

USSA BOARD OF DIRECTORS' MEETING MINUTES

Silver King Rooms - The Prospector Hotel & Conference Center
2200 Sidewinder Drive, Park City, UT
Saturday, May 18, 2002, 8:30 a.m. – 12:45 p.m.

USSA BOARD OF DIRECTORS' ATTENDANCE

Chairman: Chuck Ferries

Vice Chairman:

Secretary-Treasurer: Dexter Paine

FIS/USOC

FIS Ranking Representative: Hank Tauber

USOC Ranking Representative: Jim McCarthy

USSTF

Nick Badami

William T. Esrey - absent

Thom Weisel - absent

SPORT REPRESENTATIVES

Alpine Representative: Bob Dart

Snowboard Representative: Gary Taylor

Freestyle Representative: Andy Wise

Cross Country Representative: Lee Todd

Jumping/Nordic Combined Rep: Alan Johnson

Disabled Representative: Jack Benedick

ATHLETES

Alpine Athlete:

Snowboard Athlete: Rick Bower

Freestyle Athlete: Craig Rodman

Cross Country Athlete: Jon Engen

Jump/Nordic Combined Athlete: Greg Boester

Disabled Athlete: Muffy Davis - absent

EX-OFFICIO/NON VOTING

USOC Athletes' Advisory Council Representative: Nelson Carmichael absent – Nikki Stone (alternate)

NSAA President/Chair: Michael Berry - absent

SIA President/Chair: David Ingemie - absent

HONORARY

Dr. Bud Little - absent

Dr. Leland Sosman

1. Retiring Chairman's Welcome & Introduction of new chair: Jim McCarthy

Quorum established, McCarthy welcomed the board members and told them it had been a great pleasure to have worked with the board for the last five years. He said that tremendous progress had been made with the partnership among the board, volunteers and staff and that the company was poised for a great future for the athletes and the sport. He thanked them for sublimating egos and putting the good of sport above personal issues. He stated that he had gotten to know Ferries over the last two years and that the organization could not have a better chair for the organization. Chuck brought an incredible background and set of skills and USSA was lucky to have him assume this responsibility. With that he turned the meeting over to the new chair, Chuck Ferries.

2. **Chairman's Welcome: Chuck Ferries**

Ferries thanked Jim for the introduction and stated that Bill had given a very appropriate thank you to Jim the prior night for doing a tremendous job and that the organization compared to what it had been four years ago was truly amazing. He stated that under the tutelage of Bob Beattie both he and Bill had learned the importance of the grass roots level. Beattie at that time emphasized to both Bill and he how important every member of USSA was in making and building its success. All of the people - from managers to lift attendant, all the personnel at a ski area were to be treated with the utmost respect because they were why USSA was doing what it was doing; and this he said was still true today. He thanked everyone for his or her efforts.

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

Ferries asked for a motion to approve the agenda.

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

M/S/C Chuck Ferries/Jim McCarthy

4. **USSA Meeting Minutes' Approval November 2001: Chuck Ferries**

Ferries then asked for a motion to approve the meeting minutes from the November 2001 board meeting.

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

M/S/C Chuck Ferries/Jim McCarthy

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

Ferries stated that the board was comprised of six sports and that there were athlete representatives for each of those sports, six people from USSA, six members from foundation and that all had done an incredible job in working together to make the organization what it was. He stated that the basic goals were to win and that he thought the organization was in the best position it had ever been in. He stated that there were fewer athlete retirements and that the pipeline was filled with more athletes and had one of the best organizations in sport to help them reach their goals. He stated that he was excited to be part of this and thanked everyone for what they had done.

6. **Nomination Screening Committee: Chuck Ferries**

Ferries stated that Bill Bindley's term on the board was up and that the recommendation was for Dexter Paine to take the treasurer position. Paine currently served as chair of the foundation's finance committee and had been a foundation board member for several years and that he was extremely well qualified. Ferries asked for a motion to appoint him USSA secretary-treasurer.

Motion #3: To approve the nomination of Dexter Paine to secretary-treasurer of the USSA Board.

M/S/C Nick Badami/Hank Tauber

The second motion that was needed was for the USST, Inc. & USSA Enterprises boards. Jim McCarthy and Bill Bindley were resigning and Chuck Ferries would assume the presidency of those boards and Dexter Paine would be secretary-treasurer. He explained that these were the two for-profit corporations.

Motion #4: To approve the nomination of Dexter Paine and Chuck Ferries to the USST, Inc. and USSA, Ent. boards.

M/S/C Jim McCarthy/Nick Badami

7. Ratification of the Actions of the USSA Executive Committee: Chuck Ferries

Ferries stated that earlier in the year partnerships were discussed and how to work better with the USOC and the FIS as USSA moved forward. The conclusion was that USSA had made enormous strides in the last few years to become a professional organization and that we needed to have that professional staff work directly with that counterpart at the FIS and that needed to be done throughout the organization to move forward. Ferries praised and thanked Hank Tauber for his remarkable efforts as a member of the FIS for over 30 years and as a Council member for 14 of those years. He stated that Hank would continue to be involved through this Congress as USSA's FIS representative and the executive committee had taken the action to place Bill Marolt as vice president on the FIS Council thereafter. Discussions had taken place with the FIS staff and that the USSA was on the way to making this happen. Ferries asked for a motion to accept this action.

Alex Natt stated that, as a point of order to the board, the result of Bill Marolt's placement as the FIS representative would give him a voting seat on the board. Hank would retain his vote for this meeting and Bill would take the seat after the FIS confirmation in Portoroz and the first joint board meeting that would take place in Vail.

Motion #5: To ratify the action of the USSA executive committee to place Bill Marolt on the FIS Council in the position of vice president.

M/S/C Nick Badami/Hank Tauber – Carried unanimously.

Ferries then asked for a motion to approve the remainder of the slate of FIS nominations that were provided in the meeting materials.

Motion #6: To approve USSA's nominations for FIS committee representation.

M/S/C Jim McCarthy/Nick Badami

8. Chief Executive Officer's Report: Bill Marolt

Marolt stated that the board members had received a publication that morning called *USSA Today* from the PR office that contained the summary outline of what was accomplished this year and compared to 1996. He stated that this information would be circulated throughout the organization, including the board of trustees. Marolt then stated that the often mentioned reference during these meetings had been that 'it's not the end but the beginning' of taking the next step forward and pursuing the goal of being the best in the world by 2006.

He reiterated the vision and mission of USSA and the organizational goals. He then stated that the organization had made its Olympic goal by obtaining the 10 medals that had been laid out.

Marolt discussed consistency and that this had been established with few retirements and minimal staff changes. Leadership was also a key element. Partnership was the next item mentioned to becoming the best – at every level of the organization.

Marolt then reviewed each department. **Athletics**, he stated was a best ever in terms of Olympic competition, which was a huge advantage in terms of the partnerships with the USOC and others. He provided a list of the athletes, across all disciplines, who had podiums this past year. He stated that development had long been a focus and that under the leadership of Alan and his staff, development was building out across all programs. He stated that 7 medals were won at the alpine, 8 in the freestyle, 2 in the nordic combined, and 5 snowboard medals at the Junior World Championships and a best ever in cross country, which were remarkable accomplishments. He stated that these results boded well for the future. He stated that a major portion of that was attributable to the grass roots programs in the divisions, regions, the clubs and the academies, which were all doing a great job. Staff and volunteers alike had one goal and that was what was best for creating the environment in which athletes could succeed.

In **Executive**, the most important thing done in this branch was to develop the planning process, which he said was rigorous, continuous and consistent and kept the organization focused. Hiring a chief operating officer had been one of the better decisions that he'd made, giving him the flexibility to be out in the field fundraising, meeting with corporate sponsors, etc.

In **Foundation**, Marolt stated that Trisha Worthington had done an awesome job, doubling the amount of the annual fund from \$2 million to \$4 million. The Legacy Fund, an effort to build an endowment to help fund the annual operating budget and develop the plan to build a training center in Park City, received initial approval in the fall board meeting. He said that the fundraising level was not such that he was ready to come to the board saying that USSA was prepared to move forward on this project. Of the \$32 million in the fund, \$3 million was the amount dedicated to the training center. \$5 million had been the initial goal in fundraising before beginning construction but that since then, Marolt stated that he had become more conservative and would not start the project until the organization had \$14 or \$15 million committed to the project. He wanted this project to be an asset to the company not a drain.

Marolt still firmly believed that this was the next step to take to be a truly world-class sport organization and that the primary benefit would accrue to the athletes. He stated that this would be an ongoing effort that he believed the money was there to fund center, but since the economy had slowed, it would take time to achieve. He thanked Peter Kellogg who spearheaded this project. He stated that once the endowment had reached \$40 million to \$45 million then the legacy would be in place. Marolt stated that he wanted to leave behind something that would stand the test of time and leave in place opportunities for other young people to be good in this program.

In addition, Marolt stated that there were 25 athletes who each received \$2,200 in scholarship and financial aid. He noted that there was a misconception that USSA and the USST did not pay attention to scholastic and educational needs. He stated that there were athletes on the team who were currently going to school, had won medals and attended institutions from Dartmouth to Williams to the U of U and a variety of other colleges around the country. Any athlete who wanted an education could obtain one. He then mentioned the alumni recognition program, acknowledging the efforts of past

athletes with a goal of recognizing all alumni (approximately 1,200) recognizing their contribution and bringing closure to their careers.

In ***Sales and Marketing*** a change of leadership had taken place with Ted Morris. Marolt stated that he was confident that Morris would grow the \$12.1 million and grow that in a tough business environment. Another highlight in this year was the licensing and merchandising program, which benefited from the Olympic Games. Television was the next critical element to the sport and it was a continuing challenge to find network and cable partners. USSA had been working the ABC, CBS and NBC over the past few years and was working to negotiate a four-year deal with NBC to buy 8 to 10 hours. He said that all board members should be aware that this was very risky business in buying time, producing the shows and selling all the commercial units. He stated that this was the only method to build corporate sponsorships that made sense.

Events had grown into a professionally run and managed program. Annette Royle and her staff managed 32 different major events, negotiating with the ski areas, delivering value to resorts and sponsors alike.

Member Service under Tom Kelly's leadership provided proper processing and information to members. The staff would later be recommending some membership dues increases under new business.

Public Relations had a full managing victory program to have athletes receive maximum multiple exposure nationally. USSA had 4 billion media impressions this past year.

Financial, Mark would go into detail, but the year had been challenging financially. There was potential for huge upside but because the economy was not as good as hoped and impacted by 9 11 some events were cancelled. Nonetheless, USSA achieved its seventh straight annual surplus.

Marolt closed stating that there were major challenges going forward in presenting the sport to the public. USSA needed to make sure internally that through different promotions and formatting that it brought value back to its partners, resort and corporate and brought exposure in the public eye. This effort would need to be expanded in future. There was also the challenge of cost. Through partnerships and prudent management, increasing revenue and managing costs, these would ensure that costs did not continue to spiral. Partnerships with the FIS and USOC were critical. USSA needed to be a part of the business decisions at the FIS Council. He stated the FIS was no different from the USSA, NSAA or the clubs at the grass roots level – all had similar problems. Watching what the other international federations were doing encouraged USSA. The USOC was equally critical in terms of financial support. There was no fulfillment that needed to be provided for those dollars and that it all impacted athletic support.

The number one issue facing the sport was the issue of anti-doping and that USSA would remain aggressive in its pursuit to get this under control to get a level playing field. This was an issue that pervaded all sports at all levels. If athletics were what we purported it to be Marolt said, i.e. character building, creating a sense of ethics and doing things right, then this had to be the number one initiative going forward. He closed stating that this was not the end, but the beginning.

Badami discussed the difficulty that Bill stated USSA had in staging events and obtaining training at ski areas in various sections of the country. Mike Berry was unable to attend due to the conflict with the NSAA convention in New Orleans but Badami felt that a discussion with him would be beneficial since active resorts knew that events were an asset and that message needed to get to the other ski areas.

Marolt stated that he would be in New Orleans and would begin addressing this and build a campaign and partnership. He stated that there was value in being in the resorts but that the value had to be demonstrated to them. He stated that the leadership at the grass roots level needed to spend time getting to know the management of the ski companies.

9. Financial Report: Mark Lampe

Lampe stated that he would review three areas: current fiscal year and year-end forecast, next fiscal year budget and endowment update. Lampe stated that this would be the seventh straight annual surplus, estimated at \$43,000. Lampe stated that the board should take pride in the fact that this was unmatched by any other NGB. Most other NGBs had losses over the last three years. Lampe attributed the planning process to providing proper focus into USSA's athletic programs. He stated that USSA had come through a very financially challenging year. Two years of a soft world-wide economy and soft stock market and the events of 9 11 did have a major impact and caused USSA to step back and evaluate the potential impacts. Anything not critical to the Olympics received critical review to keep within an operating surplus position.

For the first time ever, there was no European interest in the alpine World Cup. Many of the agencies were coming to USSA asking for help, which was a huge shift. A year ago, the up front buying period for TV commercials was now and it was 25% off. Ted and Todd did an outstanding job in selling out USSA's units. The spike in merchandising royalty helped. 9 11 occurred right before the ski ball season and had an impact. Direct mail recovered post-Olympics. Event cancellations insurance would not be obtainable in future. The Events department experienced savings on cancellations from expenses not being incurred but also lost revenue in TV rights. In the USOC area, the line item listed was the most conservative since there was no way of knowing what the funding allocation would be. A large credit for funding to date was due to the partnership of Alan and Dale educating the USOC sport partnership team on USSA's athletic programs.

He stated that there were challenges in the FY 02/03 budget. Post-Olympics had historically seen revenue declines, particularly in marketing. The endowment was specifically planned to address that shortfall. There were also critical changes that were made in foundation and marketing to preserve funding streams post-Olympics. Contracts were planned to be three-four year contracts to be one or two years beyond the Games. The goal he stated was to maintain the core athletic programs. If not maintained, USSA would not be able to obtain the goal of best in the world in 2006. USSA did not want to retrench from the core programs that had been built up over the past four years, such as expanding training camps. The challenge was to cut administrative functions back to the levels of three years ago to maximize revenue to athletics. USSA achieved that. In FY 01 the athletic budget was \$11.3 million. In '02 it jumped to \$12.8 million for Olympic only costs for housing and feeding athletes at the Games. The target now was to maintain or exceed \$11.3 million. The current budget was \$11.6 million to keep programs in place.

Network TV was secured for 8 to 9 hours. He stated that many sponsors were interested in extending their contracts, which he credited to the Salt Lake Games, which created a holdover enthusiasm, which typically did not occur, the sponsors generally moved on to the Summer Games. The Team Torino program would kick off in the coming year providing development funds for the first two years of the quad into the organization.

Lampe stated that this would be the first year of grants from the Legacy Fund endowment to provide athletic support, placing over \$500,000 into the program. He stated the endowment had a total of campaign pledges of \$32 million to date, spread over four to five years of payments and included some planned giving. \$4.9 million was received from donors bringing the investment balance to \$6.9 million.

Ferries pointed out that the loss of revenue was not from the marketing area but from the USOC grant revenue. Marolt reiterated that USSA had its work cut out in both marketing and foundation to meet the budget projections.

Badami asked what percentage of the marketing budget was contracted and Lampe responded approximately 70%. Marolt mentioned that the major sponsors were signed through 2003. He also stated that USSA had already made a presentation to the USOC for support. The preliminary budget was \$1.6 million in support from the USOC and USSA asked for incremental support, but that was unknown. He said that an advantage to consistent planning was that the USOC got to know USSA's athletes and programs and had an ability to evaluate what USSA was doing and that USSA's sport partnership team leader was performance-based.

Boester asked if there was any organization performance-based funding post-Olympics or were these only for athletes? Ashley responded that the USSA staff had gone to the USOC meeting and argued that the athletes had done an awesome job in Salt Lake City that had been the product of teamwork but there was no guarantee of additional funding.

McCarthy stated that he sat on the committee that administered the funds and immediately after the 2002 Olympics ended, the amount available for winter NGBs would decrease by 30%, reflecting the budget reality within the USOC.

Lee Todd asked about the insurance challenge in the future. Gorton stated that the current insurance portfolio was running at \$1 million and the largest portion of that was participant accident; without it, USSA could not run its events. The company that underwrote the contract three years ago would not renew because they lost \$1 million. The contract went from \$224,000 to \$630,000 for participant accident for the past year. Thus far, costs had been reduced for medical services due to the sport science program and claims in reserve were running about \$200,000. If this trend continued, USSA would be able to self-insure. The USOC was also looking at the possibility of offering an insurance umbrella for all NGBs, which theoretically could provide better rates. USSA needed to continue to focus on reducing the cost of medical services and the rate of injury.

10. FIS Report: Hank Tauber

Tauber stated that some of the items were touched on by both Chuck and Bill. He stated that there had also been a caucus of representatives who would be attending the FIS Congress in Portoroz Slovenia from the 2nd through the 7th of June. He stated that he was committed to the change that had been proposed. Bill's report he said outlined the challenges and the goals of the organization and they paralleled the challenges and goals of the FIS; calendaring, funding of national teams, the marketing of the sport, the anti-doping issue, how to ensure that snow sports continue to compete favorably with other sports.

Tauber said that he was convinced that the FIS Council was the forum for the leaders of the federations, the people who were responsible for the conduct of their federations, to discuss these issues directly. Of the proposed candidates for this Congress, 13 nominations were either president of their federations or from their national Olympic committee associations. Tauber stated that this group could affect the dynamic and would be a positive move for the future. He stated that USSA was also proposing to change representation on the alpine executive board and on several other committees that he felt was positive. He stated that people on staff should represent all of the relationships that deal with USSA in future.

Tauber next stated that he had enjoyed his years as a Council member and had been honored to represent the organization at the international level and thanked everyone for their support through the years. He said that he would continue to make his experience available to Bill or Chuck going forward. He stated that a Council position took a lot of time, that he spent approximately 30-40 days a year either in travel, attending meetings or major events, which was quite a commitment from a volunteer position.

Tauber stated that he had sent a letter to all Council members outlining the reason for the change and providing Bill's agenda going forward. He said that Bill was uniquely qualified for this position since he had more than 40 years of experience in the ski business and that he would expend his energies to ensure that Bill transitioned quickly and in the most positive way possible into this position. He mentioned that there were some initiatives to change the voting for vice presidents and term limits but that he felt those would be handled off the agenda of the Congress.

Additionally, USSA was proposing that the FIS president have a four year term (now two years). By having a longer term, the president would be able to make the tough decisions without looking at the political ramifications on the near term and proposing that the vice presidents and Council be elected on a two-year basis. He closed saying that it would be an exciting Congress and he looked forward to being a part of it.

11. USOC Report: Jim McCarthy

McCarthy said the USOC had continued turmoil at the CEO level, which from USSA's experience in the mid 90's had ramifications for the organization and its momentum. Lloyd Ward was now in the position of learning the athletic side. The USOC he said was facing a number of challenges and that hopefully Ward would be able to solve some of them in the marketing arena and that he had a lot of good ideas for programs, which would hopefully be fruitful. The USOC, he explained, received a large amount of its funding from rights fees paid to the IOC and that there were 199 National Olympic Committees that were part of the IOC. The USOC received more rights income from the IOC than all of the others combined. He stated that this pointed out the size of the fees received and their vulnerability due to its quasi-democratic organization. The USOC had serious revenue concerns including the same post-Olympic marketing situation in the framework of no US Olympics for a minimum of 12 years. The reduction in funding for winter sports mentioned earlier was a reflection of that environment.

McCarthy said that Bill indicated that he and the foundation staff had raised about \$32 million in pledges thus far for the endowment over a two-year period. To illustrate how impressive that was, the USOC had a goal over a four-year period of raising \$15 million. Another area of interest he said was the scholarship program. The annual budget for the USOC was approximately \$50,000 for athletes in all 45 NGBs showing the real leadership position of the USSA in dealing with athletes on the scholarship issue. Much of the credit was the staff and board's in responding to that concern.

McCarthy stated that USSA was well respected and well received as an NGB, athletically and organizationally. He stated that Bill had mentioned going to Colorado Springs last week to do a presentation to the sport partnership group. McCarthy stated that he had checked with the USOC people after their presentation and was told that it was probably the best presentation the USOC had heard of the 45 NGBs. Looking at the goal of best in the world was always viewed as athletically, but to achieve that, USSA had to also be the best in the world organizationally, in everything it did. He said that they are best in the world among NGBs in their relations and work with the USOC, which was a great tribute to what had been achieved collectively.

McCarthy reiterated that USOC funding went directly into athletic programs and that having been involved for the last three or four years, of the 45 NGBs, USSA was one of the least dependent in terms of percentage of revenue on the USOC for its operations. Some NGBs were from 70 to 90% dependent on the USOC for funding their operations. McCarthy stated that we should retain a partnership relationship on the marketing side and not become competitors of USOC in the marketing or donor base fundraising arenas.

12. Athletics Report: Alan Ashley

Ashley presented a general evaluation of the past year. He stated that one of the things that had been so satisfying was to watch all of the programs at virtually every level have improvement - at the Continental Cups (domestic competition) as well as at the elite team level. He said that the 10 medals won were absolutely fantastic and that the athletes had done a superb job. He said that the organization was also fortunate that the Salt Lake Organizing Committee had done such a good job. He said it was an Olympics that no one would forget with an amazing quality of competitions. He said the friendliness and helpfulness of the volunteers set all new standards of excellence for sportsmanship. He acknowledged the officials from all the different sports had a key role in this. He said it was a tribute to them that the quality of play was so high. He was delighted to report one of the best years in cross country that had ever been experienced as a nation, having unbelievable performances at the Olympics. He reminded everyone that there were 36 medals available in the Olympics in cross country and that was a critical component to being best in the world in 2006.

Post-Olympics he said were as difficult, if not more difficult, than the Olympics themselves due to changes and restructuring and evaluating. He lauded his staff for coming through on the high expectations that went with the home Olympics but everyone rallied post Games with athletes going out and competing for the remainder of the season, coaches worked hard and efficiently to move forward. The plan for FY 02/03 had some serious considerations. The first involved an international evaluation – what did it take to be competitive in each sport? This was the basis for moving the athletic program forward, taking a look at the kinds of programs available to the competition, what training, what competition, what equipment - all the pieces of a good athletic program. Budgets were scrubbed without sacrificing consistency and continuity. In addition, if USSA planned to be best in the world in 2006, planning had to be more thorough over the next four years. Planning to date had been 18 to 24 months out but now USSA needed to look 72 months out from the standpoint of the long-term vision needed and what kinds of projects and support were required. That process, he said, was begun and would be finished this summer.

He then reviewed each sport's challenges and successes over the past year such as Olympic victories, World Cup victories, challenges such as the loss of Georg Capaul and Bill Egan to the alpine teams and critical success factors for the future. Below the World Cup level, more points were being scored, more top 10 finishes were being accumulated as well as top 20 and top 30 finishes. In many sports, these were doubled and tripled over the past four years, which boded well for the future and how the athletes were moving through the system toward the top to be best in the world.

He reviewed individual staff changes moving forward such as the hiring of an athletic director for alpine to provide overall leadership to move the teams forward. He reported that an entire group of coaches had emerged from the coaching education system who were now in leadership positions with the teams. Additional structuring changes were reviewed such as consolidating the development team under the national team structure so that the reporting order was to the head coach. A repeated theme was keeping the consistency of the programs moving forward. Analysis had been undertaken of the

international competition taking a look at competition, training, sport science, technology etc. to ensure that USSA provided the right content in its programs that matched up and did not disadvantage USSA athletes against those with whom they would compete. He stated that there was a much closer partnership among clubs and the national team.

He used the example of freestyle as exemplifying best in the world. He stated that it was epitomized year in and year out with the athletes performing at the very highest levels year in and year out and that was the expectation of the program. He said that he believed that athletes came up through the program in freestyle expecting to be the best in the world, making the personal commitment that was established by their predecessors and this type of expectation needed to be built into some of the other sports. Once at the top, maintaining best in the world should become the expectation across the board and USSA needed to strive to make that happen, set the example of excellence.

He spoke about snowboard and its relationship with athletes on a one-to-one basis because that was the way in which the sport was conducted and worked well with the mix on the Olympic team and those athletes competing at the highest level. Athletes came in and trained with USSA athletes and coaches and improved themselves rapidly and over time that was a resource that others want to tap into. On the alpine side, he stated that it was a very small sport and athletes bought their own equipment. In Europe the reverse was true, the freestyle side was much smaller and the alpine side was huge, using the same training methodology as the alpine skiers used. He also stated that the FIS needed to improve its relationship with the sport on the freestyle side and that the best athletes did not want to participate in FIS events. USSA needed to force the issue so that FIS competitions scheduled worldwide would be the best that they could be.

For disabled skiing, Alan reported that a critical issue was to change the factoring system so that athletes could compete against each other so that winning a Paralympic medal meant winning at a super high quality level. He said the current system disadvantaged the USSA athletes who trained hard, were good competitors and good ski racers to be lumped into a system that did not acknowledge their expertise and excellence.

He spoke about the challenge presented by doping. He said there was no question in his mind that USSA athletes would move up in rankings in nordic sports simply by getting rid of the cheaters. He said that as a nation USSA could not let this happen to its athletes.

Ashley then discussed sport science and education and that education was a major focus now. He stated that not a lot of resources had been provided to that program but that now the objective was to have the highest quality program, with credibility and known worldwide for delivery of education to its coaches. Ashley stated that he wanted the US coaches to be the best-educated coaches in the world with every country in the world looking to the US to hire its coaches. He stated that if USSA wanted to be best in the world that kind of resource was needed.

Nikki Stone asked if USSA was looking beyond the technical aspects for its education program, including having coaches' training in psychology and motivation etc. since great coaches had more than just technical knowledge. Ashley responded yes. Each sport was outlining coaches' competencies, looking at how athletes progress in the pipeline and establishing coaches' competencies along with those that included administration, psychology, medical, physiology, technology, technical and tactical skills - all aspects of overall coaching. He said the US program was modeled after the Australian, Canadian and British model of education, which was broad based at the bottom and available to all coaches in all sports. Ashley stated that he had gone to the USOC and told them that they needed to help in this area since all coaches in all 45 NGBs needed to have the basic skills of teaching delivered across the board. He stated that all coaches had to have more than just their experience on the hill.

Rodman asked if sport psychology was part of the sport science program. Ashley responded yes. Rodman asked if that aspect had been cut from the program for this year. Ashley responded yes that he had been asking for the last two years for an evaluation process of how sport psychology was specifically impacting the athletes. There was much individual counseling done one on one and related in some sports to 80% of what was done but what had been missing was the education component. One of the things that USSA was attempting to work through was the systematic way to use psychology to benefit athletes. He said that at the development level it was used to develop imagery, goal setting, and developing psychological skills so that once emerged to elite level, those skills had been learned. The evaluation process had not been answered specifically in some sports and psychology was an area that was cut back in some sports with the idea of re-instituting it at either a counseling level, on a team sport psychology level or an education level.

Stone suggested that personally when you reached the Olympics it was 90% mental and if that if USSA had spoken with a lot of athletes the sport psychology factor was one of the greatest assets that benefited them, using either USSA's resources or the USOC's. She stated it was a critical factor. Rodman added that avenues needed to be kept open so athletes could have access to those people if they so chose. Rodman said that what needed to be communicated to the athletes was that USSA might not be funding this as a program but that there were ways to access these people and how to do it.

Ashley stated that USSA was working on a resource list of contacts. Boester suggested that affiliation with the ski team was a powerful drawing card for a lot of professionals and that USSA could pre-screen these and come up with a pool for athletes, which would solve a lot of this. Ashley responded that USSA was working with the USOC to come up with that list of accredited psychologists.

Ashley also stated that discussions were underway on how to structure the psychology program in future to provide elite athlete service and education to development level athletes. Lampe stated that it was a reduction in the first year of the quad but the initiatives remained to grow that back as the resources of the company allowed. In the past quad, that first year, sport psychology didn't exist at all. It was twice the size in the Olympic year as the prior year. Lampe stated that would build as a resource the closer to the Games. Boester said that that strategy was almost too little too late coming the year before the Olympics. Building the strategy around a pool based strategy as opposed to staffing up the year before or of the Olympics would be better, giving athletes continuity throughout their career as opposed to two years on and two years off. Ferris stated that these were good discussions and that the athletes' voices had been heard.

In sport science elite athlete service had been the primary area of focus. Ashley stated that USSA had the best sport science program of any of the 45 NGBs. The program delivered resources directly to the athletes as well as helping in the evaluation of the process of sport. An elite evaluation system had been set up that began to ask the tough questions and determined the next most important thing that was needed in each of the sports in order to select the next most important resource for success. This was an area that included strength and conditioning, doing different things on the hill, looking at equipment, periodization of training, etc. and all questions that could be answered through a systematic evaluation done by the sport science department.

Ashley discussed the emergence of women's ski jumping and that the position that the USSA should take was to build the infrastructure in domestic competition with clubs that have girls in the ski clubs. He stated that if it emerged to the World Cup, World Championships and Olympics that it needed to be at a high enough level that it did right by the athletes. He did not want to see a poor skill level at what was the highest level of

competition; if the sport emerged, he wanted it to be at the highest level athletically and with pride for the athletes competing. He reiterated that the Olympics should be the outcome of athletic excellence.

Tauber stated that Gian-Franco Kasper and the new president of the IOC were very close and that if it was our perspective that we should evolve this particular discipline as Alan outlined, that should be achievable.

Lee Sosman asked if the legacy development at Soldier Hollow would be immediate or only long term. Ashley responded that he thought it was immediate and that discussions were already underway. The success was so good there. It was such an incredible venue for the Olympic Games that it was now on everyone's radar screen.

Dexter Paine asked how to keep the core of athletes in the sports that didn't have sponsorships but were needed in the program to be successful in four years. Ashley responded that USSA needed to try to develop opportunities for them. He agreed that a good freestyle skier in aerials or snowboarder had good opportunities to earn money but not so for the nordic combined skiers and jumpers. USSA looked for opportunities to help them get sponsorship or some money. Marolt stated that this was an area in which the USOC helped through their basic grant program. McCarthy suggested that there was an opportunity among the trustees to look at the Olympic Job Program and used the example of Home Depot which made a big difference for a lot of athletes in speedskating and other sports where there was no afterlife and not much income produced. He suggested that USSA could look at replicating something like that within the organization. Marolt indicated that the intern program with Schwab had been along those lines.

Ashley then discussed competition services which was a program that worked with the membership, making sure that every aspect of the membership rules, ranking and races was delivered in a timely high quality manner. He congratulated the staff that worked with Walt day in and day out ensuring that all was delivered with a sense of quality and pride. A critical factor for this group was how it could help to support the clubs who were critical in how USSA did business in future. He challenged USSA to figure out how to make it simpler for race and competition organizers to conduct USSA events. He said that this had been an area that he'd heard about a lot during the week that there was so much paperwork and administration and organization required hosting a USSA competition. He said it would not be easy to solve because what needed to remain was the quality and integrity of the events; but USSA should analyze to see if it could make it easier to conduct events at resorts for the athletes.

McCarthy stated that he'd heard a statistic in a cross country meeting that there were more participants in the Minnesota high school programs than in similar programs in Norway, Finland and Sweden, which may or may not be true. The bottom line was that when you built out the programs on the club basis, he asked that USSA take club in the broadest meaning of that word, as any program that provided competitive activities for athletes, rather than the narrow view of the word. Ashley stated that he wanted to look at the broadest component.

Ashley closed saying that he loved doing what he was doing and 'let's keep on doing what we are doing to be best in the world in 2006.'

13. Sport Committee Reports/Action Items:

Alpine: Bob Dart thanked Walt and the entire competition staff and USSA staff for organizing the meetings. He said that they were very excited to have Jesse as part of the alpine program as the alpine program director and that Jesse had been instrumental in

the meetings conducted over the last week which helped them go forward as committees to make the committees come together with his programs and plans. Dart had distributed the action items from the sport committee meeting to the board. The rules review or field of play rules would be continued in the alpine technical committees, which was the officials side. He said these rules were being reviewed to make sure that USSA had consistent selection and advancement of athletes in the programs in compliance with USSA bylaws, the Ted Stevens Amateur Sports Act and the athletic principles of USSA as defined by the sports committee and athletic department. This was submitted as an informational item to the board.

The second item was the J IV and younger access to the points' list; basically 12 and under would no longer be allowed access to the points list so they would be non-scored events. They would be youth members in the pipeline. Ferries asked what the reaction to that was. Dart responded that this had been under discussion for a couple of years. It was to be consistent across the board. Athletes would be scored from JIII forward consistently. It was received positively by everyone. Ferries agreed it was a good step forward in cutting back costs.

Dart continued to explain that the alpine event seeding system had been done in different ways. From this year forward any alpine sanctioned event would be seeded using the USSA approved points list only for any seeding of competition. He stated that there were seeding systems that were approved outside of the points list but they had been approved by USSA. From this point forward the system would have to be approved or use the USSA points list and went to what was dealt with two years ago in the Intermountain issue. Any questions?

Marolt reiterated that this was to improve consistency and continuity throughout the country. Natt stated that under the procedure item 5 he would rather have this be discretionary on a case-by-case basis. Instead of 'will not be allowed' change to 'may' in redraft. It would have to be a willful disregard of USSA bylaws or the Stevens Act before USSA would impose that kind of sanction rather than the case of a weaker division not having the staffing or administrative ability to get in compliance. Otherwise this was something that we were obligated to do under the Stevens Act and he applauded alpine for bringing it forward. Dart said that staff would implement this and they needed to have the discretionary ability and that was acceptable to the sport committee.

Dart also said in closing that the alpine sport committee would request that the meetings take place Thursday through Sunday; Saturday night stay in ticketing was important to bring the volunteers in, banquet on Saturday night, and board meeting on Sunday. Todd also asked to keep in mind departure on Sunday for east coast volunteers who would have mid-day flights. Wise stated that they had received that same request.

Cross Country: Lee Todd stated that he would like to take the group back to 1998 in Beaver Creek, they presented that in eight years that was when the podium would be and it seemed a long time, but it ended up being very quick time and that he wanted to compliment Alan, Bill and the cross country community because cross country stayed the course on its strategic plan and the results were visible in the Olympics. He said that after the meetings this week that the reality was there. The vision put forth in '98 will be reality he felt in cross country.

During the last few days of the cross country committee meetings, he was the only old generation sitting on the committee and that for him was uplifting. There were a lot of new faces, new people, new dynamics on the committee. With new people coming in, a renewed focus had to be on communication, education and transparency. To have the entire committee there, he said, said a lot about staying the course of the plan. Todd

said that he'd spent time in discussion with staff on identifying resources that could help advance the plan.

He closed saying that the doping issue was so huge and having been part of the organizing committee in the Olympic stadium and being one of only two members allowed in the jury meetings (the other member was Ode Martinsen) we all had to be in sync on this. For the first time on the FIS cross country committee agenda Ode put a report on doping there so this was more on the radar screen than what was seen in Lahti.

There were no action items from the cross country committee. It was a great meeting working on the development plan moving forward. The two subcommittee chairs - Reed Luter on coaches and development - were working well with Luke; the new chair for officials was John Aalberg, preeminent official in the US.

Ferries said that cross country skiing and what went on at Soldier Hollow was the best single event that he went to during the Olympics. Everything was great. "Watching those four guys was fabulous." There were 20,000 people there and probably 90% had never seen a cross country race before. Badami added that even if they went to one they probably had not seen the race. Ferries stated that cross country had new formats, the competitors were great. "Hats off to the cross country people for building this place" and he added, "now we expect you to win."

Disabled: Jack Benedick began by thanking Sandy Metzger. He said that it had been a tough year. The US team won the Nations' Cup again this year by a few less points. He said they'd lost a little ground because some of the World Cup skiers didn't go to the earlier World Cups this year but remained the top disabled alpine team in the world and intended to stay there. Cross Country he said was moving slowly into a World Cup circuit. They had 5 medals at the Paralympics, 4 of which were won by one individual, Steve Cook.

On the alpine side at the Paralympics, the multiple class system was used and the US won the most medals but discussions were taking place to reduce the class system down to three categories: standing, sitting and visually-impaired. To win a medal, 50 or 60 individuals would be beaten instead of five or six. He said the change in the system would provide more credibility and legitimacy.

The FIS Council said no to supporting the World Championships under the FIS because the International Paralympic Committee conducts those events. In skiing, this was changing. The IPC he said was changing its focus to only the Paralympic Games. He said there was a bid from Austria to run the championships for 2004 and there were no other bids to the IPC and that the IPC was encouraging the sports to move into the able-bodied federations if possible or create an international sports federation. He said that he would like USSA's support for the championships. He indicated that Austria would pay for all.

Benedick stated that No Excuses had their fundraising event SkiTam in Vail and had a minimum guarantee of \$350,000 from them. He also mentioned that Sarah Billmeier had been accepted to Harvard Medical School.

Tauber stated that it was important to note on the World Championship request that there was not a lot of sentiment at the FIS for expanding the world championships sanctioned by them. He said it was important for everyone to know that if he voted for it, the vote would be 16 to 1. There was no support and that he did not want anyone to think that USSA was shirking its responsibility but that it was a tough sell at this time.

Freestyle: Andy Wise was just elected to the position by the freestyle sport committee. He started by thanking his staff (Polly-Jo Clark and Jeff Wintersteen) for the outstanding job they did this past year and during the Olympics. He said there were no motions but three informational items to bring forth.

The intermountain division had voted to come back in the line with the rocky mountain division as they were on the alpine side so henceforth, the freestyle divisions would align as they do in alpine.

An item was brought up to the sport committee from the subcommittee on helmets but was voted down at that level because it was basically the same rule brought forth two years ago and the committee felt there was no point in bringing it forth again. He did want to mention that what was interesting about this was that in two weeks in Portoroz it would be a major issue of discussion for the FIS freestyle committee. At the last World Cup in Japan this year they had a coaches' and athletes' meeting and the athletes recommended that they would like to see this brought to the FIS level. If there were an action that came out of the FIS committee the Freestyle Sport Committee would like to deal with it as soon as the meetings were over. If it was a positive action item, the Freestyle Sport Committee would like to implement it this coming season and in order to do that, the committee would need to take action over the summer. The coaches in meeting in Japan said that it was fine, but they wanted to have advance notice this summer so that all athletes could begin training with this.

All of the actions taken over the last few days had been to broaden the pipeline, refining the pipeline and big air. Because inverted aerialists are such a small group, it was tough to put on those events at some regional level spots. There might be six competitors only. The sport committee has taken the upright and inverted aerials and meshed those into one points list, devising a system where a person doing uprights could compete with a person doing inverts and meshed those into one points list. That way you could have 30 or 40 people on the mountain and make it worthwhile. Other than that the actions were to broaden the base of competitors for the pipeline. If USSA gets them hooked on halfpipe and with the clubs cross training, they'll see inverts and moguls and hopefully go eventually into that line.

Natt stated as a point of order that whether or not that rule was passed in Portoroz, the adoption of the rule could be done through the Freestyle executive committee and sent on as an information item to the board at the next meeting which would enable getting it done over the summer and implement that rule. Wise stated that they planned to do a full conference call meeting with the entire sport committee after the meetings in Portoroz.

Jumping/Nordic Combined: Alan Johnson echoed that what had been happening over the last four or five years had developed to be fun. He said that he used to dread coming to the convention but as of the last two years the committee members' tendency to narcolepsy had been reversed. There was an evolution in development in the clubs around the country. There were pockets of the country where the quality of the jumping was starting to come up. The key to that success was what was started in Park City years ago when Kari was hired and maintained the steady programming throughout and continuity of what was going on, philosophy from the top on training and technique, and having a home base here and combining the club with the resources and with a mission who were driven and willing to work hard, which happened at this club, all of this made people around the country realize the level of jumping that could be achieved. This club had done some pretty amazing things and because of it, the rest of the country would benefit and that this would be a springboard to look at the opportunities to take the limited success that we'd had and take that to a new level. Skier retention was discussed and he said that if you want to keep skiers in the sport, you need exposure and success. For

that, domestic events and enhanced TV exposure were needed. If we looked at those things and built from where we'd begun – a plug for a World Cup eventually – if we opened the World Cup on our own hill at a facility where we've trained, there would be synergy there that could be capitalized on.

He reviewed the jumping sport committee items for the board that beginning with a format change in 2003 in the Junior Olympics, which would become a one class event for athletes 15 years and younger based on a four day event with one day of training and two days of events to include not less than a medium hill size K50-70 for an individual jumping event, individual nordic combined event, and team event. This would eliminate JI and older Juniors with the idea that the JI and older Juniors have moved on to international competition and the field is diluted to some extent.

Motion # 7: To approve the format change to the Junior Olympics for a one class event for athletes 15 years and younger.

M/S/P Andy Wise/Lee Todd (postponed for further review)

Discussion ensued. Ashley asked where would a JI that wasn't good enough for international competition go. While at the time of the Jr. Olympics, the best JI's might be out of the country, there would still be JI's here that need some step in the pipeline. Johnson responded that the field size proposed was up to 12 per division in the JI class right now, and when you reached down to number 12 in the division, you were down to a fairly diluted level of ability for most divisions. Boester said that you would eliminate a 16 year old who might just be starting to come along and their competition would only be at the national championship. Ashley stated that if the champion from the JI competed in the nationals that would make sense from a pipeline standpoint. He was concerned that the middle group did not have a national championship. Johnson said that they competed in the US National Championship. They had 80 skiers at nationals and a lot of them were not that qualified. He stated that they could have done with 20 or 25 fewer athletes but that the competition was open for them. Ashley restated that there would be a JII championship and that the JI or older would compete in the national championship. Johnson stated that it had been under discussion for three years. Ferries stated that there was enough lack of understanding that this issue should be tabled and brought back to the USSA executive committee.

The other item was the introduction of a new ski jumping/nordic combined event to be established in January of 2003. This event would be held every third year in Canada so it would rotate between the US and Canada. This would be a four-day event and the timing would be early to mid January so there would be a stronger North American domestic field with the Canadians and coming at a time when it could be used as a Jr. World tryout as well. The competition would include a K90 individual event, a K90/10 km Nordic Combined event and a K90 team event. There was also increased marketing potential (19 year old and under athletes) having the title as the North champion versus the Junior champion.

Ashley asked if the organizer took on the funding responsibility, which Johnson confirmed. Ashley then asked where this fit in the development pipeline. Johnson said that this competition replaced the JI and older competition at the Jr. Olympics with a much higher profile, stronger depth of field competition. Calgary was willing to host the first event this year.

Ashley summarized by stating that the committee was proposing a JII championships, a North American Jr. Championships focused on OJ's (older juniors) and JI's and then qualified on to the World Jr. Championships and international championships, that was the sequence proposed for the athletes? Johnson confirmed.

Ferries asked if Canada agreed with the rotation proposed of every three years. Johnson concurred. Ferries asked that this be tabled and referred to the executive committee at a later date. Doc Sosman said that it should be a motion to postpone and referred, which was debatable, which was accepted.

Johnson said that there was one more item that related to chief of competition at the US National Championships. This might already exist in USSA rules, but he was not certain. The committee proposed that the chief of competition at a US National Championship be a certified USSA member with an officials' license and he or she be required to attend the annual divisional officials seminar. There had been a history in the past where people had been on the Jury and were not USSA officials or current members.

The last comment from the committee that Johnson was asked to make was that USSA take an active role supporting and developing the expansion of women's ski jumping in the US, which had already been discussed.

Marolt stated that USSA was requesting from the FIS for FY 03/04 an early-season ski jumping event.

Snowboard: Gary Taylor reported that there were no action items to report and Alan's athletic report on snowboard was spot on, that Alan really did know what was going on in snowboarding. He reported that Margie Peterson would be the new chairperson for snowboard for the next two years. She was the program manager and left the company to work for the University of Utah and accepted the snowboard committee chair and he stated that he would remain on the board for the next two years.

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

Slattery stated that the USSF board held their meeting on Thursday morning and that they'd reviewed their financial statement from April 30. Current assets were \$1.9 million. The board agreed to a new line of credit for USSA for six months. The board also asked the CFO to look for alternative lines of credit for its operations to allow the USSF to invest its entire funds in different instruments for generating profits.

Nominations for two trustees for three-year terms were requested for Bill Slattery and Dexter Paine and an athlete to be determined. Slattery asked that the Athletes' Council provide an athlete to be named to the USSF board. Slattery confirmed that the athlete representative did not have to sit on the USSA board. The only action for this board was the ratification of the nominations for the trustees.

Badami asked the amount of the annual loan and Slattery responded \$600,000. Ferries stated that what had been approved by the board was a loan of \$750,000 for six months at prime and during that period of time, an investigation would take place on the working capital needs of the association. Due to the TV, accounts receivables grow and as that grew there was a greater need for short-term working capital. The capital base wasn't growing fast enough to be able to borrow against. Badami asked what the bank line of credit was. Ferries responded \$2.5 million and that would need to be increased. The desire was to reinvest all of the USSF funds on a long-term basis so that they could grow.

Motion # 8: To ratify the nominations of Dexter Paine and Bill Slattery to the USSF board.

M/S/C Lee Todd/Greg Boester

15. Judicial Committee Report: Alex Natt

Natt reported that Faris Taylor had retired from her chairmanship of the Judicial Committee. She had been a tireless worker on behalf of the organization and a tremendous resource to him and he thanked her for her service. The position of Judicial Committee chair was now vacant and he would be looking for candidates over the next few months to replace Faris. He asked for board input on any candidates.

Under the new Judicial Committee system there had been four grievances brought to the national level. Two were from cross country and two from freestyle. The first was a grievance to the selection criteria for the gold cup event in cross country and was the only matter that was handled at the highest level of USSA because it was brought within three or four days of the occurrence of the event. It was heard in Park City and the grievance was denied. It was subsequently brought to the USOC but a resolution was reached between the athlete and the organization, which allowed the athlete to compete.

The second matter was brought during the midst of the Olympic Games and related to Junior Olympic selection. The matter was handled very well with most of the committee members in Park City at the time. The outcome was that the athlete was added to the Junior Olympic Team. The third was a recent grievance over an irregularity at a dual moguls competition arriving from a jury decision. The preliminary investigation of that matter indicated that there was sufficient question surrounding the event that the athlete should be added to the selection for nationals and the athlete competed.

In the latter a suspension of a rule that if you don't compete in your division championships you drop from the points list and cannot compete for March and the selection events that lead up to nationals. In this season, the division events conflicted with higher-level NorAm events and the committee voted to suspend the division rule. The complainant believed that was done improperly and was not communicated well enough to the rest of the community. That did not rise to the national level but was dealt with by the freestyle committee at these meetings. Of the four grievances, three resulted in the athlete being able to compete.

16. Legal Report: Alex Natt

Natt reported that there were no lawsuits pending or currently threatened against the organization. He stated there would be a short executive session at the conclusion of the board meeting to brief the board on a remote potential litigation.

17. Athletes' Council Report: Greg Boester

Boester stated that there were no motions and few action items and did congratulate the board, trustees, staff, athletes and volunteers – everyone who participated in the organization. The performance at the Olympic Games and the ability to face the challenges going forward to be best in the world in four years were a testament to the capabilities that the organization had at this point.

An outstanding issue that was important to bring up was one of perception among the constituents of the organization, the athletes. There was discontent at times among athletes and parents over several issues one of which was education, career transition, resource allocation and when addressed and the facts reviewed, the organization did a better job than most people realized on allocating resources and helping athletes get educated. He challenged the organization to solve some of these problems by

communicating to the athletes to let them know what was going on at this level. He stated that people don't take stock of what has been accomplished and the steps taken to get them there and that was a matter of backtracking and making sure that the word was getting out. As an Athletes' Council the group discussed being in touch better. Nikki would begin a more regular campaign of e-mailing to current and former athletes the work on the USOC AAC and the work of the organization because it was important to have everyone realize what the organization was doing to provide for the ability to compete.

Ferries said that the more that could be done to communicate further down the line to clubs and competitors, the better off we would be. We discussed this in Killington and any ideas would be entertained. The further away from this table, the more difficult the communication. A lot of great things being done didn't get communicated.

17. A USOC Athletes Advisory Council Report: Nikki Stone

Stone commented on the USOC meeting she had last attended. Lloyd Ward discussed marketing at the AAC meeting. There were factors of concern by sponsors and those included doping and the next Olympics being a decade away. The major issue was doping in sports. The AAC, she stated, was doing a good job in making that an important issue. Ward had some great ideas for increasing grass roots programs. She said that a lot of NGBs looked only at their elite programs and not ten years down the road so she commended everyone for looking at the grass roots programs.

A list of three of the most positive and negative factors for success in their sports was requested by Ward. Stone contacted USSA athletes current and retired to obtain their input. She stated that the quality of coaches and programs and making sure that motivational techniques and an ability to recognize athlete differences and individuality were important to the athletes. Having the best training facilities, training, equipment and camps were important. They also stated that programs like Summit 2002 helped. She stated that it was unfortunate that USSA did not fully utilize this program bringing athletes together with Olympians such as Bonnie Blair, Paul Wylie, etc. and learning competitive secrets and training skills. Those who participated went into the Games as a team. They felt they were a US team as opposed to a hockey team, a snowboard team, etc. All the athletes who attended thought it a huge success. Stone was a leader and part of the program and thought it phenomenal to watch the athletes medal who had participated.

The three most negative factors the athletes felt were the pressure on certain athletes particularly through the media. Many of the athletes in the forefront did not do well. The pressure was a negative impact. Grass roots and development programs, making sure that they were strong, making sure that psychological programs are in place so they are ready to compete against the rest of the world when on the elite level. Lastly, the USOC and NGBs ignoring athletes when they haven't performed to their potential or when injured. Stone said that we should continue to obtain feedback from the athletes to know what is working and what is needed.

At the USOC there was discussion of the many NGBs who do not get along with their athletes. The USOC listed in the Olympian three of the best and three of the worst NGB relationships with athletes and USSA was the first on the list of the best. She complimented the board on having that relationship and just to work to continue that communication.

Stone said that there were issues brought up about USOC Centers and discussion took place on having one in Salt Lake. Right now USSA was the only NGB in the area. The USOC wanted the centers to be situated where a lot of the NGBs reside.

From the Nagano Games, the USA increased its medal count by a larger percentage than any other country, having to do with being on home turf. Japan decreased the most. Stone said that it was within the USSA's grasp to go beyond those ten medals. The USOC stated a goal of 20 medals when they were planning on 27. Stone suggested that USSA should not put the goal too high and have a backlash if the teams didn't succeed.

Stone said that it was important on the anti-doping side for athletes to get their forms in on time to ensure that the US anti-doping committee knew where the athletes were. They suggested that the NGBs do something to make sure these forms were submitted.

Alan stated that USADA took the organization out of the loop. He stated that the only other place in US society with more rigorous monitoring of individuals was in prison. As athletes, from a fairness standpoint, it was important that this was dealt with properly. As an NGB USSA was fully prepared to support this but that what had been happening was that USADA had been coming to the NGB after the fact and saying that it was the NGBs fault that the athletes were not signed up.

Stone said she thought it was the NGBs' responsibility to make sure that athletes were signed up, although ultimately their responsibility. The NGB needed to help in that process. Ashley stated that USADA needed to let the NGBs be a part of that process rather than excluded.

McCarthy stated that the whole theory behind the protocol was to put the onus on the athlete. If NAN testing was going to work it required the athlete communicating and being aware of what was on the testing protocols to be scrupulous in avoiding putting anything in their bodies that would result in a positive test. To maintain the integrity of the system, he said, it must go back to the athletes. They were the ones directly impacted.

Ashley stated that USSA had the most rigorous challenge with schedule changes, venues changing, that it became difficult to report on a daily basis their whereabouts.

Ferries thanked Stone for the report. He said that there was one conflict - putting pressure on athletes to do well. One of the things that the sport needed to do was to create celebrities because that was how they would make money. That's been a part of the team since the 60's. The press didn't want to know about the team, they wanted to know about individuals. We had to do that to be successful. The athletes should want to be part of that. The pressure had to be on them but they needed to be taught how to live with that pressure.

Stone agreed and said that she fed off the publicity but that many didn't. Ferries said, at the end of the day, that was part of the makeup of a true champion. Bower stated that the media training provided to the athletes from Tom Kelly helped to alleviate the pressure in dealing with the press. Ferries said that there seemed to be a lot of family pressure, which also should be reviewed. Ashley stated that the parents program during the Games was really successful and that parents needed to also be educated on how to help their sons and daughters.

Marolt said that one of the most important things was to make sure that constituent groups had an understanding of what was expected. That was the purpose of setting goals and raising the bar. One of the benefits of setting those goals was that it gave the media something to focus on. The press liked the fact that USSA was aggressive. "You can't expect to go into the biggest sporting event that the globe has very four years and not feel pressure. It will be there. It can't be eliminated. It has to be dealt with."

Stone said that she would have approached some things differently in '94 with the knowledge she gained from her experience and that was where Summit 2002 and Summit 2006 could help. Athletes from USSA who have had success could help the next generation that hadn't been through a Games.

18. Old Business: Chuck Ferries

Ferries asked if there were any old business. None.

19. New Business: Chuck Ferries

Ferries asked Tom Kelly to bring to the board the dues increase. Kelly stated that he'd spoken individually to the sport committee members on this but, in general, Kelly stated that USSA was proud of the quality that was built into the membership programs from the operational aspects with member service run by Sheryl Fine, and also on the quality of the athletic programs in all of the sport programs, through Walt and the competition services. Since 1997 of the 35 or 36 membership categories across all sports there had been only one fee increase in one category that of alpine competitor. The rest hadn't changed since 1997.

The past year there had been a very significant increase in the insurance. There would be further increases in the coming year and the future. USSA absorbed that last year but it was important to start a process to move the fees up and establish a protocol to work on the fees during the fall so that they came to the board with more lead time in the spring and having worked with the sports on a business plan when the increases needed to take place. All the increases had been \$10 and \$5 for the youth level. Input was taken from all the committees and an adjustment was made to the entry, rookie, youth membership to address sensitivities.

Dart asked if there was an increase for jumping/nordic combined. Kelly stated that the increases were proposed for alpine, snowboard, freestyle and coaches. Dart asked about the entry-level freestyle rookie category that was established for a one-time non-renewal trial membership submitted by freestyle. Kelly responded that the new categories or fee increases' protocol would be worked on in the summer and fall so there would be time to work out the business plan and see how the new category would impact fees. As an example he said that three years ago a new category opened for snowboard which negatively impacted fees in that area. He said that USSA was working with snowboard to fix that problem. With freestyle, a business plan was worked out with the committee and staff for the one-year membership. Dart said that an introductory membership or pricing needed to be reviewed for alpine also. Kelly said that as the organization moved forward it did want to look creatively at how to get more people into the sport. The challenge now was for freestyle to come in with more members.

Motion # 9: To approve the fee increases as proposed.

M/S/C Lee Todd/Jim McCarthy – Carried unanimously.

20. Floor Open for Member Comments

Ferries opened the meeting to member comments. Lee Sosman stated that there was a triumvirate of old time volunteer workers in USSA headed by Nelson Bennett at 88, first officiating at Olympics in '56, Fraser West at 83 starting in '60, and himself at 82, starting in '64. The group had gotten together and declared that the past Olympics were the best

run ever and added their congratulations to all the devout Mormon friends who prayed for the best weather ever experienced. Ferries duly noted.

Ferries stated that he was also delighted that there were a lot of new young people bringing new ideas and that USSA had transparency and, if it did not have enough, it would have more, and good communications but it needed to be better. Wise reiterated that there were many new faces this time attending the meetings. Dart said that that had been the challenge to alpine that the alpine committees have one new member come to the Congress and get involved in the work of the committee.

Ferries then challenged alpine. He said that all of the other sports had done a much better job in coming up with new, exciting events, whether cross country, nordic combined, freestyle – they all had exciting events. Alpine, he said, was “doggy.” The slalom event he said was very user unfriendly and he challenged alpine to make all the events more exciting and better for the viewer and competitor alike.

Bruce Crane recognized Alan Johnson for the work he did which was above and beyond for the love of the sport.

21. Meeting dates for 2003: Chuck Ferries

Ferries stated that the meeting dates for 2003 were as follows:

- Foundation & USSA Board Meeting - December 5-8, 2002, Vail, CO
- USSA Congress 2003 - May 14-18, 2003, Park City, UT

22. Closing Comments & Adjournment: Chuck Ferries

There being no further business, Ferries thanked the board members for their time and adjourned the meeting for a short executive session.

Meeting adjourned at 12:45 p.m.

Minutes prepared by Suzette - 6/4/02
Minutes approved by Alex Natt – 6/18/02



2002-2004 USSA FIS REPRESENTATION

FIS COUNCIL

FIS Council - Vice President

Bill Marolt

FIS COURT

FIS Court

Judge D. Frank Wilkins

CROSS COUNTRY

Cross Country Committee

Subcommittee for World Cup

Subcommittee for Rules and Control

Lee Todd

Luke Bodensteiner

Lee Todd

JUMPING

Jumping Committee - Member

Jumping Committee - Honorary Member

Subcommittee for Jumping Hills (corresponding member)

Subcommittee for Officials, Rules & Control

Subcommittee for Calendar Planning

Subcommittee for Equipment and Development

Joe Lamb

Gustav Raaum

Dr. P. T. Bland

Chuck Heckert

Alan Johnson

Kari Yliantilla

NORDIC COMBINED

Executive Board - Vice-Chairman

Joe Lamb

ALPINE

Executive Board - Member

Alpine Committee - Conference

Subcommittee for Classification of Alpine Competitors

Data Users Working Group

Subcommittee for Ladies' Alpine Skiing

Subcommittee for Alpine Courses - Member

Subcommittee for Alpine Courses - Inspectors & Controllers

Alan Ashley

Jesse Hunt

Bruce Crane

Bruce Crane

Karen Korfanta

Ted Sutton

Bruce Crane

Bob Calderwood

Nelson Bennett

David E. Stapleton

Tom Johnston

Karen Korfanta

Dr. Leland Sosman

Tom Winters

Jesse Hunt

Annette Royle

Bob Dart

Phil McNichol

Marjan Cernigoj

Emeritus

Working Group Technical Advisors

Subcommittee for Rules and Control - Member

Subcommittee for Rules and Control - Honorary Member

Alpine TD Commission

Subcommittee for the Alpine World Cup - Member

Subcommittee for the Alpine World Cup – Conference

Subcommittee for Intercontinental Cups

Alpine Coaches Working Group - Men

Alpine Coaches Working Group - Women

Subcommittee for Nor-Am Cup – Vice-Chairman
Regional & National Coach
At-large
At-large
Secretary:

Bob Dart
Lester Keller
Bill Slattery
Tom Horrocks
Walt Evans

FREESTYLE SKIING

Committee for Freestyle Skiing - Member
Committee for Freestyle Skiing - Conference
Subcommittee for Freestyle Sport Development - Chairman

Jay Simson
Polly-Jo Clark
Jay Simson

SNOWBOARD

Committee for Snowboard - Chairman
Committee for Snowboard - Member

William Slattery
Howard Peterson

SPECIAL COMMITTEES

Committee for Competition Equipment for Nordic Combined
Legal and Safety Committee - Member
Working Group: Legal Position, Rights & Duties of Athletes
within their National Ski Associations and FIS
Medical Committee - Member
Medical Committee – Corresponding Member
Committee for Ski Teaching and Training - Conference
Calculation Committee
Committee for Recreational Skiing
Committee for Public Relations and Mass Media - Member
Committee for PR and Mass Media – Corresponding Member
Eligibility Committee - Member
Committee for Pool Questions - Chairman
Subcommittee for Popular Cross-Country Skiing
Subcommittee Cross Country for Lowlanders & Citizens
Subcommittee for University Racers - Member
Subcommittee for Masters Racers - Member
Committee for Disabled Skiers – Chairman
Committee for Disabled Skiers – Member

Joe Lamb
Barry Bunshoft
Jim McCarthy

Melinda Roalstad
Dr. William I. Sterett
open
Allen Church
Bill Gorton
Gary Black
Tom Kelly
Walt Evans
Howard Peterson
Jim McCarthy
Bob Gross
Peter Dodge
Bob Dart
Jack Benedick
Sandy Metzger

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