Selection Procedures submitted represent the method approved by the NGB/PSO. If the AAC Representative reads and does not agree with the Athlete Selection Procedures being submitted by the NGB/PSO, he/she may submit those reasons in writing to his/her Sport Partnerships Team or U.S. Paralympics representative.