

UNITED STATES CURLING ASSOCIATION
Board of Directors Meeting
September 10 – 11, 2011
Radisson Hotel – Bloomington, Minnesota

Minutes

Present: Chris Sjue, in the Chair; Paul Badgero, Kent Beadle, Craig Brown, David Carlson, Gabrielle Coleman, Lynita Delaney [Friday only], Janet Farr, Dean Gemmell, Nancy Hagenmiller, Jonathan Havercroft, Cyndee Johnson, Gwen Krailo, Jerome Larson, Jan Legacie, Rich Lepping, Gordon Maclean, Richard Maskel, Bop Pelletier, James Pleasants, Leland Rich, Sean Silver, Mark Swandby, Beau Welling, Sam Williams

Also Present: Rick Patzke, COO; Derek Brown, Director of High Performance; Scott Higgins, Director of Coaching and Sport Education; Christy Hering, Administrative Assistant; Terry Kolesar, Director of Communications; Dawn Leurquin, Event Services Coordinator; Sandy Robinson, Controller; Albert M. Anderson, WCF Director of Finance; Jack Bernauer, Chair of Finance-Audit Committee; Ann Drummie, President, Potomac Curling Club; Dick Macartney, President, GNCC.

Absent: Maureen Clark, Peggy Hatch, Allison Pottinger, Ann Swisshelm

- I. **Call to order.** (Sjue) President Sjue calls the meeting to order at 1:00 p.m.
- II. **Welcome and introductions.** (Sjue) President Sjue welcomes everyone to the meeting.
 - A. Introductions:
 1. New director from MoPac: Gabrielle Coleman
 2. New Board-elected Director Rich Lepping
 3. Dick Macartney, President, GNCC
 4. USWCA President Maureen Guay
 5. Bruce Irvin, Evergreen Curling Club
 6. Dan Field, CEO, AtomAMPD
 7. Ann Drummie, President, Potomac Curling Club
 - B. President Sjue asks attendees to introduce themselves.
- III. **Roll call.** (Pelletier) Secretary Bob Pelletier takes the roll and confirms that a quorum is present.
- IV. **Appoint parliamentarian.** (Sjue) President Sjue appoints Andy Anderson as parliamentarian.
 - A. Anderson describes the basic legal and the fiduciary responsibilities of directors. He notes that directors must avoid conflicts of interests: they must have undivided loyalty. The USCA is a corporation in the State of Wisconsin. Anderson indicated that a Wisconsin attorney reinforced the idea that each director has responsibility to all shareholders, not just the ones he represents. USCA shareholders are our state association members and athletes

and Board-appointed directors. Anderson reminds everyone that directors' fiduciary responsibility – by corporate law – is to the organization.

V. Additions/changes to the printed agenda. (Sjue)

A. President Sjue indicates one change to the agenda. He notes that the minutes to spring Board meeting were recently distributed, so to give Board members a chance to review them, he will call for a vote on Sunday under Open Board Action items. Ratification of the actions taken by the Executive Committee moves to Sunday as well.

VI. Nominating Committee (Swandby)

A. Swandby reports. He notes that normally the Board would be presenting officer nominations for the spring meeting. Our president is in his second term. However, with the potential change in governance, the Committee will have better direction after the Board decision related to governance, and therefore has no report at the current meeting.

VII. Finance Committee (Bernauer)

A. Bernauer reports that the 2010-11 actual results are better than budget, but at this point they are unaudited.

B. The Committee reviewed recommendations of the auditors from 2010-11. All recommendations have been complied with.

C. Bernauer reports that the USOC will audit the USCA for FY2009-10 and FY2010-11. The audit will be held the week of October 3.

D. The Committee reviewed accounts payables and accounts receivable. Only one receivable was questionable; Bernauer notes that the USCA has a reserve for bad debts.

E. The Committee reviewed the balance sheet. Bernauer notes that one of the objectives of the organization is to have a net worth of \$250,000. On June 30, 2011, we had reserves of \$280,000+.

F. Bernauer reports that we have 10 sets of WCF Stone Program stones that we need to distribute or return by December 31, 2011. A few clubs have expressed interest in some of the sets. Patzke reports that his discussions with former WCF Secretary General to explore the possibility of extending our contract, or asking the WCF to pick up the undistributed stones.

G. Bernauer reports that the 2011-12 budget has been approved by the Executive Committee, and the Treasurer will present this to the Board.

H. Bernauer notes that one change has been made to the Financial Policies related to approval process, and that is a change from requiring a second signature on checks \$5,000 or greater, to requiring written approval.

I. The Donation Pin Program netted \$11,000 in 2010-11, versus a budget of \$1,000.

J. Potomac Curling Club's final \$25,000 payment on the WCF loan will be due in December 2011. The Committee is confident the payment will be made.

K. The Committee reviewed the status of the club payments for the WCF Stone Program; all are current with payments.

L. The Committee met with Evergreen Curling Club Treasurer Bruce Irvin to review that club's request for the USCA to assist them in securing a construction loan from the WCF so that they can move into a dedicated facility.

VIII. Treasurer's Report (Silver)

- A. Silver reviews the documents the Board received prior to this meeting.
- B. Silver notes that we ended 2010-11 in much better financial position than budgeted.
- C. Silver indicates that the USCA is in sound financial position relative to equity.
- D. Factors that contributed to the 2010-11 results:
 1. Growth of curling as a whole - \$36,000 increase in dues collection
 2. Entry fees
 3. Sponsorship support via VIK benefited the USCA.
 4. Silver notes that the inability of USCA to secure additional sponsors was disappointing.
 5. USOC funding for our High Performance Program
 6. \$361,000 cash balance 6/30/11. \$100,000 better than 6/30/10. Silver notes that we have a very positive liquidity position. He notes the \$600,000 swing in USOC funding between 2009-10 and 2010-11.
 7. Silver reports that the USCA shows a \$61,000 positive variance in our unaudited fiscal year 2010-11.
- E. Silver reviews the budget development process
 1. Staff developed the first draft.
 2. The Budget Committee used the staff draft as a starting point to develop a final budget.
 3. The Executive Committee reviews and approves the proposed budget.
 4. Silver notes the increase in HP funding from the USOC for 2011-2012.
 5. Silver points out that the 2011-2012 budget predicts continued growth and a dues revenue increase.
 6. Silver's perspective is that in reviewing our overall revenue and what we're doing as an organization, we have a very balanced approach as we work to meet the goals of our organization.
 7. Silver offers a perspective on the overall budget and that for Member Services in response to a question. He points out that the 2011-2012 budget includes: \$824,000 support from USOC; \$60,000 in VIK from sponsors; cash sponsorships of \$30,000 – over \$900,000 that comes from the fact that we are an Olympic sport. He points out that we must credit some of the growth in dues is due to our participation in the Olympics, that the USCA's having over \$1,000,000 in revenue is due to our being an Olympic sport. Silver also notes that we are spending more on Member Services. The budget funds everything the VP of Member Services requested. The Member Services budget does not demonstrate the true support for those programs; it does not reflect the true total expenses.
 8. **Carlson moves/Brown seconds approval of the 2011-12 budget as presented. Approved with two nays.**
 9. Silver indicates that the capital budget includes a \$6,000 capital expense to purchase updated scoreboards with our new logo. **Pelletier moves/Pleasants seconds approval of the \$6,000 budget to purchase scoreboards with the new USCA logo for use at National Championships.** Question: Isn't the \$6,000 cost high? Patzke responds: The frames don't need to be replaced, but this is the cost for the banners and Velcro. Question: what's the plan for the old ones? Patzke: They can be sold; they can be overlaid. **Approved.**

10. Silver reports on the Annual Appeal: “Sweep the Country.”
- a) Silver credits Peggy and Denny Hatch with creation of the direct mail materials.
 - b) The Annual Appeal replaces the Donation Pin Program, but a pin premium is optional at the donor’s request.
 - c) Silver launches the Annual Appeal to the Board at this meeting.
 - d) Silver notes that this will be a direct outreach to curlers, and that it gives the USCA an opportunity to communicate to the curling population, and to generate revenue.
 - e) Question: Will people will be able to designate where the funds will focus?
Response: Silver responds that the funds will support general operations.
 - f) Net income budgeted for the program is \$17,500.
 - g) Silver reviews the direct mail pieces, including a USA Curling logo decal, a letter from President Sjue, a letter from Olympic athlete Pete Fenson, an order form, and a brochure.
 - h) Next steps:
 - (1) Review and edits and developing a strategy.
 - (2) Target mailing is November 2011.
 - (3) 100% of the Operating Committee has pledged support for Annual Appeal; staff has pledged support. Silver asks for all Board members to support the Appeal so that we can tell our members that we have support.
 - i) Silver notes that the Direct Appeal Committee may be asking Directors for help with the program.
 - j) Question: If someone contributes do they get a thank-you? Response: Yes. The detail of this is being worked out. It is the intent that the USCA thank every donor.
 - k) Sjue reminds directors that 2010-11 Pin Program participation had only 50% Board participation. He asks for 100% participation in the Annual Appeal.
 - l) Silver distributes Direct Appeal materials to Board members.
 - m) Question: Can pledges be paid in increments over a 1-year period? Response: Yes, although the Direct Appeal donation form doesn’t currently include that option.
 - n) Question: Was any thought given to allowing for specific allocations of donations? Response: Silver notes that the committee will take the recommendation to allow for specific allocations under advisement. Anderson notes that over the years that when we’ve given the opportunity to designate, very few people have designated.
 - o) Lepping notes that the current trend is for people to donate smaller amounts to a larger number of organizations. With an Annual Appeal, it helps us identify people who are good prospects for a Planned Giving appeal.

IX. WCF Construction Loan Proposal

- A. Bruce Irvin, Treasurer of Evergreen Curling Club, Portland, Oregon, reports on Evergreen’s request for USCA support for a WCF construction loan. He expresses his respect for the work of the USCA board, committees and staff.
- B. “Dedicated Ice in 2012 in Portland, OR” is the name of the program. Goal is to secure a 10-year interest-free loan from the WCF for \$120,000.
- C. Irvin informs the Board about the Evergreen Curling Club (ECC). Irvin notes that Evergreen is following the Columbus Curling Club model of building in a rental facility.

Irvin reviews with the Board the building, its site and its floor plan. The club would be a 4-sheet facility.

D. Irvin notes how Evergreen's success would help the USCA

1. Transitions arena curlers to dedicated ice
2. Expands curling in the West Coast
3. First dedicated ice in Mountain Pacific [MoPac] region
4. Raises awareness of curling
5. Increases competitiveness of ECC curlers
6. Portland, Ore., is a tourist destination – ECC would like to be a tourist draw
7. Strengthens Granite [Seattle] Curling Club
8. ECC would serve as a model for other transitioning clubs.

E. Silver thanks Irvin for making the trip and the presentation to the Board. Silver notes that the Finance-Audit Committee reviewed the ECC's proposal. The ECC has a benefactor that is willing to provide collateral to eliminate the risk to the USCA to support this transaction.

F. Sean Silver moves to approve up to a \$140,000 loan from the USCA to Evergreen Curling Club funded by a loan in an equal amount from the WCF to the USCA with repayment terms as provided in the WCF Loan Program, subject to the following conditions:

- 1. Pledge of collateral to the USCA consisting of widely traded marketable securities satisfactory to the Executive Committee and USCA outside legal council**
- 2. Loan and collateral pledge documents all satisfactory to the Executive Committee and USCA outside counsel**
- 3. Market value of the collateral to be a minimum of 200% of the amount of the loan at all times**
- 4. Final approval by the WCF**
- 5. All USCA out of pocket costs included legal fees to be paid by Evergreen**
- 6. Other terms and conditions typical for transactions of this type**

Silver notes that he's moved \$140,000 because WCF Director of Finance Anderson indicated that the WCF loan maximum is \$40,000 per sheet. Collateral will be equal at all times to at least 200% of the loan balance. **Krailo seconds.** Discussion: Lepping notes that the Finance-Audit Committee has met with Irvin and made requests that ECC has complied with. **Motion approved.**

G. Anderson notes that the WCF has a pool now earmarked for construction loans and indicates that this application will be on the agenda of the WCF Board meeting, although final action will not be taken then. The WCF is prepared to support a loan to an organization with a leased facility. Anderson expresses optimism that the loan will be approved. The money and policies are there from the WCF's perspective. The positive track record of the Potomac loan will help.

X. **COO Report (Patzke)**

A. Patzke reports on staff, noting that there is no off-season. **[see Appendix: Staff Reports]**

B. Patzke reports that we are in the final stages of hiring a Growth & Development Manager. We had 70 applicants for the position. He hopes to make an offer to someone early next week. The position is very key to the USCA.

1. The highlights of the position description include: proactive approach to reaching out to clubs and regions – research and analyze our 165 clubs and identify growth opportunities and needs so that we can provide the right programs and services that will serve the clubs. This analysis would include face-to-face interviews, surveys.

- a) Development of a Members Assembly.
- b) Membership database oversight and administration.
- c) Assisting with development of new revenue streams.
- d) During the lead up to the 2014 Olympic year, this person will take the lead in development opportunities

[Lynita Delaney arrives 2:46]

C. Patzke thanks Dan Field [AtomAmpd] for 11 years of sponsorship!

D. Patzke notes that a pilot ice-making course is underway this weekend in St. Paul, Minn.

E. The 2013 Nationals site selection process is underway. Four sites have submitted bids: Bemidji, Minn.; Sioux City, Iowa; Willmar, N.D.; Fargo, N.D. (Olympic Trials only).

F. ICE Sport programming (featuring multiple winter Olympic sports packaged for TV) appears to be dead. The USOC has not shown an interest in supporting this programming.

G. Patzke reports that Welling, Sjue, Rich, and Kay Sugahara met with him for strategic discussions. He expresses appreciation for their time and expertise.

XI. Governance Committee (Carlson) *[see Appendix: BOD Fall, 2011 Proposed Amendments to Proposed 8/8/11 By-Laws Draft and USCA By-Laws Draft 8-8-11]*

A. Carlson reports that an 8-8-11 draft of new by-laws was provided to the Board. He notes that proposed amendments to the 8-8-11 bylaws draft has been provided to each Board member. He indicates that the steps for adoption are: (1) adopt proposed by laws dated 8-8-11, then (2) make a motion to amend the proposed draft, then (3) discussion of the proposed amendments, and then (4) motion to adopt the bylaws as amended.

B. Focus first on draft based on comments. **Carlson moves/Pleasants seconds to approve the bylaws draft of 8-11-11. Carlson moves/Pleasants seconds to approve amendments to the proposed draft as presented.** Discussion:

1. Coleman: Coleman indicates she would like more time to review some of the changes and to get more clarification on some of the points. In principal she believes the new bylaws are OK, but has some questions about the role of states and regions, the definition of members, and others.
2. Krailo: Expresses appreciation for document provided. Krailo indicates that it would be helpful to her to see the by-laws with amendments incorporated before we vote on it, in its final form.
3. Macartney [Grand National president]: GNCC has been very concerned about the relationship with the USCA. He compliments the work of USCA, and indicates that the amendments are fully supportive of what was discussed last night [at an informational meeting related to the governance proposal]. Indicates his concerns are satisfied.
4. Carlson calls the question: Approval of the amendment to the proposed amended bylaws. **Approved, with four opposed.**
5. Carlson notes that the amendments are now deemed part of the 8-8-11 proposed bylaws, and that the motion to approve proposed bylaws is now under consideration.
6. Question: Macartney asks about 22.2 (b). Carlson notes one housekeeping detail is that the time period referenced should be 45 days rather than 30 days. **Carlson moves**

that 22.2(b) be amended to be consistent with the 45-day provision that was amended and approved in 22.2(e) so that it reads “within 45 days of the initial posting.” Beadle seconds. Approved.

7. Question: Under the proposed new by-laws, can a member become a member of more than one region? Macartney notes that GNCC has its own bylaws and that the GNCC has no regional boundaries. If, for example, Oklahoma wants to compete in the GNCC’s arena championships, they can pay GNCC dues to do so. What is the role of the regional organization under the proposed new by-laws? Carlson responds: Regions, the GNCC, may determine for themselves who their members are. There will be consequences for GNCC if Oklahoma joins the GNCC, but more so for Oklahoma because the USCA has geographic boundaries for purposes of championships. Beadle: Beadle poses a question for GNCC. He notes that the history of USCA is that it was set up primarily to run championships. It is McCartney’s understanding that the growth of GNCC has been based on the development of clubs in areas that didn’t have clubs. The point that McCartney brings up is a different one. Is that a direction that GNCC wants to take – to entice clubs to move from their region to the GNCC? Macartney: This is theoretical at this point. Carlson: From a USCA standpoint, a practical standpoint, we will recognize one region for a club. That is the club’s independent decision. Williams: Williams indicates that he doesn’t see a conflict. If Oklahoma wants to join GNCC, that’s fine. From USCA perspective, Oklahoma may be classified as being in the MoPac region for playdowns. Coleman: MoPac may not want a club that doesn’t belong to MoPac. Macartney: Clubs may belong to more than one region. Pleasants: The USCA recognizes each club as belonging to one region. Coleman: If GNCC expands, and USCA decides to divide into two pieces, who administers? Carlson: Carlson notes that these are interesting questions – interesting hypothetical situations – but they should not deter approval of the by-laws.

8. Maskel indicates that he has serious concerns about the governance change. He notes that he was involved in the Governance Task Force. Maskel indicates he drafted a “Bill of Rights for the United States Curling Association,” and indicates that before the USCA undergoes this governance change, curlers need a bill of rights so that we know that we have certain unalienable rights.

9. Krailo expresses support for the concept of a bill of rights, and expresses concern that the proposed by-laws are being forcibly, and too quickly, imposed on the membership. She expresses the view that the USCA definitely needs to change its bylaws – but this document is not the right one.

10. Carlson calls the question.

11. Badgero moves/Williams seconds that the vote be a roll call vote. Approved.

12. Roll call vote.

a) **AYES**

- (1) Kent Beadle
- (2) Craig Brown
- (3) David Carlson
- (4) Lynita Delaney
- (5) Janet Farr
- (6) Dean Gemmell
- (7) Nancy Hagenmiller

- (8) Jonathan Havercroft
- (9) Cyndee Johnson
- (10) Jan Legacie
- (11) Rich Lepping
- (12) Bob Pelletier
- (13) James Pleasants
- (14) Leland Rich
- (15) Sean Silver
- (16) Mark Swandby
- (17) Beau Welling
- (18) Sam Williams

b) NAYS

- (1) Paul Badgero
- (2) Gabrielle Coleman
- (3) Gwen Krailo
- (4) Jerome Larson
- (5) Gordon Maclean
- (6) Richard Maskel

Carlson notes that 2/3 of 25 votes are needed for the motion to pass. 18 in favor of the motion is a 2/3 majority. **Approved.**

13. Sjue reminds the board that the next process is that this must now be approved by the regions. He indicates that the plan is that at some point there will be a special meeting of the membership. He notes that there is still time to make adjustments to the proposed by-laws as necessary – this is not necessarily a final document. He indicates that if the Board thinks there is an advantage to continuing webinars and visits, town hall meetings, we will continue to do that in an effort to get the word out and give everybody an opportunity to continue the dialogue. Sjue has offered to go to the Great Lakes Curling Association. Directors are asked to give a fair evaluation of the discussion, to provide a balanced perspective during discussions of the proposal.

14. Silver asks that before it is brought before the members a well-defined implementation plan be created so that members will see step-by-step how the process will work.

15. Question: We now have a document that has been approved by the Board. Can this be posted on the Director's Corner? Carlson response: Yes.

16. Carlson stresses that this is a communication process and he offers to host webinars for discussion of the governance process. Sjue is working on an in-person town hall meeting with the Great Lakes Curling Association.

17. Question: If there is further tweaking of the proposed by-laws, will there be a Directors meeting to approve? Sjue response: No. Carlson response: We will keep Directors informed all along the way.

18. Carlson expresses appreciation to everyone for their serious and well-contemplated consideration, and the hope that everyone will stay fully engaged in the process.

19. Sjue notes that many members provided input. He recognizes David Carlson for doing a "tremendous amount of work," and describes it as work done in the best interest of the organization.

XII. Member Services (Larson) [see Appendix: Member Services Annual Report]

A. Growth and Development [see Appendix: Growth Analysis – Coleman Report]

1. Larson reported that the USCA saw an 18.6% increase in one year between 2009-10 and 2010-2011. Over 9-year period, the membership grew 52%.
2. Total new clubs: 15 in 2010-2011. 9.4% increase.
3. Larson notes the contribution of Nick Kitinski and his production company in the development of a new learn-to-curl video, “Dare to Curl.” Larson introduces and shows the 7-minute version of the video to the board. Larson indicates a longer version of the video is being developed. The video production was supported by funding from the WCF and Chicago Community Trust. The 7-minute video will be downloadable at no cost. The long version, once finished, will be \$19.95 downloadable, DVD \$24.95. Larson indicated it will run 20-25 minutes, and anticipates its being available in the next month or so.
4. Larson shows USA Curling “Welcome to our house” logo ice insert that will be distributed to clubs in the USCA’s annual Fall Mailing. Each dedicated facility will be sent two inserts; arena clubs will be provided inserts upon request.
5. Junior Camps: Junior camps are being planned for Pennsylvania, Seattle, Bismarck, Fargo, Green Bay, St. Paul.
6. Arena Curling Committee is headed by Janet Farr. Larson notes that the USCA’s growth is in arena curling clubs, and that the GNCC was the region with the greatest number of new clubs.
7. Instruction: Sandra McMakin chairs the Training & Instruction Committee. She is active in planning and presenting Level 1 and Level 2 Instructor Clinics and Skills Camps.
8. College Curling: [see Appendix: College Curling] Gordon Maclean notes that if Chicago won’t be hosting the College Tournament this year, he will look into reformulating it to change the format and make it into a qualifying event for the University Games. Maclean indicates that the College Curling Facebook page has 31 members. Web-page: intercollegiate-curling.org.

XIII. Competitive Programs (Beadle)

- A. Beadle reports introduces Director of High Performance Derek Brown, whom the USCA hired last spring. The USCA is now off and running with the program, and has transferred some of the authority previously held by the Elite Programs Committee to Brown. Brown has convened advisory committees related to the Olympic Trials format.
- B. The High Performance Plan was submitted to the USOC last spring. The funding was increased this year to over \$580,000.
- C. Beadle indicates that the 2011-12 High Performance teams have been identified.
- D. Beadle notes that 2011-12 High Performance Camps have occurred.
- E. Derek Brown provides overview of his work
 1. Staff
 - a) Derek Brown – Director of High Performance
 - b) Scott Baird – National Coach – Men
 - c) Phill Drobnick – Project 2018 National Coach Men
 - d) John Benton – Project 2018 National Coach Women
 - e) Scott Higgins – Director of Sport Education

- f) Brian McWilliams – Physical Trainer
- 2. High Performance Teams
 - a) Patti Lank rink
 - b) Erika Brown rink
 - c) Pete Fenson rink
 - d) Tyler George Rink
- 3. Project 2018 Teams
 - a) Becca Hamilton rink
 - b) Miranda Solem rink
 - c) Josh Bahr rink
 - d) Stephen Dropkin rink
- 4. Goals of program
 - a) Win medals
 - b) Team USA identity
 - c) Support our best athletes: our four best adult teams and our four best junior teams
 - d) High Performance Camps: two were held in Green Bay, Wis.; athletes and coaches received training.
 - e) Brown reviews the relationship between performance targets and performance analysis, which provides instant feedback available after every game.
 - (1) Brown provides an explanation of the information provided by our performance analysis software.
 - (2) Brown indicates all eight of our elite and “2018” teams have this software available to them.
 - (3) Question: How can other coaches get this performance analysis software?
Brown response: The cost of the basic software is \$1,600. Brown notes that a second software component was added by the USCA and belongs to USA Curling High Performance Program. Brown is working with the software companies to see if they can come up with a slightly simplified version that offers instant feedback to make it available to coaches who wish to purchase that version.
 - f) High Performance Program Results. Brown presents results of a program event,
 - (1) Fort Wayne Cashspiel – Stephen Dropkin rink won the event.
 - (2) Balance Plus donated 4 broom bags and 20 brooms to our 4 junior teams.
 - g) High Performance Programs. Brown notes that team funding will be divided among two groups of athletes.
 - (1) 2011-12 – up to 4 elite teams / 16-20 athletes
 - (2) Project 2018 2011-12 – up to 4 teams / 16-20 athletes
 - h) Olympic Trials. Brown outlines the structure for our next Olympic Trials.
 - (1) 4-5 teams
 - (2) Fall of 2013
 - (3) Open Qualification via 2012 and 2013 U.S. Nationals
 - (4) Program invitation ...
 - i) Conclusions ...
 - (1) Short-term plan: up to 2014
 - (2) Long-term plan – 2018 and beyond
 - (3) Goal: Sustained Competitive Excellence

- j) Question: What are the plans for having a National Women's Coach? Brown response: We originally planned to hire one. For the 2011-2012 season, both elite women's teams have experienced coaches, and Director of High Performance Brown is serving as a Women's National Coach.
- k) Brown notes that we need additional funding for High Performance staff. The USCA has one full-time staff: Derek Brown. All others are part-time.
- F. Sport Education – Higgins reports
1. Higgins describes the evolution of Sport Education in the USCA, indicating that the goal is to provide USCA members and athletes with the very best sport education program, models and materials.
 2. Higgins reviews Sport Education projects
 - a) Video trailer
 - b) Resource allocation
 - c) Developing a technical manual, using an advisory staff involving our Olympic staff: 5 Elements of Curling technical manual. Higgins provides the board with a preview of the manual.
 - d) Higgins notes that his primary focus has been on getting the infrastructure in place for the Sport Education Program.
 - (1) Coaching certification process will have technical, tactical and mental tracks.
 - (2) USOC dollars are supplementing development of support materials that will benefit not only competitive but also developing curlers.
 - (3) The Sport Education program will help “bridge the gap” between in the USCA High Performance Program and developmental programs.
 3. Priorities and Goals
 - a) Content management system
 - b) Develop key project advisory groups
 - c) Create a Sport Education magazine
 - d) Develop more sport education resources: drills, coaches' game logbook, and strategy and tactics resources.
 - e) Provide national conferences: Higgins notes that the demand for Sport Education camps is there, but that three requests for camps from staff were turned down until all program strategies and resources are aligned.
 - f) Higgins anticipates a formal launch of Sport Education materials in January 2012.
- G. Beadle reports that the Coaching Committee selected Sandra McMakin as Developmental Coach of the Year.
- H. Beadle notes that the World Team Prep Committee meeting held on September 11 may be the last one. Several individuals offered to work on designing new ties and scarves but that work is in progress at this time. USCA Event Services Manager Dawn Leurquin is going to assist with ties and scarves.
1. Youth Olympic Games' (YOG) applications are on hold pending team selection event. Then the YOG team leader will be selected.
 2. Beadle indicates that the USCA's Project 2018 coaches will serve as team leaders for our 2012 Junior World teams.

3. Beadle indicates that the USCA our Men's National Team Coach Scott Baird will serve as team leader for the Men's World Team; Director of High Performance Derek Brown will serve as team leader for the Women's World Team.

4. Sam Williams will run the team meeting at the Mixed Doubles National Championship.

I. Adaptive Curling. Beadle notes that there is a Wheelchair Curling Camp underway in Lake Placid, N.Y., so Director of Outreach/Development Marc DePerno and National Coach Steve Brown are unable to attend the Board meeting. He indicates that the Wheelchair Trials will be held in Madison, Wis., in October. The USCA received an \$80,000 in Paralympic Grant plus \$20,000 in direct athlete support in 2011-12. Several of the core athletes have retired, so the Wheelchair team is rebuilding. Craig Brown reports that the coaches are very optimistic that the new team will be very competitive. Beadle reports that the USCA received a grant of \$10,000 from the Department of Defense to support military outreach. Athlete Patrick McDonald moved to Madison to be able to train with National Coach Steve Brown. Patzke asks that if a curling club has an adaptive curling program, they please make the USCA office aware of that.

XIV. Maureen Guay – UWSCA President

A. USCA President Sjue introduces Maureen Guay, President of the U.S. Women's Curling Association (USWCA). Maureen Guay thanks the Board for inviting her to the meeting, and notes that the different focuses of the USCA and USWCA complement each other. She reports that the USWCA is happy that USCA is retaining the liaison position on the Board under the proposed by-laws/governance changes. Guay notes that USCA President Chris Sjue will be attending the upcoming USWCA meeting.

Meeting recessed 5:41 p.m.

September 11, 2011

President Sjue reconvened the meeting at 8:04 a.m.

Secretary Pelletier took the roll and confirmed that a quorum was present.

XV. Marketing and Operations (Carlson) [see Appendix: Amended Report 2010/2011 VP of Operations and Marketing]

A. Human Resources (Swandby)

1. Swandby noted that the USCA's Member Services position is vacant, and that the position has been restructured as Growth & Development Manager.

2. Swandby expresses appreciation to the Central Office staff for work done in this area during the transition period.

B. Donation Pin Program and Directors Challenge

1. Carlson reports that the USCA fell short of \$1,000 Directors' Challenge issued in 2010-11.

C. Long-term Donation – Planned Giving (Lepping) [distributes sample materials]

1. Lepping reports that the Planned Giving Program is different than the smaller, short-term gifts to USCA gathered via the Annual Appeal.

2. Planned Giving is intended to provide a vehicle for people to donate assets upon death. Committee has been looking at all aspects of a Planned Giving program for the USCA:

- a) Branding/Marketing/Materials. What is the branding? What is the material going to look like? What will the message be – what will we ask of our potential donors?
 - b) Structure. How will we set up the program financially and structurally?
 - c) Solicitations. We'll be meeting with a company named Crescendo in California. They could administer the program. Committee will make a decision about hiring.
 - d) Online component. A Web presence offers new logo opportunities and opportunities for increased recognition.
 - e) The Committee hopes to formally implement the Planned Giving Program around the first year.
3. Corporate sponsorship. Patzke reports that the firm 776 has developed a presentation program and has done some solicitation, but has not secured sponsorship for the USCA. Patzke indicates the USCA may work with another agency on a purely commission basis.

D. Athlete Recognition Committee. Maskel reports that the Committee met by teleconference to review submissions. There were a limited number of nominations. The Committee recommended that no nomination be brought forward to the Board. Maskel urges Board members to submit nominations to the USCA Central Office by June 1. He reviews the nomination categories: Curler, Curler/Builder, Builder, and Team.

E. Volunteer of the Award. Larson reports that a Volunteer of the Year Award is something the Member Services Committee is looking at. Carlson thanks Larson for going forward with this program.

F. Annual Appeal updates. Silver reports that in the first day of the Annual Appeal, \$4,400 has been donated by 15 Board members, 7 non-Board members who are attending the meeting, and USCA staff.

XVI. Championships (Pleasants)

A. Site Selection. Pleasants reports on the status of event host sites. *[see Appendix: Event Site Selection]*

1. Grand Forks, N.D.: Men's Qualifiers.
2. Mankato, Minn.: Club Nationals.

Pleasants reports that we don't have many prospects for the Men's Challenge. For the coming year, we'd like to get an earlier start on securing sites.

B. New registration system. Pleasants reported that the USCA is using a new registration system that Event Services Manager Leurquin developed in conjunction with League USA. He notes that the new system simpler to use, more intuitive. Leurquin reports that teams can now use the registration system to see the status of their full team's registration, and can enter more than one event at the same time.

C. Rules and Officiating. Pleasants reports that Rules and Officiating has assigned most of the officials needed at this season's events. He notes that the process was affected by fact that we didn't have all of our sites.

D. Awards. Pleasants reports that the Central Office has assumed responsibility for awards since Nicole Joraanstad retired from chair of Awards Committee. Consideration is being given to presenting banners as an alternative to plaques for host sites.

E. Volunteers – Officiating and ice-making. Pleasants reports that the Championship Committee would like to recognize volunteers: officials and icemakers. He points out that for most of the events we don't reimburse them for their out-of-pocket costs. Consideration is being given to a patch these volunteers could put on their jackets after each event. This is in the design stage, but should be ready for the 2011-2012 season.

F. Format. Pleasants reviewed the committee's recommendations for National Championships and other team selections.

1. *Women*. We would qualify four Women out of the World Curling tour [WCT] Order of Merit points. Consideration is being given to a Midwest Curling Tour Women's event. The remaining six spots would be determined by a single round (most likely not a round-robin) knock-out Challenge Round.

2. *Men*. Two men's teams would qualify out of the WCT. The Committee proposes Qualifier events with triple-knockouts.

3. *Brazil Challenge*. Pleasants reports that Brazil has challenged the U.S. for the right to compete at the 2012 Men's World Curling Championship. The High Performance Program recommended that the Pete Fenson rink serve as the USA representative. Reasons: they are a strong team, they are last year's National Champions, and they have played against Brazil before. The Championship Committee so recommended. Director of High Performance Derek Brown confirms that the Pete Fenson rink has agreed to do this. The WCF's Challenge event deadline is January. Because of conflicts with qualifying for Nationals, the Pete Fenson rink was therefore given a bye to Nationals.

a) Pleasants notes that it was the Championship Committee's decision is to give the Pete Fenson rink a bye. He indicates that the top two Order of Merit teams will still be qualifiers. If, for some reason, the Pete Fenson rink is not one of the top two, those top two will still receive byes into the Nationals. Pleasants comments that it is feasible to have 11 teams at the Nationals.

4. *Youth Olympic Games [YOG]*. Pleasants reports that the YOG championship will be held in Grafton, N.D. The signup deadline is October 19. Eight to nine teams have already signed up. We will need to figure out the format once the number of teams is known.

G. Governance Issues. Pleasants reports that the Championships Committee discussed how the Committee would function after reorganization. He notes that the Committee is used to being somewhat autonomous.

1. Pleasants indicates that the first question considered is: Should we have a Championship Committee? He says that the recommendation is that we continue to have a Championships Committee. As a result, a Championships Committee was added to the proposed new by-laws. The Championships Committee will report to the CEO. Pleasants notes that we need to work out the details about how this will be implemented, and that he will discuss this with COO Patzke.

H. Arena Curling Championship. Pleasants reports that the Committee discussed the possibility of holding an arena championship. The Committee indicates that our current championship structure doesn't accommodate arena club members very well for a number of reasons. Havercroft reported that the plan is that this fall arena clubs will be surveyed, and in April we'll confirm the survey results and plan for a 2012-13 championship. The tentative schedule would be to hold the event in late April or in May, Thursday-Sunday.

XVII. USOC (Patzke)

- A. Patzke notes that USOC funding is addressed in COO report.
- B. Patzke indicates that he will be attending the Olympic Assembly to be held in October. Maskel will also attend.
- C. Patzke reports that he will be participating in a USOC teleconference with USOC CEO Scott Blackmun. He notes that one of the items under consideration is for the USOC to look at multi-year funding (two- or four-year commitments). Patzke observes that the USOC is currently focused on the London Games and the Youth Olympic Games.

XVIII. Athlete Advisory Council [AAC] (Gemmell)

- A. Gemmell reports that Ann Swisshelm was elected chair, and Gemmell vice-chair. Nicole Joraanstad has stepped down from the AAC, and they AAC recognized and thanked Joraanstad for her dedication to the organization. Allison Pottinger was selected to fill the AAC USCA Board position.
- B. Gemmell notes that John Benton was hired by the USCA as a Project 2018 Coach, and is no longer eligible to serve on the AAC.
- C. Gemmell reviews AAC membership.
- D. Gemmell notes that the AAC has established a Facebook page to contribute to communication among AAC members and athletes eligible to part of the AAC.
 - 1. Purpose and role of AAC are noted on the Facebook page.
 - 2. The Web presence is an effort by the AAC to reach out to athletes.
 - 3. At AAC invitation, Director of High Performance Derek Brown has participated in their teleconferences. They have had discussions, for example, of the fifth-player rule.
 - 4. Gemmell notes that the AAC appreciates that their thoughts are heard and understood.
- E. Gemmell notes that the AAC has had spirited and healthy debate about the topic of diversity of AAC membership. He indicates that the AAC is trying to find some common ground that they can put forward.
- F. Gemmell indicates that most AAC members aren't entirely focused on high performance. Most are involved with their own clubs. Gemmell echoes what another Board member said about important relationship between high performance, and growth and development. Gemmell indicates that, as AAC members, we are trying to be as constructive and positive as possible. Their focus is on being a constructive element of the USCA.

XIX. World Curling Federation [WCF] (Swandby and Anderson)

- A. Swandby reports that the WCF met in April in Denmark and will be meeting in Moscow this coming December. WCF President Kate Caithness provided updates in a WCF newsletter of August 20, 2011:
 - 1. Events:
 - a) 2013 Women's Worlds – Latvia.
 - b) 2103 Men's Worlds – Canada.
 - c) 2012 Mixed Doubles – Ezurum, Turkey. Silver noted that we have \$4,400 budgeted for Mixed Doubles World travel. The budget is linked to income from playdown entry fees.
 - d) 2012 Seniors – Denmark. The budget is \$2,000 each for teams representing us in the World Seniors; the budget is linked to the income from playdown entry fee.

Swandby notes that the WCF has abandoned thought of moving Senior Worlds to the fall.

- e) The WCF is looking for 2013 sites for Mixed Doubles and Seniors.
2. Swandby reports that the WCF has extended their media/marketing contract with InFront and that the firm 361 is a major WCF sponsor.
3. The USCA has confirmed our teams for the next Continental Cup: the Patti Lank and Pete Fenson rinks.
4. Swandby notes that the 6-20-11 version of the rules on posted on the WCF website. He notes that there are no major changes. The posting shows two versions: one version that's just the rules; the second version shows all of the changes that have been made.
5. Chair of Rules & Officiating, Sam Williams, indicates that he will make sure that our umpires are aware of the changes.
6. Swandby reports that WCF President Caithness went to the Olympic Congress where Korea was selected as a Winter Olympic Games host.
7. The WCF Development Assistance Program [DAP] grant maximum is now \$13,000.
8. Canada has been given a grant to develop a video to show how curling ice can be installed in an arena.
9. Anderson reports that the WCF is looking into a different model of governance.
10. Anderson reports that the process for World qualification may not change. It is an issue under discussion by WCF members.
11. Anderson notes that the WCF and European Curling Federation are in discussions about how future television programming of European Curling Championships will be structured. Swandby notes that the WCF Board has approved the USCA's request to pursue a construction loan for the WCF on behalf of Evergreen Curling Club. Swandby expresses appreciation to the WCF for that opportunity.
12. Anderson and Swandby report on the qualification process for Olympics. There are 46 curling countries; 10 countries advance to the Olympics. The host country receives a berth, and nine other countries must qualify in order to complete. The WCF is looking for an arena to host a final Olympic Qualifying Event, in December 2013. The final two men's and two women's teams will advance to the Olympics from this event. Silver recommends USCA bid on the playoff. Patzke observes that because we won't know how many countries will be competing, it is challenging to secure a playoff venue. He notes that the USCA has submitted an expression of interest in hosting to the WCF. Anderson indicates that the International Olympic Committee (IOC) wanted the selection process to be a one-year time frame, but the WCF successfully petitioned for a two-year timeframe. Anderson notes that the IOC wants the most current qualifying athletes.

XX. USWCA (Farr) *[See Appendix: USWCA Report]*

- A. Farr reports that the USWCA met in February and elected officers, including Maureen Guay as president.
- B. Farr reports on the National Bonspiels and Junior Bonspiels schedules.
- C. Farr notes that USCA Youth Curling Committee Chairman Dave Jensen met with the USWCA, and that some form of a Bantam Program will be implemented this year.

- D. The USWCA is undergoing a strategic planning process and reviewed key questions they are seeking to answer. The USWCA sent a survey and results will be used to chart the organization's course and actions.
- E. Farr notes that USCA President Chris Sjue participated in the USWCA survey and will be attending the USWCA's upcoming meeting.
- F. Farr indicates that this is her last year as USWCA Liaison to the USCA Board, and that a new liaison will be elected at the USWCA's February meeting.

XXI. Open items. (Sjue)

- A. Ratify the actions taken by the Executive Committee *[see Appendix: Executive Committee meeting minutes]*
 - 1. June 8, 2011
 - 2. July 21, 2011
 - 3. August 31, 2011

Badgero moves/Farr seconds ratification of the actions of the Executive Committee taken during the meetings of June 8, 2011; July 21, 2011; and August 31, 2011. Approved.

- A. Approve Minutes of Previous Board Meetings
 - 1. Board of Directors Meeting April 30 & May 1, 2011

Farr moves/Krailo seconds approval of the minutes of the Board of Directors Meeting held April Spring 2011 Board meeting minutes. Approved.

XXII. Unfinished business (Sjue)

- A. Men's Scottish Tour. Swandby reports that a member of the Men's Scottish Tour will be creating a blog so that people will be able to follow the Tour. Macartney indicates that Bill Rhyme has developed an interactive blog – and will keep scores up-to-date on a daily basis.
- B. Minot Curling Club. Sjue reports on flooding at Minot (N.D.) Curling Club. He tells Board members that water sat in club for eight weeks. Sjue is unsure that they will be curling this season.
- C. Governance Task Force. Sjue reports that the Governance Task Force will continue to work on governance issues. He reiterates the USCA's offer to hold Town Hall Meetings and teleconferences. The proposed new by-laws will be posted on the USCA's website, and we will keep Directors updated. The plan is to call a special members meeting to vote on the issue. If it passes, the USCA will proceed with transition and implementation.
- D. Board meetings. If the governance proposal passes, there will be four Board meetings; the Member Assembly meeting would be the spring meeting. A location for that meeting has not been selected.
- E. Converting existing space to a curling facility. Williams reports on a creative solution to one of the challenges facing arena clubs that want to transition to a dedicated facility. If a club is looking for an existing structure as a starting point, one of the chief difficulties is in finding a facility with columns that have adequate spacing between them to accommodate curling sheets. He reports that a club in Canada has a facility with columns that are spaced every 24 feet; the result is that some space is shared by both sheets. He notes this as an example of creative thinking.

F. Conflict of Interest forms. Sjue reminds Board members to complete and return Conflict of Interest forms.

Pelletier moves/Johnson seconds meeting adjournment. Approved. Meeting adjourned 9:14 a.m.

Respectfully submitted,
Robert Pelletier, Secretary

APPENDIX

USA Curling Staff Reports

ANNUAL REPORT TO THE BOARD OF DIRECTORS

By: Christy Hering – Administrative Assistant

Dear USCA Directors: The intent of this report is to provide you with a summary of my employment with USA Curling since the end of June, 2010 – including my areas of responsibility and some of the goals I have set for the upcoming year.

Joining the USA Curling staff in the summer, before the championship season began, was a great help. This gave me an opportunity to learn about the sport, the organization, and my co-workers' roles. It allowed me to ease into the position of Administrative Assistant and learn what was expected of me. Here is a breakdown of some of the tasks I am responsible for:

Day-to-Day

- Prep deposits, mail, UPS & FedEx shipments.
- Purchase and maintain office supplies and toiletries.
- Prepare Nike month-end reports for Sandy.
- Reconcile Petty Cash as well as UPS, FedEx, QuickConnect, & Staples statements.
- Make and confirm hotel & car rental reservations for staff members.
- Maintain contact lists and databases.
- Assist co-workers to complete projects as requested.

Annual

- Inventory
- Assist Sandy with minor tasks for audit preparation.

Curling News

- Send renewal reminders and process subscription renewals.
- Provide written reports as needed.
- Generate address labels for printer.

Events

- Prepare equipment for shipment.
- Set up shipping documents and work with shipping company to make sure equipment arrives to each event in a timely manner.
- Work with event Chairpersons to collect proper ship-to information and follow up with any event related questions, as well as informing them of when to expect delivery equipment and how to prepare it for shipment back to the USCA.
- Assist Dawn in preparing sample uniform boxes for athletes including inventory documentation and size selection sheets used by the athletes and World Team Prep leaders.
- Help to prepare sketches and documentation to accompany uniforms for embroidery, as well as inspect completed uniforms before packaging and shipping to athletes.
- Assist in the shipping of awards, trophies, flags, pins, & banners.

Board Meetings

- Arrange for hotel, meeting space, and food & beverage accommodations.
- Correspond with Directors, staff, and committee members regarding necessary details for each meeting.
- Work with Bob Pelletier to prepare Director Reference Manuals for incoming Directors.

- Assist with minutes revisions when requested.

EAHI

- Assist with notifying athletes of their eligibility to participate in the program, collect appropriate paperwork, and submit to the USOC.

USADA

- Submit Registered Testing Pool (RTP) quarterly reports.
- Submit Education and Test Session Planners.
- Work with USADA to notify recipients of filing failures and other deadlines.

As you can see, my day-to-day workload is rather diverse and involves a great deal of multi-tasking as well as a high demand for flexibility.

In addition to these tasks, each staff member was asked to take on some additional responsibilities (normally handled by the Member Services Director), while waiting for the Growth and Development Director position to be filled. Because these new tasks were unfamiliar to many of us, we have worked both as a team and independently to gain a better understanding of how to handle them in the interim. Therefore, I would consider the unexpected, yet successful, undertaking as part of my accomplishments for the year. Some of the additional responsibilities I have been tasked with are outlined below.

ACCOMPLISHMENTS

Certifications & Registrations

I have taken over the area of processing Level I & Level II Instructor and Official registrations and certifications. This has included tracking attendance at clinics, updating the database, processing paperwork, generating certificates, and sending appropriate notification and patches to recipients. Both Sam Williams and Sandra McMakin have been a great help and always willing to answer my questions.

8-Enders

I have taken over the responsibility of processing eight-ender submissions. This includes collecting necessary documentation from curlers who complete an eight-ender during league play, submitting this information to the ACF&M, and sending appropriate patches and recognition of the accomplishment to the team.

Stone Loan Program

I have been assisting Rick with the Stone Loan Program by answering inquiries and providing necessary information for generating contracts. This includes retrieving freight quotes and helping to prep the stones for shipment. I also helped to create an informational document that was posted on our website to provide clubs with a brief overview of how the program works.

Awards

In speaking with Nicole Joraanstad, it was determined that after 10 years of service, she would be stepping down from her role as the Awards Chairperson. Nicole was kind enough to supply me with all the details necessary for ordering medals, patches, host site plaques, and other awards needed for Championships. I have since updated the documentation in preparation for the 2011-2012 Season, and will be sending in the order soon. I am also in the beginning stages of researching the requirements for ordering the World Team banners and trading pins.

Site Selection

I was appointed by Rick to serve as the Site Selection Liaison and have assisted Lynita and Jim in contacting possible sites for hosting the 2011-2012 events. During this process, I was able to successfully secure the host for our 2011-2012 Club Nationals.

Fall Mailing

I have been helping Terry to co-manage the Fall Mailing by requesting materials from staff and Directors, assessing the need for quantities of particular print-based items, and brainstorming a list of items for inclusion. Our goal has been to make sure that the material contained within is relevant to today's curler and offers insight into some of the exciting new programs we have been establishing here at USA Curling (e.g. Team Fanshop, Sports Signup, the USA Curling Fan Club, new Member Services video). Because we believe there is a tendency for clubs to overlook the mailing each year, we have also decided to enclose a small gift in each box, with a label on the outside of the box alerting each club that the gift is inside. Some of the items can only be retrieved by calling the office. We hope this will encourage clubs to open their mailing as well as provide an opportunity for us to track it.

ADDITIONAL ACCOMPLISHMENTS WITHIN MY POSITION

Sage Merchant Account

Another accomplishment I would like to mention is my assistance in helping to establish our new merchant account through a company called Sage Payment Solutions. This account ties directly into our new Sports Signup online registration system, and allows athletes a seamless method for completing their registration and paying for their entry fees. In addition to processing transactions through Sports Signup, Sage also offers us a virtual terminal that we can use to process any other credit card transactions as well as a "Shopping Cart" that we can use for selling merchandise and accepting online donations.

How to Start a Curling Club goes digital

One final accomplishment I would like to mention is the creation of an online "Startup Packet." In the past, when individuals contacted the USCA to gather more information on how to start a curling club in their area, we mailed them a rather large packet of information. I have since helped to condense that information into a single PDF that allows people instant access to the material through our website. This also cuts down on the cost to snail mail these materials.

GOALS

As we enter the 2011-2012 Season, here are a couple goals I would like to pursue:

Initialize the Sage "Shopping Cart"

As I mentioned earlier, our new merchant account allows us to create an online "Shopping Cart" where we can sell merchandise such as our brochures, DVD's, manuals, etc., and where we can allow people to make online donations. I would like to take the lead in getting this web portal up and running.

FAQ's of Host Sites

In assisting with the Site Selection Committee's search for event hosts, I found that there were a lot of common questions that people asked which I was unable to answer. It also appeared that there were several people, including Directors and committee members, who have a lot of knowledge about what it takes to host an event, but weren't always available to answer the questions. With that in mind, I

thought it would be a good idea to create some sort of flier for each event that would answer some of the FAQ's that potential hosts have as they explore the process and determine their level of interest. I shared this idea with Lynita and it sounded as though she would be willing to work collaboratively with me on this project.

SUMMARY

Thank you very much for allowing me the opportunity to work with USA Curling. I have thoroughly enjoyed getting to know my co-workers and interacting with the Board. The variety of tasks to handle each day make my job interesting, and being employed by the National Governing Body for an Olympic sport is quite an honor.

Director of Communications Report
Prepared by Terry L. Kolesar, May-September 2011 activities
& an overview of major projects (not all inclusive)

Publications & Designs

- **U.S. Curling News:** I set a new record for the 2010-11 season with just over \$12,000 in ad sales for the season. I plan to go after that same level again this season while looking for options to enhance the publication by improving the digital edition and looking for ways to create a *Curling News* app for Smart phones to further broaden the member benefits for our membership. If you have items to include in the first issue of the season, the deadline is Sept. 23.
- The **2011-12 USA Curling Media Guide & Directory** was published in late August. Unfortunately, it is still at the printers and BOD and committee members will not receive their copies at the upcoming board meeting. Ad sales for this publication totaling \$2,300 to help offset half of the printing costs.
- I continue to distribute the e-newsletter, **Stone Soup**, to our e-mail fan base twice-monthly year-round. This is a great opportunity for including sponsor logos, contest links, and other timely information to a distribution list of nearly 11,000.
- The **Learn to Curl pamphlet, USA Curling brochure** and **club poster** were updated and/or re-designed this summer to assist clubs with open houses. They will be distributed later this month to member clubs in the Member Services Fall Mailing, which Christy and I are overseeing in the absence of a Growth & Development Manager. All of the above items also are posted [online](#) if you need to reference them or have another use for them throughout the season. Copies also may be ordered by calling the office or in the near future by utilizing our new online shopping cart.
- The new **“Dare to Curl” video**, produced by Member Services, will soon be available to member clubs. The video will be available in two formats: a hard copy DVD or an online download. My involvement has been marginal, but in the absence of a Growth and Development manager this summer, I have helped with over-seeing the final production of the video. It also is available in two lengths – a short, 6-minute version, which is ideal for open houses and will be distributed for free via email to Club Presidents this October; or an extended length (around 25-30 minutes), which provides more in depth information about sweeping, delivery, strategy and the sport. The cost for the long version will be \$19.95 for a download (you can then save the file to a DVD) or \$24.95 if we produce and ship the DVD.

Media/Public Relations

- **Media mailing:** Each fall I coordinate a media mailing to promote the season’s events, distribute the new media guide, share feature story ideas and update team rosters. I hope to distribute this in early October as the season gets into full swing.
- I am in the process of creating my Sochi 2014 communication plan and media strategy for working with Team USA and promoting the sport of curling through the media. I will be attending the **Olympic Public Relations Association’s** two-day workshop Sept. 21-23 in Colorado Springs to network with fellow NGB press officers and stay on top of Sochi planning and other media-related topics for sports writers.

- **USA Curling Media & PR Committee action:** Jim Carrington of the Bemidji Pioneer Press is the 2011 recipient of the Bruce Bennett Media Award presented by USA Curling. A veteran sports editor, Carrington, 80, has worked diligently to promote Bemidji's curling athletes as well as the sport in general in his tenure with the Pioneer Press.

Social media

Our social media pages continue to be a popular (and desirable) way for our membership to receive information. I've been able to connect with people more personally, and year-round, than ever before. Our Facebook page has grown to nearly 18,000 fans since launching just before the 2010 Olympic Games. If you haven't checked them out, here are USA Curling's social media links:

- [Facebook](#)
- [Twitter](#)
- [YouTube](#)
- [Foursquare](#)

Website:

Last fall, through our partnership with Mercury Communication Group, we introduced a new landing page for the website at www.usacurl.org. However, not all the work got finished and it doesn't blend well with the other three interior portals created years ago by CurlingZone, leaving broken links and frustration. So, feet dragging, I'm going to have to go back to the basics and re-organize again. A website usability review was conducted this summer and a new site map is being drawn up. The plan is to move to sponsor AtomAmpd's content management system and try to roll out a brand new website in 2012 (likely summer) with the aim of making it user friendly (finally!) and better organized as well as make it more manageable to update. Instead of having 4 websites, which it seems like we do now, we'll better organize it into one, streamlined site.

Championships:

- **Webstreaming:** We are in the process of assessing our needs for webstreaming at all of our national events with the hopes of being able to offer a kit for site hosts to use. Our current marketing contract with the USOC gives them the rights to air our events. If they choose not to air them, we can use their webstreaming channel to air events. Limitations to this in 2010-11 were that the quality was low from some sites and we'd like to be able to offer a consistent, professional look. We've also made contact with key people who have webstreamed curling events either at their own club or at a bonspiel to put our heads together to find some best practices for webstreaming.
- I continue to work with CurlingZone to manage the online scoring system for all of our championships and some qualifying events leading to championships. This season, Derek Brown and Gerry Geurts of CZ will provide an online stats package for the Nationals in Philadelphia. I am assisting them in coordinating a team of qualified statisticians.
- In addition, at the Philly Nationals, I plan to continue to reach out to local universities and schools to provide a real-world journalism experience for students interested in working some day in this field. I started this outreach program last season in Fargo with modest results. I hope to also involve the Philadelphia Curling Club's juniors to assist with social media tasks and other marketing plans at this event. The benefits of taking

the time to do this are two-fold as it provides future journalists with real experience for their resumes and provides me with extra help to accomplish more within my media area at Nationals.

- For the championships as a whole, I continue to write press releases to promote all playdown events, who's competing, reach out to hometown newspapers, and cover the event with a minimum of one press release per day throughout the event.

New project:

"Dream Big: 2014 Olympic Hopefuls" video. This fall I will begin a two-year project to create an Olympic hopefuls video, which can be used to help promote the Olympic Trials, our athletes, and market our sport. Ideally, this video will capture the hearts and souls of our athletes as they journey towards making Team USA. Ideally, this piece will be similar to this [USOC video](#).

Community relations/continuing education/miscellaneous items

Community fund-raisers: Team Curlers Kicking Cancer will once again run/walk at the American Cancer Society event in Stevens Point on Sept. 18 in honor of Garland Legacie, Chris Moore and other loved ones to help raise awareness and funding for cancer research. As of today, we are the No. 1 fund-raising team with a few more days left to raise funds. Many of you on the BOD gave generously once again for this event, and we appreciate that greatly. If you'd like to contribute, you can do so [online here](#) or in person at the meeting. Checks can be made out to the American Cancer Society. In January, USCA staff members took part in a community bowling event to raise funds for our county's Big Brothers Big Sisters Program.

Graduation!!! I am on track to FINALLY finish my master's degree in organizational communication and graduate in May 2012 from the University of Wisconsin-Stevens Point.

Other ongoing projects:

- Webstreaming committee formation
- Vernon Davis video promos for 2012 Nationals
- Rules Booklet
- FTP server for Board of Directors
- FTP server for media items
- Contest promotions
- Team Fan Shop promotions
- Championship event planning & marketing
- *Curling News* organizing, planning, writing, layout
- Daily communications
- Daily website maintenance
- Athlete biography updates
- Other assignments from Rick
- Rules Booklet updates and formatting
- Sponsor/partner promotions and contract fulfillments

Event Services Coordinator Report

By: Dawn Leurquin, September 5, 2011

Overview

The following information highlights some of the more significant tasks and activities relating to the Event Services Coordinator position.

Office Administration

The USCA may wish to consider requiring member clubs to be more astringent about teaching and constantly promoting safety while on the ice. Although our claims history regarding the USA Curling Club Insurance Program is currently unaffected, it seems we're hearing more about falls and related injuries. These days, a fall can be the prompt that causes a club to seek out the USCA's insurance program. To keep insurance premiums low and insurability optimal, damages must always be mitigated as best they can. A request for advice has been sent to the USCA's insurance agent on what he feels would be the best approach to this issue.

A rather lengthy insurance quote application was filled out and returned to a competing insurance agency but no response was received from them on the general liability portion. Follow up was done via phone and email, but still no response was received. No further action will be taken on this unless new communication is received from them first.

The new sensor handles that were purchased with our insurance claim money have arrived. Our sensor handle volunteers (Ian Journeaux and Dave Pias of the Stevens Point Curling Club) will put some of them into use while removing some of the worst handles from service. The rest will go into service in an "as needed" basis.

A sixth sensor handle case was purchased so that our volunteers could assign certain handles to each event, thereby rotating usage and prolonging life of the batteries and handles. Additionally, the inside of each case lid now has "disconnect batteries before shipping" stenciled in white on the black foam cushion to prevent unnecessary battery discharging during transportation. A DVD with the handle installation instructions on it has also been adhered to the interior of each sensor handle case in the hopes of greatly reducing any potential damages. To further ensure that the instructions are viewed, another DVD will go out to each event's chairperson ahead of time.

As a reminder, Hall of Fame nominations can be submitted at any time during the year. June 1st is simply the deadline for submissions before the committee considers the nominations for possible election. The "Volunteer of the Year" program, soon to be released through Member Services (or the new Growth and Development Committee), will likely be running along the same time line as the Hall of Fame

Nominations. More information should be available at the upcoming Member Services, a.k.a. Growth and Development Committee meeting. Please share this information with others at the regional and club level to keep new submissions coming in for consideration.

We will again be asking the host sites to consider using computers for timing rather than the old Daktronics clocks. A request letter will be updated and sent out to the clubs that are event host sites. None of the Daktronics time clocks tested poorly after the previous curling season, therefore, no repair dollars were required within the budget for them. The lack of repairs is most likely due to lack of use since the laptop (computer) timing program has been implemented by most host sites.

Equipment Maintenance

Upon final approval of the budget, we will be purchasing new officiating jackets. The jackets we have are getting pretty tattered and old, having been purchased for the 2002 Olympics in Ogden.

A couple of new replacement radio batteries will be ordered and kept on hand, since the ones we originally had, have come up missing.

We will be adding three RAM banners to our banner collection for display during the national events.

Online Registration System

The new online registration system is up and running with the current Wheelchair Tryouts, Youth Olympic Games/Trials, Mixed Doubles and Seniors events already listed. Entries have been received in all categories. The new Icemaker Course is has received nine registrations as of September 5th, 2011 – what a great member benefit. As soon as possible, the information for the various playdown events (Mixed, Club Nationals and Junior Nationals) will be updated and listed so registrations for those events can begin as well.

The new online registration system is working well for the registrants with the administrative side functioning much better than the previous system did by far. With additional duties constantly increasing, any time saving capabilities will be extremely beneficial.

Summary

This is not a complete listing of current tasks but highlights many that the ESC has been actively working with lately. If you have any questions about anything previously mentioned or something that perhaps was not mentioned, please feel free to let me know.

Dawn Leurquin, Event Services Coordinator, USA Curling. 888-287-5377 ext. 201 or entries@usacurl.org

**BOD FALL, 2011 PROPOSED AMENDMENTS TO
PROPOSED 8/8/11 BY-LAWS DRAFT**

Section 5.1. of Proposed By-Laws 8/8/2011:

The USCA shall have membership follows:

Proposed Revision/Amendment:

The USCA shall have membership **as** follows:

Comments:

Housekeeping

###

Section 5.2(a)(ii)(3) of Proposed By-Laws 8/8/2011:

(3) Shall contain a copy of the applicant's Articles of Corporation/Charter and By-Laws; and,

Proposed Revision/Amendment:

(3) Shall contain a copy of the applicant's Articles of **In**corporation/Charter and By-Laws; and,

Comment:

Housekeeping

###

Section 5.3(b) of Proposed By-Laws 8/8/2011:

Provisional membership may be granted at the sole discretion of the CEO subject to an election as provided for in Section 5.3(a) held at the next Members' Assembly.

Proposed Revision/Amendment:

Provisional membership may be granted at the sole discretion of the CEO subject to an election as provided for in Section 5.3(a) held at the next Members' Assembly. **A provisional Member shall have all privileges of membership, but shall not have any vote at any Members' Assembly meeting until membership is ratified.**

Comments:

To clarify provisional membership privileges.

###

Section 5.5(b) of Proposed By-Laws 8/8/2011:

(b) Any curling club Member in arrears in its annual dues at the end of the fiscal year in which the obligation was due shall be placed on probation status. Notice from the USCA to the State or Regional Curling Association which may be the designated representative of said curling club shall be given of the fact of said curling club member being placed upon probation status. Said notice shall be given concurrently with notice being given to said curling club member of it being placed on probationary status. While on probation status, said Member shall not be entitled to vote at any Members' Assembly. During the time a curling club is on probation status, any individual curling member of said club who is not an individual member of another curling club in good standing shall not be qualified to become or continue as a member of any Standing Committee or Members' Assembly Committee or as a member of the Board of Directors. Any Member yet in arrears one year after the end of the fiscal year in which the obligation was due shall be subject to having its membership revoked pursuant to Section 5.6. Within sixty (60) days after receipt of Notice from USCA of said curling club's membership revocation, the State or Regional Curling Association which may be the designated representative of said curling club shall also revoke the membership of said curling club in said State or Regional Curling Association. If said State or Regional Curling Association fails to do so, then said State or Regional Curling Association shall no longer be recognized as a designated representative of any of the curling clubs within said State or Regional Curling Association.

Proposed Revision/Amendment:

(b) Any curling club Member in arrears in its annual dues at the end of the fiscal year in which the obligation was due shall be placed on probation status. Notice from the USCA to the State or Regional Curling Association which may be the designated representative of said curling club shall be given **notice** of the fact of said curling club member being placed upon probation status. Said notice shall be given concurrently with notice being given to said curling club member of it being placed on probationary status. While on probation status, said Member shall not be entitled to vote at any Members' Assembly. During the time a curling club is on probation status, any individual curling member of said club who is not an individual member of another curling club in good standing shall not be qualified to become or continue as a member of any Standing Committee or Members' Assembly Committee or as a member of the Board of Directors. Any Member yet in arrears one year after the end of the fiscal year in which the obligation was due shall be subject to having its membership revoked pursuant to Section 5.6. **After receipt of notice from USCA of said curling club's membership revocation, the State or Regional Curling Association which may be the designated**

representative of said curling club shall revoke the membership of said curling club in said State or Regional Curling Association at the next meeting of said State or Regional Curling Association in compliance with the By-Laws of said State or Regional Curling Association. If said State or Regional Curling Association fails to timely revoke the same, then said State or Regional Curling Association shall no longer be recognized by the USCA as a designated representative of any of the curling club Members within said State or Regional Curling Association.

Comments:

To address the concern about the sixty (60) day timeline, coupled with the concern of the States or Regions needing to follow their By-Law procedures in implementing any revocation, the proposed revision and amendment eliminates the sixty (60) days. Instead, the same merely requires that the revocation take place at the “next meeting” of the State or Regional Curling Association. When that meeting takes place and the revocation process is recognized that they need to be in compliance with the By-Laws of the State or Regional Curling Association.

For example, the By-Laws of GNCC permit revocation of a curling club’s membership in GNCC for the failure to maintain insurance, the failure to timely report a roster, the failure to maintain a minimum number of individual curlers, and the failure to pay dues. See Article I, Section 12. Pursuant to GNCC By-Laws, the obligation to pay dues is both paying dues to the GNCC and the USCA dues. See, Article VI, Section 2. Revocation of curling club membership in GNCC is subject to a majority vote of the GNCC member clubs at a GNCC annual meeting. See, Article I, Section 12.

###

Section 5.6(b) of Proposed By-Laws 8/8/2011:

(b) Prior to said termination being effective, a Member shall the right to a hearing before the Judicial Committee. A Member shall petition for said hearing within Thirty (30) days of the giving to the Member of notice of said termination. Said Member shall be entitled to only one hearing. Said Thirty (30) days shall commence with the notice of termination by action of the Board of Directors, if the initial termination is by the Board of Directors.

Proposed Revision/Amendment:

(b) Prior to said termination being effective, a Member shall **have** the right to a hearing before the Judicial Committee. A Member shall petition for said hearing within Thirty (30) days of ~~the~~ giving to the Member ~~of~~ notice of said termination. Said Member shall be entitled to only one hearing. Said Thirty (30) days shall commence with the notice of termination by action of the Board of Directors, if the initial termination is by the Board of Directors.

Comments:

Housekeeping.

###

Section 7.7(b) of Proposed By-Laws 8/8/2011:

(b) A director shall not be considered independent if, within the preceding twelve (12) months:

- i. the director was employed by or held any Governance Position (whether a paid or volunteer position) with USCA, the international federation for curling or any sport family entity of curling;
- ii. an immediate family member of the director was employed by or held any Governance Position (whether a paid or volunteer position) with USCA, the USOC, the international federation of curling or any sport family entity of curling;
- iii. the director was affiliated with or employed by USCA's outside auditor or outside counsel;
- iv. an immediate family member of the director was affiliated with or employed by the USCA's outside auditor or outside counsel as a partner, principal or manager;
- v. the director was a curling member of USCA's Athletes' Advisory Council;
- vi. the director receives any compensation from USCA, directly or indirectly;
- vii. the director is an executive officer, controlling shareholder, or partner of a corporation or partnership or other business entity that does business with USCA.

Proposed Revision/Amendment:

(b) A director shall not be considered independent if, within the preceding twelve (12) months **of the director's initial election as Board-elected director:**

- i. the director was employed by or held any Governance Position (whether a paid or volunteer position) with USCA, **regional or state curling associations**, the international federation for curling ~~or any sport family entity of curling~~;
- ii. an immediate family member of the director was employed by or held any Governance Position (whether a paid or volunteer position) with USCA, **regional or state curling associations**, the USOC, **or** the international federation of curling ~~or any sport family entity of curling~~;
- iii. the director was affiliated with or employed by USCA's outside auditor or outside counsel;
- iv. an immediate family member of the director was affiliated with or employed by the USCA's outside auditor or outside counsel as a partner, principal or manager;
- v. the director was a curling member of USCA's Athletes' Advisory Council;
- vi. the director receives any compensation from USCA, directly or indirectly;

vii. the director is an executive officer, controlling shareholder, or partner of a corporation or partnership or other business entity that does business with USCA.

Comments:

To clarify that the above disqualifications will apply only to the director's initial election, and not to subsequent sequential re-elections.

###

NEW Section 7.7(c)

(c) A director shall not be considered independent if at any time during the director's term:

- i. an immediate family member of the director was employed by or held any Governance Position (whether a paid or volunteer position) with USCA, regional or state curling associations, the USOC, or the international federation of curling;**
- ii. the director was affiliated with or employed by USCA's outside auditor or outside counsel;**
- iii. an immediate family member of the director was affiliated with or employed by the USCA's outside auditor or outside counsel as a partner, principal or manager;**
- iv. the director was a curling member of USCA's Athletes' Advisory Council;**
- v. the director receives any compensation from USCA, directly or indirectly;**
- vi. the director is an executive officer, controlling shareholder, or partner of a corporation or partnership or other business entity that does business with USCA.**

Comments:

To eliminate the prohibition as provided in old 7.7(b)(i) of a director being able to succeed him/herself.

###

Section 7.7(c) of Proposed By-Laws 8/8/2011:

(c) If a person is elected as an independent director, that person is obligated to resign any position that said persons holds as an officer or board member of a curling club member immediately upon said person's election to the Board of Directors as an independent director. As an independent director, said person shall not, subsequent to

his/her election as an independent director and while serving as an independent director, take a position as an officer or board member of a curling club member.

Proposed Revision/Amendment:

(d) If a person is elected as an independent director, that person is obligated to resign any position that said **persons** holds as an officer or board member of a curling club member immediately upon said person's election to the Board of Directors as an independent director. As an independent director, said person shall not, subsequent to his/her election as an independent director and while serving as an independent director, take a position as an officer or board member of a curling club member.

Comments:

Housekeeping.

###

Section 7.7(d) – (f) of Proposed By-Laws 8/8/2011:

(d) Where the guidelines above do not address a particular relationship, the determination of whether the relationship is material, and whether a director is independent, shall be made by the Nominating/Governance Committee.

(e) There shall be up to a maximum of five (5) board-elected directors.

(f) The Nominating/Governance Committee shall present a slate of candidates to the Board of Directors to stand for election as board-elected directors. Said slate shall be provided at least 30 days in advance of the next scheduled meeting of the Board of Directors.

Proposed Revision/Amendment:

7.7(e)-(g)

(e) Where the guidelines above do not address a particular relationship, the determination of whether the relationship is material, and whether a director is independent, shall be made by the Nominating/Governance Committee.

(f) There shall be up to a maximum of five (5) board-elected directors.

(g) The Nominating/Governance Committee shall present a slate of candidates to the Board of Directors to stand for election as board-elected directors. Said slate shall be provided at least 30 days in advance of the next scheduled meeting of the Board of Directors.

Comments:

Renumbering of provisions.

###

NEW Section 7.12(e):

(e) If a board-elected director is no longer considered independent pursuant to Section 7.7(c), then said director shall immediately resign.

Comment:

Clarify consequence of disqualification pursuant to Section 7.7(c).

###

Section 9.1(b) of Proposed By-Laws 8/8/2011:

(b) There shall be such additional committees reporting to the Members' Assembly and the CEO as are necessary and reasonable to complete the operational work needed to meet the ongoing needs of the individual curler and the curling club members. These committees are as follows:

- i. Arena curling,
- ii. Growth and development of clubs and membership;
- iii. College Curling;
- iv. College Curling Tournament;
- v. Training and Instruction;
- vi. Youth curling;
- vii. Awards;
- viii. Event site selection;
- ix. Field of play;
- x. Format;
- xi. Rules and officiating;
- xii. Adaptive curling;
- xiii. Coaching;
- xiv. World team preparation;
- xv. Elite Programs;
- xvi. Sports Sciences;
- xvii. Athlete/curler recognition;
- xviii. Leadership development;
- xix. Media/PR;
- xx. Revenue development;
- xxi. Planned giving;
- xxii. Large donor/sponsorship.

The committees shall hereinafter be referenced as Members' Assembly committees. These committees shall continue unless the Members' Assembly affirmatively votes to disband any of the same.

Proposed Revision/Amendment:

(b) There shall be such additional committees reporting to the Members' Assembly and the CEO as are necessary and reasonable to complete the operational work needed to meet the ongoing needs of the individual curler and the curling club members. These committees are as follows:

- i. Arena curling,
- ii. Growth and development of clubs and membership;
- iii. College Curling;
- iv. College Curling Tournament;
- v. Training and Instruction;
- vi. Youth curling;
- vii. Awards;
- viii. Event site selection;
- ix. Field of play;
- x. Format;
- xi. Rules and officiating;
- xii. Adaptive curling;
- xiii. Coaching;
- xiv. World team preparation;
- xv. Elite Programs;
- xvi. Sports Sciences;
- xvii. Athlete/curler recognition;
- xviii. Leadership development;
- xix. Media/PR;
- xx. Revenue development;
- xxi. Planned giving;
- xxii. Large donor/sponsorship.
- xxxii. Championships**

The committees shall hereinafter be referenced as Members' Assembly committees. These committees shall continue unless the Members' Assembly affirmatively votes to disband any of the same.

Comment:

Correct aninadvertent omission.

###

Section 9.14(b) of Proposed By-Laws 8/8/2011:

(b) The Ethics Committee shall consist of three (3) members, one of which shall be an athlete-elected representative. One member shall be elected by the Board and one member shall be elected by the Assembly. The chair of the Board shall appoint the chair of the Ethics Committee from the three (3) members.

Proposed Revision/Amendment:

(b) The Ethics Committee shall consist of three (3) members, one of which shall be an athlete-elected representative, **and none of whom shall be current members of the board**. One member shall be elected by the Board and one member shall be elected by the Assembly. The chair of the Board shall appoint the chair of the Ethics Committee from the three (3) members.

Comments:

To clarify that committee members are to be non-board members.

###

Section 9.15(a) of Proposed By-Laws 8/8/2011:

(a) The Judicial Committee shall consist of five (5) members, one of which shall be an athlete-elected representative. Two (2) members shall be elected by the Board. Two (2) members shall be elected by the Members' Assembly. The chair of the Board shall appoint the chair of the Judicial Committee from the five (5) members. At least one (1) member of the Judicial Committee shall have legal training.

Proposed Revision/Amendment:

(a) The Judicial Committee shall consist of five (5) members, one of which shall be an athlete-elected representative, **and none of whom shall be current members of the board**. Two (2) members shall be elected by the Board. Two (2) members shall be elected by the Members' Assembly. The chair of the Board shall appoint the chair of the Judicial Committee from the five (5) members. At least one (1) member of the Judicial Committee shall have legal training.

Comments:

To clarify that committee members are to be non-board members.

###

Section 9.16(e) of Proposed By-Laws 8/8/2011:

(e) As applied to the Board-elected director nominees, the Nominating/Governance Committee:

- i. shall identify and evaluate prospective candidates for the Board;
- ii. shall select individuals to serve on the Board as provided in these By-Laws;
- iii. may take into consideration the candidate's contribution to effective functioning of the USCA;

- iv. may take into consideration any potential or impending change in the candidate's principal area of responsibility with his/her company or in his/her employment;
- v. may take into consideration whether the candidate brings or continues to bring relevant experience to the Board;
- vi. may take into consideration whether the candidate has the ability to attend meetings and fully participate in the activities of the Board;
- vii. may take into consideration the candidate's reputation for personal integrity and commitment to ethical conduct;
- viii. may take into consideration whether the candidate has developed any relationships with another organization, or other circumstances have arisen, that might make it inappropriate for the director to continue serving on the Board.

Proposed Revision/Amendment:

~~(e) As applied to the Board-elected director nominees, the Nominating/Governance Committee~~ **As applied to any prospective nominee, the Nominating/Governance Committee:**

- i. shall identify and evaluate prospective candidates; ~~for the Board;~~
- ii. shall select individuals to serve on **any position the Board** as provided in these By-Laws;
- iii. may take into consideration the candidate's contribution to effective functioning of the USCA;
- iv. may take into consideration any potential or impending change in the candidate's principal area of responsibility with his/her company or in his/her employment;
- v. may take into consideration whether the candidate brings or continues to bring relevant experience to the Board **or committee, as is applicable;**
- vi. may take into consideration whether the candidate has the ability to attend meetings and fully participate in the activities of the Board **or committee, as applicable;**
- vii. may take into consideration the candidate's reputation for personal integrity and commitment to ethical conduct;
- viii. may take into consideration whether the candidate has developed any relationships with another organization, or other circumstances have arisen, that might make it inappropriate for the director to continue serving on the Board **or committee, as applicable.**
- ix. consult with the Ethics Committee with respect to vetting all nominees from potential conflict of interest or other problematic background issues.**

Comments:

To set forth specific criteria which the Nominating/Governance Committee is to take into consideration in vetting any nominee.

###

Section 9.16(f) of Proposed By-Laws 8/8/2011:

- (f) As applied to all nominees, the Nominating/Governance Committee shall:
 - i. consult with the Ethics Committee with respect to vetting all nominees from potential conflict of interest or other problematic background issues;
 - ii. perform such other duties as assigned by the Board.

Proposed Revision/Amendment:

- (f) ~~As applied to all nominees, the~~ **The** Nominating/Governance Committee shall:
 - ~~i. consult with the Ethics Committee with respect to vetting all nominees from potential conflict of interest or other problematic background issues;~~
 - ~~ii. perform such other duties as assigned by the Board.~~

Comments:

To clarify that the Nominating/Governance Committee is open to being assigned such additional tasks as the board may deem necessary.

###

Section 10.9(e) of Proposed By-Laws 8/8/2011:

(e) Each State or Regional Curling Association may designate up to three (3) persons as its designated representatives. The vote held by the curling club members for which said State or Regional Curling Association is the designated representative shall be determined pursuant to Section 10.9(c). This vote shall be divided equally between each of said designated representatives of said State or Regional Curling Association. For example, if the total vote held by the curling members for which said State or Regional Curling Association is the designated representative is 1,000 and said State or Regional Curling Association has designated three individuals as its designated representatives, then each of the individuals shall have 333 1/3 votes each.

Proposed Revision/Amendment:

(e) Each State or Regional Curling Association may designate up to three (3) persons as its designated representatives. The vote held by the curling club members for which said State or Regional Curling Association is the designated representative shall be determined pursuant to Section 10.9(c). This vote shall be divided equally between each of said designated representatives of said State or Regional Curling Association **who are in attendance at the annual or special meeting of the Members' Assembly**. For example, if the total vote held by the curling members for which said State or Regional

Curling Association is the designated representative is 1,000 and said State or Regional Curling Association has designated three individuals as its designated representatives, then each of the individuals shall have 333 1/3 votes each.

Comments:

To allow for flexibility in the event there are multiple designated representatives for a State or Region and one or more may not thereafter be able to attend the Members' Assembly meeting, Section 10.9(e) is modified to address the issue of how the vote is to be divided when there are multiple designated representatives. Rather than requiring that the vote be divided amongst designated representatives who are not present and therefore are not able to cast a vote, the qualification is that the vote will be divided amongst those designated representatives who are in attendance.

From a logistics standpoint, this implies that the State or Regional Curling Association would be wise, at a minimum, to designate two or more individuals as its designated representative. This is so that in the event one of the same is unable to subsequently attend the Members' Assembly meeting, the other(s) will be properly recognized as a designated representative(s) and therefore able to cast the votes of the State or Regional Curling Association at the Members' Assembly meeting.

###

Section 12.3 of Proposed By-Laws 8/8/2011:

Those individuals who have represented the United States as athletes in the Olympic Games, the Pan American Games, World Championships or an Operation Gold event in the sport of curling within the ten (10) year period prior to December 31 of the year in which the election is held shall be eligible to run and vote in the election. Additionally, in order to be eligible to vote in the election, an individual shall be a citizen of the United States and eighteen (18) years of age or older by December 31 of the year in which the election is held. The election shall take place after conclusion of the Summer Olympic Games, but prior to January 1 of the year following the Summer Olympic Games. The individual with the highest vote total is elected as athlete representative to the USOC Athletes' Advisory Council. The individual with the second highest vote total of the opposite gender (as is required by the USOC Athletes' Advisory Council), is elected as the alternate representative to the USOC Athletes' Advisory Council.

Proposed Revision/Amendment:

Those individuals who have represented the United States as athletes in the Olympic Games, the Pan American Games, World Championships or an Operation Gold event in the sport of curling within the ten (10) year period prior to December 31 of the year in which the election is held shall be eligible to run and vote in the election. Additionally, in order to be eligible to vote in the election, an individual shall be a citizen of the United States and eighteen (18) years of age or older by December 31 of the year

in which the election is held. The election shall take place after conclusion of the Summer Olympic Games, but prior to January 1 of the year following the Summer Olympic Games. The individual with the highest vote total is elected as athlete representative to the USOC Athletes' Advisory Council. The individual **of the opposite gender** with the ~~second~~ highest vote total ~~of the opposite gender~~ (as is required by the USOC Athletes' Advisory Council), is elected as the alternate representative to the USOC Athletes' Advisory Council.

Comments:

Clarification.

#

Section 15.10 of Proposed By-Laws 8/8/2011:

Where a complaint is filed involving selection of an individual or team to participate in a competition, the complainant shall include with the complaint a list of all other individuals, together with their contact information, that may be adversely affected by a decision rendered on the complaint. The hearing panel shall determine which additional individuals must receive notice of the complaint. The complainant shall then be responsible for providing appropriate notice to these individuals. Any individual so notified then shall have the option to participate in the proceeding as a party. If an individual is notified of the complaint, then that individual shall be bound by the decision of the hearing panel even though the individual chose not to participate as a party.

Proposed Revision/Amendment:

Where a complaint is filed involving selection of an individual or team to participate in a competition, the complainant shall include with the complaint a list of all other individuals, together with their contact information, that may be adversely affected by a decision rendered on the complaint. The hearing panel shall determine which additional individuals must receive notice of the complaint. The complainant shall then be responsible for providing appropriate notice to these individuals. Any individual so notified then shall have the option to participate in the proceeding as a party. If an individual is notified of the complaint, then that individual shall be bound by the decision of the **Hearing Panel** even though the individual chose not to participate as a party.

Comments:

Housekeeping

#

Section 15.12 of Proposed By-Laws 8/8/2011:

Any party may appeal a decision of the hearing panel to the USOC pursuant to the By-Laws of the USOC. Said appeal shall be de novo in nature.

Proposed Revision/Amendment:

Any party may appeal a decision of the **Hearing Panel on a complaint identified pursuant to Section 15.1(a)(ii)** to the USOC pursuant to the By-Laws of the USOC. Said appeal shall be de novo in nature.

Comment:

To clarify limitation of appeal rights to USOC are applicable only to Right to Compete grievances.

###

Section 19.16 (f) of Proposed By-Laws 8/8/2011:

- (f) As applied to all nominees, the Nominating/Governance Committee shall:
 - i. consult with the Ethics Committee with respect to vetting all nominees from potential conflict of interest or other problematic background issues
 - ii. perform such other duties as assigned by the Board.

Proposed Revision/Amendment:

- ~~(f) As applied to all nominees, the Nominating/Governance Committee shall:
 - i. consult with the Ethics Committee with respect to vetting all nominees from potential conflict of interest or other problematic background issues;
 - ii. perform such other duties as assigned by the Board.~~

(f) Within a reasonable time, the Nominating/Governance Committee shall provide to all of the Members an invitation to submit the names and qualifications of prospective nominees for identified positions to the Nominating/Governance Committee.

Comments:

To require solicitation of names from Members for Member-elected positions.

###

Section 19.2 of Proposed By-Laws 8/8/2011:

Each director of the Board, committee chair and officer shall discharge his or her duties: (i) in good faith, (ii) with the care an ordinarily prudent individual in a like

position would exercise under similar circumstances, and (iii) in a manner the director, committee chair or officer reasonably believes to be in the best interests of USCA.

Proposed Revision/Amendment:

Each director of the Board, officer, committee or task force member shall discharge his or her duties: (i) in good faith, (ii) with the care an ordinarily prudent individual in a like position would exercise under similar circumstances, and (iii) in a manner the director, committee chair or officer reasonably believes to be in the best interests of USCA.

Comments:

There are not only directors of the Board and committee chairs and officers, there are also members of standing committees and task forces to which this discharge of duties should apply. Therefore, there is a need to include the same.

This is also to be consistent with the provision in 19.3 which applies, "... to any director of the Board, officer, committee or task force member ..."

###

Section 22.2(a) of Proposed By-Laws 8/8/2011:

(a) Any and all amendments to these By-Laws shall be posted on the website or other means of communication to the Members maintained by the USCA. To be effectively posted on the website, the fact of the amendment being enacted and the content of said amendment shall be found on the home page or its equivalent of the USCA. In the alternative, an e-mail communication containing the same content may be sent to the designated representatives of the Members, which representatives are identified pursuant to Section 10.9.

Proposed Revision/Amendment:

(a) Any and all amendments to these By-Laws shall be posted on the website or other means of communication to the Members maintained by the USCA. To be effectively posted on the website, the fact of the amendment being enacted and the content of said amendment shall be found on the home page or its equivalent of the USCA. **In addition, an e-mail communication containing the same content shall be sent to all of the Members.**

Comments:

Section 22.2(a) is proposed to be modified based upon concerns raised by Carl Thomas and others. The section does provide for e-mail communication sent to the Members in addition to the posting. To increase the effectiveness of the communication, both a posting on the website and an email communication will be required.

Nevertheless, it continues to be a responsibility on the Members' part to keep themselves informed as to the activities of the organization of which they are a Member. The organization of which they are a Member can only provide information; the organization cannot "force" the Members to keep themselves informed.

###

Section 22.2(e) of Proposed By-Laws 8/8/2011:

(e) Upon the lapsing of thirty (30) days after said initial posting of the amendment to the By-Laws and without the timely filing of said Petition, said amendment shall be in full force and effect until subsequently amended.

Proposed Revision/Amendment:

(e) Upon the lapsing of ~~thirty (30)~~ **forty-five (45)** days after said initial posting of the amendment to the By-Laws and without the timely filing of said Petition, said amendment shall be in full force and effect until subsequently amended.

Comments:

To provide for longer period within which to file a petition.

###

Section 23.4 of Proposed By-Laws 8/8/2011:

"Governance Position" shall mean a board-elected position on a committee or a member of the Nominating/Governance Committee of the USCA or a position on the board or board-elected member of a committee of the international federation for curling or other sport family entity of curling.

Proposed Revision/Amendment:

"Governance Position" shall mean a ~~board-elected~~ position on ~~a~~ **any standing** committee or a **Member-elected board member** of the USCA, ~~the Nominating/Governance Committee of the USCA~~ or a position on the board or board-elected member of a committee of the **USOC or the** international federation for curling or **state or regional curling association.** ~~other sport family entity of curling.~~

Comments:

Clarification.

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DRAFT AUGUST 8, 2011

**BY-LAWS
OF
UNITED STATES CURLING ASSOCIATION, INC.**

ARTICLE 1.

NAME AND STATUS

Section 1.1. Name.

The name of the corporation shall be **United States Curling Association, Inc.** (referred to in these Bylaws as “USCA”). USCA may establish such acronyms or abbreviations as may be appropriate for business use, and may establish logos, service marks, or trademarks as may be appropriate to further its purposes, mission recognition and goals.

Section 1.2. Non-profit Status.

USCA shall be a non-profit corporation incorporated and licensed pursuant to the laws of the State of Wisconsin. USCA shall be operated for charitable and educational purposes and it shall also have as its purpose to foster regional, national and international amateur sports competition in the sport of curling. USCA shall operate consistent with and shall maintain a tax-exempt status in accordance with section 501(c)(3) of the Internal Revenue Code.

ARTICLE 2.

OFFICES

Section 2.1. Business Offices.

The principal office of USCA shall be in Stevens Point, Wisconsin. USCA may at any time and from time to time change the location of its principal office. USCA may have such other offices, either within or outside Wisconsin, as the Board of Directors may designate or as the affairs of USCA may require from time to time.

Section 2.2. Registered Office.

The registered office of USCA required by the Wisconsin Nonprofit Corporations laws (the "Nonprofit Corporation Act") shall be maintained in Wisconsin. The registered office may be changed from time to time by the Board of Directors. The registered office may be, but need not be, the same as the principal office.

ARTICLE 3.

MISSION

Section 3.1. Mission.

The Mission of the USCA shall be to enable United States athletes to achieve sustained competitive excellence in Olympic, Pan American or Paralympic competition and to promote and grow the sport of curling in the United States. As the National Governing Body for the sport of curling, the USCA strives to grow the sport and to win medals in world championships and Olympic Games.

Section 3.2. Purpose.

In fulfillment of its mission, the USCA has been formed:

(a) To promote the game of curling and to unite the curling organizations located within the territorial limits of the United States of America.

(b) To maintain friendly relations and affiliations with international curling organizations.

(c) To represent curlers of the United States in any national or international discussions.

(d) To conduct, manage and operate national men's, women's, juniors', seniors', club and mixed curling competitions.

(e) To foster national and international amateur sport competition within the meaning of 501(c)(3) of the Internal Revenue Code, as amended. Notwithstanding any other provision of these By-Laws, the Corporation shall not carry on any activities not permitted to be carried on by a corporation exempt from Federal Income Tax under 501(c)(3) of the Internal Revenue Code.

(f) To operate for educational and charitable purposes, coordinating programs and activities for Curlers in the United States.

(g) To disseminate information and maintain records pertaining to curling.

(h) To provide an effective means of communication for the distribution of instructional materials, literature, rules and other information; and to enhance the transmission of ideas among athletes, coaches, officials, and all curlers.

ARTICLE 4.

RECOGNITION AS NATIONAL GOVERNING BODY

Section 4.1. Recognition as a National Governing Body.

(a) The USCA is currently the national governing body for the sport of curling within the territorial limits of the United State of America and shall be operated in such a manner to maintain such a status.

(b) In furtherance of that purpose, USCA shall comply with the requirements for recognition as a National Governing Body as set forth in the Ted Stevens Olympic and Amateur Sports Act, 36 U.S.C. § 220501 *et seq.* and as mandated in accordance with federal law by the United States Olympic Committee as such requirements are promulgated or revised from time to time. In fulfilling those requirements USCA shall:

i. be a member of only one (1) international sports federation, which is recognized by the International Olympic Committee as the worldwide governing body for the sport of curling;

ii. be autonomous in the governance of the sport of curling by independently determining and controlling all matters central to such governance, by not delegating any of that determination or control, and by being free from outside restraint;

iii. maintain the managerial and financial competence and capability to establish national goals for curling relating to the development and wellbeing of the sport, to implement and administer a plan for the attainment of those goals, and to execute its obligations as the National Governing Body for the sport of curling;

iv. provide for individual and organizational membership;

v. ensure that its Board of Directors has established criteria and election procedures for, and maintains among its voting members, individuals who are actively engaged in amateur athletic competition in curling or who have represented the United States in an international amateur athletic competition in curling within the preceding ten (10) years, and ensures that the voting power held by those individuals is not less than twenty (20) percent of the voting power held in its Board of Directors or other governance body;

vi. be governed by a Board of Directors whose members are selected without regard to race, color, religion, national origin, or sex, with representation on the Board of both males and females when reasonably possible;

vii. provide an equal opportunity to amateur athletes, coaches, trainers, managers, administrators, and officials to participate in curling competitions without discrimination on the basis of race, color, religion, age, sex, or national origin;

viii. not have an officer who is also an officer of another amateur sports organization that is recognized by the USOC as a National Governing Body;

ix. provide procedures for the prompt and equitable resolution of grievances of its members;

x. provide fair notice and an opportunity for a hearing to any amateur athlete, coach, trainer, manager, administrator, or official before declaring such individual ineligible to participate;

xi. agree to submit to binding arbitration in any controversy involving: (i) its recognition as a national governing body, or (ii) the opportunity of any amateur athlete, coach, trainer, manager, administrator, or official to participate in amateur athletic competition in curling, upon demand of the USOC or any aggrieved amateur athlete, coach, trainer, manager, administrator, or official, conducted in accordance with the commercial rules of the American Arbitration Association or as modified pursuant to the Ted Stevens Olympic and Amateur Sports Act;

xii. not have eligibility criteria relating to amateur status or to participation in the Olympic or Pan American Games that are more restrictive than those of the international sports federation for the sport of curling recognized by the International Olympic Committee ;

xiii. perform all other obligations and duties imposed by the Ted Stevens Olympic and Amateur Sports Act and by the USOC on a National Governing Body.

ARTICLE 5.

MEMBERS

Section 5.1. Categories of Membership.

The USCA shall have membership follows:

(a) Curling club members that are those curling clubs located within the territorial limits of the United States of America that have registered with and been accepted by the USCA as clubs and which agree to conduct their programs in accordance with and agree to be bound by the rules and regulations of USCA; and

(b) Such additional individual or affiliated organizations members as the Board may deem appropriate.

Section 5.2. Application Procedure.

(a) The procedure for applying for membership in the USCA for a curling club shall be:

(i) Written application for membership shall be made to the secretary of the Corporation at least sixty (60) days prior to commencement of the annual Members' Assembly.

(ii) The written application shall be in such form as the Corporation may require. Said application shall, at the minimum, contain the following:

1. Shall be executed by the secretary of the applying curling club or organization and shall contain the name of the curling club or organization; and,
2. Shall contain the names and e-mail and/or mailing addresses of all of the Individual Curlers who are members of the applicant; and,
3. Shall contain a copy of the applicant's Articles of Corporation/Charter and By-Laws; and,
4. Shall contain a request for membership and a statement that the applicant will actively participate in the conduct of the affairs of the Corporation and will abide by its rules and regulations; and,
5. Shall contain a statement that the applicant shall select its Individual Curlers without regard to race, color, religion, age, sex or national origin; and,
6. Shall contain a statement that the applicant shall not endanger the tax exempt status of the USCA under the Internal Revenue Code; and,

7. Such other information as the Board may require.

(b) The procedure for applying for membership in the USCA for those entities identified under Section 5.1(b) shall be as determined by the Board.

Section 5.3. Election of Membership.

(a) The election to membership shall be by affirmative vote of majority of the Members at a Members' Assembly. All members shall be selected without regard to race, color, religion, age, sex or national origin.

(b) Provisional membership may be granted at the sole discretion of the CEO subject to an election as provided for in Section 5.3(a) held at the next Members' Assembly.

Section 5.4. Membership Requirements and Dues.

Membership in USCA is a privilege and creates with it certain obligations and duties. The Board of Directors may establish such membership requirements and dues as the Board shall deem necessary or appropriate. Further, the Board may establish such rules and procedures for the manner and method of payment of dues, the collection of delinquent dues and the proration or refund of dues, as the Board shall deem necessary or appropriate. No privilege of membership shall be available until all membership requirements are satisfied and all dues are paid in full.

Section 5.5. Dues.

(a) Each curling club member of the Corporation shall pay annual dues for each Individual Curler of the curling club member in an amount to be fixed, from time to time, by the Board of Directors. Other members of the USCA shall pay annual dues in an amount to be fixed, from time to time, by the Board of Directors. Annual dues shall be paid to the Treasurer on or before January 31st of each year. A List of Individual Curlers by curling club member, stating the name and e-mail and/or mailing addresses of each individual curler, shall be attached to the dues payment.

(b) Any curling club Member in arrears in its annual dues at the end of the fiscal year in which the obligation was due shall be placed on probation status. Notice from the USCA to the State or Regional Curling Association which may be the designated representative of said curling club shall be given of the fact of said curling club member being placed upon probation status. Said notice shall be given concurrently with notice being given to said curling club member of it being placed on probationary status. While on probation status, said Member shall not be entitled to vote at any Members' Assembly. During the time a curling club is on probation status, any individual curling member of said club who is not an individual member of another curling club in good standing shall not be qualified to become or continue as a member of any Standing Committee or Members' Assembly Committee or as a member of the Board of Directors. Any Member yet in arrears one year after the end of the fiscal year in which the obligation was due shall be subject to having its membership revoked pursuant to Section 5.6. Within sixty (60) days after receipt of Notice from USCA of said curling club's membership revocation, the State or

Regional Curling Association which may be the designated representative of said curling club shall also revoke the membership of said curling club in said State or Regional Curling Association. If said State or Regional Curling Association fails to do so, then said State or Regional Curling Association shall no longer be recognized as a designated representative of any of the curling clubs within said State or Regional Curling Association.

(c) If curling club member fails to timely pay its annual dues by the end of the fiscal year in which the obligation was due, in order to be reinstated in good standing and removed from probation status, said curling club member shall pay both the amount of the annual dues then in arrears together with a 20% administration fee.

Section 5.6. Suspension and Termination of Membership.

(a) The membership of any Member may be terminated at any time with cause by two-thirds ($2/3^{\text{rd}}$) vote of either the Board of Directors or the Members. However, if the termination is by the Board of Directors, the same must be ratified by the Members at the next Members' Assembly annual meeting by a two-thirds ($2/3^{\text{rd}}$) vote.

(b) Prior to said termination being effective, a Member shall have the right to a hearing before the Judicial Committee. A Member shall petition for said hearing within Thirty (30) days of the giving to the Member of notice of said termination. Said Member shall be entitled to only one hearing. Said Thirty (30) days shall commence with the notice of termination by action of the Board of Directors, if the initial termination is by the Board of Directors.

(c) Any Member may resign by filing a written resignation with the Secretary of the USCA. However, such resignation shall not relieve the Member so resigning of the obligation to pay any dues, assessment or other charges theretofore accrued or unpaid.

Section 5.7. Transfer of Membership.

Members may not transfer their membership in USCA. Members shall have no ownership rights or beneficial interests of any kind in the property of USCA.

Section 5.8. Reinstatement.

Upon written request setting forth reasons for reinstatement signed by a former Member, which request shall be filed with the Secretary of the USCA and provided all dues, assessments, or other charges have been fully paid, either the Board of Directors or the Members may, by an affirmative two-thirds ($2/3^{\text{rd}}$) vote reinstate such former Member upon such terms as may be deemed appropriate. If said former Member is reinstated by the Board of Directors, said reinstatement shall be provisional subject to an affirmative two-thirds ($2/3^{\text{rd}}$) vote by the Members at the next Members' Assembly annual meeting.

ARTICLE 6.

REGIONAL DIVISIONS

Section 6.1. Regional Divisions.

(a) As applicable in Sections 10.8 and 10.9, the State or Regional Curling Associations are initially recognized as defined pursuant to Section 23.7. As the sport of curling grows in its participation and additional curling clubs are created, in the best interest of the sport of curling and the USCA, the Board of Directors may recognize additional State or Regional Curling Associations or recognize the change in the geographic scope of any present State or Regional Curling Association. To effectuate said recognition of any change in the geographic scope of any present State or Regional Curling Association, the change shall originate from the Members pursuant to a Petition. Said Petition shall state the reasons for and the facts supporting said change. Said Petition shall be signed by Members in good standing, with no less than 50% of the total vote of the membership as determined pursuant to Section 10.7.

(b) For purpose of applicable curling competitions, the Board shall endeavor to maintain the same division of States and geographic Regions as has been historically recognized. The Board shall take into consideration the growth of curling in non-traditional curling areas of the United States and other relevant circumstances in any future change in geographic division of applicable curling competition. The Board may effectuate change only once every four (4) years.

(c) A purpose of the States and Regions shall be to hold regional competitions and assist in the conduct such other regional activities that promote the mission of USCA as the Board and the Chief Executive Officer determine in their sole discretion.

Section 6.2. Curling Clubs Assigned to a Region.

(a) For purposes pursuant to Sections 10.8 and 10.9, an individual curling club may petition the USCA for assignment to a State or Region other than the one with which they are then presently associated with geographically. The Board of Directors shall make the determination based upon the best interests of the USCA, the State and Regional Curling Association, and the governance of the USCA and said State and Regional Curling Associations.

(b) For purposes of competition, individual curling clubs may petition the USCA for assignment to a State or Region other than the one they are then associated with geographically. The Chief Executive Officer shall make the determination based upon the best interest of the USCA, the States or Regions, and the competition.

ARTICLE 7.

BOARD OF DIRECTORS

Section 7.1. General Powers.

Except as otherwise provided in these Bylaws, all corporate powers shall be exercised by or under the authority of, and the business and affairs of USCA shall be managed by, its Board of Directors.

Section 7.2. Function of the Board.

(a) The USCA Board of Directors shall represent the interests of the curling community for USCA in the United States and its athletes by providing USCA with policy, guidance and strategic direction. The Board shall provide oversight and direction to the management of USCA and its affairs. The day to day operational responsibilities of the USCA shall be the responsibility of the CEO. As a paramount duty, the Board shall select a well-qualified and ethical Chief Executive Officer and diligently oversee the Chief Executive Officer in the operation of USCA. The Board shall focus on long-term objectives and impacts rather than on day-to-day management, empowering the Chief Executive Officer to manage a staff-driven organization supported by volunteers with effective Board oversight.

(b) In addition, the Board performs the following specific functions, without limitation by enumeration:

- i. implement procedures to orient new Board directors, to educate all directors on the business and governance affairs of USCA, and to evaluate Board performance.
- ii. selects, compensates, and evaluates the Chief Executive Officer and plans for management succession;
- iii. reviews and approves USCA's strategic plan and the annual operating plans, budget, business plans, and corporate performance;
- iv. sets policy and provides guidance and strategic direction to management on significant issues facing USCA;
- v. reviews and approves significant corporate actions;
- vi. oversees the financial reporting process, communications with Members, athletes and other constituents, and USCA's legal and regulatory compliance program;
- vii. oversees effective corporate governance;
- viii. approves capital structure, financial strategies, borrowing commitments, and long-range financial planning;

ix. reviews and approves financial statements, annual reports, audit and control policies, and, upon the recommendation of the Audit Committee, selects independent auditors;

x. monitors to determine whether USCA's assets are being properly protected;

xi. monitors USCA's compliance with laws and regulations and the performance of its broader responsibilities;

xii. ensures that the Board and management are properly structured and prepared to act in case of an unforeseen corporate crisis; and

xiii. designs and supports an active fundraising program for USCA.

Section 7.3. Diversity of Discussion.

USCA's Board shall be sensitive to the desirability of diversity at all levels of USCA, including among its athletes. USCA Board shall develop and implement a policy of diversity at all levels of USCA, supported by meaningful efforts to accomplish that diversity. USCA Board shall develop norms that favor open discussion and favor the presentation of different views

Section 7.4. Qualifications.

(a) Each director of the Board of Directors must be a citizen of the United States and eighteen (18) years of age or older. A director need not be a resident of any particular state or region.

(b) A director shall (i) have the highest personal and professional integrity, (ii) have demonstrated exceptional ability and judgment, and (iii) be effective, in conjunction with the other members of the Board, in collectively serving the long-term interests of USCA. Directors shall possess the highest personal values, judgment and integrity, understanding of athletic competition and the Olympic ideals, and have diverse experience in the key business, financial, and other challenges that face USCA. Directors shall have a high level of experience and capability in Board oversight responsibilities, including in the areas of finance, marketing, fundraising, audit, management, communications, and sport. At least one (1) of the Directors, who shall also serve on the Audit Committee, shall have financial expertise.

(c) Directors shall inform the Nominating/Governance Committee of any changes in their employment responsibilities or other constraints on their time in order for the Nominating/Governance Committee to determine whether it is appropriate to nominate the Director for continuing Board service.

Section 7.5. Number.

(a) All Members' Assembly-elected and athlete-elected board members shall be dues paying individual curlers in good standing with at least one (1) curling club member in good

standing at the commencement of and throughout their term of office. An athlete-elected board member, in the alternative, may be a fee-paying individual member of the USCA as provided for under the rules and regulations of USOC for competing athletes.

(b) The Board of Directors shall consist of Members' Assembly-elected directors as set forth in Section 7.6, Board-elected directors as set forth in Section 7.7, and athlete-elected directors as set forth in Section 11.3.

(c) A representative/liaison from the United States Women Curling Association shall be invited to attend meetings of the Board on a voice but no vote basis. Said representation/liaison shall not count towards any determination of a quorum.

(d) At the discretion of the Board of Directors, the representatives to the World Curling Federation from the United States, who are not directors, and the representatives to the USOC for curling, who are not directors, may be invited to attend meetings of the Board on a voice but no vote basis. Said representatives shall not count towards any determination of a quorum.

Section 7.6. Members' Assembly-Elected Directors.

(a) The Members' Assembly-elected directors shall be elected at the annual Members' Assembly. The initial Members' Assembly-elected director's term shall commence upon their election. Subsequent Members' Assembly-elected director's term shall commence at the close of the Board of Director's meeting held in conjunction with the Members' Assembly annual meeting.

(b) In determining a slate of candidates to stand for election as Members' Assembly-elected directors, the Nominating/Governance Committee shall endeavor to present a slate of candidates to obtain and maintain diversity of membership of the Board and the Standing Committees from the various constituencies of the Members of the USCA. These constituencies may include, without limitation, non-dedicated ice curling clubs, curling clubs with small and large number of members, and curling clubs from the different Regions or States.

(c) There shall be a total of seven (7) Members' Assembly-elected directors.

(d) The Nominating/Governance Committee shall present a slate of candidates to the Members' Assembly to stand for election as Members' Assembly-elected directors. Said slate shall be provided at least thirty (30) days in advance of the annual meeting of the Members' Assembly.

Section 7.7. Board-Elected Directors.

(a) The Nominating/Governance Committee shall present a slate of board-elected directors to the Board of Directors. In determining said slate, the Nominating/Governance Committee shall affirmatively make a determination as to the independence of each nominated board-elected director, and disclose those determinations. Under the definition of "independence" adopted by the Board, board-elected directors shall be determined to have no

material relationship with USCA, either directly or through an organization that has a material relationship with USCA. A relationship is "material" if, in the judgment of the Nominating/Governance Committee, it would interfere with the director's independent judgment. To assist it in determining whether a director is independent, the guidelines set forth below shall be applied on a case-by-case basis by the Nominating/Governance Committee.

(b) A director shall not be considered independent if, within the preceding twelve (12) months:

i. the director was employed by or held any Governance Position (whether a paid or volunteer position) with USCA, the international federation for curling or any sport family entity of curling;

ii. an immediate family member of the director was employed by or held any Governance Position (whether a paid or volunteer position) with USCA, the USOC, the international federation of curling or any sport family entity of curling;

iii. the director was affiliated with or employed by USCA's outside auditor or outside counsel;

iv. an immediate family member of the director was affiliated with or employed by the USCA's outside auditor or outside counsel as a partner, principal or manager;

v. the director was a curling member of USCA's Athletes' Advisory Council;

vi. the director receives any compensation from USCA, directly or indirectly;

vii. the director is an executive officer, controlling shareholder, or partner of a corporation or partnership or other business entity that does business with USCA.

(c) If a person is elected as an independent director, that person is obligated to resign any position that said person holds as an officer or board member of a curling club member immediately upon said person's election to the Board of Directors as an independent director. As an independent director, said person shall not, subsequent to his/her election as an independent director and while serving as an independent director, take a position as an officer or board member of a curling club member.

(d) Where the guidelines above do not address a particular relationship, the determination of whether the relationship is material, and whether a director is independent, shall be made by the Nominating/Governance Committee.

(e) There shall be up to a maximum of five (5) board-elected directors.

(f) The Nominating/Governance Committee shall present a slate of candidates to the Board of Directors to stand for election as board-elected directors. Said slate shall be provided at least 30 days in advance of the next scheduled meeting of the Board of Directors.

Section 7.8. Tenure.

The term of office for a director of the Board of Directors, whether member, board, or athlete elected, shall be two (2) years. However, a director shall hold office until the director's successor is elected and qualified, or until the director's earlier resignation, removal, incapacity, disability or death.

Section 7.9. Staggered Board.

Directors of the Board shall be elected to staggered two- (2) year or shorter terms. To implement the staggered Board system, the initial Board shall be comprised of some individuals who serve one- (1) year terms and some individuals who serve two- (2) year terms. The term shall run from the date of election to the Board. Prior to election of the initial Board, the Nominating/Governance Committee shall designate whether the position is for one- (1) or two- (2) year term(s).

Section 7.10. Term Limits.

(a) No director of the Board of Directors shall serve more than four (4) consecutive terms. For the initial Board, a term of one half (1/2) the maximum allowed shall constitute a full term. Thus, an individual elected for a one- (1) year term shall be eligible to serve only three (3) additional two- (2) year terms immediately following the one- (1) year term.

(b) When a director is elected to fill a vacancy because of the resignation, removal, incapacity, disability or death of a director, and the remaining term is one (1) year or more, such term shall constitute a full term. Thus, if the vacancy being filled is for one (1) or more years, then the maximum term is three (3) additional two year terms immediately following the termination of the current term. If the vacancy being filled is for less than one (1) year, the term shall not be a full term and the director shall be able to serve four (4) additional full terms following completion of the filled vacancy term.

Section 7.11. Director Attendance.

Directors of the Board of Directors shall be encouraged to attend in person all regularly scheduled Board meetings. During the Director's term, Directors shall be required to attend no less than one half (1/2) of all regularly scheduled Board meetings in person.

Section 7.12. Resignation, Removal and Vacancies.

(a) A director's position on the Board of Directors shall be declared vacant upon the director's resignation, removal, incapacity, disability or death. Any director shall resign at any time by giving written notice to the Chair of the Board, except the Chair's resignation shall be given to the Chief Executive Officer. Such resignation shall take effect at the time specified therein, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. Directors shall be subject to removal by the Board if they fail to attend more than one half (1/2) of the regular meetings of the Board during any twelve (12)-

month period, unless they are able to demonstrate to the other directors of the Board that the presence of exigent circumstances caused and excused the absences. In such circumstances, the absent directors shall be removed by the affirmative vote of a majority of the Board (not including the vote of the absent director). Directors shall also be removed for cause at any duly noticed meeting of the Board, and after being provided an opportunity for the director to be heard by the Board, upon the affirmative vote of at least two-thirds (2/3) vote of the Board (excluding the vote of the director in question). Directors shall also be removed without cause at any duly noticed meeting of the Board, upon the affirmative vote of at least three-fourths (3/4) of the total vote of the Board (excluding the vote of the director in question).

(b) If a director is temporarily unable to fulfill his/her duties, as determined by the Board upon two-thirds vote of the Board or at said Director's written declaration, then an acting director shall be elected to assume said duties. The acting director shall serve until the Director is capable to resume his/her duties as determined by the Board upon two-thirds vote or the term of said Director ends, whichever occurs first.

(c) Any vacancy occurring in the Board shall be filled as set forth for the election of the same type of director. A director elected to fill a vacancy shall be elected for the unexpired term of such director's predecessor in office.

(d) No director shall be subject to removal or to not being re-nominated based on how they vote as a director, unless such voting is in violation of the USCA's Code of Ethics. The same rules and procedures shall apply to resignation, removal, and vacancy in the office of Chair.

Section 7.13. Regular and Special Meetings.

USCA's Board shall meet at regularly scheduled meetings at least four (4) times per year, or with such other frequency as is appropriate for the Board to meet given the circumstances. Such meetings shall be spaced throughout the year. Special meetings of the Board shall be held upon the call of the Chair or upon the written request of not less than fifty (50) percent of the directors of the Board.

Section 7.14. Notice of Meetings.

(a) Notice of each meeting of the Board of Directors stating the date, time and place of the meeting, and in the case of a special meeting the purpose for which the meeting is called, shall be given to each director of the Board by or at the direction of the Chair of the Board. Notice shall be given in writing. Written notice may be delivered either personally, by mail, by private carrier, by facsimile or by electronic transmission. Such notice shall be delivered to the director's business or residential address (or to such other address provided by the director for such purpose), to the director's facsimile telephone number or to the director's email address. Written notice shall be delivered no fewer than ten (10) days before the date of the meeting, except if the notice is of a special meeting. Notice of special meeting shall be delivered no fewer than 96 hours before the date and time of the meeting. If mailed, such notice shall be deemed delivered when deposited in the United States mail. If delivered by private carrier, such notice is deemed

delivered upon deposit with the carrier. If transmitted by facsimile or electronic transmission such notice shall be deemed to be given when the transmission is complete.

(b) A director may waive notice of any meeting before, at, or after such meeting. The attendance of a director at a meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened.

Section 7.15. Quorum.

The presence of a majority of the directors of the Board of Directors at the commencement of any meeting shall constitute a quorum for the transaction of business. The act of a majority of directors in attendance at the meeting shall constitute the act of the Board, unless the By-Laws require otherwise. Quorum shall not be lost if during the meeting a director leaves.

Section 7.16. Consent.

(a) The Board may act by the unanimous written consent of all directors.

(b) Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting if each and every member of the Board in writing either: (i) votes for such action; (ii) votes against such action; or (iii) abstains from voting. Each director who delivers a document evidencing said vote to the Corporation shall be deemed to have waived the right to demand that action not be taken without a meeting. Said document may be delivered by electronic means or by mail.

Section 7.17. Voting by Proxy.

No director may vote or act by proxy at any meeting of directors.

Section 7.18. Presumption of Assent.

A director who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless such director's dissent shall be entered in the minutes of the meeting or unless the director shall file a written dissent to such action with the individual acting as the Secretary of the Board before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the Board immediately after the adjournment of the meeting. Such right to dissent shall not apply to a director who voted in favor of such action.

Section 7.19. Transacting Business by Mail, Electronic Mail, Telephone or Facsimile.

(a) The Board of Directors shall have the power to transact its business by mail, electronic-mail, telephone, or facsimile, if in the judgment of the Chair of the Board the urgency or efficiency of the matter requires such action.

(b) At the discretion of the Chair, a vote on a matter properly before the Board of Directors but for election of board-elected directors or board-elected standing committee members, may be taken by facsimile, electronic mail or other electronic communication. Notice of the vote shall be provided by facsimile, electronic mail or other electronic communication no later than 24 hours prior to the commencement of taking of the vote. Any member of the Board of Directors who has a vote may request that the vote be taken by conference call or other similar communications equipment by which persons participating in the meeting may hear each other at the same time. For this request to be effective, the same must be made no later than 24 hours after the notice of the vote has been transmitted or prior to an affirmative vote of the majority of the Board of Directors having been submitted, whichever occurs last. Said request must be communicated to the USCA and the Chair by facsimile, electronic mail or other electronic communications. The time limit within which the votes of the Board of Directors shall be recorded shall be within five (5) days from the day the text of the matter to be voted upon was communicated to the Board of Directors.

Section 7.20. Agenda.

The Chair, in consultation with the Chief Executive Officer and the Chairs of the standing committees, shall determine the agenda for Board meetings. Board directors shall be permitted to request items for inclusion on the agenda for Board meetings.

Section 7.21. Questions of Order and Board Meeting Leadership.

Questions of order shall be decided by the Chair of the Board unless otherwise provided in advance by the Board of Directors. The Chair shall lead meetings of the Board. If the Chair is absent from any meeting of the Board, then the Chair shall designate in writing in advance one (1) other member of the Board to preside. If the Chair is unable to make or has not made such a designation, the Board may choose another member of the Board to serve as presiding officer for that meeting.

Section 7.22. Effectiveness of Actions.

Actions taken at a meeting of the Board of Directors shall become effective immediately following the adjournment of the meeting, except as otherwise provided in the Bylaws or when a definite effective date is recited in the record of the action taken.

Section 7.23. Open and Closed Meeting Sessions.

Ordinarily, all meetings of the Board of Directors shall be open to Members, and where appropriate, non-members. However, in the event the Chair of the Board, with the consent of a majority of the directors of the Board in attendance deems it appropriate to exclude non-members at an open meeting for any reason, then the Chair may declare that the meeting is closed. Also, in the event the Chair of the Board, with the consent of the majority of the directors of the Board in attendance, deems it is appropriate to exclude Members in order to convene a closed session to consider and discuss matters relating to personnel, nominations, discipline, budget, salary,

litigation or other sensitive matter, the Chair may exclude all Members and non-members and specifically designate and call a closed session.

Section 7.24. Minutes of Meetings.

The minutes of all meetings of the Board of Directors shall be published on USCA's website. Every reasonable effort will be made to publish the minutes within ninety (90) days after completion of the meeting.

Section 7.25. Compensation.

Directors of the Board of Directors shall not receive compensation for their services as directors, although the reasonable expenses of directors may be paid or reimbursed in accordance with USCA's policies. Directors are disqualified from receiving compensation for services rendered to or for the benefit of USCA in any other capacity.

ARTICLE 8.

OFFICERS

Section 8.1. Designation.

The principal but not sole officer of USCA shall be a Chair of the Board.

Section 8.2. Election/Selection.

The Chair of the Board shall be elected from among the directors of the Board. Recognizing the significance of the Chair in international matters, the Chair shall exercise ceremonial or representational functions in the international context, but the Chief Executive Officer, serving as Secretary General, shall remain responsible for all operational aspects of relations with international and other organizations, including, but not limited to the international federation of curling, the international regional federation of curling, and the USOC.

Section 8.3. Other Positions.

(a) The Chief Executive Officer shall designate one member of the staff or a volunteer to serve as USCA's corporate secretary to handle the ministerial functions usually required by that position under corporate law and take minutes at Board meetings.

(b) The Chief Executive Officer shall designate one (1) member of the staff or a volunteer to serve as USCA's treasurer to handle the ministerial function required by that position under corporate law.

Section 8.4. Tenure.

(a) The newly elected Chair shall take office immediately. The Chair shall hold office until the Chair's successor is elected and qualified, or until the Chair's earlier resignation, removal, incapacity, disability or death.

(b) The term of office of the Secretary, the Treasurer, or the Assistant Secretary or Assistant Treasurer, if any, is unlimited. If a staff member is the Secretary and/or Treasurer, the staff member shall hold office until his/her employment by the USCA ends. If a staff member or volunteer, the Secretary and/or Treasurer shall hold office until the Chief Executive Officer designates a different individual to serve as Secretary or Treasurer or until the Secretary's or Treasurer's earlier resignation, removal by the Chief Executive Officer, incapacity, disability or death. If a staff member is the Assistant Secretary or Assistant Treasurer, if any, the staff member shall hold office until his/her employment by the USCA ends. If a staff member or a volunteer, the Assistant Secretary or Assistant Treasurer, if any, shall hold office until the Chief Executive Officer selects a different individual to serve as Assistant Secretary or Assistant Treasurer or until the Assistant Secretary or Assistant Treasurer's earlier resignation, removal by the Chief Executive Officer, incapacity, disability or death. In any circumstance in which the Chief Executive Officer has not designated a staff member or volunteer to serve as either

Secretary or Treasurer, the Board of Directors may select a Director of the Board or other individual to serve as Secretary or Treasurer.

Section 8.5. Authority and Duties of Officers.

The officers of USCA shall have the authority and shall exercise the powers and perform the duties specified below and as may be additionally specified by the Board of Directors or these Bylaws, except that in any event each officer shall exercise such powers and perform such duties as may be required by law:

(a) Chair of the Board. The Chair shall:

- i. set all meeting and meeting agendas, and
- ii. in the event the Chair is unable to attend a meeting of the Board, the Chair shall designate a director to act as Chair pro tem for that meeting.

(b) Secretary. The Secretary shall:

- i. keep the minutes of the proceedings of the Board;
- ii. see that all notices are duly given in accordance with the provisions of these By-Laws or as required by law;
- iii. be custodian of the corporate records;
- iv. perform all duties incident to the office of Secretary; and
- v. perform such other duties as from time to time may be assigned to the Secretary by the Chief Executive Officer or by the Board, or as required by these By-Laws.

(c) Treasurer. The Treasurer shall:

- i. if required by the Board of Directors, have a bond for the faithful discharge of the Treasurer's duties in such a sum such surety or sureties as the Board of Directors shall determine;
- ii. shall have charge and custody of and be responsible for all funds and securities of the Corporation;
- iii. receive and give receipts for monies due and payable to the Corporation in such banks, trust companies or other depositories as shall be selected by the Chief Executive Officer;

iv. in general perform all duties incident to the office of the Treasurer and such other duties as from time to time may be assigned to the Treasurer by the Chief Executive Officer, the Board, or by these By-Laws.

(d) Assistant Secretary. An Assistant Secretary, if any, shall have the same duties and powers as the Secretary.

(e) Assistant Treasurer. An Assistant Treasurer, if any, shall have the same duties and powers as the Treasurer.

Section 8.6. Restrictions.

Officers of USCA shall perform their functions with due care. No individual may serve simultaneously as an officer of USCA and as an officer of a Member of USCA or as an officer of another amateur sports organization that is recognized by the USOC as a National Governing Body.

Section 8.7. Term Limits.

(a) The term of the Chair of the Board shall be two (2) years. Over the maximum term period as director, no individual shall serve as Chair for more than two non-consecutive terms. For example, an individual may serve as Chair during his/her third and fourth and sixth and seventh years on the Board, at the maximum.

(b) For the initial Chair, his or her time of service shall constitute a full two- (2) year term even if it is shorter. That Chair shall be eligible to serve one (1) additional two- (2) year non-consecutive term.

(c) When a Chair is elected to fill a vacancy because of the Chair's resignation, removal, incapacity, disability or death, and the remaining term is for more than one (1) year, such term shall constitute a full term. If the vacancy being filled is for one (1) or more years, the Chair can serve one (1) additional non-consecutive two- (2) year term following completion of the filled vacancy term. If the vacancy being filled is for less than one (1) year, the term shall not be a full term and the chair can serve two (2) additional two- (2) year terms following completion of the filled vacancy term, one of which may be consecutive with the filled vacancy term.

Section 8.8. Resignation, Removal and Vacancies.

(a) An officer's position with USCA may be declared vacant upon the officer's resignation, removal, incapacity, disability or death. The Chair of the Board may resign at any time by giving written notice to the Board of Directors. The Secretary, Treasurer, Assistant Secretary or Assistant Treasurer, if any, may resign at any time by giving written notice to the Chief Executive Officer. Such resignation shall take effect at the time specified in the notice, and unless otherwise specified in the notice, the acceptance of such resignation shall not be necessary to make it effective.

(b) The Chair may be removed for cause upon the affirmative vote of at least two-thirds (2/3) of the total vote of the Board (excluding the vote of the director in question). The Chair may also be removed not for cause upon the affirmative vote of at least three-fourths (3/4) of the total vote of the Board (excluding the vote of the director in question).

(c) Any vacancy occurring in the Chair shall be filled by the Board, by majority vote. A Chair elected to fill a vacancy shall be elected for the unexpired term of such Chair's predecessor in office.

(d) A vacancy in the office of Secretary, Treasurer, Assistant Secretary, or Assistant Treasurer, if any, shall be filled by the Chief Executive Officer.

Section 8.9. Acting Officer.

If the Chair or any other officer of USCA is temporarily unable to fulfill his/her duties, as determined by the Board of Directors upon 2/3rds vote of the Board, or at said officer's written declaration, then an acting officer shall be determined to assume said duties. If the officer is the Chair, the acting officer shall be elected by the majority of the Board of Directors. All other acting officers shall be appointed by the CEO. The acting chair shall serve until the chair is capable to resume to his/her duties as determined by the Board upon 2/3rds vote or the term of said office ends, whichever occurs first. All other acting officers shall serve until the officer is capable to resume his/her duties as determined by the CEO or the term of office ends, whichever occurs first.

Section 8.10. Compensation.

The Chair of the Board shall not receive compensation for his or her service as Chair, although the reasonable expenses of the Chair may be paid or reimbursed in accordance with USCA's policies. The Chair is disqualified from receiving compensation for services rendered to or for the benefit of USCA in any other capacity.

Section 8.11. Special Elections.

When a vacancy in the Chair of the Board occurs pursuant to Section 8.8, the CEO shall direct the Nominating/Governance Committee to propose a candidate for said office. The name(s) of the candidate(s) shall be provided to the members of the Board of Directors in a notice of special meeting at which the election is to occur. Said notice shall be provided in compliance with these By-Laws.

Section 8.12. Special Election When Meeting By Conference Call or Similar Communication Equipment.

(a) A special election pursuant to Section 8.11 of the By-Laws may be conducted by electronic means as set forth in Section 7.19 of the By-Laws, notwithstanding any provisions of these By-Laws to the contrary. Any additional nominations to those of the Nominating/Governance Committee must be communicated to the members of the Board of Directors at least 18 hours prior to the special meeting. The same shall be communicated by

telephone, including voice messaging system, or other system technically designed to record and communicate messages, telegraph, facsimile, electronic mail or other electronic communication.

(b) Contested elections. If there is a contested election at a special meeting held by any means permitted pursuant to these By-Laws, a written ballot shall be used unless some other form of balloting is approved by the Board of Directors. The special meeting shall be adjourned to allow for the use of a written ballot or some other form of balloting approved by the Board of Directors. If a written ballot is used, the same shall be provided to each voting member of the Board of Directors either by telegraph, facsimile, electronic mail, or other electronic communication, or by regular first class mail. All ballots must be in writing and returned to the offices of the corporation no later than six (6) days following the date of the special meeting. Determination of the six (6) days shall be based upon the postmark or other similar dating method if alternate means is used to communicate said written ballot to the USCA office. If the ballot is postmarked or otherwise dated untimely, it shall not be counted.

Section 8.13. Uncontested Elections.

If an election for an officer, director or other position within the corporation is uncontested, the vote may be taken immediately upon motion, second and a majority vote of the Board of Directors, Standing Committee or Members' Assembly as may be applicable.

ARTICLE 9.

COMMITTEES

Section 9.1. Designation.

(a) USCA shall have at least the following standing committees: an Audit/Finance Committee, a Human Resources Committee, a Judicial Committee, an Ethics Committee, and a Nominating/Governance Committee. Said committees shall report to the Board of Directors.

(b) There shall be such additional committees reporting to the Members' Assembly and the CEO as are necessary and reasonable to complete the operational work needed to meet the ongoing needs of the individual curler and the curling club members. These committees are as follows:

- i. Arena curling,
- ii. Growth and development of clubs and membership;
- iii. College Curling;
- iv. College Curling Tournament;
- v. Training and Instruction;
- vi. Youth curling;
- vii. Awards;
- viii. Event site selection;
- ix. Field of play;
- x. Format;
- xi. Rules and officiating;
- xii. Adaptive curling;
- xiii. Coaching;
- xiv. World team preparation;
- xv. Elite Programs;
- xvi. Sports Sciences;
- xvii. Athlete/curler recognition;
- xviii. Leadership development;
- xix. Media/PR;
- xx. Revenue development;
- xxi. Planned giving;
- xxii. Large donor/sponsorship.

The committees shall hereinafter be referenced as Members' Assembly committees. These committees shall continue unless the Members' Assembly affirmatively votes to disband any of the same.

(c) The Board or Chief Executive Officer may appoint such additional advisory task forces or committees as the Board or Chief Executive Officer believe appropriate, and shall define narrowly the mission and deliverables of such task forces or committees. The decision to appoint or not appoint and to terminate such a task force or committee shall be exclusively the

Board's or the Chief Executive Officer's. If there is a conflict, the decision of the Board shall control.

Section 9.2. Assignments.

The Audit/Finance Committee, Human Resources Committee, Judicial Committee, Ethics Committee, and Nominating/Governance Committee, hereinafter referred to as "Standing Committees," shall have their agendas developed by the Committee Chair in consultation with the appropriate members of management and input from the directors. The standing committee members shall be expected to attend in person all regularly scheduled standing committee meetings. However, participation by telephone shall be permitted. Each Committee Chair of a standing committee shall make a report on the committee matters to the Board as requested by the Board.

Section 9.3. Number.

(a) Membership in each of the standing committees shall have at least twenty (20) percent athlete-elected representation. Membership on the Audit/Finance, Judicial, and Nominating/Governance Committees shall not exceed five (5) individuals. Membership on the Ethics and Human Resources Committees shall not exceed three (3) individuals.

(b) Membership in any of the Members' Assembly committees shall be open to any individual curler who is a member in good standing of a curling club member in good standing.

(c) Membership in additional advisory task forces or other committees as referenced in Section 9.1(c) shall be determined by the Board or Chief Executive Officer appointing said task force or committee.

Section 9.4. Tenure.

(a) The term for all standing committee members shall be four (4) years. A committee member shall remain on the committee until the committee member's successor is elected, or until the committee member's earlier resignation, removal, incapacity, disability or death.

(b) The term of members of any Members' Assembly committee shall be at the discretion of the CEO, in consultation with the Chair of said committee.

(c) The term for all task force members and other non-standing committee members shall be until their assignment is concluded, but in any event shall not exceed a period of two (2) years.

Section 9.5. Term Limits.

(a) No standing committee member shall serve for more than two (2) consecutive terms on the same committee.

(b) For an initial standing committee member whose initial term is two (2) years or more, his/her time of service shall constitute a full term. That committee member would be eligible to serve one (1) additional four (4) year-term immediately following his/her initial term.

Section 9.6. Committee Member Attendance.

Standing Committee members are expected to attend in person all regularly scheduled standing committee meetings of which they are a member. Each standing committee member must attend a minimum of at least one half (1/2) of the standing committee meetings of which they are a member during any twelve (12)-month period.

Section 9.7. Resignation, Removal and Vacancies.

(a) A standing committee member's position on a standing committee may be declared vacant upon the standing committee member's resignation, removal, incapacity, disability or death. A standing committee member may resign at any time by giving written notice to the Board. Such resignation shall take effect at the time specified therein, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

(b) If a standing committee member is temporarily unable to fulfill his/her duties, as determined by the Board upon two-thirds vote of the Board or at said standing committee member's written declaration, then an acting standing committee member shall be elected to assume said duties. The acting standing committee member shall serve until the standing committee member is capable to resume his/her duties as determined by the Board upon two-thirds vote or the term of said standing committee member ends, whichever occurs first.

(c) Unless they are able to demonstrate to the directors of the Board that the presence of exigent circumstances caused and excused the absences, standing committee members may be removed by the Board of Directors if they fail to attend in person more than one half (1/2) of the regular standing committee meetings during any twelve (12)-month period. In such circumstances, the absent standing committee member shall be removed upon the affirmative vote of a majority vote of the Board (not including the vote of the standing committee member in question, if also a director). Standing committee member may also be removed for cause upon the affirmative vote of at least two-thirds (2/3) of the total voting power of the Board (excluding the voting power of the standing committee member in question, if also a director). Standing committee members may also be removed not for cause upon the affirmative vote of at least three-fourths (3/4) of the total voting power of the Board (excluding the vote of the director in question, if also a director).

(d) Any vacancy occurring in a standing committee member shall be filled as set forth for the election of that standing committee member. A standing committee member elected to fill a vacancy shall be elected for the unexpired term of such standing committee member's predecessor in office.

Section 9.8. Procedures.

In due course, each standing committee shall establish procedures for conducting its business and affairs. Such procedures once established shall be published and made available on the USCA's website.

Section 9.9. Open and Closed Meeting Sessions.

Ordinarily, all standing committee meetings and meeting of any Members' Assembly committee shall be open to Members, and where appropriate, non-members. However, in the event the standing committee chair or chair of a Members' Assembly committee, with the consent of a majority of the applicable committee members in attendance, deems it appropriate to exclude Members and non-members at an open meeting for any reason, then the chair may (i) declare that the meeting is closed, or (ii) to convene a closed session to consider and discuss matters relating to personnel, nominations, discipline, budget, salary, litigation or other sensitive matter, then the chair may specifically designate and call an executive session.

Section 9.10. Minutes of Meetings.

- (a) Each standing committee shall take and maintain minutes of its meetings.
- (b) Each Members' Assembly committee shall make a written report of its meeting to the CEO.

Section 9.11. Compensation.

Standing committee members and Members' Assembly committee members shall not receive compensation for their services as committee members. Reasonable expenses of standing committee members may be paid or reimbursed in accordance with USCA's policies. Standing committee members and Members' Assembly committee members who are not directors of the Board may receive compensation for services rendered to or for the benefit of USCA in any other capacity, provided the Board gives explicit approval.

Section 9.12. Staggered Terms.

(a) Standing Committee members shall be elected to staggered four (4) year or shorter terms. To implement the staggered Standing Committee member system, the initial Standing Committee members shall be comprised of some individuals who will serve a two- (2) year term and some individuals will serve a four- (4) year term. To implement the staggered system, the initial Standing Committee members of the Judicial and Nominating/Governance Committee shall consist of two (2) members, one of which is board-elected and one member-elected, whose initial term is Four (4) years; two (2) members, one of which is board-elected and one of which is member-elected whose initial term is three (3) years, and the athlete-elected representative whose initial term shall be two (2) years. To implement the staggered system for the Ethics Committee, the member-elected individual's initial term shall be for four (4) years, the board elected individual's initial term shall be for three (3) years and the athlete-elected individual's initial term

shall be for two (2) years. Prior to the initial election of a member to a Standing Committee, it shall be designated to what length of term to which that member is being elected. Except for the athlete-elected members, the Nominating/Governance Committee shall designate for what term each position is being elected.

Section 9.13. Audit/Finance Committee.

(a) The Audit/Finance Committee shall consist of five (5) members, one of which shall be an athlete-elected representative who is a director.

(b) The Board of Directors shall elect the members of the Audit/Finance Committee, all of whom shall be directors of the Board. One member of the committee shall, preferably, be an independent director with financial experience. The chair of said committee shall be appointed by the chair of the Board out of the elected committee members.

(c) The Audit/Finance Committee shall:

i. recommend the independent auditor of USCA, review the report of the independent auditors and management letter, and recommend action as needed;

ii. investigate matters of fiscal controls and disclosure and such other matter as directed by the Board;

iii. perform such other duties as assigned by the Board.

(d) The Audit/Finance Committee may meet periodically with management, USCA's financial staff, and USCA's outside auditor. The Chair of the Audit/Finance Committee, or its designee, shall meet with the outside auditor prior to the release and filing of USCA's audit reports.

Section 9.14. Ethics Committee.

(a) The term of the Ethics Committee members shall be for four (4) years. No committee member may serve more than two (2) consecutive terms.

(b) The Ethics Committee shall consist of three (3) members, one of which shall be an athlete-elected representative. One member shall be elected by the Board and one member shall be elected by the Assembly. The chair of the Board shall appoint the chair of the Ethics Committee from the three (3) members.

(c) The Ethics Committee shall:

i. oversee implementation of, and compliance with, the Code;

ii. report to the Board on all ethical issues;

iii. develop, and review on an annual basis, a Code of Ethics for the Board,

officers, committee and task force members, volunteers, staff and member organizations for adoption by the Board;

- iv. generally administer and oversee compliance with the Code of Ethics;
- v. review and investigate matters of ethical impropriety and make recommendations on such matters to the Board;
- vi. review and provide guidance on ethical questions presented to it by the Board, officers, committee and task force members, volunteers, staff and USCA members;
- vii. perform such other duties as assigned by the Board.

Section 9.15. Judicial Committee

(a) The Judicial Committee shall consist of five (5) members, one of which shall be an athlete-elected representative. Two (2) members shall be elected by the Board. Two (2) members shall be elected by the Members' Assembly. The chair of the Board shall appoint the chair of the Judicial Committee from the five (5) members. At least one (1) member of the Judicial Committee shall have legal training.

(b) The term of the Judicial Committee members shall be four (4) years. No committee member may serve more than two (2) consecutive terms.

(c) The Judicial Committee shall:

- i. generally administer and oversee all administrative grievances and right to compete matters filed with USCA;
- ii. identify individuals who would be fair and impartial and who would have the qualifications and ability to serve on hearing panels;
- iii. hear and render a decision, or appoint a panel to hear and render a decision, on grievances and disciplinary matters;
- iv. hear and render a decision after hearing held pursuant to Section 5.6; and
- v. perform such other duties as assigned by the Board.

Section 9.16. Nominating/Governance Committee.

(a) The Nominating/Governance Committee shall consist of five (5) members, one (1) of which shall be an athlete-elected representative. Two (2) members shall be elected by the Board, and two (2) members shall be elected by the Members' Assembly. The chair of the Nominating/Governance Committee shall be elected by its members.

(b) The terms of the Nominating/Governance Committee members shall be four (4) years. No committee member may serve more than two (2) consecutive terms.

(c) No individual shall be eligible to be a member of the Nominating/Governance Committee if that individual is a current director of the USCA. No individual who serves on the Nominating/Governance Committee may serve or be eligible to serve on the Board of Directors. Members of the Nominating/Governance Committee shall be precluded from serving as a Board director for a period of one (1) year after his/her term on the Nominating/Governance Committee ends.

(d) The Nominating/Governance Committee shall be responsible for nominating candidates for the Board of Directors, all standing committees, and as USA representatives to the World Curling Federation. When nominating said candidates, the Nominating/Governance Committee shall be guided by the provisions of Sections 4.1(b)(vi) and 7.6(b) towards the goal of having candidates who provide diversity in the governance of the USCA.

(e) As applied to the Board-elected director nominees, the Nominating/Governance Committee:

- i. shall identify and evaluate prospective candidates for the Board;
- ii. shall select individuals to serve on the Board as provided in these By-Laws;
- iii. may take into consideration the candidate's contribution to effective functioning of the USCA;
- iv. may take into consideration any potential or impending change in the candidate's principal area of responsibility with his/her company or in his/her employment;
- v. may take into consideration whether the candidate brings or continues to bring relevant experience to the Board;
- vi. may take into consideration whether the candidate has the ability to attend meetings and fully participate in the activities of the Board;
- vii. may take into consideration the candidate's reputation for personal integrity and commitment to ethical conduct;
- viii. may take into consideration whether the candidate has developed any relationships with another organization, or other circumstances have arisen, that might make it inappropriate for the director to continue serving on the Board.

(f) As applied to all nominees, the Nominating/Governance Committee shall:

- i. consult with the Ethics Committee with respect to vetting all nominees from potential conflict of interest or other problematic background issues;
- ii. perform such other duties as assigned by the Board.

Section 9.17. Governance/By-Laws.

The Nominating/Governance Committee shall consider and develop, as is necessary from time to time, proposed amendments to the By-Laws of the USCA together with developing and recommending to the Board for its consideration an annual self evaluation process of the Board and its standing committees toward the end of maintaining effective governance structure.

Section 9.18. Human Resources Committee.

(a) The Human Resources Committee shall consist of three members who are directors, one of which shall be an athlete-elected representative. The Chair of the Board shall appoint these three (3) members and shall appoint the Chair of the committee from said three (3) members.

(b) Each of the Human Resources Committee members shall serve at the pleasure of the Chair. No committee member may serve more than two (2) consecutive two (2) year terms.

(c) Human Resources Committee shall:

- i. review and recommend employee benefit programs;
- ii. review and recommend compensation for the CEO;
- iii. conduct an annual review of the job performance of the CEO; and
- iv. perform such other duties as assigned by the Chair.

Section 9.19. WCF Representation.

The Board of Directors shall elect representatives to the World Curling Federation (hereinafter WCF) in such number as the USA is entitled under the Constitution and By-Laws of the WCF Federation. A director on the Board of Directors may concurrently be a USA WCF representative. The term of office for said representatives shall be for a period of three (3) years. The USA WCF representatives who are not directors may be invited to attend meetings of the Board of Directors having a voice but no vote. The USA WCF representatives, if not a voting member of the Board of Directors, shall not count towards any determination of a quorum.

Section 9.20. Members' Assembly Committee.

(a) The Chair of each of the Members' Assembly committees shall be appointed by the CEO. The CEO may organize the various Members' Assembly committees into groups over each

of which the CEO shall appoint a managing Chair, each of which managing Chair shall be subject to a veto by the Members' Assembly, by a majority vote. The Chairs of each of these committees and the managing Chair of each of said groups shall serve at the discretion of the CEO, the CEO retaining the authority to replace any of the same at the CEO's pleasure.

(b) Participation in each of the Members' Assembly Committees is open to any individual curler who is a member in good standing of a curling club member provided said curling club is also a member in good standing with the USCA. The total number of participants in each Members' Assembly Committee shall be at the discretion of the managing chair for said committee, if one and if not, then at the discretion of the committee chair.

ARTICLE 10.

ANNUAL MEMBERS' ASSEMBLY

Section 10.1. Purpose.

There shall be an annual Members' Assembly at which the members of the USCA and other curling constituencies in the United States Curling family shall gather. At this Annual Meeting, elections shall take place to fill the positions on the various standing committees and on the Board of Directors of the USCA. In addition, at said annual Members' Assembly, the Board of Directors through its chair or designee shall provide a report on the activities of the Board of Directors and on the state of the USCA. At said meeting, the Chief Executive Officer or designee shall provide a managerial report or reports addressing issues of concern and importance to the curling community. Members and other constituencies may be permitted to pose questions to the Chair and its designee and to the Chief Executive Officer and its designee for response. In addition, the affairs of the various Members' Assembly committees may make reports at said meeting as to the committee activities.

Section 10.2. Place.

(a) The annual Members' Assembly shall be held in conjunction with a Board of Director's meeting. The Board meeting may take place after the annual Members' Assembly. If practicable, the annual Members' Assembly meeting may also be held in conjunction with a USCA National Championship or other sanctioned USCA event.

(b) A special Members' Assembly meeting may be held by means of conference call or other similar communications equipment by which persons participating in the special meeting can hear each other at the same time. Such participation shall constitute presence in person at meeting.

Section 10.3. Notice.

(a) Notice of any annual meeting of the Members' Assembly shall state the place, date and time of the meeting and shall be posted on the website of the USCA no fewer than thirty (30) days before the date of the meeting. In addition, said notice shall be e-mailed to the last known address of the President or other designated representative of each Member concurrently with the posting of said notice. At any annual meeting of the Members' Assembly, the Members may act on any proposal included in the notice of the meeting and in addition thereto any other proposal except for those proposals for which special notice is required by statute, including without limitation, amendment to the Articles of Incorporation of USCA.

(b) Notice of special meeting of Members' Assembly shall state the place, date and time of the meeting and shall be posted on the website of USCA no fewer than six (6) days before the date of the special meeting. Said notice shall state the purpose for which the meeting is called. At said special meeting of the Members' Assembly, the Members may not act on any proposal not included in the notice of the meeting. In addition, said notice shall be e-mailed to the last

known address of the President or other designated representative of each Member concurrently with the posting of said notice.

Section 10.4. Election.

(a) Member-elected Directors to the Board of Directors shall be elected at the annual meeting of the Members' Assembly. The member-elected standing committee members to the Nominating/Governance Committee, Judicial Committee and Ethics Committee shall be elected at the annual meeting of the Members' Assembly.

(b) If there is a contested election, a written ballot will be provided to the Members in attendance. The ballots shall be counted by the Treasurer of the Corporation as witnessed by the Secretary.

Section 10.5. Special Elections.

(a) When a vacancy of a member-elected Director or a member-elected member of a standing committee occurs as a result of resignation or removal, the Chair of the Board shall direct the Nominating/Governance Committee to propose a candidate for each office which is vacant. The name(s) of the candidate(s) shall be provided to the Members in a notice of the special meeting at which the election is to occur. Said notice shall be provided in compliance with Section 10.3.

(b) Notwithstanding the provisions of Section 10.6 of the By-Laws ("Floor" Nominations) any additional nominations must be communicated to all of the members of the Members' Assembly at least 18 hours prior to the Special Meeting by telegraph, facsimile, electronic mail or other electronic communication.

(c) If there is a contested election at a Special Meeting held by the means permitted pursuant to Section 10.2 of the By-Laws, a written ballot shall be used unless some other form of balloting is approved by the Chair. The Special Meeting shall be adjourned to allow for the use of a written ballot or some other form of balloting as approved by the Chair. If a written ballot is used, the same shall be provided to each voting Member either by telegraph, facsimile, electronic mail, or other electronic communication, or by regular first class mail. All ballots must be in writing and returned to the office of the Corporation no later than six (6) days following the date of the Special Meeting. Determination of the sixth day shall be based upon the postmark or other similar dating method if alternative means are used to communicate said written ballots to the USCA office. If the ballot is postmarked or otherwise dated untimely, it shall not be counted.

Section 10.6. "Floor" Nominations.

(a) Candidates, in addition to those proposed by the Nominating/Governance Committee, may be nominated by any Member in advance of the annual Members' Assembly or special meeting called for that purpose. Said nominations shall be made at least ten (10) days in advance of the election to be conducted at the Members' Assembly meeting. Said nominations shall be subject to the provisions of Section 7.6(b).

(b) To nominate a candidate, a Member shall timely file with the Secretary a written nomination. This nomination shall contain the following:

- i. candidate's name and contact information;
- ii. candidate's background and qualifications;
- iii. the curling club of which the candidate is a member in good standing;
- iv. certification that the candidate meets the qualifications as set forth in the By-Laws for the position sought to be elected; and
- v. such additional information as the Board may require.

(c) Said nomination shall be signed by the candidate and joined in by at least ten (10) other dues paying individual curlers of curling club Members in good standing. The Secretary must certify the compliance of the nomination with these requirements prior to the candidate being entitled to be placed in nomination.

Section 10.7. Member's Vote Other Than in Elections.

(a) Each curling club which is in good standing as a Member of the USCA including being current in the remittance of all dues and fees owed to USCA in the relevant fiscal year shall be entitled to vote at the meeting of the Members' Assembly.

(b) At any meeting of the Members' Assembly, each Member shall be entitled to one vote for each dues paying individual curler represented by such Member for whom annual dues have been paid to the USCA as of January 31st. The votes per Member shall be as certified by the USCA's Treasurer as of thirty (30) days prior to the meeting. Except as otherwise provided by statute or by these By-Laws, a majority of the votes represented at the meeting shall be sufficient to adopt or reject any proposal for which a vote is taken, excluding elections as provided for in Section 10.8.

(c) The initial allocation of votes for each Member shall be based upon the number of dues paying individual curlers of each Member as of January 31, 2012 and thereafter on each January 31st of the year of allocation. However, any dues paying individual curler of a Member shall be counted only once such that where said individual curler may be a member of more than one curling club, said individual curler shall designate by payment of the highest appropriate dues amount to the USCA through the curling club of which said individual member shall be counted.

(d) The vote of each curling club member shall be cast by its designated representative to the Members' Assembly.

10.8. Member's Vote in Election:

(a) For any election of director or standing committee member, but excluding a veto vote for a Managing Chair as provided for in Section 9.20(a) or a vote at a Referendum as provided for in Section 22.2, a cumulative voting system shall be used.

(b) For purposes of this Section 10.8, the number of votes each Member has shall be determined as follows:

i. The number of votes each Member has pursuant to Section 10.7(b) times the number of positions to be filled by the election for the board or standing committee respectively. For example, if three member-elected directors are up for election, then the Member's votes are as determined pursuant to Section 10.7(b) times three (3).

(c) When casting its votes at an election, the Member may cast its votes in any manner in its sole discretion amongst the candidates up for election for that position. For example, with three (3) director positions up for election, the Members may cast all of its votes for one candidate or cast its votes unequally amongst two (2) or more candidates.

(d) For multiple position elections and single position elections there shall be one round of voting only.

(e) In a multiple position election, the candidates who are elected shall be those that received the most votes as compared to the other candidates up to the number of positions up for election. For example, if there are three (3) director positions up for election, five (5) candidates are running, the three candidates who received the top three most votes are elected.

(f) Any tie in an election shall be broken by a draw of cards from a deck of 52.

(g) Votes in a contested election shall not be permitted to be taken by electronic means, whether it be by facsimile or e-mail or other similar electronic communication device.

(h) The vote of each curling club member shall be cast by its designated representative to the Members' Assembly.

10.9. Proxies/Designated Representative.

(a) At all annual or special meetings of the Members' Assembly, a Member shall vote by its designated representative or by proxy properly executed. The designated representative of a Member shall be the President of the Member or such other representative designated, in writing, by the Member as certified by the Secretary of the Member and filed with the USCA at or prior to the commencement of the meeting.

(b) Any Member may hold proxies from other Members in addition to the Member's vote subject to a maximum number of votes held by proxy and the Member's vote equal to but not exceeding 10% of the total votes as certified pursuant to the USCA's Treasurer pursuant to

Section 10.7(b). The State or Regional Curling Associations shall not hold proxies from other State or Regional Curling Associations or curling clubs from other State or Regional Curling Associations. Said proxies shall be filed with the Secretary of the USCA at least seven (7) days prior to any meeting of the Members' Assembly. Failure to timely file said proxies shall, at the discretion of the Chair of the Board, cause the same to be null, void and of no effect.

(c) Unless a curling club member affirmatively withdraws its delegation as its designated representative, the State or Regional Curling Association of which said curling club is also a member in good standing shall be said curling club's designated representative at any Members' Assembly meeting. As the designated representative of curling club members, the State or Regional Curling Association shall have voice and vote equal to the total number of individual curlers of the curling club members for which said State or Regional Curling Association is the designated representative.

(d) Each State or Regional Curling Association shall notify the USCA's Secretary, in writing, of the person or persons who are its designated representatives and the curling club members of which it is the designated representative. To be effective, said notification shall be given to the USCA by the Secretary of the State or Regional Curling Association no less than Forty-Five (45) days prior to the Members' Assembly meeting date. Said person or persons shall continue to be recognized as said State or Regional Curling Association's designated representative(s) until the USCA secretary receives a timely written notification to the contrary. The State or Region shall continue to be recognized as a designated representative of said curling club members until USCA receives notification pursuant to Section 10.9(g).

(e) Each State or Regional Curling Association may designate up to three (3) persons as its designated representatives. The vote held by the curling club members for which said State or Regional Curling Association is the designated representative shall be determined pursuant to Section 10.9(c). This vote shall be divided equally between each of said designated representatives of said State or Regional Curling Association. For example, if the total vote held by the curling members for which said State or Regional Curling Association is the designated representative is 1,000 and said State or Regional Curling Association has designated three individuals as its designated representatives, then each of the individuals shall have 333 1/3 votes each.

(f) A State or Regional Curling Association's designated representative status and the votes of said designated representative cast are not subject to the proxy limitations as set forth in Section 10.9(b).

(g) A curling club member may notify, in writing, the USCA's Secretary of its withdrawal of its delegation to the State or Regional Curling Association. To be effective, this written notice shall be given to the USCA's Secretary no less than Forty-Five (45) days prior to the Members' Assembly meeting date. Said written notice shall identify the curling club member's designated representative pursuant to Section 10.9(a). Said person shall continue as said curling club member's designated representative until the USCA's Secretary receives a timely written notification to the contrary from said curling club.

(h) A curling club member may reverse its withdrawal of its delegation to the State or Regional Curling Association which withdrawal was made pursuant to provisions 10.8(g). To be effective, this reversal must be given, in writing, to the USCA's Secretary no less than Forty-Five (45) days prior to the Members' Assembly meeting date. Said reversal shall continue in full force and effect unless and until said curling club member again notifies, in writing, the USCA pursuant to Section 10.9(g).

(i) If there is a conflict between notices given to USCA pursuant to Section 10.9(d), 10.9(g) and/or 10.9(h), the notice last timely received prior to the Members' Assembly meeting shall control. If it is not clear to USCA which notice was last received by USCA, it shall be conclusively presumed that the notice received from the curling club member shall be controlling.

10.10. Quorum.

At the annual Members' Assembly and at any special meeting of the Members' Assembly, for there to be a quorum, the number of votes represented by Members attending in person or by proxy must equal or exceed the majority of the total votes held by all the Members combined as certified pursuant to Section 10.7(b).

10.11. Chair of the Meeting of Assembly.

The Chair of the Board of Directors or his/her designee shall chair any and all meetings of the Members' Assembly.

10.12. Special Meeting of Members' Assembly.

A Special Meeting of the Members' Assembly may be called by the Chair of the Board of Directors, the CEO or pursuant to a Petition requesting said Special Meeting. Said Petition shall set forth the agenda of the Special Meeting to be called, and be filed with the CEO. Said Petition shall be signed by Members representing at least ten percent (10%) of the total votes as certified by the USCA's Treasurer pursuant to Section 10.7(b). At the discretion of the CEO, said Special Meeting may be held by means of conference call or similar communication equipment by which persons participating in the Special Meeting can hear each other at the same time. Such participation shall constitute presence in person at said meeting.

ARTICLE 11.

ATHLETES' ADVISORY COUNCIL

Section 11.1. Designation.

The USCA shall have an Athletes' Advisory Council consisting of no more than eight (8) individuals.

Section 11.2. Qualifications.

Those individuals: (i) who have represented the United States as athletes in the Olympic Games, the Pan American Games, World Championships or other major international competitions in the sport of curling within the ten- (10) year period prior to December 31 of the year in which the election is held, or (ii) who have competed in and finished in the top half of USCA's National Championships as athletes within the two- (2) year period prior to December 31 of the year in which the election is held, shall be eligible to run for election to the Athletes' Advisory Council. Additionally, in order to be eligible to run for election, an individual shall be a citizen of the United States and eighteen (18) years of age or older by December 31 of the year in which the election is held.

Section 11.3. AAC Representatives to USCA Board of Directors.

The Athletes Advisory Council shall elect from its members, by majority vote, an individual or individuals who shall be the athlete-elected representative(s) on the Board. The number of athlete-elected representative(s) on the Board will be such that there shall be twenty (20) percent rounded up of all of the Directors.

Section 11.4. Athlete Members of Committee.

For the Nominating/Governance Committee, Judicial Committee, and Ethics Committee, the Athletes Advisory Council shall elect, among its members, by majority vote, an athlete who shall be the athlete-elected representative of each of aforesaid committees. The athletes who are elected as athlete-elected representatives on the Board of Directors shall not be the same individual athletes who will serve as athlete-elected representatives on each of aforesaid committees.

Section 11.5. Procedures/By-Laws.

The Athletes Advisory Council shall establish such additional procedures and By-Laws for conducting its business and affairs as said council may see fit, provided the same do not conflict with the By-Laws of the USCA and/or USOC. Said procedures/By-Laws shall be published and available on USCA's website.

Section 11.6. Compensation.

Athlete Advisory Council members shall not receive compensation for their services as Athlete Advisory Council members. USCA shall pay for the reasonable expenses of all members of the Athletes Advisory Council to attend Athletes Advisory Council meetings. In addition, USCA shall pay for the reasonable expenses of the athlete Board members to attend Board meetings and for the athlete members to attend the Nominating/Governance, Judicial and Ethics Committee meetings.

ARTICLE 11A.

ATHLETE'S RIGHTS

Section 11A.1. Recognition as the Governing Body.

The Corporation hereby agrees to submit to binding arbitration in any controversy involving its recognition as a national governing body for the sport of curling, as provided for in the By-Laws of the USOC.

Section 11A.2 Bill of Rights.

Membership in the Corporation provides equal opportunity to athletes, coaches, trainers, managers, administrators, and officials to participate in athletic competition without discrimination on the basis of race, color, religion, age, sex, or national origin. Notice, and an opportunity for a hearing, shall be given to any athlete, coach, trainer, manager, administrator, or official before declaring such individual ineligible to participate as set forth in Article 15.

Section 11A.3 Anti-Doping.

As a member National Governing Body of the United States Olympic Committee ("USOC") and as a member of the World Curling Federation ("WCF"), the USCA is obligated to adhere to the anti-doping rules of the USOC and WCF. In addition, USOC By-Law Chapter XXIII, Section 2(G), as amended from time to time, provides that, as a condition of membership in the USOC, each National Governing Body ("NGB") shall comply with the procedures pertaining to drug testing and adjudication of related doping offenses of the independent anti-doping organization designed by the USOC to conduct drug testing. The USOC has designated the United States Anti-Doping Agency ("USADA") as that organization. It is the responsibility of each athlete member of the USCA to comply with the anti-doping rules of the WCF, USOC and USADA. It is also the responsibility of each athlete member of the USCA to submit, without reservation or condition, to in-competition and out-of-competition doping controls conducted by either the WCF or USADA. (Out-of-competition testing of athletes may take place at USCA elite-level camps, training sessions at USOC facilities, or at other designated events. No advance notice testing of athletes may take place at any time for those athletes designated by USCA and USADA for inclusion in USCA's no advance testing pool.) Pursuant to USOC Bylaws Chapter XXIII, Section 2(G), as amended from time to time, the management of positive and elevated test results (post October 2, 2000) for NGB athletes has become the responsibility of USADA. Any inconsistent provisions elsewhere in USCA rules are hereby superceded. USCA will, without further process, enforce and publish any sanction communicated to USCA by USADA resulting from adjudication of doping control under the USADA Protocol.

ARTICLE 12.

USOC ATHLETES' ADVISORY COUNCIL

Section 12.1. Designation.

USCA shall have a representative and an alternate representative to the USOC Athletes' Advisory Council.

Section 12.2. Qualifications.

Those individuals who have represented the United States as athletes in the Olympic Games, the Pan American Games, World Championships or other major international competitions in the sport of curling within the ten (10) year period prior to December 31 of the year in which the election is held shall be eligible to run for election to the USOC Athletes' Advisory Council. Additionally, in order to be eligible to run for election, an individual shall be a citizen of the United States and eighteen (18) years of age or older by December 31 of the year in which the election is held.

Section 12.3. Election/Selection.

Those individuals who have represented the United States as athletes in the Olympic Games, the Pan American Games, World Championships or an Operation Gold event in the sport of curling within the ten (10) year period prior to December 31 of the year in which the election is held shall be eligible to run and vote in the election. Additionally, in order to be eligible to vote in the election, an individual shall be a citizen of the United States and eighteen (18) years of age or older by December 31 of the year in which the election is held. The election shall take place after conclusion of the Summer Olympic Games, but prior to January 1 of the year following the Summer Olympic Games. The individual with the highest vote total is elected as athlete representative to the USOC Athletes' Advisory Council. The individual with the second highest vote total of the opposite gender (as is required by the USOC Athletes' Advisory Council), is elected as the alternate representative to the USOC Athletes' Advisory Council.

Section 12.4. Tenure.

The term for all representatives to the USOC Athletes' Advisory Council shall be for four (4) years. A representative shall remain on the USOC Athletes' Advisory Council until the representative's successor is elected and qualified, or until the representative's earlier resignation, removal, incapacity, disability or death.

Section 12.5. Term Limits.

No representative to the USOC Athletes' Advisory Council shall serve for more than two (2) consecutive terms. There is no term limit restriction for the position of alternate representative.

ARTICLE 13.

USOC NATIONAL GOVERNING BODIES' COUNCIL

Section 13.1. Designation.

The USCA shall have a representative and an alternate representative to the USOC National Governing Bodies' Council.

Section 13.2. Selection.

The Chief Executive Officer shall be USCA's representative to the USOC National Governing Bodies' Council. The Chair of the Board of Directors shall be USCA's alternate representative to the USOC National Governing Bodies' Council.

ARTICLE 14.

CHIEF EXECUTIVE OFFICER

Section 14.1. Designation.

(a) USCA shall have a Chief Executive Officer, who shall be the leader of management and vested with the authority to make decisions on behalf of management. The Chief Executive Officer shall not be a voting director of the Board.

(b) The Board shall hire and oversee the Chief Executive Officer, who shall be responsible for all staff functions. The Chief Executive Officer shall oversee the hiring and firing of all staff and the staff's ethical and competent implementation of the Board's policies, guidance and strategic direction of USCA. The Chief Executive Officer shall, either directly or by delegation, manage all staff functions; determine the size and compensation of, hire and terminate the professional staff in accordance with USCA compensation policies and guidelines (established by the Board); develop a strategy for achieving USCA's mission, goals and objectives and present the strategy for approval by the Board; be responsible for resource generation and allocation; coordinate international activities; act as USCA's spokesperson (with the Chair); prepare and submit quadrennial and annual budgets to the Board; and perform all functions as usually pertain to the office of Chief Executive Officer.

(c) The Chief Executive Officer shall, either directly or by delegation, manage and coordinate the volunteers serving on the various Members' Assembly committees and in any other function for the USCA.

Section 14.2. Tenure.

The Chief Executive Officer shall be employed by the Board of Directors for whatever term the Board deems appropriate. The Chief Executive Officer may be removed by the Board at any time, with or without cause, but removal shall not affect the contract rights, if any, of the Chief Executive Officer. If the Chief Executive Officer has a contract of employment with USCA, the contract shall provide that the Chief Executive Officer's employment may be terminated by the Board with or without cause.

Section 14.3. Secretary General.

The Chief Executive Officer shall serve as Secretary General of USCA and in that capacity shall represent the USCA in relations with the international sports federation for curling recognized by the International Olympic Committee and at international curling functions and events.

Section 14.4. Responsibilities.

The Chief Executive Officer shall:

- (a) develop a strategy for achieving USCA's mission, goals and objectives and present the strategy to the Board of Directors for approval;
- (b) prepare and submit quadrennial and annual budgets to the Board for approval;
- (c) determine the staff needed to effectively carry out USCA's mission, goals and objectives, within USCA's budget;
- (d) oversee the hiring and termination of all staff;
- (e) either directly or by delegation manage all staff functions;
- (f) be responsible for resource generation and allocation of resources;
- (g) coordinate USCA's international activities;
- (h) with the Chair of the Board, act as the USCA's spokesperson; and
- (i) perform all functions as usually pertain to the office of Chief Executive Officer.

Section 14.5. Non-Director.

The Chief Executive Officer shall not be a director of the Corporation and shall have no vote. However, the Chief Executive Officer shall attend meetings of the Board of Directors and have a voice. In addition, the Chief Executive Officer, at the discretion of the Board of Directors, may be a representative of the USA to the World Curling Federation and/or to the United States Olympic Committee.

ARTICLE 15.

COMPLAINT PROCEDURES

Section 15.1. Designation of Complaints.

(a) The following kinds of complaints may be filed with USCA:

i. Administrative Grievance. The USCA or any Member of USCA or individual curler who believes that there has been a violation in the administration or the interpretation of the USCA Rules, Regulations or By-Laws or by an action of the USCA Board of Directors or a standing committee, or officer or a paid staff, or any provision of the Ted Stevens Olympic and Amateur Sports Act relating to the USCA's recognition as a National Governing Body, except with respect to matters set forth in Section 15.1(a)(ii);
or

ii. Opportunity to Compete, a/k/a Right to Compete. Any individual who is an athlete involved in the sport of curling, or any coach, trainer, manager, administrator or official active in the sport of curling, who believes that he/she has been denied the right to participate, a/k/a opportunity to compete in the Olympic Games, the Pan-American Games, or a World Championship Competition, or such other protective competition that is defined by Article 1, Section 2(H) of the By-Laws of the USOC, as amended from time to time, as a result of the administration or interpretation of specific USCA Rules, Regulations or By-Laws, except as concerns matters set forth in Section 15.8(a)(i), above.

(b) Complaints filed under this Article shall be administered by the Judicial Committee and its delegates.

(c) Any decision concerning an anti-doping rule violation adjudicated by an independent anti-doping organization designated by the USOC and/or USCA to conduct drug testing shall not be reviewable through or the subject of the complaint procedures in this Article.

Section 15.2. Manner of Filing and Contents.

The complainant shall file the complaint with the Judicial Committee. The complaint shall set forth in clear and concise language in numbered paragraphs: (i) the alleged violation, grievance, denial or threat to deny, (ii) the facts which support the allegations, (iii) the legal basis which supports the relief requested, (iv) the relief requested, and (v) the competition that is the subject of the complaint, as applicable. The complainant shall sign the complaint.

Section 15.3. Filing Fee.

Any complaint filed shall be accompanied with a \$250.00 filing fee, except the USCA is not required to pay a filing fee. The complainant may request that the filing fee be reduced or waived for reasons of significant financial hardship. If such request is made, the Judicial Committee shall determine whether or not to reduce or waive the filing fee.

Section 15.4. Statute of Limitations.

A complaint filed under this Article shall be filed, without exception, within six (6) months of the occurrence of the alleged violation, grievance, denial or threat to deny. A complaint not filed in accordance with Sections 15.2, 15.3, and 15.10 shall render the filing ineffective whereby the complaint shall be deemed to have not been filed. Failure to timely file the complaint shall be a basis to dismiss the complaint with prejudice.

Section 15.5. Field of Play Decisions.

The final decision of a umpire during a competition regarding a field of play decision (a matter set forth in the rules of the competition to be within the discretion of the umpire) shall not be reviewable through the procedures for, or the subject of, Administrative Grievances or Right to Compete Complaints unless the decision is: (i) outside the authority of the umpire to make, or (ii) the product of fraud, corruption, partiality or other misconduct of the umpire. For purposes of this Section, the term “umpire” shall include any individual with discretion to make field of play decisions.

Section 15.6 Administration.

The Judicial Committee shall be responsible to ensure that all complaints are heard in a timely, fair and impartial manner. The Judicial Committee may promulgate procedures in addition to those set forth in this Article for the effective administration of complaints filed with USCA.

Section 15.7 Hearing Panel.

Upon the filing of a complaint pursuant to Section 15.2, the chair of the Judicial Committee, after consultation with the other Committee members, shall appoint a hearing panel consisting of three (3) individuals to hear the complaint. The chair of the Judicial Committee shall also appoint a chair of the hearing panel. Judicial Committee members may be appointed to serve on the hearing panel. Other disinterested individuals identified by the Judicial Committee may also be appointed to serve on the hearing panel. At least one (1) member of the hearing panel shall be an athlete representative. Members of the panel need not be members of USCA or involved in the sport of curling. It is recommended that at least one (1) member of the hearing panel have a legal background.

Section 15.8. Conduct of the Proceeding.

(a) The Hearing Panel shall not investigate the facts independently from those presented at the hearing. The Hearing Panel may direct the CEO or his designated representative to investigate the facts and present the same at the hearing. All parties shall cooperate with the CEO or his designated representative in providing information regarding the complaint.

(b) The Hearing Panel shall rule on all motions and other matters raised in the proceeding. If the complaint is not dismissed, the Hearing Panel shall hold a hearing on the complaint. The Hearing Panel shall set such timelines and other rules regarding the proceeding

and the conduct of the hearing as it deems necessary. The hearing shall be informal, except that testimony shall be taken under oath. Rules of evidence shall not be strictly enforced; instead, the rules of evidence generally accepted in administrative proceedings shall be applicable. The Hearing Panel shall determine the admissibility, relevance and materiality of the evidence offered and may exclude evidence deemed by the Hearing Panel to be accumulative or irrelevant.

(c) The hearing may be conducted by teleconference, if necessary or convenient to the parties. Each party shall have the right to appear personally or through a legal representative. As determined by the chair of the Hearing Panel, all parties shall be given a reasonable opportunity to present and examine evidence, cross-examine witnesses and to present argument. Members of the Hearing Panel shall have the right to question witnesses or the parties to the proceeding during the hearing.

(d) Any party may have a record made of the hearing. A court reporter may be present at the hearing at the request of a party. The court reporter shall be paid for by the party requesting the court reporter, or if mutually agreed, the cost may be equally divided. Any person participating in said hearing, including without limitation the Hearing Panel, shall be entitled to obtain a transcript at their cost.

(e) The Hearing Panel, either on its own directive or at the request of a party, may direct the production of documents or other information. Further, the Hearing Panel may require that the parties prior to the hearing: (i) identify any witnesses the parties intend to call at the hearing, and (ii) exchange copies of all exhibits the parties intend to submit at the hearing.

(f) The Hearing Panels shall set due dates for the exchange of said information. The Hearing Panel is authorized to resolve any disputes concerning the exchange of information, including prohibiting the examination of witnesses or the production of exhibits not timely exchanged.

(g) At the request of a party, the Hearing Panel may adjourn the hearing to allow for mediation of the complaint. The Hearing Panel shall set a deadline for completion of the mediation. After consultation with the parties, the Hearing Panel shall appoint a mediator. The mediator shall not be a member of the Hearing Panel appointing the same.

(h) In computing any period of time, the last day of the period so computed shall be included, unless it is a Saturday, a Sunday or a legal holiday, in which event the period runs until the end of the next day which is not one of the aforementioned days. The parties may modify any period of time by mutual agreement and further subject to the consent of the Hearing Panel. The Hearing Panel may extend any period of time as it deems necessary to fairly and completely hear the matter.

(i) The burden of proof at the hearing shall be upon the complainant who shall also initially have the burden of going forward with the evidence. The respondent shall then have the burden of going forward with evidence in opposition to the complaint and in support of respondent's position.

(j) The complaint must establish by a preponderance of the evidence that a violation has occurred for which the relief requested is available.

(k) a party or anyone acting on behalf of any party shall have no ex parte communications with any hearing panel member concerning the merits of the complaint before the hearing panel.

Section 15.9. Expedited Procedures.

Upon the request of a party, and provided that it is necessary to expedite the proceeding in order to resolve a matter relating to a competition that is so scheduled that compliance with regular procedures would not be likely to produce a sufficiently early decision to do justice to the affected parties, the Judicial Committee is authorized to order that the complaint be heard and decided within forty-eight (48) hours of the filing of the complaint. In such a case, the hearing panel is authorized to hear and decide the complaint pursuant to such procedures as are necessary, but fair and impartial to the parties involved.

Section 15.10. Complaints Involving Selection to Participate in a Competition.

Where a complaint is filed involving selection of an individual or team to participate in a competition, the complainant shall include with the complaint a list of all other individuals, together with their contact information, that may be adversely affected by a decision rendered on the complaint. The hearing panel shall determine which additional individuals must receive notice of the complaint. The complainant shall then be responsible for providing appropriate notice to these individuals. Any individual so notified then shall have the option to participate in the proceeding as a party. If an individual is notified of the complaint, then that individual shall be bound by the decision of the hearing panel even though the individual chose not to participate as a party.

Section 15.11. Decision.

The deliberation of the Hearing Panel shall be closed to the parties and the other persons. A decision shall be determined by a majority of the Hearing Panel. The Hearing Panel's decision shall be in writing and distributed to the parties.

Section 15.12. USOC.

Any party may appeal a decision of the hearing panel to the USOC pursuant to the By-Laws of the USOC. Said appeal shall be de novo in nature.

ARTICLE 16.

SANCTIONING EVENTS

Section 16.1. Prompt Review of Request.

USCA shall promptly review every request submitted by an amateur sports organization or person for a sanction and make a determination on such request: (i) to hold an international or national amateur athletic competition in the United States, or (ii) to sponsor United States curling athletes to compete in an international athletic competition held outside the United States.

Section 16.2. Standard for Review.

If USCA, as a result of its review: (i) does not determine by clear and convincing evidence that holding or sponsoring an international or national amateur athletic competition would be detrimental to the best interest of United States curling, and (ii) confirms that the amateur sports organization or person meets the requirements for obtaining a sanction as set forth in these Bylaws, then USCA shall grant the sanction requested by the amateur sports organization or person.

Section 16.3. Requirements for Holding an International or National Amateur Athletic Competition in the United States.

An amateur sports organization or person requesting a sanction to hold an international or national amateur athletic competition in the United States shall comply with the following requirements:

- (a) submits, in the form required by USCA, an application to hold such competition;
- (b) pays to USCA the required sanctioning fee, provided that such fee shall be reasonable and nondiscriminatory;
- (c) submits to USCA an audited or notarized financial report of similar events, if any, conducted by the organization or person; and
- (d) demonstrates that:
 - i. appropriate measures have been taken to protect the amateur status of athletes who will take part in the competition and to protect their eligibility to compete in amateur competition;
 - ii. appropriate provision has been made for validation of records which may be established during the competition;
 - iii. due regard has been given to any international amateur athletic requirements specifically applicable to the competition;

- iv. the competition will be conducted by qualified officials;
- v. proper medical supervision will be provided for athletes who will participate in the competition; and
- vi. proper safety precautions have been taken to protect the personal welfare of the athletes and spectators at the competition.

Section 16.4. Requirements for Sponsoring United States Curling Athletes to Compete in An International Athletic Competition Held Outside the United States.

An amateur sports organization or person requesting a sanction to sponsor United States curling athletes to compete in an international athletic competition held outside the United States shall comply with the following requirements:

- (a) submits, in the form required by USCA, an application to hold such competition;
- (b) pays to USCA the required sanctioning fee, provided that such fee shall be reasonable and nondiscriminatory;
- (c) submits a report of the most recent trip to a foreign country, if any, that the amateur sports organization or person sponsored for the purpose of having United States amateur athletes compete in international amateur athletic competition, and
- (d) submits a letter from the appropriate entity that will hold the international amateur athletic competition certifying that :
 - i. appropriate measures have been taken to protect the amateur status of athletes who will take part in the competition and to protect their eligibility to compete in amateur competition;
 - ii. appropriate provision has been made for validation of records which may be established during the competition;
 - iii. due regard has been given to any international amateur athletic requirements specifically applicable to the competition;
 - iv. the competition will be conducted by qualified officials;
 - v. proper medical supervision will be provided for athletes who will participate in the competition; and
 - vi. proper safety precautions have been taken to protect the personal welfare of the athletes and spectators at the competition.

ARTICLE 17.

RECORDS OF THE CORPORATION

Section 17.1. Minutes.

USCA shall keep as permanent records minutes of all meetings of the Members' Assembly and the Board of Directors, a record of all actions taken by the Board of Directors without a meeting, and a record of all waivers of notices of meetings of the Board of Directors.

Section 17.2. Accounting Records.

The USCA shall maintain appropriate accounting records.

Section 17.3. Membership List.

USCA shall maintain a record of the Members in a form that permits preparation of a list of the names and addresses of the Members in alphabetical order, by class.

Section 17.4. Records In Written Form.

USCA shall maintain its records in written form or in another form capable of conversion into written form within a reasonable time.

Section 17.5. Website.

USCA shall maintain a website for the dissemination of information to its Members. USCA shall publish on its website (i) its Bylaws, rules, and regulations (ii) a procedure for communicating with the Chair of the Audit/Finance Committee regarding accounting, internal accounting controls, or audit-related matters; (iii) its most recent annual financial statement; and (iv) its most recent 990 Form filed with the Internal Revenue Service. So as to facilitate the ability of interested parties to communicate their concerns or questions, USCA shall publish on its website a mailing address and an e-mail address for communications directly with the Board.

Section 17.6. Records Maintained at Principal Office. USCA shall keep a copy of each of the following records at its principal office:

- (a) the Articles of Incorporation;
- (b) the By-Laws ;
- (c) rules and regulations that govern the technical conduct of curling's events in the United States as USCA Board and Chief Executive Officer determine is appropriate in their sole discretion;

(d) the minutes of all meetings of the Board of Directors, and records of all action taken by the Board without a meeting, for the past three (3) years;

(e) a list of the names and business or home addresses of the current directors and officers;

(f) a copy of the most recent corporate report delivered to the Wisconsin Secretary of State;

(g) all financial statements prepared for periods ending during the last three (3) years;

(h) USCA's application for recognition of exemption and the tax-exemption determination letter issued by the Internal Revenue Service; and

(i) all other documents or records required to be maintained by USCA at its principal office under applicable law or regulation.

Section 17.7. Inspection of Records by Members.

The following rights and restrictions shall apply to the inspection of records by Members:

(a) Records Maintained at Principal Office. A member shall be entitled to inspect and copy, during regular business hours at USCA's principal office, any of the records of the USCA described in Section 17.6., provided that the Member gives USCA written demand at least five (5) business days before the date on which the Member wishes to inspect and copy such records.

(b) Financial Statements. Upon written request of any Member, USCA shall mail to such member its most recent annual financial statements showing in reasonable detail its assets and liabilities and results of its operations.

(c) Membership List.

i. Preparation of Membership Voting List. After determining the Members entitled to vote in an election, USCA shall prepare, by class, an alphabetical list of the names of all Members who are entitled to vote. The list shall show for each Member entitled to vote, that member's name and address, and the number of votes the Member is entitled to cast.

ii. Right of Inspection. A Member shall be entitled to inspect and copy, during regular business hours at USCA's principal office, a list of Members who are entitled to vote in an election, provided that (1) the Member has been a Member for at least three (3) months immediately preceding the demand to inspect or copy, (2) the demand is made in good faith and for a proper purpose reasonably related to the Member's interest as a Member, (3) the Member gives USCA written demand at least five (5) business days before the date on which the Member wishes to inspect and copy such voting list, (4) the Member describes with reasonable particularity the purpose for the inspection, and (5) the inspection of the list of Members is directly connected with the described purpose. Any

Member seeking to inspect and copy a membership list shall, prior to such inspection and copying, execute a signed agreement in the form as approved by USCA limiting the use of such list in accordance with Section 17.7.c.3.

iii. Limitation on Use of Membership Voting List. Without consent of the Board of Directors, a membership voting list may not be obtained or used by any person for any purpose unrelated to a Member's interest as a member. Without limiting the generality of the previous sentence, without the consent of the Board a membership voting list may not be: (1) used to solicit money or property; (2) used for any commercial purpose; or (3) sold to or purchased by any person.

(d) Scope of Members' Inspection Rights.

i. Agent or Attorney. The member's duly authorized agent or attorney has the same inspection and copying rights as the member.

ii. Right to Copy. The right to copy records under these Bylaws includes, if reasonable, the right to receive copies made by photographic, xerographic, electronic or other means.

iii. Reasonable Charge for Copies. USCA may impose a reasonable charge, covering the costs of labor and material, for copies of any documents provided to a Member. The charge may not exceed the estimated cost of production and reproduction of the records. The charge shall be prepaid before the records are supplied to the Member.

iv. Litigation. Nothing in these Bylaws shall limit the right of a Member to inspect records to the same extent as any other litigant if the Member is in litigation with USCA, or the power of a court to compel the production of corporate records for examination.

ARTICLE 18.
CODE OF ETHICS

Section 18.1. Code of Ethics.

USCA shall adopt a Code of Ethics and an Ethics and Conflicts of Interest Policy (the “Code”) applicable to all USCA, employees, directors of the Board, committee members, and volunteers. The Code shall be approved by the USOC. Each USCA employee and volunteer shall annually certify compliance with the Code.

ARTICLE 19.

FIDUCIARY MATTERS

Section 19.1. Indemnification.

USCA shall defend, indemnify and hold harmless each director of the Board, each standing committee chair and each officer from and against all claims, charges and expenses which he or she incurs as a result of any action or lawsuit filed in state or federal court or administrative agency brought against such director, standing committee chair or officer arising out of the latter's performance of his or her duties with USCA, unless such claims, charges and expenses were caused by fraud or willful misconduct on the part of said person.

Section 19.2. Discharge of Duties.

Each director of the Board, committee chair and officer shall discharge his or her duties: (i) in good faith, (ii) with the care an ordinarily prudent individual in a like position would exercise under similar circumstances, and (iii) in a manner the director, committee chair or officer reasonably believes to be in the best interests of USCA.

Section 19.3. Conflicts of Interest.

If any director of the Board, officer, committee or task force member has a financial interest in any contract or transaction involving USCA, or has an interest adverse to USCA's business affairs, and that individual is in a position to influence a determination with regard to the contract, transaction or business affair, such individual shall: (i) disclose the conflict of interest, (ii) not participate in the evaluation of the contract, transaction or business affair and (iii) not vote on the contract, transaction or business affair.

Section 19.4. Prohibited Loans.

No loans shall be made by USCA to the Chair of the Board, to any director of the Board, or to any committee or task force member or to any USCA employee. Any Chair, director, committee or task force member or USCA employee, who assents to or participates in the making of any such loan, shall be liable to USCA for the amount of such loan until it is repaid.

ARTICLE 20.

FINANCIAL MATTERS

Section 20.1. Fiscal Year.

The fiscal year of USCA shall commence July 1st and end on June 30th each year.

Section 20.2. Budget.

USCA shall have an annual budget.

Section 20.3. Audit

Each year USCA shall have an annual audit of its books and accounts prepared by an independent certified public accountant as recommended by the Audit Committee. The Audit/Finance Committee shall provide the auditor's report to the Board of Directors upon completion.

Section 20.4. Individual Liability.

No individual director of the Board or officer shall be personally liable in respect of any debt or other obligation incurred in the name of USCA pursuant to the authority granted directly or indirectly by the Board of Directors.

Section 20.5. Irrevocable Dedication and Dissolution.

The property of USCA is irrevocably dedicated to charitable purposes, and no part of the net income or assets of USCA shall inure to the benefit of private persons. Upon the dissolution or winding up of USCA, its assets remaining after payment, or provision for payment, of all debts and liabilities of USCA, shall be distributed to a nonprofit fund, foundation, or corporation which is organized and operated for charitable purposes and which has established its tax exempt status under Section 501(c)(3) of the Internal Revenue Code, as amended.

Section 20.6. Dividends.

No dividends shall be paid and no part of the income of the corporation shall be distributed to its members, directors, officers or committee members.

Section 20.7. Distributions of Assets on Dissolution.

Upon the dissolution or winding up of the Corporation, its assets remaining after payment of, or provisions for payment of, all debts and liabilities of the Corporation, shall be distributed to any and all Members exempt under Section 501(c)(3) of the Internal Revenue Code, as amended from time to time, which Members shall be exempt as of the date of dissolution. The assets remaining will be distributed proportionately to that Member's total number of individual curlers of all Members of the Corporation who are exempt under Section 501(c)(3) as of the date of dissolution.

ARTICLE 21.

MISCELLANEOUS PROVISIONS

Section 21.1. Severability and Headings.

The invalidity of any provision of these Bylaws shall not affect the other provisions of these Bylaws, and in such event these Bylaws shall be construed in all respects as if such invalid provision were omitted.

Section 21.2. Saving Clause.

Failure of literal or complete compliance with any provision of these Bylaws in respect of dates and times of notice, or the sending or receipt of the same, or errors in phraseology of notice of proposals, which in the judgment of the directors of the Board do not cause substantial injury to the rights of the directors, or the Members shall not invalidate the actions or proceedings of the directors or Members at any meeting.

ARTICLE 22.
AMENDMENTS

Section 22.1. Amendments to By-Laws.

These By-Laws may be repealed or amended, in whole or in part, by a two-thirds vote of the Board of Directors. However, no such changes in the Bylaws shall be adopted unless the directors shall have been notified in writing of the subject of the proposed change by regular mail, facsimile or electronic mail sent at least thirty (30) days prior to the date of the next scheduled meeting; or unless each of the directors not so notified shall execute a waiver of such notice.

Section 22.2. Members' Assembly Referendum on Amended By-Laws.

(a) Any and all amendments to these By-Laws shall be posted on the website or other means of communication to the Members maintained by the USCA. To be effectively posted on the website, the fact of the amendment being enacted and the content of said amendment shall be found on the home page or its equivalent of the USCA. In the alternative, an e-mail communication containing the same content may be sent to the designated representatives of the Members, which representatives are identified pursuant to Section 10.9.

(b) Within thirty (30) days of the initial posting of any amendment to these By-Laws, a Petition may be filed with the CEO requesting a referendum vote to reject any or all of said amended By-Laws. The Petition shall be signed by the designated representatives of Members, which Members are in good standing. To be effective, said Petition shall be signed by Members in good standing representing no less than 10% of the total vote, as certified by the USCA's Treasurer pursuant to Section 10.7(b).

(c) Notice of the Referendum vote shall be provided to each Member in good standing by e-mail or other electronic communication device. Each Member shall have fourteen (14) business days from the sending of said Notice to cast their vote. No proxies will be permitted; however, State or Regional Curling Associations acting as designated representatives of curling club members shall be entitled to cast its vote on behalf of those curling club members who said State or Regional Curling Association is the designated representative. Each Member may cast their vote by e-mail or by the same method of electronic communication by which said Notice was provided.

(d) For the amendment to the By-Laws to be rejected by Referendum, votes equaling or in excess of two-thirds (2/3rds) of the total votes as certified by the USCA's Treasurer pursuant to Section 10.7(b) must be cast to reject.

(e) Upon the lapsing of thirty (30) days after said initial posting of the amendment to the By-Laws and without the timely filing of said Petition, said amendment shall be in full force and effect until subsequently amended.

(f) Only for purposes of said Referendum vote, athlete representatives shall have a vote equal to 20% of the total vote of the Members as certified by the USCA Treasurer pursuant to Section 10.7(b). For the purpose of providing notice and voting, athlete representatives shall be deemed Members. The right to cast the 20% athlete representative vote shall be split equally between those athlete representatives who are then currently members of the Nominating/Governance Committee, the Ethics Committee and the Judicial Committee. Notice of the Referendum shall be given to each of said athlete representatives.

Section 22.3. Amendment to Articles of Incorporation.

The Articles of Incorporation may be amended, in whole or in part, by a two-thirds vote of the Members. However, no such changes in the Articles shall be adopted unless the Members shall have been notified in writing of the subject of the proposed change by regular mail, facsimile or electronic mail sent at least thirty (30) days prior to the date of the next annual meeting of the Members' Assembly.

ARTICLE 23.

DEFINITIONS

Section 23.1. “Non-dedicated ice curling club” shall mean a curling club who conducts leagues populated by individual curler members who are curling on arena or other non-dedicated curling ice surfaces on a regular basis.

Section 23.2. “Athlete-Elected” in the context of an Athlete-Elected position shall have the meaning as set forth in the USOC’s By-Laws, as amended from time to time. A copy of the current definition is attached hereto as Exhibit A.

Section 23.3. “Curling Club” shall mean a group of Individual Curlers sharing a common curling facility.

Section 23.4. “Governance Position” shall mean a board-elected position on a committee or a member of the Nominating/Governance Committee of the USCA or a position on the board or board-elected member of a committee of the international federation for curling or other sport family entity of curling.

Section 23.5. “Individual Curler” shall mean any person who is recognized as a dues paying member of a curling club or using the facilities of a curling club on a regular fee paying basis, which curling club is a Member of the USCA.

Section 23.6. “Member” shall mean member of the USCA. Member includes those entities as set forth in Section 5.1 of these By-Laws.

Section 23.7 “State or Regional Curling Association” shall mean association of curling clubs conducting programs that are regional in scope. Initially, the State or Regional Curling Association’s recognized by the USCA are as follows: Alaska, Washington, Mountain Pacific, Colorado, Nebraska, Dakotas, Minnesota, Wisconsin, Illinois, Great Lakes, and Grand National.

Section 23.8 “Club at Large” shall mean a curling club that does not belong to any State or Regional Curling Association.

ARTICLE 24.

EFFECTIVE DATE AND TRANSITION

Section 24.1. Effective Date and Election/Selection of New Board.

These Bylaws shall be effective when adopted by the then current Members of the United State Curling Association. Immediately upon adoption, the Governance Task Force Committee of the USCA shall initiate the process to cause election of the Board and members of the standing committees. Until such time as the new Board is seated, the then current Board of Directors of the USCA shall continue to serve as the Board with full authority to conduct all affairs of USCA as set forth in these Bylaws.



MEMBER SERVICES ANNUAL REPORT

Club Growth & Development

Nick Kitinski Committee Chair

- | | | | |
|----------------------|-----------|--------|-------|
| • Membership Growth: | 2009-2010 | 13,923 | |
| | 2010-2011 | 16,512 | 18.6% |
| | 2001-2002 | 10,805 | |
| | 2010-2011 | 16,512 | 52.8% |
| • New Clubs | 2010-2011 | 15 | 9.4% |
| • Total Clubs | | 149 | |
- Dare To Curl Video will be released early September. It is a short introductory video primarily for use in Open Houses and Learn to Curl settings. It will be available for downloading at the USA Curling website. Hard copies will be available for a small charge.
 - Two additional videos are in production, the first a longer and more instructional rather than introductory in nature. The second is an ice making video, aimed to a high degree to arena curling and transforming arena ice to curling ice in a short period of time.
 - Fall mailings will be going out the first half of September. Included in the mailing will be an “under ice” logo using the alternative logo “Welcome to Our House.” Arena clubs may request two free logos if their facilities will allow their use.
 - A Volunteer of the Year Award will be commenced this year and awarded at the end of the curling year. Competitive region finalists will be named with the National winner named from those regional winners.

- A new Club Growth & Development staff position will be filled very shortly. Applications were received and interviewed from a very large group and four finalists with very high qualifications have been selected for further interviews.
- Application has been received for a WCF Facilities Loan from the Evergreen Curling Club in the Portland, OR area. It is currently under review by the Finance Committee.
- An Ice Making course has been planned and is primarily for arena clubs. Further ice making certifications courses are being planned.

Youth Curling

Dave Jensen Committee Chair
Full Report Attached

Four areas to be stressed

- Foster Bantam Curling in states and regions
- Enhance the Junior Merit Program
- Create “How to Build a Successful Junior Program” outline for clubs
- Foster sponsorships for youth curling

Junior Camps

There is a full slate of Junior curling camps for the coming year with Directors in place for all locations.

- Philadelphia, PA
- Rice Lake, WI
- Green Bay, WI
- St. Paul, MN
- Bismarck, ND
- Seattle, WA

Stone Inventory

Stone management is being monitored and managed from USA Curling offices. Requests have been processed and stones loaned to Cincinatti and Poynette. Klamath Fall, OR needs to become a member of USA Curling in order to retain the use of two sets of stones.

College Curling

Gordon MacLean Committee Chair
Full Report Attached

- A five -team proof of concept program was successfully instituted during the last year.
- A website, www.intercollegiate-curling-usa.org . and a Facebook page have been instituted. Response has been wonderful - 42 college curling clubs in 15 states. Of the 42 schools, 21 have actual active clubs, 10 are in development or provisionally active, 1 has a varsity program. The remaining 10 are clubs that have evidence that they were active but may be in hiatus.
- The Facebook page has 31 members being monitored by Gordon.

Arena Curling

Janet Farr Committee Chair

- Arena curling clubs remain as the primary growth engine of USA Curling
- Plans continue for a National Arena Curling Championships, hopefully with the event to be held close to the end of the curling season, 2012. Gabrielle Coleman and Jonathan Havercroft are spearheading the effort.

Instruction

Sandra McMakin Committee Chair

- Updated participant manuals have been produced for skills camp and mini-membership meetings.
- Numerous Level I and Level II courses were held throughout the nation, often with upper level skill camps.
- Rochester, NY had a high -level skills camp that was well attended.
- Oakland CA had a well attended Level I, Level II and skills camp.
- Mini-membership events were limited primarily because of budgetary issues.

Jerome L. Larson
Vice President Member Services

Attachments:

YOUTH COMMITTEE REPORT - FALL 2011

The Youth Committee has identified four areas that are critical to the sustained growth of youth curling, the competitive junior pipeline, and to long-term USCA membership as a whole.

Foster Bantam curling in states and regions

The Bantam Program consists of two age levels – 13 and under, and 17 and under. Both age groups are as of December 31 of the current curling season. The 13 and under group will be played as an open format, while the older group will have a separate boys and girls format.

The goals of the Bantam Program are to:

- (1) Encourage younger kids to try competitive curling where they would be hesitant to play at the junior level,
- (2) Give these kids a chance to win at a younger age and, hopefully, to carry an optimistic curling spirit onto the junior level
- (3) Ensure a pipeline of experienced curlers feeding the junior age group

North Dakota has held Bantam age bonspiels and a State Bantam Championship for the last five years. The result has been a growing number of play-down teams competing in U-18 and junior events at a time when overall membership among most clubs has declined.

The idea is catching on. To date, discussions have been held with the Iron Range clubs of northern Minnesota, along with the Bemidji Club and the Granite Curling Club in Seattle, all of which have made plans for Bantam age bonspiels. The northern Minnesota clubs plan to initiate a Bantam tour similar to North Dakota's Bantam Program. Hopefully, the success of these club Bantam Programs will foster continued interest in Bantams among other clubs and regions.

Enhance Junior Merit Program for use by club youth program

The Junior Merit Program was developed about ten years ago by USCA instructors and coaches. Conceptually, it identifies skills and drills in a learn-at-your-own-pace program. The goal of the Youth Committee is to build on this program by developing weekly lesson plans for use by club youth directors.

Create "How to Build a Successful Junior Program" outline for clubs

Since youth curling is critical to the long-term success of curling in the United States, it is incumbent upon us to provide clubs with a road map, including a plan that is feasible in arena club settings. The Committee plans to begin work on this during the upcoming season.

Foster sponsorships for youth curling

All the goals mentioned above will come with some associated costs. We will need to find partners to help facilitate these goals. This will be a priority of the Youth Committee in the upcoming year.

Junior Camp Update

From a regional basis, we now have a full slate of Junior curling camps in place. The Rice Lake camp did not run this year due lack of a director. A new director is now in place and is making plans for next year.

East Coast (Philadelphia)	Mark Mooney
Wisconsin (Rice Lake)	Jim Shlimovitz
Wisconsin (Green Bay)	Phil Janusiak
Minnesota (St. Paul)	Lynita Delaney, Jim Dexter
North Dakota (Bismarck)	Dave Jensen
West Coast (Seattle)	Tom Violette

Respectfully submitted,

Dave Jensen
Youth Committee Chair

Report to the United States Curling Association Board of Directors- August 2011

Intercollegiate Club and Varsity Curling- Preparations for Year 2

Last winter we ran a proof of concept college club curling season, with five schools participating in two round robin events, culminating with a club championship round.

My efforts since then has been to build on that success and develop a mechanism for college curling club and varsity organizations to contact each other. I have collected as much information as I can regarding which colleges and universities have active, recognized, on campus curling clubs (the only requirement of the program).

For the coming season, the goal is to get the clubs communicating with each other and organizing tournaments. As of this point in time there are two methods of communication available. We have a Facebook page (US University Club and Varsity Curling), and our website www.intercollegiate-curling-usa.org.

At this point in time there are 31 members of the Facebook page. I personally control the membership to this page. I have not turned down a request to join the page at this point, but I do check the individuals profile out to make sure that curling is an interest or that they do belong to a curling club or a college or university or are a non-student with an interest in helping a student curling group.

Our website currently has pages for submitting event announcements, posting event results, a calendar, and most importantly our geographical listing of campus curling clubs. As of right now, I have listings for 42 college curling clubs in 15 states from Massachusetts to Colorado and from Minnesota to Missouri, Oklahoma, and Tennessee. Of the 42 schools, 21 have actual active clubs, 10 are in development or provisionally active, 1 has a varsity program. The remaining 10 are clubs that have evidence that they were active but may be in hiatus. All of the active clubs have contact information for the club's officers and/or faculty, plus website and/or Facebook page listings if available.

I have an email listing of all the contacts that I intend to use when the school year gets underway to suggest and encourage schools to contact each other, join the Facebook page and visit the website. If groups of schools have had tournaments in the past, I intend to encourage those schools to use the site to invite new participants. I also intend to encourage schools within geographical clusters that have not had a visible history of hosting intercollegiate curling events to work with their community curling facilities to start new events. If needed I will be available to act as a liaison between the community curling club and the collegiate curling club to help with the arrangements.

Hopefully by the end of this coming year we will have important intercollegiate ties that will form the framework for regular meetings of these schools on the ice.

Respectfully

Gordon A Maclean- Director College Curling

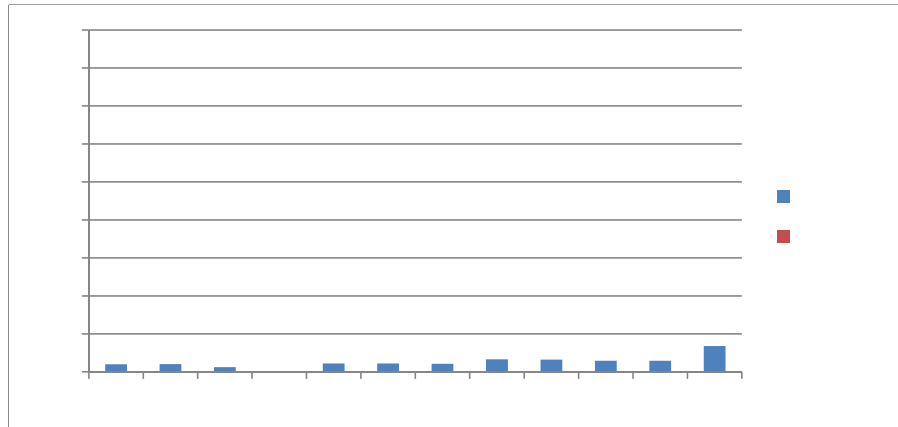
Growth Analysis – Coleman Report

Number of Curlers - Growth by Type and Region

Grey means data is suspect and likely significantly low

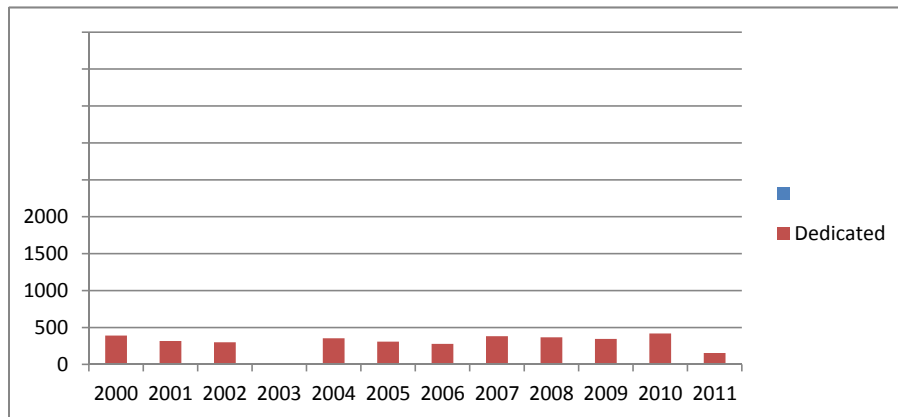
ATLG

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	100	101	62		111	111	106	166	160	147	146	340
Dedicated	0	0	0		0	0	0	0	0	0	0	0



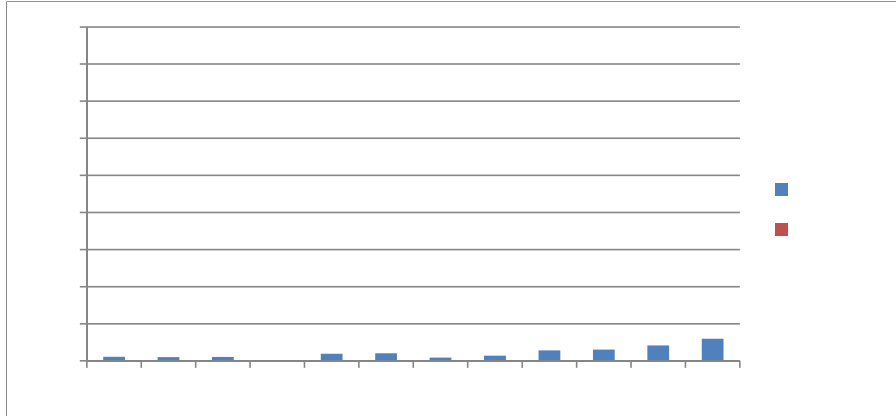
AK

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	0	0	0
Dedicated	391	317	299		354	309	278	382	368	346	419	154



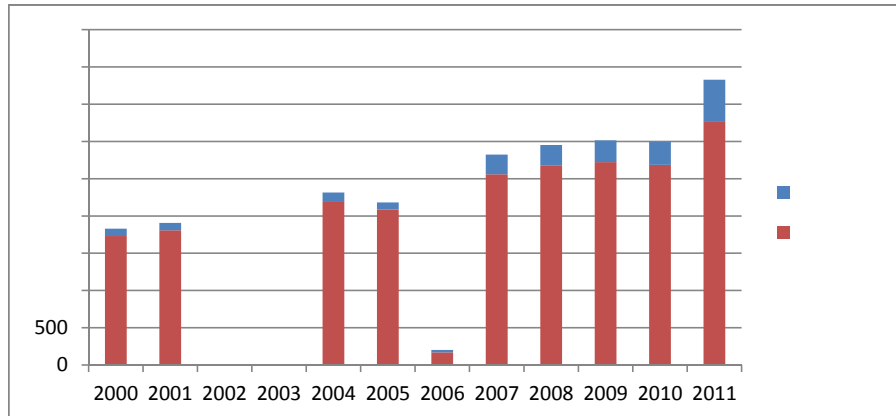
Colorado

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	54	51	52		95	102	45	70	141	151	209	299
Dedicated	0	0	0		0	0	0	0	0	0	0	0



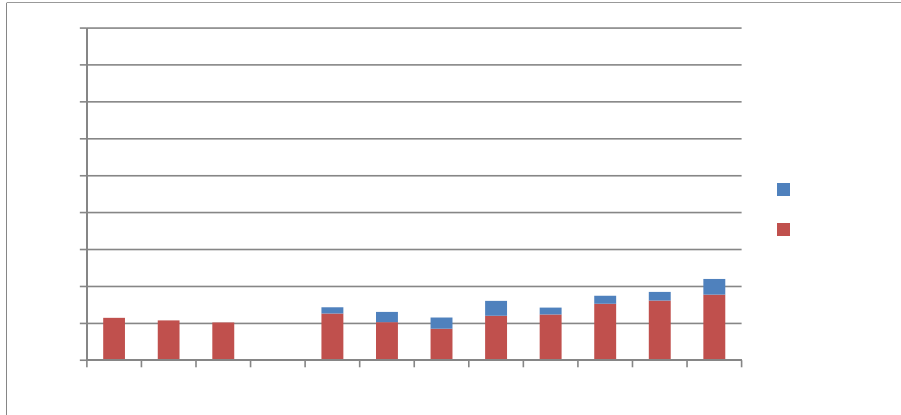
GNCC

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	99	99			128	94	32	262	279	290	310	556
Dedicated	1730	1807			2187	2088	170	2560	2672	2723	2686	3272



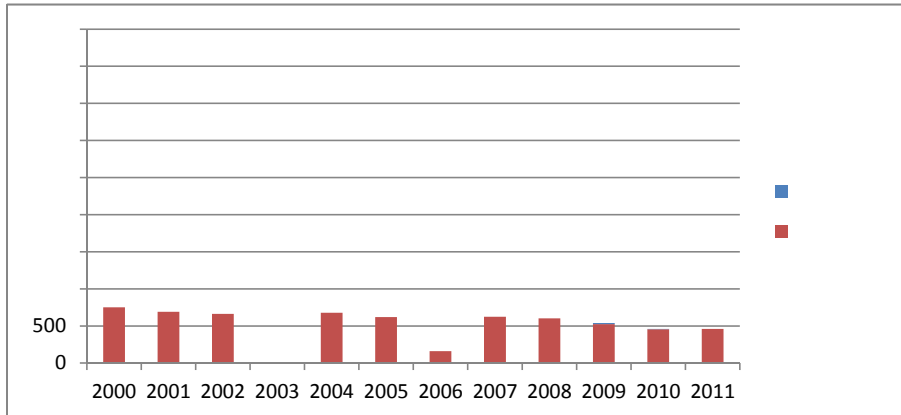
GLCA

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		85	138	151	202	93	108	116	212
Dedicated	575	540	512		634	517	428	603	621	766	810	890



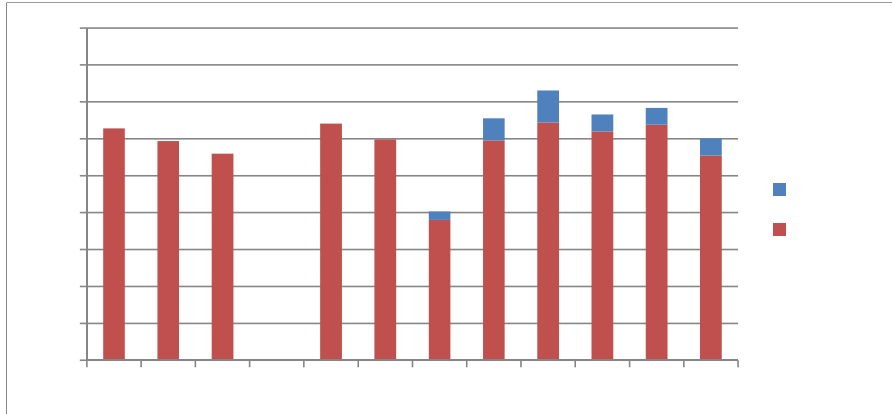
IL

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	16	5	0
Dedicated	752	692	664		679	620	161	624	602	525	456	460



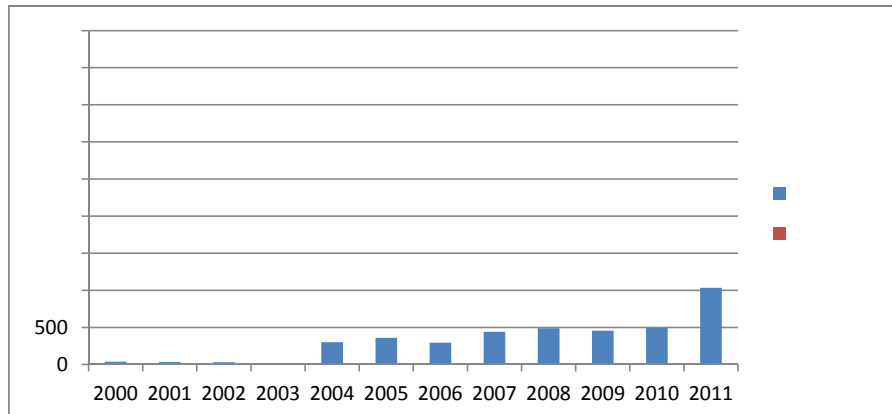
MN

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena							116	299	433	229	226	231
Dedicated	3141	2969	2799		3206	2990	1901	2979	3220	3099	3191	2773



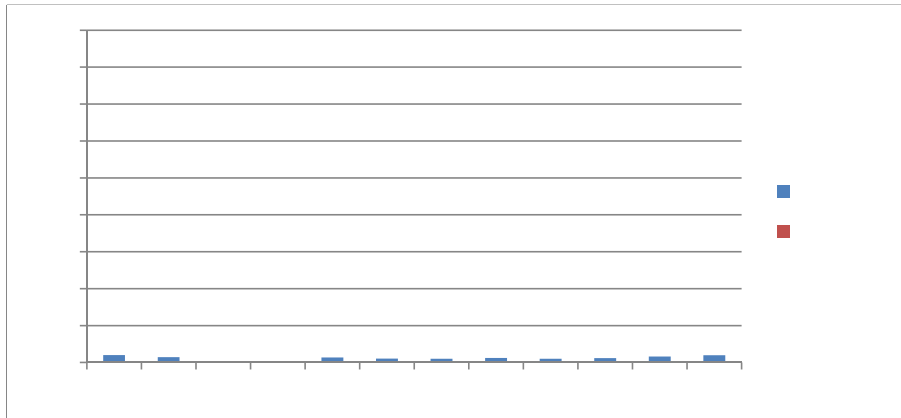
MOPAC

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	38	33	31		300	360	294	441	489	457	493	1034
Dedicated	0	0	0		0	0	0	0	0	0	0	0

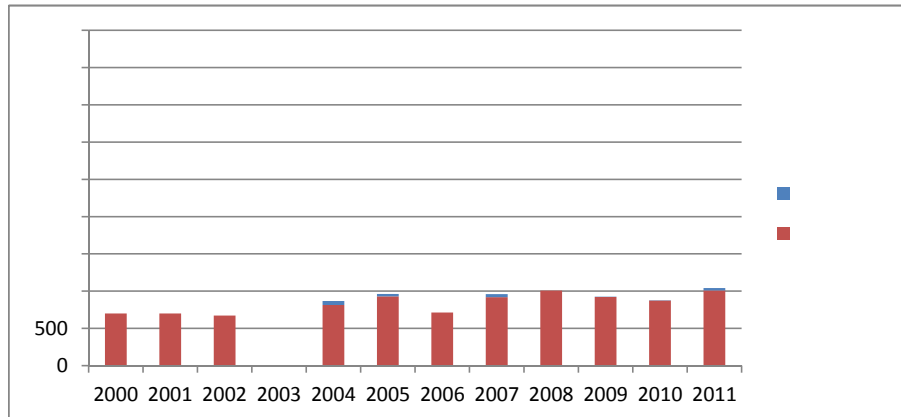


NE

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	101	72	0		68	52	50	61	51	59	81	99
Dedicated	0	0	0		0	0	0	0	0	0	0	0

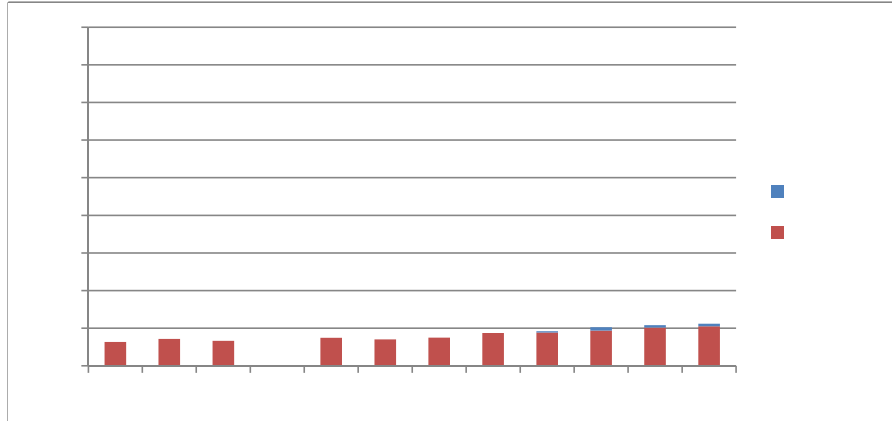
**ND**

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena					53	33		41	0	4	4	32
Dedicated	700	701	672		814	930	714	919	1007	922	875	1009



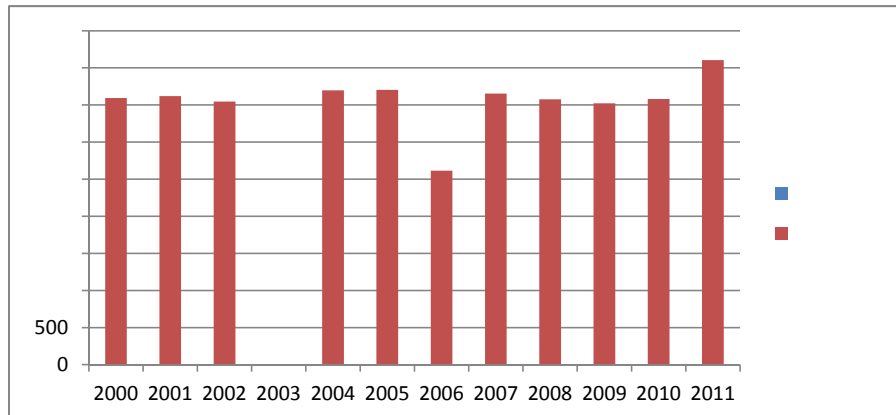
WA

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena									16	45	33	33
Dedicated	318	359	333		372	351	376	437	444	469	508	526



WI

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	0	0	0
Dedicated	3593	3620	3546		3697	3704	2615	3653	3577	3522	3581	4105



End

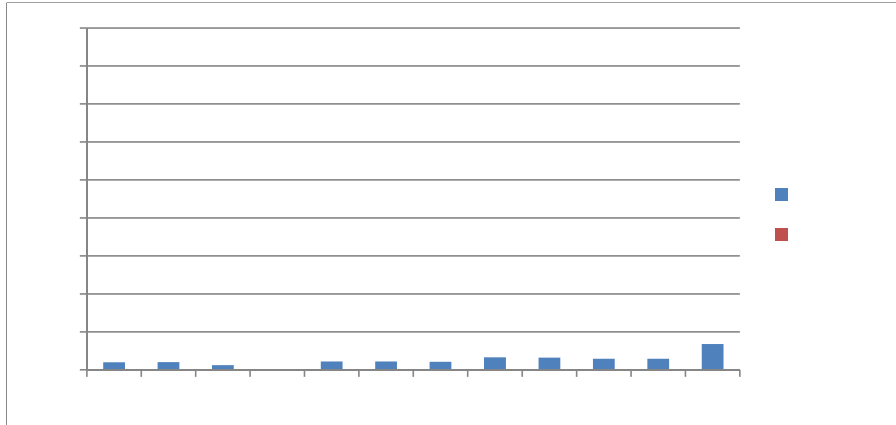
REGION	CLUB	Club Type	Notes	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
GC says - cells in grey are extremely suspect numbers (likely significantly low)															
ATLG	Number of Dedicated Clubs			0	0	0		0	0	0	0	0	0	0	0
	Number of Ded. Ice Curlers			0	0	0		0	0	0	0	0	0	0	0
	Number of Arena Clubs			2	2	2		3	3	3	4	4	4	4	5
	Number of Arena Ice Curlers			100	101	62		111	111	106	166	160	147	146	340
AK															
AK	Number of Dedicated Clubs			3	3	3		3	3	3	3	3	3	3	3
	Number of Ded. Ice Curlers			391	317	299		354	309	278	382	368	346	419	154
	Number of Arena Clubs			0	0	0		0	0	0	0	0	0	0	0
	Number of Arena Ice Curlers			0	0	0		0	0	0	0	0	0	0	0
CO															
CO	Number of Dedicated Clubs			0	0	0		0	0	0	0	0	0	0	0
	Number of Ded. Ice Curlers			0	0	0		0	0	0	0	0	0	0	0
	Number of Arena Clubs			2	2	2		2	2	2	4	4	5	5	5
	Number of Arena Ice Curlers			54	51	52		95	102	45	70	141	151	209	299
GNCC															
GNCC	Number of Dedicated Clubs			17	16			17	17	1	16	17	17	17	17
	Number of Ded. Ice Curlers			1595	1677			2060	2024	170	2452	2548	2598	2546	3094
	Number of Piggyback Clubs			7	7			7	7		8	7	7	7	7
	Number of Piggyback Curlers			135	130			127	64		108	124	125	140	178
	Total Number of People Curling in Dedicated Clubs			1730	1807			2187	2088	170	2560	2672	2723	2686	3272
	Number of Outdoor Clubs			1	1			2	2		1	2	2	2	2
	Number of Outdoor Curlers			14	23			36	42		19	40	28	49	24
	Number of Paper Clubs			5	5			5	5		4	4	3	4	4
	Number of Paper Curlers			104	94			76	38		33	37	37	46	40
	Number of Arena Clubs			4	4			4	3	1	5	7	7	9	17
	Number of Arena Ice Curlers			99	99			128	94	32	262	279	290	310	556
	GLCA														
GLCA	Number of Dedicated Clubs			7	7	7		7	8	8	8	8	8	8	8
	Number of Ded. Ice Curlers			575	540	512		634	517	428	603	621	766	810	890
	Number of Arena Clubs			0	0	0		4	5	5	6	4	4	4	5
	Number of Arena Ice Curlers			0	0	0		85	138	151	202	93	108	116	212

Number of Curlers - Growth by Type and Region

Grey means data is suspect and likely significantly low

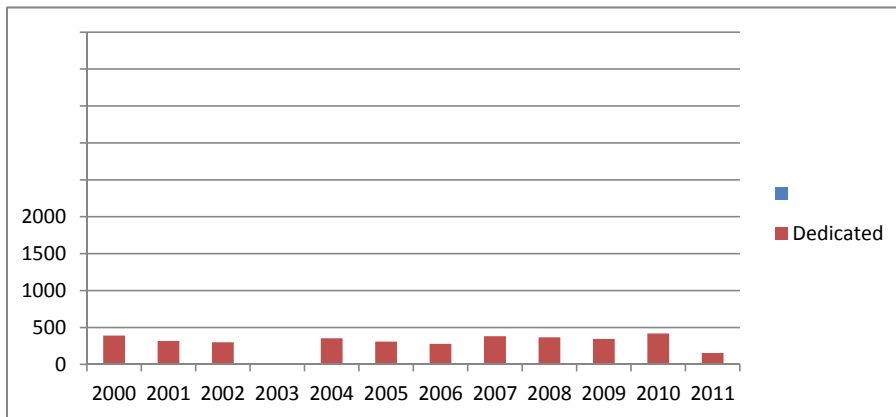
ATLG

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	100	101	62		111	111	106	166	160	147	146	340
Dedicated	0	0	0		0	0	0	0	0	0	0	0



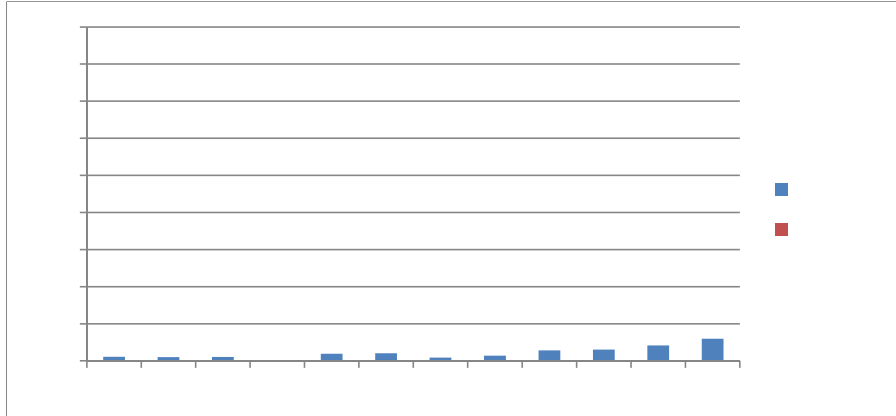
AK

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	0	0	0
Dedicated	391	317	299		354	309	278	382	368	346	419	154



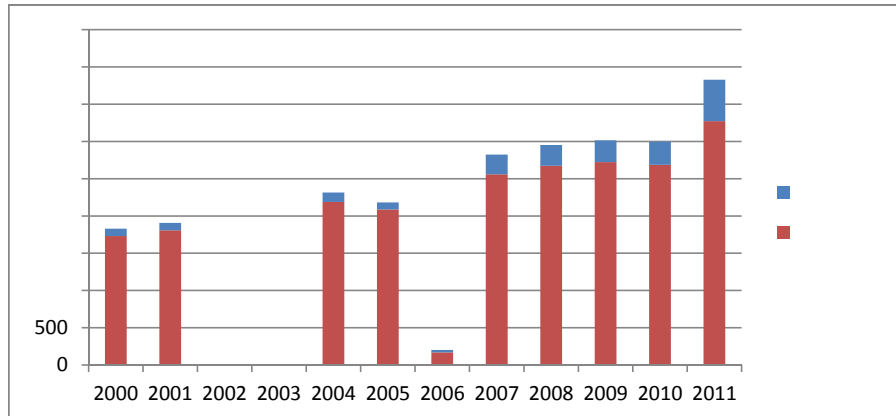
Colorado

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	54	51	52		95	102	45	70	141	151	209	299
Dedicated	0	0	0		0	0	0	0	0	0	0	0



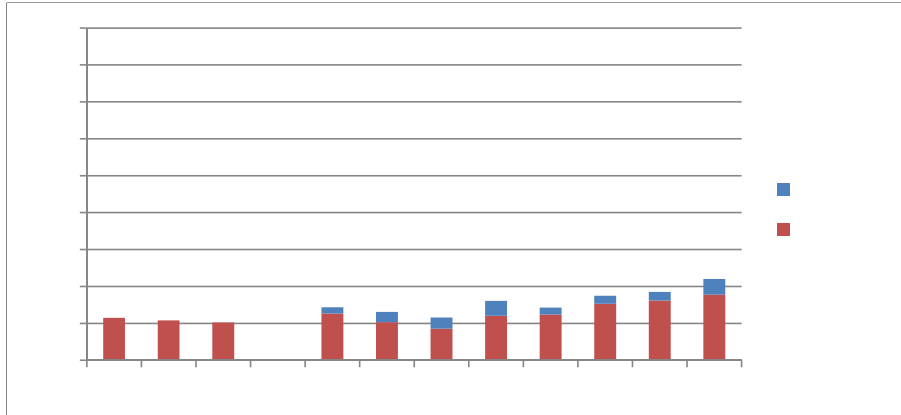
GNCC

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	99	99			128	94	32	262	279	290	310	556
Dedicated	1730	1807			2187	2088	170	2560	2672	2723	2686	3272



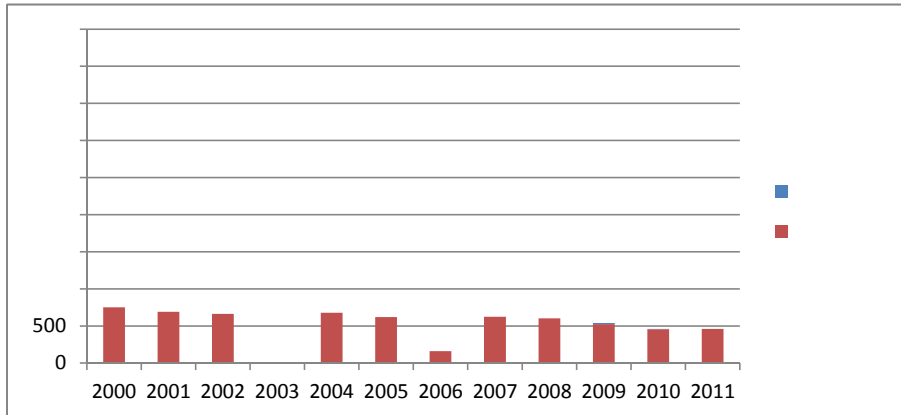
GLCA

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		85	138	151	202	93	108	116	212
Dedicated	575	540	512		634	517	428	603	621	766	810	890



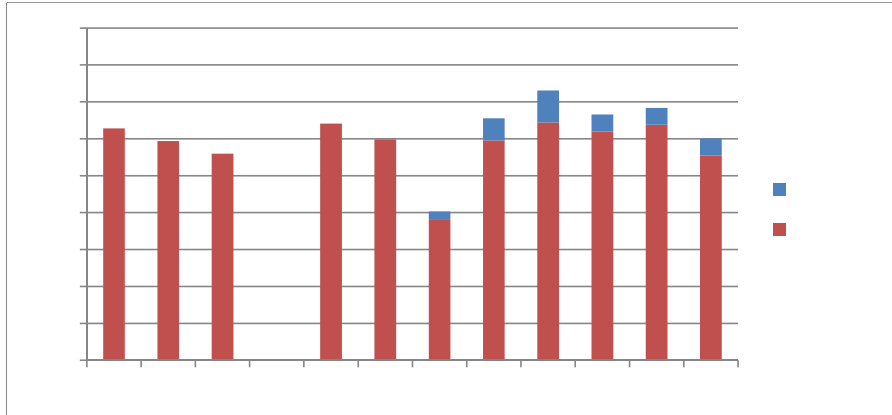
IL

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	16	5	0
Dedicated	752	692	664		679	620	161	624	602	525	456	460



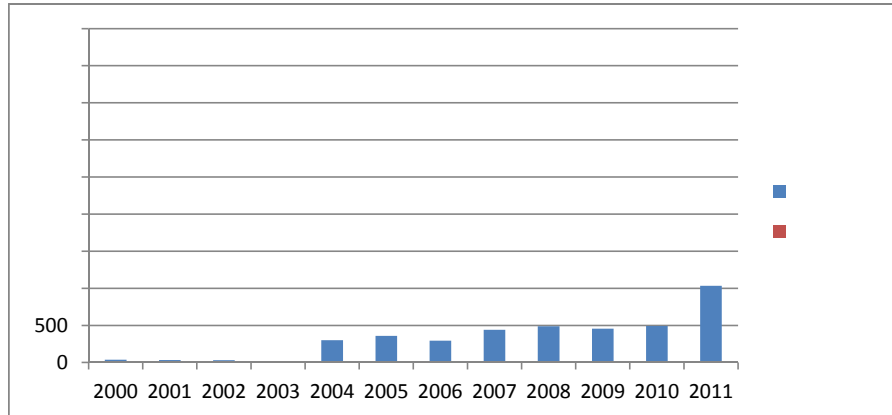
MN

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena							116	299	433	229	226	231
Dedicated	3141	2969	2799		3206	2990	1901	2979	3220	3099	3191	2773



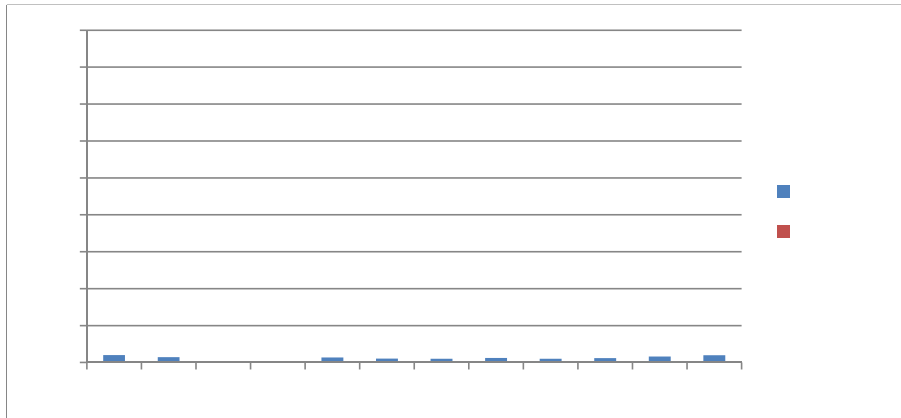
MOPAC

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	38	33	31		300	360	294	441	489	457	493	1034
Dedicated	0	0	0		0	0	0	0	0	0	0	0

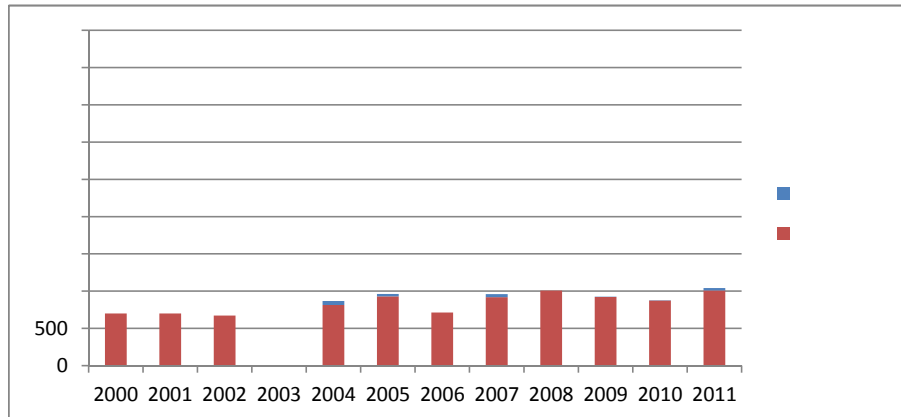


NE

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	101	72	0		68	52	50	61	51	59	81	99
Dedicated	0	0	0		0	0	0	0	0	0	0	0

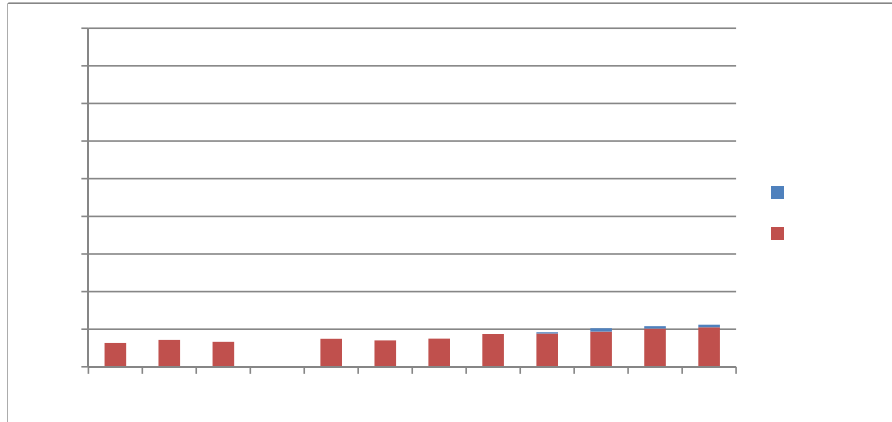
**ND**

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena					53	33		41	0	4	4	32
Dedicated	700	701	672		814	930	714	919	1007	922	875	1009



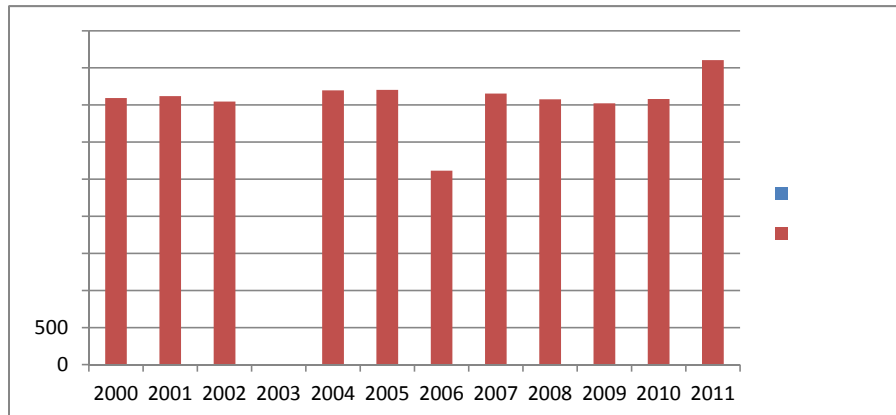
WA

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena									16	45	33	33
Dedicated	318	359	333		372	351	376	437	444	469	508	526



WI

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	0	0	0
Dedicated	3593	3620	3546		3697	3704	2615	3653	3577	3522	3581	4105



End

2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011

TOTAL NUMBER OF ARENA CLUBS

ATLG	2	2	2		3	3	3	4	4	4	4	5
AK	0	0	0		0	0	0	0	0	0	0	0
CO	2	2	2		2	2	2	4	4	5	5	5
GNCC	4	4			4	3	1	5	7	7	9	17
GLCA	0	0	0		4	5	5	6	4	4	4	5
IL	0	0	0		0	0	0	0	0	1	1	1
MN							2	3	5	5	4	4
MOPAC	1	1	2		7	7	6	10	11	11	12	13
NE	1	1	1		1	1	1	1	1	1	1	1
ND					1	1		1	1	1	1	1
WA									1	1	1	1
WI	0	0	0		0	0	0	0	0	0	0	0
TOTAL	10	10	7	0	22	22	20	34	38	40	42	53

TOTAL NUMBER OF ARENA CURLERS

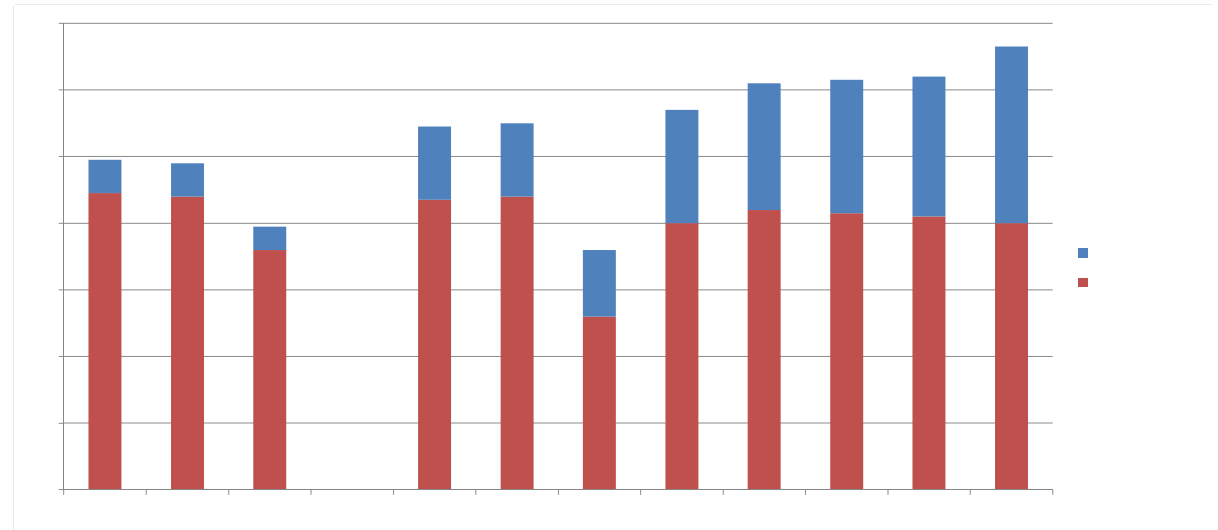
ATLG	100	101	62		111	111	106	166	160	147	146	340
AK	0	0	0		0	0	0	0	0	0	0	0
CO	54	51	52		95	102	45	70	141	151	209	299
GNCC	99	99			128	94	32	262	279	290	310	556
GLCA	0	0	0		85	138	151	202	93	108	116	212
IL	0	0	0		0	0	0	0	0	16	5	0
MN							116	299	433	229	226	231
MOPAC	38	33	31		300	360	294	441	489	457	493	1034
NE	101	72	0		68	52	50	61	51	59	81	99
ND	700	701	672		814	930	714	919	1007	922	875	1009
WA									16	45	33	33
WI	0	0	0		0	0	0	0	0	0	0	0
TOTAL	1092	1057	817	0	1601	1787	1508	2420	2669	2424	2494	3813

TOTAL NUMBER OF DEDICATED CLUBS

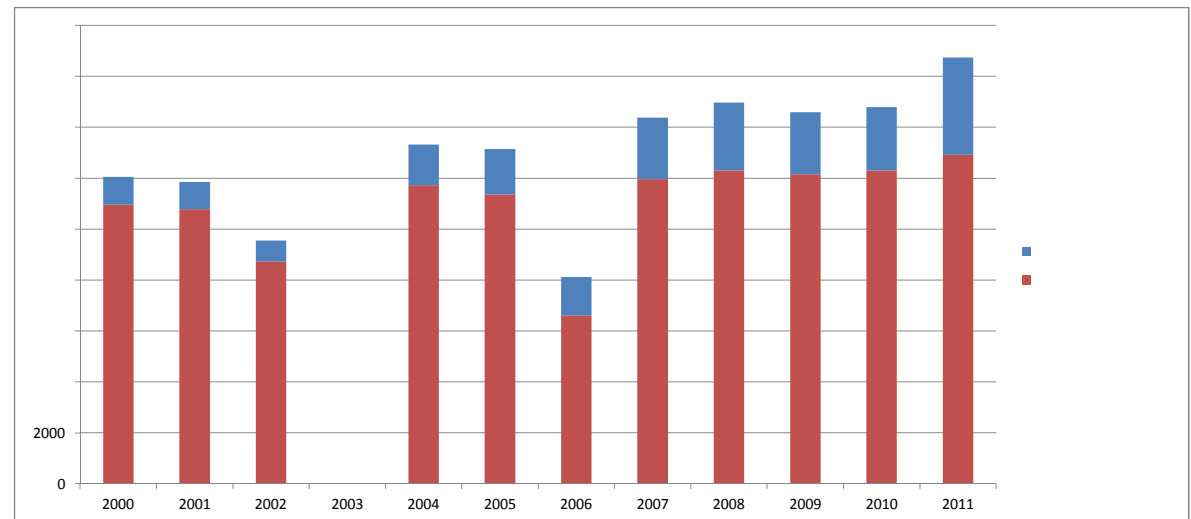
ATLG	0	0	0		0	0	0	0	0	0	0	0
AK	3	3	3		3	3	3	3	3	3	3	3
CO	0	0	0		0	0	0	0	0	0	0	0
GNCC	17	16			17	17	1	16	17	17	17	17
GLCA	7	7	7		7	8	8	8	8	8	8	8
IL	4	4	4		4	4	4	4	4	4	4	4
MN	19	19	19		19	19	9	16	16	16	16	13
MOPAC	0	0	0		0	0	0	0	0	0	0	0
NE	0	0	0		0	0	0	0	0	0	0	0
ND	12	12	12		10	10	5	8	10	10	9	9
WA	1	1	1		1	1	1	1	1	1	1	1
WI	26	26	26		26	26	21	24	25	24	24	25
TOTAL	89	88	72	0	87	88	52	80	84	83	82	80

TOTAL NUMBER OF PEOPLE WHO CURL ON DEDICATED ICE (INC PIGGYBACK)

Total Number of Clubs by Type



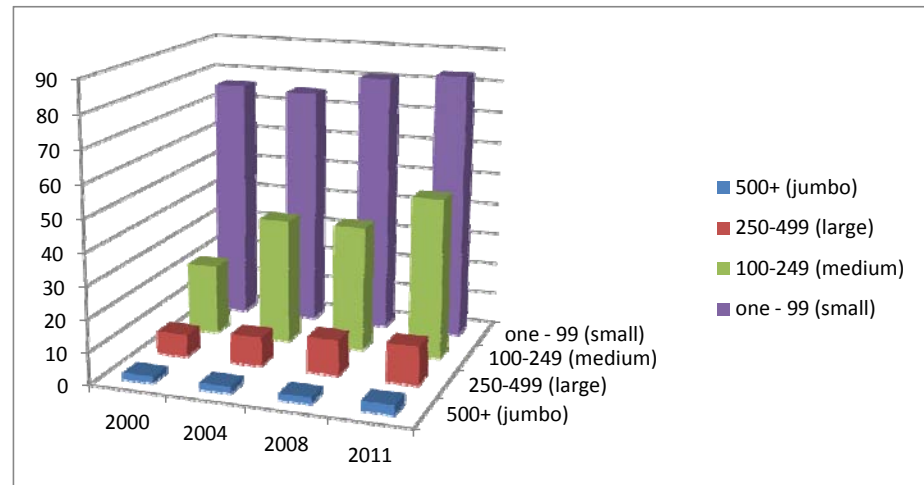
Total Number of Curlers by Type



ATLG	0	0	0	0	0	0	0	0	0	0	0	0
AK	391	317	299	354	309	278	382	368	346	419	154	
CO	0	0	0	0	0	0	0	0	0	0	0	0
GNCC	1595	1677		2060	2024	170	2452	2548	2598	2546	3094	
GLCA	575	540	512	634	517	428	603	621	766	810	890	
IL	688	644	618	628	565	141	581	552	484	419	427	
MN	3110	2947	2769	3175	2962	1884	2948	3190	3057	3146	2716	
MOPAC	0	0	0	0	0	0	0	0	0	0	0	0
NE	0	0	0	0	0	0	0	0	0	0	0	0
ND	700	701	672	814	930	714	919	1007	922	875	1009	
WA	302	342	317	359	351	376	422	437	462	501	526	
WI	3593	3620	3546	3697	3704	2615	3653	3577	3522	3581	4105	
TOTAL	10954	10788	8733	0	11721	11362	6606	11960	12300	12157	12297	12921

Overall Clubs - Number by Size

	2000	2004	2008	2011
500+ (jumbo)	2	2	2	3
250-499 (large)	7	9	11	12
100-249 (medium)	22	39	39	50
one - 99 (small)	76	75	81	83

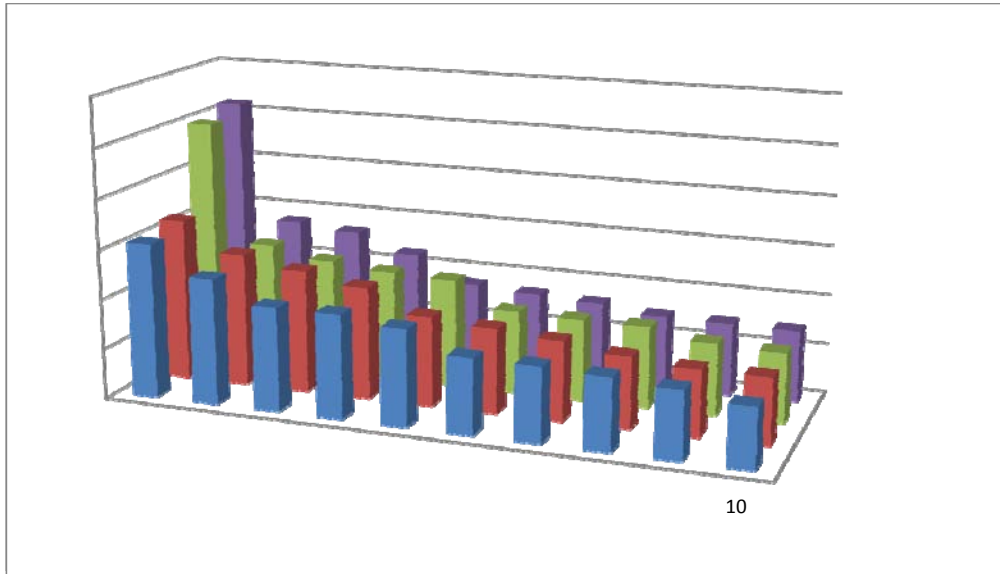


10 Biggest Clubs Overall

2000				2004				2008				2011			
MN	St. Paul	Ded	619	MN	St. Paul	Ded	651	MN	St. Paul	Ded	995	MN	St. Paul	Ded	1037
MN	Hibbing	Ded	503	MN	Duluth	Ded	534	MN	Duluth	Ded	511	WI	Madison	Ded	549
MN	Curl Mesabi	Ded	416	MN	Hibbing	Ded	493	WI	Madison	Ded	468	WA	Granite (WA)	Ded	526
WI	Madison	Ded	416	WI	Madison	Ded	451	MN	Hibbing	Ded	445	MN	Duluth	Ded	453
MN	Duluth	Ded	386	WA	Granite (WA)	Ded	359	WA	Granite (WA)	Ded	437	WI	Wausau	Ded	349
WA	Granite (WA)	Ded	302	GNCC	Broom-stones	Ded	339	GNCC	Broom-stones	Ded	334	GNCC	Broom-stones	Ded	335
AK	Fairbanks	Ded	298	MN	Curl Mesabi	Ded	319	MN	Bemidji	Ded	327	GNCC	Ardsley	Ded	322
IL	Chicago	Ded	288	AK	Fairbanks	Ded	286	WI	Wausau	Ded	326	MN	Curl Mesabi	Ded	294
WI	Wausau	Ded	270	MN	Bemidji	Ded	266	AK	Fairbanks	Ded	288	ND	Capital	Ded	292
MN	Bemidji	Ded	239	WI	Wausau	Ded	265	ND	Capital	Ded	278	MN	Bemidji	Ded	289

10 Biggest Arena Clubs

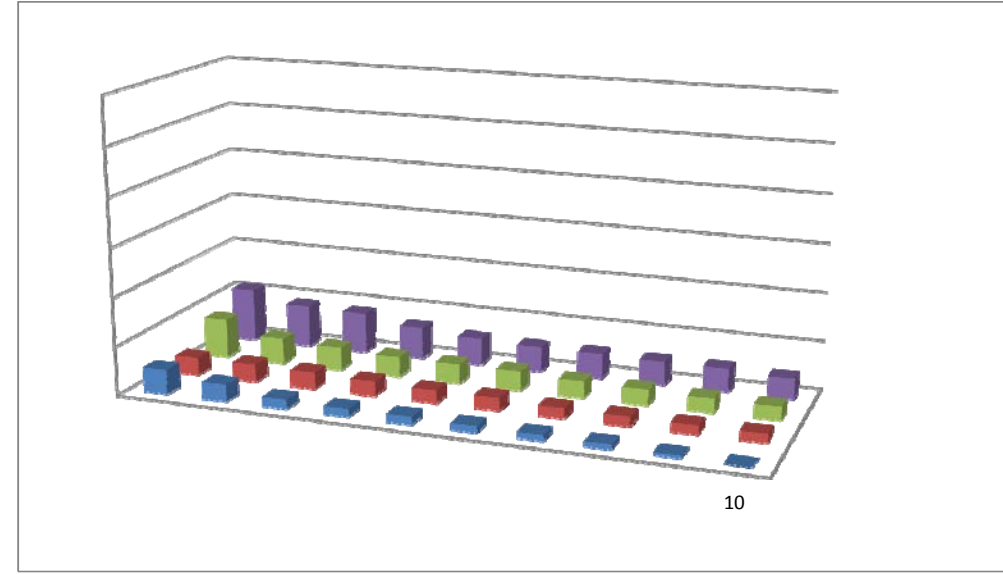
2000				2004				2008				2011			
NE	Ak-Sar-Ben	Arena	101	MOPAC	Coyotes	Arena	72	MN	Edina	Arena	161	CO	Denver	Arena	221
ATLG	Ogden	Arena	69	MOPAC	Evergreen	Arena	72	GNCC	Pittsburgh	Arena	106	MOPAC	San Francisco	Arena	176
MOPAC	San Francisco	Arena	38	NE	Ak-Sar-Ben	Arena	68	MN	Vikingland	Arena	94	MOPAC	Hollywood	Arena	169
ATLG	Houston	Arena	31	CO	Broadmoor	Arena	60	MOPAC	McCall	Arena	82	MOPAC	Evergreen	Arena	133
CO	Broadmoor	Arena	31	MOPAC	Ogden	Arena	53	CO	Broadmoor	Arena	80	GNCC	Pittsburgh	Arena	113
GNCC	Lake Placid	Arena	26	ND	Rushmore	Arena	53	MOPAC	Evergreen	Arena	80	MOPAC	Missoula	Arena	104
CO	Denver	Arena	23	ATLG	Houston	Arena	42	MOPAC	San Francisco	Arena	68	MOPAC	Coyotes	Arena	103
GNCC	Triangle	Arena	19	GNCC	Florida	Arena	40	MN	Willmar	Arena	64	MN	Willmar	Arena	99
GNCC	Keystone	Arena	9	MOPAC	Cache Valley Stone Society	Arena	37	MN	Dakota	Arena	58	NE	Ak-Sar-Ben	Arena	99
GNCC	Rutland Rocks	Arena	0	ATLG	Kansas City	Arena	36	MN	Brainerd Lakes	Arena	56	ATLG	Oklahoma	Arena	87
				GNCC	Pittsburgh	Arena	36	MOPAC	Coyotes	Arena	56				
				MOPAC	McCall	Arena	36								



10 Biggest Clubs Overall

Data for Chart

2000	2004	2008	2011
619	651	995	1037
503	534	511	549
416	493	468	526
416	451	445	453
386	359	437	349
302	339	334	335
298	319	327	322
288	286	326	294
270	266	288	292
239	265	278	289



10 Biggest Arena Clubs

Data for Chart

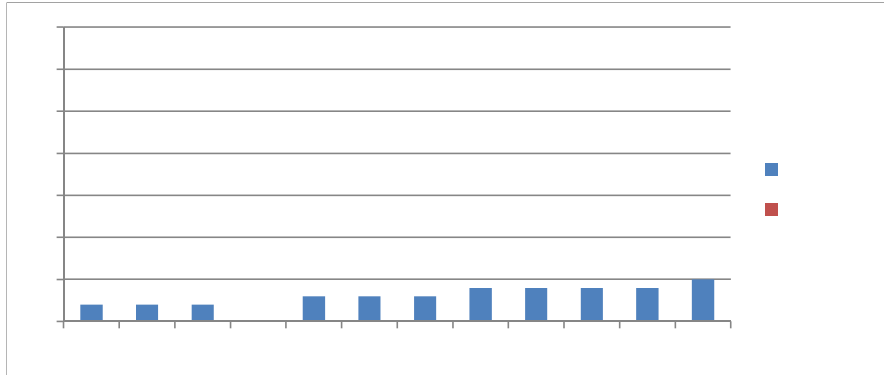
2000	2004	2008	2011
101	72	161	221
69	72	106	176
38	68	94	169
31	60	82	133
31	53	80	113
26	53	80	104
23	42	68	103
19	40	64	99
9	37	58	99
0	36	56	87

Number of Clubs - Growth by Type and Region

Grey means data is suspect and likely significantly low

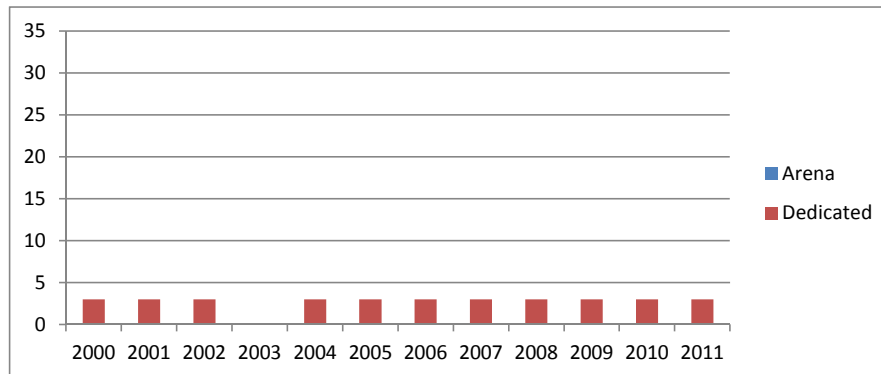
ATLG

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	2	2	2		3	3	3	4	4	4	4	5
Dedicated	0	0	0		0	0	0	0	0	0	0	0



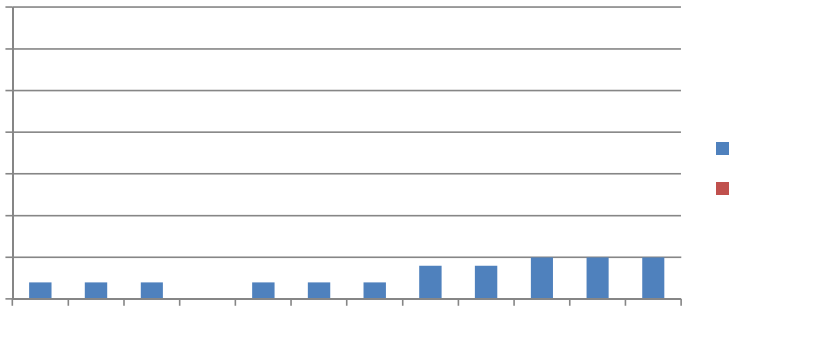
AK

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	0	0	0
Dedicated	3	3	3		3	3	3	3	3	3	3	3



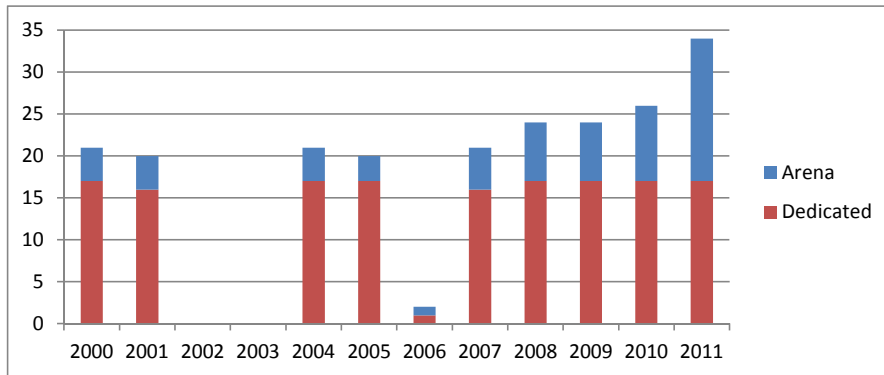
Colorado

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	2	2	2		2	2	2	4	4	5	5	5
Dedicated	0	0	0		0	0	0	0	0	0	0	0



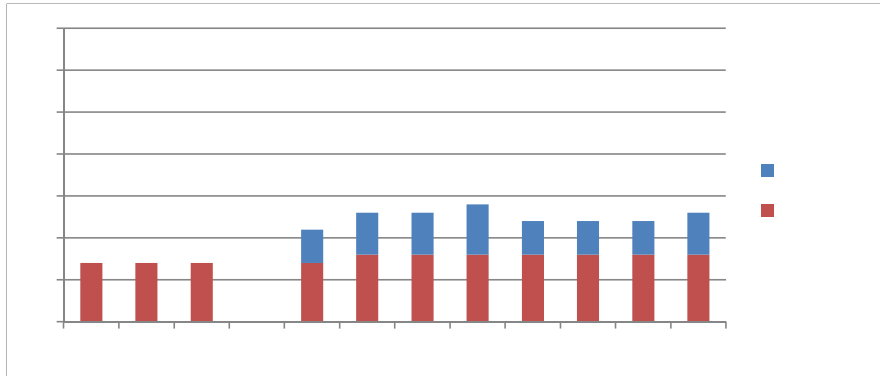
GNCC

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	4	4			4	3	1	5	7	7	9	17
Dedicated	17	16			17	17	1	16	17	17	17	17



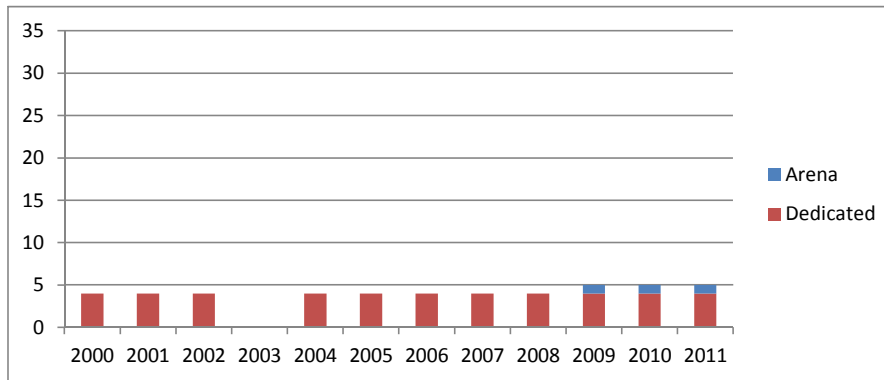
GLCA

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		4	5	5	6	4	4	4	5
Dedicated	7	7	7		7	8	8	8	8	8	8	8



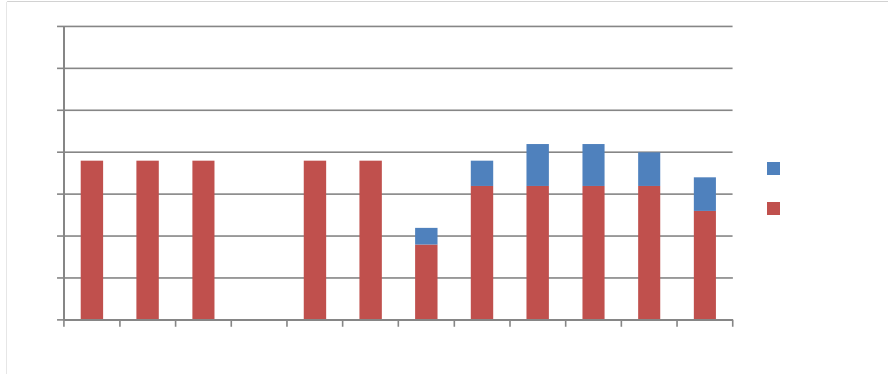
IL

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	1	1	1
Dedicated	4	4	4		4	4	4	4	4	4	4	4



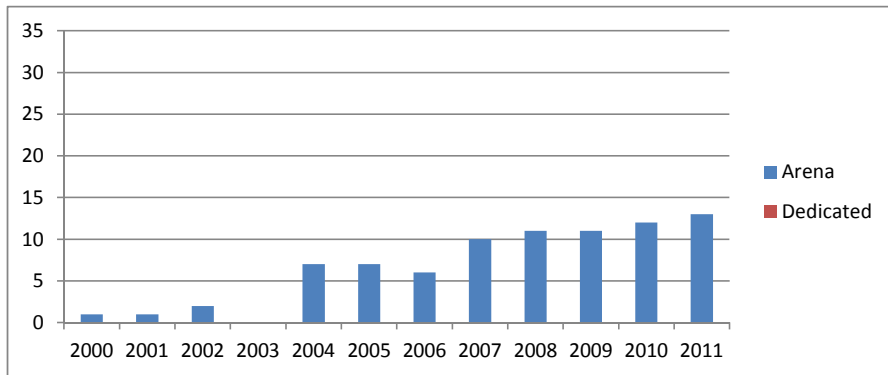
MN

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena							2	3	5	5	4	4
Dedicated	19	19	19		19	19	9	16	16	16	16	13



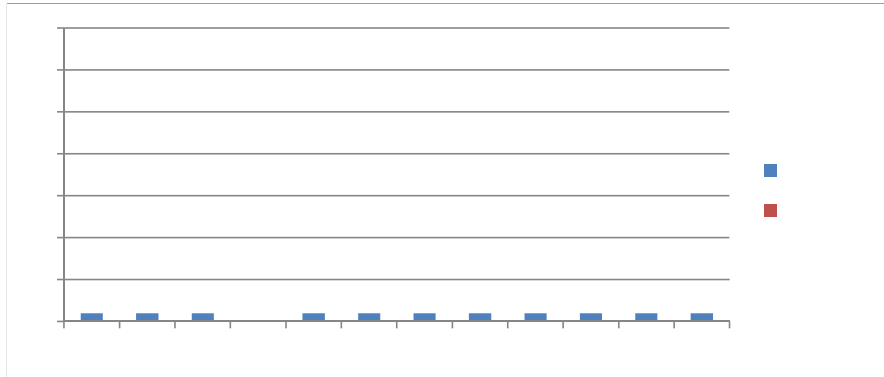
MOPAC

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	1	1	2		7	7	6	10	11	11	12	13
Dedicated	0	0	0		0	0	0	0	0	0	0	0



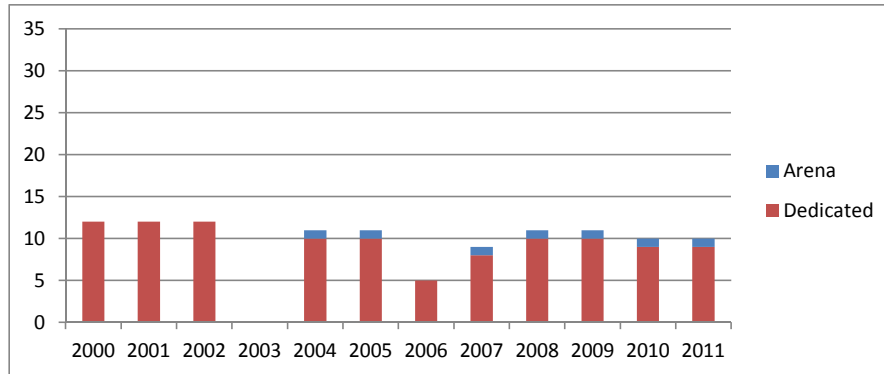
NE

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	1	1	1		1	1	1	1	1	1	1	1
Dedicated	0	0	0		0	0	0	0	0	0	0	0



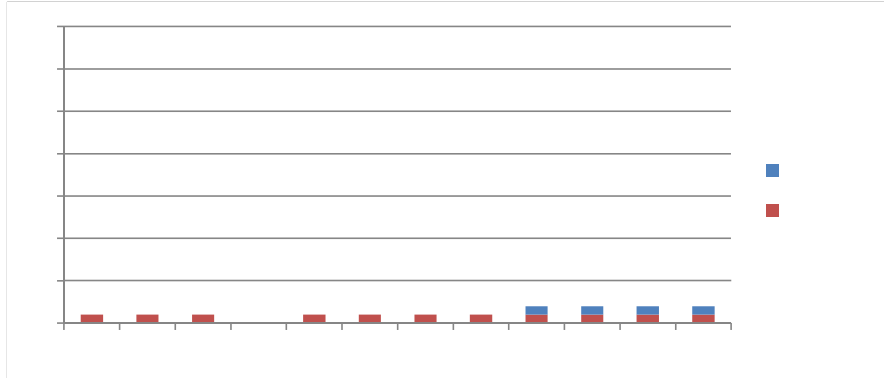
ND

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena					1	1		1	1	1	1	1
Dedicated	12	12	12		10	10	5	8	10	10	9	9



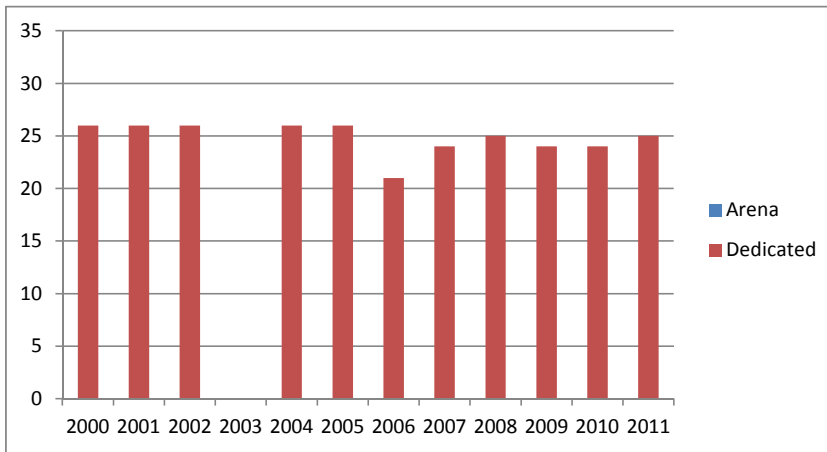
WA

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena									1	1	1	1
Dedicated	1	1	1		1	1	1	1	1	1	1	1



WI

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	0	0	0
Dedicated	26	26	26		26	26	21	24	25	24	24	25



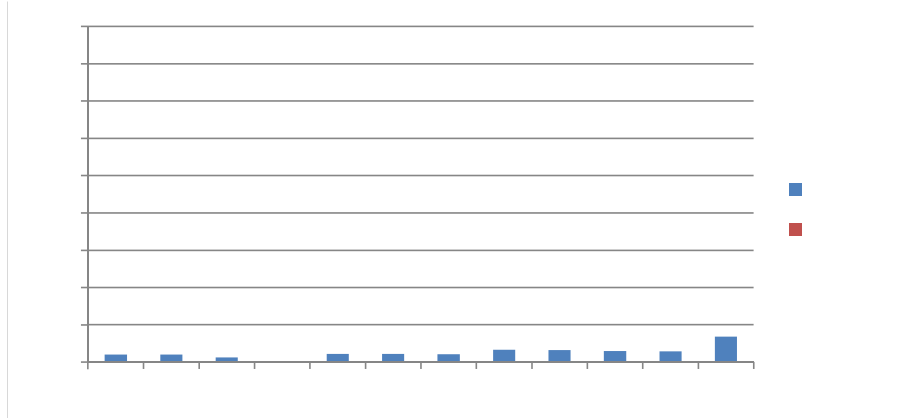
End

Number of Curlers - Growth by Type and Region

Grey means data is suspect and likely significantly low

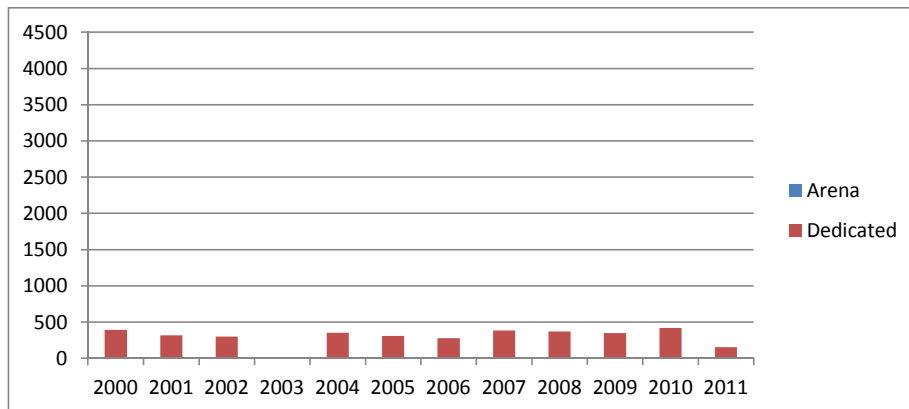
ATLG

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	100	101	62		111	111	106	166	160	147	146	340
Dedicated	0	0	0		0	0	0	0	0	0	0	0



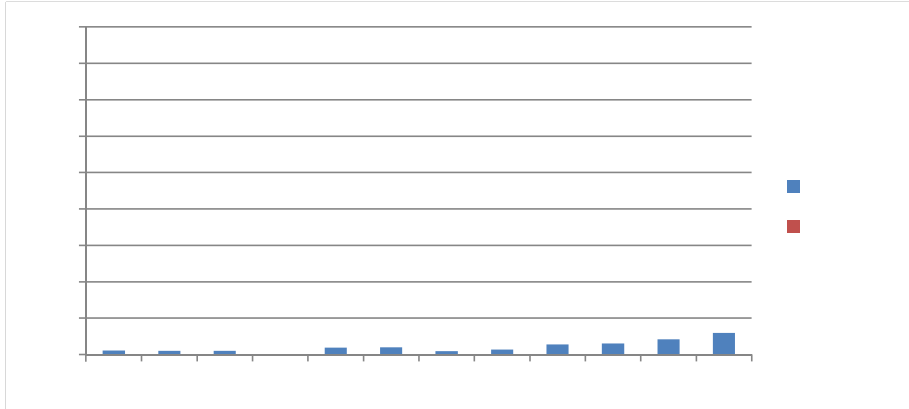
AK

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	0	0	0
Dedicated	391	317	299		354	309	278	382	368	346	419	154



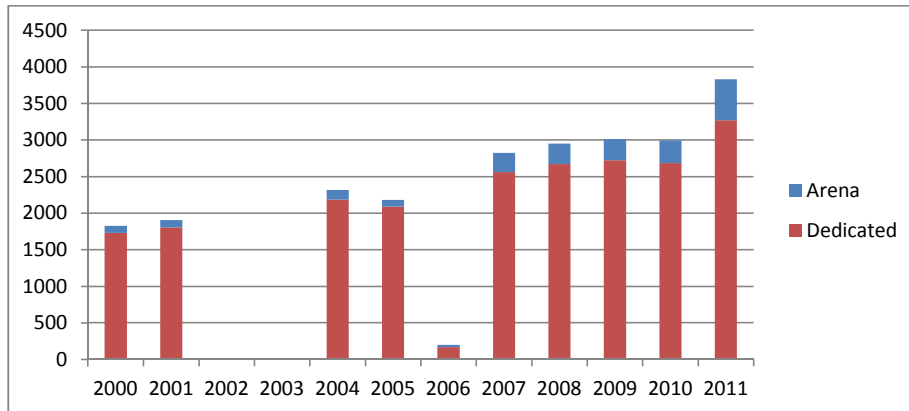
Colorado

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	54	51	52		95	102	45	70	141	151	209	299
Dedicated	0	0	0		0	0	0	0	0	0	0	0



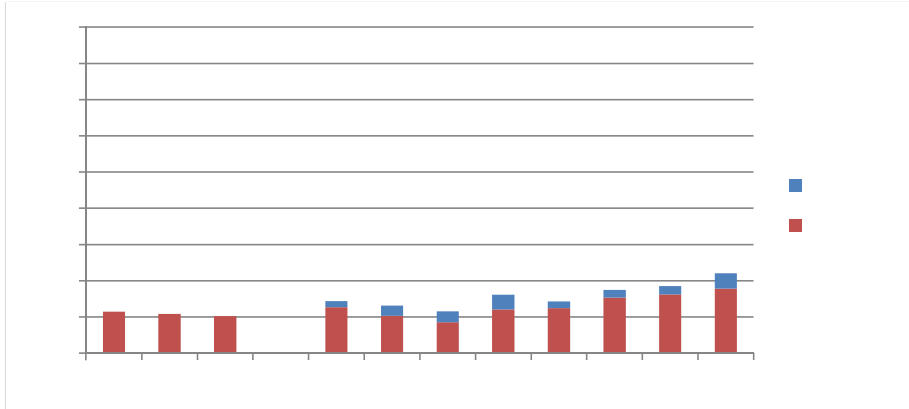
GNCC

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	99	99			128	94	32	262	279	290	310	556
Dedicated	1730	1807			2187	2088	170	2560	2672	2723	2686	3272



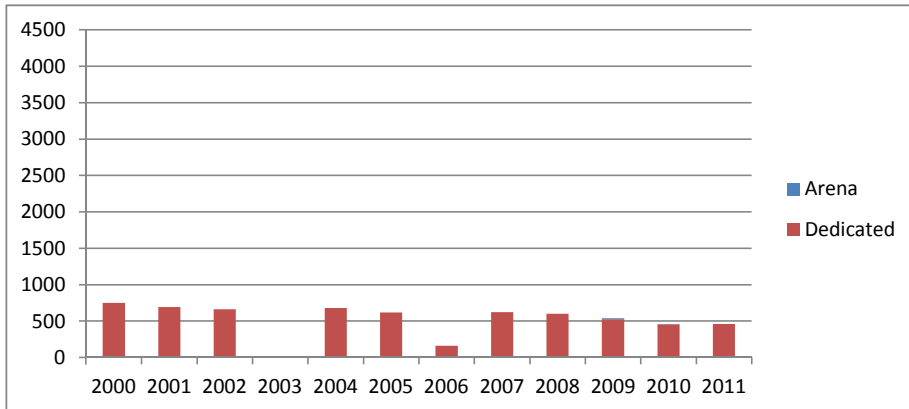
GLCA

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		85	138	151	202	93	108	116	212
Dedicated	575	540	512		634	517	428	603	621	766	810	890



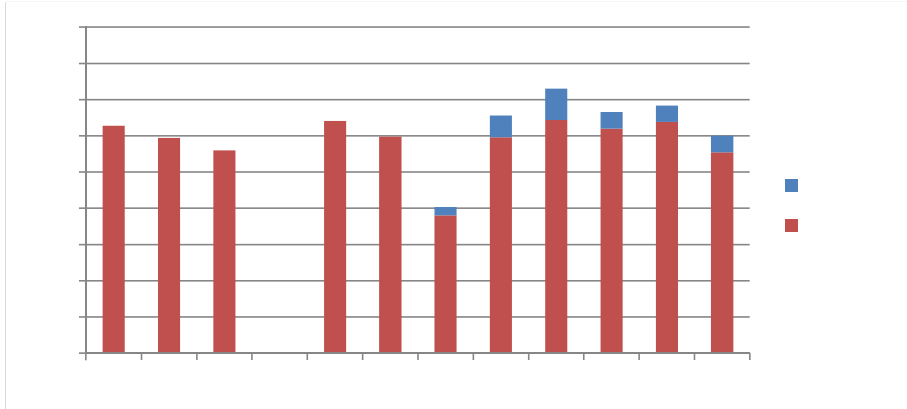
IL

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	16	5	0
Dedicated	752	692	664		679	620	161	624	602	525	456	460



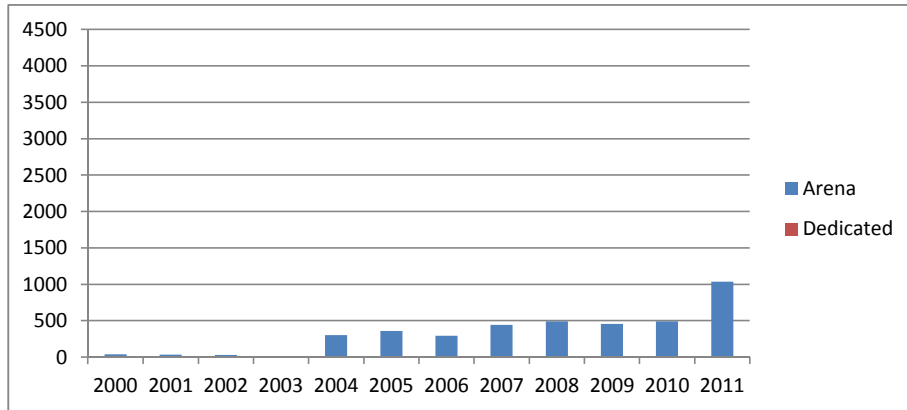
MN

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena							116	299	433	229	226	231
Dedicated	3141	2969	2799		3206	2990	1901	2979	3220	3099	3191	2773



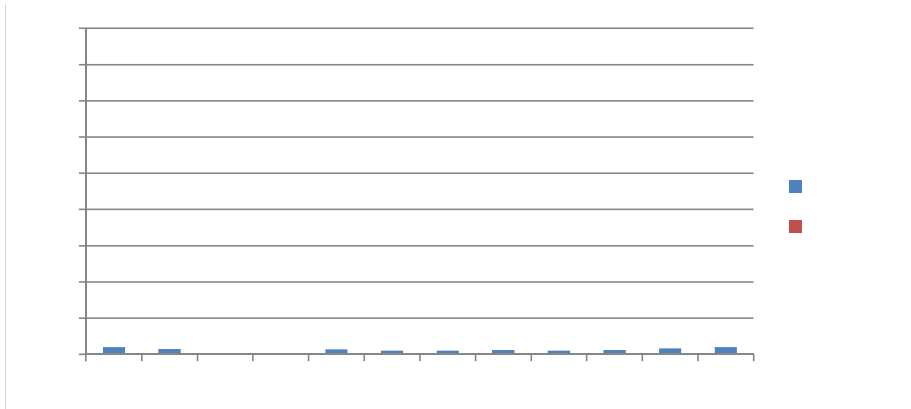
MOPAC

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	38	33	31		300	360	294	441	489	457	493	1034
Dedicated	0	0	0		0	0	0	0	0	0	0	0



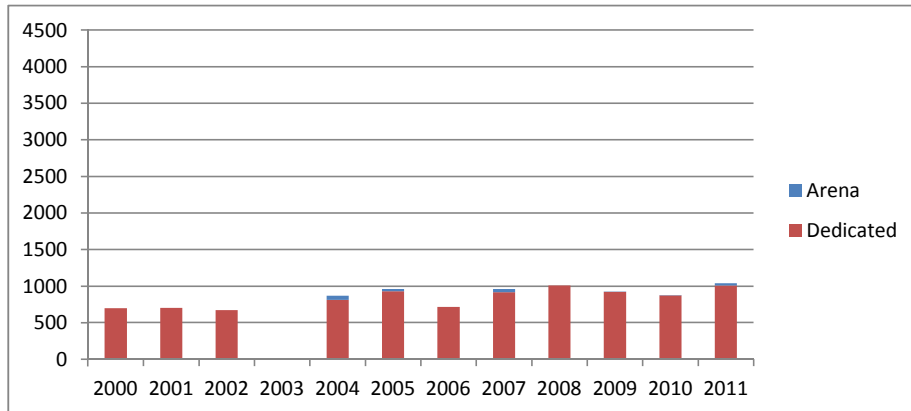
NE

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	101	72	0		68	52	50	61	51	59	81	99
Dedicated	0	0	0		0	0	0	0	0	0	0	0



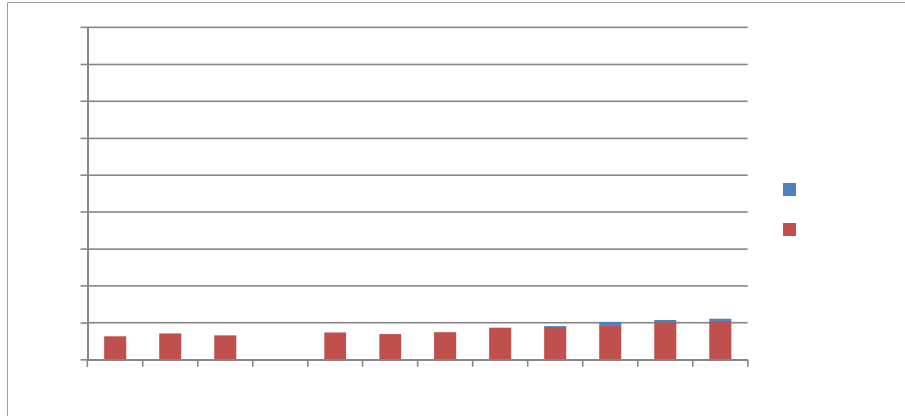
ND

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena					53	33		41	0	4	4	32
Dedicated	700	701	672		814	930	714	919	1007	922	875	1009



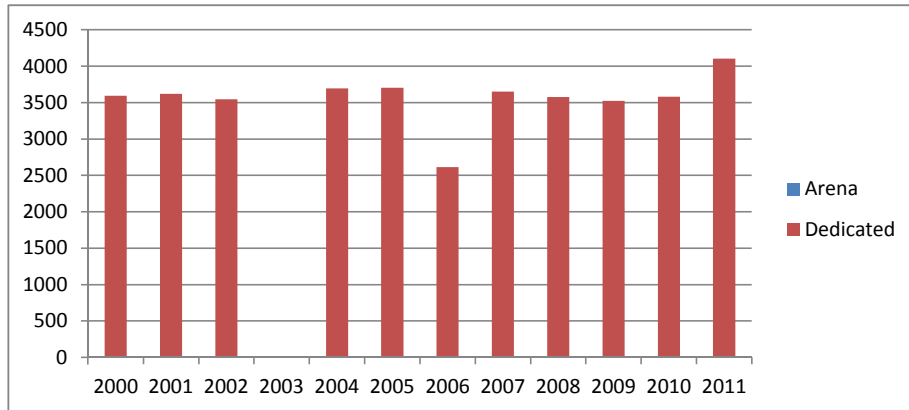
WA

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena									16	45	33	33
Dedicated	318	359	333		372	351	376	437	444	469	508	526



WI

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Arena	0	0	0		0	0	0	0	0	0	0	0
Dedicated	3593	3620	3546		3697	3704	2615	3653	3577	3522	3581	4105



End

College Curling

Report to the United States Curling Association Board of Directors- August 2011

Intercollegiate Club and Varsity Curling- Preparations for Year 2

Last winter we ran a proof of concept college club curling season, with five schools participating in two round robin events, culminating with a club championship round.

My efforts since then has been to build on that success and develop a mechanism for college curling club and varsity organizations to contact each other. I have collected as much information as I can regarding which colleges and universities have active, recognized, on campus curling clubs (the only requirement of the program).

For the coming season, the goal is to get the clubs communicating with each other and organizing tournaments. As of this point in time there are two methods of communication available. We have a Facebook page (US University Club and Varsity Curling), and our website www.intercollegiate-curling-usa.org.

At this point in time there are 31 members of the Facebook page. I personally control the membership to this page. I have not turned down a request to join the page at this point, but I do check the individuals profile out to make sure that curling is an interest or that they do belong to a curling club or a college or university or are a non-student with an interest in helping a student curling group.

Our website currently has pages for submitting event announcements, posting event results, a calendar, and most importantly our geographical listing of campus curling clubs. As of right now, I have listings for 42 college curling clubs in 15 states from Massachusetts to Colorado and from Minnesota to Missouri, Oklahoma, and Tennessee. Of the 42 schools, 21 have actual active clubs, 10 are in development or provisionally active, 1 has a varsity program. The remaining 10 are clubs that have evidence that they were active but may be in hiatus. All of the active clubs have contact information for the club's officers and/or faculty, plus website and/or Facebook page listings if available.

I have an email listing of all the contacts that I intend to use when the school year gets underway to suggest and encourage schools to contact each other, join the Facebook page and visit the website. If groups of schools have had tournaments in the past, I intend to encourage those schools to use the site to invite new participants. I also intend to encourage schools within geographical clusters that have not had a visible history of hosting intercollegiate curling events to work with their community curling facilities to start new events. If needed I will be available to act as a liaison between the community curling club and the collegiate curling club to help with the arrangements.

Hopefully by the end of this coming year we will have important intercollegiate ties that will form the framework for regular meetings of these schools on the ice.

Respectfully

Gordon A Maclean- Director College Curling

TO: USCA Board of Directors

FROM: David Carlson

SUBJECT: Amended Report 2010/2011 VP of Operations and Marketing

Athlete-Curler Recognition/Hall of Fame. The following recognitions were made:

Female Athlete of the Year: Patti Lank (Skip, 2011 U.S. National Women's Champion)

Male Athlete of the Year: Pete Fenson (Skip, 2011 U.S. Men's National Champion)

Team of the Year: Senior team skipped by Geoff Goodland with teammates, Tim Solin, Pete Westberg, Ken Olson and Phil DeVore. (2011 U.S. Senior Men's National Champions and World Silver medalists)

Human Resources. Bev Schroeder, Member Services Director, is no longer with the USCA. A restructuring of the membership position is taking place. A new job description for a Growth and Development Manager has been developed. Applications have been accepted for the new position from approximately 68 applicants. Interviewing is on-going.

By-Laws. Multiple meetings of the Task Force addressing proposed governance changes have taken place over the course of the last eight months. During the summer, Town Hall meetings were held at various locations, including without limitation, Denver, Green Bay, Bismarck, North Dakota, and Kansas City, Missouri. Other Town Hall meetings are tentatively being planned as well as webinars.

Revenue Development. The pin donation program was completed for the 2010/2011 year. In excess of \$16,000.00 gross was raised. The challenge of 100% director participation fell short in that less than 50% of the directors participated.

In substitution for the Pin Donation Program, with the leadership of Sean Silver, the USCA is embarking upon an annual appeal program. It is anticipated that there will be an effort to communicate with a larger cross section of the individual curlers who are members of clubs. As recognition of the donations to the annual appeal, it is expected to include a pin. Peggy and Denny Hatch have developed a

professional quality mock up for review at the fall committee meetings with further details to be refined.

Planned Giving. This committee continues to have a significant amount of head wind in moving ahead. The intent is to establish a separate foundation either with the cooperation of the American Curling Foundation and Museum or by creating a new foundation as the starting point for structuring a planned giving program. Also having an influence on the planned giving is the outcome of the proposed governance change in which one of the primary duties of the proposed new Board of Directors is fundraising.

Corporate Sponsorship/Large Donors. 776 developed marketing promotional materials for circulation amongst targeted potential corporate sponsors. These targeted potential corporate sponsors have been contacted. Efforts are continuing with follow-up on the same. However, no sponsorships have resulted from the program as of yet.

Championship Site Selection Status Report – 8/5/11

Date	Playdown Event	Site	Status
Nov 18-21, 2011	Youth Olympic	Grafton	Approved
Dec 7—11, 2011	Mixed Doubles	Broomstones	Approved
Oct 20-23, 2011	Wheelchair	Madison	Approved
Nov 30—Dec 4, 2011	Senior Mens	Bismarck	Approved
Dec 2—Dec 4, 2011	Senior Womens	Grafton	Approved
Jan 4—8, 2012	Qualifiers, Men	East -?	Looking for site
		North– Rice Lake	Need vote
		South—Green Bay	Need vote
		West—Seattle	Need vote
Jan 5—8, 2012	Qualifier, Women	Marshfield	Need vote
Jan 28—Feb 5, 2012	Junior Nationals	Madison	Approved
Feb 11-18, 2012	Mens/Womens Nationals	Philadelphia	Approved
Mar 3—10, 2012	Club Nationals	Looking for site	Grand Forks?
Mar 17—24, 2012	Mixed Nationals	Portage	Need vote

USWCA – USCA Liaison Report

September 10, 2011

The USWCA met in Cleveland, Ohio in February 2011. Elected officers for 2011-2012 are as follows:

President – Maureen Guay, Arden Hills Cairn Lassies
1st Vice President – Bridget Matzke, Madison Curling Club
2nd Vice President – Shelley Dropkin, Broomstones Curling Club
Secretary – Molly Jensen, St. Paul Curling Club
Treasurer – Carolyn MacLeod, Broomstones Curling Club

National Bonspiels during the 2011-2012 curling season are:

Nov. 9-13, 2011 - 30th Senior Women's Bonspiel, Nutmeg Curling Club, Bridgeport Connecticut
Feb. 15-19, 2012 – 64th National USWCA Bonspiel, Arden Hills Curling Club, St. Paul, Minnesota

Junior Bonspiels will be held at the following locations:

East: January 2012 End of Month) – Cape Cod Curling Club, Falmouth, Massachusetts
Central: January-February 2012 – Exmoor Curling Club, Highland Park, Illinois
West: Date TBD – Duluth Curling Club, Duluth, Minnesota

Like any organization, including USCA, the USWCA is aware that how an organization is structured and how initiatives affect the direction of the organization are important. USWCA presently is undergoing a Strategic Planning process. This began with Janus Small, consultant specializing in strategic planning for non-profit organizations attending, the February meeting and leading all attending in an intense exercise of focusing on various questions. Janus spoke to the fact that USWCA faces challenges related to the format of the organization, the geographic representation and timing of meetings. Key questions included in a survey circulated to all USWCA clubs and representatives are:

1. How does the reliance of the USWCA on volunteerism limit or help the organization?
2. Does the budget of the USWCA need to grow? If so, how would additional new funds be used? What would be the source of the funds?
3. What is your vision of the USWCA ten years from now?
4. How should the USWCA governance structure evolve to best support the organization now and into the future?
5. How should the USWCA change to meet the needs of our current members? Who are new potential constituencies and how should we reach out to them?
6. What can the USWCA do to improve communications between the USWCA and member clubs?

Our President, Chris Sjue, was invited to participate in the survey and has been invited to address the representatives meeting next weekend here in Minneapolis. The intent is to use all responses to the survey to form measurable goals for USWCA. The outcome of this process will impact all curlers. As people become more and more engaged in being a part of the organization, they are inclined to give back. Just as activities within USCA impact women and youth curlers, the activities of the USWCA organization touch members of the USCA.

Another initiative being undertaken is the creation of a Financial Steering Committee with the intent that the Committee will seek answers as to how to assist in assuring the health of the USWCA financial structure.

The Women's Circuit proved to be a success. The Circuit followed closely the Circuit in the GNCC with some variations and will be repeated in the 2011-2012 curling season.

This is my last year as USWCA/USCA Liaison. Nominations for the next Liaison take place at the fall meeting next month with the election being held at the Winter meeting in February. USWCA values its affiliation with USCA and, under the new Governance structure, I am confident that the Liaison will continue to be a contributing member of the USCA organization. I know the nominees and whomever is elected will be, I am sure, an asset to USCA.

Janet Farr, USWCA/USCA Liaison

Executive Committee Meeting Minutes

UNITED STATES CURLING ASSOCIATION

EXECUTIVE COMMITTEE MEETING

JUNE 8TH, 2011

1. The meeting was called to order by the Vice President of Championships, Jim Pleasants (on the absence of President Chris Sjue at 4:05 p.m., CDT, to discuss two items of Committee business: **A. Approve the number of teams to compete in the Olympic Trials, and the competition format to be used in the Trials, and; B. Approve the proposed 2014 U.S. Olympic Team Selection Procedures and qualification process.**

2. Vice President Pleasants requested that the roll be called by the Secretary to determine a quorum.

A. Members Present: Jim Pleasants, Bob Pelletier, Ann Swisshelm, Sean Silver, Jerome Larson, Richard Maskel, and Kent Beadle. Also present: Rick Patzke and Derek Brown, USCA.

B. Members Absent: Chris Sjue, Dave Carlson, Dean Gemmell, Leland Rich, Beau Welling, and Janet Farr.

Seven members present; Six Absent. A quorum was determined.

3. Vice President Pleasants appointed Bob Pelletier, Secretary, as Parliamentarian.

4. **A. Approve the number of teams to compete in the Olympic Trials, and the competition format to be used in the Trials.** Much discussion evolved. Director of High Performance, Derek Brown had provided the Executive Committee with a summary of three main points from the selection procedures that he was seeking agreement in principle on: (1.) The number of teams to compete in the Trials; (2.) How teams would qualify for the Trials, and; (3.) What the format of the Trials would be. Derek Brown noted that the procedures had been drafted with significant input from a High Performance Advisory Group and the U.S. Olympic Committee staff. AAC Representatives recommended that Order of Merit (OOM) points be strongly considered as one deciding factor in qualifying for the Olympic Trials, particularly if a point is reached where there is a duplication in qualifiers and the HPP Selection Panel is selecting a team. The AAC Representatives and Kent Beadle, Vice President, Elite Programs also spoke in favor of establishing a threshold of OOM points that the athletes must attain to be strongly considered for a Trials spot. Also, other Committee members asked that teams should

automatically qualify if they attained the required threshold. Derek Brown said that the High Performance Advisory Group had considered but not agreed to this, as was reflected in the procedures. Executive Committee members asked if there couldn't be an achievable rather than a subjective procedure for the discretionary selection? There will also be a need to clearly define what will trigger five or four teams for selection since the selection of a fifth team may be difficult. The High Performance Advisory Group had agreed that the Trials should include four women's teams, and the Executive Committee accepted this. **Motion: Moved by Jim Pleasants, Seconded by Bob Pelletier on selection of five teams: 1. If four different men's teams qualify directly from the 2012 and 2013 Nationals, the HPP Selection Panel will determine the fifth team, and; 2. If three men's teams qualify directly from the 2012 and 2013 Nationals, and two or more U.S. men's teams have achieved top 20 placing in the order of Merit, at least one of whom has not already qualified for the Trials, the HPP Selection Panel will select two men's teams to compete in the Trials, taking the total number to five. Discussion: In all other cases, there will only be four qualifying men's teams. Approved unanimously.**

B. Approve the proposed 2014 U.S. Olympic Team Selection Procedures and Qualification Process. The consensus of Derek Brown's High Performance Advisory Group was that, for the men, the winners and runners-up from the 2012 and 2013 U.S. National championships would qualify for the Trials. In the event of duplication (i.e., the same team qualified via this route more than once), a High Performance Plan Selection Panel led by Derek Brown would select one or two teams as necessary to fill the field to four. The men's field would only expand to five as noted in the earlier motion. For the women, the winners and runners-up from the 2012, and winners from 2013 (or the runners-up if the 2013 winners already qualified in 2012), would qualify for the Trials, with the HPP Section Panel selecting the fourth team, or if necessary due to duplication of qualifiers, the third and fourth teams. Discussion revolved around changes in team lineup, and it was decided that 3 of 4, or 4 of 5 of the original players must stay on a team that has qualified for the Trials in order for that team to retain its Trials berth. If a berth is forfeited because of lineup changes, the HPP Selection Panel will determine a replacement team or teams. Any change in the team lineup must be approved by the HPP Selection Panel. **Motion: Moved by Jim Pleasants, Seconded by Ann Swisshelm, to "approve in principle" the Olympic Trials Selection Procedures as presented, and to direct staff to finalize a clean, coherent copy of the procedures. This approval includes acceptance of how teams will qualify for the Trials (see discussion notes), and the format of the Trials, which will be a double round robin leading to a best-of-three playoff between the top two teams in each gender. Approved unanimously.**

**5. Motion by Jim Pleasant to adjourn the Executive Committee. Seconded by Jerome Larson.
Unanimously approved at 5:55 p.m. CDT.**

Respectfully Submitted,

Bob Pelletier, Secretary

July 11, 2011

Approved,

James Pleasants, Vice President

July 11, 2011

**UNITED STATES CURLING ASSOCIATION
EXECUTIVE COMMITTEE E-MAIL MEETING
Jul 21st – 27th, 2011**

MINUTES

Pursuant to USCA By-Laws, President Chris Sjue convened an Executive Committee Meeting via E-Mail to approve the following agenda item:

Note: Approval votes were to be submitted no later than July 27th, 2011.

Agenda: Approve the nomination of Sandra McMackin as Developmental Coach of the Year 2011 as submitted by Dave Jensen, Youth Committee Chair, USA Curling. (See Attachment).

Votes of approval were received from: Jerome Larson, Dave Carlson, Bob Pelletier, Beau Welling, Jim Pleasants, Leland Rich, Anne Swisshelm, Dean Gemmell, Janet Farr, Sean Silver, and Chris Sjue. There were no responses from Kent Beadle or Richard Maskel.

By a vote of 11 for approval, 2 not responding, the Executive Committee approved the nomination.

Respectfully Submitted,

Approved,

Bob Pelletier, Secretary
July 30, 2011

Chris Sjue, President
July 31, 2011

**UNITED STATES CURLING ASSOCIATION
EXECUTIVE COMMITTEE MEETING MINUTES
By Teleconference**

August 31, 2011

1. Meeting called to order by President Chris Sjue at 4:05 p.m. (CST) to discuss: A. Recommendation for approval of the FY2011- FY2012 budget and; B. Recommendation for approval of budget variance for FY2010 – FY2011.

2. President Sjue requested that the roll be called to determine a quorum by the Secretary:

A. Members Present: Chris Sjue, Kent Beadle, Dave Carlson, Dean Gemmell, Jerome Larson, Richard Maskel, Bob Pelletier, Jim Pleasants, Leland Rich, Sean Silver, Ann Swisshelm. Also Present: Rick Patzke and Sandy Robinson, USCA, Jack Bernauer.

B. Members Absent: Janet Farr and Beau Welling.

Eleven members present; two absent. A quorum was determined.

3. Dave Carlson was appointed Parliamentarian.

4. Sean Silver requested that the Capital Budget Plan developed by Sandy Robinson be added to the Agenda.

5. A. Approval of the FY2011 – FY2012 Budget. Sean Silver thanked Rick Patzke and Sandy Robinson for their assistance in preparing the budget. Key Points: (see also Attachment 1)

(i) The budget reflects continued growth in membership/dues revenue.

(ii) It represents a rebuilding of the High Performance Plan.

(iii.) It represents a continued focus on member services and club growth.

Net Results for the FY2011 – FY2012 Budget

(i) It is a break- even year approach consistent with USCA Policy and Procedures.

(ii.) It did not focus on a large surplus for the year.

Sean Silver then reviewed the proposed Budget and responded to questions by the Executive Committee. The Budget and Operating Committees both feel that this a good budget.

Motion: Moved by Jim Pleasants, Seconded by Kent Beadle to approve the FY2011-FY2012 budget. Approved unanimously.

B. Approval of Budget Variance for FY 2010 – FY 2011. There was an unforeseen expense for legal expenses inre: a personnel/employment matter in the amount of \$9,196.00. There was discussion that perhaps a line item be included in the future for legal expenses and that that there was an important lesson learned because of this.

Motion: Moved by Bob Pelletier, Seconded by Dave Carlson to approve the budget variance. Approved unanimously.

C. Approval of the FY2011 – FY2102 Capital, Amortization and Inventory Budget Proposals. The Capital Budget is larger than last year and the Treasurer requires the approval of the Executive Board for an expense of \$6,000.00 for updated championship event scoreboards, with the new USCA logo.

Motion: Moved by Dave Carlson, Seconded by Bob Pelletier to approve the expenditure of \$6,000.00 to purchase championship event scoreboards. Approved unanimously.

6. Other Old or New Business: There being none, **Motion by Jim Pleasants, Seconded by Dave Carlson that the meeting of the Executive Committee be adjourned. Approved. The meeting adjourned at 5:43 p.m. (CST).**

Respectfully Submitted,

Bob Pelletier, Secretary
September 5, 2011

Approved,

Chris Sjue, President
September 6, 2011

APPENDIX



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To: USCA Executive Committee
 From: Sean Silver, Treasurer
 Date: August 29, 2011
 Subject: 2011-2012 Budget Overview

Following is an overview of actual FY11 (unaudited) financial results of the USCA and the proposed FY12 Budget which has been submitted for review and approval:

FY11 Actual FYE (unaudited) Versus Budget

- Significant positive variance versus budget of \$61,085 with actual Net Income of \$21,684 versus a budgeted loss of (\$39,441)
- Dues \$36,000 higher than budget based upon strong club membership growth
- \$16,843 of Donation Program revenue versus budget of \$1,000
- Lower than budgeted USOC Base funding offset by lower Competitive Programs expenses
- Other revenue and expense items generally comparable to budget on a combined basis with a few exceptions (excluding VIK)
- FYE 6/30/11 (unaudited) Equity of \$282,781 versus \$261,237 at 6/30/10
- FYE 6/30/11 cash balance of \$361,541 versus \$259,380 at 6/30/10
- Overall, the USCA had very favorable financial results for the year and remains in sound financial condition

FY12 Budget (proposed) Summary

- Small Net Income of \$1,186 budgeted and considered acceptable based upon:
 - Two years of combined positive Net Income of \$50,839
 - Total Equity of \$282,781 as of 6/30/11 (unaudited)
 - Cash position of \$361,541 as of 6/30/11
- Increased USOC Base funding and related Competitive Programs expense based upon approved FY12 HPP
- Increase in Dues projected given expectation of continued growth in the number active curlers (based upon analysis of historical results in multiple years following an Olympics)
- Entry Fees and Field of Play Fees based upon prior FYE actuals with modest adjustments
- Donation Program budgeted revenue of \$17,500 (with offsetting expenses of \$7,500) based upon annual appeal project now in process



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- Continued budgeted support from the USOC for USCA general operations in the form of the \$85,000 Content Licensing Agreement and a \$30,000 allocations toward staff salaries
- Major grant and sponsorship support includes \$25,000 from the Chicago Community Trust, \$25,000 from RAM and a \$12,000 WCF DAP grant
- Other revenue sources generally comparable to FY11 on a combined basis
- President, Championships, Member Services, Treasurer and Central Office expenses budgeted to be comparable to FY11
- Budgeted decrease in Operations and Marketing expense
- Budgeted increase in Personnel Costs
- Unallocated expenses in the budget submitted are related to the Paralympic program and final allocations will not impact the USCA portion of the budget or overall budgeted Net Income

United States Curling Association
FY11 BUDGET VS ACTUAL by CLASS - condensed

July 2010 through June 2011

	BASE		PARA		USCA		TOTAL	
	Jul '10 - Jun 11	Budget	Jul '10 - Jun 11	Budget	Jul '10 - Jun 11	Budget	Jul '10 - Jun 11	Budget
Ordinary Income/Expense								
Income								
010 · DUES	0.00		0.00		436,000.00	400,000.00	436,000.00	400,000.00
020 · ENTRY FEES	0.00		0.00		75,230.00	71,250.00	75,230.00	71,250.00
021 · FIELD OF PLAY Fees	0.00		0.00		19,020.00	17,970.00	19,020.00	17,970.00
030 · DONATION PROGRAM	0.00		0.00		16,843.89	1,000.00	16,843.89	1,000.00
040 · EDUCATIONAL PROGRAMS INCO...	0.00		0.00		69.00	0.00	69.00	0.00
050 · CENTRAL OFFICE INCOME	300.00	0.00	0.00		5,436.75	8,100.00	5,736.75	8,100.00
060 · U.S. CURLING NEWS INCOME	0.00		0.00		13,202.06	8,000.00	13,202.06	8,000.00
065 · Revenue Development	0.00		0.00		967.50	5,500.00	967.50	5,500.00
070 · OTHER INCOME	17,265.26	0.00	0.00		9,068.96	5,272.83	26,334.22	5,272.83
075 · SPONSORSHIPS & VIK	0.00		0.00		131,253.15	53,500.00	131,253.15	53,500.00
080 · ACF&M	0.00		0.00		42.20	35.00	42.20	35.00
090 · GRANT INCOME	0.00		79,372.91	87,851.92	5,491.41	10,000.00	84,864.32	97,851.92
091 · USOC Funding	255,664.81	320,821.01	0.00		0.00		255,664.81	320,821.01
093 · Other USOC Grants	0.00		0.00		5,493.63	4,500.00	5,493.63	4,500.00
094 · USOC Content Licensing Agreemnt	0.00		0.00		85,000.00	85,000.00	85,000.00	85,000.00
095 · WCF Grants	0.00		0.00		12,000.00	12,000.00	12,000.00	12,000.00
096 · Other Sponsors or Grants	0.00		0.00		53,482.39	62,100.00	53,482.39	62,100.00
Total Income	273,230.07	320,821.01	79,372.91	87,851.92	868,600.94	744,227.83	1,221,203.92	1,152,900.76
Gross Profit	273,230.07	320,821.01	79,372.91	87,851.92	868,600.94	744,227.83	1,221,203.92	1,152,900.76
Expense								
100 · PRESIDENT Area	10,000.00	10,000.00	0.00		42,638.33	36,075.00	52,638.33	46,075.00
200 · VP COMPETITIVE PROGRAMS Area	158,339.69	189,213.00	79,372.91	87,851.92	70,169.33	43,942.00	307,881.93	321,006.92
300 · VP CHAMPIONSHIPS Area	27,478.93	18,500.00	0.00		108,729.31	115,691.00	136,208.24	134,191.00
400 · VP MEMBER SERVICES Area	0.00		0.00		24,122.96	25,422.00	24,122.96	25,422.00
500 · VP OPERATIONS & MARKETING A...	0.00		0.00		106,115.00	86,166.67	106,115.00	86,166.67
700 · TREASURER Area	0.00	21,590.01	0.00		38,520.31	27,956.83	38,520.31	49,546.84
800 · PERSONNEL COSTS	77,411.45	77,460.00	0.00		302,308.47	308,743.00	379,719.92	386,203.00
810 · CENTRAL OFFICE	0.00		0.00		112,910.44	102,166.00	112,910.44	102,166.00
820 · UNITED STATES CURLING NEWS	0.00		0.00		41,442.53	41,565.00	41,442.53	41,565.00
Total Expense	273,230.07	316,763.01	79,372.91	87,851.92	846,956.68	787,727.50	1,199,559.66	1,192,342.43
Net Ordinary Income	0.00	4,058.00	0.00	0.00	21,644.26	(43,499.67)	21,644.26	(39,441.67)
Net Income	0.00	4,058.00	0.00	0.00	21,644.26	(43,499.67)	21,644.26	(39,441.67)

United States Curling Association
FY2011-12 Budget Overview by Class
July 2011 through June 2012

	BASE	PARA	USCA	TOTAL
	Jul '11 - Jun 12	Jul '11 - Jun 12	Jul '11 - Jun 12	Jul '11 - Jun 12
Ordinary Income/Expense				
Income				
010 · DUES			460,000.00	460,000.00
020 · ENTRY FEES			72,470.00	72,470.00
021 · FIELD OF PLAY Fees			22,890.00	22,890.00
027 · CHAMPIONSHIP INCOME			0.00	0.00
030 · DONATION PROGRAM			17,500.00	17,500.00
040 · EDUCATIONAL PROGRAMS INCOME			250.00	250.00
050 · CENTRAL OFFICE INCOME			8,250.00	8,250.00
060 · U.S. CURLING NEWS INCOME			8,100.00	8,100.00
065 · Revenue Development			6,000.00	6,000.00
070 · OTHER INCOME			1,580.00	1,580.00
075 · SPONSORSHIPS & VIK			115,554.00	115,554.00
080 · ACF&M			50.00	50.00
090 · GRANT INCOME		68,479.01	16,508.59	84,987.60
091 · USOC Funding	598,945.80		0.00	598,945.80
093 · Other USOC Grants			0.00	0.00
094 · USOC Content Licensing Agreeemnt			85,000.00	85,000.00
095 · WCF Grants			12,000.00	12,000.00
096 · Other Sponsors or Grants			53,250.00	53,250.00
097 · ACF&M Grant			0.00	0.00
Total Income	598,945.80	68,479.01	879,402.59	1,546,827.40
Gross Income	598,945.80	68,479.01	879,402.59	1,546,827.40
Expense				
100 · PRESIDENT Area			53,500.00	53,500.00
200 · VP COMPETITIVE PROGRAMS Area	497,195.30	900.00	100,910.35	599,005.65
300 · VP CHAMPIONSHIPS Area	10,000.00		128,617.51	138,617.51
400 · VP MEMBER SERVICES Area			23,239.00	23,239.00
500 · VP OPERATIONS & MARKETING Area			90,062.17	90,062.17
700 · TREASURER Area		8,479.01	27,163.00	35,642.01
800 · PERSONNEL COSTS	91,750.50		295,997.62	387,748.12
810 · CENTRAL OFFICE			112,029.67	112,029.67
820 · UNITED STATES CURLING NEWS			46,696.84	46,696.84
900000 · Unallocated Expenses		59,100.00		59,100.00
Total Expense	598,945.80	68,479.01	878,216.16	1,545,640.97
Net Ordinary Income	0.00	0.00	1,186.43	1,186.43
Net Income	0.00	0.00	1,186.43	1,186.43

USA Curling 2011-12 Capital, Amortization and Inventory Budget Proposals

Capital Budget

Cost	Schedule	Description
\$3,000.00	5 years	30 officiating jackets @ \$100 Our current officiating jackets were purchased for the 2002 Olympics which were held in Salt Lake City, Utah. They are showing wear. We've had repairs done on some of the jackets such as a tear along a seam and a ripped out zipper. Each year we have them cleaned and store them until the next season when they are again shipped out to the various National events. Since we now have a new logo, perhaps the time is right for this update.
\$1,814.00	7 years	15 plastic pallets for USA Curling use in equipment shipments to our championship events. Some of the equipment we would use these pallets to ship includes: officiating equipment, sensor handles, scoreboards, time clocks and displays, etc.) 3 container pallets 45"x48"x33.9" 12 regular pallets 40"x48"x6"
\$6,000.00	5 years	Updated championship event scoreboards, with the new USCA logo
\$4,000.00	5 years	Updated USCA banners and flags, with the new USCA logo
\$1,500.00	7 years	Ice maker painting barrel (which we otherwise rent each year
\$2,000.00	4 years	Updated office computer, Account #810601 (we are on a rotation basis, basically updating each computer at least every four years)
\$3,250.00	4 years	FTP Server [file-sharing system through AtomAMPD). FTP site for uploading photos, videos and files for media and others (public). FTP site for Director's Corner as well as other file-sharing (private)
\$21,564.00		TOTAL cash outlay for capitalized items

Sensor Handle Note

\$22,848.00 **32 new sensor handles @ quoted Startco Littlefuse cost of \$714 each - covered by Sentry claim check already received; replaces handles already fully depreciated.**

Amortization Budget

Cost	Schedule	Description
\$5,000.00	2 years	"Dream Big: 2014 Olympic Hopefuls" video. Can also be used as a curling promotional video for the competitive side. a. Long version will include athlete interviews b. Short version will include sound bites from interviews as well as curling action (2 minutes) c. Concept will be similar to USOC's "Amazing Awaits" video (http://www.youtube.com/watch?v=8UtjUNZxUIA&feature=related) d. Multi-use: Can be used beyond the USCA's projects by clubs, media, e. Once we know our 2014 Olympic teams, if enough pre-work has been done gathering interviews and such at the Trials and 2012 Nationals, we can roll out a 2014 Olympic team specific promotional video as part of this.
\$5,000.00		TOTAL cash outlay for amortized items

Inventory Budget

\$3,000.00		USA Curling ties USA Curling scarves USA Curling crests
\$1,500.00		President's pins [3 years' worth: 300 pins]
\$1,000.00		USA Curling logo lapel pins (1,000)
\$5,500.00		TOTAL cash outlay for inventory items