

UNITED STATES CURLING ASSOCIATION
Board of Directors Meeting
May 1 – 2, 2010
Lambeau Field, Green Bay, Wisconsin

FINAL

Note: During the luncheon immediately prior to the Board meeting, Jacqueline Kapinowski, a member of our 2010 Paralympic Team, and the Mayor of Green Bay, Mayor Jim Schmitt, made presentations to the Board and guests.

Present: Leland Rich President, in the Chair; Albert M. Anderson, Paul Badgero, Kent Beadle, John Benton, Jack Bernauer, Geoffrey Broadhurst, Maureen Brunt [Saturday only], David Carlson, Janet Farr, Kathleen Harlow [Saturday only], Peggy Hatch, Cyndee Johnson, Nicole Joraanstad, Kellie Krake, Jerome Larson, Jan Legacie, Richard Maskel, Gordon Maclean, Bob Pelletier, James Pleasants, Sean Silver, Chris Sjue, Mark Swandby, Beau Welling, Sam Williams

Absent: Board Members: Chrissy Haase, Tom O'Connor, Tim Solie, Georgia West; Head Games Official Bill Forsythe

Also Present: Dan Field, sponsor – Kodiak Technologies & bitRail [Saturday only]; Scott Higgins, Coaching Development Director; Terry Kolesar, Communications Director; Dawn Leurquin, Event Services Coordinator; Jean Lindner, Administrative Assistant; Rick Patzke, COO; Sandy Robinson, Controller; Bev Schroeder, Member Services Director; Carl Thomas, President of Grand National Curling Club of America, Inc.; athlete Gabrielle Coleman; Ann Drummie, president of Potomac Curling Club

1. **Call to order** (Rich)
 - A. President Leland Rich called the meeting to order at 2:30 p.m. and welcomed everyone.
2. **Welcome and introductions** (Rich)
 - A. President Rich welcomed attendees and thanked those attending.
3. **Roll call** (Carlson)
 - A. Secretary Carlson took the roll and confirmed that a quorum is present.
4. **Appoint parliamentarian** (Rich)
 - A. Rich appointed Carlson as parliamentarian.
5. **Additions/changes to printed agenda** (Rich)
 - A. Item 9 moved to #6
 - B. **Carlson moves/Farr seconds – motion to approve agenda as amended. Motion approved.**
 - C. Rich noted that he also will discuss office staff workload and flow
6. **Approve minutes of previous Board meetings** (Rich)
 - A. September 25 – 27, 2009 **Badgero moves/Pelletier seconds approval of the minutes of the September 25-27, 2009 Board meeting. Motion approved.**
7. **Ratify the actions taken by the Executive Committee** (Rich)
 - A. 11/24/09 **Carlson moves/Krake seconds motion to ratify the actions taken by the Executive Committee at their 11/24/09 meeting. Motion approved.**
 - B. 12/15/09 and 1/13/10. **Badgero moves/Carlson seconds motion to ratify the actions taken by the Executive Committee at their 12/15/09 and 1/13/10 meetings. Motion approved.**
8. **Nominating** (Swandby) **[SEE APPENDIX FOR: Slate of Nominations]**
 - A. Swandby reviewed the slate of officers, and then opened for nominations from the floor.
 - i. President – Christopher Sjue. Swandby asked for further nominations from the floor, three times. No further nominations. **Farr moves/Krake seconds to close. Motion approved.**
 - ii. Vice Presidents

1. Kent Beadle
2. David Carlson
3. Jerome Larson
4. James Pleasants
5. Swandby asked for further nominations from the floor, three times. No further nominations. **Pelletier moves/Krake seconds motion to close. Motion approved.**
- iii. Treasurer – Jack Bernauer. Swandby asked for further nominations from the floor, three times. No further nominations. **Carlson moves/Krake seconds motion to close nominations. Motion approved.**
- iv. Secretary – Bob Pelletier. Swandby asked for further nominations from the floor three times. None. **Carlson moves/Krake seconds motion to close nominations. Motion approved.**
- v. Board-elected Directors
 1. Jack Bernauer
 2. Beau Welling
 3. No need for Jim Pleasants to be board-elected. No proposal for a third person at this time.
 4. Swandby asked for further nominations from the floor, three times. None. **Pelletier moves/Krake seconds motion to close nominations. Motion approved.**
- vi. Position on nominating committee (includes most senior AAC-Maskel; two most senior past-presidents – Swandby; 2 board-elected who are either Directors or who serve on a committee – Mielke; replacing Rich – Bill Forsythe. Swandby asked for other nominations from the floor, three times. None. **Carlson moves/Krake seconds motion to close the nominations. Motion approved.**
- vii. World Curling Federation representatives. Two positions open. One is a renewal of Mark Swandby's 3-year term; the second 2-year term to replace Andy Anderson, elected WCF Director of Finance, for balance of his 3-year term.
 1. Mark Swandby – 3-year term. Swandby asks for nominations from the floor, three times. None. **Pelletier moves/Krake seconds motion to close the nominations. Motion approved.**
 2. Beau Welling – 2-year term. Swandby asks for nominations from the floor, three times. None. **Carlson moves/Krake seconds motion to close the nominations. Motion approved.**
- viii. Motion to approve slate by unanimous declaration **Badgero moves/Krake seconds motion to approve slate by unanimous declaration. Motion approved.**

9. Miscellaneous items (Rich)

- A. Petition for Adjustment of Member Elected Director Allocations – Minnesota and Washington (Carlson)
 - i. Carlson reviews the bylaws requirements for reporting membership and dues by 1/31/10. The information provided by this date is used to allocate Directors. Minnesota and Washington had insufficient numbers to maintain current level of directors on 1/31/10. Section 3.3(f) of bylaws allows for allocation adjustments during an interim period between allocations. Petition must be submitted at least 45 days before meeting. Carlson certifies that both petitions were received in a timely fashion. Question to Board: Is an adjustment warranted? Increase reported in preceding year, and adequate number of curlers. Minnesota reported fewer than 2,000 on 1/31/10; after 1/31/10 MN reported more than 2,000. Washington had 0 reported on 1/31/10. **Beadle moves/Pelletier seconds motion to approve Minnesota and Washington's petition for an allocation adjustment for purposes of Director representation on the USCA Board.** Discussion ensued about collecting dues and reports. What are the reasons petitions were necessary? Pleasants: Washington – roster submitted electronically by 1/31/10. Those members had paid. It was a mistake that the check didn't get sent. Propose Washington pays a month early from now on. Do we want to disenfranchise a large body of our membership? In a technical sense Washington went from 0 to 500+ - so the bylaws allow for Washington to have a Director. Beadle: Minnesota. Minnesota has 20 clubs to represent. Beadle speculates about why the mistake might have occurred in individual clubs. Beadle will present the issue to the Minnesota board. Farr: If we were to deny the petition, we would lose a valuable asset to the Directors. Urge

support for the motion. Swandby: will vote to support the motion. Highlights cashflow problem – we need the dues from the clubs. Director allocation only happens every three years, but the cashflow issue is annual. Badgero: Express concern with setting precedence. Carlson: region has opportunity to petition for reallocation. Step 2 is a policy decision related to granting or denying the petition under these circumstances. Anderson: Finance/Audit Committee supports granting of petition. Finance/Audit Committee also considered option of assessing a late payment fee. Carl Thomas, GNCC President: Express concern about padding membership to increase Director representation. Maskel: Seattle believes there is anti-Seattle bias with USCA. Maskel indicated there is no bias, but geographic separation fuels the sense of bias. Maskel supports motion as a way to strengthen ties with Seattle. **Motion approved.**

- B. **Tracie Moore's concerns about the Hurry Hard condom project.** Rich indicated in the best interest of the USCA, the organization withdraws from the project. No motion needed.

10. Finance/Audit Committee (Anderson)

- A. Anderson indicated that the Finance/Audit Committee:
- i. Reviewed the FY 2009 Audit Report and independent management letter. Clean audit.
 - ii. Reviewed detailed balance sheet and operating statement of 3/31/10.
 - iii. Reviewed detail of accounts receivable and accounts payable items as of March 31. Number of items due to individuals that haven't been made to individuals because they haven't submitted paperwork. Propose financial policy that notice given at 60 days, and if documents not in within 30 days, obligation will be eliminated.
 - iv. Unpaid club dues issue. Finance Committee feels bylaw sanctions related to unpaid dues are too harsh. Continue to enforce bylaws that if not paid by June 30, lose vote but not voice. Referred to Bylaws for consideration of changes to bylaws.
 - v. Dues increase: the committee recommends a \$1 for dues greater than \$20.
 - vi. Donation Program: the committee recommends that for budget purposes no dollars be budgeted for pin program income. This isn't a recommendation to discontinue the program, but to budget income at \$0. Carlson noted that the Revenue Development Committee will continue the program, but not depend on any of the income for budgeting purposes.
 - vii. Potomac Loan: CD replaced stock as collateral for next two years that debt is in force.
 - viii. No recommended changes to Financial Policies and Procedures.
 - ix. Recommend \$75,000 be placed into a CD to get greater interest.

11. Treasurer (Bernauer)

- A. Pin Donation Program. One of the Operating Committee's objectives is to develop a budget with \$25,000 surplus. The Pin Donation Program will be considered a cushion, rather than a budget item.
- B. At September meeting we had a \$10,000 surplus identified for FY 2009. Board approved bonuses for staff, resulting in a basically break-even operating statement for fiscal 2009. However, actual results were better than budgeted due to audit adjustments. Reasons:
- i. Some insurance premiums were considered prepaid expenses (split year).
 - ii. Some expenses were capitalized.
 - iii. Reeve Foundation – had been deferred – but auditor required recognition in FY 2009.
 - iv. Chris Moore Fund income recognized.
 - v. Final result was a \$42,000 surplus.
- C. FY2010 interim report
- i. 3/31/10 report. Budget vs. actual.
 - ii. Positives
 1. Vancouver Olympic raffle – Kay Sugahara guaranteed \$20,000 in revenue (contributed \$4,000). Cost of trip around \$6,000. \$14,000 profit unbudgeted.
 2. Laphroaig sponsorship – net \$11,500 (budgeted \$8,500 for new grants/sponsorship)
 3. Beau Welling commended for Olympic ticket sales
 4. Hilton Garden Inn - \$3,000.
 5. Video licensing program \$3,000-\$4,000
 - iii. Negatives
 1. Dues – we are \$29,000 under budget.

2. Pin Donation Program – budgeted at \$20,000. \$2,000+ in, but it is still early. Might be tough to meet \$20,000.
 3. Budgeted \$10,000 revenue for sale of Olympic pins. We've recorded \$2,800 for sale of Olympic pins.
 - iv. Most expenses are under budget, but there are significant bills to be paid.
 - v. Too early to say with any confidence where we'll be by year-end.
 - vi. The audit is being scheduled so that a report will be available at the fall board meeting.
- D. **Bernauer moves/Beadle seconds motion to increase dues for categories of \$20 or more by \$1.00, with no dues increase for youth, youth with Curling News, "other."** Project approximately \$12,000 in new revenue. The increase is being proposed to have a relatively modest increase every other year instead of a larger increase with a larger gap between years. **Motion approved.**

Break 2:48-3:00 p.m.

12. Chief Operating Officer (Patzke) [SEE APPENDIX FOR: *Event Services Coordinator Report.*]

- A. Patzke reported on Laphroaig's sponsorship of USA Curling. Nutmeg Curling Club hosted a Laphroaig media event in New York City. 2006 Olympian Jessica Schultz participated. Friends of Laphroaig tastings were held in Chicago and Kalamazoo. There are 250,000 Friends of Laphroaig worldwide. Niche product. -
- B. Patzke reported that our contract with Mercury Communications Group expires in December 2010. Large Donor/Corporate Sponsor committee and Dan Field reviewed MCG's renewal proposal. Patzke noted MCG's strength in social networking; commended their work on the raffle and auctions.
- C. Patzke reported on a licensing agreement with a vodka company that wants to use curling footage for an ad, using an athlete body and placing an actor's head on it. Patzke worked with WCF to broker the deal; USA Curling and the WCF will split the profits. The producer will compensate the athlete.
- D. NBC – Peter Diamond indicated Vancouver numbers were fantastic, particularly the 5:00 p.m. (Eastern Time) timeslot. Patzke will be having annual meeting with WCF and networks in New York.
- E. Dan Field indicated website traffic actually down from previous Olympics, but people were spending more time on our website.
- F. Hilton Garden Inn, Washington, D.C., event – over 1,500 people came though hotel to learn about curling in a 2.5-day event.
- G. High Performance Quad Plan.
 - i. Summary is 5-6 pages. Resource allocation request of \$1.5 million. Full plan is 108 pages and appendix is 100+.
 - ii. Plan is a continuation of a 5+-year plan begun 18 months ago. Developed with input from athletes, coaches, and performance staff.
 - iii. Transitioned into the 5-year plan during an Olympic year. The Olympic results are not a reflection of the teams' excellence or the 5-year plan.
 - iv. Plan provided the framework for program development in the future.
 - v. Internal and external review of the process occurring now.
 - vi. Analyzing high performing curlers. Determine how to measure. Professionalizing the USA Curling program. Developed by the high performance staff USA Curling hired, USOC personnel, and non-curling staff. One of the problems already identified is that our current culture of competitive curling is not conducive to a high performance program.
 - vii. The plan will be presented in person in May. We (Beadle, Maskel, Joraanstad, Higgins, Patzke) need to answer for and to 20-30 USOC people in the room. Alan Ashley, USOC, has asked:
 1. What are the highest priorities of the plan? What do we have to have?
 2. Competitive analysis. Performance markers that you can measure.
 3. The program must be designed to help achieve competitive success and athletes must be supportive of the concept of the HPP for it to succeed.
 - viii. Sean Silver disagrees with Rick's summation. Patzke: Best practices developed by USOC and our high performance staff. There is evidence that USA Curling's culture does not support high performance. Silver: Athletes are concerned about the day-to-day details of the plan, not that they don't believe they need to change. Cyndee Johnson: The plan will

be data driven and research based – and this is a change. Patzke: Competitive analysis – skill sets – benchmarks. Cyndee Johnson: I think we're heading in the right direction. Patzke: One of our athletes said, "We don't need to change. We just need more money to continue what we have been doing." If that's the plan we take to the USOC, I'm not presenting it. The athlete viewpoint is what the USOC will listen to, and the prevailing attitude seems to be that we don't need to change. Benton: Not trust between athletes and staff. Tools offered to athletes as part of the HPP are tools to augment abilities to be a better team, to choose better players, to choose coaches. As difficult as it is to ask without all the details, much is understood by the USOC. The performance staff, the AAC and the athletes must agree on what we value. Gabrielle Coleman: Who are the athletes who must buy-in? Patzke: Not everybody has to buy in, nor will everybody, but there has to be some athlete support of the program or the USOC won't want to invest in it.

- ix. USCA is trying to get everything in place, based on recommendations of high performance staff we hired and athlete input.
- x. Two out of three organization transformations fail. We can expect the range of USOC funding to be from \$0 to \$1.5 million.

13. Strategic Planning (Rich)

- A. Strategic plan needs to be evaluated for the next quad. Will be handled under the direction of President Sjue.

VP AREAS, REPORTS:

14. Competitive Programs (Beadle) *[SEE APPENDIX FOR: Elite Programs Committee report]*

- A. Beadle reported that he was asked to assume vice presidency upon Erbach's resignation.
- B. Two grievances submitted this year related to participation in Nationals.
 - i. Allocation of spots, strength of field issues, upon withdrawal of team
 - ii. Allocation of spot vacated by Men's Olympic team
- C. World Team Prep
 - i. Due to short time period between Nationals and World events, some World Team Prep money allocated to Junior World teams.
- D. Results
 - i. Junior Women bronze
 - ii. Women – 5th, men 4th
 - iii. Olympic results weren't what were hoped for. Staff and athletes worked exceptionally hard. Beadle indicated that a 10th place finish is not an accurate reflection of our athletes' or program's strength, but it is also not accurate to say that we can sustain competitive success.
- E. Athlete feedback
 - i. Beadle noted that World Teams indicated that they felt they didn't receive sufficient attention or funding due to focus on Olympic teams.
 - ii. Staff worked exceptionally hard, and very well, with some mistakes made.
- F. Two reviews of our Olympic experience are being conducted.
 - i. The review of internal staff is nearly completed.
 - ii. An independent review of the performance of our staff, our athletes, and of the plan itself is underway. This is a significant review.
 - iii. Many of the details of the High Performance Plan will be determined after the reviews.
 - iv. Q: Are reviews going to be available to the Board? Beadle: I would like them to be. Review will be anonymous.
 - v. The Board will not be asked to vote on the High Performance Plan. It is the responsibility of Elite Programs Committee and staff, and for the Elite Programs Committee, the AAC and the staff to reach consensus. There haven't been any major details that suggest a change in the plan that we initiated last year.
- G. High Performance Plan
 - i. USOC is aware and supportive of the reviews that are currently being conducted. At this point the USOC is not expecting the details. This document is designed to communicate a funding request to the USOC, and to convey our needs to maximize the funding provided

- to support the program. Krake: The program is designed to solidify our commitment as an organization to sustained excellence. It is designed to be broadly applied – and to be broader than individual athletes or Board members or staff.
- ii. Beadle indicated his goal is to find common ground, and to accentuate the positive aspects of our program and athletes at the presentation to the USOC. It will take the support of staff and athletes.
- iii. Benton: We're being asked to supply evidentiary data to justify USOC funding to the USOC. The data we now have gives us an ability to provide data to the USOC.
- H. Coaching committee did not meet. Beadle will meet with Dave Jensen to reestablish a coaching program, so that athletes throughout the system are getting the best coaching that they can.
- I. World Team Prep:
 - i. Team USA won Men's Senior Worlds
 - ii. Reviewed budgets for World teams
 - iii. Legacie commended the team leaders. Sean Silver commended the team leaders, the USCA staff for excellent work with turnaround time. Legacie will work with former team leaders to develop a team leader guide (Welling, Swandby, Krake).
 - iv. Working on budgeting process for sending teams to Worlds.
 - v. Legacie reviewed the national and world championships sites. St. Paul will be hosting two world championships in 2011-2012.
 - vi. Team Leader applications will be posted on the USCA website.
- J. Sport Science: Maskel encouraged those developing the HPP to incorporate support for sport science into our request.
- K. Early Ice Program: This will be continued if supported by USOC funding.
- L. Continental Cup: Invitations will be issued to the winner of 2009-2010 National Champions. The timing of the event is between the Nationals Qualifying Round and the Men's Nationals Challenge Round.
- M. Karuizawa Event: Anticipate receiving an invitation for Men's team, and possibly a Women's team. Will send our 2nd place Nationals team.
- N. Winter World Universiade Games: There was committee discussion related to timing of the event, determining entrants, and ensuring our teams our competitive.
- O. Brazil Challenge: Winter Olympic curling was a huge hit in Brazil. Rich: It's a good thing that Brazil is challenging us because 2.5 teams in North America and we get two spots – Europeans and Pacific Rim question this ratio.
- P. Adaptive Curling: written report from Marc DePerno. **[SEE APPENDIX FOR: Adaptive Curling report]**

15. Championships (Pleasants) [SEE APPENDIX FOR: Vice President Championships report]

- A. Pleasants reported that the Championship stones we purchased are reliable and consistent. They were used at the Junior and National Championships.
- B. The Kalamazoo Nationals were successful.
 - i. Our own icemakers made the ice and it was good ice. This was the first year for our icemakers to do this without assistance of Mark Shurek.
 - ii. Good competitive experience in an arena for our athletes.
 - iii. A very fun event, with mascots, school children attendance, try-curling events.
 - iv. Kalamazoo will be providing a financial report on the event.
- C. Use of alcohol at Junior Nationals was abated by use of alcohol testing strips. No one tested positive, no one got sent home. Reports indicate use of alcohol was very much reduced.
 - i. Zero tolerance policy of WCF. WCF received reports of drinking by athletes. WCF investigated and determined alcohol-free beer had been imbibed at a closing banquet. WCF indicated the zero tolerance policy has helped reduce alcohol use. Team USA must be responsible for its own actions – WCF will respond to reports of drinking, but will not be policing.
- D. Committee split Ice Technician position into two jobs. Championship Icemaker will be Dave Staveteig. Ice-making Training and Certification will be headed by Jim Ridenour. Jim has taken extensive training in Canada; he's very enthusiastic about developing a Level II certification program for icemakers. This will provide an important member service and an opportunity for club icemakers to increase the expertise and knowledge. Pleasants will be developing a budget with Ridenour. Schroeder: \$15 fee goes to USCA. The course cost can be more, but \$15 comes back to

the USCA. Hatch: WCF offers ice technician training in the summer as part of the camp in Fussen, Germany. Pleasants: Canada also offers levels of certification – up to Level IV. Anderson: WCF has produced an extensive Icemaking Manual. Sjue: arenas are asking for information about how to prepare arena curling ice in 20 minutes.

- E. The committee had several April teleconferences and the committee meeting this weekend:
- i. Committee recommends participation in WWUGs, pending funding from the USOC. Committee also wants to make sure our teams have an appropriate level of skill. It is a serious international event. USCA must make a commitment in early July if we intend to send team(s). The team that goes must expect to do some of its own fund raising. Teams will be selected in November. U.S. will be invited to participate.
 - ii. Committee recommends discontinuing scheduling Women's Qualifiers during years that are not Olympic team selection years. Because it affects the selection process, it requires Board action. **Beadle moves/Johnson seconds motion to change our selection process so that in non-Olympic team selection years we would not schedule or hold Women's Qualifiers, but instead would use our existing process for 11 or more teams. Motion approved.**
 - iii. The committee discussed the 2012 Youth Olympics team selection process. Preferences for on-ice competition and for holding the selection event early in the season. Teams will have two men, two women.
 - iv. The WCF voted to hold the Senior Worlds and Mixed Doubles World events in November. Committee recommends retaining the current spot (end of January/early February) in our calendar for the U.S. championship events. Carlson: given the congested competitive calendar in January and February, would it be in our best interest to move the event to later in the season? Pleasants: If later in the year, we'd run into other Championships and World events. We do have time to discuss this further before we make a decision.
 - v. The WCF has prepared a video and will be making a presentation to the IOC this spring about including Mixed Doubles in the 2014 Olympic Winter Games. Host site, Sochi, would have option to include Mixed Doubles; if they decline, the event would be included in the 2018 Olympics if approved by the IOC.
 - vi. The committee decided to continue to use strength-of-field system with objective criteria for determining makeup of each Qualifier site. John Benton will head development of the criteria.
 - vii. Committee approved TCC for hosting men's Qualifiers in 2013, subject to the possibility that we may be using a different system by then.
 - viii. Site Selection status report provided by Krake. We are still looking for sites for 2009-2010:
 1. Men's Qualifiers for Midwest 1/5-1/9/11
 2. Men's and Women's Challenge
 3. Men's and Women's Club Championship
 4. Mixed Nationals
 - ix. Committee discussed and supported the idea of some teams receiving a bye into the Nationals, based on some combination of WCT points, placement in previous National Championship – something that will encourage and reward sustained excellence.
 - x. Committee reviewed WCF Rules changes that we must implement. One example: timeouts are gone. 10 ends, extra ends and tiebreakers remain in the rules.

Rich adjourned the meeting for the day at 5:10 p.m.

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SUNDAY MAY 2, 2010. Rich called meeting to order at 8:12 a.m.

16. Roll call (Carlson)

- A. Secretary Carlson took the roll and confirmed that a quorum is present.

17. Marketing and Operations [Carlson]

- A. By-Laws – 2 amendments proposed. (Carlson) **[SEE APPENDIX FOR: Proposed By-Laws Changes]**
- i. 3.3 to clarify how individual members will be counted for director allocation purposes

- ii. 13.5 – housekeeping referencing USOC materials
 - iii. **Badgero moves/Krake seconds motion to approve the bylaws changes as noticed. Motion approved.**
- B. Revenue Development: Carlson. Indicated he's looking for a chair for the committee.
- i. Carlson noted the committee discussed Donation Pin Program. The program is going to continue, even though it will not be considered a source of income for budgeting purposes. Carlson noted the merit and responsibility of the individual board members to support the pin program by directing the pin program in their regions. Board members will be contacted in fall to raise a certain amount of money: \$1,000-\$1,200. An achievable goal.
 - ii. Other ideas:
 - 1. Franchise entity was discussed, with charging host site fee.
 - 2. Discussed hosting events that are not national championships, along the lines of the Senior Men's Bonsel that has been very successful.
 - iii. Board members are on the first line of responsibility for assuring the financial viability of the organization.
- C. Human Resources: Swandby reported. Staff workload is an ongoing issue. Jean Lindner has resigned as Administrative Assistant. Human Resources will do a review of the office staff to look at job responsibilities and position descriptions, priorities, efficiencies, and reviewing the opportunity to restructure the assignments. Swandby, Pelletier, Carlson will meet with staff within the next couple of weeks, before positing a position opening. Institutionalizing volunteers is also under consideration. Swandby and Board thanked staff. Welling noted the work of Rick Patzke – based on experience, observation during the Olympics.
- D. Athlete-Curler Recognition: Maskel reported. Kay Sugahara was inducted into the Hall of Fame in Cortina, Italy. Paul Pustovar's ceremony has not yet been held. Maskel called for nominations from states and regions. Categories: Curler (athlete), Builder (works to develop sport off the ice), Builder-Curler, Team. One-page form available from USCA. Submit to USCA office for consideration for upcoming year on or before June 1. Hatch noted that Kay Sugahara was thrilled.
- E. Large Donor: Welling reported.
- i. Committee will discuss Mercury Communications Group contract.
 - ii. Opportunity to get \$.25 - \$.50 per item with restaurant RAM
 - iii. Met with Colin Campbell (Rock Stars). He believes there is something in the reality show genre that could be a good fit with curling. He is going to make a proposal to USA Curling. Advantage is that they would fund entirely.
 - iv. Metro-Denver Sports Commission proposed 6-city, 6-event U.S. Curling Tour. MDSC has liaised with other sports commissions and feel strongly that this is a possibility. Anticipate having more information at the next Board meeting.
 - v. Welling continues to have interest in a golf event as a fund-raiser.
 - vi. Welling noted that we will pursue getting television numbers from the Olympics.
- F. Media: Kolesar reported. **[SEE APPENDIX FOR: Director of Communications Report]** She noted that one of her major goals is marketing our Olympic athletes as human beings. Accomplished many of the media goals.
- i. Media and PR Committee requested that the Bruce Bennett Media Award. Janie McCauley – San Francisco – who did a wonderful job writing about the sport. Would like to nominate Janie McCauley. Thanked Nicole and John Benton for their help and cooperation during the Olympics.
 - ii. Final issue of *Curling News* will be large – 24 pages.

18. Member Services (Sjue) **[SEE APPENDIX FOR: VP Member Services Report , Training and Instruction Report, and Member Services Director Report]**

- A. Sjue reviewed the junior camps scheduled for the 2010 summer. Dates and locations will be noticed on the USA Curling website. Youth Curling Chair developed a manual with guidelines for camps, and reviewed funding relationship. Bismarck holds a camp during teachers' convention.
- B. U-18 Optimist event in Canada. Committee reviews applications and selects teams (3 male, 3 female). Rules are defined by the event, and include the requirement that all team members are

from the same state. The event is not intended to be a stepping stone to the junior nationals. We sent 5 teams in 2009-2010.

- C. Membership and club development activities and enthusiasm generated by the Olympics. Past history indicates a 10% jump in membership.
 - i. Sent out 225 packets to people interested in starting clubs. Some areas are without curling. Iowa is one state; St. Louis; southeast U.S. (GNCC has been working with those areas). Membership mini-conferences will continue to be held in a variety of regions and areas, e.g., Texas (Oklahoma), and the Carolinas.
 - ii. Needs an Arena Curling Chair. It will be a very active committee, post-Olympics.
- D. Stone Loan Program. We are purchasing 28 sets of stones from the WCF. Stones are due into Chicago in the next two weeks, then to Central Office. We have a number of applications, and will be going to
 - i. Haywood WI.
 - ii. Fort Wayne IN: 4 sets of stone [Anderson: how realistic is it that Fort Wayne will be able to support 4 sets of stones? Maskel: Greg Eigner is spearheading; very good prospects for success.]
 - iii. Orange County CA
 - iv. Valencia Curling Club
 - v. Palmetto Curling Club
 - vi. Also requests from Cincinnati, Wichita, Klamath Falls.
 - vii. First payment will be due at the end of November. We have 19 sets placed. If regions are looking for stones for a start-up club, please submit application as soon as possible.
- E. College Curling. Chicago hosted their national bonspiel. Bowling Green and Kettle Moraine also hosted events. Gordon McLean indicated Michigan Tech has club curling, and may try to challenge Superior's club college team, and to establish a northern tier
- F. Carl Thomas noted the Vernon Davis video pieces are posted on the USCA's website.
- G. Carl Thomas: What is USA Curling doing to capture the interest generated by the Olympics? What will it be doing to support regions? Sjue: We are in the process of following up with all of the inquiries and checking on the viability and see where the interest is. We're trying to cluster them so that people from the same areas can be matched up, and to align them with a region, if possible. That is the challenge for the Arena Committee and the Club Membership Development Committee.
- H. Sjue reported on the Open House Survey issued by Jerome Larson. 34 responses; ½ from arena clubs. Larson estimated 100 open houses and 12,000 people exposed to curling. About ½ the clubs didn't charge; some that did made lots of money. Almost all the clubs reported starting a learn-to-curl or beginning curling leagues after the Olympics. Open Houses were fatiguing to clubs.

19. **USOC** (Patzke)

- A. Patzke reported that the NGB council unanimously supported the recommendations made to the USOC board regarding restructuring. One of the recommendations is that they increase direct representation by the NGB and AAC. Maskel indicated there are no immediate direct implications for USA Curling. In the past, the USOC had emphasized severance. Upon further examination, this was viewed as a disconnect, so they're scaling back their severance stance.

20. **Athletes Advisory Council** (Joraanstad)

- A. AAC recently opened the floor for nominations. 3 male, 3 female. 8 able-bodied and 1 wheelchair. Sufficient applications to fill the male and female spots, wheelchair. Rich asked that every effort be made to select AAC Directors who will attend Board meetings, and thanked Maskel, Benton, Joraanstad for their commitment.
- B. Championships and Elite Programs issues will be discussed during upcoming conference calls.

21. **World Curling Federation** (Anderson, Hatch, Lowe, Rich and Swandby)

- A. **Hatch: WCF Member Services**
 - i. Development Assistant Program (DAP) grant will be increasing to \$12,000. Applications must be submitted after June 15.

- ii. Member Services has hired a woman from Switzerland to be development director – with focus mostly on Eastern Europe.
 - iii. Because of IOC money coming in, loan program is back in force. \$30,000 per sheet. WCF must be involved in the very beginning. Priority will be given to new associations. However, if we have areas where there is no dedicated curling ice, would have a good chance. 100% secured funds. Competitive bid process required. Leif Öhman chairs this program. All of the requests have to come through the USCA. The arrangement is between the USCA and the WCF, as the WCF will not make loans to any entity other than its member nations. Beadle noted that the return on the investment to the USCA is high, too, for our efforts to support a club's applications, and recommended to the Board that we urge clubs to apply for this program. Swandby indicated WCF will emphasize new facilities and new member associations. U.S. has the advantage of Andy Anderson's experience and perspective. USCA must determine criteria, review applications and select applications that we will forward to the WCF. Broadhurst noted several clubs in the GNCC area that are working on dedicated ice: Triangle and Pittsburgh. He also noted that \$30,000 per sheet is roughly 10% of actual cost. WCF Reps will send application to USA Curling so that clubs inquiring can apply.
 - iv. WCF is looking at return on their investments – putting money that supports growth. They're not getting the return for the dollar in Europe; their real growth is going to be in the United States. Any numbers we can provide to the WCF to indicate growth will be good support for any applications we make.
- B. Marketing: 1.5 years with InFront. InFront has secured sponsors, and now is the worldwide marketing agent for the WCF. Capital One was the sponsor in Cortina. The WCF events now have a cohesive look. There is some marketing tension between WCF and Canada, which has been its own marketing agent for the World events held in Canada. Hatch noted that InFront has represented soccer, and many other winter sports worldwide.
- C. Elections: This was the first year with a contested presidential election. Kate Caithness is the new WCF president (first woman). Patrick Hürlimann is the new VP. In Cortina USA Curling honored Warren Lowe at his retirement from the Director of Finance position. Anderson was elected as Director of Finance.
- D. Rules: Swandby reported that the club Rules of Play didn't change. New rules booklet will be issued June 1; until then, the rules aren't final. Highlights:
- i. Voted to stay with 10 ends, and not go to 8 ends.
 - ii. Maintained tiebreaker games.
 - iii. Maintained extra ends.
 - iv. Voted to allow electric wheelchairs.
 - v. A change in timeouts. Clocks will run while coaches meet with teams. For officiating purposes, 60 seconds to meet will start once the coach reaches the team. The length of game time is still 73 minutes.
 - vi. Extra end – 8 minutes instead of 10 minutes.
 - vii. Dates for holding World Seniors and World Mixed Doubles changed to November.
 - viii. Dress code for athletes' uniforms.
 - ix. Thinking time will be handled in the same way.
 - x. Stick rule: Canadians, Scots and U.S. are ignoring the stick rule. WCF position: Keith Wendorf – concerns that juniors are learning using the stick, that seniors are dropping out because they feel disadvantaged if they don't use a stick – and that this isn't a positive direction for the sport. Therefore, the WCF is maintaining the stick rule.
 - xi. Decided rules will be reviewed annually, rather than produced for the quad.
 - xii. Benton requests a rules change overview as quickly as possible to everybody that the changes impacts. Beadle suggested that the overview be posted as a PDF on our website. Schroeder noted that the Championship Rules booklet is produced electronically, with printed copies sent out upon request.
 - xiii. Broadhurst: Aberdeen minutes – impression IOC provides \$12-\$16 million per year, and that most of the money comes from NBC. Swandby: historically that was true, but it is no longer true. Now receiving money from China and Europe. A lot of the friction between the USOC and IOC has been the USOC request for large amount of funding because so much of the IOC's funding was generated by the U.S.

22. **USWCA** (Farr) *[SEE APPENDIX FOR: USWCA report]*

- A. Farr presented information from her report. She noted several significant items from her printed report.
- B. New officers
 - i. President: Nancy Seitz
- C. Significant dates:
 - i. Fall meeting: September 18 and 19, 2010 in Beachwood, Ohio.
- D. USWCA working on a circuit tour similar to the Men's Tour; to start in fall.

23. **Open board action items** (Rich) – None.

24. **Unfinished business**

- A. USOC/AAC report: Maskel reported on meetings held in Washington, D.C. Presentation by USA Ski-Snowboard, a Foundation sport. USA Ski-Snowboard was disappointed by the Torino results. U.S. Ski and Snowboard conducted reviews to address the issue. The results of reviews: Too focused on medals. Changed focus to organizational excellence. USA Ski had great success in Vancouver. Mission statement focuses on outcomes – but this focus isn't what we have within our control. Mission statement was intended to inspire us, not to be a cudgel. Maskel suggests considering wording such as: "We as an organization pledge to be the best possible organization that we can be, both on the ice and off the ice."
- B. Bruce Bennett Media Award. **Krake moves/Welling second motion approving Jean McCauley as the 2010 Bruce Bennett Award winner. Motion approved.**

25. **New business**

- A. Rich recognizes Broadhurst upon his retirement from the Board, with thanks. Also thanks to Anderson, who moves off the Board because of his appointment to the WCF Executive Board.
- B. Budget meeting May 28-30 – Minneapolis, Minn.
- C. Next USCA Board of Directors meeting and location – September 24-26, Minneapolis. *[Note: Due to a conflict with the USOC Olympic Assembly, the fall USCA Board of Directors meeting is moved to 17-19 September 2010.]*
- D. Rich thanks board and hands gavel to Sjue.
- E. Sjue grants Higgins' request to address the board.
 - i. Privilege to work with an Olympic sport, with the coaches and athletes.
 - ii. Responsibility: to do what's right.
 - iii. Outlines work Patzke has done as a strong leader, through the perspective of the High Performance Plan. As Patzke articulated in the fall Board meeting, in prior years, we didn't have a high performance plan, we had a plan for funding athletes. USOC had some real concerns about our high performance program. The notion that the USOC does not understand Curling, or Curling is different is simply not true. USOC's business is Olympic sports. They do understand curling. Higgins pointed out that, based on his experience at Olympic events and in elite sport as a member of many Olympic national teams, he felt the USCA had one of the top two Olympic support sports staff at the Olympic Winter Games; and one of the best plans for Olympic preparation and development.
 - iv. Higgins outlined the timeline of events in an attempt to quell the miscommunication and misdirected statements that have been swelling around how the plan was developed Higgins spent first 6 months traveling and asking questions. Coaches were not happy with current system.
 - v. The USOC reached out to Higgins based on prior working relationships and expertise as to how they might help. This started a systematic process of program evaluation in which the USCA was accountable to the USO at every step and in most every decision regarding the plan and or plans being put forth.
 - vi. Message as a staff to the Olympic Teams was not winning medals, it was "we want you to curl the best that you ever have curled" in Vancouver. The focus was on each individual and teams' best performance through preparation. At an October meeting: outlined the program process – sent letter describing program. No response. In December,

determination made to hire a sport psychologist with a performance background. USOC informed – USOC asked: where is your plan? Higgins, USOC, sport psychologist put a plan together. Plan went to Elite Programs in January. As part of this process we agreed to realign the staff to support the plan. The USCA was able to identify resources teams would need, and put them in place. Pre-Olympic Trials camp taken as an opportunity to present the plan to Trials teams. What we wanted in this model was for our head coaches to be driving the process. We wanted to set our coaches and teams up for success.

- a. Head Coaches
 1. Team Leader
 2. Technical
 3. Strategy and Tactics
 4. Sport Psychologist
 5. Strength and Conditioning

USOC response: USA Curling perceived as following the best practices. Funding followed.

- b. 15 hours a day for 6 days for 3 weeks – time Higgins put into the High Performance Plan.
 - iii. Meaningful work includes providing opportunities to athletes
 - iv. What is high performance? *[SEE APPENDIX FOR: Athletic Program Framework]*
 1. Change – accelerating rate of effective change
 2. Consistency
 3. Taking risks
 4. Never being complacent or resting on results – commitment to continuous improvement
 5. Cohesion – people working together under pressure, with urgency toward a common goal
 6. Innovation and creativity
 7. Alignment between all areas and the organization
 8. Passion – drive and enthusiasm, drive and commitment
 9. Science
 10. Living excellence, on and off the field, in and out of the field, in public and in private.
 - v. #1 top mistake
 1. Throw money at new staff, facilities, equipment – but ignore the culture of the organization.
 - vi. As you read the plan, realize that it was created in accelerated fashion, due to constraints of the organization.
 - vii. Urges Board to read the HPP with fresh, knowledgeable eyes. Success can't be measured entirely on Vancouver results. Women's team had very consistent, successful performance.
 - viii. Core values for athletic programs (part of HPP)
 1. We value winning at every level. On and off the field. Culture.
 2. Medal contention.
 3. Meaningful work.
 4. Sustaining the USA Curling economy, or essence. Sustained competitive excellence. Medals are part of our economy.
 6. Encourages board to ask questions, recognize the people who are doing the work. Rick Patzke has done an exceptional job. Trust his judgment. The USOC looks to, and trusts, Rick – he's been innovative, embracing the challenge.
- F. Carl Thomas (GNCC): main thing is building our sport, and Olympics help us to do that. If USA Curling membership is perceived as being only supportive of elite athletes, the membership will turn away from the organization.

26. Adjourn

- A. Williams moves/Krake seconds motion to adjourn. Motion approved. Meeting is adjourned at 10:30 a.m.

Respectfully submitted,

Robert Pelletier
Secretary



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Appendices for Spring 2010 USCA Board of Directors Meeting Minutes

- **Slate of Nominations**
- **Event Services Coordinator Report**
- **Elite Programs Committee Report**
- **Adaptive Curling Report**
- **VP Championships Report**
- **Proposed By-laws Changes**
- **Director of Communications Report**
- **VP Member Services Report**
- **Training & Instruction Report**
- **Member Services Director Report**
- **USWCA Report**
- **Athletic Program Framework**



Slate of Nominations

March 23, 2010

To: USCA Board of Directors

From: Nominating Committee

Mark Swandby (Chair), Richard Maskel, Jon Mielke, Leland Rich, Georgia West

Subject: Slate of USCA Officers for Terms Beginning May 1, 2010

The following nomination slate will be presented for vote at the May 2010 USCA Board of Directors Meeting. Each of the nominees has indicated the willingness to serve if elected by the Board.

For one-year terms beginning May 1, 2010:

President: Chris Sjue

Vice Presidents: Kent Beadle
David Carlson
Jerome Larson
James Pleasants

Treasurer: Jack Bernauer

Secretary: Bob Pelletier

Board Elected Directors: Jack Bernauer
James Pleasants
Beau Welling

For two-year term beginning May 1, 2010:

Nominating Committee: Bill Forsythe

For three-year term beginning May 1, 2010:

World Curling Federation Representative:

Mark Swandby

For two-year term beginning May 1, 2010 (replacing Andy Anderson who will be elected to the WCF Executive Committee in April 2010):

World Curling Federation Representative:

Beau Welling

Event Services Coordinator Report

By: Dawn Leurquin April 2010

Overview

The following depicts some of the duties and tasks required of the Event Services Coordinator. If a current status is applicable it is provided.

Office Administration

A revamp of the Nike uniform inventory data was required and has been completed. The data is used when adding and subtracting items, for accounting, availability and location of items. The updates will make the following year's uniform orders much easier to manage.

The Proof of Citizenship list is updated during the season, for as long as possible. After registration season, edits are needed. David Garber volunteered his assistance and I appreciatively accepted.

The office inventory consists of two parts. One part involves listing all the items that physically exist on the administrative side of the organization. The other type of inventory includes such things as officiating radios, sensor handles, etc. Both types of inventory are ongoing tasks.

The ESC assists with preparation and arrangement of certain shipments as well as management of some of the shipments when the Administrative Assistant is out of the office or is busy with other tasks.

ESC prepares Carnet documents for shipments going into the US or Canada which will return without changes and are transported duty-free. Carnets have to be returned to the originator prior to expiration. Although the largest Carnet used to ship items from Canada to the Denver Olympic Trials was found and returned; the smaller was not. AIT Worldwide provided documentation which was forwarded to the appropriate individuals to show that the shipment had indeed returned to Canada which seems to have been acceptable.

Having past experience as an independent insurance agent, ESC was appointed to oversee the USCA's insurance. This includes the commercial insurance including workman's comp, directors and officers (D & O) liability, commercial property, etc., as well as the Club Insurance Program (a two-part policy including general liability and excess medical). There was confusion about the program and delays in getting certificates. To date, clubs that paid a premium and sent in an application have been provided with proof that they are part of USA Curling's Club Insurance Program.

The shipping schedule is a chronological list of events showing the path of the officiating items as they go from site to site. It provides items and quantity (such as magnetic strips according to how many sheets used, time clocks, etc.), when the shipment needs to be dropped off and picked up, the club and address it's going to, and contact person information. As soon as sites and chairpersons are determined, creation begins.

There are currently eight people on the Past Playdown Participants with Outstanding Dues list from the 07-08 season and 15 from 08-09 season. Checking the 09-10 club rosters for participants (mainly according to the club they listed on their event registration forms especially for Club Nationals) is currently underway. This is done in retrospect since clubs are building their rosters at the same time we're taking applications for the events. A person's name may not appear on a club roster because of marriage, divorce, or they used a nickname on the roster or to register for the event, they listed the wrong club, etc. Handling list issues while the registration season is underway is a stumbling block.

Competitive Programs

Every season there are problems with uniforms. There were the usual size issues, (too many size small players) and missing jerseys (which later reappeared). The women's team had a jacket with an incorrect size tag installed in it, which could've been a real problem with that too-short turnaround between the National and World events. Our embroidery company prefers two week's notice but this allowed only two days. Reservations were made early in the season with periodic reminders. A replacement jacket was quickly sewn and shipped using the one extra day held as a spare.

Championships: Equipment Repairs

The attempt at using computers for time clocks for the 09-10 season successful. Some sites are hesitant to try it but for sites where it was necessary, there were no problems. The time clocks work and no repairs are needed (other than two new cords).

The USCA owns 100 sensor handles stored within five cases and they rotate from championship site to site each season. Currently, 14 handles are reported as being down (subject to change after testing). Four radio headsets are missing and a couple of other radio parts need replacement. An attempt to have the previous season's event sites look for the missing officiating items has not yielded success.

Thirty officiating jackets need to be cleaned with one needing a slight zipper repair.

The online registration system has again caused much confusion; not for the team registrant, but for the other members who are invited to join the team. After each member has accepted an invitation, they assume they're done but they aren't since USCA rules require all team members to complete all parts of the application process.

It is very difficult to keep up with having to check entries, send emails, and make phone calls for one event while compiling seeding ballots and creating participant reports for the officials and site chairperson's for other event s. And while working on that, other tasks pop up that also need to be taken care of. Participants want to be sure their entries are complete, officials and site chairs want reports and everyone wants the draw finalized (seeding ballots and reports) so they can make their travel plans accordingly. Plus teams after the deadline sometimes decide to add a fifth player or a coach. Each year this continues and Compete-At seems less willing to make changes telling me that the USCA has too many requirements and we need to change to the single entry option instead of the team option.

The single-entry system is in a testing phase located at Compete-At.com for a limited time. The Entry List page would display all team entrants instead of only the team registrant (current) but they would be grouped by position instead of team. Each individual of the four main players (skip, vice, second and lead) would be required to pay part of the team's entry fee instead of one person paying the entire team's fee. The alternate players and coaches would need to be fee free (since not all teams have them) and a reconciliation of the online service fees would be needed after the season.

Issues that playdown/championship emails referenced:

- Team members not accepting invitations to join a team (invitations could have been diverted into a trash or spam folder). Not finishing requirements and other questions regarding same. Not able to accept invitation (login email address error).
- Names not showing up on the Entry List tab or disappearing from it.
- Browser issues (IE not functioning correctly).
- Proof of citizenship requirements.
- Outstanding Dues List from past playdowns/championships.
- "Approval required" questions and explanations.

Another option besides Compete-At's single-entry option that I'm exploring is Cvent. This is a company which offers registration solutions tailored to each client's requirements. After one Webinar and two telephone conversations regarding our needs, they are trying to make the system work for team entries in a way that is less confusing as Compete-At. Cost should either be the same or possibly cheaper than Compete-At. Updated information will be provided to James Pleasants, VP of Championships. Rick has other companies that can be explored as well.

Member Services

After the championships are over, the 2-Year and 10-Year athlete's lists are updated for the Athletes Advisory Council and turned over to the representatives. This task has already been completed for the 2009-2010 season.

Hall of Fame award winners will now be provided with their own plaque. Previously, recipients had to pay for it. Coach of the Year and Developmental Coach of the Year plaques are also within the ESC's responsibilities but this information has not been received yet.

Summary

This is not a complete listing of all duties but the more regular ones. In an effort to make the registration season more manageable, enforcing the deadline time when all teams must have all required items in place or not be allowed to compete is a preferred course of action. It is difficult and too time consuming chasing after registrants to see that they have everything completed.

Elite Programs Committee Report

Kent Beadle, Vice President Competitive Programs

As most of you know, I took over this position mid-season upon the resignation of Walt Erbach. We had a number of issues come up over the course of the season. The first major issue was the quad plan which the USOC had requested be submitted in December. This was an earlier timeframe than had been adhered to in the past, and was more a target from the USOC than a deadline. As our high performance staff and our COO were all very busy with Olympic preparation, we focused that effort on the April deadline.

The playdown process resulted in two grievances that I was involved in as EPC chairman. The first involved the allocation of spots into the National Championships and into the Challenge round due to Strength of Field calculations that needed to be altered due to the withdrawal of a team. The second grievance resulted in the allocation of the spot into the Nationals upon the withdrawal of the Olympic team.

We had a meeting around world team prep funding from the USOC and made a decision to provide a small percentage of those dollars to our World Junior representatives for their world team prep expenses, due to the very limited time that the men's and women's teams had to prepare between Kalamazoo and the World Championships (especially the women who had a week).

Our competitive results were mixed. In juniors, Alex Carlson won a Bronze medal but our men fared poorly. It is clear that we will need to drive our high performance program all the way down to the Junior level, as this will be the easiest way to create a culture of competitive success and get our athletes comfortable with our total program and with the staff that is charged with helping our athletes achieve that success.

Our world men's and women's teams who qualified from Kalamazoo, both had good round robins that put them in position for a potential medal. Erika Brown finished the round robin at 7-4 (tied for 4th) and lost a tie-break game that would have placed them in the 3-4 qualifying game. That gave them a 5th place finish. Pete Fenson finished the Round Robin at 8-3, tied for 3rd behind Canada and Norway. Unfortunately, he lost both the 3-4 qualifying game and the Bronze medal game to finish 4th. Our goal in the worlds is to medal on a consistent basis. I do not want to diminish the very good performances of our world teams. However, our objectives do have to be higher. I have fielded some complaints about the support that the USCA gave our World Men's and Women's representatives. The feeling is that they were an afterthought given the huge level of support and focus placed on the Olympic teams. Some of this was due to the timing of the Nationals relative to the worlds and some of this was due to other factors. We need to address this as the program moves forward.

Obviously, the performance of our Olympic Teams was below the level of expectation. The women had come off of disappointing results in the previous two world championships, but appeared to be back on track with a very successful pre-Olympic season. The men's Olympic team had reached a tie-breaker in the 2009 worlds, and it was hoped that their preparation through our new High Performance Program put into place for the Olympic year would allow them to take the next step. A series of issues made the preparation period less than optimal and their performance in the pre-Olympic period did not bring optimism to USCA staff. However, the men did have some significant victories against quality opponents. We are all aware that the results were a 10th place finish for both teams. While I don't believe that this finish is an accurate representation of the state of our program, it would be just as inaccurate to suggest that we are close to being strong medal contenders in

every event that we participate in. In the last quad, we competed in 4 world championships and 1 Olympics for both the men and the women. In those 10 events, we brought home one bronze medal (men 2007). In those same 10 events in the previous quad, we brought home one gold (women 2003), two silver (women 2005, 2006) and 1 bronze (men's Olympics 2006).

In the aftermath of the disappointing Olympic results, there are two reviews that are taking place. The first review is an internal review that is focused on the experiences of the USCA high performance staff over the Olympic preparation period through the end of the Vancouver Games. This review is almost complete. The second review is an Independent Review that was commissioned by the USCA with the help and support of the USOC. This review is now in the process of being conducted and is expected to be complete in June. This review is very important as the viewpoints of High Performance Staff, other USCA staff, Athletes, and our Volunteer directors who were involved with the program are all likely to be very different. The results of the independent review should shed some very good light on our program and help us with the direction in which we proceed.

The High Performance Quad Plan was submitted on Monday to the USOC and all of you have received summaries of that plan. A few points about this plan need to be made:

- 1) This plan is designed to communicate our funding requests to the USOC. It is written in language that is meant to convey our needs to the USOC, and to maximize the funds we receive to execute our High Performance Program.
- 2) This plan is not a departure from the HPP that was implemented and executed with the 2010 Olympic Teams. So the idea that this is a radically new plan is not correct. However, it is clear that the plan as it was executed last year, was not a plan that the board had familiarity with and only at last year's September board meeting did any details emerge.
- 3) This plan leaves open some significant details that are not likely to be decided until both reviews are completed and absorbed by the Elite Programs Committee. There are many issues around team funding, individual athlete funding, world and Olympic team selection, elite program team formation, athlete and staff accountability, that need to be addressed, discussed, and decided.
- 4) The USOC was very aware of the review process and the timing of the results. Therefore, it should not be assumed that our levels of funding will be impacted positively or negatively by the timing of the decisions discussed in #3.

So we have a lot of work ahead of us this summer. Some decisions need to be made quickly, some should be made prior to the completion of the reviews. This and many other issues will be discussed in the Elite Programs Committee meeting.

Adaptive Curling Report

2009-10 Season Analysis

Submitted by: Marc DePerno
Director of Outreach & Development for Wheelchair Curling



Team USA: Augusto Perez (skip), James Pierce (vice), James Joseph (second), Jacqueline Kapinowski (lead), Patrick McDonald (alternate), *Steve Brown (coach), *Rusty Schieber (asst. coach). *Marc DePerno (team leader)

* not pictured



2009-10 Season in Review: The 2010 U.S. national wheelchair curling team and staff devoted a significant amount of time and energy in preparation for the 2010 Paralympic Winter Games. Results of these events are highlighted in the following paragraphs.

On 10/16-10/18, Team USA competed in the *Norwegian Open* held in Oslo, Norway. USA placed 6th overall.

On 10/20-10/22, Team USA competed in the 2nd *annual Kinross International Bonspiel* held in Scotland. USA placed 3rd overall. Both European events featured numerous Paralympic teams.

On 11/20-11/22, the Utica Curling Club hosted the 4th *annual U.S. Open International Wheelchair Bonspiel*. Four teams competed including the primary and secondary U.S. national teams and two provincial Canadian teams. Team USA 1 placed 1st with a record of 5-2. Team USA 2 finished with a record of 3-4 and placed 3rd overall.

On 11/27-11/29, Team USA competed in the 5th *annual Cathy Kerr Memorial Bonspiel*, held in Ottawa. USA won the event and finished with a record of 7-0.

Additionally, the national team competed in able-bodied bonspiels in Cape Cod, MA and Utica, NY as well as Madison and Wauwatosa, WI against highly skilled competition in which they performed well.

These experiences were invaluable considering the limited opportunity for wheelchair curling competitions and should be encouraged in the future.

Also, our nation's top wheelchair curlers were able to take advantage of summer ice as they participated in high performance camps held in Green Bay, WI and Lake Placid, NY. Throughout this process, Steve Brown, National Team Development Coach, and Rusty Schieber, Assistant National Coach, were most instrumental with developing strategy and team dynamics.

2010 Paralympic Winter Games: Team USA finished the round robin with a record of 7-2 and a #2 ranking, which was on nation's highest ranking in Paralympic history. Unfortunately, losses to Korea (7-5) in the semi-finals and Sweden (7-5) in the bronze medal game resulted in a fourth place finish.

Despite the difficult ending to an excellent week of competition, USA has proven its elite level of talent as they have qualified for the semi finals in each of the past two World Championships and the 2010 Paralympic Winter Games.

2010 Paralympic Results

Pos	Standings	W	L
1	Canada	9	2
2	Korea	7	4
3	Sweden	7	5
4	USA	7	4
5	Italy	5	5
6	Great Britain	3	7
7	Switzerland	3	6
8	Germany	3	6
9	Norway	3	6
10	Japan	3	6

Game Results	Score
USA vs. Canada	5-10
USA vs. China	3-6
USA vs. Germany	6-5
USA vs. Italy	8-2
USA vs. Japan	8-3
USA vs. Korea	9-6
USA vs. Korea (semis)	5-7
USA vs. Norway	9-8
USA vs. Great Britain	8-7
USA vs. Sweden	4-6
USA vs. Sweden (bronze)	5-7
USA vs. Switzerland	8-2

Outreach and Development: Marc DePerno, the USCA's Director of Outreach and Development for Wheelchair Curling continues to communicate with curling clubs, local, regional and national adapted sporting programs, medical rehabilitation centers that have sports outreach programs, universities with adapted sport programs, and disabled veterans associations, as well as coordinates clinics at national adapted sporting competitions to foster growth in the sport.

Additionally, last summer DePerno secured a \$15,200 Quality of Life Grant from the Christopher and Dana Reeve Foundation to promote the sport throughout the nation.

Ultimately, the utilization of these funds resulted in a record number of outreach clinics. Our initiatives to promote the sport had marked success as eight curling clinics were conducted over the past year.

Clinics were held in Columbus, Ohio; Lake Tahoe, Cal.; Cape Cod, Mass.; Chicago, Ill.; Madison and Portage, Wis.; Utica, NY; and Portland, Ore..

Funds were allocated to purchase Extender cue delivery sticks which were used at the clinics. Additionally, stipends were provided to several curling clubs to assist those athletes who require financial assistance to cover curling club dues in an effort to ensure long-term involvement with the sport.

A portion of the funds were utilized for the National Director of Outreach and Development to attend the first-ever World Curling Federation wheelchair curling seminar. The event served as a pivotal educational tool to ensure we are presenting the most current information on rules, regulations, adaptive equipment, and classification criteria at our future outreach camps. Furthermore, information related to development of visually impaired and cerebral palsy curling programs was presented to facilitate international program development. It is the goal of the World Curling Federation to have one of these areas of curling become a medal sport at the 2018 Paralympic Winter Games. As a result, the Utica Curling Club in association with Upstate Cerebral Palsy, the Central Association for the Blind and Visually Impaired, and Sitrin Health Care Center developed programs for these disciplines over this past season. A fundraiser event was also conducted to offset costs associated with club dues, ice rental time, equipment and future competition expenses. Furthermore, communication with the Canadian National Visually Impaired Curling Director has resulted in a scheduled camp to take place in Utica this fall as well as development of future bonspiels.

Communication with the Paralyzed Veterans Association continues in an effort to promote wheelchair curling at future National Veterans Wheelchair Games and Winter Sports Clinics. Additionally, wheelchair curling was promoted at the 2010 U.S. Paralympics Developing Amazing Leaders Conference where a large volume of athletes and adapted sport program directors are exposed to the sport for the first time.

Looking Ahead: The United States has qualified for the 2011 World Championships. The national program is projected to continual grow throughout the upcoming season in response to the increased visibility of the sport from the Olympics and Paralympics as well as the efforts from the recent outreach clinics.

Development of several high performance camps to take place this summer in Green Bay and Rice Lake is currently underway. The ultimate goal is to have a larger volume of participants attend the 2011 U.S. National Wheelchair Curling Championships (site TBD). These high performance camps will enable our nation's newest wheelchair curlers to receive valuable training in hopes of having a larger elite pool of athletes to draw from. We are projecting the National Championships to take place prior to October which will enable the national team to maximize utilization of funds by competing in several elite-level international bonspiels later this fall as well as participating in several high performance camps.

Opportunity for elite level competition in the United States will continue as the U.S. Open Wheelchair Bonspiel has been scheduled for November 12-14. Furthermore, the Cape Cod Curling Club has organized a Wheelchair Summer Spiel to take place July 22-25.

Additionally, pursuit of individual and organizational grants will continue to be addressed for outreach and development purposes as well as for training of our national athletes.

Vice President Championships Report

Championships Committee Report – Spring 2010

In reviewing the past year, some positive achievements stand out:

- The championship stones we purchased last summer have proven to be reliable and consistent. They were used at both juniors and men's/women's nationals
- The championship at Kalamazoo was good for our competitors, providing world type arena conditions. It was also an enjoyable event with good entertainment value and good exposure of the sport in Kalamazoo. Both winning teams posted solid performances at Worlds.
- The Junior alcohol testing procedures went smoothly and were effective. No one failed the test, and it seemed to have the desired effect.

Our committee held two teleconferences in April in an effort to get a head start on our meeting in Green Bay. Actions taken include:

SITE SELECTION AND SCHEDULING

At our teleconference in November, we approved Broomstones for the 2011 Senior Men's and the 2013 Junior Nationals. We also approved Duluth for the 2010/11 mixed doubles, to be held in December 2010. We have also previously approved Rochester for the 2010/11 East Men's Qualifier, and Seattle for the West Men's qualifier. Fargo will be hosting the M/W nationals in 2011. Fairbanks will host the Junior Nationals.

Kellie reported that we have prospects and discussions with San Francisco for the 2010/11 Club Nationals, and with Midland, MI for the mixed Nationals. Jerome reported that Club Nationals in San Francisco is unlikely, so we are still looking for a Club Nationals site. We also need to work on Midwest qualifiers, men's challenge, women's challenge, Club Nationals, and WUG for the upcoming season.

We tentatively approved TCC for the 2013 Men's east qualifier (subject to possible format changes that may occur between now and 2013 that could eliminate this qualifier.)

- Our committee recommends **participation in the 2011 WUG** in Turkey, and voted to choose our representatives by playdown, (subject to some USOC budget support and participants covering their own travel costs, and FISU recommendation regarding security.) We set a tentative date for the WUGs playdown of Nov. 18-21, 2010. The winner will need to acknowledge that WUGs conflicts with our Junior Nationals and that the winning WUGs team will not be able to play in the junior nationals. At the meeting in Green Bay, it was suggested that we post and e-mail a request for feedback from eligible college curlers to determine level of interest before committing ourselves to sending men and/or women. An announcement and request for feedback will be sent out in May. The decision to participate is to be made by July 27, with payment of 5000 Euros for each team to be deposited by August 27, so a final decision on participation must be made this summer. After receiving curler feedback, and more information about cost and level of funding from the USOC, we will make a final recommendation and request for approval by the executive committee before July 27.

- We voted to recommend **not scheduling Women's Qualifiers** for the 2010-11 season. Under current rules, qualifiers only occur if 14 or more teams sign up, which is extremely unlikely based on past experience. If 14+ teams sign up, we would recommend using the same system as we use for 11-13 teams (three teams get berths based on being RNC or rank on WCT points; the other teams play for the remaining spots at the Challenge site.) Our recommendation applies to the non-Olympic selection years only.

Action taken at the Board Meeting: The Board voted to approve the recommendation to eliminate the Women's qualifier in non-Olympic selection years.

- We voted to recommend a November 2011 playdown to select our team for the 2012 **Youth Olympics**, and set tentative dates for that playdown of November 17-20, 2011.

- With **Mixed Doubles World and Mixed Senior Worlds** being set by the WCF for November 2012, we considered when to hold our mixed doubles nationals and senior nationals. We voted to continue to hold them in the same slots as they are presently set on our calendar. So the mixed doubles rep for the Nov. 2012 World will be selected in December, 2011, and the Seniors will be selected in Feb 2012. The large lead time may be of help in fund raising for these teams.

We voted to change the master calendar to play the **Men's and Women's final a week earlier** than the previous master calendar. This in return requires setting the Junior Nationals a week earlier, the senior men a week earlier, and the challenge round a week earlier. The purpose of the change is to provide more time between the Nationals and the World, particularly the Women's world. The earlier date this year was necessitated by Fargo's arena availability, but we determined that it is overall a better schedule. So 2010-11 and 2011-12 will have the same calendaring. The only disadvantage is there are only two weeks between the Qualifiers and the Challenge round.

FIELD OF PLAY

We voted to recognize the following as **USCA ice officials**, subject to their acceptance of the positions. Both have now agreed to accept the positions:

Dave Staveteig as championship ice-maker;

Jim Ridenour as official in charge of training and certification of ice-makers;

We will request that they coordinate their efforts where appropriate (e.g. Dave should review the certification criteria developed by Jim, and Jim should work with Dave as to ice-makers needing practical experience making championship ice for their certification.) We will request that they work together to improve the level of knowledge and field questions from club ice-makers, particularly as regards arena clubs.

At the championship meeting, Craig Brown suggested that we try to improve the **quality of the ice at the Qualifiers and Challenge** rounds by designating certain sites to host on a regular basis. In turn, those sites would receive assistance from the USCA in maintaining championship quality ice. This idea will be studied further, as it depends on willingness of sites to participate and availability/funding of Dave Staveteig or his assistants.

- Dawn reported that the 14 **sensor handles** are not working as of the end of last season. The sensor technician will check them this summer. Some will need to be sent back to Startco.

-We discussed the logistics of using the **championship rocks at the junior nationals**. We need to look into cost and method of shipment. The junior nationals end on Feb.5; the M/W Nationals start Feb. 12. The rocks need to arrive a bit early to cool down and have sensor handles installed, so we need to make sure this turnaround is feasible.

AWARDS

Nicole Joraanstad reported that by eliminating the dangle on some participant pins she was able to shop around and save about \$5,000 in awards costs.

RULES AND OFFICIATING

Rules and officiating held a sub-committee meeting prior to the championship committee meeting. There was discussion of various issues that had come up in officiating during the year. It was noted that timing continues to be the primary area where athletes are concerned about consistency and competence.

Mark Swandby noted that the **WCF had made some rules changes**. These do not affect the rules of play, but do affect other areas, such as time-outs and rime for extra end. We will review the new rules when they are published in June.

Other areas for summer discussion:

- whether to use page system where 3 or 4 teams are tied at the end of the round robin; we will look into the alternatives and map out the possibilities;
- possible hardship exception - allowing change of line-up between registration and start of event;

- contingency plans for drop outs in a variety of circumstances.
- possible tweaks of the proportional algorithm.
- it was discussed and agreed that when we have two pools, we should give an extra life to an undefeated team and that we could use cross pool page play.

FORMAT

- We voted to continue to use **strength of field** as the primary method of allocating nationals spots and challenge spots among the men's qualifiers, although several who voted for this mentioned that they did not like using peer seeding to determine strength of field.
- We voted to work on developing an **objective set of criteria** over the summer to replace the peer seeding method to determine strength of field. John Benton agreed to head up a committee with significant representation of AAC reps and other athletes to carefully put together a set of criteria and a formula that will be widely accepted as fair.
- We discussed and agreed about the advisability of giving some teams who have proven themselves a **bye into the Nationals**. We will need to determine the criteria for a bye. It was suggested that we have criteria but no limit on the number of teams who might qualify if they meet the criteria. The AAC will work on this over the summer.
- We discussed possibly changing the format of the qualifiers of challenge rounds to give more preference to **triple knockouts**. However it was pointed out that a triple works well for certain numbers (e.g. 16 teams) but not so well for other numbers.
- We discussed difficulties with **Compete At registration**. Dawn reported that she is looking into changing the system to allow individual team member sign-up. She will work this summer on making improvements and alternatives. How will this affect the early registration discount? Will we be able to do age checks for Juniors and Seniors?

We will begin work on the rules booklet and discussing some of the other outstanding issues.

Proposed By-laws Changes

PROPOSED AMENDMENTS TO BY-LAWS APRIL 30, 2010

Section 3.3 Member Elected Director Allocations.

Current By-Law:

Initial allocation of directors shall be based on the number of dues paying Individual Members of a Member as of January 31, 2004 and thereafter on each January 31st of the year of allocation. . . .

Proposed Amendment:

Initial allocation of directors shall be based on the number of dues paying Individual Members of a Member as of January 31, 2004 and thereafter on each January 31st of the year of allocation, provided an Individual Member of a Member shall be counted only once per Member.

Note:

The United States Curling Association has multiple levels of annual dues at which curlers are assessed. These multiple levels reflect, among other things, whether a curler is a member of multiple clubs. Multiple dues payments may be collected on the curler but at different amounts. However, it is the practice that this curler is to be counted only once in determining the number of dues paying Individual Members of a Member for director allocation purposes.

Section 13.5 Determination of Ineligibility.

Current By-Law:

(c) The decision of the Board of Review shall be final; provided, however, that any individual who is denied the right to participate in the Olympic Games, the Pan American Games or a World Championship competition or other such protected competitions as defined in Section 1.3P of the By-Laws of the USOC as a consequence of the Board of Review's determination of ineligibility shall be entitled to appeal the decision of the Board of Review through the procedures as set forth in Section 1.3P of the By-Laws of the USOC.

Proposed Amendment:

c) . . . The decision of the Board of Review shall be final. However, as a consequence of the Board of Review's determination of ineligibility of an individual to participate in the Olympic Games, the Pan American Games or a World Championship competition or other

such protected competitions as defined in Section 1.3(u) of the By-Laws of the USOC effective July 1, 2008 and as amended from time to time, this individual shall be entitled to appeal the decision of the Board of Review. Said appeal shall be pursuant to procedures as set forth in Article 9 of the By-Laws of the USOC effective July 1, 2008 and as amended from time to time.

Note:

This is to clarify this provision and update the references to the By-Laws of the USOC as incorporated into the By-Laws of the USCA. The definition of protected competitions is as set forth in Section 1.3(u) of the By-Laws. The provisions concerning the individual athlete's right of appeal are set forth in Article 9 of the USOC By-Laws.

Director of Communications Report

Prepared by Terry L. Kolesar, April 28, 2010

Significant media appearances:

John Shuster on Jay Leno (NBC)
Debbie McCormick on The Carson Daly Show (NBC)
Women's Olympic team on Oprah (NBC)

Olympic team members on the Weather Channel teaching Al Roker and Stephanie Abrams to curl
Chris Plys on MTV

Chris Plys on the Rachael Ray show (NBC)
Men's Olympic team on the Colbert Report (Comedy Central)
Men's Olympic team on Real Sports with Bryant Gumbel (HBO)
Women's Olympic team on Today Show weekend with Lester Holt (NBC)
Chris Plys as a contestant on Bank of Hollywood (E! network)
Debbie McCormick on NBC Nightly News

9 hours of daily coverage on NBC's affiliates during the Olympics (Feb. 12-21)

Nicole Joraanstad's involvement with Nike produced countless media appearances in major magazines and online. In addition, Nicole became sponsored by Crest and picked up by the Octagon marketing agency.

Daily coverage by USA Today and the Associated Press during the Olympics; plus multiple feature stories by AP reporter Janie McCauley during the lead-up to the Olympics. McCauley also took the time to come to the final prep camp in GB in December to meet the team prior to the Games so they'd be comfortable with her. McCauley also was the key proponent in bringing San Francisco 49er Vernon Davis on board as the honorary team captain for the men's Olympic team. The team and USCA staff members continue to have contact with Vernon, which hopefully will turn into something more for either the team or USA Curling. This also led Olympic legend Carl Lewis to discuss possible sponsorship of training camps. Davis also created PSAs for USA Curling at no charge. The 49ers production company also donated more than \$10,000 in video services for this production.

Women's Olympic team in SI for Kids
All-curling Simpsons episode airs Feb. 14

NY Times produces several articles about curling's growth spurt and popularity among Wall Street folks who watched the games on CNBC as well as feature story on men's Olympic team

ESPN the Magazine & ESPN online, Rick Reilly (one of the greatest sportswriters EVER) writes about curling

Entertainment Weekly names Chris Plys the "Stud of the Week" (Feb. 13)

Countless stories by hometown media on each of the Olympic teams as well as Nationals competitors. In addition, numerous stories about the sport's popularity and potential growth in unexpected new areas.

In addition to the above, where I've been:

August 2009, began Leadership Portage County program. Graduation to commence on May 13, 2010.

Sept. 10-12, USOC Media Summit, Chicago, with Shuster, McCormick and Augusto Perez

Sept. 16-18, Attended SPORTS 2009 conference in Orlando, Florida, (registration and hotel paid by host as their invited guest)

Nov. 3-4, USOC 100-day out celebration in NYC with Olympic and Paralympic teams

Dec. 3-4, taping for Stephen Colbert show, NYC, with men's Olympic team

Dec. 5 & Dec. 7, ESPN Monday Night Football curling training session at GB curling club; Monday Night Football demo at Lambeau Field with Olympic team members

Dec. 8-9, Colorado Springs, USOC Olympic preparation meetings

Dec. 16-18, final training camp for Olympic teams in Green Bay (included media training)

Dec. 28, Milwaukee Admirals hockey game, curling demonstration with women's Olympic team members

Feb. 5-March 1, Olympic Winter Games, Vancouver, BC

March 4-11, National Championships, Kalamazoo, Mich.

March 12-21, Paralympic Winter Games, Vancouver, BC

March 21-29, Women's World Championship, Swift Current, Sask.

April 1-14, Men's World Championship, Cortina d'Ampezzo, Italy

USCA staff is re-socializing me after I had to re-introduce myself to them after such a long absence from the office. ☹

SOCIAL MEDIA:

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Facebook: I launched the USA Curling Facebook page in the summer of 2009. On Feb. 12, 2010 (first day of the Olympics) we had 2,658 fans reading and interacting with USA Curling news. By the last day of the Olympics, we had 13,996 fans. To date, we have 15,369 fans which shows the significance of not only the media's attention to our sport during this time period to fuel this but NBC's dedication to airing 9 hours a day of Olympic curling competition.

•

Twitter: I launched our Twitter account in August 2009. Not everyone is in to Twitter or understands the value of it, and a year from now we may not even be talking about Twitter anymore, but if this is what is popular now, we're foolish not to continue to keep up with such trends. I tweeted significantly during the Olympics and from championships thereafter. We currently have 368 followers, which is not really that significant. However, what is, is that our 2010 Olympic athletes have a nice following post-Olympics (Nicole Joraanstad, 5,762; Chris Plys, 4,782; Jason Smith, 1,765; John Shuster, 1,441) meaning that fans are still engaged in our athletes' lives.

•USA Curling website: As Chris Sjue mentioned in his Member Services report, Dan Field of BitRail (USA Curling's sponsor) reported:

34.8 Million Hits through the Curling Competition

1.8 Million Visitors

Sponsor Clicks: Travel Guard: 182,492; Laphroaig: 162,887

136,478 New Visitors in 2010 (since IP's logged in 2002 & 2006)

Average time per page: 1.56 minutes

Average time on the site: 10.25 minutes

Visits from 27 Countries

Top Player Searches: Debbie McCormick, Nicole Joraanstad & Chris Plys

#2 Search String: Curling Clubs

Publications and Advertising:

The fifth and final installment of the Curling News will go to press next week. We've taken in just under \$5,000 so far in advertising, close to the yearly budget. We've only taken in \$2,400 in website advertising, however, which is very short of our budget. Something to aim for in 2010-11.

I'm embarrassed to report that I fell off track with the eNewsletter and Between Ends newsletters. I will get back on track this summer. Busy year (excuses, excuses)...

Miscellaneous:

We'll be raising funds again this summer for the Second Annual Chris Moore/Garland Legacie Cancer 5K run/walk in Stevens Point. Please support your favorite staff member!

With the encouragement of Rick, I've applied for the Olympic Sport Leadership Certificate Program through the USOC and Kellogg School of Management/Center for Nonprofit Management. Rick was a member of the first graduating class last fall. The program is 18 months in length. We should know soon if I have been accepted (also pending USCA budget approval).

Vice President Member Services Report

Member Services Notes for Operating Committee Meeting 30 April 2010

1. Club and Membership Development Committee: As a result of the TV exposure from the 2010 Olympics the USCA received hundreds of inquiries of all types. The USCA web sites had over 34 million hits/1.8 million visitors. The office sent out about 225 "How to Start a Curling Club" packets to individuals from 42 states. The committee is currently following up on these inquiries to determine viability and provide assistance where needed. The areas with serious interest include: Las Vegas, South Carolina, Georgia, Iowa, and California.

Olympic Open House Survey Results: Again this Olympic year Member Services surveyed USCA clubs to determine interest as a result of the Vancouver Games. A total of 34 surveys were returned (about 23% response) with about half from arena clubs. For the clubs that responded, they conducted 99 nights of open houses with over 12,000 persons introduced to curling. Responses include;

- Half of the clubs did not charge for the open houses.
- Virtually all clubs followed with Learn to Curl or beginner leagues.
- Pre-registration worked well for the clubs that used it.
- Some clubs used payment on line effectively.

NARCE Rink Operators Conference: Jerome Larson will again attend this conference 10-12 May 2010.

Member Services Conference: The next conference will be held in Dallas, Texas 18-20 June. Expect attendees from Texas and Oklahoma clubs.

2. WCF Stone Program: The USCA is currently awaiting the arrival of 28 sets of stones from the WCF as part of the 2nd installment of the program. The stones were shipped from Scotland and due in Chicago the first week of May. We have applications from 7 "clubs" for stones as indicated below:
 - a. Klamath Falls, OR - 2 sets
 - b. Palmetto, SC - 4 sets
 - c. Orange County, CA - 1 set
 - d. Hollywood, CA - 2 sets
 - e. Fort Wayne, IN - 4 sets
 - f. Hayward, WI - 4 sets
 - g. Wichita, KS - 4 sets
3. Training and Instruction: See attached report
4. Youth Committee: The committee has prepared a manual to establish a consistent set of guidelines for camp operations and funding. The draft is being reviewed by the committee for comments. The manual will delineate the USCA's responsibilities and relationship with the junior camps and establishes a method of funding to be applied consistently to each camp.

Camp Dates: Green Bay Camp 23-25 Jul 2010
Cape Cod Camp 18-21 Jul 2010-04
Rice Lake Camp No date established, to date a director has not been found to replace
Mike Solem.

St Paul Camp No date established, probably Sep or Oct

5. College Curling: The National College Curling Bonspiel was held in Chicago, 12-14 March 2010 with 32 teams from 36 schools. Two regional events were also held in Bowling Green CC and Kettle Moraine CC. Fifty six teams with more than two hundred and twenty four men and women curlers competed in three separate competitions.
6. Arena Curling: This should be a very busy committee next year with potential of several new clubs forming and growth in the existing clubs.

Chris Sjue
VP, Member Services

Training and Instruction Report

To: Chris Sjue – VP Member Services

From: Jon Mielke, Chairman – Training & Instruction

RE: 2009-10 Activities

Date: April 16, 2010

As per your request, I have compiled an activities report for the Training & Instruction Committee. As indicated below, we conducted 12 Level I courses and 3 Level II courses during the past curling season. Total attendance at these courses was 193. Total attendance at last year's clinics was 204.

6-09-2009	Level II	San Jose	8 Individuals
6-16-2009	Level I	San Jose	13 Individuals
9-12-2009	Level I	Nutmeg	7 Individuals
10-03-2009	Level I	Albany	19 Individuals
10-10-2009	Level I	Potomac	9 Individuals
10-17-2009	Level I	Schenectady	7 Individuals
10-18-2009	Level II	Schenectady	7 Individuals
10-18-2009	Level I	Chicago	12 Individuals
10-24-2009	Level I	Midland	15 Individuals
11-12-2009	Level I	Triangle	17 Individuals
11-14-2009	Level II	Potomac	15 Individuals
12-06-2009	Level I	Duluth	6 Individuals
1-23-2010	Level I	Milwaukee	27 Individuals
02-07-10	Level I	Columbus	15 Individuals
03-06-2010	Level I	Oakland	16 Individuals

We continue to use regional coordinators in each state or region to schedule and organize clinics requested by local clubs. This system was developed two years ago and is working well. It is hoped that a regional coordinators meeting can be funded and run this summer to bring these individuals together to further refine this system and to provide further instructor training and thereby promote consistent and quality course offerings across the country.

The first regional coordinator training meeting was held in Bismarck in 2008. In addition to facilitating instructional quality, this meeting also provided networking opportunities which resulted in cross-training among neighboring regions. For example, instructors from GNCC assisted with clinics in GLCA, Wisconsin instructors assisted with an Illinois clinic, and instructors from MoPac and Washington helped conduct clinics in Alaska. This is a very positive occurrence. It is hoped that funding will be available to allow similar meetings to be held again this summer and every two years thereafter.

Another positive occurrence that began two years ago was the USCA's hosting of mini-member services meetings. Rather than bring people in from across the country for a single meeting, a traveling program was developed which entailed both a member services meeting for clubs in the region and on-ice offerings such as an instructor clinic and/or a skills camp. The first such offering was run in Denver in 2008 and a second session was run in Vacaville in 2009. A third mini-conference is being planned for Dallas in June 2010.

These mini-conferences are a very cost effective alternative to the traditional national meeting plus it gave us the opportunity to provide a greater number of local clubs direct access to both a Level I instructional clinic and the newly designed skills camp. Hopefully more such mini-conferences can be held in the future.

The curriculum for the skills camp that I just referred to was developed three years ago. Unlike the more intensive camps that were offered by the USCA several years ago, these camps are designed to be run in 4-5 hours and feature sessions on delivery, delivery analysis, strategy, sweeping, and timing. These camps have been very well received and provide a nice compliment for instructional clinics since both offerings can be run at a club on one weekend.

All of the Training & Instruction Committee's training materials have been updated and posted to the USCA's website. These materials are available for use by course instructors, clubs, and interested individuals

(http://www.usacurl.org/goodcurling//index.php?option=com_content&task=category§ionid=14&id=60&Itemid=45).

Good curling!

Director of Member Services Report

April 2010

Club Activities

The 2010 Olympics created hundreds of inquiries of all types. The USCA websites had over 34 million hits/1.8 million visitors through the curling competition.

The office sent out approximately 225 "How to Start a Curling Club" packets to individuals from 42 states. Volunteers stepped up assisting the staff with answering emails and putting together the many packets. It was greatly appreciated that so many took the time from their busy schedules to help us out.

Approximately 34 Olympic Open House surveys were returned to the office with about half being arena clubs. For the clubs that responded, they conducted 99 nights of open houses with over 12,000 individuals introduced to curling. Learn to Curls and Open Houses are still occurring in various areas of the U.S.

USA Curling will be receiving 28 sets of stones from the World Curling Federation under their stone loan program. The stones were shipped from Scotland and are expected to arrive in Chicago the first week in May. As in 2006, Kay Sugahara has again donated the shipping costs from Scotland to Stevens Point, WI. We can't thank him enough for his dedication to the sport and the growth of curling in the United States.

Stone applications are being received. Stones will be disbursed upon application approval and upfront cost requirements paid. Currently we have requests for 22 sets of stones.

Member Services Conference- The 2009 Mini Member Services Conference was October 10-11th in Vacaville, California. A variety of topics were presented giving time at the end of the day on Saturday for the MOPAC representatives to have a regional meeting before the curling skills camp. The conference concluded Sunday morning with on-ice situational play/game critique.

Plans are being made to have a conference in Texas, June 18-20, 2010. Clubs from Texas, Oklahoma and surrounding states have been invited to attend.

Jerome Larson and Richard Maskel attended the NARCE conference in Chicago, May 12-13, 2009. Jerome gave a presentation in the Programming, Marketing and Promotions course during the conference. This year's conference will be May 11-12, 2010. Jerome and Richard will be attending again this year.

Fall Club Mailings- The annual fall club mailing was sent out in August. It included the various brochures, media guide and USA Curling brochures. Quantities of brochures that were sent were based on survey comments that were received from the clubs. If a survey was not received the amount of brochures sent was determined with a formula determined by membership numbers reported. A variety of Olympic promotional items were included for the clubs to use at their Open House activities.

Eight-Enders- Team photos with team information are forwarded to the ACF&M for registration. Eight-ender patches and acknowledgement letters were sent from the office. The 8-ender team is noted in the U.S. Curling News. Since April 2009, 19 teams received 8-ender patches.

Training & Instruction- There were 12 Level I instructor courses and 3 Level II courses were taught this season throughout the United States with a total of 193 participating. Database registrations & certifications information is being entered as material is received from the various classes. All of the Training & Instruction training materials and skills camp curriculum have been updated and added to our website (www.usacurl.org.) These materials are available for use by course instructors, clubs and interested individuals.

Youth Curling-Request for the Junior Merit program with the patches/bars is still quite popular and is used by several clubs. The drills manual to coordinate with the on-ice skills assessment test in the Junior Merit manual is posted on our website.

Summer Camps were conducted in Cape Cod (48), Green Bay, WI (49), Rice Lake Elite Juniors Team Camp (32) and Bismarck, ND (32). Due to construction at the Hobbs Ice Arena, the Eau Claire was moved to Green Bay. It was very well received with plans for this camp to continue being held in Green Bay.

This season the Katie Beck Memorial Curling Fund was created. The family of the late Katie Beck, 2002 World Junior Champion, donated in her memory three gift certificates (total of six) in the amounts of \$100.00, \$75.00 and \$75.00 respectively to both the Cape Cod and Green Bay (Eau Claire) junior summer camps. These camps were chosen as they were the junior camps that Katie Beck attended and were instrumental in developing her competitive curling career.

The selection criteria used was that recipient had to be eligible to play in the current championship season the certificate is awarded, coachable, shows good sportsmanship, has a positive attitude and has a commitment to junior competitive curling. Selection of the recipients is determined by the camp coordinator and two other individuals (instructors or coaches) working at the camp that are selected by the camp coordinator.

The new elite level individual camp that was held in St. Paul, May 29-31, 2009 was a huge success. Kevin Martin did an excellent job working with the kids and staff instructors. Forty participants were selected based upon their curling accomplishments. Housing, meals and transportation between the club and hotel were included in the registration fee.

This was the first year that the Rice Lake Camp was a team camp. It worked out very well. To qualify for the team camp a minimum of three players must attend as a team. Participants must be eligible to play in juniors this coming season. At this time the Rice Lake Camp has not been scheduled due to the lack of a camp coordinator.

We had 3 junior men's teams from Washington, Massachusetts, Wisconsin, and 2 junior women's teams from Pennsylvania and Wisconsin in attendance at the U-18 Optimist International competition this year. The teams are responsible for their travel expenses. The Optimist International Championship committee covers all other expenses. Interested teams submit applications to the USCA office with the selection being done by committee.

National Center for Safety Initiatives (NCSI)-Background checks were completed by all coaches of teams who qualified for the Junior Nationals and any instructor/coach/support staff involved with any of the USCA Junior Curling Camps. The support staff that traveled with the Olympic Teams and Paralympic Team also had background checks completed.

Staff Liaison to the following committees:

- Rules & Officiating
- World Team Prep
- Field of Play
- Championships
- Awards
- Competitive Programs-Early Ice Project

If you have any questions on any of the above mentioned items feel free to contact me at 1-888-287-5377, ext. 203 or email at beverly.schroeder@usacurl.org.

Prepared by Bev Schroeder, April 28, 2010

USWCA Report

USWCA/USCA Liaison Report to the Board of Directors April 30-May 2, 2010

REVISED

At the February meeting of the United States Women's Curling Association ("USWCA") routine business issues were discussed. Those items relevant to the United States Curling Association ("USCA") include the following:

- New officers have been elected for 2010-2011. They are:
Nancy Seitz (Cleveland Skating Club), President
Maureen Guay (Arden Hills CC-St. Paul), 1st Vice President
Bridget Matzke (Madison CC), 2nd Vice President
Carolyn Macleod (Broomstones CC), Treasurer – 2-year term
Mary Ann Hulme (Cleveland Skating Club), Secretary
- Significant dates for the 2010-2011 curling season are as follows:
September 17-19, 2010 - USWCA Fall Meeting in Cleveland, Ohio
December 1-5, 2010 - Senior Bonspiel at the Blackhawk Curling Club
February 7-9, 2011 - USWCA Winter Meeting in Cleveland, Ohio
February 10-13, 2011 - National Women's Bonspiel at Cleveland Skating Club
- There is a continuing initiative to energize the representatives to the Board of Directors and in keeping them actively involved in the decision making process. This is being facilitated by the 1st Vice President with the assistance of the Regional Liaisons.
- The complete itinerary for the January 2011 USWCA Scot Tour is being finalized and a full schedule will be included in the report to this Board of Directors in September 2010.
- Planning and organization has begun for a Women's Curling Circuit. The Circuit would increase participation in local and regional women's bonspiels and would create a more competitive spirit for those women desiring the opportunity for more competitive curling. The Circuit is being modeled after the GNCC Men's Tour. Annie Swisshelm-Silver and Bill Toddhunter are going to serve on the committee helping to create the Circuit for the next curling season.
- Like all non-profits, funding for programs is becoming more difficult to obtain. A committee has been formed to look at funding for future incoming Scot Tours. USWCA is looking to past presidents and former participants in the tour, foundations for grants and corporate sponsorship. Now, the general membership are given opportunities to sponsor the tour team while in their area. Now the Scot Tour begins in the East and ends in the West. Consideration is being given to the possibility of dividing the country into 2 or 3 regional sections which then would be part of the tour on a rotating basis.
- There was much discussion around the Bryant Gumbel segment on curling which was viewed by most of the 60 board members attending the meeting. There was a strong consensus that the segment was a poor promotion and did not correctly portray the spirit of curling and the etiquette involved in the sport. The question was raised as to has the responsibility for our athletes competing at the Olympic level. All agreed that the sport and our athletes were not portrayed in a favorable aspect. For the segment, concern was expressed that Gumbel focused on "anyone being able to curl" as opposed to the fact that curling at the Olympic level requires both skill and athleticism. The directors asked the president to respond to USCA on behalf of all members. If future publicity cause concern for any member, they should direct their comments to USCA individually. I include a copy of Jennifer Stannard's letter to USCA as an attachment to this report. Her letter is a direct reflection on the feelings of all in attendance at the fall meeting.

Report Prepared by Janet Farr, Director
USWCA Liaison to USCA



Mr. Rick Patzke
Chief Operating Officer
United States Curling Association
5525 Clems Way
Stevens Point, WI 54482

February 17, 2010

Dear Rick,

The USWCA held our annual meeting last week in Troy, NY (Hilton Garden room counts for your use next month). Over 60 representatives attended from member curling clubs for a successful event. We will launch a Women's Competitive Circuit next season, I have Dorothy Roach chairing this committee so have no doubt that it will come to fruition. Annie Swisshelm-Silver and Bill Toddhunter are on the committee so we'll have super advice. The organization is very excited about the impact on future women's curlers that this may have!

The meetings were very positive with one exception and, I have been asked to convey our concerns to you. We gathered on Tuesday evening with great anticipation to watch the HBO curling segment on Bryant Gumble's show. Frustration followed by chagrin enveloped the room. At the formal meeting the next day the Team USA segment was raised under new business and took more time than any topic covered on our Agenda.

We understand that one cannot edit most media coverage and that Mr. Gumble's show does have its own 'angle' on sports. However, those being interviewed have the ability to provide, or not provide, 'grist for the mill'. The Schuster rink is young and new to the frenzy of the media but filming a 'bachelor pad' could not have been thought to be beneficial to sport or team. Training was not referenced other than a bit of sweeping and a background clip of some exercise. The focus seemed to be on the lack of training and/or healthy lifestyle (McDonald's & beer) necessary to compete. The sole reference to athleticism was when the reporter referenced the veins on the neck of the men 'standing out' when sweeping.

Not all coverage will highlight the athleticism of our sport and I well know how sensitive curlers are to negative perceptions but, this segment seemed a setback to the great progress made at the last Olympics. The adage 'any coverage is good coverage' is fine to a point.

The Colbert Report, Letterman's Top 10, and The Simpson's were all fun although not always with a favorable viewpoint. For our own Olympians to play into a segment that was negative was heartbreaking. Is there a mechanism to 'protect' our athletes from this in the future? Anything that our organization could assist with?

Warmest Regards,

Jennifer Stannard
President, USWCA

www.uswca.org

Athletic Program Framework

by Scott Higgins, Director of Coaching Development

Athletic Program Framework: Operational Realities

The principals in the organization (chief staff, executive committee members, AAC) must have honest and open discussions about the present and the future of elite curling in the U.S. The discussions must produce a unified, cohesive, and collaborative strategy for international success. (Independent review, conclusion #1, page 19).

In reviewing the recommendations from curling and high performance staff the USCA and Elite Programs Committee must be acutely aware of the massive organizational commitment at all levels required to effectively operate a high performance program. To merely approve a model framework, hire staff, and proceed to go about “normal business” at every other level of the organization would be quite defeating.

The article on the US Ski Team called “Return to Glory” featured in the February 2006 issue of Outside magazine is worth a mention. The article profiles the US Ski Team’s fall from “greatness” after the retirement of the Mahre brothers, Tamara McKinney and other notable athletes. Specifically the article pinpoints the core strategies as to how the US Ski and Snowboard Association (USSA) returned to the top - to threaten the Austrian team for number one ranking in the World.

A quick overview of the article highlights the actions and commitment taken from the USSA Board of Directors, senior leadership, program directors, and organization staff.

- A Reconstruction of the organizational model, leadership, and departments to focus and drive efforts toward athletic success.
- Through corporate sponsors/donations, doubled the USSA budget to \$19M in eight years – according to the article – this is the number one key to athletic success
- Athletes and coaches had to set goals – for every season, every training session, and every event.
- Implemented a national development system to reconstruct the talent pipeline by working with the 350 USSA member ski clubs in the United States.
- The best were hired in sports-medicine and training to create program to support every athlete and national team across all skiing disciplines.
- Re-tooled the coaching staff and coaching philosophy – emphasis on technique and alignment to the organization and program vision and mission.
- Integrate technology (video analysis) and developed key partnerships to drive performance to stay on the leading edge of athlete development, preparation, and innovation.
- Shifted the athletic program philosophy to one of learning by understanding the best by training with the best- Austrians and other top teams-to finally be the best.

It’s worthwhile to mention that USSA garnered 21 of the 36 medals won in Vancouver. The transition took place in a ten year period and included significant improvement in World rankings across every discipline. Appendix C “The US Ski Team Annual Report” is attached and should be read and digested by the Elite Programs Committee.

In addition, it is recommended committee members take time to identify and ask the right questions and seek the appropriate expertise so full support, understanding, and alignment may be made around the appropriate program framework.

Athletic Program Framework: Option 2: Incentive Based Direct Athlete Support

If the organization determines the suggested athletic program framework is one which should be delayed until further study and additional understanding of the resources required to implement a high performance program can be harnessed and deployed internally and within the existing governance structure and alternative program framework is available; Option 2.

The second option will provide the opportunity for the organization to still support athletes but only through the Incentive Based Direct Athlete Support model. In this option the organization will hire a High Performance and Coaching Director and drive athlete/team improvement through coaching and athlete education in cooperation with U.S. Olympic Committee resources that may be available for allocation such as sport psychology, nutrition, and strength and conditioning. A pool of

resource providers could be hired that specialize in the technical and teams systems, strategy and tactics, competitive analysis, and sport psychology that can provide services at discipline specific camps (a technical and team systems only camp) and resources.

While less glamorous option 2 is implementable. It may serve as a stepping stone for the organization to align the infrastructure in such a way to support a true high performance program, one which engages the right staff to get the job done. High Performance program execution is a 24/7 operation that needs to be staffed out properly in order to get the details right including communication and integration of athletes, coaches and support staff.

The article experts from noted Australian High Performance Consultant, Wayne Goldsmith warrant inclusion in light of option 2. Goldsmith's observations in his articles "High Performance Sports Systems" and "What is High Performance?" provide an interesting perspective given the learnings and process the organization and Elite Program Subcommittee are presently undertaking in partnership with the U.S. Olympic Committee.

In the same capacity of including points from the US Ski Team "Return to Glory" article Goldsmith's excerpts are included to stimulate additional subcommittee and Elite Program Committee discussion and consideration prior to making any final framework decision.

Excerpts from Australia: Wayne Goldsmith: High Performance Sports Systems Article

So Great Britain has an outstanding high performance sports system. Australia had one a few years ago...and they hope to have it again. The "Eastern Block" had some brilliant high performance sports systems – systems which influenced the development of high performance sport all over the world in the three decades since. The Chinese have a huge one driven by State money and a very large population. The French are doing some great things in theirs.

The US has a strong high performance system driven through the College system. South Korea, Japan and India are growing theirs. Canada is re-building theirs. The South Americans will be working hard to make their high performance systems the best in the world now that Rio has been announced as the host city of the 2016 Olympic Games. South Africa is building one on the back of the Football World Cup. It seems like every nation in the world has to have three things – a flag, a carbon policy and a high performance sports system.

Here's the thing.....none of them do what they are supposed to do.....none of them actually produce winners. Every nation is looking to build the "Holy Grail" of high performance sport: A system which guarantees the sustained success of athletes and teams in international competitions.

The ten fundamental laws of having a great high performance sports system are:

1. Find talented athletes (i.e. put in place a talent id program);
2. Increase (effective and targeted) funding to high performance sport;
3. Increase the focus on finding, training and developing world class coaches;
4. Increase the focus and funding for sports science, sports medicine and analysis technologies;
5. Increase the access to high quality international sporting competitions;
6. Provide world class high performance sports facilities, e.g. training facilities, gymnasiums, competition venues;
7. Recruit, train and retain quality sports management staff;
8. Put in place ongoing "audit" and continuous improvement systems;
9. Invest in the latest equipment, technology and IT;
10. Manage the system through an integrated high performance sports system network – typically Academies and Institutes of Sport.

Regardless of when and where high performance systems have been developed around the world, invariably most or all of the above "boxes" are ticked: they are the accepted "non negotiables" - the universal fundamentals of high performance sports systems. They must be correct – because everyone is using the same ten "laws"!

However, there is a huge difference between having the world's best "tick the box", high performance sport system and producing winners – i.e. producing athletes, coaches and teams who win at the highest level.

It is much easier to talk about having a great system and how you have all the high performance system elements in place than to talk about, think about and strive for winning.

The ten fundamental laws of winning in high performance sport are:

1. To be different;
2. To be unique;

3. To do things first;
4. To be more creative and more innovative than your competition;
5. To take risks;
6. To create and sustain a culture which is focused on winning – on being the best;
7. To fight hard and compete with total commitment;
8. To not accept anything but the best from everyone involved in your team: athletes, coaches, staff, management, Board – everyone must be committed to winning;
9. To see winning as not just a destination but an attitude that pervades every aspect of every thought and action within your team every day;
10. To not compromise on the consistent implementation of the first nine laws.

And this is the difference between a systems led approach and a winning focused approach. Having a great high performance sports system means having an outstanding high performance environment with all the programs, facilities, equipment and KPIs are lined up and functioning: whereas winning means to come first. Regardless of the nation, the team, the people, the geographical location, the size of the population, the money invested in the system, two clear and undeniable statements can be made:

1. Systems do not create winners. They produce consistency. They provide opportunity. They provide a measurable quality control framework. They provide high quality environments for training and competition but systems by themselves do not create winners;
2. The winners in all the high performance sports systems around the world for the past fifty years have been athletes, coaches, managers, teams, researchers, scientists and leaders who have thought and acted differently – who have been unique but who have had the good sense to tap into the opportunities provided by the high performance sport system.

Ask this question, “Are you here to ensure our athletes, coaches, management and staff have the best possible system – one which provides them the opportunity to do their best – one which has all the elements one would expect to find in a high performance sports system” or “are you here to win?” Are you willing to make the investment? Because they are two completely different things.

1. Are you encouraging difference?
2. Are you embracing uniqueness?
3. Are you celebrating creativity and innovation?

Excerpts from Australia: Wayne Goldsmith: What is High Performance? Article

Number 1: High performance sport is about change: specifically it's about accelerating your rate of effective change faster than your opposition;

Number 2: High performance sport is about consistency – it's about being better in your role – everyday -than any of your competitors;

Number 3: High performance sport is about taking risks – it's about daring to be different – about being the first to turn your back on the known to embrace the unknown;

Number 4: High performance sport is about never being complacent or resting on your results – it is a commitment to continuous improvement;

Number 5: High performance sport is about cohesion – about people working together under pressure and with urgency towards a common goal;

Number 6: High performance sport is about innovation and creativity – about seeing things and doing things that no one else will or can;

Number 7: High performance sport is about alignment between all areas of the organization: Board, Executive, Management, Coaches, Athletes, Staff...everyone from the person who signs the cheques to the person who checks the signs - one team, one vision;

Number 8: High performance sport is about passion – it's about drive and enthusiasm and attitude and commitment;

Number 9: High performance sport is about science – it's about integrating leading practice sports science (and sports medicine) into a cohesive, problem solving focused, multi disciplinary, dynamic high performance environment;

Number 10: High performance sport is about living excellence – on and off the field – in and out of the gym – in public and in private.

Many people think that the world of high performance sport is a bit mystical and magical and that it takes a lot of money, a PhD and a laboratory to do it well....

In reality, creating and sustaining a successful high performance culture is more about attitude than altitude, more about motivation than money and more about learning than a laboratory.