

USSA BOARD OF DIRECTORS' MEETING MINUTES

Killington Grand Resort Hotel, Killington, VT
Saturday, September 23, 2000, 1:00 p.m. – 5:15 p.m.

USSA BOARD OF DIRECTORS' ATTENDANCE

Chair: Jim McCarthy

Vice-Chair:

Secretary-Treasurer: Bill Bindley

FIS/USOC

FIS Ranking Representative: Hank Tauber

USOC Ranking Representative:

USSTF

Nick Badami, conference call

William T. Esrey, absent

Chuck Ferries

Slim Sommerville, conference call

Thom Weisel, absent

SPORTS REPRESENTATIVES

Alpine: Bill Slattery

Snowboard: Gary Taylor

Freestyle: Jeff Lang, conference call

Cross Country: Lee Todd

Jumping/Nordic Combined: Alan Johnson

Disabled: Jack Benedick

ATHLETES

Alpine: Edith Thys Morgan

Snowboard: Rick Bower

Freestyle: Craig Rodman

Cross Country: John Aalberg, conference call

Jumping/Nordic Combined: Greg Boester

Disabled: Muffy Davis

EX-OFFICIO/NON VOTING

USOC Athletes' Advisory Council Representative: Joe Walsh

NSAA President/Chair: Michael Berry, absent

SIA President/Chair: David Ingemie, absent

HONORARY

Dr. Bud Little, absent

Dr. Leland Sosman

Staff

President & CEO: Bill Marolt

Executive Vice President & COO: Bill Gorton

Vice President Athletics: Alan Ashley

CFO: Mark Lampe

Legal Counsel

M. Alex Natt

1.0 Chairman's Welcome: Jim McCarthy

McCarthy opened the meeting by thanking the USSA and the Killington Grand hotel staffs for their incredible helpfulness throughout the meetings. Everything that he'd heard indicated that these were the best meetings that USSA had had

and attributed this to the staff who moved the meetings out of the confines of the West. Also he thanked the board members for their participation in activities throughout the year.

2.0 USSA Agenda Approval: Jim McCarthy

McCarthy pointed out that the agenda, which was distributed prior to the meeting, differed from the agenda in the Congress book. The agenda had been revised, moving some agenda items.

Jack Benedick asked why the disabled team old business item had been removed. McCarthy responded that it would be covered in the CEO report.

McCarthy then asked for a motion to approve the agenda.

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

M/S/C Alan Johnson/Lee Todd - One opposition - Jack Benedick.

3.0 USSA Meeting Minutes Approval for March 20 & August 4, 2000: Jim McCarthy

McCarthy indicated that the minutes had been distributed to the board as part of the Congress book materials. He then asked for corrections to the minutes.

Muffy Davis referenced page 5 under the disabled status opening paragraph. "McCarthy updated the board on the status of disabled. He mentioned that serious discussion had begun over one year ago with amendments to the Amateur Sport Act giving the USOC exclusive jurisdiction over Paralympic athletes." Davis asked to read the subsequent correspondence from Scott Blackmun as clarification. McCarthy asked if the conference call predated the letter from Blackmun, which it did. Davis read the correspondence.

McCarthy responded that, as the person who made the remarks, he objected to the clarification since the action by the USOC took place after the remarks were made. He stated that the remarks accurately reflected his statement at the time and he saw no reason to clarify with a post-meeting statement from the USOC.

Joe Walsh wanted to also clarify his statement on page 7 referencing the premier sports, which had been identified by the USOC. "Joe Walsh stated that alpine skiing had been identified as a premier sport and, should the plan go forward, lays out what a governance structure would look like, but does not preclude NGB governance." (Note: Mr. Walsh submitted a revised paragraph subsequent to the September meeting as follows: "Joe Walsh responded that in the plan for the USPC alpine skiing was among the five "Premier" sports, so designated as a result of past performance. These premier sports would receive more funding than the other Paralympic sports. Joe also stated that, even if the USPC plan were approved by the USOC executive committee, the USSA Board would still have to discuss and decide whether or not USSA would want to govern the Paralympic skiing programs." That replacement verbiage was the applied to the August 4th conference call minutes.). At this time, John Aalberg asked that speakers identify themselves.

Motion #2: To approve the March & August, 2000 meeting minutes with the changes noted in the Walsh revision.

M/S/C Bill Slattery/Jack Benedick

(Note: McCarthy asked for a conclusion on the point of clarification requested by Ms. Davis from Dr. Sosman, USSA Parliamentarian. Dr. Sosman advised McCarthy that it was improper for Ms. Davis to attempt to amend Chairman McCarthy's statement with a later correspondence from Mr. Blackmun. Joe Walsh's statement was deemed acceptable by Dr. Sosman).

4.0 USSA Nomination Screening/Executive Committee: Jim McCarthy

McCarthy indicated that there were two aspects to the report. The first aspect would be discussed in the open session and the second part dealing with an executive compensation committee would be dealt with in the closed executive session. At the morning meeting, the committee had accepted the nomination of Chuck Ferries to replace Stew Turley, who had resigned as one of the USSTF trustees named to the USSA board. McCarthy then asked for a vote on that nomination.

Motion #3: To approve the nomination of Chuck Ferries to the USSA board of directors.

M/S/C Jack Benedick/Bill Slattery - No opposition.

McCarthy then noted that the nominating committee recommended Chuck Ferries to be chair-elect of USSA, the position that Stew occupied prior to his resignation. Since the bylaws required that the chair-elect be elected at this meeting from amongst the members of the board who were not joining the board at this stage, he asked that the board adopt a motion to defer action on naming a chair-elect until the next meeting of the USSA Board.

Motion #4: To defer action on the nomination of Chuck Ferries to the position of Chair Elect of the USSA Board until the next board meeting.

M/S/C Jack Benedick/Bill Slattery - No opposition.

The Board next considered officer positions for re-election: Chairman and the Treasurer for two year terms. Nominated by the committee were Jim McCarthy for Chairman and Bill Bindley for Treasurer.

Motion #5: To approve the nominations of McCarthy for Chairman and Bindley as Treasurer of the USSA board of directors.

M/S/C Jack Benedick/Bill Slattery - No opposition.

Walsh asked McCarthy to revisit how the USSA Board had in the past decided to permit McCarthy to hold the position of Chairman for more than two full terms. McCarthy responded that the bylaws were amended in 1997 and the USSA Board decided then that, because of trying to align terms with the Olympic quadrennium, his first term would be one year longer. The normal term is defined in the bylaws as two two-year terms aligned with the Winter Olympic quadrennium.

5.0 USSA Bylaw Amendments: Jim McCarthy

McCarthy stated that the Congress books contained the proposed amendments and current USSA bylaws. Counsel recommended that the board members identify themselves prior to voting: Badami, Aalberg, Taylor, Slattery, Todd, Johnson, Benedick, Sosman (non-voting), Tauber, Ferries, McCarthy, Lange, Sommerville, Davis, Rodman, Boester, Bower, Thys, Walsh so indicated and were counted as present.

McCarthy began with bylaw amendment #1 to reduce the quorum for the board from two-thirds to one-half, stating that there had been difficulty securing a two-thirds quorum.

Benedick confirmed that the board was a 21 member voting board. Alan Johnson asked if two-thirds were required for the change. McCarthy reiterated that bylaw amendments required two-thirds of the full board, not two-thirds of the quorum present. Dr. Sosman stated that he was strongly in favor.

Motion #6: To approve the bylaw amendment reducing the quorum from two-thirds to one-half as stated in the materials distributed to the USSA board of directors.

M/S/C Bill Slattery/Lee Todd - No opposition – carried unanimously.

Walsh asked about the board being at an even number of votes to which McCarthy responded that the individual occupying the USOC athlete rep position received the vote. Currently, there was no USOC representative sitting (board vacancy), therefore the board was at 20 and, consequently, Walsh was a voting member. Walsh then moved the bylaw amendment request of the athletes.

Motion #7: To approve the bylaw amendment proposal regarding athlete board members as stated in the materials distributed to the USSA board.

M/S/ Joe Walsh/Craig Rodman - Motion amended.

Walsh asked to make a modification to the alternate representative position. As submitted: “An alternate Athlete Representative for each discipline shall be named; the alternate Athlete Representative shall be the athlete of the opposite sex from the Athlete Representative who received the highest vote total in the most recent election if (a) both male and female athletes can earn eligibility in the discipline and (b) if both male and female athletes were named on the ballot for that particular election. Otherwise the alternate Athlete Representative shall be the athlete who received the second highest number of votes in the most recent election irrespective of sex. If the Athlete Representative is unable to participate in a matter requiring Board action, and notifies the CEO or Chairman of his/her unavailability at least (15) fifteen days prior to the matter being voted upon, the alternate Athlete Representative will be entitled to participate and vote in place of the Athlete Representative.”

Walsh modification: “An alternate Athlete Representative for each discipline shall be named according to the procedures established by the Athletes’ Council.” eliminating the ensuing language that described the procedure, resuming with the language referencing inability to participate in meetings. “If the Athlete Representative is unable to participate in a matter requiring Board action, and notifies the CEO or Chairman of his/her unavailability at least (15) fifteen days prior to the matter being voted upon, the alternate Athlete Representative will be entitled to participate and vote in place of the Athlete Representative;”

Badami thought he made a good case for a three-year term but that was offset by allowing the alternate to take the position and wondered how the athletes would gain experience if they did not attend the meetings. With phone conferencing, he felt there was no need for the alternate position.

Walsh stated that the alternate was likely also to be seated on the sport committee and would be in attendance at the sport committee meetings and he felt that it had merit to have the athletes present in person if possible.

McCarthy interjected that upon advice of counsel, once a proposed amendment to the bylaws was presented, if changed prior to adoption, the changed proposed bylaw amendment needed to then go on the agenda of the next scheduled board meeting in March and that these changes could be implemented at that time.

Walsh asked if it would then be appropriate to vote on the other two bylaw changes proposed. Alex Natt replied that the bylaws required that the changes be provided to all board members written in advance as they were being presented to the board. Action could be suspended on the portion to be changed and the vote on the extension of the terms, etc. allowed and vote on the other at the March meeting. Walsh and Rodman agreed to amend the motion.

Motion #8: To approve the bylaw amendment proposals regarding athlete board member terms in Article VI, Section A 3 and the addition of the USOC AAC rep to the executive committee (Article VI, A 5) as stated in the materials distributed to the USSA board of directors.

Tauber asked that the amendments be read. Walsh read both amendments. Article VI Section A - "3. Except with respect to FIS, USOC, and Athletes Advisory Council representatives, or as provided otherwise herein, each member of the Board shall serve a regular two-year term, beginning with the annual Board meeting in the Fall. Athlete Representatives shall serve a regular three-year term. Board terms shall be subject to the following provisions:"

Article VI Section A - "5. The Board shall form, from among its members, an Executive Committee which shall be empowered to act upon all matters requiring Board attention between regular meetings of the full Board, and which cannot be deferred until the next meeting of the full Board. The Executive Committee shall have authority to act for the Board only in meetings in which all voting Executive Committee members are participating (either personally or via teleconference), and during such times the Executive Committee shall possess the same powers, authority and responsibilities as the Board. The Executive Committee shall be a permanent standing committee, and shall discharge its responsibilities in accordance with the following provisions:

(a) The Executive Committee shall consist of five voting members, including the Chairman; the Chair-Elect; one Discipline Committee representative; one representative of the USSTF; and one eligible athlete selected by the Athletes Council. The Chairman shall chair the committee. The Treasurer(,) and the CEO, and the USOC Athletes Advisory Council representative shall be non-voting ex officio members of the Executive Committee, and shall participate in all meetings."

M/S/C Joe Walsh/Craig Rodman - No opposition, carried unanimously.

McCarthy then took the opportunity, since this was the last official board meeting for Joe, to express his thanks and gratitude to him for his constructive involvement in the board over the last few years. When Joe was selected he had

not been overly enthusiastic about the choice, having some reservations initially, which were quickly replaced with respect for Joe's willingness to be actively, constructively involved and that he appreciated Joe's advice and counsel over the years.

6.0 USSA Financial Report: Mark Lampe

McCarthy explained that the financial report was being done early in the meeting because Mark had an early flight out of Boston and was on his way to Sydney.

Lampe indicated that folders had been distributed which included the board financials and audited financial statements for the year ended April 30, 2000. For those board members not in attendance, the materials would be mailed to them.

Lampe noted that FY 99/00 ended with an operating surplus of \$543,000 due to favorable variances in fundraising and also weather cancellations generated savings in event expenses. Lampe indicated that this had been the fifth straight year of operating surpluses, which was consistent with the goal of maintaining financial stability while maximizing the amount of funds for the athletic programs. He highlighted that the five-year cumulative surplus was an increase of just over \$1.1 million, which was approximately 50% of the deficit incurred in FY 94/95. He also noted the \$1 million endowment gift is also a surplus but that he was highlighting the operating surplus and not on overall surplus.

The ending fund balance in FY 94 was \$3.18 million and in FY 00 it was \$2.88 million. The five year gross revenue in FY 96 was \$12.8 million in FY 00 it was \$27.7 million, which more than doubled the revenue of the organization. He then stated the increased revenue sources were foundation major donors and marketing sponsorships in the increased number of USSA events and TV, providing significant interest from new sponsors, and USSA had been successful in adding new sponsors to the client list as a result.

He then stated that the increased revenue was used to enhance the athletic program and increase its chances of success. In FY 96 \$5.1 million was the athletic budget. In FY 00 the athletic budget grew to \$11.4 million. Lampe explained where the additional funding was being spent: in a multi-sport science/conditioning program, the addition of physical therapists, service techs, coaches, dryland and on-snow camps in all sports, expanded video technology for training analysis, and development programs added in multiple sports.

Lampe then reviewed the history of the domestic program budget. Programs currently exceeded the revenue received in membership dues and fees. In FY 00 revenue was \$2.7 million and expenses were \$3.5 million for a net deficit of \$800,000. Domestic programs added included the national development pool projects, regional coach support, regional youth coordinators, expanded JO program support, scoring software upgrades and on-line ranking lists. In education USSA had expanded the offerings in non-alpine sports as well as updated the alpine products/clinics, increased FS and SB judges and officials clinic support, cross country FIS development and training support, expanded masters competition support and junior camp and world jr. championship support.

Lampe then reviewed the FY 00/01 budget numbers for revenue (Marketing \$13,505,000; Foundation \$4,186,000; Member dues \$3,001,000; USOC grants \$1,860,000). He indicated that there were significant challenging revenue

targets ahead in the budget. The largest challenge noted was an almost \$2 million increase in marketing, reflecting the additional number of events this year, more than ever in the history of the organization, as well as increases from foundation, member fees, and USOC grants.

On the expense side, athletics would have a 13% increase as final prep/comp prior to the Olympic season. The increase in expense for events was reflected in the additional World Cups that would be held as well as the expansion to the Super Series. The surplus was budgeted for \$250,000 for the next two years to get USSA on a strong footing as 2002 was completed and planning began for 2006.

McCarthy then asked if there were any questions on the financials presented and he asked for a motion to close the meeting and move into an executive session.

Motion #9: To move into the closed executive session.

M/S/C Joe Walsh/Jack Benedick - No opposition.

McCarthy then asked the audience to leave and Faris Taylor and/or Tiger Shaw to remain and the taping of the minutes was stopped.

7.0 USSA Review of Disciplinary Actions: Jim McCarthy- In Closed Session

8.0 Proposal to Create an Executive Compensation Committee: Jim McCarthy - In Closed Session

Resumption of Open Session McCarthy reopened the meeting. He announced the action taken by the board during its executive session, which was that, (1) after due consideration and deliberation, the board voted to suspend Alan Hayes from membership in USSA for two consecutive membership periods. (2) The board also voted to appoint a three-member working group, members to be named subsequently, to monitor and work with the Intermountain division in revising their rules and personnel to bring the rules and their operation into compliance with the requirements of the Ted Stevens Olympic and Amateur Sports Act. (3) The board voted to establish an executive compensation committee with not more than five members, one of whom would be selected by the Athletes' Council.

9.0 Adoption of a \$350 Filing fee for Grievances: Jim McCarthy

McCarthy asked for a motion to approve a filing fee for opening a grievance.

Motion #10: To establish a fee of \$350 for filing a grievance under the provisions of the USSA bylaws.

M/S/C Jack Benedick/Alan Johnson - No opposition – carried unanimously.

Alex Natt clarified that if the party filing the fee prevailed, the fee would be refunded.

10.0 Chief Executive Officer's Report: Bill Marolt

Marolt stated that, in his presentation, he would do three things; talk about USSA's mission and vision and goals and then provide a brief summary on the state of the company. He stated that the organization took pride in its vision and mission. The vision of USSA is to make the United States of America the best in the world in Olympic skiing and snowboarding. The mission of the USSA is to make the vision a reality by fielding and maintaining teams of world-class ski and snowboard athletes. He indicated that these were consistent over the last four years and fit in well with the organizational goals, which were athletic excellence, financial strength, organizational growth, and a clear corporate image. Marolt then reviewed the state of the company by department.

Athletics - He indicated that he was pleased with the elite teams' improvement in training throughout the summer. The coaches and athletes were all paying greater attention to detail in the athletic plan and the output would begin to show in the WSC, which would be a prelude to how the elite teams would look in 2002.

He then touched upon the National Development System. The athletic staff had done a terrific job in putting together a system where there was finally a coordinated program between the elite programs and the clubs and academies. He also stated that if the athletes and youngsters in the grass roots program heard the same message over and over, by the time they reached the elite teams, the organization would be miles ahead of where it had traditionally been.

He then credited Andy Walshe and the sport science/medicine program for starting a program whose momentum was just developing with the athletes who were starting to integrate the information into their team and personal programs.

He then indicated that USSA was beginning also to look at elite performance models to review what other countries were doing. The top programs in the world had athletes who stayed in them for 13, 14 and 15 years. He matched that against USSA's performance where athletes remained in the program for approximately ten years. The challenge for USSA he pointed out was to figure out how to keep the athletes for a longer period of time. He added that a focus also was to provide technical information back to the local programs.

The education program was listed as an integral part of long-term athletic success and he added that there would be increased staff emphasis on building those programs. His last comment referencing athletics related to the USSA Training Center. He listed nordic combined and freestyle aerial programs as having developed successful resident programs in Park City and Steamboat. He indicated that an intermediate step had been the creation of a strength and conditioning facility in PC available to all Olympic athletes training in PC. The center to be developed would be used by elite teams and national coaching staff and available for development projects, for testing, and to develop a residence program for all elite teams. Marolt wanted athletes and national coaching staff moving to Park City to have greater interaction, that plan he stated was moving forward and Bill Gorton was credited with being the key individual on this project.

Financial - Marolt indicated that Mark had reviewed, and he simply wanted to reiterate, that USSA was in the strongest financial position in its history with the largest elite program and the largest development program budgets ever, which would begin to mark the success that everyone envisioned. He credited this success to the rigorous strategic planning process. He reminded everyone that, in FY 96/97, USSA had a bare bones operation. Marolt stated he had been questioned by Joe Walsh in an executive committee meeting on what the

strength of the organization was projected to be in FY 03/04/05. He responded that USSA was aware of the challenges to sustain funds post 2002. He believed the organization was on track to get this done. Corporate agreements were signed beyond 2002 and the organization continued to focus on marketing and foundation to add to the funding of critical programs.

Marketing & Sales - He indicated that the staff continued to do a good job. Marolt stated that Ernst & Young had recently been added as well as work with Nature Valley and Nike. He indicated that USSA was continuing to sign category leaders. He mentioned LL Bean, Schwab, Gateway and Texaco and USSA's success in retaining its outstanding traditional partners, Chevy Truck, VISA, Sprint, and Kodak. He mentioned the licensing and merchandising program and the on line set up for individual and group purchases. USSA had also been successful in developing strong partnerships in TV with NBC, CBS, ESPN, and OLN.

Events - Marolt stated the impact of events on the company and the bottom line were 33 major events, 13 in Olympic venues, 127 days of competitions, first ever Nordic Ski Festival comprised of Cross Country, Ski Jumping and Nordic Combined World Cups in Park City and Midway. The Alpine Super Series, with alumni involvement, was another illustration of using all the assets available to USSA, and that USSA and Deer Valley had been awarded the 2003 Freestyle World Championships. Finally, USSA was hoping to place the 2004 Alpine World Jr. Championships in Lake Placid.

Member Service and Public Relations - Marolt stated that Tom Kelly was responsible for those areas and that he'd done a great job in servicing the membership with a 24-hour turn around on memberships. Orders for educational materials remained available on-line as well as on-line athlete rankings. In terms of PR, nearly 400 million media impressions were generated. He then described the media training program for all USSA athletes and reminded everyone that as soon as Sydney closed down the focus on winter sport would become incredible.

Foundation - Marolt stated that the foundation continued its good work. The goals established for the year would be met if not exceeded. He noted that over the last four years, foundation had doubled its revenue in terms of annual goals. The direct marketing program continued to improve. USSA's emphasis would still remain on major gifts and he described the Champions Club. The funding from Champions Club was the driving force behind the funding for development. He then added that an aggressive capital campaign had been initiated. Peter Kellogg, trustee member, had agreed to chair the effort. The goal was to build the endowment so that post-2002 endowment funding would bridge the gap in shortfalls in marketing or foundation. At the same time Marolt stated that part of the funding would be used to create and support the training center.

His reiterated that, if everyone kept pressing, the ten medals would be achieved in 2002 and USSA would be the best in the world (2006) and that he was more excited and more optimistic than he'd been four years ago when he joined the organization.

Disabled - He then told the board that he would like to bring them up to speed on the discussions with the disabled program. He mentioned the proposal that had been brought to the board on the issue of governance with the disabled program. He stated that there had been ongoing discussions, which had been informative and, at this time, USSA had decided that it would continue to manage the disabled program for the time being and that it would be managed exactly like all the other athletic sport programs. He asked if there were any questions.

Walsh: Question on the status regarding more frequent financial reporting to the board. Marolt responded that quarterly reports had been sent out. Walsh responded that he had not received quarterly reports on a regular basis. He indicated that the board needed to have these to fulfill the obligation of regular oversight. Marolt indicated these would be sent regularly.

11.0 FIS Report: Hank Tauber

Tauber stated that his report would be brief. He provided a summary of activities. He stated that the organization had had its biennial FIS Congress in Melbourne, AUS and that a large delegation had represented the U.S. He indicated that the U.S. delegation was one of the most effective delegations and achieved almost all the initiatives that had been set out to achieve, and it had been a very good Congress. Bill, the team leadership and representatives from all disciplines were there. It was a long distance but, as an organization, USSA accomplished a great deal. The next committee meetings would be in GER in a few weeks and the next Council meeting had been scheduled for October 21-22 in Oberhofen.

He stated that this was a busy year with a world championship in alpine and nordic and the other disciplines so there was a lot of activity for the FIS as well as the pre-Olympic events in Salt Lake leading up to 2002. The FIS has developed along the lines that the U.S. model adopted. He stated that it was now professionally run. He mentioned that Gian-Franco Kasper took over as president after the Prague Congress in May of 1998. Step by step Kasper had been initiating significant change. On September 16th Kasper was elected as a full member of the IOC. Kasper was also president of the Association of Winter Sports Federations. He reminded the audience that the FIS was the largest winter sports federation, representing almost 50% of the medals awarded at the Winter Olympic Games. No other federation had more than 10-12% of the medals and that included all others. He stated that USSA's relationship with the FIS was essential and had improved in recent years and that US influence had also increased and that the FIS overall was in a healthy state organizationally and financially.

12.0 USOC Report: Jim McCarthy

He reported that the USOC was in the midst of a significant restructuring particularly regarding their relationships to NGBs. They had established a system of account managers, each of whom had 8-10 NGBs that they worked with in an effort to establish partnerships that were mutually beneficial. He indicated that the new system was an effort by the USOC to be more than a joint marketing agency with NGBs and related entities. He stated the next meeting was scheduled for Washington, DC in December and that it was the quadrennial election time (elections based on a summer quadrennium) and that the USOC had a slate of nominees announced with Paul George nominated for chairman. In addition he stated that the USOC was involved in an event in the Southern Hemisphere, which could be watched on NBC.

13.0 Athletics Report: Alan Ashley

Alpine - Ashley reported that the alpine program was focused on maximizing training volume. He then listed athletes who had returned from injuries and were training (Fleisher, Street, Rahlves). He touched on the National Development

System and that everyone needed to be dedicated to the program, not just the national team coaches and athletes, but throughout the country, focused on common goals with the best athletes. He indicated that this was taking place in the alpine program, but it had been a huge challenge.

Freestyle - The team had their first World Cup in Australia and Eric Bergoust set the standard with the highest score ever recorded. Two other athletes had achieved personal bests (Grossi and Petzold). He stated that the mogul team had had a consistent summer but Anne Battelle was injured at the last camp and would be out until January and that Moseley had returned to the team after a year's hiatus. A conditioning coach and additional aerial coach had been added.

Nordic - Ashley mentioned that the K120 opened in Park City and was one of the best facilities in the world. All of the team athletes had had an opportunity to test the jump. He stated there was a paved roller ski loop in Soldier Hollow, site of the cross country facility. The nordic combined team had had a great summer with younger athletes beating veterans on occasion, which boded well for the future of the team. Ski jumping members had just returned from an extended stay in Europe and had also made improvements. The biggest challenge was getting more athletes involved in the sport and that the athletes who were emerging from the development program would be aided by the facility in Park City. Cross country he reported had a very small national team, consisting of three athletes who trained on their own. He stated that the last international World Cup competition for the US for cross country had been 1989 and that the Nordic Festival would add excitement to the program and that the national development system for cross country was a bright spot.

Snowboarding - Good summer training had taken place with the cooperation of Mt. Hood. He stated that the program was still being built out. The US team had a great program and staff, which integrated well with non-team members who could be Olympians. Ashley stated that USSA did not want a repeat of Nagano, which had not been well coordinated and organized. He then indicated that the Olympic selection criteria were in good shape and under review by the committee for snowboarding, and that another focus had been to continue improvement in the partnership between the industry and riders.

Disabled – The team had achieved more and better training over the summer and the addition of staff for alpine should have a direct impact for the elite team and for development. Paralympic preparation was also underway with a World Cup scheduled for Snowbasin this year.

Overall program direction - Ashley stated that, for the elite team program, the philosophy was to develop programs with coaching, training and athlete support which was equal to or better than the best in the world to be the best in the world. The next key component was to have a national development strategy. He stated that there was a sequence of events that happened in the continuum of the pipeline, from how to support the local clubs, athletes and coaches through education all the way to when the athletes moved out of the local program and into the elite program. He felt that USSA was making headway in defining these for each of the sports. Education and sports science were the next key components listed. He stressed that these were key components of the pipeline and that USSA was only now coming to terms with what that meant in relationship to being best in the world.

Ashley then mentioned that the preliminary plans would be evaluated at the end of the season and adopted after the athletic summit next spring. Ashley asked for input from the committees and individuals involved in the sport. He then

stated that the focus for next year was to go after medals in the Olympic Games. USSA was working closely with the USOC and SLOC and trying to capitalize on the home court advantage, scheduling as much as possible on the venues. He then stated that next year would not have a lot of new initiatives being developed because those might compromise supporting USSA's best athletes.

Critical Success Factors - The Olympic focus would be a performance-oriented focus that would be the driving force behind the arrangements that would be made on how USSA trained. USSA would maintain a stable environment, without a lot of coaching and service changes, or how programs were conducted. Long-term Ashley felt that there would be a buildout of education, that he did not foresee a further major buildout of programming from the national team standpoint. Now was the time to create the partnerships between the organization and the community and that meant delivery of the sport-science and education program, of anything that a coach in a home program needed to do a better job.

Sustained involvement of USSA's best athletes - listed as a challenge. He returned to the statistics that Marolt brought up indicating that athletes in the alpine program remained with the team for approximately ten years in the elite program. Ashley then stated that it was his responsibility to make sure that elite athletes could remain in the sport for as long as they wanted to remain.

Sport Development - He spoke of a national development system defined as what was done with athletes who were already in the pipeline to help them become better competitors. He asked how to then get more kids into the pipeline. Every committee discussed this and he felt it would require a consolidated and focused effort – partnering with resorts, ski clubs, and industry to develop enthusiasm for competitive skiing and snowboarding. How to get kids and parents involved with the sport? Not just to recruit top athletes but to create fans, support and media interest, all of which were important for long-term health of athletic programs.

14.0 Sport Committee Action Items

Alpine: Bill Slattery stated that there were no action items and that the focus of the fall meetings for alpine was information and education.

Cross Country: Lee Todd also stated there were no action items and complimented the staff on the good work being done with the committees to further the pipeline.

Disabled: Jack Benedick stated that there were no action items and provided an update on the team's success from prior year, winning the Nation's Cup; and, that of six overall categories, the team had won three; no other team had won more than one. He stated that the team continued to be proud of its affiliation with the USST.

Freestyle: Jeff Lange indicated that there were four action items and that they were listed in the USSA Congress 2000 binder in the freestyle section.

Motion #11: To allow upright aerial sites to be adapted for the purpose of allowing multiple jumps.

M/S/C Jeff Lange/Craig Rodman - No opposition.

Motion #12: To encompass new maneuvers into Freestyle.

M/S/C Jeff Lange/Craig Rodman - No opposition.

Motion #13: All divisional competitions in moguls and dual moguls events, including official training days prior to competition, shall require all junior competitors to wear appropriate headgear protection (helmets) while on course.

M/S/ Jeff Lange/Rick Bower – Motion tabled until the next board meeting.

Discussion re: the pros and cons of wearing helmets. Andy Wise indicated that older competitors were of an age to make their own decisions, but the committee felt that they wanted to protect the younger skiers, those who don't have the authority to say yes or no. Craig Rodman rebutted that his position was that the kids do have the authority and responsibility between them and their parents to decide whether or not they should wear a helmet. He did not feel it should be mandated by USSA of all competitors. Joe Walsh questioned if there were legal ramifications that needed to be considered. Alex Natt responded that the issue had been discussed and had been tabled for precisely this reason. The legal ramifications of having the national governing body requiring helmets were unclear and required more study. In terms of the relationship between an NGB and junior athletes, Natt stated there was the intermediate level of parents and requiring helmets affected a rights issue. He indicated that parents already needed to sign up their children with release forms that USSA provided.

Muffy Davis asked why helmets were required for giant slalom and how that came about. Slattery responded that helmets were not required for FIS but in USSA sanctioned races and that there were instances in snowboarding where helmets were required and there was no differentiation in age requirement – everyone participating in those events had to wear the helmets. Dr. Sosman stated a hockey example. Steve Kinney added that helmets were required in aerials and had been added due to injuries sustained in high-profile events. The aerials currently practiced in moguls were larger than in many of the upright events, and the preparation of sites was often less thorough, therefore, there were inconsistencies.

McCarthy then suggested that this motion be tabled to allow the USSA attorneys to investigate the liability aspects and to determine what the helmet availability and testing standards were.

Motion #14: To defer action on Motion #13 until the March board meeting.

M/S/C Jeff Lange/Rick Bower - Motion carried.

McCarthy then asked the Freestyle Committee to handle the last item internally, that it did not require board action. Natt stated the way in which the motion was written might conflict with USSA Bylaws, Article VI, Section C 2, which did not permit subdivisions in discipline committees to structure themselves in such a way as to excessively concentrate authority in any particular geographic subdivision.

Jumping/Nordic Combined: Alan Johnson reported that there were no action items and he stated that virtually all the committee members were not in attendance due to training camps or competition.

Snowboarding: Gary Taylor. No action items or report.

15.0 U. S. Ski and Snowboard Team Foundation Report: Bill Marolt

Marolt indicated that Bill Bindley usually presented this report and he stated that the foundation, from performance and creating opportunities for the team, continued to do a great job. There were a number of new members added to the board and he stated that their dedication to the organization remained strong.

16.0 U.S. Skiing Foundation Report: Bill Slattery

Slattery indicated that the board members who were available in Killington had met and that the financial information was in the documentation that Mark Lampe had distributed to the board. Members who were present recommended that the same slate of officers be retained as well as the trustees.

Motion #15 To approve the USSF slate of officers and to retain the trustee members.

M/S/C Bill Slattery/Jack Benedick - Motion carried.

17.0 Legal Report: Alex Natt

Natt reported that the corporation was not a defendant in any pending lawsuits with the exception of two minor personal injury claims, which were covered by USSA's insurance policies and posed no risk to the corporation. As independent general counsel, Natt reported the corporation was well managed by a properly composed board of directors and effective CEO and officers and an excellent staff. Chiefly due to their efforts, the corporation did not face any significant legal risk at this time.

18.0 Judicial Committee Report: Faris Taylor

Taylor stated that there were no action items to report and she thanked the Judicial Committee for their work over the past year. Taylor then distributed to the board a written report of the actions taken the past 18 months. McCarthy thanked Taylor and the members of the committee for their virtually full time job over the past year.

19.0 Athletes' Council Report: Greg Boester

Boester reported that elections had been held for freestyle, snowboard and alpine and the incumbents were reelected. He also commended the staff for the quality of their involvement of the athletes in all aspects of the organization and that this was a significant improvement from five years ago. Boester also reiterated his appreciation for the amount of work done by Faris Taylor and her committee on the Judicial Committee. He stated that their work had underscored how seriously the issue of athletes rights was taken by the organization and its bylaws so that athletes could compete unencumbered by the weight of anyone's decisions outside of the bylaws that were in place.

He also mentioned that Joe Walsh would be stepping down from his chair as the USOC AAC representative. He stated that Joe had been an active advocate of athletes not only for this organization but at the USOC. He also mentioned that he appreciated Joe working as 'spellchecker' as well and his excellent work on

the selection criteria. He stated that Joe made the organization better for athletes and competition.

USOC AAC Report: Joe Walsh Walsh stated that the AAC elections were underway for the next representative for USSA for the term that would begin in January. Ballots closed on Monday so within the week USSA would know who the successor would be for the next four years. Walsh then clarified a few items on how the Paralympic Sport Corporation would work at the USOC. He stated that USSA would be putting forth one, perhaps two, representatives to the Paralympics Athletes Council. Sarah Billmeier currently held that position and Rob Walsh, Joe's brother, also held that position for biathlon. He stated that Billmeier also sat on the AAC.

Walsh stated that he had been working with Ashley on the Olympic selection procedures, which were reviewed and approved at the beginning of August and were now ready to go back to the USOC for approval there. The procedures would then be approved and available by the beginning of the year, which would be an entire year ahead of the last Olympics and well on schedule with the USOC. He stated that one of the biggest issues for the USOC AAC was Olympic selection and that they had just gone through a round of cases ending up in arbitration and appeal and in two different federal courts with opposing opinions. He stated that the number of arbitrations was significantly higher than in any previous Olympics, which was one of the reasons that USSA had been working tirelessly on the selection procedures. He stated that USSA needed to continue to be absolutely vigilant because the sloppiness of the NGB's selection procedures had been the primary reason for the arbitrations and appeals.

Another enormous issue for the USOC he stated was the doping issue. The U.S. had set up the U.S. Anti-Doping Agency, which would come on line on October 1st with a greatly increased program of no advance notice testing. Another issue that was a common thread at the AAC meeting he attended in August and was pertinent today and was similar to the situation of USSA in regard to the disabled program was the formation of the USPC. This was discussed with a great deal of contentiousness in the AAC, which then went forward to the executive committee of the USOC, and was approved over a large majority objection by the Paralympic athletes as well as a number of objections from the DSO's. He stated that this was not a done deal at the USOC. The Paralympic athletes on the AAC had done a very good job of educating the other members of the AAC on the issues. He stated that he thought USSA's decision to manage the disabled programs for the time being was a great decision. He stated that the Paralympic athletes needed the same kind of focus and attention and support as Ashley laid out in his report.

Ashley thanked Joe for his work on the selection criteria. He felt that USSA would ultimately have a good, professional document and the plan was to have the criteria ready for approval when the Games Prep staff returned from Sydney on October 1. He would encourage that they move as quickly as possible on them. He felt that USSA had made the adjustments that were requested and reflected in the materials distributed to the board and that his goal was to have that on the web by November 15th so that everyone would know going into the season what the selection process was. Snowboard would be a little behind but on a similar timeline.

20.0 Old Business: Jim McCarthy

Davis asked why the change/decision in USSA to continue with the disabled program. McCarthy responded that the negotiations were non-productive and not leading to any conclusion and not benefitting either side. USSA needed to go on with the season and the immediate future. McCarthy emphasized that while USSA would continue to manage the program as it had in the past, it had not accepted governance for the program.

21.0 New Business: Jim McCarthy

McCarthy stated that under new business would be the bylaw mandated period for public comment. He then mentioned that the potential dates listed were tentative for future board meetings and subject to change. He opened the floor for comments. No comments were received.

22.0 Adjournment

McCarthy called for a motion to adjourn and thanked everyone for their participation.

Motion #16: To adjourn.

M/S/C Bill Slattery/Jack Benedick - No opposition.

(The USSA BOD meeting adjourned at 5:15 p.m.)

Prepared by Suzette Cantin 10/23/00, Reviewed and Approved by Counsel 10/26/00; Revised 11/6/00