

August 25-27, 2017

BOARD OF DIRECTORS ANNUAL MEETING

KANSAS CITY, MO

Friday, August 25, 2017

5:30 – 7:30 Ways and Means Committee met to review 2016 and 17 fiscal years and to plan for 2017-18 Budgeting. (Sue Skaggs, chair, Mark Nash EDOS, John Chamberlain, Vice President, Tom Breuckman, member)

Saturday, August 26, 2017

The Fall 2017 USTA Board Meeting was called to order at 8:43 a.m. by President Karen Cammer.

A. Roll Call

Present: John Chamberlain, Sue Skaggs, Jackie Stewart, Karen Cammer, Thomas Breuckman, Mark Nash, EDOS

Absent: Lori Perkins and Jason Lee

B. Approval of the agenda.

Motion #1 Move to approve agenda the agenda as amended.

Moved: Sue Skaggs Seconded: Jackie Stewart

Passed Unanimous

C. Approval of the Winter 2017 Board Meeting Minutes

Motion #2 Move to waive reading of the Winter Board Meeting minutes.

Moved: Jackie Stewart Seconded: John Chamberlain

Passed Unanimous

D. General Address by President Karen Cammer

Karen's opening comments were about changing the culture of our own organization. We are expanding and welcoming new members and organizations, but also aware of some negativity is coming from inside our organization. Karen hopes we can change that and believes that to succeed as an organization, we must change our culture. We have many challenges with various events, but a primary focus needs to remain on our own organization's health and its membership. As leaders/shepherds of this organization, we need to remain visionary and empower our leaders. We must stay true to what our founders' vision was. We need to support our roots and foundation. We need to keep USTA first and foremost in our planning and financial decisions.

Karen suggests that we hold three physical meetings a season; Fall (in August), Winter (in January/February) and Spring (possibly late April). The board will also hold conference calls in between as needed.

Karen asked us to consider how we receive reports and at what level – should Mark receive all and summarize with a state of the organization report, or do we need to continue to receive them as we have in the past? Isn't it time we empower our Executive Director to work his job description?

REPORTS

Facilities: The board was appreciative of our facilities liaison, Sandi Wiemers and the contracts she shared with the board for past and upcoming venues. This is a complex area and we are well served by Sandi in this regard.

2017 National Contest & U.S. Pre-Trials-Mark Nash

This was a year of change for the 2017 Grand National Championships. During Pre-Trials, the contest was successfully guided through the leadership of new contest director, Director Stephanie Baddour. Congratulations and thank you, Stephanie! The Pre-Trials began the week of electronic submission of music and during Pre-Trials this went almost perfectly. However, it always creates a challenge and requires organization and strong

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communication.

We instituted some changes to the National Championships this year that were the result of comments and suggestions from membership. While these were successful and forwarded with all positive intentions, we still learned that we need to communicate more strongly and more in advance for changes. One example was the separate practice area for another day's events at Nationals. These will come off even better with better and earlier communication.

Board members have varied duties and assignments during the week. Ceremonies coordinator, Shanon Barker suggested she create a schedule for the board during Nationals week.

Another issue to be addressed is the need for an EMT/Athletic Trainer. The Board agrees we need to provide an athletic trainer whenever possible during the National Championships.

Mark also noted the huge number of volunteer tasks and coordination done by a few individuals at Nationals and suggested we all consider whether we are over taxing individuals. Mark also discussed and presented results from performance evaluations with national staff and the Board was appreciative and supportive of his efforts in this area as we strive to make our National Championships the best that they can be.

The Board also clarified with our EDOS his role in hiring and firing and the understanding that while he will keep the board informed, he will be making the decisions regarding development of staff as well as the hiring (firing?) of staff.

WBTF-Karen Cammer- (Minutes on file)

2017 Grand Prix & International Cup

Though not tremendously well attended, the Grand Prix was a very nice event. There were various issues for various countries. The International Cup was well attended, our athletes and participants seemed to have a great time and experience in Croatia. Croatia officials were most responsive and helpful. Congratulations to U.S. Athletes, coaches, officials and thanks to Tour Coordinator, Callene Derrick.

The Board expressed concern about the smaller numbers who attended and participated in the Grand Prix, as well as the length of the two competitions combined. The Grand Prix is expected to be included and part of the International Cup soon and that will reduce the time commitment a bit. Athletes who attended IC had a great time in Croatia. Embassy officials from the U.S. and Japan visited the IC competition as well. Karen noted that we need to continue discussion and relationship building within the WBTF and IBTF.

In addition;

- The compulsory set is now going to be drawn May 1.
- Senior and Adult **Men** are now combined into one division.
- There will be a judges' selection process in the future to include submissions from each country with official review by technical officials.
- The upcoming WBTF winter meeting in Kissimmee, Florida will not have the Technical Advisors and Judge Reps meet, only the executive technical committee will meet.

Jackie Stewart added;

- Indicated that there would be upcoming changes in Jr. Women Short Program to include Grand Jete's and Illusions
- An upcoming review of the connecting material in Sr. Women's Short Program is scheduled
- The WBTF Judges' selection process will include submissions from each country and reviewed by technical

officials.

Executive Director of Sport-Mark Nash – Report

This has been a transitional year of re-organization and it has gone well despite many challenges. Sue Skaggs has suggested changes in our accounting structure that will simplify budgeting and make it easier. Bookkeeper, Pam Salvas has been totally available whenever needed. Keri Cooke is gearing up for her biggest challenge so far as we begin our membership renewal season.

We did set goals for Nationals to show greater respect and recognition for our coaches, and to promote an atmosphere of fun within the competition. They helped focus all and we received positive feedback.

We continue to attempt to build professional, collegial relationships with other organizations and believe there is much historical misunderstanding between our organization and NBTA. USTA leaders can and should offer positive, curious, respectful and professional attitudes in our interactions with other organizations.

Digital Archiving of past championship recordings has begun and our website is reflecting that. The process of converting videos to digital is cumbersome and time consuming. Sue Skaggs sister, Linda, has volunteered to help with archiving our magazines along with Mark.

The majority of Mark's time is still spent being the call center, answering questions, training and consultation. With this foundational work, he is hoping that time will free up this year for him to pursue some goals he and the Board have identified for baton and our organization.

Operational Structure Update

Digital and Media position. Things are going well – many positives from all the digital media at this year's National Competition. Thank you, Monica Lee and helpers!

We are still seeking a domestic Technical Department leader and we still need an Events Department. We should discuss interim remedies.

Financial Report

Budgeted a loss last year (30K) and we now anticipate a slight profit for this past year.

Mark discussed with the Board, various media venues we could approach for more exposure – one example being **the Moxie Games**. Often, the buy in can be quite high and it is not necessarily a fit for our organization's purpose. Is it for us? Buy-in cost is significant. Mark and the board discussed the pros and cons of involvement with this type of event.

Mark noted that he is continuing to consider how affiliate organizations (state and regional councils) could **establish a 501C3** through or in conjunction with the USTA. Karen is familiar with a procedure that would enable clubs to establish a 501C3 status under the AAU umbrella and suggested that path. She is willing and able to help interested members.

Our accountants will be providing the basis of an accounting procedural manual for our use.

USTAR has been on the back burner though there have been a few emails and conversations. It's waiting for us to take the reins to provide leadership. Mark and the board continue to discuss and identify direction and priorities for

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our organization and to help its current and sustained growth.

Coaches: There were many successful events at Nationals – for the clinic, although 42 people pre-registered, 102 people attended.

The Coaches' Department focus is on the coaching program. They will start this year by developing a home study version of certified coach at lowest level. This will not mirror the Judges level 1 program, but will have more of an emphasis on how to start a baton program. There will be an exam online that will be more rigorous than in the past to give it teeth and validity. The CAS program will be mentioned, but introduced in more depth at higher levels. They plan to identify specialized coach topics for workshops throughout the country. Coaches will need to attend these in order to attain master status. Coaches will have the possibility to develop areas of specialty.

Jackie asked how much of this is put together now – Mark explained that they want it to be in place by September 2018. There are many foundational materials created by USTA individuals and groups. The board discussed with Mark, how much to create our own US program and to incorporate various things from other organizations, versus rote following of other countries' programs.

Directive A: Coach Department – Kathy Forsythe:

Board supports the Coach's first level of the certification process. However, we the board, do firmly request the deadline to be met and ready to implement by September 1, 2018. The board supports the budget expense of this department. The Board is requiring a progress report at each of the 2 planned USTA Board meetings in 2018 leading up to the implementation with a final of the program presented by July 1, 2018 and unveiling at our 2018 national championships.

Events/ Facilities: The biggest cost at Nationals is food. (Over \$10K for food at 2017 Nationals). This is a huge expense and is one of the items most complained about by our staff – who receives meal cards, quality of food, etc. Mark identified some creative alternatives for the board to consider.

We need to include a trainer in the national budget.

Judges report: The Judges workshop at Nationals was very well received. Many appreciated the variety of people who attended and that it was free. The Board would like the level 1 manual created by October 1 and published by October 15. There is also a proposal from judges and Monica Lee – to have a more advanced Learning Management System (LMS) available.

Other projects, decisions and /or recommendations:

- Transform Level II workshop to 1 day on site.
- Clean up workshop materials
- Post all focus meeting information on Knowledge Central
- Review and modify National Judges selection process
- Create Judges' profiles to share online
- Return to 18 judges at Nationals – only 15, they felt, was too taxing.
- Review the level of conversation to take place at judges' table during competitions
- Should we return to have a sign off procedure for judges?
- Tabulation should receive a directive to re-implement the sign off procedure on all recap sheets, and communication with judges about this decision.
- In a review of proposals, the Board decided to provide free membership for all department directors and department voting members.

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- Host a judges' workshop in Jacksonville, Florida.

Directive B: Judge's Department – Kathy Butera

Board is requiring that the Judge Level 1 manual be completed by October 1, 2018 and published by October 15, 2018.

Directive C: National Tabulation Director:

Board requests that our National Judge staff signs off on all tabulation recaps sheet prior to any announcements or posting of results. This will begin in the 2017-18 season.

Directive E: EDOS – Mark Nash

Direct the appropriate departments to disseminate information and update Rule book regarding the USTA Policy for ATHLETE vs COACH vs JUDGE effective September 1, 2018.

Motion #3 (Judge Proposal #1)

It is moved that the yearly USTA applicable membership is waived for all Department Directors and voting members that serve on an established department.

Moved: Jackie Stewart Seconded: Sue Skaggs

Passed Unanimous

Motion #4 (Judge Proposal 4)

The Judges Department requests \$600 to purchase a portable projector and the associated cords necessary to connect to assorted platforms/computers.

Moved: Jackie Stewart Seconded: Sue Skaggs

In Favor: 0 Against: 3 (Jackie, Sue, John) Abstain: 1 (Tom)

DEFEATED

Motion #5 (Judge Proposal 3)

It is move that USTA host a Level III Judges Workshop in conjunction with the 2018 National Championships in Jacksonville, Florida.

Moved: John Chamberlain Seconded: Jackie Stewart

Passed Unanimous

Motion #6 (M&T Proposal #2)

USTA currently use the Moodle Cloud as our Learning Management System (LMS) for online testing for certification. The free version of Moodle Cloud allows up to 50 users. If we have over 50 users, we will need to upgrade our account to the next tier up, which would allow up to 100 users. **Expense:** The annual cost would be \$250/year, and would only be used if we needed to accommodate over 50 users.

Moved: Sue Skaggs Seconded: Jackie Stewart

Passed Unanimous

Media and Technology Report: Many positives from this department – huge uptick in social media usage and viewership at Nationals! The digital media at Nationals received high ratings from many social media feeds.

There are many exciting proposals to consider including: To live stream the U.S. Trials; To upgrade the Learning Management Systems

Member Services: Keri appreciates Sue Skaggs and Linda (Sue's sister) who were of immense help at Nationals. She is storing items in New York. Membership renewal (biggest challenge) is coming up. The National Contest set up procedures needs to be discussed and planned.

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Technical Department: Still finalizing Trials location for 2018. There are many projects and committees involved in this group.

Proposals:

US Trials in Shelbyville March 23 – 25, 2018. Discussion about whether the board needs to be the decision makers for all these details. Consensus was no – the Technical Department and EDOS are fully capable to make these decisions within the contexts of location, cost, etc.

Annual meeting – Similarly, there is no need for the board to address and monitor this. Rather, the Board and EDOS developed a plan to include budgets for each department and for them to be able to manage and make best decisions for their department needs from these budgets.

The Board does approve and desires to make more automatic that the Technical Advisor, Judges' Rep and the US Representative all attend the Winter Meeting in Florida.

We will hire 2 international judges for US Trials plus 8 US judges

Recess for lunch: 12:30

Meeting resumes 1:27

The board continued discussion about the need for the board to be visionary and not in the weeds with details

The Board adopted the Artistic Group event to begin immediately and gave a directive to Mark Nash to inform and facilitate the various departments to work together to be ready for this event at Nationals 2018 and to appropriately notify membership. This will be offered at local, regional competitions as well as nationals.

TASK FORCE REPORTS

Transgender Competition Options-On file

The Board moved to accept the findings and recommendations of the Task Force, Regarding Competitive Participation for Transgender Athletes. The transgender document will be stored in the USTA Archives (document section) on the web page.

Motion #8 Move that we accept the findings and recommendation of the Task Force on Regarding Competitive Participation by Transgender Athletes.

Move: John Chamberlain Second: Thomas Breuckman

Passed Unanimous

The Board commissioned a task force to look at **Regional Rezoning**. Per the recommendation of the task force, there will be no action on rezoning regions now.

The Board also voted to accept the Coach/Athlete/Judge proposal submitted by the Technical Department and directed Mark to implement this policy.

Motion #9 Move that adopt the USTA Policy for Athlete vs Judge vs Coach.

Moved: Jackie Stewart Second: Sue Skaggs

Passed Unanimous

Regarding a national judges' complaint received at Nationals, Mark noted he had established a four-person committee of peers and one Board member to review what happened, and to make recommendations to the Board as to how best not only resolve this issue, but also help prevent other similar issues in the future.

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iTwirl 2017 Mark Nash

We have already received 14 entries. Head Clinician is Toshimichi Sasaki, Japan. Hotel rooms are being booked. Clinicians are being finalized. Things are moving.

2018 U.S. Trials-Karen Cammer

Mark and Department Directors will work and finalize details

2018 World Championships-Karen Cammer

Our budget projection is low for World Championships 2018; however, Karen believes we may be closer to break even than a loss. Many younger professionals are stepping forward to help. Meeting mid-September to finalize details. National and World Championships in Florida will be very exciting next year.

OLD BUSINESS

None

NEW BUSINESS

Visionary/Goal Setting discussion:

- Where are we (USTA) headed? Where do we want to be in 5 years?
- How are we going to get there: domestically?
- How are we going to get there: internationally?

Discussion regarding our international goals and with whom we are negotiating here in North America. We need to focus on our domestic health. Sue mentioned the local, beginning twirlers don't feel that Nationals is for them. John noted nationals is all about or can be all about international, elite athletes. Mark added vendors need more support and recognition. Karen suggested maybe after registration, athletes can be directed to go to a vendor's booth such as Starline. We need to focus on our own organizational health – so many staff complain and vendors note lack of exposure and traffic. It's not the awards that are so grand, but greater recognition for beginning and intermediate twirlers that is needed.

Board of Directors

60th Anniversary & Hall of Fame Inductions **Executive Session**

Policies & Procedures

- Karen is putting together a Board Handbook to include many needed documents and procedures
- The Board is considering the formation of an Ethics Review Committee that would be made up of individuals outside of our organization.
- The Board is also aware of the need to stay current with HR practices and procedures.
- The Board intends to utilize Benefactor Contributions to provide outreach to some of our long-distance entities including Alaska and Puerto Rico. The Board also intends to provide outreach to twirlers in the Wisconsin area as follow up to our National event there in July 2017.

U.S. National Championship Format

- The Board received specific suggestions from key volunteers and referred those suggestions to Mark and Department Directors for review, analysis and implementation if appropriate.
- The Board also directed the Technical Department to make provisions for non-US Citizens, but residents of the US to be able to participate in our US competitions.
- The Board discussed a recommendation to include IC Critiques in IC years and noted that as our National

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Championships move to a two-gym event that there may be more time and possibility to include IC Critiques in IC years.

- The General Assembly at 2018 Nationals will be held on the Set-Up day, Sunday, July 8, 2018.

Executive Session to discuss the EDOS Job Description and renewal process.

Meeting paused for the day at 7:00 pm

Sunday, July 27, 2018

The meeting resumed at 8:38 on Sunday, August 27, 2017

Discussion of 2017-18 Budget:

The Board reviewed revenues and costs from the 2017 fiscal year and projected revenue and expenditures for the 2018 fiscal year. We also reviewed the budget for World and Nationals, identified questions and potential profit areas.

Motion #10 Move that we allocate \$10,000 to be utilized for Departmental Meetings each year allocated based on needs.

Moved: Jackie Stewart Second: Sue Skaggs

Passed Unanimous

Motion #11 Move that the EDOS be permitted a discretionary fund for Operational needs of USTA equivalent to 1% of the annual General Fund.

Moved: John Chamberlain Second: Thomas Breuckman

Passed Unanimous

Motion #12 Move that we accept the 2018 Fiscal Year Budget. (see attached budget prepared by Ways & Means)

Moved: Sue Skaggs Second: Jackie Stewart

In Favor: Breuckman, Stewart, Skaggs Against: Chamberlain

Passed

- Upcoming Board Meetings: February 3 and 4, 2018 and April 21 and 22, 2018
- This upcoming year is the time for Board Elections. The 'Intent to Run' form will be due in December and resume/bio due in January 2018. The first vote takes place in February and the second in March. The Nominating committee for Board Elections this year is Sue Skaggs, Jackie Stewart, Jason Lee and Tom Breuckman. Thomas will serve as the chair.
- Revenue/Budgeting long term: We have not explored many revenue streams including: employee matches, alumni resources and our benefactors program. We can also look to create new events and new types of happenings as these will increase membership and merchandise sales. The 60th anniversary presents an opportunity for publicity and marketing and growth of our sport and specifically for the USTA. The Board believes that it is quite significant that this is our 60th anniversary!

Motion #13 Move to Adjourn.

Moved: John Second: Sue

Vote: In Favor: Unanimous

The meeting adjourned at 11:53 a.m.

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Respectfully Submitted,

Thomas Breuckman
on behalf of Secretary Lori Perkins