

USSA BOARD OF DIRECTORS' MEETING MINUTES

USSA 3rd Floor Conference Room
USSA Center of Excellence, 1 Victory Lane, Park City, UT
Monday, March 13, 2017; 1:00-2:45 p.m. Mountain

Meeting chair: Dexter Paine

USSA Board of Directors

Chairman: Dexter Paine, New York, NY
Vice Chairman: Greg Boester, Rye, NY (Foundation), absent
Liz Arky, Washington, DC (At-Large)
Rosie Brennan, Anchorage, AK (Cross Country Athlete), absent
John Bucksbaum, Chicago, IL (Foundation)
Tricia Byrnes, Aspen, CO (Snowboarding Athlete)
Bryan Fletcher, Steamboat Springs, CO (Jumping/Nordic Combined Athlete)
Cami Thompson Graves, East Thetford, VT (Cross Country)
Lisa Kosglow, Hood River, OR (At-Large)
Darryl Landstrom, Minneapolis, MN (Alpine)
Dan Leever, Palm Beach, FL (Foundation)
Martina Lussi, Lake Placid, NY (Jumping/Combined)
Andy McLane, Weston, MA (Foundation), absent
Heather McPhie, Salt Lake City, UT (Freestyle Athlete)
Kipp Nelson, Ketchum, ID (Foundation)
Warner Nickerson, Tilton, NH (Alpine Athlete)
Dylan Omlin, Truckee, CA (Snowboarding)
Eric Resnick, Vail, CO (Foundation)
Chris Seemann, Winter Park, CO (Freestyle), absent
Tiger Shaw, Park City, UT (CEO)
Tom Wallisch, Park City, UT (Freeskiing Athlete)
Andy Wirth, Squaw Valley, CA (At-Large)
Tom Yaps, New York, NY (Freeskiing)
Ex-Officio
Michael Berry, Lakewood, CO (National Ski Areas Association), absent
Holly Brooks, Anchorage, AK (USOC Athletes' Advisory Council)
Bill Marolt, Paradise Valley, AZ (USOC), absent
Nick Sargent, McLean, VA (SnowSports Industries America), absent
Bill Shiebler, Park City, UT (Audit Chair)
Hank Tauber, Park City, UT (FIS)

Also in attendance: Luke Bodensteiner, Tom Kelly, Trisha Worthington, Charlotte Miller, Brooke McAfee, Mike Jaquet, Julie Glusker, Alex Natt, Sheryl Barnes, and Courtney Harkins.

1. Chairman Calls the USSA Board Meeting to Order: Dexter Paine

Dexter Paine called the meeting to order and requested that Alex Natt confirm quorum. He thanked the active athletes for making the call even as they were in the midst of their seasons and appreciated their taking the time to be an active part of the board; which was really important.

2. Roll Call of Board Members & Establishment of Quorum: Alex Natt

Alex Natt called the roll and a quorum was present. A request to mute phones was made and Paine requested that Alex Natt request a motion for the minutes.

3. USSA November 2016 Meeting Minutes' Approval: Alex Natt

Natt asked for a motion to ratify the meeting minutes from the last meeting of the board, appended to the meeting packet, page 48.

Motion # 1: to ratify the meeting minutes as presented.

M/S/C Andy Wirth/Darryl Landstrom

4. Chairman's Comments: Dexter Paine

Paine welcomed everyone and acknowledged the loss of John Bloomberg and Gary Black over the last month, both of whom were incredibly important to this organization. Bloomberg had served on the Foundation board for many years and Gary Black had been a mentor of his. We would all miss Gary Black's guidance, wisdom, and his sense of humor. Our thoughts were with both families.

On the positive side, he thanked Andy Wirth and his team at Squaw for the work on the two recently-concluded World Cup events. His team had done a phenomenal job with the extremely competitive races, and we were pleased with Mikaela's win over both days. He thanked KSL and looked forward to adding this event back onto the schedule in future. We appreciated having the home field advantage and show what skiing in North America and the American West was like in March.

He then acknowledged some incredible athletic performances for this year. He highlighted the Lahti Nordic World Championships and the performance of the women's cross country team, especially Jessie Diggins, Kikkan Randall and Sadie Bjornsen. Three medals was an incredible performance by that team. Bucksbaum added his congratulations to everyone associated with that. Arky gave kudos for the amount of coverage that was available for the championships as well. Paine noted the wins in aerials by Lillis and Caldwell at the Sierra Nevada Championships. He thanked Luke Bodensteiner for his leadership.

Finally, he acknowledged Mikaela Shiffrin's racing this year at all the racing venues. She was leading for the overall World Cup globe for the alpine women. There were many other spectacular performances by our athletes to date and he would discuss further in May the success of other programs. Bucksbaum said not to forget the great performances at the Alpine Jr. World Championships by our athletes; Sam Morse, Alice Merryweather and River Radamus. Paine asserted that we get graded once every four years and while we have had terrific athletic performance, Tiger, Luke and the entire team have a lot to do if we want to be at the level we want next year. He added that the Norwegians were well ahead of us and the Austrians and the Swiss followed closely behind.

5. Chief Executive Officer's Report: Tiger Shaw

Reporting to the board, Shaw said that with any reporting on the state of the organization, the focus would be on financials and Athletics. He said there were few years in which the organization was not challenged with the revenue but we remained focused on maintaining a balanced budget. He said McAfee had done a great job on getting everyone to hold the line on expenses; all in an effort to make the bottom line work, especially as there were fewer opportunities to trim money at the end of the fiscal year.

On Athletics, he echoed what had been said about all three World Championships we'd had an amazing season and one theme that still resonated was the importance of team work and he shared an anecdote in Lahti at the end of the opening night with Jessie and Kikkan winning their medals and the teamwork associated with that.

Moving into Events, it had been an amazing season with many things going well with the exception of the weather glitch for the Birds of Prey; but with 30 events in the country, we

were hitting the final stretch with the forthcoming events in Aspen, with a similarly huge effort as that of Squaw Valley, with nine World Cups in five days. Calum's team deserved a lot of praise.

On the doping front, it's been interesting lately with a lot of activity, and the overall activity by the FIS, our IF, has been underwhelming. We are doing everything in our power with our athletes to keep this charge moving forward in the war for clean sport.

The CMO search has been proceeding pretty well and we have a number of candidates and are trying to bring everything to a head by the end of this month. We will have a number of candidates travel to meet with various team members. He would be happy to answer any questions that the board members would like to pose after the meeting.

He mentioned we were quickly moving into our spring meetings where we brought the exhausted staff in from all over the world to Park City to work on athletic planning all day long; there was no avoiding this as it was absolutely critical. McAfee had provided financial guidance to Luke Bodensteiner who figured out how to manage this for the coming year and that came together in early April.

On the planning front, we've mounted a top-to-bottom study; in this case, in alpine, but to be applied to the other sports, to analyze all the information that is available about how best practices truly work. Doing so is an extension of the great work done by Dan Leever, holding interviews with many of the people who have reached the pinnacle in the world repeatedly, podiums and Olympic medals, etc. American and international and taking the information to another level and ranking the data to the degree that that is possible to make sure that our strategic plan within the sport athletically is the very best that we can put together. It also means understanding all the other countries around the world and how they operate. Some were doing extremely well now and it's been compelling to learn what they did over the last ten years, which should help us understand what we should do over the next decade.

He updated the NASTAR program as having had a great season. The NASTAR nationals were in two weeks in Steamboat, and we should have great nationals. The systems are all working well. We are looking at different ways to improve our branding there as we pull NASTAR into the overall strategic plan with our branding.

Shaw then discussed branding and explained that we had rolled out the initial mark and previewed it at the World Championships and some World Cup events. We did a number of webinars with stakeholders across the country announcing the logic behind the design and the concept of team, with athletes in the mountains pursuing their passions in competitive sport flying over snow. The launching to date had gone well with a lot of TV exposure and social media. We will meet and discuss how we fully launch this in spring. The acceptance rate exceeded his expectations.

6. Safety & Security Update: Alex Natt

Natt updated the board on the efforts with the BRASS Foundation. The foundation hired a capable executive director and we were working to channel the passion and resources of that organization to benefit USSA elite and club programs. The foundation is putting together a USSA specific avalanche training video and add it as a course in the sport education learning modules for all of the clubs, athletes and other members who wish to take it at no cost to learn snow safety, available this fall. We are hosting on April 6th a 'Know Before You Go' safety seminar for coaches and staff. The BRASS foundation will also be meeting in the Center of Excellence at the time of the USSA Congress so those individuals will be here in Park City. It will be on the master schedule once finalized.

On the security front, Natt spoke to an incident in Belarus with athletes and coaches being harassed and threatened by locals. Our staff did a great job communicating with the athletes

and keeping them in the hotel but notwithstanding our interface with the US State Department, there is no rapid response capability available at FIS World Cups. He outlined what should be added to the local organizing committee in terms of someone with language skills having knowledge of local criminal enforcement and security issues. He met with Global Rescue and they offer security evacuation capability and are discussing this activation in areas that we know are less secure. We've also started discussing potential security apparatus in Korea as we approach the Games. We are also evaluating our emergency action plans and putting all resources into a pdf and onto everyone's phones.

He provided an anecdote of the excellent work of our medical team at the Center of Excellence and that we should all be proud of their level of expertise.

Paine noted that Leever had asked that these be addressed up front in our board meetings. If there were other issues that people would prefer to see on the board agenda, to please make that request. He added that Luke Bodensteiner would be addressing athlete injuries later and that these issues become more and more prominent. As a board we have a fiduciary obligation to ensure we are aware of the issues surrounding our athletes.

Natt explained that the newly-modified SafeSport code had been distributed to the board and the Center was now open and operational. He asked that the board approve and adopt the SafeSport code. He noted it would be a challenge for the USSA clubs to comply and we would have an educational resource to help them.

Motion # 2: to adopt the U.S. Center for SafeSport Code.

M/S/C Dan Leever/Bill Shiebler

Previously the board adopted a list of covered individuals i.e. those people whom an NGB's responsibility it was to designate within the organization who would be subject to the jurisdiction of the SafeSport entity. The recommendation was: All USSA staff; USSA members holding a USSA coaching license, USSA members holding a USSA officials license, USSA members at USSA clubs whom the club formally designates to be in a position of authority over athletes, and the USSA Governance Board members

He proposed adding USSA athletes with the exception of masters. The new entity's jurisdiction would not follow the victim, only the perpetrator. Unless we identified athletes, there could be instances where an athlete was deemed to be in a position of authority over other athletes because of age, seniority on a team, or other implied superiority so this expanded the jurisdiction of the entity over allegations of abuse.

Motion # 3: to add "licensed USSA athletes (non-masters) to the list of covered individuals previously designated."

M/S/C Dan Leever/Dexter Paine

7. Financial Report: Brooke McAfee

Brooke McAfee stated that she would walk everyone through the budget comparisons focusing on the FY17 forecast. The year-end forecast was for a \$74K deficit but we were working to get back to a positive net income. Total revenue was under budget by \$1.2M largely from reductions in the marketing forecast and due to the cancellation of Beaver Creek and not meeting the new business sales category. Expenses decreased by about \$611K from the cancellation of Beaver Creek. We've also been successful in raising \$750K toward the debt reduction. On an audit report you would see net income of \$675K.

Total revenue was down by \$1.2M. Revenue sources were listed as; Foundation, Membership & Comp Fees, NASTAR, USOC Grant, Endowment Grant and Other Revenue. Sponsorship revenue was the largest deficit and she reiterated the impact of Beaver Creek and new business categories that were not secured such as airline and telecommunications.

Mike Jaquet discussed the challenges including Beaver Creek, not only because that was money contracted but it also took out a lot of inventory for Aspen as the sponsors had to be put on Aspen to make them whole. \$3M in new sponsorship and \$1M in renewals and \$500K for NASTAR title, we hit two of three buckets with \$1.5M in new and \$1M in renewals and the NASTAR title for four years, which added \$3M in annual revenue so FY17 didn't look as good as it could but FY18 & FY19 both had \$3M more in revenue and there was no renewal this year to next year. Any dollars from now on would be incremental.

If you look at the path FY12 through 17, it still tells an incredible story. He noted the Toyota sponsorship adding \$5M over the next three years. The NASTAR title sponsorship will cover the cost of obtaining the property for five of six years. It was a great year although it did not meet expectations. The market place might not have been able to sustain 35% growth in one year. He said he was proud to deliver the TV that he had to the cross country community. And this weekend in Aspen was on pace to break TV viewership records set in 2016, which is more than double yearly viewership from a few years ago.

McAfee noted that Foundation was also currently projected under budget. There was positive momentum coming out of St. Moritz for the Champions Club. Worthington discussed four key programs. The Champions Club was traditionally an Olympic hospitality program but due to feedback from donors regarding Korea it was decided to offer the Alpine World Championships. The Foundation took quite a few donors to St. Moritz who had an incredible time and, as a result, we have quite a few of those donors talking to us about Are. We hope to secure two more Champions Club gifts before fiscal year end for Korea, Are or Beijing. Five donors identified themselves for Beijing so we are obtaining those commitments now.

The Ambassador program is a \$25K or more level of giving for individuals who want to support the team but not sit on the board. We had a goal of working with 10 donors at that level but achieved 18, hopefully that momentum continues in the renewals for this next year.

We secured \$750K for the debt initiative and this was due to Paul Raether's hard work. We continued to seek more debt-reduction gifts and those asks were in conjunction with the \$50M Marolt Athlete Endowment campaign asks; \$8 M has been raised to date; the goal was between \$15 and \$20 M for this fiscal year.

McAfee stated that, at the end of the year, the line of credit forecast was a balance of \$4M to be paid off over the next five years. She stated that, on the expense side, the majority was invested in the elite teams, events and domestic programs; 80% of the operating budget was invested in Athletic programs. Finally, to fill the deficit we were looking to lock in expense savings. With two months left there was still a lot of movement on the expense side. We still hoped to see additional revenue into Foundation.

USSA Investment Policy Statement

McAfee said that we'd been drawing 5% annually on the endowment and that one of the changes in the Investment Policy Statement was the flexibility to draw between 3 and 5%. We were hoping to budget close to 4-4 1/2% on that draw and, at the end of the year, if we needed the additional 1% we could draw it in the case of contingencies. A lot of organizations were moving their draws closer to 4%.

Liz Arky said that a deeper dive into the financials would be available for the board members who would wish to review this in small groups at the USSA Congress.

Bucksbaum asked if historically the ratio has always been at 80% to Athletics, to which she replied it had been between 75 and 80% in its history and it was a helpful figure to share with donors that .80 cents of every dollar goes to Athletic programs.

Paine noted that we are odd in terms of our P&L in that we had components of a not-for-profit which is Foundation and we had components of our business which are for profit in terms of events, sponsorship and fulfillment. He considered not for profits being in the 85 to 90% range but our mixed model it's tougher to compare us with traditional non-profit organizations.

Nickerson asked into which buckets the \$8M had been donated and Worthington outlined those; \$4.3M for athlete travel; \$100K for elite coaching; \$2.5M for the Borgen Swartz Education Fund and \$250K for career skills and transition fund.

Natt said the Investment Policy Statement, page 30 of the packet, essentially governed the way USSA managed its endowment fund. This board has appointed a group of individuals led by Rich Tutino and other financially-capable minds to help McAfee and Shaw manage the USSA endowment. They'd done a recent review and, consistent with best practices in the investment community, they came up with the revisions and we would ask the board for approval. The Investment Committee unanimously forwarded this recommendation.

Motion # 4: to ratify the revisions to the USSA Investment Policy Statement as presented.

M/S/C Darryl Landstrom/Dexter Paine

Natt asked for a motion for a floor of 3% and maximum of 5% for the annual drawdown from the endowment.

Motion # 5: to ratify that the USSA BOD shall empower the CEO & CFO to determine in their discretion to draw no less than 3% and no more than 5% of the Legacy Campaign endowment on an annual basis.

M/S/C John Bucksbaum/Heather McPhie

8. Athletic Update: Luke Bodensteiner

Bodensteiner noted that we'd been focused on the World Championships for the better part of the last two months to check our performances as a team leading into the Olympic season. There were several events yet to be contested. And we evaluate X Games for slopestyle and halfpipe as they draw a better field than the World Championships. We will end this season with 20 medals in championship competition, which will leave us three below Norway. Austria has won 14 and has opportunities to add more. It's been a good season all in all and we need to look for ways to improve performance.

One of the key metrics we look at is strike rate which is our ability to deliver those athletes who have the capability to make it to the podium. Internationally a third of those athletes that we would classify as podium-potential actually make it to the podium. This year Norway, the US and AUT have done that at an almost 60% rate, indicative of a good effort by all three to bring their athletes at top form to the championships.

He expressed that rate was similar to what we achieved in Sochi, but shy of what we did in Vancouver where we had home field advantage; we were closer to a 70% delivery there. At the end of the day there were two ways to increase medal performance and one is to develop more podium-potential athletes or become better at delivering those athletes to the podium. A lot of our focus is on improving that rate. That involves training, peaking and on-the-ground operations in PyeongChang. We were hampered in some cases by injury; in some areas, we performed better than expected; in aggregate very much in line with the performance we expected to get.

He concurred that we were making good progress at Jr. World Championships. Our benchmark for this year was 11 medals and we had six so far and that was consistent with good development programs.

On the injury side, the briefing document included a six-year tracking history of season-ending injuries. The number of injuries have trended down substantially, part of that is a better job on conditioning the athletes and training planning. There are other factors beyond our control that contribute to increasing and lowering injury rates. One of the trends our conditioning and medical coaches believe they are seeing is season-ending injuries that are biased toward the athletes who are less engaged with our conditioning programs.

He noted we had additional Olympic Winter Games selection criteria to approve and the draft had been included in the packet. With the exception of cross country, all other OWG selection criteria had been approved. He thanked Warner Nickerson for his help with the drafting of this document and providing a good connection with the athletes who shared with him their thoughts on the process. What you see is very similar to the process used in Sochi and Vancouver previous to that.

He explained that there were a few key additions made after sending this document to the board and he highlighted two of those changes. One was to add a criterion for athletes that achieve a top-five World Cup result. In the previous draft if you achieved a podium result then you were in the team and if you achieved a top-10 result you would be added so this differentiates between a third and tenth and makes the criteria more precise. We also modified our tie-breaking language to athletes who have the single best World Cup result if our objective selection selects more athletes than we have quota for – so we refined those.

We have identified one outstanding question, and Warner, Patrick, the head coaches and I will have further discussion with a handful of board members in Aspen to come to consensus on how we build our start rosters for each competition. We've guaranteed two spots based on objective criteria and that has created some challenges for our coaches to put forward the roster of athletes for that race who are capable of performance on that day so there has been discussion of dropping that down to one guaranteed spot per discipline based on objective criteria. The alpine criteria are unique in that way. In other sports the start is determined 100% by coaches' discretion which gives them a lot of flexibility to make an assessment about current levels of performance capability.

He requested, if there were no objections, to approve the criteria that had been presented with a follow up decision on whether to guarantee one start spot per event by objective criteria or two.

Paine said the interaction among our board, coaching staff and staff has been good with everyone working toward the best outcome for our athletes. He thanked Warner for throwing himself in to what is always a difficult conversation. He encouraged the delegation of this decision to the smaller working group and the folks who are closest to this for final resolution.

Warner revealed that there were a couple of unintended consequences of having 75% of those spots be subjective rather than objective. In downhill it comes down to the team becoming a bit dysfunctional as a team rather than knowing that they are in the race or knowing what they need to qualify, they are going against each other. He looked at the men's results from Torino, Vancouver, Sochi, Beaver Creek and St. Moritz World Championships and on average the athletes who were racing for a spot in the event were working so hard to beat out the other athletes that once they finished that, they were 11.25 spots worse on the actual event. So this is a tough one where the alignment of the goals of the athlete and USSA are different because the athlete is trying to race in the Olympics and we want the athlete to be on the podium. So he would prefer to keep it at 50%.

Paine said that we need the board to defer this to the informed, knowledgeable group in Aspen to determine the outcome and will bring it back for reporting in May and have the board make the motion recommended.

Motion # 6: to ratify the OWG selection criteria for alpine as presented, noting one addition to the objective criteria, and a possible additional modification to the number of objective selections for each event, to be finalized at the Aspen World Cup finals.

M/S/C Dan Leever/Heather McPhie

9. Nomination & Governance - Chairmanship Succession: Lisa Kosglow

Kosglow explained that Paine would be stepping down as chairman in May of 2018. The Nomination & Governance Committee was appointed to look at creating a job description with a list of attributes and skills that we would like to see in a new chair and determine a process to elect that person. We met a couple of times over the last few months and had conversations with Shaw over the list of skills to help make his job easier. We discussed the job description as a group and then outlined the process to obtain candidates from the board.

The board received an email from me requesting nominations. Our plan was to announce names on this call however we decided we should have more time to make sure that everyone has an opportunity to put forward a candidate. At this time we've received two names, and one declined the nomination. Mr. Resnick has been nominated and has recused himself from this discussion, so we are leaving the nomination process open.

In May we will be asking for the board's ratification of a candidate. If no other names are received, we will move forward with Mr. Resnick's nomination. There will be a one-year transition period where Paine, Shaw and the proposed new chair will work together closely to ensure a smooth transition. Paine asked that Kosglow's cell phone number be provided to the board should anyone wish to call her.

Natt added that only those directors who would be sitting upon Paine's retirement in 2018 would be eligible to be the new chair, a relatively small list.

Paine asked if there were any positions opening up on the board. Kosglow replied there was one opening in May. She noted that she received the diversity and inclusion report and looking at our board members, staff – on diversity and inclusion for a lot of reasons we rank poorly in some categories so we are taking a careful look at expanding our board to bring in people who have different backgrounds.

In February we sent out a skills survey to the boards to fill out so we can understand where we might need a different set of expertise – looking at current board skills and skill voids, looking at diversity issues that we would like to accommodate, and we have an ongoing list that the committee keeps and we are looking at names right now so if anyone has names to propose for the board, they are welcome to give them to her or Eric Resnick or Alex Natt.

Paine was uncertain if the diversity and inclusion report had been circulated to the broader board and if not, asked that it be circulated. Natt replied that the D&I was not a privileged document and that the USOC had to prepare a report for Congress on diversity within the Olympic family and we were required to provide data for that.

10 Old/New Business: Alex Natt

Natt stated that we annually revise the USSA Corporate Resolution & Officer Authority, pages 5 and 6 of the packet.

Motion # 7: to ratify the revised USSA Corporate Resolution and Officer Authority.

M/S/C Andy Wirth/Darryl Landstrom

We have a couple of subsidiaries that are the for-profit entities of our corporate umbrella; there are certain activities that generate profit and those entities generate that taxable profit. This Board must ratify the composition of those boards annually.

Motion # 8: to ratify the composition of the USSA Enterprises, Inc. and the United States Ski Team, Inc. Board of Directors as presented.

President: Dexter Paine
Vice President: Greg Boester
Additional Board Member: John Bucksbaum
Additional Board Member: Tiger Shaw

M/S/C Bill Shiebler/Heather McPhie

McAfee voiced that going forward, she hoped to work with Alex to look at our entity structure and eliminate one for-profit subsidiary. We were not recommending this at this time, but we will work on this over the next few months.

USSA Membership Fees: Sheryl Barnes

Paine communicated that we looked at these every year. The fees and dues required board approval when we changed them. Paine added that Sheryl Barnes was responsible for the membership part of the organization and did a great job.

Barnes stated that in 2016 we restructured our membership categories and had a 12% increase in membership, however, our revenue did not increase so we had a shortfall of \$400K. She reported that this year we gained another \$80K so we are in the right direction and wanted to increase these very carefully so as not to disrupt potential growth. The increases were minimal and she reviewed the changes category by category which were listed in the briefing document, pages 46-47. While these will not regain \$300K, we start to chip away at that deficit. The proposed change should net about \$50K based on this year's ending numbers, i.e. no increased growth.

Leever asked if we had re-priced knowing that would create a significant drop in revenue. Shaw disclosed that was the result of input from many people in different categories; added to that was the terrible winter in the east, which definitely hurt us. We currently want to re-price some of these memberships because our costs are significant enough in those memberships, such as the insurance component, that we want to create a little more margin there and it is defensible. Also, some of our short-term memberships may have cannibalized some of our long-term memberships. We had also hoped for an increase in the U12 and U14 which did not materialize but we still think it's out there but have not sold it well enough yet.

Paine divulged there was a sense two years ago that growing membership was important and relative to the entire budget there might be some tradeoffs between growing the membership and revenue; nonetheless, increasing membership was a priority for the team.

Motion # 9: to ratify the dues and fees as presented.

M/S/C Dexter Paine/Andy Wirth

11. FIS Council Update: Dexter Paine

Paine said that we had a successful world championships year. St. Moritz was a terrific setting. Lahti was an amazing venue. Sierra Nevada, his sense was that they did a nice job hosting the freestyle, snowboarding and freeskiing events. What occurs on the snow with FIS is quite well done.

The Achilles heel of the FIS is the doping issue. There is the McLaren report which speaks to enormous challenges at Sochi. There is a view within the IOC that athletes who have not tested positive should not be disqualified or unable to compete based on their passport. There is a huge gap between that and how you clean up the sport in general. It will take very difficult decisions to clean up sport starting at the IOC and there is not the will at that level to face such a difficult political situation. The USOC is doing a better job of being a leader here and Shaw and Cobb (biathlon) have been two of the most vocal NGB presidents on this issue. It will be a very difficult 12 months for both the IOC and FIS in terms of dealing with state-sponsored doping activity in Russia and with other organizations. Two Norwegian athletes tested positive within the last year. There are challenges across the board and we can never get lazy. It goes to the credibility of sport. We have in written correspondence advocated for a very strong position.

Finally there is the FIS calendar conference meeting coming up in Portoroz in May. We encourage anyone who has an interest to be involved.

Paine asked Hank Tauber if he had anything to add and Tauber replied that Paine should speak to his chairmanship of the FIS Strategic Working Group. Paine asked Tauber to address this. Tauber said that the president of FIS asked Paine to chair this group. There are differences of opinion within the Council. It is a slow-moving process and a third party group has been brought in to do some analysis and make recommendations for the future. Some of that will come together in April and May and be discussed again at the Council in late May. Paine said that both he and Hank felt this was an opportunity to address governance, leadership and structure at the FIS.

12. Next USSA Board Meetings: Dexter Paine

Paine urged everyone to attend the next board meeting on May 13. The Congress was that week and an opportunity to sit through the meetings of our different committees. It's a good way to understand how decisions get made, be part of those decisions, and gain a better understanding of our organization. We also have the next teleconference meeting on September 19 and he asked everyone to add that to their calendars.

13. Closing Comments & Motion to Adjourn: Dexter Paine

Paine closed announcing that we had gone over time, but it was a busy time and we want to make sure that board questions get answered and to confirm that it's an exciting time and we are trying to make changes for the organization going forward that keep a very high level of standards in terms of our athletic performance.

Paine asked if there were any questions from today's meeting, hearing none, he then thanked everyone for their time and that he appreciated everyone's commitment to the board and to our athletes. He asked Natt if there were any other items needing to be addressed, and if not, to obtain a motion to adjourn.

Natt asked newest board member, Holly Brooks, to make the motion.

Motion # 10: to adjourn the USSA Board of Directors' Meeting.

M/S/C Holly Brooks/Heather McPhie

Minutes transcribed by Suzette, 3/16/17
Legal Counsel review, 3/28/17