

BOARD OF DIRECTORS' MEETING MINUTES

The Inn at Solitude, Building 5, the Honeycomb Meeting Room
12000 Big Cottonwood Canyon Road, Solitude, UT 84121
Sunday, February 3, 2019, 8:00 – 11:30 a.m.

Chairman: Dexter Paine, New York, NY
Chair Elect: Kipp Nelson, Ketchum, ID (At-Large)
Vice Chair: Eric Resnick, Vail, CO (Foundation)
Liz Arky, Washington, DC (Foundation)
Rosie Brennan, Anchorage, AK (Cross Country Athlete) - teleconference
Holly Brooks, Anchorage, AK (USOC Athletes' Advisory Council) – excused absence
Tricia Byrnes, Aspen, CO (Snowboarding Athlete) - teleconference
Bryan Fletcher, Steamboat Springs, CO (Jumping/Nordic Combined Athlete)
Kenneth Graham, Newtown Square, PA (Foundation)
Cami Thompson Graves, East Thetford, VT (Cross Country) – teleconference
Lisa Kosglow, Hood River, OR (At-Large)
Darryl Landstrom, Minneapolis, MN (Alpine)
Martina Lussi, Lake Placid, NY (Jumping/Combined)
Andy McLane, Weston, MA (Foundation) - excused absence
Warner Nickerson, Tilton, NH (Alpine Athlete) - absent
Dylan Omlin, Truckee, CA (Snowboarding)
Chris Seemann, Winter Park, CO (Freestyle) - excused absence
Tiger Shaw, Park City, UT (CEO)
Steve Strandberg, San Francisco, CA (Foundation)
Tom Wallisch, Park City, UT (Freeskiing Athlete)
Heather McPhie Watanabe, Salt Lake City, UT (Freestyle Athlete)
Andy Wirth, Squaw Valley, CA (At-Large)
Tom Yaps, New York, NY (Freeskiing)
TBD (Foundation)
Ex-Officio
Kelly Pawlak, Lakewood, CO (National Ski Areas Association) - teleconference
Bill Marolt, Paradise Valley, AZ (USOC) - absent
Nick Sargent, Park City, UT (SnowSports Industries America) - excused absence
Bill Shiebler, Park City, UT (Audit Chair) - absent
Hank Tauber, Park City, UT (FIS)

Also in attendance: Sarah Lewis, FIS; Fraser Bullock, SLC 2030; Dean Gosper, FIS Council; Frankki Bevins, McKinsey; Alex Natt, Legal Counsel; Brooke McAfee, Charlotte Miller, Sheryl Barnes, Dan Barnett, Calum Clark, Luke Bodensteiner, Julie Glusker, and Dillon Essley

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

Paine noted that we had a full agenda and that he would reserve his comments to the end as Sarah Lewis and Fraser Bullock needed to leave for the airport immediately following their presentations.

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

Natt affirmed the presence of a quorum to conduct the meeting.

3. November 2018 Board Meeting Minutes' Ratification: Alex Natt

Natt requested a motion to approve the minutes from the November board meeting.

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

M/S/C Darryl Landstrom/Dexter Paine

4. FIS Secretary-General: Sarah Lewis, OBE

Sarah Lewis was introduced by Dexter Paine. She has been involved with skiing as a competitor and administrator for over 30 years; a member of the British Alpine Ski Team from 1982-1988. After 10 years working in the ski industry, Lewis took over as Alpine Director of the British Ski Federation from 1990-1994. She began working for FIS in 1994 as Coordinator for the Continental Cups covering Europe, North America, Far East, South America and Australia, New Zealand. She became FIS Director in 1998, and was appointed Secretary General in 2000. Recently, Lewis was appointed Officer of the Order of the British Empire (OBE) for her services to sport by Her Majesty the Queen in 2018.

Sarah Lewis explained that she had been asked to cover certain topics, the first of which was Gender Equity. A Working Group of the Council had been established in 2018 with five key areas of focus with established five-year targets:

- FIS Congress Representation
- FIS Committees and membership
- International Technical Officials at major events (TDs and ITOs)
- Sport activities balance
- Communications and Seminars

She discussed the current status in a number of areas such as competition programs, prize money, media coverage, communication platforms as well as FIS Management and the number of key positions held by women. She described the FIS Athletes Commission and FIS Council representation. She noted the FIS Ladies Seminars that had been held at the FIS Congress and were now routinely added to the schedule. The serious lack of representation of women is at the FIS Council level and a focus would be inclusion in the near future; the only woman on the Council was Hannah Kearney.

She then addressed the organizational challenges faced by FIS and potential strategies to address them. There was a huge diversity among National Ski Associations each with its own national status and resources, cultural norms and working methods. She also noted that they had differing priorities within the snowsport disciplines and events. Another challenge was balancing showcasing of flagship events with global expansion to new markets and how the needs of each needed to be respected. Always, there is the challenge of generating funds; vying for resources including sponsors, media revenue and exposure.

She explained some the most critical challenges for FIS were dealing with the number of serious injuries and described the relationship with universities to study those impacts. The image of sport with doping, cheating, abuse, and corruption by certain nations was deleterious. She went on to describe the number of Olympic Winter Games' potential sites that had negative referendums, and some of these from very traditional sites. As well, there was no denying that climate change was causing unpredictable weather which played havoc with our venues.

She addressed where FIS was headed, as a leader on and off snow among International Olympic Winter Sport Federations. FIS organizational structures were designed to be 'fit for purpose', illustrated by embracing collaboration with other stakeholders. The desire was to be

an agile organization to address issues and evolve a culture of good governance. She described the effort of FIS to remain relevant to future generations, embracing new events introduced into the Olympic program, coming from national associations or from the IOC and; finally, a strong focus was to bring more children to participate in snowsport and what was being done in those efforts. In 2020, the FIS would introduce an E-Game World Cup Ski Racing to expand fanbase, if not actually get new participants to the sports.

5. SLC 2030: Fraser Bullock

Dexter Paine introduced Fraser Bullock to the board, explaining his past experiences with the 2002 Olympic Winter Games. Bullock focused on how the state had built a successful legacy from 2002 by maintaining and transforming highly-technical winter sport facilities. As well, they had invested in programs to reach recreational and community users for all of the Games facilities. That state also had a history of supporting high-performance and U.S. Olympic athletes and he reported that over 30% of the athletes from PyeongChang 2018 had ties to Utah and over 15% from Sochi 2014 attended Westminster College or the University of Utah.

He explained the rich history of hosting sporting events at all levels since the 2002 Games with more than 750 sports events hosted since then; 175 elite-level winter events, including World Cups and World Championships. They were committed to summer sports, including a recent Archery World Cup.

He shared the 2018-19 Utah winter schedule of elite events which included the FIS Freestyle, Snowboard, Freeski World Championships; ISU World Cup; IBSF Bobsleigh & Skeleton North American Cup; IBSF Skeleton Intercontinental Cup; IBU Biathlon World Cup; and ISU World Cup Speed Skating (Long Track).

For 2030, the Games would be an exceptional athlete experience, starting with the Village; as we have a compact geography, this will be a “One Games Experience.” All of the competition takes place on existing venues...with options. He described the new and robust infrastructure improvements with the expansion of the Salt Lake City airport and light rail. He proudly noted Utah's strong and unified support for the Games. In terms of personnel, it was an experienced and ambitious team. Financially, he described a reasonable budget with significant upside. He shared that Chicago has spent \$70M on bid costs and he happily reported that Utah had spent \$30K on its bid.

A modern Games was planned with new sport disciplines, new athletes, new stories, a new look, and new themes. He explained that we were looking at creative ways to showcase sports, illustrating with the example of having hockey games outdoors at the stadium. He described how partnerships were a new paradigm since the last Games and we had superb partners in our resorts and communities.

Bullock then explained why the state desired the Games. Simply, for the sheer love of the Games. They represent a superior and splendid experience for all constituents, especially athletes and they engender new legacies focused on people, sport, and communities, and ultimately our desire to help future-proof the Games.

6. FIS FS/SB/FK Strategy: Dean Gosper

Dexter Paine introduced Dean Gosper, a fellow FIS Council member. Gosper has been President of Ski & Snowboard Australia since 2003, having served as a Director since 1997. He is also the Deputy Chairman of the Olympic Winter Institute of Australia. Gosper has previously served as member of the FIS Snowboard and FIS Legal & Safety Committees and

has chaired the Organizing Committee for a number of Freestyle Aerials World Cups at Mt Buller, Australia. He is educated and trained as a lawyer and holds a second degree, Bachelor of Economics.

Gosper focused on the value of the sports compared with alpine and nordic; several statistics relating to Freestyle, Snowboard and Freeski were shared. He explained that Freestyle, Snowboard and Freeski are strategically valuable as they provide a big share of the OWG pathway; they represent a global footprint of snowsports and have a significant connection with youth as evidenced by the following:

Share of OWG's Medals - 2022

• 109	Total medal events	100%	
• 56	FIS medal events	51%	
• 24	SB FS & FK medal events	22%	43%

Global Footprint: Non-European OWG Medal Winners

• Alpine	1
• Nordic	2
• SB FS FK	8 (USA JAP CAN AUS NZL GBH KOR CHI)

Connection with Youth via Social Media Interactions during the OWG

• Alpine	55 million
• Figure Skating	75 million
• SB FS FK	185 million

Social Media Sharing during OWG

• Alpine	1.4 million
• Cross Country	1.5 million
• SB FS FK	4.6 million

Social Media Conversations during OWG

• Alpine	13.9 million
• Cross Country	5.7 million
• SB FS FK	25.4 million

Freestyle, Snowboard and Freeski Unified and Reorganized: Gosper explained the organizational restructure among the sports that had taken place at the FIS level and the move toward FIS & WSF collaboration in Snowboard sport. He described the unification of the Snowboard pathway/pipeline between the FIS which has the exclusively OWG pathway and the WSF which covers the grassroots and development programs.

The Challenge of Sustainability he addressed as being achievable by increasing athlete welfare (safety, integrity of results and reward) and by reduced event costs and increased broadcast exposure and reliability. A solution for the future is to do things differently and that collaboration among FIS, NSA's, and Broadcast Partners is a precondition to sustainability.

7. World Championships Overview: Calum Clark

Paine introduced Calum Clark and announced that, after 15 seasons, this would be his last with U.S. Ski & Snowboard. Clark would be leaving to become the Chief Operating Officer of the Utah Olympic Legacy Foundation, a very close partner of U.S. Ski & Snowboard that invests in the Olympic facilities to provide a best in the world training experience for athletes.

Clark explained U.S. Ski & Snowboard's vision and rationale for the bid. We had experienced organizers and we were looking toward the future of the sport and the sports' cultural home was here.

The championships, running from February 1–10, 2019 were the largest winter event in Utah since the 2002 OWG with seven competition venues, 15 World Championship medal events, two new Olympic competitions – Freeski Big Air and Team Aerials; 1,800 Athletes and Team officials; 650 Volunteers, completing 3,500 shifts; four TV Broadcast Compounds and an expected 270 million international TV viewers.

The championships are being held on existing world-class venues, utilizing the iconic Olympic venues. We have veteran LOC's hosting multiple international events and an ability to activate resort-specific LOC's. In addition, we have total community cooperation. There is a tradition of cross-resort cooperation with a strong desire to showcase the sport heritage of the region and strong regional major event infrastructure.

He shared the benefit of dispersing the event impacts such as spreading snowmaking and venue construction demands of seven competition venues as well as lowering the impact on visiting tourists. A benefit was to cluster sport-specific services around separate resorts.

A goal was to enhance the long-term sustainability of existing LOC's and to encourage new investment into venues which support ongoing annual events.

Clark noted that a PESO strategy had been implemented (Paid – Digital, print, video and outdoor; Earned – Leveraging Resort assets and digital reach; Shared – Video with Olympic heroes highlighting venues; Owned – 18 week PR plan to drive U.S./Global awareness and Broadcast tune-in and finally, Evaluation of ROI for future events).

In the interests of time, the short video was not shown, but the link is provided for the board: https://www.dropbox.com/sh/5oy3l08zoxq9fpd/AACEhYMzTio2zxjawenUwb5Ja?dl=0&lst=&preview=190116_World+Championships+Summer_30Sec_Extended+VO+2_Final.mp4

Calum explained that the U.S. Broadcast was on NBC and was the most comprehensive U.S. coverage in history of FIS World Championships.

	2015	2019
NBCSN (cable)	9.5 hours	24 hours
TOTAL	15 hours	28 hours

Growing our sports internationally was an additional goal and he noted all of the international rights holders who were present for the event. He next outlined the community investment that totaled \$1.52M including VIK from the following: State of Utah – Utah Sports Commission funding; Summit County Restaurant Tax Grant funding; Park City Chamber of Commerce funding; Park City Municipal - VIK services; Utah Transit Authority – VIK services.

Clark closed out his presentation noting the strong community engagement and support of the local non-profits: Solomon Find, Kimball Arts Center, Park City Summit County Arts Council, the Park City Film Series, Youth Winter Sports Alliance and Park City Ski & Snowboard.

He said it had been a pleasure to serve U.S. Ski & Snowboard and he would still be closely involved.

8. Chief Executive Officer's Report: Tiger Shaw

State of the Organization: Shaw reported that, at mid-season, we had the World Championships before us which held much anticipation. To date, the team had achieved 70+ podiums against a goal of 125 this season. Luke would expand on this with his presentation.

One of the world's best alpine athletes is retiring mid-season. In the same sport, another of the world's best athletes is closing in and winning everything in sight. Many other sports are doing well, with superstars winning and leading the world.

But we are not without challenges. Some teams are thin, aging or both. We are working hard, and smart, in development to shore that up; long-term development plans are in place that we believe in but must execute well. Shaw asked how we claw back to being the best team in the world with the simple response of one podium, one athlete at a time. We provide for and build world-class teams that propel our athletes by giving them the platforms on which to succeed.

He said that we are focused on building and maintaining a great culture which was easier said than done, but we are making good progress. Programs are in place, athletes are engaged and willing to make any situation better, but this will require ongoing efforts.

Financially, we are not where we want to be and Brooke McAfee will detail this. We will be fine, but we can do much better. It has not been for lack of effort, however, some sponsors didn't renew as planned which has proved challenging. We also face headwinds caused by the USOC situation, by the USOC-USOPP transition with LA 2028 dependent upon IOC moves. Foundation and philanthropic support are strong; our donors believe in us and are supportive. The MAE is going well and Trisha, her team, Steve Strandberg, Phill Gross and I are focused on this.

What are we doing to support our athletes? Teams as stated are doing well, performing. The future depends on the MAE and its components. Marketing and other dollars are critical but long-term financial sustainability depends upon the Endowment.

This year, a gap remains in athlete funding but we've improved. After all sources, the remaining gap is \$1.4M (sources – BBATF, FIS, TS, USOC, IDone, NNF, B Team fundraisers). This is significantly better than when the year began, but the gap remains. The BBATF will eventually spin off \$900K when fully funded. Today it generates \$155K, next year it will generate \$187K; so how do we bridge the gap? This was the subject of much discussion at the last Board of Trustees' meeting in Beaver Creek.

We have been leveraging this energy and passion by an effort to "Bridge to Endowment". This is intended to get us from \$155K to \$900K, because \$900K is currently four or five years away. "Bridge to Endowment" asks are now part of our strategy to get us there quicker. We are coming at this from many angles. We have core goals to hit, core budgets; but we are blending efforts together to make the bridge, but we have to hit the \$20M of BBATF, which is \$11M+ now, with \$3.4M banked.

Employee Engagement Survey: Shaw asked Charlotte Miller, Chief Human Resources Officer, to provide the report. Miller outlined that U.S. Ski & Snowboard's Net Promoter Score had increased over the past three years. We want to look at steps to continue the increase. Our retention expectations have improved, partially due to the quad cycle. Participation in the employee survey was 76%. She said that the fuller results can be provided to the board and, if anyone had questions, they were welcome to contact her directly.

SafeSport Update: Shaw said that we continued to refine the handling of behavioral matters. We had flow charted out processes and held meetings to work on the issues. We believe we are doing well. He shared that an independent Subcommittee of Ethics had been established to provide Safety overview.

The U.S. Center for SafeSport is doing better. Under new leadership, the reporting and transparency the NGBs want is being established. A SafeSport revised Code and new policies are coming out, which we will implement. The draft of the policy is out, and the Code is under final review. As an NGB, we are deeply involved with the Center and USOC on background checks homogenization; once taking place every three years, this has evolved to every two years. Today we will ask for the adoption of a policy to have the Board of Directors background screened.

Minor Athlete Abuse Prevention Policies and the SafeSport Code for the U.S. Olympic and Paralympic Movement: Shaw said that we would defer the two motions for ratification until the next meeting so that the board had ample opportunity to review the revised documents.

9. USOC Update: Tiger Shaw

Compliance Update: Shaw clarified that the audit would be completed before March 1. He stated that the 20% Athlete Representation deficits identified would be cured and that it was determined that the Foundation Board was not a governance board and therefore the 20% athlete mandate was unnecessary.

10. Athletes' Advisory Council Report: Heather Watanabe for Holly Brooks

The USOC AAC has not met since the Olympic Assembly in September in Colorado Springs. However, members of our leadership have been active in Washington DC and with the newly-appointed USOC Leadership team.

There has been frustration over lack of actionable steps taken following the release of the Ropes & Gray investigation. Much of the group is willing to give new leadership a chance to settle in before taking those steps. There have been miscommunications regarding "athlete voice" and confusion over different advocacy groups. Specifically, the Committee to Restore Integrity & Olympians Rising has called for resignation of the entire USOC Board of Directors. The AAC is currently working to differentiate our "official athlete voice" with outsider groups.

A main concern is governance, especially, athlete representation. Per the Stevens Act the USOC Board has 20% athlete representation. Those representatives are reappointed by the board, not the athletes who are receiving the representation. This came to a front recently when a representative whom the athletes did not feel represented athlete concerns was reappointed to represent the AAC on the board.

The question all athletes are talking about is if athlete-first initiatives and necessary safeguards can be accomplished within the current USOC structure or if the Ted Stevens Act needs to be revised.

11. Financial Report: Brooke McAfee, Dan Barnett, Steve Strandberg

Brooke McAfee provided the financial update. She began with an overview of Operating Budget Performance, having grown the operating budget from \$31.7M (FY16) to \$34.6M (FY19 latest forecast). We reduced our debt paying off the line of credit at FY18 year end. We grew the endowment from \$34.4M (FY16) to over \$40.3M (FY19 Q2).

She said that regarding Strategic Planning, we completed long-term planning for FY19–23, a five-year plan with the financial component of this plan shared with you today. In Human Resources we are working to improve employee culture through a more developed employee onboarding experience, providing leadership opportunities, establishing more regular feedback and will continue to refine the compensation and benefits work initiated last fiscal year. Lastly, Sheryl Barnes will review the FY20 membership price increase and strategy.

An organizational goal is to achieve financially sustainable growth. To do so we need to:

Grow the Operating Budget Revenue to over \$40M

- Marketing revenue = \$15M
- Foundation revenue = \$12M
- USOC revenue = \$7M
- Membership and competition fees = \$5M
- Endowment draw = \$1.5M
- NASTAR = \$1M

Grow our Endowment to \$90M

Maintain focus on resource allocation and expense management

- Focus to allocate resources to elite teams to achieve our vision of best in the world
- Maintain the sweet spot with marketing revenue, athletic needs and our events plan
- Reduce athletes' out-of-pocket travel costs

Maintain a balanced budget and make hard choices as a team if revenue doesn't meet expectations.

She reviewed the FY19 Operating Budget comparison and variances. Revenue was projected at this time to be \$34.8M. She detailed the marketing revenue and variances. The challenges/opportunities were in the marketing sponsorship, renewals and securing open categories. Dan Barnett addressed the current opportunities and challenges in obtaining new sponsorships and with renewals.

McAfee then reviewed the Foundation operating budget revenue, projected to be \$10.4M, which was above budget to help with the organization's overall budget. Steve Strandberg then commented on the areas of fundraising and noted the \$50M endowment campaign currently has \$26M in pledges.

Steve Strandberg reported for Trisha Worthington who was in Åre with the champions' club program, hosting 25 supporters of the Champions Club hospitality experience around the FIS Alpine World Ski Championships.

Strandberg noted that Foundation was on track to meet the operating budget goal of \$10.1M. In addition, Foundation had targeted an incremental \$1.3M in fund raising for a total fundraising effort of \$11.4. The additional \$1.3 million is \$300K for the operating budget; \$600K toward closing the athlete funding gap, with \$200K of that amount raised; the balance was designated for special projects such as supporting B/C team fund raisers, etc.

Strandberg commented that there was very good momentum on the MAE campaign, which was incremental to the above:

- Generated pledges of approximately \$7M this fiscal year
- Total of \$26M raised, of which \$11.7M is for the Beattie Travel Fund
- Another \$6M in outstanding asks

Current activities include the hiring of Steve Perelman in San Francisco, an open major gift officer slot in NYC, and a plan to hire a major gift officer for Colorado. He was open to suggestions for those open positions.

Strandberg discussed SafeSport and that they would require all Foundation Trustees to be SafeSport trained. They were currently evaluating what to do about background checks and were awaiting revised USOC guidelines as the USOC Foundation currently does not require background checks.

He outlined an initiative relative to athletes on the Foundation Board. The Foundation Trustee experience was enhanced by having contact with the athletes. The Board of Trustees has a category of "Athlete Trustee" representatives on the board. The goal was to double that number. Currently there were five athlete members; Jeremy Bloom, Edith Thys-Morgan, Cindy Nelson, Ross Powers, and Jonny Moseley. The next three candidates were Hannah Kearney, Liz Stephen, and Heather McPhie Watanabe. They were seeking at least two more, particularly in the Snowboard/Freeski/XC disciplines.

Brooke McAfee then discussed the Operating Budget revenue trends for the quads, '10, '14, '18 and '22. She closed her presentation stating that Membership Services would be presenting a new pricing structure for FY20 under new business.

12. Athletics Update: Luke Bodensteiner

Luke Bodensteiner expressed that the team was optimistic about its performance going into the World Championships, with 33 different U.S. Ski & Snowboard Team athletes winning 77 podiums in 20 different Olympic discipline events so far this season, and Team aerials and Team SBX to come, both of which were high-potential events for us. The team has very strong medal chances in 18 events during World Championships, with good chances of multiple medals in four of those events, further potential upside in 4-5 additional areas beyond that, which would mark substantial progress toward our Olympic goal in 2022. Best in the World is what America expects of us. While individually we all may have differing views on why it's important to be the Best in the World, and those reasons why can be personal and diverse, it's important that we do everything in our capacity to achieve that, as a team.

He explained that in PyeongChang, our athletes had incredible performances. They won 15 medals and created the standout moments of the Olympics. But we've set a target to win 50% more medals than in 2018, and win 22 medals in Beijing. Only one team other than our own has ever won more than 20 medals in a single Olympic Games (Norway's 2018 team), and if we can achieve this goal, it will be our best performance ever, and a step toward our vision to be the Best in the World.

He disclosed that the team made significant efforts to ramp up the level of communication and consultation with athletes through formal means this year, helping us to learn more about what our athletes' value and need to support their efforts to perform. A primary area that they were focused on is the quality of their coaching. Encouragingly, the athletes largely feel that their coaches are technically, tactically and operationally experts in their field, but an area we can improve in our delivery is in the human side of coaching; communication, relationships, empathy and leadership. With that in mind, the team is in the process of launching an elite team coach professional development program in collaboration with the USOC, which will target the development of our coaches in those areas as a program to invest in our coaches throughout their careers, and in our ongoing success.

The program will launch in April, each coach will go through a personalized needs assessment and establish a personal mastery plan and “Coaches Code”, that will clarify the role and expectations of what it means to be a coach for the U.S. Ski & Snowboard Team beyond the technical and tactical capacities. Further, a team of coaching consultants and subject matter experts will go into the field with our teams to teach, observe, mentor our coaches in real time, and will commit our coaches to specific actions targeted at their continuing development, and measure the success of the coaches’ implementation against those commitments.

Steps to enhance our collaboration with top club coaches are being planned, to further develop our capacities in how we train athletes, and create a more consistent experience for athletes throughout all levels. We are initiating an annual, post-season meeting between our national team coaches and the coaches from our top clubs, where each will present the details, including training data, from their programs in the past year, compare the training they did to the outcomes they were aiming to achieve, and talk through how they plan to modify their program for the coming year, with the expectation that each of the coaches in the room will help critique each others’ plans, share thoughts and concepts, and over time establish a more consistent, collective training philosophy. This will start with cross country, which has a well-established culture of training data collection, and alpine High Performance Centers and then develop into other sports from there.

The new data program will also support the idea of using data to learn more about our sports, and build a more comprehensive knowledge base amongst our coaches. The development of a national training log will eventually allow us to monitor training in general across our participant base, and create detailed records on every individual athlete. Additionally, we’re considering the adoption of minimum physical fitness standards tied to participation in national team and national-level programs, through the SkillsQuest Fitness testing, which would make it compulsory to exceed minimum standards to participate in national team programming and international competition.

He articulated that sport science and medicine will continue to play an important role in our overall success, with a primary focus on physical and mental readiness, through physical training, general athletic and movement development, nutrition and psychology. In alpine skiing, which is one of the most complex sports there is in terms of conditioning, and where our conditioning coaches have less experience and specific education, we’ve taken a step back to focus on learning more about the physical demands of the sport, and have now begun to re-integrate our science staff into the teams with good success.

He revealed that keeping our athletes healthy is also a primary objective, which we’re achieving through conditioning and physical readiness standards, and through return-to-sport protocols. While some level of injury is unavoidable in our sports, re-injuries are a significant factor accounting for 24% of our season-ending injuries, and are more controllable, and so are a particular focus, which typically means slowing down the return-to-sport process, and allowing more time to get back to full performance.

A significant effort in sport science has been directed to development, and specifically into alpine through our High Performance Center program, which is based around sharing our scientific knowledge related to athletic development, physical demands of the sport, and testing and monitoring protocols with 12 of our top clubs, while also encouraging them to share and collaborate more closely. As we get closer to the Olympics, the program will refocus toward short-term performance aspects such as peaking and performance-enhancing technology. While we do not carry a technology budget in our sport science program, projects

that are run are done through grants, typically through the USOC, which last year totaled \$80,000.

Relative to our science and medicine budget, we are investing \$1.4M into the program across all teams. 85% of that investment is in people, with the remaining in travel to be in the field with the teams, and operations at the Center of Excellence which include food service, equipment, and software.

We're also steadily growing our revenues in the program by leveraging that investment, drawing in about \$1.1M in sponsorships, which come in the form of cash, personnel who are loaned to us on a full-time basis, and equipment. Our "Approved Center of Excellence" program, which is now in two locations at Barton in Tahoe and IHC in Utah, provide about \$500K in value alone between the medical and high-performance sponsorships. Our high-performance program has a strong brand in the marketplace, and there may be further room to grow, with Approved Centers of Excellence in the East and the Midwest.

Budgeting for next year will be targeted toward bridging the gap between our performance now and our goal in Beijing, in either areas where we can play to our strengths, or wear into others' advantages. A key evaluation will be; where can we make incremental investments in programming that will let us capitalize on medals that we aren't winning today, in the most cost-effective way? In alpine, there are opportunities to win 1-2 additional medals based on the profile of our athletes, in cross country 2-3 more, and in freestyle/freeski/snowboarding 8-10 more. Those will be the areas we will be looking to make investment in, to make the greatest gains with the most efficient application of resources.

He declared that we were in a good financial position going into spring, with a strong level of growth in athletic spending. And to complement that, we'll also make some selective cuts across programs, to create more budget flexibility overall. While, in principle, we like to see a level of zero-based budgeting within the programs, in practice, there's not a tremendous amount of budget flexibility. About half of what we spend in our programs is tied to personnel costs, which are generally less flexible. And half of the other half of what we spend is largely determined by competition schedules and the cost of participation in those events. When it comes to training camps, our teams have generally worked out where the best training is available, and when, so those costs tend to be fairly predictable. Nevertheless, we will create as much flexibility across the budgets as feasible, and use selective re-allocation to force that kind of thinking, and effectively have each program consider their budgets from the bottom up.

He shared that there were also some practicalities that we will have to tend to before we can consider any of the incremental, performance-enhancing programming that the teams will identify through our planning process, such as growth in the number of A-team athletes (who will be funded independent to any B/C/D team funding efforts), re-building our women's alpine tech infrastructure which currently focuses on NorAm-Europa Cup-World Cup, ability to attend all of the key competitions in freestyle, freeskiing and snowboarding, and comparatively small staffs in most of our freeskiing/snowboarding teams. Longer-term, we will also re-install an alpine men's head coach, and are tracking an interesting group of young cross country skiers, who will likely create expansion in that team.

13. FIS Update: Dexter Paine

Paine announced that a good deal of time had been taken up with FIS topics and that he would simply add that he would be attending the upcoming FIS Council meeting scheduled in conjunction with the FIS Alpine World Ski Championships in Are, SWE (February 4-17, 2019).

14. Nomination & Governance Committee: Eric Resnick, Lisa Kosglow

Background Screening of Board of Directors: Lisa Kosglow voiced that they discussed the desire to have this as policy going forward, in support of best practices, and she asked Natt to request a motion.

Motion #2: to ratify the requirement of criminal background screening of all U.S. Ski & Snowboard board members

M/S/C Andy Wirth/Ken Graham

Chairmanship of the Ethics Committee: The second item was that they had recently had success in obtaining a chair for the Ethics Committee. Tiger Shaw met Judge Judith Billings and discussed the duties of the Chair for Ethics and she agreed to accept the role.

Motion #3: to ratify the selection of Judge Judith Billings as Ethics Committee chair

M/S/C Darryl Landstrom/Eric Resnick

Honorary Chair Recognition: The committee discussed the addition of a position on the board position for the immediate past Chair and would request a motion to that effect to be followed by the appropriate bylaw amendment.

Motion #4: to approve the addition of a board seat for honorary chair

M/S/C Kipp Nelson/Lisa Kosglow

15. Old/New Business: Alex Natt

Diversity and Inclusion Statement: Natt noted that the statement was included in the board meeting packet; the draft statement had been distributed in the November board meeting materials. He asked for a motion to approve the statement which would replace the one currently posted to the website.

Motion #5: to approve the statement as proposed

M/S/C Darryl Landstrom/Eric Resnick

U.S. Ski & Snowboard Corporate Resolution & Officer Authority: Natt reminded the board that this was an annual requirement and asked for a motion.

Motion #6: to ratify the revised Corporate Resolution and Officer Authority

M/S/C Dexter Paine/Eric Resnick

United States Ski Team, Inc. Board: With the change of chairmanship, we were making a modification to the officers of the for-profit entity and he asked for a motion.

President: Kipp Nelson; Vice President: Steve Strandberg; Secretary-Treasurer: Brooke McAfee; Additional Board Member: Tiger Shaw

Motion #7: to ratify the composition of the board as presented

M/S/C Dexter Paine/Lisa Kosglow

Membership Fees: Sheryl Barnes discussed the desire to bring the levels back to those from FY14/15. The majority of increases were in the \$15-25 range. These had been discussed with the sport committee chairs, affirmed by Dylan Omlin, Tom Yaps and Darryl Landstrom. There was a request from them to obtain a document outlining the change so that it could be widely distributed prior to the Congress sport committee meetings. Natt requested a motion.

Motion #8: to ratify the dues and fees as presented

M/S/C Darryl Landstrom/Tom Wallisch

16. Next Board Meeting: Dexter Paine

The next meeting is scheduled for May 18, 2019, 7:30 a.m. Mountain, in Park City.

17. Closing Comments & Motion to Adjourn: Dexter Paine

Paine requested a few moments to present his chairman's report as he had deferred his comments to allow Lewis, Gosper and Bullock to present early. Most importantly, he had been assigned the task to work on the Ted Stevens Amateur Sports Act, which was in need of revision. He asked board members to provide any input they wished to share with him and specifically requested Liz Arky for her input.

Paine introduced Frankki Bevins from McKinsey who would be working on the U.S. Ski & Snowboard strategic plan for the organization moving forward with Tiger, Kipp and Brooke.

Paine thanked everyone for their efforts to make this in-person meeting, and not having further business, the meeting adjourned.

Slc 2.13.19;
Alex Natt legal review 2.25.19;
MT review 2.27.19