



USA Archery Board of Directors

December 7-8, 2024

**Colorado Springs, CO (All Times are Mountain Standard Time)
In-Person and Virtual (Zoom)**

I. Welcome and Introductions

- a. Chair Belinda Foxworth called the meeting to order at 8:07am MT.
 - i. The following voting members were present in person: Belinda Foxworth, Josh Halpern, Jeff Greer, Nobu Ishizuka, Kevin Mather, Jason Tabansky, Jacob Wukie, Doug Denton, and Jonathan Herpy*
 - ii. The following non-voting members were present in person: Heather Koehl
 - iii. The following members were present via Zoom: Erin Niehaus, Makenna Proctor, Dee Falks*
 - iv. The following members were absent: Kris Strebeck, Bobby Sharma, Lexi Keller
 - v. The following USA Archery staff members were present: Rod Menzer, Mary Emmons
 - vi. The following USA Archery staff members were present via Zoom: Nicole Glunt
 - vii. Chair of the Ethics Committee, Chuck Platt, was present in person.

*Joined in afternoon

- b. Foxworth did roundtable introductions and acknowledged outgoing board members and thanked them for their service.

II. Conflict of Interest Discussion/Disclosures

- a. Foxworth began the meeting by requesting that Board members review the agenda to identify any potential conflicts of interest and reminding members that Chuck Platt, Chair of the Ethics Committee, was available for assistance in determining potential conflicts. Foxworth reminded the Board that if during the meeting any director believes that they or any other director may have a conflict of interest with respect to any Board discussion or decision, then that director should speak up so the conflicts can be proactively addressed.
- b. Foxworth reviewed the Board Agreement and Acknowledgement of Confidentiality. Ishizuka reiterated the importance of confidentiality and the risks to the board and USAA that might result from breaches.
- c. **Approval of Meeting Minutes**
 - i. Board of Directors Meeting Minutes – July 8, 2024
 - ii. Board of Directors Meeting Minutes – August 9, 2024
 - iii. Board of Directors Meeting Minutes – September 10, 2024

d. Email Votes – For Purpose of Minutes Documentation Only

- i. June 6, 2024 – Approval of Adopting Updated SafeSport Code
 - 1. Halpern motioned to approve, all three meeting minutes and one email vote, Wukie seconded. No abstentions, recusals, or oppositions.

III. Board of Directors and Committee Updates

a. Board Roster

i. At-Large Election Results

- 1. Douglas Denton, First Term (2025-2028)
- 2. Dee Falks, First Term (2024-2026)

ii. Outgoing Board Members

- 1. Bobby Sharma
- 2. Jeff Greer
- 3. Kris Strebeck
- 4. Jacob Wukie

b. Team USA Athletes' Commission (Team USA AC) Election Results

- i. Heather Koehl, Athlete Rep, First Term (2025-2028)
- ii. Katherine Wu, Athlete Rep – Alternate, First Term (2025-2028)

c. USAA AAC and Para AAC Election Results

- i. Trenton Cowles, Male Recurve Athlete Rep, First Term (2025-2028)
- ii. Catalina Gnoriega, Female Recurve Athlete Rep, First Term (2025-2028)
- iii. Karen Sternfeld, Para Female Recurve Athlete Rep, First Term (2025-2028)
- iv. Candice Caesar, Para Female Recurve Athlete Rep, Second Term (2025-2028)
- v. Kevin Mather, Para Male Recurve Athlete Rep, Second Term (2025-2028)

d. New Committee Appointments

i. Audit Committee

- 1. Erin Niehaus
- 2. Jonathan Herpy – Replace Bobby Sharma
- 3. Kevin Mather

ii. Board of Justice

- 1. Julio Mazzoli – Confirmed as Chair
- 2. Heather Hodge
 - a. Ishizuka motioned and Halpern seconded. No abstentions, recusals, or oppositions.
- 3. Glunt proposed staggering terms, with nine out of ten members completing a term in 2025. Will gather interest and return to the Board with a proposal.

iii. Ethics Committee

- 1. Glunt proposed staggering terms, with six out of six members completing a term in 2025. Will gather interest and return to the Board with a proposal.

iv. Nominating & Governance Committee

- 1. There is an athlete representative vacancy with no interest. Will continue to work on filling the seat.

v. **Compensation Committee**

1. Foxworth proposed the development of a new committee of the Board. Foxworth and proposed Halpern as Chair of the Committee with a term of two years. Niehaus, Ishizuka, Halpern, Mather (athlete) and Tabansky (athlete) will also join the committee.
 - a. Foxworth moved to establish the committee, with two-year terms. Mather seconded. No abstentions or oppositions.
 - b. Ishizuka motioned to approve nominees for the committee, Greer seconded. Halpern, Ishizuka, Mather and Tabansky recused themselves from the individual vote specific to their own nomination.

IV. 2025 Spring, Annual and Winter Board Meeting Dates

- a. Spring Meeting – May 3rd and 4th, 2025
- b. Annual Meeting – August 14, 2025
- c. Winter Meeting – December 6th and 7th, 2025

V. Financial Update

a. 2024 EOY Financials

Emmons and Mulherin reviewed the 2024 EOY Financials and financials through October, to include the balance sheet, variances, and reserves. Mulherin discussed the budgets, reserves and liquidity.

b. 2024 Board Payments

Emmons provided an update on the 2024 Board payments.

c. 2025 Budget

- i. Mulherin reviewed the proposed 2025 budget. The Board discussed reviewing the financials on a quarterly basis. The Board discussed an investment plan, benchmarks, funding, and financial stewardship consistent with the mission of the organization.
- ii. The Board proposed to adjust the Financial Policy and Procedures to account for a 90-Day Reserve to be adjusted annually based on current fiscal year budgeted expenses.
 1. Halpern motioned to approve; Greer seconded. No abstentions, recusals, or oppositions.
- iii. Emmons discussed USA Archery acquiring the Olympic Archery in Schools (OAS) program from Easton Foundations.
- iv. The Board approved budget with a placeholder of \$150,000. CEO to provide an investment plan with ROI for how money will be used pending Board approval. If plan is not approved, money will not be expensed and placeholder removed.
 1. Mather motioned to approve the 2025 budget with the above additions, Halpern seconded. No abstentions, recusals, or oppositions.

d. USA Archery Foundation Update

Margaret Poore presented an update on the USA Archery Foundation. Poore confirmed that the Foundation has made updates to the organization, to include governance documents, board recruitment, and fundraising support structures.

Poore discussed 2025 grants and distributions to USA Archery. Poore discussed Team28, a donor initiative ahead of LA28, to include tiered member benefits.

Ishizuka agreed to serve another term on the USA Archery Foundation Board.

1. Halpern motioned to approve an additional term, Foxworth seconded. No abstentions, recusals, or oppositions.

The meeting adjourned for a break at 11:00am MT.

The meeting resumed at 11:15am MT.

II. Organizational Updates

The Board went into executive session at 11:15am MT and discussed personnel updates, and other legal matters.

The Board broke from executive session at 12:15pm MT.

Jonathan Herpy joined the Board in executive session at 1:00pm MT.

The meeting adjourned for lunch at 12:15 PM MT.

Executive session resumed at 1PM MT to complete the CEO Annual review.

Executive session ended and the meeting resumed at 3PM MT.

a. USA Archery Dashboard

Menzer reviewed the USA Archery Dashboard as related to membership, instructors/coaches, judges, Event participation, sanctioned events, marketing, social media and medal performance.

b. Athlete Safety Dashboard

- i. Glunt reported on the Athlete Safety Dashboard, such that there was a change in Respondent type, with a decline from Coach/Instructor, and an increase in Adult-Athlete. The Center continues to take jurisdiction over the majority of cases. The Board asked about Athlete Safety trends and any survey results related to perception of athlete safety among the community.
- ii. The organization processed two administrative grievances, one right to compete, and five background screenings which were all overturned without a hearing. The background screening all had in common that there was a significant amount of time that had elapsed since the offense and all were non-violent offenses.

c. 2023 DEI Scorecard

- i. Emmons discussed the DEI Scorecard across various constituency groups, staff, board and committees. Metrics reviewed included people of color, women, person with disabilities and veterans.

- ii. Emmons reported on the various initiatives, to include partnerships with Move United and Play LA, that have the potential to positively impact numbers on future scorecards. Emmons reported that para-athletes were added to the developmental teams programs effective this year, which should impact data in future data collection cycles.
- iii. **2021-2024 DEI Strategic Plan Accomplishments**
 - 1. Emmons reviewed DEI Strategic Plan Accomplishments as it relates to Organizational Health, Our People, Outreach, Marketing and Communications, and Funding, to include benchmarks met and associated programs and grants.

d. 2025-2028 DEI Action Plan

- i. Emmons reported on the drafted DEI Action Plan for the upcoming quad as reviewed and approved by the USOPC. Emmons highlighted various initiatives in the new plan.

Emmons provided historical information, to include the original DEI Audit conducted via a consultant, the development of the original plan, and how the organization has built upon that plan for the next quad.

The Board discussed the DEI Scorecard and metrics for growth and tracking DEI initiatives.

The Board discussed bringing in sponsors and partners to fund initiatives.

- 1. Halpern motioned to approve; Mather seconded. No abstentions, recusals, or oppositions.

e. 2022-2028 Strategic Plan Dashboard

- i. Menzer reviewed the Strategic Plan Dashboard metrics. The Board discussed balancing benchmark metrics and meeting the needs of the community as a whole.

f. 2024 Tactical Plan Accomplishments

- i. Menzer discussed 2024 Tactical Plan accomplishments as it relates to organizational effectiveness, membership pathways, pipeline and high performance, and event optimization. Emmons highlighted successes as it relates to growth and sales. The Board discussed creating an EOY reel on social media to summarize the organization's successes to share with the membership and community.

The meeting adjourned for a break at 3:56pm MT.

The meeting resumed at 4:06pm MT.

II. Policies and Procedures

a. Bylaws

Emmons and Menzer reviewed updates to the Bylaws, such that the Board can select athlete representatives to the Audit Committee, an added definition for Affiliate Representation, addition of the Compensation Committee, and changes to binding arbitration clause.

b. Financial Policies and Procedures

Emmons discussed proposed language to reflect changes to reserves.

c. Judge Selection Procedures

Emmons reported that this is a new policy to standardize and formalize the judge selection procedures similar to that of the ITS Selection Procedures. The policy includes eligibility criteria, outlines committee personnel, and review criteria. The Board discussed the appeal process should a judge be disallowed from applying for new national level assignments.

d. Personal Coach Policy

Emmons advised that there a change to allow personal coaches up to the shooting line during official practice.

e. Policy for Adaptive and Accessibility Equipment

Emmons advised that there was language added for hearing assistive technology, consistent with World Archery rules. The Board discussed adaptive equipment checks for non-classified archers.

f. Policy for Missing a Required Event

Emmons reported a change was made to include Senior Barebow.

g. Gifts and Entertainment Policy

Glunt reported that provisions were added to expand upon non-gifts, clarify whom the CEO discloses gifts to, and procedures for if it is not appropriate to decline a gift. Additionally, language is added for reporting policy violations, and a gift disclosure form.

h. Code of Conduct

Glunt reported on changes to Code of Conduct, such that definitions and expectations for conduct were expanded to be broad and more encompassing.

i. Minor Athlete Abuse Prevention Policies

Glunt reported on updates to the MAAPP as reviewed and approved by the U.S. Center for SafeSport. Glunt highlighted noteworthy changes to include the addition of a definition for Restricted Area/ Field of Play Access specific to events, language for billeting and residential programs, and emergency exception protocols. Glunt advised that the Minor Athlete Safety Plan was integrated into the MAAPP, which provides sport-specific and program-specific guidance on the practical application of the policy and compliance.

Glunt advised that MAAPP Noteworthy revision as published by the U.S. Center for SafeSport was included in the board packet for review.

j. Disciplinary Proceedings and Grievance Policy

Glunt reported on changes to the policy to align with the U.S. Center for SafeSport's 2025 SafeSport Code changes to Resolutions and Holds. Glunt advised that changes were made to expand upon the investigative procedures for administrative grievances, in addition to an added provision for both parties to agree to extend the hearing deadline.

k. Whistleblower Policy

Glunt reported that the Whistleblower Policy was updated to be consistent with the most recent USOPC provided template; no procedural changes.

1. Safe Sport Policy and Background Screen and Review Policy

Glunt reported on updates to policy to clarify that minors are exempt from SafeSport and Background Screening requirements when serving as event personnel, in addition to language added to include third-party vendors and partnerships.

1. Halpern motioned to approve all policies, with changes made to Bylaws and Code of Conduct, Ishizuka seconded. No abstentions, recusals, or oppositions.

The meeting adjourned for the day at 4:52pm MT.

Sunday, December 8th, 2024

I. Call to Order

Chair Belinda Foxworth called the meeting to order at 8:08am MT.

All attendees from the previous day present.

Dee Falks joined during 2025 Strategic Growth Initiatives presentation.

II. 2025 Strategic Growth Initiatives

Menzer and Emmons presented on Strategic Growth Initiatives for 2025.

- i. International Events – Twenty-one international events scheduled for the upcoming year, to include the addition of Para Cups. USAA will release three jersey types for international teams. Four international events will be hosted in the US next year to include two Indoor World Series, the Indoor World Cup Final, and World Cup Stage 1.
- ii. National Events – Target Nationals are moving to Springfield, MO, JOAD Target Nationals will stay in Albuquerque, NM, and Collegiate Target Nationals will move to East Lansing, MI. Hotel Planner to sponsor various national level events. The Airbnb VIK program has expired and will not be renewed for the upcoming year.
- iii. High Performance – Emmons reviewed the athlete development pipeline, to include club programs, events, national development programs, and international competitions. Emmons highlighted the addition of the U15 USAT division effective 2026, the 2025 International Pre-Season Camp hosted by Easton Archery Center of Excellence (EACE), and 2025 Regional Elite Program updates.
- iv. Marketing & Communications – Emmons reported on marketing and communications partnerships, to include Red Eye Communications Platform, Sponsor United, and Active Xchange. Emmons provided updates on the 2025 social strategy, live stream broadcasts, and digital advertising initiatives.
- v. Emmons reported on 2025 Para Classification opportunities, updates to the Move United partnership, and the upcoming National Classifier seminar.
- vi. Membership & Outreach – Emmons announced a partnership with North Carolina Youth Outdoor Engagement Commission (NCYOEC) and the roll out of the Member

Loyalty Rewards Program. Emmons reviewed the acquisition of the Olympic Archery in the Schools (OAS) program from Easton Foundations and a youth membership expansion. Emmons reported on collegiate program growth, updates to the Play LA program with the city of Los Angeles, and prospective partners for the Bronze Level Insider's Club.

III. New Business

The Board opened the session to new business.

The Board discussed foreign athletes at USAT ranking events.

The meeting adjourned for the day at 10:18am MT.