

USA Archery
December 4-5, 2021
Board of Directors Meeting Minutes
Colorado Springs, Colorado

- I. Welcome
 - a. Chair Julio Mazzoli called the meeting to order at 8:08am MT on December 4, 2021.
- II. Roll Call
 - a. The following Board Members were present: John Stover, Mike Cullumber, Dee Falks, Paige Pearce, Bruce Cull, Julio Mazzoli, Lia Coryell, E.G. LeBre and via Zoom: Rob Kaufhold and Jen Rottenberg
 - b. The following Board Members elect were present: Eric Bennett, Jeff Greer, Kris Strebeck, Belinda Foxworth
 - c. The following USA Archery staff members were present: Rod Menzer, Mary Emmons, Cindy Clark, Sarah Boyd, and via Zoom: Emily Beach
 - d. Ethics Committee Chair Andy Neville was present
- III. Meeting Minutes review
 - a. Chair Mazzoli reviewed minutes from the Sept. 23, 2021 meeting.
 - b. E-mail Votes - For Purpose of Minutes Documentation only 07/01/21-Revised Athlete Safety Procedures for Event Organizers: Approval: 6 yes, 4 Abstained (Coryell, Cull, Kaufhold, Rottenberg) 10/25/2021- Bylaws, Code of Conduct, Disciplinary Proc. and Grievance Policy, Ethics Committee COI Review Process Guidelines, Athlete Safety Procedures for Event Organizers: Approval: 9 yes, 1 abstained (Kaufhold) 11/5/2021-2022-2024 Diversity, Equity and Access Strategic Plan: Approval: 6 yes, 4 abstained (Coryell, Cull, Kaufhold, Pearce)
 - c. Cullumber made motion to accept all minutes, Falks seconded and vote passed with all in favor. Mazzoli also noted email votes from 7/01/21, 10/25/21 and 11/5/21.
- IV. 2022 Meeting Dates
 - a. CEO Menzer proposed dates for 2022 BOD meetings for late March/early April and the same December weekend. There was some discussion about conflicts with the events calendar for various archery organizations.
- V. Branding Discussion
 - a. CEO Menzer shared that it is a good strategy for brands do a refresh from time to time and that this is a good time to do it as we enter a new quad and prior to LA28. Adrenalin Sports Marketing will present today. Rottenberg said they had experience with Adrenalin at USA Water Polo on their quarterly magazine and this company has worked with numerous NGBs.
 - b. Marketing Director Beach shared that we are diluting our brand with every new program logo we create and we need help with that.
 - c. Dan from Adrenalin joined and gave a presentation
 - i. Steps include analyze, build, convey – we're looking at the first two phases
 - ii. Reviewed proposal to audit existing brand including internal, competitive, marketing and language lenses. Will then overhaul logo and develop brand guide and rules. It will be a collaborative process that involves research, committee work, etc.

- iii. Chair Mazzoli asked about IP concerns, which Dan addressed
 - iv. General discussion ensued with directors asking about current resources for USAA to do this ourselves and to what extent the proposal goes as far as research and breadth.
 - v. Menzer mentioned the cost of a brand refresh would be outside of the proposed budget
 - d. The BOD was in agreement to move forward on collecting more info and recognized that this cost will a budget variance. Kaufhold motioned to form an exploratory task force to work with Adrenalin in a new branding initiative, use of branding, etc., Stover seconded, motion passed with dissent from Pearce, Coryell, Falks and Cull.
- VI. USA Archery Dashboard Review
- a. Rod Menzer highlighted cash contributions and sponsorships. Cindy Clark reviewed finances and explained USAA is expected to finish the year with a positive net revenue, to include revenue from gov't PPP loans which were forgiven.
 - b. Membership review – Menzer is pleased to share we are at a record high to date, despite challenges of COVID-19. Due in part to free trial memberships, and while none of those have yet expired, about 10% have already become paid members. Adult membership is also at a record high. Family membership declined as numbers moved to adult category, which is financially beneficial.
 - i. Menzer raised discussion of addition of a fan membership category. Does not include event attendance abilities but parents and fans can sign up for newsletter engagement. Cullumber and Rottenberg provided support for idea of a possible fan club vs. a membership type, which was also discussed. BOD was in favor of the new membership category.
 - c. Club membership – still hopeful clubs that closed during the pandemic will return but we are climbing back to where we were pre-pandemic. There was discussion on why clubs shut down and what is deterring them from renewal at this point in time (i.e. pandemic regulatory issues).
 - d. National events – noted we need to add Collegiate 3D Nationals to report, which also hit a record high. Likewise, we should remove the NorEaster event from the Dashboard.
 - e. Marketing and social media numbers hit huge growth, all categories at a record high. Olympic and Paralympic coverage was outstanding – higher quality content and timeliness than most other NGBs
- VII. Organizational Health – Emmons discussed SafeSport certification challenges with migration to the new Absorb platform
- VIII. USA Archery Accomplishments Review
- a. Staff highlighted a 95% excellent customer satisfaction rating across more than 10,000 Zen Desk email customer service inquiries in 2021.
- IX. Overview of Strategic Plan for adoption
- a. Stover questioned potential success measures as related to membership satisfaction and athlete earnings growth
 - b. Discussion evolved around para classification growth and what avenues we need to explore to reach the proposed goals. Incoming Director Bennett explained through his World Archery Para Committee role he learned that curriculum will be available that will be beneficial in providing more classification efforts in the U.S.

- c. Stover motioned to adopt 2022-2028 USA Archery Strategic Plan, seconded and motion passed with abstentions from Cull and Falks
- X. World Championships Review – CEO Menzer thanked Cull for hosting the World Congress, World Championships and World Cup Final. Event successes and firsts were discussed.
- XI. Financial Overview – Cindy Clark reviewed current financial reports through the 3rd quarter of 2021 with the board. These included the Board of Directors payments, USOPC Endowment Fund 3rd Qtr. Report, balance sheet, budget performance report, and year-to-date profit and loss. Motion was made by Stover and seconded by Falks to accept the financial reports and all voted in favor of the motion.
- XII. 2022 Budget
 - a. CEO Menzer explained the 2021 budget is projected to produce a positive net revenue, which can in turn help to support shortfalls in the 2022 budget. To avoid use of financial reserves. While the 2022 budget proposal includes a projected 5% membership growth as well as pre-pandemic event participation numbers the 2022 budget is still proposed at approximately a -\$298,000 bottom line. The proposed 2022 budget includes an investment in staff to keep driving the organization forward and additional cuts would negatively impact the organization and member experience.
 - b. Staff explained USAA did not receive a VA Adaptive Sports Grant for 2021/2022 due to the program changing their priorities. USAA will look to apply for 2022/2023 within the scope of the new priorities.
 - c. Staff explained the difference between online certification fees, course and seminars fees, which explained discrepancies between revenue categories
 - d. It was explained USAA did not receive airline VIK from the USOPC for 2022, and that funding for the CVEATC was now provided directly to USAA from the USOPC which is a change from years past where USOPC managed reservations and access for user nights and the RA Program. These changes resulted in a large increase in USAA travel expenses and revenue for 2022.
 - e. The USAA organizational chart was reviewed. Menzer announced one recent staff resignation and the addition of a new Safe Sport and Compliance Administrator position. USAA is accepting applications for the Communications Manager position.
 - f. *Mazzoli reminded Directors of difference between abstaining and recusing from votes and whether Directors should be in the room if they have a conflict of interest. Menzer reminded Directors they can check with Ethics Chair Neville if they are unsure of whether or not to vote.*
 - g. Falks motioned to approve 2022 budget, seconded and approved with all in favor.
- XIII. DEIA Advisory Council
 - a. Mazzoli provided an update on the DEI Task Force and USAA DEI audit. The task force reviewed and outlined a proposal for the new DEIA Advisory Council and the responsibilities of Advisory Council members. A corresponding bylaws change will allow the Board to select members to the Council with the exception of the athlete reps and one additional council member. Mazzoli applauded Emmons on her work in with the task force initiatives and for developing written proposals and plans.
 - i. Stover raised discussion around how “Independent” the Council would be if Board appoints members. Rottenberg suggested using Nominating and

Governance Committee to source candidates, however, after further discussion it was decided to proceed as planned.

- b. LeBre motioned to accept the proposal as written, Stover seconded and the motion passed with Pearce in abstention.

XIV. Bylaws Updates

- a. Per updates to the Act, Congress is requiring an update to NGB Bylaws to prevent USAA from aiding members who have violated the SafeSport sexual misconduct policy and/or been convicted of sexual misconduct with a minor from obtaining employment.
 - i. Cull asked what the consequence is for violation and it was answered that it would come back on USAA as an organization through an audit vs the individual.
- b. Section 5.1b.1 – changes the word JOAD to Youth. This change will appear in Sport80 club membership registration and renewal and on the Club Locator only. Allows clubs to better display program opportunities such as JOAD within the club locator.
- c. Section 7.5 and 7.5h – changed instances of JOAD to Youth
- d. Section 7.11c – Edits were proposed by Mazzoli clarify definition of “notification”
 - i. Directors questioned how this will be policed as it raises potential compliance issues – takes a process that was already in place automatically and puts it on USAA staff. Cullumber and Falks reiterated that the BOD must lead in taking responsibility for each Directors own actions to stay in compliance of current bylaws.
 - ii. Pearce motioned not to accept this proposed change, Coryell seconded and all directors approved with Mazzoli abstaining from the vote.
- e. Section 9.1-11 – Mazzoli discussed wording changes around all advisory councils and the inclusion of the DEIA Advisory Council to align with other provisions for committees and task forces.
- f. Section 9.14 and 15.2 – Emmons explained legal counsel further modified the bylaws to align with updated to the USAA Disciplinary proceedings and Grievance Policy and USAA Code of Conduct
- g. Cullumber motioned to approve all proposed bylaw changes with the exception of 7.11c which was decided upon earlier., Falks seconded and motion passed with all in favor.

XV. Policy and Procedure Updates

- a. Disciplinary Proceedings and Grievance Policy Updates
 - i. Emmons explained legal counsel further modified the policy to better defined procedural steps.
 - 1. Falks raised issue with CEO or designee overseeing complaint proceedings, however, it was noted that it is the CEO and/or their designee and that the BOJ Chair plays a role as well.
 - ii. Stover motioned to approve as revised and edited, motion was seconded by LeBre and passed with all in favor.
- b. Code of Conduct
 - i. Emmons explained legal counsel further modified the policy to better align with updated policies as related.

- ii. Pearce motioned to accept as written, motion was seconded and passed with all in favor
- c. Honor Code – Edited to align with recent policy changes. Disciplinary section references names of newly developed policies.
 - i. Athletes were asked about perception of the edits and the Code. Pearce said historically athletes sign it without reading it, but know it is needed; Emmons shared that it was driven in development by athletes who felt it was needed. Bennett commented that it is necessary to hold athletes accountable.
 - ii. Falks motioned to adopt Honor Code as written, motion seconded and passed with all in favor
- d. Financial Policy –
 - i. CEO Menzer requested to increase the reserve target amount
 - 1. Discussion around giving staff discretion on timing the market and investment strategies was discussed. Changes between investments in CDs vs. the endowment could require Board approval or a minimum floor in CDs. Mazzoli suggested a minimum of 80% in Endowment.
 - ii. Clark explained changes to Bill.com procedures for voided checks, and noted USAA has switched HR/Payroll provider from TriNet to Insperity
 - 1. Stover inquired if additional provisions could be put in place to prohibit transactions over \$50,000 from proceeding without proper approval and authorization. Clark will explore this further.
 - iii. Falks motioned to approve Financial Policy as written, Pearce seconded and motion passed with all in favor.
- e. Employee Handbook – Clark explained the inclusion of Insperity guidelines as a co-employer. Falks motioned to approve as written, motion was seconded and passed with all in favor.
- f. Dress Code Policy – CEO Menzer presented the option of allowing camo clothing in effort to be more welcoming and inclusive of athletes from different organizations and interests. The Coryell also discussed consideration for sleeveless tops for athletes with heat regulation challenges.
 - i. Input from judges clarified that it is okay to roll sleeves – as long as the shirt has sleeves it is compliant. Request to change sleeve requirement was rescinded.
 - ii. Cull motioned to add point 10. USA Archery has final discretion on implementation of the Dress Code Policy. Pearce seconded and passed with all in favor.
- g. Personal Coach Policy – Emmons highlighted the primary change requires personal coaches be at least 18 years of age
 - i. Emmons explained personal coach requests are submitted via email and accepted on a first come, first serve basis via date and time stamp. Kaufhold asked to prioritize coaches based on years of experience over a first come first served basis but it was pointed out that personal coaches only work with one archer and years of experience as a coach does not always apply to support personnel. Pearce suggested timing be linked only to accept/decline, rather than conclusion of the Trials and USAA staff agreed.

- ii. Pearce motioned to accept as edited, Coryell seconded and motion passed with Kaufhold in dissent.
- h. International Event Participation Policy – Emmons explained policy was adapted to align with recent USAA policy and procedure updates. Pending update to spell out the LOC abbreviation, Pearce motioned to accept, motion was seconded and passed with all in favor.
- i. Events Policy for Wheelchairs, Stools and other Assistive Devices – Existing policy reflects current world archery rules; however, the Para AAC has inquired about further allowing those in a wheelchair to stay on the line even though not required by WA rules. Discussion followed that this accommodation can cost event organizers revenue because it takes at least one space away from another archer. Discussion included comments that this is an accommodation policy, not a para policy as it affects anyone who wants to use an assistive device and is not classified. The Board requested staff discuss the policy further with the AAC before this comes to a vote.
- j. Athlete Stipends and Support Programs – Emmons provided an overview to the 2022 policy as reviewed by the USAA AAC. It was highlighted the USOPC will only fund the top four ranked athletes vs. top five, and as a result monthly stipend amount changes were proposed. The mental health assistance fund is now provided for those who meet USOPC eligibility criteria. 2022 required events and corresponding funding was provided. Pearce and Kaufhold abstained per conflict of interest. Stover motioned to accept as written, Falks seconded and motion passed with all in favor.
- k. Para Athlete Stipends and Support Programs – Emmons highlighted the Elite Standard scores have been updated based on the 90th % percentile of international scores from 2017-2021 as reviewed by the USAA Para AAC. It was highlighted the USOPC will only provide stipends to athletes who meet the Elite Standard Score. The mental health assistance fund is now provided for those who meet USOPC eligibility criteria. 2022 required events and corresponding funding was provided. Emmons noted USAA will also provide funding support to international events to athletes who are not on Para USAT, but meet the Paralympic Games MQS for a minimum of two years. Coryell abstained for conflict of interest. Pearce motioned to approve as presented, motion seconded and passed with all in favor.

XVI. Executive Session – Meeting was called into executive session at 5:15 to discuss CEO performance evaluation and adjourned for the day at 6:07pm

XVII. Sunday Welcome

- a. Director Mazzoli called meeting to order at 8:08am
- b. CEO Menzer thanked directors Falks, LeBre and Mazzoli for their service as Board members and presented them each with a plaque in commemoration of their final meeting
- c. Selection of a new Chair – Director Mazzoli recommended the Board wait until new members are seated to select a new Chair. Cullumber agreed and recommended Mazzoli sit as Chair ex officio in the interim. Kaufhold motioned to nominate Sharma as interim Chair. Falks nominated Foxworth as interim Chair, Pearce seconded the motion. Sharma agreed the interim Chair should have experience with the Board. Motion passed with Kaufhold in abstention. Foxworth noted she was happy to accept the interim chair nomination beginning January 2022.

XVIII. Selection Procedure Updates

- a. USAT Selection Procedures –
 - i. Changes include age category updates from Junior and Cadet to U21 and U18 (through transition antiquated names will remain in parentheses to avoid confusion) and the addition of a new Fixed Pins (formerly Bowhunter) division for Junior and Cadet only. Failure to maintain a membership, SafeSport and background screen and/or failure to sign an athlete agreement and intent to compete forms is deemed as declining team nomination.
 - ii. Stover suggested we clarify that Para archers may qualify for both Para, Senior and/or Masters USAT- Emmons will make that change
 - iii. Para USAT MQS scores were updated to reflect the current 60th % percentile internationally, with Para AAC support
 - iv. Barebow USAT event requirements were updated to reflect the addition of Barebow in 2022 USAT events
 - v. Coryell, Pearce and Kaufhold recused from the vote. Stover motioned to accept with the agreed upon edits, LeBre seconded and motion passed with all in favor.
- b. NRS 101– The senior compound women, per athlete feedback, have requested a change to remove the single arrow average from their ranking calculation to decrease influence of international participation on their national rankings.
 - i. Questions were raised about making changes for only one division but Paige explained there was no consensus from other divisions to do the same.
 - ii. Discussion explored definitions of conflict of interest and whether an athlete representative should be able to have a voice in sharing athlete feedback on a selection procedure. Agreement is that Board would like to be able to hear the input but have the individual recuse from a vote, but this may not be permitted per the USOPC and needs further clarification.
 - iii. Falks motioned to accept as written, Cullumber seconded and the motion passed with all in favor. Pearce and Coryell recused from the vote.
- c. Para NRS – Athlete feedback indicated interest in using international events over USAT events towards their national ranking. Discussion included right to compete, funding opportunities, and differing event conditions. Falks suggested inclusion of International Success Points as seen in the NRS for senior rankings. Emmons suggested International Success Points be set for specific events each year – so for 2022, that would be World Archery Para Championships and the Para Pan American Championships.
 - i. Pearce motioned to accept Para NRS with these new proposed changes of International Success Points in lieu of inclusion of international events for use in national ranking. Kaufhold seconded the motion. Coryell recused from the vote and the motion passed with all in favor.
- d. World Games Selection Procedures – Emmons outlined the quota slots USAA has been allocated and which events will be used for Trials. The Collegiate trials will be held at AZ Cup vs. Collegiate Target Nationals because of timing.
 - i. Pearce and Coryell recused from the vote. Cullumber motioned to accept the Procedures with formatting updates, Stover seconded the motion and the vote passed with all in favor.

- e. World Field Championships Selection Procedures – Emmons provided an overview of the procedures and noted the trials event will not overlap with any international events. Pearce and Coryell recused from the vote. Falks motioned to accept as written, motion was seconded and passed with all in favor.
- f. World 3D Championships Selection Procedures – Emmons provided an overview of the procedures and noted the ASA will host the trials. Falks motioned to accept as written, Cull seconded the motion. Pearce and Coryell recused and vote passed with all in favor.
- g. World University Games Selection Procedures – The procedures were presented with support from Collegiate Council. Pearce motioned to accept as written, Cullumber seconded and vote passed with all in favor.
- h. World Cup and other International Events – Emmons highlighted the procedures have been modified to reflect pre-pandemic timelines, to reflect updated age category names and come into accordance with new World Archery nationality rules as applicable.
 - i. Discussion was raised on increasing the MQS, but that will not be explored further at this time. Cullumber motioned to accept as written, Pearce recused, Falks seconded and motion passed with all in favor.

XIX. Athlete Appointments to Committees

- a. Emmons stated the AAC and Para AAC worked together to put forth athlete standing committee appointments. After athlete recommendations were submitted Timothy Palumbo volunteered to sit on the Board of Justice for which no one had volunteered and the athlete councils accepted him for this role. Discussion explored general disappointment that it is a struggle to find athletes willing to serve on committees in a member-driven organization.
- b. Clark identified remaining openings on which the Board needs to take action;
 - i. Menzer suggested waiting to fill spots on Audit Committee until January once we have a larger pool of Directors from which to pull and meet DEIA goals.
 - ii. Cullumber suggested Andy Neville be appointed for a second term on the Ethic Committee but that remaining spots would be filled in January.
 - iii. Julio Mazzoli accepted a nomination for the BOJ beginning in 2022. Mazzoli and Palumbo will fill openings and Swanson, Stanwood and Stevenson will serve additional terms. Emmons noted a retired lawyer in COS with interest in serving on the BOJ by the name of Cass Waters for consideration, however, the board did not take action to fill the remaining vacant seat at this time.
 - iv. Nominating and Governance Committee – all current members were approved for additional terms. Jack Williams was appointed as the athlete representative and the vacant independent spot will be filled later.

XX. Committee Reports

- a. The board reviewed the Audit Committee Report, Ethics Committee Report, Board of Justice Report and Nominating and Governance Committee Report.

XXI. Event Updates

- a. Barebow NTC results – after the conclusion of the 2021 U.S. Open, it was discovered that the results of the Barebow senior women’s gold final was reversed.

Because it was on video, we have evidence and the women involved would like the results rectified. Scorecards are signed and results are verified, so this sets a bad precedent. USAA took case to Board of Justice who chose not to reverse the results and deferred to the Board. Board agreed to hear the details. Mazzoli motioned to take no action, Falks seconded and motion passed with Kaufhold in dissent.

- b. Para Youth Categories – USA Archery will add youth para categories to the 2022 JOAD Target Nationals and 2022/2023 Indoor Nationals. State Championship events will be invited to do the same. Discussion explored whether para USAT qualification scores would also count for able-body USAT division. It was agreed upon by the Board that all scores in para categories also be included in the equivalent non-para class for purposes of national ranking.
- c. JOAD Club Requirements – At Indoor Nationals USAA offers both a JOAD and an Indoor event and youth archers can shoot either or both, but the JOAD event requires a JOAD club membership. The JOAD Advisory Council supports removing the club requirement that currently excludes archers from areas that do not have JOAD clubs available.
 - i. Cullumber motioned to remove the JOAD Club membership requirement from event participation, seconded by Falks and vote passed with all in favor.
- d. North American Youth Archery Championships – CEO Menzer explained this new event will be held in Dec. 2022. NAYAC will include vertical 3-spot event, NFAA 5-spot and 3D indoor competition. It will have individual event titles and all-around titles for youth. This will be in Columbus, OH at fairgrounds with Neville and Chris Worthen on planning committee.

XXII. Meeting adjourned at 11:12am.

Minutes were approved by the Board of Directors on February 10, 2022