

USSA BOARD OF DIRECTORS' MEETING MINUTES

USSA Center of Excellence
2nd Floor, Borgen Swartz Education Resource Center
1 Victory Lane, Park City, UT

Sunday, May 16, 2010, 7:30 a.m. – 11:00 a.m.

USSA BOARD OF DIRECTORS' ATTENDANCE

Dexter Paine – Chairman

FOUNDATION

John Bucksbaum

John Cumming

Andy Daly

Jeanne Jackson

Kipp Nelson

Hank Tauber

SPORT REPRESENTATIVES

Alpine Representative: Bob Dart

Snowboard Representative: Mike Mallon/Jon Casson

Freestyle Representative: Glenn Eddy

Cross Country Representative: Jon Engen

Jumping/Nordic Combined Representative: Joe Holland

Disabled Representative: Chris Waddell

ATHLETES

Alpine Athlete: Scott Macartney

Snowboard Athlete: Lisa Kosglow

Freestyle Athlete: Curtis Tischler - teleconference

Cross Country Athlete: James Southam

Jumping/Nordic Combined Athlete: Tim Tetreault - absent

Disabled Athlete: Allison Jones

CEO Bill Marolt

AT-LARGE Greg Boester – teleconference

EX-OFFICIO/NON VOTING

USOC Athletes' Advisory Council Representative: Andrew Johnson

NSAA President/Chair: Michael Berry – absent

SIA President/Chair: David Ingemie – absent

FIS Representative: Bill Marolt

USOC Representative: Bill Marolt

HONORARY

Dr. Bud Little - absent

GUESTS

Dick Coe

Mark Lampe

Luke Bodensteiner

Calum Clark

Tom Kelly

Andrew Judelson

Bruce Crane

Walt Evans

Alex Natt

Lester Keller

Brewster McVicker

1. **Chairman Convenes the USSA Board Meeting: Dexter Paine**

Dexter Paine opened the meeting with instructions on how to use the microphones. This was followed by a brief Olympic video. Paine asked Bill Marolt to speak about Jimmie Heuga.

Marolt described Heuga as a great friend of skiing and the USSA who had recently passed away. He said they had been best friends since they were 13 years old. They had been students together at the University of Colorado. They were teammates in the '62 and '66 World Championship teams and skied in the Olympics together. He was one of the first men, with Billy Kidd, to win medals in the Olympic Winter Games in '64.

Marolt said that one of the USSA's values was team and that the team in '64 had been very special, particularly close and hard working. They were a fabulous group that set the national team and alpine program in a terrific direction. He said that they were still building on the foundation of that team that coach Beattie built.

One of the most remarkable things about Heuga was that he dealt with MS. He was diagnosed when he was 27 and you could see the start of this even when he was a great ski racer, said Marolt. MS was dealt with quietly in those days and he refused to accept that and changed the way in which doctors and the medical community dealt with MS.

Heuga took a very aggressive approach; he exercised hard and started the Heuga Center in Vail to offer those who had physical challenges the ability to come and challenge themselves and deal with their disabilities. He said it was a special moment to be able to speak about him. He added that Heuga's heritage was Basque and his nickname was the Bounding Basque, which was very fitting. He closed saying that he would be missed greatly.

Moment of Silence. Paine said that everyone who grew up skiing in the 70s, 80s, and 90s knew who Jimmie Heuga was and that he had been truly remarkable.

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

Paine said that we would go through the main body of the meeting and then adjourn the meeting into executive session to discuss with the board the strategic planning committee's work and follow that with a very brief meeting and then adjourn for the day.

Paine stated that Andy Daly had led the strategic planning process and had recently been awarded a lifetime achievement award by the National Ski Areas Association, which was a feat, and he congratulated Daly on the award.

Paine said goodbye to Mike Mallon who was attending his last USSA board meeting as the sport representative for Snowboarding. He said that Mallon had made a huge difference to USSA, particularly on the snowboarding side and thanked him for his work.

He introduced the new board members: Joe Holland, representing Jumping/Nordic Combined. He introduced Allison Jones, representing the Adaptive program. He then introduced James Southam, representing Cross Country, followed by Andrew Johnson the representative to the USOC Athletes' Advisory Council.

Paine then mentioned that Scott Macartney had just retired from the USST but retained his seat as the Alpine athlete representative. He congratulated Scott on his athletic career.

Alex Natt took the roll call and confirmed the presence of a quorum.

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

Natt asked for a motion to approve the USSA Board of Directors' agenda as submitted.

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

M/S/C – Andy Daly/John Bucksbaum, approved by acclamation

4. **USSA October 2009 Meeting Minutes' Approval: Dexter Paine**

Natt asked if there were any changes to the minutes from the last board meeting, then asked for a motion to approve the October 2009 USSA teleconference meeting minutes.

Motion # 2: To approve the USSA Board of Directors' meeting minutes as presented.

M/S/C – Mike Mallon/Jeanne Jackson, approved by acclamation

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

Paine said that what had been truly remarkable about the past year had been the success that had been experienced across all the sports and the success at the Olympics and Paralympics. There were incredible performances by many athletes also on the World Cup and at the elite levels. He congratulated the staff and the athletes on the terrific year.

Paine said that he wished to introduce a couple of people who were new to the organization. Andrew Judelson, the new chief revenue and marketing officer. He had most recently been at *Sports Illustrated* and would be moving out to Park City with this family. He introduced Trace Worthington as the new vice president, Foundation. He reported that Worthington had had a long career with the U. S. Ski Team and a long association with the organization, which were both tremendous assets.

Paine next introduced John Cumming, the new President of the Foundation, who took over from Jeanne Jackson, in December. He thanked Jeanne Jackson for her service in that capacity and welcomed John Cumming.

Paine explained that the Strategic Planning process had been undertaken by the organization and that the Committee had spent the last 18 months working on the plan, which was a framework for moving the organization forward. He added that it was not specific in terms of the day-to-day activities or tactics, but rather that it provided a structure for how to look at every sport over the next four years. He said there were likely to be three new sports in the 2014 OWG: women's ski jumping, skicross, and slopestyle, which meant that the NGB kept being given sports and, to date, no sports had been removed.

He said that his goals for 2010 were the following:

- Continue Athletic Success
- Implement Strategic Plan
- Beaver Creek/Vail 2015 FIS Alpine World Championships
- Increase Revenues
- Closer Relationships with Ski & Snowboard Industry, and
- Bill Marolt Transition

He said that we'd had great success at the elite level, but there was much work remaining to be done at the development level. Now that the celebrating was done, it was time to get back

to focusing on how we do a better job across all of the sports getting kids into the sports, using the momentum from the Olympics.

He said that Bill Marolt, Hank Tauber and the team from Vail had been working very hard to get the FIS Alpine World Championships brought to Vail/Beaver Creek in 2015. The competition was Cortina and St. Moritz, two incredible venues with a lot of history. We had a terrific bid and would find out at the FIS conference in a few weeks, whether we had been successful. It's very important to the sport, he said, to continue to have significant events in the US and mentioned that 1999 was the last time the FIS Alpine World Championships were held in the United States.

We also needed to focus on revenue. Ultimately, a lot of expenses were cut from the organization and from this point, to put more money into athletics, we needed to generate additional revenue.

He added that we had spent a lot of time working on our relationships with the ski and snowboard industry and having John Cumming on the USSA board, and having Andy Daly's history in the industry; all should help us to forge better and stronger relationships so that everyone looked at the USST as having the same goals and objectives.

Finally, there would be a huge transition coming up in 2014 since CEO, Bill Marolt, who had provided terrific leadership with this organization, within FIS and the USOC, would be retiring. His goal as chair was to have someone as president of the organization well in front of Marolt's retirement to have a very orderly transition. He said that it would not be an easy position to fill. He viewed that as the most important item that he needed to focus on in the next four years.

6. Chief Executive Officer's Report: Bill Marolt

Marolt said that he would focus on four items: Olympic Success, the State of the USSA, Sochi 2014, and what he termed, The Journey Continues...

Clearly, the organization had had a terrific Olympic Games. How and why did it happen? The reasons were the following: Exceptional Athletes, Long-Term Strategic Planning and Great Stakeholder Support.

Marolt stated that you could not have that kind of athletic success without terrific competitors who had the ability and the will to win. He explained that we had taken an experienced team to Vancouver. Most of the athletes had had two Olympics under their belt so they knew what was expected and how to deal with pressure.

The Long-Term Strategic Planning process played a major role in the success. He said that we spent a lot of time each year in the development of an annual operational and five-year plan, and evaluating ourselves against that plan to see where progress was being made. He commented that we arrived in Vancouver an organization that knew exactly what it was doing and creating the right kind of environment. This was a tribute to all the departments and staff that put the plans together to make these things happen.

Finally, he said that we had great Stakeholder Support. As you thought about the elite teams which were the athletes and coaches on the hill, he said, you had to focus on the local clubs, the parents and volunteers of those local clubs – all the athletes had to start at that level. Our ski areas provided the venues and opportunity to train and to compete. Our donors, and in particular, the donors in the Team Vancouver program, provided tremendous financial support. He said that this program provided the incremental dollars that really made a difference in what we could do with the athletes. The sponsors were terrific. They brought

great value and opportunities to promote ourselves and provided a great source of revenue. The suppliers, equipment and clothing manufacturers provided the right sort of technology in place to make a difference. The USOC had become a terrific partner of the organization. They had supported the organization in a way that we truly needed to be supported, he commented.

He said that what had kicked all of this off was the momentum provided by Hannah Kearney and Shannon Bahrke in the very first event with their gold and bronze medals, which started the whole ball rolling. It was all about group dynamics and momentum, which was carried through to the end. It was an amazing thing to be a part of – at core, we set in place a vision, a mission, goals and values and those had not changed in the last 14 years. They provided a framework, direction and focus – every decision was framed within those, he said. That had served us well in the past and would continue to do so in the future.

Looking on to the State of USSA, he reported that from an Athletic standpoint, it was clear that we had athletes at the very top who were world class in every discipline across the board. He confirmed that most of the athletes would stay on through 2014. They all demonstrated athletic ability, and ability to complete under pressure, and handled themselves professionally outside the Olympic arena. They will continue to lead the charge, which bodes well for the future, he said.

There remains a lot of work to do in development in every sport. We need to refocus and rededicate ourselves to the development programs which suffered in this most recent economic crisis. The goal was to put the development programs back on their feet.

Financially, this past year was extremely challenging with huge cuts in the budget. It was a threat to our Olympic preparation. At the end of the day, we managed through and came out with a small annual surplus – the 14th in the last 15 years. Two things happened on the revenue side that made the difference. A group of trustees led by Phill Gross put together a group called *Ring Fence* and they raised a considerable sum of money; and in addition, the USOC came through with another sum of cash to be infused into the Olympic program. On the expense side, the staff did a great job, particularly with the Foundation Special Events programs and the Team Vancouver program, to allow us to get to the small surplus.

As we look forward to FY 10/11, we see the economy getting better. We see the opportunity to start to gain momentum with our Foundation programs and are very excited about the work of the USSTF Vice President, Trace Worthington and he welcomed Andrew Judelson as the new Chief Revenue and Marketing Officer. Marolt said that they had known Judelson for a number of years. They had met him first when he was working at Sprint. He had had an interesting and successful career with nine year at the National Hockey League and most recently with *Sports Illustrated* as their chief marketing officer. He said that Judelson had a love of the sport.

Judelson said that this was a bit of a coming home for him. He said that he ran the sponsorship program 15-17 years ago for Sprint in Kansas City when Bill Esrey was on the board. He did the first relationship with the team then. He was excited about the opportunity to come on board and appreciated Paine's and Marolt's and board's commitment to this opportunity. They worked hard to have it make sense.

Judelson said he knew the expectations associated with this opportunity. When you have a product like this to take to the marketplace that is a compelling proposition; the key now was to work out why it matters to corporate America and the international community. There was great Olympic success, but how does that move widgets and help a company out-position someone else in a competitive category. He was hoping to bring new perspective and different relationships that had not existed here before. He commented that there was a

great management team in place that had established something so the charge was to grow that. He thanked all for the opportunity.

Marolt said that he wished to share a few thoughts next about Sochi. Planning for Sochi had already started. One of the lessons coming out of Torino was that we got together as a staff and had a retreat and downloaded and set sail for Vancouver. The same had been undertaken for Sochi. We discussed strengths, weaknesses, opportunities and threats.

At the end of the month, he and Dick Coe and Luke Bodensteiner would travel with the USOC to Sochi to see what it looked like. The progress of construction had been very positively reported. The Russians were spending tremendous amounts of money and had crews working literally 24-7 to make things happen. We were all confident that it would be a really good Olympics and a lot of fun to go there. Lessons learned from 2002, 2006 and 2010 would be applied. The goal was to create a world-class environment where the athletes and coaches were in ideal situations where they were comfortable and relaxed and able to focus on getting the job done, which was exactly what they wanted for Sochi.

Looking to the future, the journey continues...we will strive to get better and will do that in the following categories:

Elite Programs continuing best in the world service for smaller teams. There were areas in which the USSA was leading in terms of science and medicine.

Refocus on Development – we have to rebuild the development programs – the models will be similar across all sports. The immediate goal was to do a very good job of managing the pipeline, efficiently and effectively, creating clear paths and building out the staff for the development systems to provide leadership to the best young athletes. We will spend a lot of time out in the field with the club programs to support them through best practices in governance, fundraising, hiring, however we can offer assistance, he said.

The education program was going in a strong direction. We just had a club symposium before the start of the meetings and Congress with good participation and new faces. By 2014, we would have one of the strongest club programs in the world.

Endowment – we want to complete the Legacy Campaign which has had a \$60 million target and we were \$2.5 million short of that goal. When that goal was achieved, we would roll out the next endowment, an Educational Endowment. Those resources would be used to provide the athletes with sport and academic support.

Investment in Infrastructure – defined in terms of human resources and infrastructure projects. We would be looking at those opportunities to invest where the whole system becomes better. He illustrated with the example of the Soldier Hollow partnership where USSA partnered with Soldier Hollow and put in a rollerblading track, which was used by the team, by the biathlon athletes, and local kids. We would try to improve our early snow training opportunities in Colorado in Vail, Copper, and Loveland to provide elite and development training for the USSA and the USSA's European partners.

He closed stating that we weren't trying to put a man on the moon and that the programs were straightforward and understandable to get the job done.

Paine commented that a snowboarding coaches' clinic was also taking place this weekend at the Center of Excellence and that snowboarding had put 300 coaches through clinics in the last two and a half years, for which he congratulated Mike Mallon. Those were the types of investments that needed to be made across the board and would provide the basis for success well beyond 2014.

7. Financial Report: Mark Lampe

Lampe said that he would go through the Financial, Investment and USSF Foundation reports. He said that there was a folder that had been distributed to the board members with the financial slides and reports as well as an exec summary of investments. He said that the fiscal year would be ended with a surplus. There had been good discussions with the USSA Executive Committee and the Strategic Planning committees on the detailed financials.

In the tough economic situation that we came through, we opened the year with a significant challenge where we did not think we would have enough money to fund everything we needed for the Olympic Games, he said. We had already reduced athletic programs by a couple million dollars and there remained a big challenge ahead. We had aggressive targets. We did not quite reach the net expected targets.

What was important to note, was that we did start to see a turn; we saw some recovery late in the year, particularly in marketing. The number ended up 7% higher year-over-year from the prior fiscal year.

On the fundraising side we were flat with the year before, but had a nice recovery on revenue from the ski ball side. That took a hit in '08, but they came back with a vengeance this year. The Team Vancouver program had a capacity for 70 packages and we ended up with 61. We were hoping to sell a few more in the final year. We did pick up one full and one partial package just before the start of the Games, which helped. Liquidating tickets and excess rooms helped. We sold almost \$500,000 in excess tickets alone.

The last forecast review in 2009, we were looking at a tough deficit in December, but we were able to get out of it and when the athletic programs built their budgets, they were able to just fund their programs through the Games and that was it. They would need to self-fund afterward. However, we were able to fund the programs through March and April as we had traditionally done, so that was good news to both the coaches and the athletes.

In other revenue, the project Ring Fence was a critical support that came in during the summer to allow us to continue with the full Olympic plan. We will finish with a small surplus for the year.

In FY'11, there remain significant revenue challenges. We want a lot of growth there. We are seeing good momentum from the Olympics on the sponsorship side. There is \$2.3 million in renewals and they are going well. Normally, 60% of renewals are budgeted in a post-Olympic year. Also, we have added another \$2.3 million in new support to be found. There is title and bib inventory available so we think it a reasonable target.

In Foundation, we hope to be able to push the number again. The key here will be in major gifts. The big amount is the gold pass in the major gifts program. If we can get 400 gifts in place we can get almost a \$1 million increase from FY'10.

Impacting revenue were the additional Olympic \$1 million in funds that were kicked in to support unique Olympic costs. In Torino, the support was about \$500,000; Salt Lake support was about \$100,000. Two years ago the USOC tried to reduce the grant amount by \$500,000 and we worked hard to retain that amount. He said that early indications for FY'11 were that they did not intend to take that \$500,000 out.

Sales risk reserve was a category he wished to highlight for the new board members. He explained that we went into every year with a significant amount of revenue to be found for sales not under contract yet. We built a reserve that, when netted against the main revenue areas still anticipated year-over-year growth, but as those firmed up, it gave the ability to fund

Athletic mid-year projects or mid-year initiatives' funding. There were a number of items to rebuild the core in Athletics and to moving into the infrastructure items.

Funds were generally released in August just before the Southern hemisphere training. Then funds were again released just before the December Board of Trustees' meeting, since Gold Pass donations were done at that point and special events were finished and we then had a good feel for where fundraising and sales and marketing were in their projections.

Lampe stated that he broke out the Olympic program costs for housing, food, cars, etc. that were unique to an OWG that we have to cover, about \$930,000 of a \$13 million budget. That cost will not occur in FY'11 allowing for some growth in the Athletic funding. That had helped teams reinstate a significant amount of the core projects, further development projects, and domestic programs. As we'd invested in membership for more on-line registrations, there were savings in hard costs of renewal mailings, etc. and he said that the savings within those administrative costs were almost \$200,000. One area that has not been replaced was the regional coaching program in the domestic development program and we hoped to eventually get that back.

8. Investment Committee Report: Mark Lampe for Jim Swartz

Lampe stated what the balances were in the endowment:

Legacy Campaign Athletic Endow.	\$ 31,116,000
Borgen Swartz Athlete Educ. Endow.	\$ 2,408,000
USSF Investments	\$ 1,758,000
USDST (Adaptive) Support Fund	\$ 774,000
Bill and Bobby Sweitzer Fund	\$ 105,000
Total Investments	\$ 36,161,000

We recovered earnings of almost \$5 million this year, which almost covered the losses of the prior year, which were \$7 million. The Investment Committee also did analysis in December from when we moved to Thomas Weisel Partners and what the return had been. It had been 26% since that time in February, 2004; over the same period, the Dow was up 8.2% and the S&P up 7.5%.

Since that December meeting they had been busy redeploying the cash balances, which had been around 30% until that time. They started adding some rather sophisticated allocations to fixed income, and Greg Boester's firm did some supporting analysis in those selections that were very insightful.

Finally, the Investment Board and Committee approved the 5% annual grant in accordance with the Investment Policy to the athletic program.

9. U.S. Skiing Foundation Report: Mark Lampe

The USSF also approved their annual 5% grant to the athletic program. The only other item of business was re-nominating three board members to another three-year term: Tom Winters, Hank Tauber, and Greg Boester and he requested a motion to approve this action.

Motion # 3: To ratify the re-nominations of Tom Winters, Hank Tauber, and Greg Boester to the USSF Board.

M/S/C – Andy Daly/John Bucksbaum, approved by acclamation

10. Audit Committee Report: Greg Boester

Boester reported from a committee report perspective, the audit process had gone smoothly again this year. Our auditors, Schmidt, Griffiths, Smith worked with us to refine the process on the balance sheets and income statements for the various corporations, which became more complex this last year. It was a very smooth process to work with them. They had no issues with policy or outstanding items in the financial reports. He said that we would be adding another athlete to the Audit Committee but, other than that, there were a handful of initiatives which were addressed in executive session but did not need to be reported to the board at this time.

Paine asked if we needed to approve the use of auditors again this year. Boester replied in the affirmative.

Motion # 4: To ratify the selection of auditors, the firm of Schmidt, Griffiths, Smith.

M/S/C – Andy Daly/Dexter Paine, approved by acclamation

Paine asked if any of the issues surrounding our tax status had come up and would that be an issue on the audit side? Boester replied that, from the audit perspective, not at this time. He asked Lampe to address this further as CFO.

Lampe said that he thought he was alluding to the property tax issue. Our tax-exemption with the IRS is solid and there were no issues there. We were still trying to meet a narrower definition for exempt-entities for real estate property tax on the building. Being a 501 (c) 3 did not automatically qualify you for tax relief in this state; it was the state definition of charitable, educational or religious institution. We were still pursuing the tax-exemption, he said; however, we have accrued for it, so if we get the exemption that would end up a favorable variance into the financials.

11. Athletics Report: Luke Bodensteiner

Bodensteiner said that he would be remiss if he didn't address the performance of the teams during this winter. It was obviously an exceptional season for us. Even more striking when viewed in light of our historical performance and against our two biggest opponents, Austria and Norway, in our quest to become best in the world. Two years ago, we had discussed how we were beginning to use some predictive analysis to measure where the programs were going and what the output would be. We started to use this to shape our programs as we moved forward. In Vancouver we projected that, to achieve best in the world, the teams would have to achieve 17-19 medals. As we got closer, we could see that our teams were lined up for a best-ever performance and would come very close to the bar of 19 medals. This was obviously an over-deliverance from our best projections.

One of the things he did not anticipate as much as he should have was that in Vancouver we had every bit of the home field advantage, but none of the pressure. With Canada, the pressure was immense. We did a very good job of containing that pressure with our teams. The Canadians made huge investments in their sports and continue to do so, which will pay off for them down the line. He said he was really proud of the teams and their performances.

	TOTAL	Olympic
1	USA	21
2	NOR	16
3	AUT	12
4	GER	10
5	SWE	9
6	SUI	7
7	CAN	6
8	FRA	5
8	RUS	5
8	POL	5
11	FIN	3
11	AUS	3
11	SLO	3
11	CZE	3
11	ITA	3
11	CHN	3
17	CRO	2
17	AUS	2
19	NED	1
19	EST	1
19	BLR	1

He said that it was important to note that the goal still remained the same, best in the world. He said that we did not yet know what that would require in 2014.

He discussed that there were a number of variables to determine this, including a number of new sports that might enter the 2014 Games program. That could change the dynamic and push the numbers higher.

He said it was important to remember that what we were after was best in the world team.

He said that when we looked at team-by-team performances, in three of four disciplines individually, we were also the best team.

In snowboarding we had been the best team in a number of Olympics and continued to be so; that sport was getting more competitive.

Alpine had an extraordinary performance and best in Freestyle and a good performance by Nordic in what was a very deep sport internationally. Across the board, there were great performances by our teams in the Olympics.

When we finished Torino, we did a quad review and debrief of the Olympics and what we did right and what we did wrong leading up to Torino and what we did right and wrong in terms of execution at the Olympics and that became a useful document for us when we hit our planning full steam for Vancouver.

One of the components was containing expectations. We took a different tactic going into Vancouver than we did in Torino and made it clear that our expectations were that we would be really well prepared and have fun. We wanted to take the overall expectations off the athletes and that created a positive team environment.

Team environment was something we spent a lot of time focusing on leading up to and at the Olympics. We stressed an environment of collective performance, feeding off one another's success.

The Center of Excellence did a lot to help reinforce that environment. There were a lot of teams training together, forming friendships and supporting each other across the sports, which we had not seen before.

Operationally, the team environment set up in Vancouver was extraordinary. For the most part, the teams were living outside of the Olympic Village. We had excellent set ups for housing, for good team environments. We were well supported by the USOC with an extensive nutrition program, a performance factor for us, he said. The USOC were really good partners in delivering what was needed vs. in the past when the USOC had dictated how the teams should operate. We also had great training environments set up at the housing locations with good staff support.

At the venues we had a variety of tactics that were used to accustom the athletes to them. We learned a lot in the process. Canada and *Own the Podium* put a lot of restrictions on use of the venues, which varied sport by sport. In some cases, we were granted unlimited access and, in some, no access to prepare on the venues. We will take this on to Sochi and sort out how to gain access to the key venues. We are well ahead of the curve to create some good relationships with the Russian team to provide access.

Peaking strategies were a huge focus, the major focus for the high-performance department. We facilitated creating the peaking strategies three years ago and tested them two years ago with mixed results. We learned a lot through the process and made refinements for this year. We had a great cycle, and the peaking strategies were without a doubt, a huge factor in our performance.

Finally, the focus of investment was also key. We made extensive cuts to the athletic program a year and a half and then one year ago, and were still able to push performance higher. A lot of what we learned through building the strategic plan taught us about investments and where to make those. We went into the mode last year to do everything we had to do to protect the elite programs going into the Olympics. It came at a cost and took a toll in the development programs, but having a good understanding of where we were going to perform and what we had to do, drove the investment strategy.

As we shift to performance in 2014, we spent a lot of time laying the basis this spring for what should be another great performance in 2014. We are retaining almost all of our key athletes. We've spent our efforts in flushing through our investment strategy for all the sports and reallocating into the core areas to shore them up. We put a strong emphasis on development and there were areas in development that could be impactful to results in 2014.

In the next few years, we will focus on baseline development of a couple of sports, one that is on the Olympic program and one we anticipate coming in by 2014. Ski halfpipe and skicross. We are making changes in how we manage that infrastructure in those sports. We are working with the Events department to create some competitions series and create a place where kids can come into the sport and compete and distinguish themselves.

Finally, we will be enhancing further what we do here in the Center of Excellence in terms of training equipment and Research and Development. We had good results with a technology project that we had leading to the OWG and learned a lot through that process. We understand that now is the time to invest in manpower and brainpower in R&D for these projects to get the payoff for the OWG.

We've made changes to the staffing structure in Athletics. Traditionally in the high-performance department there had been three subgroups: sport science, sports medicine and sport education; these will be pulled together under the auspices of the High Performance Director, Troy Flanagan.

A change has been made to Jeremy Forster's duties as Snowboarding Director; as he has been given the Freeride program to manage those sports and he will find the crossovers and synergies for these sports.

He added that he was in the process of hiring a Freestyle Director with oversight over moguls and aerials.

In alpine, we have decided to manage that sport as an Alpine Management Team, with himself, the two head coaches, Walt Evans and Jon Nolting from Sport Education. More communication and collaboration have resulted from this structure. He added that he would be hiring an Alpine Development Director to drive more activity and a better link between the elite teams and development regional programs.

Paine congratulated him again on a great year.

12. Sales and Marketing Report: Dick Coe

Coe reported that it was a pleasure to report for the Sales & Marketing staff because he could represent what they accomplished in the last year. He said that last year continued to be very difficult economically in the Sales & Marketing field. Ted Morris, at the culmination of his 12 years with the organization, had done a tremendous job and motivated the staff to do some things that were incredible given the economy.

The current revenue forecast was a net of \$6.6 million on \$11.65 million gross, which was a 7% increase over FY 08/09. As the economy began to improve, TV sales improved and he was able to capitalize on late sponsorship deals. It wasn't an Olympic lift; it was that corporations were able to spend a little more money. He added the Century Council, title sponsorship from Sprint for the Grand Prix, Red Bull, Chipotle and the Census Bureau.

Morris was able to put together a successful Olympic Trials - successful athletically and the events added \$350,000 to the coffers. He commented that he had been successful in having all Freestyle and Snowboarding shows produced in HD; these resulted in increased ratings because they were produced in high definition. Six of nine NBC Shows were same weekend broadcast, which made the sports more relevant to the American public.

Activation Successes included Michael Lynch's program for VISA. VISA had 30-second Olympic clips featuring USSA Athletes for gold, silver and bronze medals – as soon as the athletes won their medals, the ads were ready to launch across the US.

There were branded ads with Schwab, NVGB and Sprint USSA branded ads. The Audi "Truth in Motion" video was pulled together and showed the journey of making it to the Olympics. When the CEO of Audi saw it, he said he was about winning and changed the reference to winning. A clip was shown to the board. Coe said that it ended up being a super showcase of our athletes.

Audi had been a good sponsor partner. In the post-Olympic period, they put together a congratulatory ad that ran in the *New York Times*, *USA Today*, the *Washington Post* and the *Chicago Tribune*.

He commented that they were looking to increase revenue to \$8 million net revenue next year. The US economy is getting better, especially in the area of domestic sponsorship. He reported that we were looking for a new broadcast agreement and shopping it to the major networks and Fox and ESPN. We aren't sure we want a four-year agreement because no one knows who will get the broadcasting rights for the Olympics in 2014 so we are looking at that as an opportunity for the future, he added.

Right now, there were renewals of \$2.3 million; we are in good talks with all our sponsors and are hopeful of finishing those off. We are looking at developing new revenue opportunities internally. We looked at all revenue opportunities and put those together as a matrix to provide Judelson a baseline of what he has to work with, and what projects he can bring to fruition.

We received instructions from the strategic planning committee and from the trustees a request to increase the fan base, not just in member service, but the casual fans who are out there, and that remains an ongoing target.

John Bucksbaum asked if Europe was to continue to have the economic problems we were starting to see, what kinds of impacts did you foresee for the sport? How concerned were you for the sport of skiing if things continue to unravel there?

Marolt replied that it would be a challenge but that our initial discussions with current European sponsors were pretty positive. We and the FIS are concerned about TV ratings, sponsorships, and it was incumbent upon us as one of the leading federations to find solutions to improve TV audiences, and all of those sorts of things. These were all issues that had been discussed for years and not much progress had been made, but he anticipated that some progress would need to be made now to maintain stakeholder value. Through the new FIS marketing company that was formed, we'll start to see action and growth in that area. It will be a challenge this year, but we are still optimistic.

13. Events Report: Calum Clark

Clark stated that he would do a review of the last year and what was anticipated for the new quad. He stated that it had been a busy year in the Events department:

11 Olympic qualification comps in four weeks

- 2 Alpine World Cups – Aspen and Beaver Creek
- 1 Snowboard Grand Prix – Copper Mountain
- 1 Snowboard World Cup – Telluride
- Olympic Trials – Steamboat

Snowboarding Grand Prix

- High quality 22' half pipe for all Olympic qualifying competitions
- Marquee host resorts – Copper, Mammoth & Park City

Leveraging our Olympic Legacy

- Olympic Team announcements at Deer Valley & Park City Mountain Resort
- National Championships at Squaw Valley & Lake Placid

The busiest time was leading into the Olympic selection period. The December block had 11 events and put the organization in the best possible position athletically to drive toward Vancouver.

He discussed Alpine and Beaver Creek World Cups. He then focused on Copper Mountain where they kicked off the Grand Prix with a 22' halfpipe, which was open by Thanksgiving and those who understand the science of snowmaking understand the massive commitment by the resort to ensure that we were competing on Olympic-size halfpipes.

He said that they partnered with Telluride for a World Cup, which became an immediate Classic on the World Cup tour. They created a great sense of camaraderie with the community to deliver that event and calculated that 25% of the permanent community volunteered on the Organizing Committee to get that job done.

In Steamboat, the Olympic Trials were held in partnership with the USOC in Nordic Combined, Freestyle Moguls and Aerials. The community came out en masse and delivered to all appearances, a major international competition, providing one more competition at home for preparation to the Olympic period.

The Snowboarding Grand Prix was held on high-quality 22' halfpipe for all Olympic qualifying competitions. This was one of the three best pipes in the world, including the Olympic Games and X-Games.

He said that we were very proud to continue to partner with the marquee resorts of Deer Valley and Park City Mountain Resort. All of the resorts went over and above to produce the best events possible for the Olympic selection, the outcome of which was to push the envelope and drive progression to take the snowboarding halfpipe to the next level.

Finally, we had the ability to leverage the Olympic Legacy by making the Olympic Team announcements at Deer Valley and Park City Mountain Resort and holding the National Championships for alpine and freestyle at Squaw Valley & Lake Placid.

The events are the foundation for us to do so much more, he explained. The resorts put so many resources into the events that we look for all opportunities to leverage the events as much as possible and provided the following examples:

Alpine

- Aspen - Nor Am competitions held post World Cup
- Loveland - Exclusive U.S. training followed by Nor Am

Snowboarding

- Copper Grand Prix - Exclusive early season training on 22' HP
- Telluride World Cup - Exclusive early season training with Olympic SBX builder

Freestyle

- Full integration between U.S. Team and World Cup sites for moguls' and aerials' construction
- Ski Cross Nor Am hosted post Lake Placid World Cup

Clark then moved on to the 2011 calendar and discussed the events' schedule. He said the calendar was a mixture of classics and new opportunities, e.g. the Big Air competition that will take place in Denver from a five-story scaffolding, being produced right in front of the capitol building, a high-impact event taking place right before the SIA show. This would be a great opportunity to showcase the sport and athletes in a metro area with strong links to the mountains.

World Cup

Nov 27-28	Women's Alpine WC – Aspen
Dec 3-5	Men's Alpine WC – Beaver Creek
Dec 17-19	Snowboard WC – Telluride
Jan 21-23	Freestyle WC – Lake Placid
Jan 26	Snowboard WC Big Air – Denver

World Championships

Feb 1-6	Freestyle World Championships – Deer Valley
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Snowboarding Grand Prix

Dec 10-11	Copper Mountain Grand Prix
Mar 4-6	Mammoth Mountain Grand Prix

Beyond 2011, Bill Marolt alluded to the 2015 FIS Alpine World Championships Bid – Beaver Creek/Vail. This was critical to us and we were hoping for success in Antalya with the bid.

We will be maximizing New Disciplines with Ski Halfpipe, Slopestyle and Team SBX and, fundamentally, we will be maintaining the key aspects as what we see as our success which is Best in the World Events focusing on:

- Excellent athletic competitions
- Best practices in planning and venue preparation
- Partnerships with host resorts
- Platform to grow revenue for the USSA.

14. Foundation Report: Trace Worthington

Worthington reviewed the budget, saying that it was an aggressive push to get to the \$ 7 million mark in FY 11. He said that the goal was to sell out the Gold Pass program this year. If sold out, this will provide \$3.5 million to the organization, nearly 50% of what has to be raised annually. Special Events recovered nicely and a lot of that was due to the Olympics and people feeling better about giving. Ruth Flanagan and her team did an exceptional job with keeping expenses down; a key element is to keep those costs down. A lot of the success is due to getting athletes to the events. People are interested in meeting the athletes and supporting the team. We have to do a better job with Major Gifts next year. We will work to get that to the \$1.5 million mark. Direct marketing is reaching out to people who may eventually be large donors. He said it had recovered in 2010 and we hoped to reach the \$150,000 mark next year. Overall the target goal for FY 11 is \$7.145 million.

Worthington discussed the Team Vancouver program and its success, much of that success was due to the athletic success. People had a great time. The program was very efficient. We had great hospitality from the hotel, transportation and ticketing. Everything worked out well and the team he had there was in sync and made it a phenomenal event, exceeding the expectations of the guests. He said the surveys that came back were all 9s and 10s. He said his staff had worked tirelessly to get that program accomplished. He said that he liked the last comment "It was true grace under pressure and you left every single person thinking they were special and the most important person at the event." He said that the goal was to make everyone feel special and part of the organization.

Highlights for Special Events in FY 10 included having great committee support. They were passionate and got people to attend. All the committees did a wonderful job and the revenue recovered and expenses were down. Last year we added an event in Los Angeles and New England recovered nicely and we recently held an event in Denver that was successful. A lot of top athletes were in attendance and it was a family-driven event.

Worthington said that he and Tom Kelly had worked with Billy Demong to create an ad for the Gold Pass where he has the Gold Pass in one hand and the Olympic Gold medal in the other and says, "This GOLD got me this GOLD." If you look at what we raise in the program and what we can potentially raise, it's a very important part of the goals for FY 11 to get donations to close that program out. He said they would work to focus on the cause part of the donation this year vs. focusing on sale of a ski pass. The pitch will be more cause-related.

He said the focus in Special Events for next year would be to keep the events fresh, progressive and catering to all demographics. Elite athletes will remain important. There were many people who were fans and would come out to support if we have the elite athletes in attendance.

Fantasy Camps are another name for programs such as the Powder Girls program, which was a great success this past year with 22 women participating at \$5,000 to ski with Picabo Street, Jonna Mendes, and Caroline Lalive. It raised enough to where we want to focus on doing more of these types of programs.

Major Gifts – we will focus on four-year gifts. We have to do a better job of informing our donors of what we do in a quad to prepare for the Olympics. It would be a lot easier to maintain a donor who commits for four years instead of selling them every single year on the cause. We want to explain how important their contributions are right now to get us to Sochi so we don't lose them every year. We can then concentrate on getting new people instead of trying to renew the same people. Expanding the donor lists would also be an area of focus.

Team Sochi – we will try to sign up 34 members; he said that we had approximately 20 verbal commitments and needed to lock them up and work to get to 34.

Finally, the Legacy Campaign was very important for us with the \$60 million endowment and we would to close out the additional \$2.4 million in pledges still needed to conclude this endowment and allow us to move on to create an education endowment.

15. Communications Report: Tom Kelly

Kelly said that it was a very challenging year for everyone because of the budget and the cutbacks that we had. For the first time in four Olympic cycles we went into the year without a Public Relations Agency to help us with placement. We did some really good things that had some positive impact and helped the athletes and the organization put on a great show in terms of how we presented ourselves to the public in Vancouver. We continued the athlete and staff communications training using Fleishman Hillard Agency to do the training. A lot of this revolved around messaging and we did an outstanding job with the athletes and staff so that everyone was on the same page with the messaging. Ultimately, it is the athletes who tell the story and they did an amazing job in Vancouver.

We did a lot of work with VANOC, partnering with the USOC to take advantage of their dollars and being able to leverage some of our stories. The USOC was particularly helpful with some of the activities that they conducted leading up to the Games and also NBC. We were a very strong partner with NBC and utilized their assets to tell our story when we got to the Games. We were well positioned to have our athletes on their network and various programs. We had athletes on the *Today Show* every day for three weeks straight, which was a great opportunity to showcase our athletes.

In Stakeholder Communications, three years ago we conducted an audit with Linhardt PR in Denver, which continues to be an amazing roadmap for us. This orchestrated how we communicate with our stakeholders. One area we did not cover three years ago was social media and that is an area that is being revisited with Linhardt.

We have developed systematic communications with all our stakeholder audiences. There will be some changes to this in the graphical feel and a little more content specific with the stakeholder audiences.

In the area of social media, we have conducted this primarily as a communications channel with a simple strategy to grow our identifiable fan base and to drive traffic to our own web sites and that worked very well this past year. We maintained a presence with Facebook, Twitter and YouTube. These were successful in driving traffic to the web site. Moving forward we need to evaluate how we can actually use this more on the revenue side as well.

Looking ahead, we eliminated the PR firm and took on those responsibilities and reapportioned these among the existing staff. We got by in the Olympic year that way, but we want to make sure that we reestablish that position and draw more focus on that responsibility.

We want to expand what we are doing in the area of social media. We will work with Judelson on this. We want to continue to expand our multimedia assets. We've brought all content produced by Echo Entertainment in house so we have greater access to that content to develop short clips, etc.

Athlete and staff communications moving forward will continue to be vital. We will continue this on an ongoing basis. Lastly, cause-based communications will be particularly important with how we work with the Foundation, making sure that the stories tell the cause as well as the athletic success of this organization and what this organization does to make athletes' dreams become reality.

16. **Sport Committee Reports/Action Items:**

Adaptive: Chris Waddell said that they had looked at the success of the season on the World Cup and at the Paralympics - established people like Stephanie Victor who was at the awards ceremony and newcomers like Alana Nichols and Andy Soule who was the first biathlete to win a medal, who is also a Wounded Warrior. He said that they were looking to continue to maintain performance, but also look at development to bring along some athletes who will perform on the World Cup and also figure out how to recruit more Wounded Warriors.

The significance of sport is more of a global thought. He said that he had been in ski racing for 30 years and thought it the greatest sport in the world; and on the disabled side, from the time we are little, we are taught not to stare at people who are different and as a result 54 million people in this country, he said, are not really visible. Ski racing is an amazing sport in that we are on mountains shared with a whole lot of people and we are scratching the surface of what we can do. We were the first sport to be part on an able-bodied national governing body and that has gone a long way, but that is just the beginning of what we can do to push forward with regard to performance, visibility and sponsorship.

Paine said he remembered when he first joined this board and the conversation of whether you would be part of the NGB and he commented that the passion and quality of the athletes were amazing. He said Stephanie Victor at the awards ceremony the other night was just terrific and that we loved the fact that they were part of this organization and he thanked him for his report.

Alpine: Bob Dart said there were a few things he wanted to go over. He said that they had had excellent attendance by the alpine stakeholders with over 120 participants from the alpine side.

He said there was enthusiasm for the Alpine Training System. It addressed talent identification and a working group had been appointed to review that with the alpine pipeline structure.

Venue Development – there was an aggressive plan for inspections and re-homologations of the alpine courses and a lot of that dealt with the ten-year expiring certifications in the sports of GS & SL at the FIS level.

FIS Representation – the alpine community was quite excited to have Herwig Demschar come back on the alpine side onto the FIS Alpine Executive Committee on behalf of USSA. He added that Paul Van Slyke would be the new FIS TD Commissioner going forward, taking the position previously held by Tom Winters.

USSA Congress Schedule – he wished to express that the alpine community appreciated the Congress schedule with the interaction among the club education program, the sport committee work sessions, board meeting and awards banquet, which was outstanding this year; the class of 2010 with all its success and numerous past recipients along with the acceptance speech by Peter Graves indicated that this was one that deserved to go in the record book.

The only other item to be dealt with was the alpine sport committee composition:

- Bob Dart, Alpine Sport Committee Chairman
- Bob Dart, Alpine USSA Board Representative
- Paul Van Slyke, Rules and Technical Chairman

- Mike Morin, Education and Development Chairman
- Roger Perricone, Regional Representative

Paine thanked Dart for his report and for agreeing to do this for another two years.

Cross Country: Jon Engen stated that there were no action items. The Cross Country Committee meetings were well attended and the sport, he reported, was full of energy at this time from the grass roots up. He said that the Olympic expectations had been too high and the outcome was disappointing; however, there were World Cup podiums achieved after the Olympics in Holmenkollen, the site of the next World Championships so that boded well.

He said that the future looked bright with a very progressive pipeline in place. After the Congress, they would also be exploring some additions to that pipeline. There was an initiative from the Central division to try to unify efforts among all the regions and end up with a conceptual plan that will look very much like the alpine structure, which should be a benefit for 2014 and beyond.

The clubs and regions he said had stepped up to the plate as facilitators and positive stakeholders. Subjectively, he sensed that we were getting a closer working relationship between cross country and the rest of the nordic sports. That was also very positive.

He reported that Bob Gross was reelected as Rules and Officials chairman; Joey Caterinichio was the new Coaching Subcommittee chair, having been very active on the Junior Committee and done a landmark job in securing the National Championships in Alaska on the organizational side; he would have one more term as the sport committee chair.

To close, he thanked James Southam and Andrew Johnson, the cross country sport committee athlete representative and the USOC AAC representative, respectively; he said both were very high caliber and experienced and would do very well representing the sport.

Freestyle: Glenn Eddy commented that Freestyle also had a very good turnout for the sport committee and subcommittee meetings that took place. A lot of time was spent in realigning some of the procedures to accommodate the Freeride part of the sport, which will be shared with Snowboarding. He said that they had had a Freeride Working Group which was now being elevated to a full subcommittee with a vote of its own and that would be proposed to the board in the fall for approval.

As part of the reorganization, Freestyle would be combining its Judges and Rules & Tech subcommittees into one Rules & Officials Subcommittee, which would also be presented for approval in the fall.

He said that the work on the reorganization was continuing and an additional ongoing focus was the clean up of the rules to consolidate them as they had ballooned over the years, so they were working to consolidate and streamline them.

He announced that the new chair of the Freestyle Sport Committee would be Chris Seemann.

There was one action item: Freestyle Sport Committee Operating Procedures' Amendment. The proposed change to the Operating Procedures was to allow the past-chairman a vote on the Freestyle Sport Committee.

Motion # 5: To ratify allowing the past-chairman a vote on the Freestyle Sport Committee.

M/S/C – John Cumming/Bob Dart, approved by acclamation

Paine said that the one thing he wished to do was to thank Andy Wise for everything he'd done on many levels with the organization for the sport of Freestyle.

Jumping/Nordic Combined: Joe Holland introduced himself as a recovering Nordic Combined skier. He said that he had a huge passion for skiing and was excited to be here and reenergized along with the rest of the community.

A couple of highlights he wished to point out about the year – he started with his hero, "who does not wear a cape but he has superhuman capability. When he retired he passed his skis on to this young baby-faced skier, who did not show much promise, was not a very good skier, but had a lot of attitude. He said he went skiing with that young skier yesterday, 18 years later and his name is Billy Demong and he won a gold medal this year, first ever for Nordic Combined skiing and we were all very proud of him."

He said that three men qualified to jump in the Olympics, including 17 year old Peter Frenette. He explained the average age of a ski jumper in the Olympics was 27 or 28 so we were hoping to see good things from him in the future. Sarah Hendrickson, 16 years old, won a bronze medal at the World Junior Championships as well as having 15 top 10 results at the Continental Cup. Johnny Spillane won the first-ever silver medal on the normal hill. This was the first medal in 86 years of trying. The next event was the team event and the team achieved silver so we were very proud of our team, he said, followed by a silver and gold in the large hill competition by Billy Demong and Johnny Spillane.

Historically, our community has been very complacent and left a lot to the USSA; hopefully we can reenergize them. He was proud to also announce that Greg Windsberger, Rex Bell and his brother, Mike Holland, were stepping up to help get the grass roots program going. We would be looking for good things there in the future.

He said that the sport of ski jumping had speed, excitement and was super popular in Europe and they were hoping to bring the sport back to the US. Dave Jarrett who won coach of the year the other night, his motto is no excuses and, he said that they were adopting that motto for the sport to get good things done in the sport for the future.

The only action they had was that they proposed to add a small per diem allowance for the officials per the following: For the Jumping/Nordic Combined U.S. Championships and JOs, the TD and the Assistant TD will be paid \$50 per day and each Judge will be paid \$25 per day from the first day of official training through the last day of competition.

Natt confirmed that a motion was needed for this proposal which had been discussed in executive yesterday and Holland explained that the community was generally receptive since the money was re-circulated later in the local community. He asked for a motion.

Motion # 6: To ratify the Jumping/Nordic Combined Committee's per diem proposal as submitted.

M/S/C – Bob Dart/Jon Engen, approved by acclamation

Paine said that it was great to have him on board and his enthusiasm was terrific.

Snowboarding: Mike Mallon said that they had had wonderful meetings, also well attended. He said he wanted to echo what Bob Dart said and that they appreciated the addition of the

club symposium, which allowed a larger group to attend the Congress which provided a broader voice from the snowboarding community.

He said that the relationship with the USASA, which serves the grass roots membership for snowboarding in the US, continued to grow. He said that their membership was now nearing 5,000; and that number surpassed the international membership of snowboarding for the world.

They discussed the strategic plan in the meetings and were able to form an alpine snowboarding task force to work between the USSA and USASA board to assist the US alpine snowboarding community, making sure that their voices were heard and to help them to continue to move forward and grow that sport.

Paine, he said, had alluded to the education component, which continued to be a huge success. Over 300 coaches had been certified over the last couple of years. There were 26 Level 100 and 200 clinics around the nation this year. They were currently wrapping up day two of the Level 300 clinic which was underway downstairs in the Center of Excellence with 30 snowboarding coaches. He said that was an exciting component in which the sport committee was involved, and he applauded their effort there.

He said that he was now ending his third term serving as the Snowboarding Sport Committee chair and he introduced Jon Casson, the new chair. He said that Casson had been a longtime friend and colleague. Casson served as the vice president on the USASA board and he confirmed that he would be serving with him on that board for the next three years as treasurer. Casson was also the director of the Steamboat Springs Winter Sports Club and had been actively involved, chairing the education committee of which they had just spoken so highly. Casson would now be a very active member of the board and sport committee moving forward.

Mallon said that he wished to conclude by saying thanks for the experience. It had been a wonderful experience for him. He enjoyed meeting and working with everyone and that he would continue to be around in the future.

Paine thanked him again and welcomed Jon Casson on board.

17. USSA Athletes' Council Report: Lisa Kosglow for Tim Tetreault

Kosglow said that she was reporting for Tim who was a recent new father, whose wife had a baby boy the prior week. As the Athletes' Council, Kosglow stated that they had a very active group with some new members who met on a regular basis, every few months via teleconference, and we conducted an athlete survey that looked at a very broad range of issues across the organization. That was done a year and a half ago and she would report back on the follow through from that and the progress that had been made.

She thanked Luke for working with them to come up with some of the solutions. They managed to create a direct feedback mechanism to the on-hill staff and this will happen annually to provide feedback to coaches and staff.

The broader survey would be continued on a biannual or annual basis. The broader survey looked at the entire organization. The yearly would just look at coaches and staffing.

One change that had taken place was that athlete payments were now set up with direct deposits to allow the athletes access to the funds more quickly. They were working on obtaining a more favorable exchange rate for some of the international athlete payments. Also, the athletes were now able to work directly with their sponsors on their contracts.

The issue of additional funding always comes up so, she said, the athletes were excited about Andrew Judelson and Trace Worthington's efforts to find additional funding to support Athletics.

Paine said that one of the things he found helpful with surveys was to plot the results over time and that it would be helpful to see where we had gotten better and, quite frankly, to see where we hadn't listened. He said that, as the Athletes' Council got into the second and third years of this process, he'd like to see where progress had or had not been made.

USOC AAC Report: Andrew Johnson stated that there were a few items to report. First, he said that former hockey player Angele Ruggiero had been elected to IOC Athletes Committee, which should help with the USOC's international relationship with the IOC.

He said that probably the biggest thing they were working on right now at the AAC was the Athlete Career Program to launch this spring and replace the old Home Depot, OJOP program. The new program would eliminate the weaknesses of the old program, putting together a more career-based program for athletes. The program would start with the Hilton Hotels with 15 positions and was expected to grow significantly with other partner companies.

New as of the last couple of weeks was a USOC working group to investigate safe and healthy training environments for athletes in all sports in light of the scandal with USA Swimming; Nina Kemppele would be chairing that working group.

Lastly, in the meeting in April, we had a session with different national governing body representatives presenting best practices. Nina and he had been able to speak with Luke Bodensteiner and Bill Marolt re the USSA Olympic Success in Vancouver and he wanted to mention that the USSA had been repeatedly brought up as a very fine example of how an NGB should operate and that the successes had not gone unnoticed. He said that was a reflection of the leadership and vision represented in this room and all the hard work of staff and athletes as well. He was happy to be involved and looked forward to working with everyone as we moved forward.

Paine thanked him for taking this on and that, between him and Nina, he thought we were the best represented NGB from the athlete side, which was terrific for the sports. He extended the offer to Johnson that if there was anything that the organization or he could do to help, not to hesitate to ask.

As an explanation to the board members who were not aware, Paine discussed the USA Swimming issue of inappropriate interaction between coaches and athletes of a sexual nature - that there were a significant number over a significant period of time that had been reported; Paine said he had spent time with Bill Marolt, Alex Natt and Dick Coe and confirmed that we would be reviewing this in coordination with Nina Kemppele. We did not have any knowledge of such activity but it would be foolish not to look very hard at what we were doing, he acknowledged. The goal was to have something that addressed those issues and how USSA would deal with those issues on our near-term agenda.

18. FIS Report: Bill Marolt

Marolt said they were preparing to go to the FIS Congress in Antalya, Turkey in two weeks. The work over the past few days would prepare the committee members and leadership to do a good job at the FIS Congress. He said that we were a strong federation and that we would go and do good work. At the end, he said, we'll accomplish our goals.

One of the items on the agenda was to move skierpipe and slopestyle as new sports onto the Olympic program. There were other federations with Congress proposals in support of this. These were areas in which we could have success.

He said that the Beaver Creek/Vail bid was moving forward nicely. He said that there was an outstanding bid committee with Ceil Folz, John Garnsey, Harry Frampton, George Gillett and Erik Borgen all from Vail. Hank Tauber was a valuable addition to that committee. Dexter Paine and he were also part of the committee. He said that there was a good plan in place moving into Antalya, but still a lot of work to do. Everyone there would be part of the team in discussing the advantages of going to Beaver Creek/Vail in 2015. That was an important initiative to get done.

19. USOC Report: Bill Marolt

Marolt said that there were a couple of things to report. New leadership had been addressed it seemed every few years. What Jim Scheer was able to accomplish as CEO with Peter Ueberroth as chair was that they did a really good job and yet there was dissatisfaction because it was a closed ship and Ueberroth's departure created a vacuum; but Marolt was happy to report that the new chair, Larry Probst, a former board member, had stepped into that position and was doing a good job in restructuring and moving the USOC forward.

They went through an extensive search to find a new CEO and ultimately hired Scott Blackmun, who had been with the USOC in a different capacity prior to his coming back. Blackmun had been widely accepted, particularly with the NGBs. He related well to the NGBs and the athletes. He should be there for a long tenure and do a good job.

One of Probst's initial projects was to put together an independent advisory committee headed up by Paul Tagliabue, the former commissioner of the NFL, and what he wanted the committee to do was to look at governance and how the restructure of 2003 was working.

A couple of the recommendations from that committee were to enlarge the board by four members. It gave the NGBs and Athletes' Advisory Council a more direct role in getting onto the board so that both of those groups had better representation. That solved the issue of both the NGB and AAC feeling that they did not have a voice in what was going on at the board level.

There was a requirement that if you became a member of the board of the USOC you had to sever all relationships with your NGB. That eliminated a lot of outstanding people within the NGBs who did not want to give up their positions, so that requirement was eliminated which should help to strengthen the USOC board as it continued to evolve.

Generally the committee recommended making the organization more transparent and gives the executive officer more of a leadership role. He truly becomes the leader of that organization and Blackmun is up to that undertaking and will do a terrific job.

The USOC made a big push to form its own Olympic network and got to a point in that process where they had negotiated with Comcast to form this network. That was sprung on the IOC and NBC and neither body responded positively. It became a major issue in terms of its relationship with the IOC and NBC. That partnership subsequently has been dissolved and there is now an effort by the USOC to improve its relationships domestically and internationally.

Finally, he said that, although it had been stated repeatedly throughout this meeting, it could not be overemphasized that the support that we received from the USOC made a huge difference in what we were able to accomplish in Vancouver. He also saw that partnership

continuing. He said that he and Dick Coe and Luke Bodensteiner would be going to Russia with four or five USOC staff and that would result in a great plan moving forward to Sochi.

20. Executive/Nomination Screening Report: Alex Natt

Paine asked Natt to cover the Executive report. Natt said that at its last meeting the Foundation elected the following members to serve on this board: Jeanne Jackson, John Bucksbaum, John Cumming, Andy Daly, Kipp Nelson, and Hank Tauber and this action need to be ratified by the USSA board.

Motion # 7: To ratify the Foundation nominations to the USSA BOD: Jeanne Jackson, John Bucksbaum, John Cumming, Andy Daly, Kipp Nelson, and Hank Tauber

M/S/C – Dexter Paine/Bob Dart, by acclamation.

At the Executive/Nominating Committee yesterday the following names were presented and he asked for a motion to ratify the nominations of Bob Dart, Jon Engen and Jon Casson.

Motion # 8: To ratify the Sport Committee nominations to the USSA Board for the sports of Alpine, Cross Country and Snowboarding; Bob Dart, Jon Engen and Jon Casson, respectively.

M/S/C – Andy Daly/John Bucksbaum, by acclamation.

Also, the Executive/Nominating Committee has recommended that this board renew Greg Boester's at-large nomination and he asked for a motion.

Motion # 9: To ratify the At-large nomination to the USSA BOD of Greg Boester.

M/S/C – Dexter Paine/Bill Marolt, by acclamation.

Finally, the Executive/Nominating Committee proposed the following: Dexter Paine, chairman; John Cumming, vice chairman; and treasurer, John Bucksbaum; and he asked for a motion.

Motion # 10: To ratify the officers of the USSA Board; chairman; vice chairman; and treasurer; Dexter Paine, John Cumming, and John Bucksbaum, respectively.

M/S/C – Andy Daly/John Cumming, by acclamation.

Finally, there are subsidiary corporations associated with the USSA he asked for motions to ratify the composition of the USSA Enterprises and USST, Inc. boards.

Motion # 11: To ratify the composition of the USSA Enterprises board; President: Dexter Paine; Vice President: Jeanne Jackson; Secretary-Treasurer: John Bucksbaum; additional Board Member: Bill Marolt.

M/S/C – Andy Daly/John Cumming, by acclamation.

Motion # 12: To ratify the composition of the USST, Inc. board; President: Dexter Paine; Vice President: Jeanne Jackson; Secretary-Treasurer: John Bucksbaum; additional Board Member: Bill Marolt.

M/S/C – Andy Daly/John Cumming, by acclamation.

21. 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 USSA board.

22. USSA Legal Report: Alex Natt

Natt said that he would like to personally congratulate the staff on avoiding any Olympic selection arbitration issues this cycle. They were terribly distracting and it was a credit to Staff's preparation and communication with athletes, parents, agents, lawyers and staff.

He said that he had reported in the fall meeting that in the Brush v. Jiminy Peak matter, the defendants had prevailed on summary judgment and that decision had been appealed, and subsequent to that appeal, the matter had been resolved. The conclusion to that matter was confidential.

Paine said that he and the team and the other co-defendants did a great job in resolving that issue. It took an enormous amount of time and energy and he thanked them for their efforts.

Finally, there had been some discussion about the property tax appeal that was ongoing in Summit County. Summit County's Board of Equalization initially declined to grant a property tax exemption to the Center of Excellence on very narrow and, we think, flawed grounds. USSA has chosen to appeal that determination and the appeal will be heard this summer by the Utah State Tax Commission. If USSA was not to prevail before the Tax Commission, there remained the possibility of taking the appeal to the Utah Supreme Court. In sum, to qualify you need to be an entity/property that is owned by a non-profit. We believe that we are and Summit County says that we are not as there is an LLC involved. Also, Summit County has decided that our efforts are not charitable, religious or educational.

He said it had been a pleasure once again to represent this organization.

23. USSA Old Business: Dexter Paine

Paine indicated that there was no old business.

24. USSA New Business: Dexter Paine

Paine asked Alex Natt to address the next item on the agenda, a change to the address of the USSA as is set forth in Article II, Section A of the USSA Bylaws.

Natt said that there was a de minimis change needed which has come about due to the organization's move of its principal office. The de minimis change stating the USSA's new mailing address will be made to the Bylaws without objection.

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

25. Meeting dates for 2010/11: Dexter Paine

Paine said the future board dates had been determined and we would have the USSA Fall Board Teleconference Meeting, October 6, 2010 at 11 a.m. mountain time. He said that the staff would be in touch with information as the date drew closer. Having said that, he said, that the board members knew they could call him or Marolt at any time.

Paine asked whether the staff had checked to ensure that there were no conflicts with the NSAA meetings or Mother's day before confirming the USSA Congress and BOD/Annual meeting dates, which had been done.

USSA Congress 2011: May 11–15, 2011, Park City, UT
USSA BOD & Annual Meeting: May 15, 2011

Paine stated that he would like to end this portion of the meeting and move into a closed session and asked anyone other than the USSA board members and staff to leave. The meeting was closed to discuss the findings of the USSA Strategic Planning Committee.

After a period of discussion, Paine asked for a resolution to adopt the USSA Strategic Planning Committee recommendations.

Motion # 13: To ratify the adoption of the USSA Strategic Planning Committee recommendations.

M/S/C – Bob Dart/Dexter Paine, approved by acclamation.

26. Chairman's Closing Comments & Adjournment: Dexter Paine

Paine thanked the USSA board for their participation in the meeting; all matters being concluded, he adjourned the USSA Board of Directors' Meeting.

Note: Subsequent to this meeting, the USSA Board Chairman, Dexter Paine, requested a date change to the USSA Congress for 2011. As a result, the USSA Congress 2011 date has been changed to: May 18-22, 2011; the USSA BOD & Annual Meeting will take place on Sunday, May 22, 2011.

Minutes transcribed by Suzette 6/3/10.
Legal review 6/15/10; Exec review 7/9/10.