

UNITED STATES CURLING ASSOCIATION
Board of Directors Meeting
April 30 – May 1, 2011
Hilton Minneapolis/Bloomington, MN

Minutes

Present: Chris Sjue, President, in the Chair; Paul Badgero, Kent Beadle, Jack Bernauer, Craig Brown, David Carlson, Maureen Clark, Janet Farr, Dean Gemmill, Peggy Hatch, Jonathan Havercroft, Cyndee Johnson, Gwen Krailo, Jerome Larson, Jan Legacie, Gordon Maclean, Richard Maskel, James Pleasants, Leland Rich, Sean Silver, Mark Swandby, Ann Swisshelm, Beau Welling, Sam Williams.

Also present: Rick Patzke, COO; Derek Brown, Director of High Performance; Christy Hering, Administrative Assistant; Terry Kolesar, Director of Communications; Dawn Leurquin, Event Services Coordinator; Sandy Robinson, Controller; Albert M. Anderson, Chair, Finance-Audit Committee; Gabrielle Coleman; Darcy Ellarby; Nick Kitinski; Rich Lepping.

Absent: Lynita Delaney, Director (Wis.); Nancy Hagenmiller, Director (Minn.); Nicole Joraanstad, Director (AAC); Bob Pelletier, Director (GNCC) and Secretary; Scott Higgins, Director of Coaching Development; Bev Schroeder, Director of Member Services

Board meeting 1:30 p.m. to 6:00 p.m. Saturday, April 30, & 8 a.m. to Noon Sunday, May 1

1. **Call to order.** President Sjue calls the meeting to order at 1:12 p.m.
2. **Welcome and introductions.** President Sjue welcomes everyone to the meeting.
 - A. Introductions:
 - i. New director from Wisconsin: Lynita Delaney
 - ii. Carl Thomas, Grand National Curling Club of America (GNCC) President
 - iii. Nick Kitinski, Mountain Pacific (MoPac) President
 - iv. Rich Lepping, Madison, Wis.
 - v. Derek Brown, Director of High Performance
3. **Roll call.** Acting Secretary David Carlson takes the roll and confirms that a quorum was present.
4. **Appoint parliamentarian.** President Sjue appoints Andy Anderson as parliamentarian.
5. **Additions/changes to printed agenda.** President Sjue indicates there are no additions or changes to the printed agenda.
6. **Approve Minutes of Previous Board Meetings**
 - A. Special Board Meeting February 9-10, 2011. **Beadle moves/Bernauer seconds approval of the minutes of the Special board Meeting of February 9-10, 2011.** No discussion. **Approved.**
7. **Ratify the actions taken by the Executive Committee (Sjue)**
 - A. December 1, 2010
 - B. January 31, 2011**Farr moves/Rich seconds ratification of actions taken by the Executive Committee at meetings held 12/1/10 and 1/31/11.** No discussion. **Approved.**
8. **Nominating (Swandby)** *[See Appendix – Slate of Nominations]*

- A. Swandby reports on the Nominating Committee membership and presents the committee's slate of nominees.
- B. Nominations for officer positions. Swandby places the following names in nomination:
 - i. 1-year term, starting 5/1/11: President – Christopher Sjue. Swandby requests nominations from the floor three times; there are no nominations from the floor. **Carlson moves that nominations be closed and a unanimous ballot be cast for Chris Sjue as a member of the Nominating Committee. Badgero seconds. Approved.**
 - ii. Nominees for Vice President: Kent Beadle, David Carlson, Jerome Larson, James Pleasants. Swandby requests nominations from the floor three times; there are no nominations from the floor. **Badgero moves/Krailo seconds that nominations be closed and a unanimous ballot be cast for Kent Beadle, David Carlson, Jerome Larson, and James Pleasants as Vice President. Approved.**
 - iii. Nominee for Treasurer: Sean Silver. Swandby requests nominations from the floor three times; there are no nominations from the floor. **Carlson moves/Gemmell seconds that nominations be closed and a unanimous ballot be cast for Sean Silver as Treasurer. Approved.**
 - iv. Secretary: Bob Pelletier. 3 times. Swandby requests nominations from the floor three times; there are no nominations from the floor. **Krailo moves/Swisshelm seconds that nominations be closed and a unanimous ballot be cast for Bob Pelletier as Secretary. Approved.**
- C. Nomination for Board-elected Director, one-year term starting 5/1/11: Beau Welling. Swandby requests nominations from the floor three times; there are no nominations from the floor. **Carlson moves/Gemmell seconds that nominations be closed and a unanimous ballot be cast for Beau Welling as a Board-elected Director serving a one-year term starting 5/1/11. Approved.**
- D. Nomination for two-year term for Nominating Committee: Jon Mielke. Swandby reports that the Nominating Committee includes the two most recent past-presidents, the senior AAC representative (Maskel), and two members elected by the Board who are either on the Board or serve on a USCA committee. The Board-elected members serve two-year staggered terms. The elected position that is currently active is held by Bill Forsythe. **Carlson moves/Clark seconds that nominations be closed and a unanimous ballot be cast for Jon Mielke as a member of the Nominating Committee. Approved.**
- E. Nomination for World Curling Federation Representative, to serve a three-year term: Peggy Hatch. **Swisshelm moves/Clark seconds that nominations be closed and a unanimous ballot be cast for Peggy Hatch as a World Curling Federation representative. Approved.**
- F. Swandby thanks those who served and serve.

Darcy Ellarby (Minnesota Curling Association President) arrives 1:26

9. Miscellaneous items (Sjue) [See Appendix – MOPAC Director Petition]

- A. President Sjue indicates that the MoPac Region has presented a Petition for Adjustment of Member Elected Director Allocations, based on current membership of 971. MoPac is currently represented by one Director. USCA By-laws provide that regions with 600 to 1,999 Dues Paying Curlers are entitled to two Directors. **Rich moves/Maskel seconds a motion to adjust the Director allocation for MoPac from one to two. Approved.**

10. Finance-Audit Committee (Anderson)

- A. Anderson reports on the Finance Committee meeting.
- B. FY2009-2010 Audit Report draft. Anderson reviews audit management letter, and brings several items in the report to bring to attention of board. He indicates that several notes appear in every audit, for example, that we don't have sufficient staff to entirely separate duties.

Anderson indicates that Committee will work with the auditor to finalize wording of the management letter. Anderson notes that the 2009-10 audit was not completed until a few months ago, and discussed the reasons for delay and the goal of more timely audits in the future. He indicates that there are no material weaknesses in terms of internal controls, but that we do have a time problem.

- i. Anderson indicates that in preparation for the 2010-11 year's audit, we will have a complete pre-audit Trial Balance prior to the fall Board meeting (2010-11 report to the USOC is due 9/1/11).
 - ii. The Committee recommends the USCA discuss with the USOC the timing of closing books and of reports to USOC, so that any delay in finalizing reports to the USOC does not delay the USCA's ability to complete an audit.
- C. Anderson reports on the current balance sheet, indicating we are in good shape from a cash perspective, but that we will have expenditures in May and June.
- D. Anderson notes that the Committee reviewed aging reports on accounts payables and accounts receivables.
- E. Anderson reports on the USCA's current inventory of curling stones related to the WCF Stone Program. The USCA holds 11 sets that are yet to be distributed. Anderson notes that this is potential exposure for the USCA.
- F. Anderson reports on the current Nike apparel inventory, noting that we show inventory valued at \$60,000 on our balance sheet.
- G. Anderson reviews year-to-date financial information.
- H. Anderson reviews the status of club dues collection, and reports that we are ahead of budget projections.
- I. Anderson reviews the status of the pin donation program.
- J. Anderson reviews the collateral for the USCA loan to the Potomac Curling Club and reports that all is in order. Potomac's final payment to the USCA of \$25,000 is due in November 2011.
- K. Anderson reports on the 2010-11 budget development. He notes that, by policy, the budget is to be developed by July 1, but that the 2010-11 budget was submitted in January. He indicates that the Finance-Audit Committee finds this unacceptable, and that he strongly recommends that Board future budget development be more timely.

11. **Treasurer** (Bernauer) *[See Appendix – Treasurer's Report – confidential, for Directors only]*

- A. Treasurer Bernauer reports on FY2009-10.
- i. At end of May 2009 we had a USCA budget, but didn't have USOC funding information, and developed a deficit budget. Bernauer notes that in September 2010 it looked like we had a \$12,500 deficit. However, we had \$42,000 of USOC funding that had not been spent. The USOC allowed us to apply that funding to appropriate expenses. That gave us a surplus of \$23,000.
 - ii. Bernauer reviews the history of income/expense timing, and notes that over a three-year period, the USCA is virtually break-even financially.
- B. FY2011 interim report
- i. Bernauer notes that in January the USCA budgeted for a \$43,000 deficit that was essentially an off-set of the USCA's using the \$42,000 of USOC funding to cover appropriate expenses in 2009-10.
 - ii. Bernauer notes a number of small variances.
 1. A positive major variances is member dues, which is \$20,000 above our budget. \$15,000 of that is \$1.00 dues increase.
 2. A negative variance related to a contract with the marketing firm 776: the USCA paid an initial fee to 776 of \$8,000; this was unbudgeted.

- 3. The Pin donation Program has been decreasing, so we budgeted only \$1,000 income. Current income is \$15,000.
- 4. All of other variances are immaterial.
- iii. Bernauer notes that we are in a good cash position – we have received almost all of our revenue, but there are expenses yet to pay.
- iv. Bernauer indicates that he anticipates being close to budget at the close of 2010-11.
- C. Bernauer indicates he will stay on as chair of Finance/Audit. Badgero notes that two people voted against the 2010-11 budget because of cuts to Member Services projects. He indicates that the primary cut was Columbus, Ohio, meeting. Bernauer notes that many things were cut from the budget. He indicates that it was the VP Member Services who identified the Columbus, Ohio, meeting as something to be eliminated from the 2010-11 budget.

12. **Chief Operating Officer (Patzke)** *[See Appendix - COO Report -- confidential, for Directors only]*

- A. Patzke reports that Ed Lukowich is working at St. Paul Curling Club Junior Camp. He'll analyze U.S.-Canada game from 5:00-7:00 tonight at St. Paul CC – everyone's invited.
- B. Staff items:
 - i. Christy Hering is completing her first year with USA Curling as Administrative Assistant. Patzke notes that she is a great addition to Central Office staff.
 - ii. "Last year was kind of a long decade with staff." Patzke indicates that he is looking forward to having Derek Brown in place as our Director of High Performance. He notes that this will take pressure off the staff and Board working in the High Performance area.
- C. Television Programming Opportunities.
 - i. Patzke reports that in 2011-12 there may be a resurrection of ICE (multi-sport show with curling, luge, bobsled and skeleton). The show may also involve figure skating, speed skating and skiing. He notes that the show will go forward only if the USOC joins the program to bring it forward. The proposal is for 22-hours over four days in December 2011. The broadcast would have a lead-in by NBC Universal Sports and Versus, and three hours of NBC coverage on Saturday and Sunday.
 - ii. The USOC now produces the Warrior Games (summer Paralympic) – Patzke suggests considering Wheelchair Curling for inclusion. Patzke indicates that if Wheelchair curling is to be included, it will have to be produced specifically for the program because we don't have a major event. USOC is looking for a U.S. event – and it could be curling's. Patzke notes that if we were staging a men's and women's event, bringing in Wheelchair curling won't add much expense.
 - iii. WCF Broadcast: Patzke and Bob Hughes would meet with NBC annually. Arranged to meet in NYC: WCF's Kate Caithness and Richard Harding, Patzke, Bob Hughes (production company). The group met with John Miller, NBC Sports VP. Patzke notes that NBC has a lot of scheduling to fill. Comcast and Versus hold potential for strong partnership and exposure for curling. Good opportunities. Universal may cease to be. NBC doesn't have the Olympic Games past 2014. IOC will have a selection by July 1. NBC's continuance would be great for us. Main competitors are Fox and ESPEN. Patzke notes that NBC's John Miller has connections with Philadelphia (2012 Nationals).
- D. Patzke announced that the 2013 Nationals Request for Proposals (RFP) is out. Green Bay, Wis., and Bemidji, Minn., and Willmar, N.D., have expressed interest to date.
- E. Governance Task Force proposal.
 - i. Patzke presents key questions and statements to be considered during deliberations related to the Governance Task Force proposal.
 - 1. *Why is it important that the USCA exist?* Historical context: Founded in 1958 as U.S. Men's Curling Association, primarily to run the Men's National Championship. By 1985, Junior Men's, Mixed ... in 30 years not much had changed beyond running

National Championships. In 1985, David Garber was hired as the USCA's first Executive Director.

At that time, the USCA served basically as a clearinghouse for club information; a club insurance program offered. In 1985 a Women's Championship was established as prelude to application to USOC. In 1987 the USCA was granted an Affiliated Membership with USOC. The Affiliated Membership brought \$60,000 in USOC funding, including \$20,000 for Member Services. 1996 – first Member Services and Communications staff. In 2008-09, we spent \$472,00 on Growth and Support, which includes member services and outreach that spans more than the Member Services financial account area.

2. *What is vital and what is not?* What is the USCA best at doing – best in the world and best in the United States? Curling publications? Sport education? Are there things we either aren't doing or are doing but could do better at? What are we doing now that others – clubs, regions – can do better?
3. *Is winning the fundamental goal, or is it to be develop more and better curlers?* The world would be a better place if there were more curlers embodying the spirit of curling in it.
4. *What are the core values of the USCA?* Are they embodied in the USCA's mission statement? [Patzke reads two mission statements, current and previous.]
5. *What would individual USCA members pay if they were given the option to pay based on the value they perceive they receive?*
6. *What are we passionate about?*

ii. Key Statements

1. *In area of international competition, we should be motivated by the untapped potential of curlers in the United States.*
2. *Perpetuating mediocrity is suicidal.* We don't want to emulate the Suicircle Bird, which flies in ever-tightening circle until it flies up its own butt.
3. *It's USCA's job to get this right.* Patzke reports on the recent decision made by the Hibbing Curling Club, which asked themselves: Do we want to stay a part of the USCA? The Board presented this question for a membership-wide vote. The vote was all but unanimous that they would remain a USCA member – and that they don't want to hear this issue arise again for a long time.

iii. President Sjue noted that the next major project for the USCA Board is updating the Strategic Plan.

13. **Governance Task Force (Sjue)** [*See Appendices – USCA Board Reorganization; Proposed New Governance Talking Points; Challenges to Be Addressed by Governance Change*]

President Sjue reports on activities of Governance Task Force (GTF). Sjue indicates that the bylaws proposal is not the final product, and that his briefing to the Board is not the end of the discussion. Sjue thanked the Task Force members for their work.

- A. Context. President Sjue provides context for the work of the Governance Task Force. He indicates that the USOC thinks the USCA's current organizational structure does not meet best practices, and puts the USCA at risk because our by-laws provide the ability to our members (regional associations) to overturn the decisions of the Board.
- B. Tasks. Sjue reports that the Task Force met with USOC, then met as a Committee during the 2011 Fargo Nationals, and held several conference call meetings. The result of their work is a bylaws draft, a list of reasons for the proposed changes, and talking points.
- C. Sjue describes Governance proposal. He invites feedback and questions. He indicates that the goal of the discussion is to provide information that people can take back to their regions, and advocate for it.
- D. Reasons for governance changes.

- i. Expanded scope of USCA. The USCA has evolved tremendously over the past 50 years.
 - ii. The authority of COO is unclear. The proposed changes clarify the COO's role and that of the Board.
 - iii. Lack of focus and effective fundraising. This model makes fund raising one of the primary purposes of the Board.
 - iv. Planning and operational nature of board now would change to one of setting policy, conducting strategic planning and fund raising for the USCA.
- E. Expectations
 - i. USCA operate more as a business
 - ii. Keeps the volunteers an essential element of organization
 - iii. Increased revenues from fund raising
- F. Governance Bodies
 - i. Board
 - 1. 15 Directors
 - a. 7 (curler) Assembly-elected Directors
 - b. 3 Athlete Advisory Council (AAC) Directors
 - c. 5 Independent selected by the Nominating Committee
 - 2. Five Standing Committees
 - a. Audit/Finance Committee
 - b. Judicial Committee
 - c. Nominating and Governance
 - d. Human Resources
 - ii. CEO
 - 1. Responsible for all staff functions
 - 2. Develops strategy for achieving USCA mission, goals and objectives
 - 3. USCA spokesperson
 - 4. Resource generation and allocation
 - iii. Assembly
 - 1. Sjure reports that there has been considerable discussion about this issue.
 - 2. The proposal is that clubs, rather than regions, become the members.
 - 3. The membership will meet at an Annual meeting – perhaps in June. Members (clubs) will have weighted vote based on dues-paying members. Members can carry proxies for other clubs.
 - 4. Key is: How do you attract members to the Assembly? The answer is to provide something of value: seminars, clinics on coaching, instructors, high performance, officiating, growing the sport, icemaking.
 - 5. One challenge is that the members would be the clubs, and we need regions to support this change.
 - 6. Elects 7 member-elected directors and members to Judicial, Nominating and Ethics committees
 - 7. Volunteer base for USCA

Carlson reports on the work of the GTF related to proposed changes to the By-Laws. *[See Appendices – USCA Governance Task Force Executive Summary of Proposed Changes; Draft April 6, 2011 – By-laws of the United States Curling Association, Inc.]*

- G. Carlson notes where the Governance Task Force may be making modifications to the by-laws proposed. Carlson outlines the issues, in no order of importance:
 - i. Issue: Independent Directors. The rationale for having independent directors is to try to diminish conflicts of interest so that their focus is on the USCA. The organization had reservations about Board members with conflicts. We are trying to find individuals who have greater distance from those who serve their clubs. We are looking primarily at the

level skill sets. *Evolution of proposal: Independent Directors will not be serving as a club officer at the time they are Independent Directors.*

- ii. Issue: The place at the table for our affiliated organization, USWCA. Currently the USWCA representative has both voice and vote. The USCA wants to have diversity with both sexes. *Evolution of proposal: The USCA will recognize the USWCA as an affiliated organization to USCA, and request a liaison at the Board with voice, no vote.*
- iii. Issue: The relationship going forward between regions and states and the USCA. Regions/states will have relevance to their clubs and to the national championships. The will have relevance related to dues collection. How do we attract regions and states to the Assembly? *Evolution of proposal: Regions are proxy holders for local clubs, and send their proxies [1,500 vote maximum]. Clubs would have an opportunity to have their own direct representation.*
 - 1. Issue: First nominees for Board positions after restructuring. Our committees will do their work in conjunction with the Members Assembly Meeting – these will be our volunteer pool. From that population will come the first source of nominees for Board positions.
 - 2. Issue: Refining the voting process. The Governance Task Force (GTF) will consult with expert, Jon Havercroft, on this issue.
- iv. Town Hall Meetings. Carlson notes that this is a work in progress. In September the GTF wants to come before the Board with final product. Between now in then, the GTF will hold Town Hall Meetings to present information. Carlson requests everyone’s input and advocacy.
 - 1. Sjue indicates that the first Town Hall Meeting will be in Bismarck, N.D. He asks that anyone would like to host a Town Hall Meeting please let him know.

H. Q&A related to the proposed governance changes

- i. Question: Is this putting the cart before horse? If we know the answers to some of the questions that Rick asked, then we can address the reasons for the changes.
Response: Sjue presents the rationale: there is urgency because of consequences for inaction with USOC. Sjue didn’t think we address both the mission and the governance structure at the same time and do an adequate job. He notes that the governance change won’t affect the mission.
- ii. Question: What is the process for approving the governance change/changes to the by-laws?
Response: Carlson indicates that the final authority is the Membership. However, the thinking of the GTF is that if Board doesn’t support the change, why bring before the membership? Potentially we would have a Members Meeting sooner than April.
- iii. Question: How long will the Town Hall meeting in Bismarck last?
Response: Sjue indicates that it will last about an hour.
- iv. Question: In the draft “issues to addressed,” the Board-elected Directors have been limited. Why is this?
Response: Swandby indicates that the Board-elected Directors have historically been limited, and that we haven’t always filled all three positions (he notes that currently two are filled). Sjue indicates that we have to do a better job of attracting people to those positions. Carlson notes that a current impediment is that our model doesn’t make sense to someone outside of curling. Silver indicates that if the definition of “independent” is broadened to include curlers, we could potentially attract them if they felt the organization was managed effectively and would feel their time was meaningfully spent.
- v. Comment: In order for Board members to advocate for the governance change, we need to know the reasons why – how it supports our mission and reaching our goals. We need to be able to tell people the philosophy behind this.

- vi. Comment: It needs to be made very clear that USOC funding is important in order for the USCA to achieve our mission and strategic goals.
- vii. Comment: There was never any intent to define an independent person as a non-curler. Based on meeting with USOC, as long as we're addressing the concerns and we're being forthright, we don't have to be rushed.
- viii. Question: How much money [USOC funding] are we talking about?
Response: Sjue reports that in the last Olympic year we received \$800,000 in USOC funding, \$400,000 in dues income.
- ix. Comment: I hear negatives about our support of high performance programs – but when I talk with clubs about their own success, I find that our involvement with the Olympics is the best thing that we can do for our clubs.
- x. Question: Do we need Olympic funding to be an Olympic sport?
Response: Anderson responds that, no, we don't need USOC funding, but only one organization can be the National Governing Body (NGB) of a sport.
- xi. Comment: Benton notes that the governance issue from the USOC's perspective is best practice and compliance. We don't have to be immediately in compliance, but we have to be addressing the issues. If the members vote not to change, the USOC response is uncertain.
- xii. Comment: Badgero indicates that we should take our time and evolve. This feels like a revolution.
- xiii. Comment: Swandby indicates that Wisconsin is in favor of the change. They see a big disconnect between clubs and the USCA.
- xiv. Comment: Welling notes that USOC began this process, but the Task Force took information about best practices and tried to apply it to USCA.
- xv. Comment: Anderson indicates that the USOC has said that the revenue of the USCA is insufficient apart from USOC funding. Our main revenue is USOC funding and dues. We've been advised to get other sources of revenue. We have failed to do that. We don't have the resources to split grass-roots and elite programs into two organizations.
- xvi. Comment: Beadle indicates we not have the wherewithal to support two organizations. If we did have two, and both were trying to raise funds – where would large donor support go – toward gold medals for the U.S., or another sheet of curling ice?
- xvii. Comment: Welling notes that high performance and grass roots development go hand-in-hand. He provides an example taken from Golf, which has the U.S. Open – funds generated from that go back into grass-roots. Worst thing would be to bifurcate this organization.
- xviii. Comment: We can't divorce grassroots and high performance. When we are approaching our members we should keep in mind that we're not that well-loved. We do need something more compelling to tell our members than the reason for the change is that "we're a dysfunctional organization." We need a mission.
- xix. Comment: Does this whole growth-through-exposure system work? If you step back and look at what we're trying to do – get our teams in the Olympics, get good teams – people will be attracted to the sport.
- xx. Question/Comment: [from a regional president] Where is our National League of American Curlers? That would create exposure and interest.
- xxi. Comment: [from a regional president] New clubs need mentors to provide education that will support their development. USCA should step forward to help.
- xxii. Comment: This is a transformational process. Look at governance, high performance, member services – look at the whole organization to see how we can transform.
- xxiii. Comment: The Members' Assembly would be an excellent place to start providing information.

- xxiv. Question: Under the new structure, who will do the work currently done by VPs and committee chairs?
Response: Sjue responds that the CEO will have responsibility for organizing the committees.
 - xxv. Question: How do you transition between people currently doing the work now and new people?
Response: Beadle responds that there is no reason not to tap them.
 - xxvi. Question: Will people still want to do the work if they're no longer Directors? If you we started over tomorrow, people would serve?
 - xxvii. Question: [from a regional president] What is the time frame for transition?
Response: Sjue responds: Town Hall meetings are to be held this summer. The plan is for the GTF to submit set of by-laws in August, for voting at September meeting. Members also need to vote on it – perhaps in September, perhaps later. If it passes, we would begin the transition. We probably would have temporary or intermediate issues to address.
 - xxviii. Comment: Patzke suggest that these questions can be asked at the Town Hall Meetings, and that we can glean answers as we're conducting them.
 - xxix. Question: Will there be a vehicle for Directors to vote via email?
Response: Sjue responds that that is not yet known.
- I. Sjue reviewed annual report pie charts related to member services. (projected onscreen) **[See Appendix – Growth & Development: Growing the Sport]** Patzke reviewed several spreadsheets.

VP areas, reports:

14. Competitive Programs (Beadle) **[See Appendix – VP Competitive Programs Report]**

- A. High Performance Program. Beadle reviews the history of the High Performance Program and Performance Partnership Agreement with USOC. In 2010-11, funding was put on hold with exception of funding incentive program for our athletes. USOC funded three areas:
 - i. Athlete-direct payments. 1) Direct payments to teams based on World Curling Tour events and order of merit system. USOC paid \$44,000 to teams based on WCT performance. 2) Operation Gold. Payment based on performance at World Championships. Women's team was tied for 6th, but WCF determination gave them 7th place. We are unsure whether they will receive Operation Gold funding. 3) Year-end WCT order of merit ranking.
 - ii. Operations funding
 - iii. Director of High Performance (DHP).
Derek Brown provides a recap of his introduction to and work with the USCA. He indicates he worked at the following events/meetings:
 - 1. Women's Worlds in Esbjerg, Denmark
 - 2. Men's Worlds at Regina
 - 3. Meetings with USOC in Colorado Springs; full Winter Sportfolio team.
 - 4. 4-day period – St. Paul, Madison, Stevens Point home office. Met with athletes, coaches, USCA staff.
 - 5. In July – Bismarck spiel.
 - 6. High Performance Plan presented to the USOC in April. Derek Brown presented slide presentation he used with USOC.
 - i. Focus of the High Performance Program
 - 1. Athlete-centered
 - 2. Coach driven
 - 3. Performance led
- B. Competitive Analysis

- i. Brown provided examples of the levels of information generated by analysis of performance data.
 - ii. National Team Programs
 - Question: How will teams be selected?
 - Response: No hidden agenda that DHP will handpick the teams. “All-Star Selected Teams” is a myth.
 - i. Project 2018 – long-term development of athletes
 - Question: How will you work with coaches as you’re working with teams? Answer:
 - Response: 2 National Team Coaches take on team leader/manager role.
 - ii. Incentive Funding
 - 1. USOC-USCA partnership
 - iii. Olympic Trials 2014.
- C. Patzke reviews the work of Scott Higgins – Director of Coaching Development.
- i. The products Higgins is developing will be branded as “sport education.” The audience for the products is broader than coaches, including parents, regional instructors.
 - ii. There will be a pathway and progression within the program.
 - iii. The proposal includes a professional organization within the USCA.
 - iv. Patzke notes that this is an area where the USCA can be the best in the nation. It will complement with what regions are already doing.
 - v. Question: How much time is involved with achieving Coaching Level 100?
Response: The initial goal was to have online delivery of the program, so you would progress through the program at your own time and convenience.
 - vi. Question: How do our current coaches enter the program? At Level 1?
Response: Patzke indicates suggests that a coaching advisory group be formed to address issues like that, just as we’re forming a High Performance Advisory group.
 - vii. Professional Coaches Alliance (PCA) – The USCA is working to develop a relationship with PCA so that coaches, parents, and others can have a relationship with PCA via the USCA.
 - 1. There were no other questions for Brown or Patzke on the High Performance Plan.
- D. World Team Preparation (WTP) Committee– Legacie reported.
- i. Legacie reports that the 2010-11 Team Leaders were: Annis – Men; Swandby – Women; Schroeder – Juniors; DePerno – Wheelchair.
 - 1. Swandby comments on role of Team Leader, indicating that it is mainly administrative.
 - 2. Pleasants ran the team meeting at Junior Nationals.
 - 3. Sjue ran the team meeting for Bismarck Senior Women's.
 - ii. Youth Olympic Games (YOG). Legacie indicates there will be a team leader for the YOG, which will be held in January 2012 in Austria. The YOG team leader position is posted on the USA Curling website.
 - iii. Legacie reported that our USA Curling tie inventory is depleted, and that we will need an additional supply for our World teams.
 - 1. The WTP Committee makes a recommendation to redesign the tie and get a scarf for women. The WTP Committee indicated a plan to take a look at whether we should develop a tie with the new logo.
 - iv. Legacie reports that there was not a 2010-11 budget for World team dinners. This year the WCF members gave the money to the teams to eat a decent dinner. Legacie expressed thanks to Anderson, Sjue, Swandby, Hatch, Rich, Welling.
 - v. Legacie reports that the WCF raised a concern about teams that are not appearing in similar attire. Our teams do a good job – WCF Representative Hatch urges the USCA to continue to provide uniform funding.

- vi. Legacie describes a nice international gesture with Brooms Up! providing brooms for the Turkish teams at the Men's Winter World Universiade.
- E. Report: Wheelchair Curling. Beadle reports on Wheelchair curling. DePerno and Brown have submitted a High Performance Plan to the USOC. Several athletes have retired. Our 2010-11 Wheelchair Team USA took 4th place at the 2011 Wheelchair Worlds.

15. Marketing and Operations

- A. Bylaws/Governance (Carlson) [*See Appendix – Proposed Amendment to USCA By-laws*]
 - i. Carlson indicates that the proposed amendment creates 3.6a that makes it clear that the AAC reps are directly elected to the Board by their constituency. **Badgero moves/Pleasants seconds approving the creation USCA By-laws section 3.6a:** Section 3.6A. ATHLETE ELECTED DIRECTORS. As required pursuant to Ted Stevens Olympic and Amateur Sports Act, not less than 20 percent of voting power held on the board of directors shall be held by directly elected Athlete Representatives. Year to year the athletes through the AAC shall be entitled to elect the number of directors necessary to make-up 20 percent of said voting power. Said Athlete Representative directors shall have the same tenure as a board elected director as set forth in Section 3.7.
Approved.
- B. Human Resources (Swandby)
 - i. Swandby reports that the HR Committee meeting included discussion of how the proposed governance structure changes will affect the staff. Patzke has discussed with staff and has response from all staff members. Patzke will be reviewing what the Central Office is doing – determining whether what is being done is consistent with direction from the Board.
 - ii. Swandby thanks the staff for their hard work.
 - iii. Question: Will we need to increase staff under the proposed governance changes?
Response: Swandby responds that until there are more resources, he doesn't see how we can add more staff.
 - iv. Comment: Maskel (AAC) expresses appreciation of athletes for work staff does.
- C. Athlete/Curler Recognition (Maskel)
 - i. Team of the Year: Geoff Goodland rink – silver medalists at 2011 World Senior Men's Championship
 - ii. Male Athlete of the Year – Pete Fenson, skip, 2011 U.S. Men's National Champion
 - iii. Female Athlete of the Year – Patti Lank, skip, 2011 U.S. Women's National Champion
 - iv. **Beadle moves/Krailo seconds ratification of Geoff Goodland rink as 2011 Team of the Year, Pete Fenson as 2011 Male Athlete of the Year, and Patti Lank as 2011 Female Athlete of the Year. Approved.**
 - v. Maskel reminds the Board that the Hall of Fame submission deadline is June 1. Supportive documents should be provided. Nomination categories are: Team, Curler, and Curler/Builder.
- D. Media
 - i. Terry Kolesar indicates that she will provide a written report after the Board meeting.
- E. Revenue Development.
 - i. Pin Donation Program. Carlson reports that we have received more income than the \$1,000 budgeted for the Pin Donation Program. [*See Appendix – Pin Donation Report*]
 - ii. Director Challenge. Carlson notes that 53% of our directors met challenge of making a donation. Sjuje notes that 45% of directors haven't donated to the Pin Program, and adds that it looks good on our annual report if we can say all board members have contributed.
 - iii. Annual Appeal. Silver reports on a new project: an Annual Appeal to the membership. Silver indicates that a problem with the Donation Pin Program is that it is extremely labor intensive. It is the opinion of the Revenue Development Committee is that we should look

at other ways to develop revenue. The Committee is recommending an Annual Appeal to individual curlers take the place of the Pin Donation Program.

1. Silver describes the Annual Appeal as a direct mail marketing program, similar to what's done by alumni organizations from a university. Almost every other nonprofit has a similar type of annual appeal. Many curlers have not been asked to support, to contribute to, the USCA. Our membership includes many new, enthusiastic curlers. The Committee's view is that the fund-raising opportunity is worth the risk. Silver says that it is fund raising, but notes that it is also a direct outreach to its curlers. It's in essence a commercial for USCA: "Support our efforts for Gold in 2014." The Committee developed an action plan:

- a. Figure out the cost.
- b. Figure out the right format.
- c. Figure out the right message

The Committee feels that this can be done in a relatively short period of time.

Perhaps do this summer.

- d. Question: Will donors be allowed to target their donations?
- e. Comment: We must be able to say that our Directors have supported this before approaching the membership.
- f. Swisshelm proposes the USCA launch a 30% test campaign. Test to see which approach is most successful: Olympic? Grassroots? Krailo notes that if you get a 10% response to a direct mail campaign, that's great – 2% is average.
- g. The Committee sees merchandising opportunities as a separate issue, but may want to include a return on donation with the direct-mail.
- h. Consensus is that the Revenue Development Committee should move forward with developing an Annual Appeal.

- iv. *Planned Giving*. Silver reports that USA Curling does not have a formalized Planned Giving program. Rich Lepping, Madison, Wis., has assisted the Revenue Development Committee with strategizing about this. Rich Lepping notes that most people don't give because they get something in return – they do it because there's a significant reason in their life to do so. He goes on to say that with a Planned Giving program, we're asking people to give some of their assets to the USCA. The idea is that it is a long-term program. Lepping outlines key aspects of a Planned Giving Program proposal:
 1. Program name: "Granite Society."
 2. Donors can designate how to use a percentage of the corpus to support USA Curling.
 3. Potential donors will be approached 2-3 times per year.
 4. There will be a Planned Giving newsletter – with stories about families.
 5. The program's appeal will focus on the idea that the sport of curling is giving us part of our identity, part of our culture.
 6. The Program would be a 501(c)(3) that's separate from the USCA.
 7. With the initiation of a Planned Giving Program, it becomes part of our culture to ask somebody to give. A mailer request for \$100,000 won't work.
 8. A demographic study done by the marketing firm 776 indicates that one of our primary populations is baby boomers. They are 56-64 years old. If we don't tap them now, they'll be gone. They are among the top 20% of wage earners in sports; high education – our demographics are perfect for this.
 9. If anyone would like to assist with Planned Giving, please let Rich Lepping know.
- v. *The BAB*. John Benton offers a fund-raising idea: "We run really good events. Let's host a BigAssBonspiel (BAB) open to all of our member clubs." Run a revenue-generating event. He envisions it as an Open entry event, with team members being from the same club. Benton suggests hosting it biannually – to allow time to market it. Great opportunity to get clubs involved. Moderate entry fee shared with host club.

Merchandising and sponsorship opportunities. USA Curling sees lions share of revenue. Determination of how each club picks a team is up to the club. The USCA would not provide officials – it's a bonspiel.

1. Question: Combine the BAB with the Annual Members Assembly?

Response: Yes, potentially.

2. Comment: A caution is offered that if the USCA creates the BAB, we are careful about the dates and how it might affect (adversely) other club events.

F. 776 Marketing (Patzke)

- i. Patzke reports that 776 has developed a presentation deck of USA Curling. 776 is working to align sponsor prospects with qualities that resonate with USA Curling's qualities/core attributes.
- ii. 776 has identified a sponsor prospect target list, and has sent a letter and sample sponsorship deck 17. They are in discussion status with 14 prospects.
- iii. Rich Lepping and Patzke met with 776. Lepping stresses that a \$10,000 donation isn't going to cut it: we need \$100,000-\$200,000. Value has to be there. Mission has to be there. Reason has to be there. 776 understands this. It's more of a marathon than a sprint.
- iv. Question: Are there timelines with 776?
Response: Patzke responds that the USCA has a one-year commitment with 776 through the end of September 2011.
- viii. Question: Is the USCA currently getting money from Content Licensing Agreement?
Response: Patzke responds that we are; he notes that the agreement will be up for renewal in 2013.

G. RAM

- i. Patzke reports that the USCA gets \$.50 from every Taster Curl RAM sells. He notes that this is potentially annual income of \$25,000-\$30,000. He is in discussion with RAM about potential events around the 2012 Super Bowl in Indianapolis.

H. The Board views a recent Bic commercial that featured curling.

President Sjuve recessed the Board meeting at 5:44 p.m., to be reconvened on 5/1/11.

5/1/11 - President Sjuve called the meeting to order at 8:00 a.m.

16. **Roll call.** Acting Secretary David Carlson takes the roll and confirms that a quorum was present.

VP areas, reports, continued:

17. **Championships** (Pleasants) [*See Appendix - Championships Committee Report*]

- A. Pleasants reports. He indicates that he and others on the Committee are willing to serve USA Curling as committee chairs and members if the proposed governance change is approved. Their motivation is running Championships. Pleasants asks, "What do we do well as an organization?" And he answers, "Championships." He notes that there are many opportunities for participation on all levels, and that the championships are a significant member services. He notes that when we have a need, the USCA steps up and take care of it: sensor handles, championship stones. We should take some pride in that.
- B. Sites: Pleasants expresses concern for next year, because we have many events that don't have host sites. He notes that we rely on the hospitality of host sites – they are very important.
 - i. We needs sites for the following events:
 1. Senior Men – 2 interested parties. Nov 30-Dec 4, 2010. Accordion.
 2. Senior Women – can be hosted by a small club. Nov 30-Dec 4, 2010. Accordion.
 - a. Senior dates changed to avoid conflicts with Juniors. Many potential/actual coaches of juniors are of an age of Senior Championship competitors.

- b. Anderson notes a commitment by WCF to emphasize Mixed Doubles in anticipation of the event being added to the Olympic Winter Games.
 - 3. Mixed.
 - 4. Mixed Doubles (Dec 8-11; 4 sheets). Broomstones offers to host 2011-12 Mixed Doubles.
 - 5. Club Nationals – March 3-10. Some interest by potential host clubs.
 - 6. Men’s Qualifiers. Seattle will put in a bid. Need 2 midwest and an east coast site. Jan 4-8, 2012. No Women’s Qualifiers.
 - 7. Men’s and Women’s Challenge Rounds. Jan 19-22
 - 8. Pleasants asks for assistance in securing sites from Directors. Arena ice, if prepared right, would be acceptable, although it can be expensive. Our icemakers can make good ice in arenas.
 - 9. Youth Olympics – November 18-21, 2011. Some interest by Grafton. Need a 3-4 sheet facility. Accordion in nature.
- C. Potential for new events:
- i. An Arena Club Nationals is being considered. Pleasants notes that the current bonspiel structure is difficult for them. Regions are spread out. It is difficult for them to find a venue for a regional playdown. Ice can be expensive. We want arena clubs to be part of the championship process. Participation generates stronger connections with USA Curling, and with competitive curlers. The idea is to have an Open competition – with playdowns within a club – and then a national event. There is also discussion about making the Club Nationals more of an open event. The BAB is another event to consider.
 - ii. Club Nationals are doing well. Men’s had complete participation, from all regions.
- D. Calendar conflicts: Pleasants reports that there are more and more events defined as “protected” by the Ted Stevens Act. This makes it more and more difficult to avoid potential conflicts. The Act does not prohibit conflicts, but it does require conflicts are minimized. The Championship Committee will draft language describing how we are going to approach calendar development, what steps we’re taking to avoid conflicts, and where conflicts may be unavoidable.
- E. Travel stipends: Pleasants reports that the Committee is changing the formula used to provide travel stipends to championship teams. The old system had two tiers of reimbursement, depending on whether the individual traveled more or fewer than 350 miles. The Committee determined that it would be fairer to reimburse based on miles traveled, up to a maximum of \$400, prorated by the amount of the pool of money available.
- F. Reimbursement of ice usage: Pleasants reported on USCA events that receive facility rental fees from the USCA.
- i. There is no reimbursement for Junior Nationals ice usage, because this event offers opportunities for making money via ticket sales
 - ii. Men’s and Women’s events do receive ice rental payments from the USCA.
 - iii. Mixed Doubles, Mixed, Club and Seniors – the Championship Committee recommends that the USCA reimburse for ice usage to be consistent with other events.
 - 1. The recommendation is that the facility payment be revenue neutral, so one option is to reduce the amount of travel stipends. [We currently give no stipends to Seniors. Handling Seniors as we have Mixed Doubles, which has allowed for sending a stipend equal to the difference between entry fees collected and expenses, was considered.]. As an alternative to reducing travel stipends the Committee asks the Board to consider raising the entry fee for those events by \$30 per team to cover ice usage fee. **Farr moves/Badgero seconds a motion to increase the USCA's registration fee by \$30 per team for Mixed Doubles, Mixed, Club Nationals and Seniors to reimburse host sites for ice usage and ice improvement for each event per usual formula of \$250/day to \$1,000 budget maximum; and for Mixed Doubles and Seniors, where we don't reimburse travel, that the extra funds remaining after paying expenses**

would be advanced to teams that go to worlds to defray some of their expenses.

Discussion:

- a. Comment: The increase is unfair to Mixed Doubles, because the fee is split among two people rather than four. It's a new discipline. We're trying to encourage people to play. The total cost is high. An entry fee of \$320 for two people is high.
- b. Comment: The cost to the host clubs is still the same for Mixed Doubles. The ice usage expenses are still there.
- c. Pleasants responds that if the USCA reduces the Mixed Doubles entry fee, we won't be able to send the World team much money.
- d. Comment: We should we simply be looking at a budget to support the teams.
- e. Question: We don't provide stipends or support for senior teams. Seniors are not a revenue neutral event. Is this motion to make it budget neutral?
Response: Pleasants responds that running the Seniors has been budget positive for the USCA. We're not treating the seniors fairly. Seniors ought to be given more support. He adds that if the Mixed Doubles has the potential to become Olympic event, we ought to take that more seriously.
- f. Comment: If Mixed Doubles becomes an Olympic event, it will become part of our USOC-funded High Performance Program.
- g. President Sjue indicates that the motion is to provide ice money and support for winning teams.

Carlson calls the question: **Motion approved with one voting no.**

G. Ice conditions

- i. Pleasants reports that there were some concerns about ice conditions at USCA events expressed.
- ii. The Championships Committee discussed ways to improve the ice at USCA events.
 1. Emphasize to your clubs that if you have USA Curling icemaker Dave Staveteig comes to your club, you can learn a lot.
 2. Pleasants noted that we need to find ways to get icemaking knowledge circulated. Currently we have one level of ice certification. One thought about the extra \$30 fee increase that's to support facility usage is that we may also direct some of the money toward icemaker training and certification.
 3. Use a questionnaire that asks event participants to rate clubs with regard to their stones and ice. Questionnaire will go to the Championship Committee, which then can address issues if host clubs have weaknesses.

H. Officiating. Sam Williams reports.

- i. Williams notes that the USCA advanced three people who were Apprentice Officials to Level 3: Joe Roberts, Mary Pat Shandor, Mike Kirkeby. We have stringent criteria for Level 3. We have another 6-8 people who are Apprentice Level 3. We would like to acknowledge this on our website and in the *Curling News*.
- ii. The Committee reviewed Championship Rules book clarifications, indicating that there were a few rules incidents brought to the attention of the committee that will be addressed.
- iii. Pleasants reports that the USCA is not able to do as much for officials who volunteer their time as we would like, because of budget constraints. The Championship Committee would like to budget using United VIK travel for officials, to cover their cost. We would like to develop some form of recognition, e.g., a pin.
- iv. Sensor Handles. Pleasants reports that we continue to have problems with damage to our sensor handles. We're not sure why the damage is occurring. It could be due to a design flaw, damage could be due to over-tightening.
 1. USCA Event Services Coordinator Leurquin notes that the USCA filed an insurance claim for 32 handles with fractures. She reports that Central Office sensor handle

volunteers did a recent check and found 50 damaged handles. We're replacing the stones with the most serious damage. We have engineers who are looking at developing USA Curling handle sensors. Pleasants commended Leurquin for processing the insurance claim. *[See Appendix - Event Services Coordinator Report]*

2. Benton notes that the USCA is checking with the World Curling Federation (WCF) and the Canadian Curling Association (CCA) to see if they're having similar issues.
- v. Registration. Pleasants reports that we've had some problems with current registration system. Leurquin has vetted other firms, and has found an alternative that we anticipate would work better for athletes and staff: League USA/Sports Signup. Leurquin invites everyone to be test subjects for the proposed system.
- vi. Format. Pleasants reports that in 2010-11 the USCA made year made some changes to the Nationals qualification process using the World Curling Tour (WCT) order of merit points. We revamped Men's allocation so that it's based on strength-of-field. We used more triple knock-outs. These changes were the result of responses to feedback from athletes. The feedback on the changes has been generally positive. There may be some tweaking this year, but no major changes. On the Women's side: we probably won't do the Women's Challenge as a round robin.
- vii. Youth Olympic Games (YOG). Pleasants reports that we are planning to have a YOG summer clinic/camp in Bismarck, N.D., just before the Bismarck Summerspiel. Youth on fully formed teams or hoping to be on a team will work with Dave Jensen and Jon Mielke, who will help teams form and provide training. Once our world candidate is known, the USCA will provide support through our High Performance Program.

18. **Member Services** (Larson) *[See Appendix - USCA Director of Member Services Report]*

- A. Larson reports. He indicates that Member Services services the general curling population.
- B. Larson notes that written reports are posted on Directors Corner.
- C. Club Membership & Development – Nick Kitinski reports.
 - i. Kitinski reports that a new learn-to-curl instructional video, "Dare to Curl," is in development this weekend [the weekend of the Board meeting]. He indicates it will be upbeat and modern.
 - ii. The USCA has responded to many club start-up inquiries in the past year.
 - iii. The Committee has developed criteria for WCF Loan applications to provide dedicated ice. Kitinski notes two clubs that have expressed interest:
 1. San Francisco Bay Area Curling Club
 2. Coyotes Curling Club (Scottsdale, Arizona)
- D. College Curling *[See Appendix – College Curling Report]*
 - i. Larson reports that Member Services is working on a program for college club curling teams that would compete under the banner of their colleges. The plan is to expand College Curling as a gradual growth area.
 - ii. The College Curling Tournament – held in Chicago – is currently run by Rich Larko and the Illinois State Curling Foundation.
- E. Arena Curling – Janet Farr chairs.
 - i. The Committee discussed the possibility of an Arena Club Championship.
 - ii. There was discussion about an arena curling bonspiel.
 - iii. The Committee discussed how best to support clubs that are curling in arenas and/or working to move toward a dedicated ice facility.
- F. Youth Curling
 - i. Larson reports that St. Paul is hosting an advanced youth camp this weekend [the weekend of the Board meeting].
 - ii. The Committee is interested in placing an emphasis on Bantam Curling, U-18 (aligns with U-18 Optimist) and U-14.

- iii. The Committee will be updating the various manuals.
 - G. **Training & Instruction (McMakin)**
 - i. Larson reports that Training and Instruction Chair Sandra McMakin is also the GNCC T&I person.
 - ii. Larson reports that there have been Training and Instruction clinics held throughout the season, including clinics in Dallas-Fort Worth Curling Club and one upcoming in Oakland. Larson invited Board members to contact him or Bev Schroeder if there is an interest in having a regional conference in your area.
 - iii. Larson reports on the Skills Camp that was held in conjunction with a Member Services Mini-Conference at Dallas-Fort Worth Curling Club
 - iv. Comment: A Board member requests a 1-page description of camps and clinics available - a one-page menu of member services.
 - H. **ACF&M**
 - i. Anderson reports on the ACF&M.
 - I. **Stone Inventory**
 - i. Larson reports that the USCA currently holds 11 sets of stones from the WCF Stone Program, and notes that these still available for purchase by clubs.
19. **USOC (Patzke)**
- A. Patzke indicates he has nothing to report at this time.
 - B. **USOC/AAC report (Maskel)**
 - 1. Maskel reports that USOC/AAC group met in New York City. The Best Practices Task Force came up with an Athlete Complaint Form that will possibly be posted online. Maskel indicates that the group discussed the idea that the Complaint Form would be a way to register a concern before making the leap to a grievance procedure, and provide an outlet for athletes. Maskel forwarded information to Patzke. He notes that there was some concern that it may produce frivolous activity.
20. **Athletes Advisory Council (Joraanstad)**
- A. Swisshelm reported that Joraanstad has declined to re-run for a position on the AAC, and acknowledges that she will be missed and her work is greatly appreciated. The AAC will meet and will bring new members for announcement as Board members.
 - B. Swisshelm expresses thanks on behalf of the AAC to the Board for open discussions about high performance issues. The AAC expresses thanks to Derek Brown for traveling to be a part of those discussions.
21. **World Curling Federation (Anderson, Hatch, Rich, Swandby, Welling)**
- A. Swandby reports.
 - i. Rules. Last year the WCF changed the timeout rule so that the clock will not stop. However, they determined that there was a need for a time out for travel time for coaches to get to team; then clock runs for 1 minute for consultation. That was reaffirmed by WCF.
 - ii. Television. WCF Reps receive a lot of information about curling on TV around the world. In China curling on TV outdraws other sports. Brazil is another country with huge interest in curling on TV.
 - iii. Brazilian representatives are close to getting a dedicated facility. They are working with the WCF on facilities grant. Brazil is working with other countries, including Argentina. Kate Caithness asked if there were possibilities of cooperation between U.S. and Brazil: Mixed Doubles and YOG. Potential for conflict of interest – but also many reasons to assist.
 - iv. WCF meetings. WCF has traditionally held two meetings – one at the European Curling Championships (ECC) and one at the Men's or Women's Curling Championship. There has

- been discussion about the possibility of holding a Congress in the fall – and having only one meeting for the year. Currently the schedule calls for a meeting in December in Moscow, then in April during Men’s at Basil, Switzerland.
- v. Qualification process. There have been significant changes with regard to how teams and countries will qualify for the Olympics and World Championships.
 - 1. The changes related to Olympics all but approved by International Olympic Committee (IOC). A country will qualify for the Olympics based on performance in 2012 and 2013: the top seven teams (or 8th place team if host is among top seven), plus the host country, and then two more teams selected in qualifying event November 2013. To get into the qualifying event, a country must have participated in the World Championships in 2011, 2012 or 2013 championships.
 - a. Question: Are they accepting bids for qualifying event in 2013?
Response: Swandby indicates the answer is "yes," and that the USCA should consider submitting a bid. VP Competitive Programs Beadle agrees.
 - 2. A WCF commission has been looking at changing the qualifications to get into Worlds. Patzke is member of the commission. The current system is a zonal system. One proposal for a new system calls for the top eight nations of each year’s World Championship qualifying for the next year’s championships. The other four spots would be up for grabs in annual World Qualifying Events. If accepted by the WCF Board of Directors, this new process would begin in the fall of 2013. The current zonal system could work against USA if Brazil hosts the World Championships, as then only one North American spot would remain, for USA and Canada to fight over. Anderson notes that this process is strongly resisted by the Europeans. In terms of world ranking points, the U.S. men are ranked 7th out of 42 countries ranked, and the U.S. women are 8th out of 37 ranked.
 - a. Question: How are points earned?
Response: Anderson responds that they will find out. (Nations earn points for participation and placement in all WCF championship events, as well as the Olympics and World University Games.) Swandby indicates that the current world ranking doesn’t apply to the future. The next two years will determine whether or not we’ll be in the Olympics.
- Swandby notes that the change means that the significance of ECC will diminish.
- b. Question: We defended two challenges by Brazilian men. Is there any indication they might challenge this year?
 - c. Response: Swandby notes July 1 or 31 is deadline for challenge. Benton suggests that the Championships Committee make a placeholder time slot for a Challenge if needed.
- vi. Swandby reports that the WCF is looking at its governance structure. There are a large number of countries with a few curlers, but they have a vote. The WCF is asking; Is that structure fair to countries with more curlers? Another commission will be meeting throughout the summer to address this issue.
 - vii. Swandby reports that WCF is working to have Mixed Doubles as Olympic Event. Kate Caithness was named to IOC Sports Program Committee, which makes the decision about which sports are added to the Olympic Winter Games. Curling must be able to demonstrate interest from TV people and widespread participation (throughout the world). Anderson notes that another consideration is the level of competition. The WCF has been advised not to push for Mixed Doubles for inclusion in the 2014 Olympics. A WCF commission is looking at what tweaking might be necessary to make the game better. Anderson notes that to grow the event, we must grow it at club level as well as elite-athlete level.
 - Question: What is being done in anticipation of the next opportunity to include Mixed Doubles in the Olympics/

Response: Anderson responds that there is a commitment by WCF member nations to improve proficiency, to grow the sport. Anderson encourages USA Curling to take a position.

Comment: If we don't solve our capacity, facility problems, it's tough to fit Mixed Doubles into member clubs.

Comment: Ice utilization by Mixed Doubles is not as good as it is for full teams. One solution would be to shorten the game. If you play six ends of Mixed Doubles, the ice utilization is same as with a full team.

Comment: It can be difficult to engage curlers in the sport. Curlers can be reluctant to try it.

- viii. Swandby reports that the WCF provides support to its members:
 1. DAP Grants (Development Assistance Grants) – support for grassroots activities.
 2. Stone Program.
 3. Scraper program – for member nations.
 4. Loan program for building new dedicated facilities.
 - a. Clubs must satisfy USCA and WCF requirements.
 - ix. Swandby reports that Anderson has been well accepted as WCF Director of Finance.
 - x. Welling notes that the WCF's new approach to qualifying is based on high performance. All of this is interconnected to the health of organization.
 - xi. Anderson reports from the perspective of a WCF Executive Board Member.
 1. Development loans. As money from development loans comes in, the WCF sets it aside for continued development. The WCF's position will be that it's the market we're trying to serve, not the country.
 - a. Question: Are there any specific cities in this country that we feel are on the cusp of getting to the next level?
Response: Larson responds that he is aware of three clubs that are on the cusp. Anderson notes that the WCF program offers a loan of \$30,000 per sheet, with no payments due in first three years. Payment #1, followed by 8 additional payments over a period of 10 years. The WCF requires that they approve of the plans in advance of the club commencing implementation.
 2. Reformatting of championships is political. The WCF will support the ECC for the next two years, though 2014. TV contracts made by Canadians with TSN expire at the end of 2014. The WCF has a new contract with the CCA that also expires in 2014. Until then, we must alternate a Men's and Women's Championship in Canada. Sponsorship dollars are becoming a bigger factor. InFront [marketing firm] has generated sponsorship income. If the new format is approved, the ECCs will no longer be a qualifying event. The Pacific Curling Championships will also no longer be a qualifying event.
22. **USWCA** (Farr) [*See Appendix - USWCA/USCA Liaison Report*]
- A. Farr reports on the newly-elected USWCA officers, including President Maureen Guay, St Paul/Arden Hills Curling Club
 - B. Farr notes that the USWCA has as strong commitment to junior curling. The USWCA hosts Junior events – east, central and west. Two-tiered: competitive and developmental.
 - C. Farr notes that the USWCA's competitive spiels also successful, and directs Board members to her written report.
 - D. In 2010-11 the USWCA developed a new strategic plan for women's curling.
 - E. Farr notes that the USWCA is a remarkable organization that reaches out to women and to juniors.

23. **Scotland Tour** (Anderson)

- A. Anderson reports. He notes that the selection committee was comprised of Scot Tour team members from 2002. The Tour had a record number of applications. Mark Swandby has been appointed captain of this team. Sjue, Carlson, Pleasants, Badgero, Lepping and Carl Thomas are also on Scot Tour. No USA Curling funds support this. The USCA does hold some funds for the Scot Tour; the funds are used for administrative costs and reunions.
- B. Anderson tells Board members that if their clubs have an opportunity to host the Scots, it's always fun and appreciated by the visitors.

24. Open board action items

- A. None

25. Unfinished business

- A. None

26. New business (Sjue)

- A. President Sjue expresses appreciation to Jack Bernauer for serving as Treasurer and staying on as Finance/Audit Chair.
- B. President Sjue expresses appreciation to Nicole Joraanstad for her long service. Her support will be greatly missed.
- C. President Sjue thanks all the AAC members for serving on the Board.
- D. Budget meeting date and location:
 - i. June 3-5, 2011. In Minneapolis.
- E. Next USCA Board of Directors meeting and location:
 - i. September 9-11, 2011. In Minneapolis.
- F. Silver notes that we have a vacancy in Board-elected Director positions. **Silver moves/Krailo seconds the nomination of Rich Lepping as a Board-elected Director.** Silver also recommends that Lepping be appointed to serve as Chair of the Planned Giving. Carlson notes that he is checking USCA by-laws articles related to nominations. Anderson indicates that the intent of 18-hour rule in the by-laws is to avoid rash action by the Board; he indicates that he is not suggesting this nomination is rash. Carlson indicates that holding an email vote would solve any issues about whether or not the process could be questioned. Maskel recommends deferring to the Nominating Committee to make a recommendation to Board. Carlson suggests deferring ratification by holding a special election to be called by email. He notes that the Board could ratify nomination by email vote in two days. Sjue indicates that the process will be deferred and handled via email.

27. Adjourn

- A. **Badgero moves/Welling seconds adjournment. Approved. Meeting adjourned at 10:47a.m.**

APPENDICES

Appendix: Slate of Nominations

March 2, 2011

To: USCA Board of Directors

From: Nominating Committee

Mark Swandby (Chair), Bill Forsythe, Richard Maskel, Jon Mielke, Leland Rich

Subject: Slate of USCA Officers for Terms Beginning May 1, 2011

The following nomination slate will be presented for vote at the Spring 2011 USCA Board of Directors Meeting. Each of the nominees has indicated the willingness to serve if elected by the Board.

For one-year terms beginning May 1, 2011

President:	Chris Sjue
Vice Presidents:	Kent Beadle David Carlson Jerome Larson James Pleasants
Treasurer:	Sean Silver
Secretary:	Bob Pelletier
Board Elected Director:	Beau Welling

For two-year term beginning May 1, 2011

Nominating Committee: Jon Mielke

For three-year term beginning May 1, 2011:

World Curling Federation Representative:

Peggy Hatch

Appendix: MoPac Director Petition

From: Nick Kitinski [mailto:lenick@yahoo.com]
Sent: Thursday, March 17, 2011 4:54 AM
To: robepelleti@aol.com; rpelletier@dllr.state.md.us
Cc: sandy.robinson@usacurl.org; Jerome Larson; Merwyn Nash; rileydog1@mindspring.com; negative-ice@att.net; lenick@yahoo.com
Subject: USCA Director Petition for MoPac

Dear Bob Pelletier,

MoPac region would like to officially petition for a second USCA Director position, on the basis of increased membership as of January 31st, 2011.

We hereby give you a 45 day notice for the April 30th board meeting regarding the adjustment.

Please acknowledge the receipt of this e-mail petition.

Thank you,

Nick Kitinski
MoPac President
818.731.4268

Appendix: Governance Task Force Reports

USCA Board Reorganization; Proposed New Governance Talking Points; Challenges to Be Addressed by Governance Change

USCA BOARD REORGANIZATION

Briefing to Board of Directors and
Region Presidents April 30, 2011

Purpose

- Explain the new governance
- Feedback from directors
- Knowledge to become an advocate for change

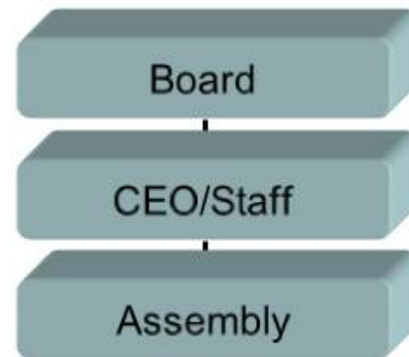
Reasons for Change

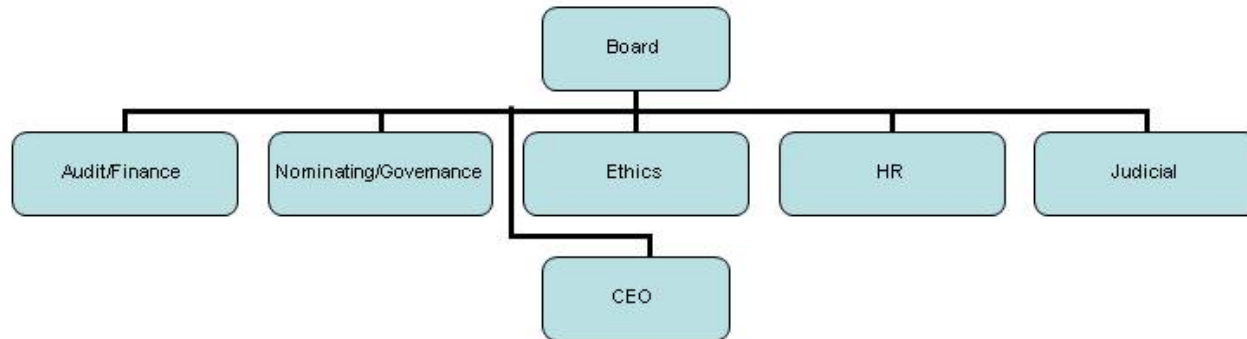
- Expanded scope of USCA
- Authority of CEO convoluted and unclear
- Lack of focused and effective fund raising
- Planning and operational nature of board
- Disconnect between curler/club and USCA
- Current structure does not meet expectations of USOC for good NGB governance

EXPECTATIONS

- USCA operate more as a business
- Keeps the volunteers an essential element of organization
- Increased revenues from fund raising

Governance Bodies





Board

- **15 Directors**
 - 7 (Curler) Assembly elected
 - 5 Independent
 - 3 AAC
- **Board Chair is elected by Board Directors**
- **2 year terms, limit to 4 consecutive terms**

Independent Director

- No direct leadership role in curling community
- Person of influence
- Different perspective outside of internal USCA politics

Audit/Finance Committee

- BOD shall elect committee members
- All shall be directors of the board
- Prefer one director with financial experience
- 5 members includes one athlete
- Monitor USCA finances and practices

Ethics Committee

- Oversees compliance with the Code of Ethics
- Reviews and investigates ethical improprieties
- 3 members (non-board directors)
 - 1 Assembly elected, 1 Board elected, one athlete

Judicial Committee

- Administer and oversee admin grievances and right to compete matters
- 5 members 2-board elected, 2 assembly elected and 1 athlete

Nominating and Governance

- Nominates candidates for the board, standing committees and WCF Reps
- 5 Members, 2 elected by board, 2 by Assembly and 1 athlete
- Board Directors not eligible to serve on committee

Human Resources Committee

- Consists of 3 directors, one an athlete
- Review and recommend employee benefit program and compensation for CEO

CEO

- Responsible for all staff functions
- Oversees hiring and firing of staff
- Determines staff size and compensation
- Develops strategy for achieving USCA mission, goals and objectives
- Prepares and submits budget to board
- USCA spokesperson
- Resource generation and allocation
- Utilize advisory committees to best support mission

Assembly

- Members will now be local clubs as opposed to state/regions
- Meet annually
- Elects 7 member-elected directors and members to Judicial, Nominating and Ethics committees
- Volunteer base for USCA

Annual Members Assembly

- Probably in early summer
- Members entitled to weighted vote based on dues paying individual members
- Proxies

Annual Assembly

- Finance and Budget information
- State of Curling in USA
- Meet Board Candidates
- Election of Directors
- Seminars on various topics
 - Coaching
 - Instruction
 - High Performance
 - Officiating
 - Growing the Sport
 - Ice Making

Challenges

- Member organizations now the clubs
- Requires Regions approval
- Will clubs support the assembly

Proposed New Governance Talking Points:

1. A detailed list of reasons for the proposed governance changes are addressed in accompanying document “Challenges to Be Addressed by Governance Change.”
2. The new governance will have 3 distinct components – the Board of Directors, the CEO and Staff, and the Assembly.
3. **The Board** will consist of 15 directors – 7 Assembly elected (curlers) directors, 3 Athlete Advisory Council (AAC) directors and 5 independent directors. The 7 Assembly Elected directors will come from the curling community and be elected by the Assembly delegates. The AAC will appoint 3 directors to the board, and the remaining 5 independent directors will be selected by the nominating Committee. The definition of an “independent director” is pending, but it will not preclude candidates from within the curling community.
 - a. The Board will consist of 5 standing committees:
 - Audit and Finance
 - Judicial (to hear grievances)
 - Ethics
 - Human Resources
 - Nominating and governance
 - b. The chair is elected by the Board and is the principal officer on the Board.
 - c. Directors would serve for 2-year terms with, no more than 4 consecutive terms.
4. **The Staff** will be headed by the Chief Executive Officer and consist of the USA Curling paid staff to include but not limited to the following: Comptroller, Director of Member Services, Administrative personnel, Communications Director, High Performance Director, and others.
 - a. The CEO reports directly to the Chairman of the Board.
 - b. The Staff is organized by the CEO to best accomplish the USCA’s mission.
5. **The Assembly** will consist of delegates from the member clubs throughout the United States. The Assembly will include advisory committees organized by the CEO to best support the USCA mission. The committees will report to the CEO or his/her designated representative. The Assembly has several functions and responsibilities to include:
 - a. Providing the volunteer base for the Assembly committees necessary to help operate the USCA.
 - b. Elect the Assembly elected Board Directors.
 - c. Elect required members to Ethics, Judicial, and Nominating Committees of the Board.
6. **Why we think** this is a better governance model:
 - a. Each governance body has clear and distinct responsibilities. The Board of Directors will set policy, conduct strategic planning and fund raise for the USCA.

The CEO and his/her staff will run the organization and are the day to day operators. The Assembly provides the connection to our main constituents-- the clubs; and provides the necessary volunteer base to support the staff in operating the organization.

- b. The scope and responsibilities of the organization has changed significantly over the last 25 years, but the USCA structure has not changed sufficiently to meet the new demands of the organization.
- c. The USCA needs to operate in a more business-like manner to better meet the needs of a growing membership and a competitive high performance program.

CHALLENGES TO BE ADDRESSED BY GOVERNANCE CHANGE

1. The USCA, through its Board, lacks a focused and effective program for long term fundraising.
2. The USCA Board, through its 30 committees peopled by board members, performs both operational and planning functions, thereby blurring the lines between a policy making Board and a volunteer based operations.
3. What is an effective purpose and role for state and regional organizations in the national organization going forward?
4. With members of the Board of Directors who are Officers and other members of the Board of Directors who are committee members working on operational tasks, this does result in the perceived and actual authority of the CEO being convoluted and unclear.
5. Does the limitation of having but three board elected Directors restrict the USCA from attracting, as members of board, individuals whose talents are required for an effective and financially healthy organization?
6. Is there any governance structure which will effectively remediate the disconnect between the USCA and a major funding source, the individual curler and their local clubs?
7. What governing structure will strengthen the willingness of a major funding source, the individual curler and their curling clubs, to contribute talent and treasurer to the USCA.
8. What governing structure can maintain the best of the volunteerism that permeates the curling culture while promoting the professionalism both in operations and policy making that a national governing body is expected to achieve?

Appendix: Governance Task Force Work Related to the By-Laws

USCA Governance Task Force Executive Summary of Proposed Changes; Draft April 6, 2011 – By-laws of the United States Curling Association, Inc.

Revised 4/6/11

USCA TASK FORCE GOVERNANCE EXECUTIVE SUMMARY OF PROPOSED CHANGES

Significant structural changes are proposed for the governance of the USCA. On a separate document is outlined the motivation for these proposals. The changes will affect the Board of Directors, the Members Meeting and the Officers of the Corporation.

BOARD OF DIRECTORS

1. Current Board. The current board is made of a total of 27 individuals. Nineteen of them are member-elected, two are board-elected and six are athlete-elected. In addition, one board member who is a WCF representative has voice but no vote.

Proposed Board. The proposed board is to be made up of a maximum of 15 individuals. Seven (7) of the members are to be member-elected, up to six (6) will be board-elected, and up to three (3) will be athlete-elected to fulfill the 20% athlete requirement.

2. Current Board. The current board's responsibilities are a mix of policy setting and dealing with operational issues on a committee basis.

Proposed Board. The proposed board shall provide oversight and direction to the management of the USCA but will not manage the USCA. Rather, the proposed board will be obligated to select a CEO who will be responsible for the day-to-day management and implementation of the policies as set by the Board. The proposed board will focus on long term objectives and impacts. In addition, a primary responsibility of the Board members will be fundraising for the USCA.

3. Current Board. The current board directors who are member-elected have a two (2) year term. Board-elected directors are elected to a one (1) year term. There are no term limits.

Proposed Board. The terms of the proposed board members are for two years with a term limit of eight (8) consecutive years total.

4. Current Board. The current board meets as a board twice a year. There are also more frequent meetings of the Executive Committee.

Proposed Board. The proposed board is to meet a minimum of four (4) times a year. There will be no Executive Committee.

OFFICERS

1. Current Officers. Currently there is a President, four Vice Presidents, a Secretary and Treasurer as officers of the USCA. The President chairs the meetings of the Board of Directors and the members.

Proposed Officers. There is to be but one (1) principal, but not sole officer of the USCA, who is the chair of the board. The chair of the board is to be elected by the board. The CEO will appoint a Secretary and Treasurer as will be necessary under Wisconsin non-profit corporate law. There will be no President or Vice Presidents of the corporation.

2. Current Officers. The current officer's term is for one (1) year. The President is limited to being elected to a second one (1) year term for a total of two (2) years.

Proposed Officers. The chairman of the board is to be elected to a two (2) year term. The chair is limited to serving up to two (2) non-consecutive terms over a potential eight (8) year period. The Secretary and Treasurer, if appointed, are appointed at the pleasure of the CEO and therefore do not serve any specified term of office.

COMMITTEES

1. Current Committees. There are a total of thirty standing committees of the USCA. These committees are divided into five areas, each area being headed by a Vice President or President. The committee membership is made up of Board of Director members and non-board volunteers.

Proposed Committees. On a Board of Director level, there is proposed to be five committees. These are

Audit/Finance; Ethics; Judicial; Nominating/Governance; and Human Resources. The Audit/Finance Committee and the Human Resources Committee shall be made up of members of the Board of Directors. The Ethics Committee, Judicial Committee and Nominating/Governance Committee will have non-directors as members. The Ethics Committee will be made up of three members, one of which is member-elected, one is board-elected, and the third is athlete-elected representative. The Judicial Committee and Nominating/Governance Committee shall have five members each. Two of the members shall be board-elected, two shall be member-elected and one shall be an athlete-elected representative. The terms of the committee members shall be four (4) years, up to a limit of two (2) consecutive terms except for Human Resources. Its members serve at pleasure of chair up to a maximum duration of four (4) years. Numerous current committees under competitive programs and member services, for example, will be committees that will be continued at the discretion of the CEO. These committees will be populated by volunteers who will not necessarily be board members or delegates to the Members' Assembly. Committees that effect competitive programs and championships will be determined by the CEO and High Performance Director to be hired.

MEMBERS' ASSEMBLY

1. Current Members Meeting. The members meet once a year in the spring as part of the spring board meeting. The members are state and regional associations as represented by their President or proxy.

Proposed Members' Assembly. The Members' Assembly will meet on an annual basis in conjunction with a Board of Directors meeting. The members of the Members' Assembly will be the local clubs represented by their President or other designated representative.

2. Current Members Authority. At the member's meeting, new members are admitted to membership. In addition, the new directors from the state or region are recognized. The members also are able to amend By-Laws and Articles of Incorporation upon proper notice.

Proposed Members' Assembly. The Members' Assembly will be charged with electing seven (7) member-elected Board of Directors, and committee members to the Judicial, Nominating/Governance and Ethics Committees. The Members' Assembly shall also admit new members to the USCA. The Members'

Assembly will retain the right to amend the Article of Incorporation upon proper notice. However, the Members' Assembly will not be entitled to amend the By-Laws of the USCA. Rather, this authority will be limited to the Board of Directors.

3. Current Member Vote. Each state or region has a weighted vote based upon the number of dues paying individual curlers registered with the USCA as of January 31st of the year in question.

Proposed Members' Assembly Vote. Each curling club will be entitled to a weighted vote based upon the number of dues paying individual members registered with the USCA to that curling club as of January 31st.

4. Proxies. There is no stated limit of the number of proxies a state or region may hold at a member's meeting.

Proposed Members' Assembly Proxies. In order to give a means of effective voice to the smaller curling club members, any member will be permitted to hold proxies of other members up to a stated limit. The stated limit is that the maximum number of votes held by proxy in addition to the member's vote is equal to but not more than 10% of the total votes as certified as eligible to vote at the Members' Assembly meeting.

ATHLETES ADVISORY COUNCIL

1. Current Athletes Advisory Council. From the Athletes Advisory Council are the directly elected athletes as board members of the USCA. Other athletes are encouraged to be members of the various committees.

Proposed Athletes Advisory Council. The proposed Athletes Advisory Council will elect up to the three athlete-elected representatives to the Board of Directors based upon total board population of 15. In addition, non-board member athlete-elected representatives shall be elected for the positions as members of the Judicial, Nominating/Governance and Ethics Committees.

DRAFT APRIL 6, 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 all national men's, women's, juniors' and mixed curling competition.

(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 reasonable representation on the Board of both males and females;

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) 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, as the Board may deem appropriate.

Section 5.2. Application Procedure.

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

(a) 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.

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

i. 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,

ii. Shall contain the names and e-mail addresses of all of the Individual Curlers who are members of the applicant; and,

iii. Shall contain a copy of the applicant's Articles of Corporation/Charter and By-Laws; and,

iv. 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,

v. Shall contain a statement that the applicant shall select its Individual Curlers without regard to race, color, religion, age, sex or national origin; and,

vi. Shall contain a statement that the applicant shall not endanger the tax exempt status of the USCA under the Internal Revenue Code; and,

vii. Such other information as the Board may require.

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 Curler of the curling club member in an amount to be fixed by the Board of Directors. Annual dues shall be paid to the treasurer on or before January 31st of each year. Membership list by curling club member, stating the name and e-mail and/or address of each 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. While on probation status, said Member shall not be entitled to vote at any Members' Assembly. Any curling club member yet in arrears one year after the end of the fiscal year in which the obligation was due may be subject to having its membership revoked pursuant to Section 5.6.

Section 5.6. Suspension and Termination of Membership.

The membership of any Member may be terminated at any time with or without cause by two-thirds (2/3rd) vote of the Board of Directors. A Member shall have the right to a hearing prior to termination. Any Member may resign by filing a written resignation with the secretary. 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 signed by a former Member, filed with the secretary, provided all dues, assessments, or other charges have been fully paid, the Board of Directors of the corporation may, by the affirmative majority vote, reinstate such former Member upon such terms as the Board of Directors may deem appropriate.

ARTICLE 6.

REGIONAL DIVISIONS

Section 6.1. Regional Divisions.

The Board of Directors may divide the United States into geographic regions as the Board determines, in its sole discretion, will best serve the interests of the sport of curling. The Board shall endeavor to maintain the same division of states and geographic regions as has been historically recognized in curling for its championships, taking into consideration the growth of curling in non-traditional curling areas of the United States. The Board may only change the division of the geographic region division once every four (4) years after the initial division. The purpose of the regions shall be to hold regional competitions or 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.

For purposes of competition, individual curling clubs may petition the USCA for assignment to a region other than the one they are associated with geographically. The Chief Executive Officer shall make the determination based upon the best interest of the USCA and its 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 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) member curling club 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. In addition, at the discretion of the Board of Directors, the representatives to the World Curling Federation from the United States and the representatives to the USOC for curling may be invited to attend meetings of the Board on a voice but no vote basis.

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 is charged with presenting a slate of candidates such that at any one time on the Board there shall be at least one (1) Members' Assembly-elected director who is an individual curler member of an arena club, at least one (1) Members' Assembly-elected director who is an individual curler member of a large curling club, and at least one (1) Members' Assembly-elected director who is an individual curler member of a small curling club. The balance of the Members' Assembly-elected directors on the Board of Directors may be individual curler members of any classification of curling club. A large curling club for purposes of this Section shall mean a club whose individual curler members, as certified by the Treasurer pursuant to Section 10.7(b), is equal to or greater than 500. A small curling club for purposes of this Section shall mean a club whose individual curler members, as certified by the Treasurer pursuant to Section 10.7(b), is less than 500. An arena curling club for purposes of this Section shall mean a club which conducts leagues on non-dedicated curling ice on a regular basis.

(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; or

viii. director was an officer or board member of a member curling club.

(c) 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.

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

(e) 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 seven (7) years. 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) 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.

(c) 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 three (3) days before the date 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 Board's 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 of the resignation, removal, incapacity, or death of the Chair, the remaining directors of the Board shall elect a new Chair or shall wait until after the Nominating and Governance Committee selects a replacement Board director to fill-out the Board before selecting a new Chair.

(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.

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

(c) Standing committee members shall be elected to staggered two- (2) year and four- (4) year 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 who will serve a four- (4) year term. Prior to the election of the member to the standing committee, it shall be designated whether that member is being elected to a two- (2) year or four- (4) year term. For the initial standing committee members, the majority of the members of each committee shall initially stand for a four- (4) year term and a minority for a two- (2) year term. The standing committee member elected to a two-year term would be eligible to serve one additional four- (4) year 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) 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).

(c) 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 shall be open to Members, and where appropriate, non-members. However, in the event the standing committee chair, with the consent of a majority of the standing 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.

Each standing committee shall take and maintain minutes of its meetings.

Section 9.11. Compensation.

Standing committee members shall not receive compensation for their services as standing committee members, although the reasonable expenses of standing committee members may be paid or reimbursed in accordance with USCA's policies. Standing 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. 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 9.13. 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 9.14. 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. perform such other duties as assigned by the Board.

Section 9.15. 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 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 9.16. 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 9.17. 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 9.18. 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 member of the Board of Directors may concurrently be a USA WCF representative. The term of office for the representatives shall be for a period of three (3) years. The USA WCF representatives 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 or a majority vote at a board meeting.

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 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 committees of the Members may make reports at said meeting as to the committee activities.

Section 10.2. Place.

The annual Members' Assembly shall be held in conjunction with a Board of Director's meeting. The Board meeting shall take place after the annual Members' Assembly. If practicable, the annual Members' Assembly meeting shall also be held in conjunction with a major USCA competition.

Section 10.3. Notice.

Notice of any annual or 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 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. The notice of a special meeting of the Members' Assembly shall state the purpose for which the meeting is called. 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.

Section 10.4. Election.

(a) Member-elected Board of Directors shall be elected at the annual meeting of the Members' Assembly. The member-elected 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. The individual receiving a majority of the votes cast shall be deemed elected. There may be more than one round of balloting to determine the individual elected.

Section 10.5. Special Elections.

When a vacancy of a member-elected Director or a member-elected member of a 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, provided that the notice shall be given at least 7 days prior to the special meeting if by regular first class mail or at least 72 hours prior if by e-mail, facsimile or other electronic means.

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.

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

club Member shall be weighed based upon the number of dues paying individual curlers registered with the USCA to said curling club.

(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 and to elect the Directors and committee members for which an election is held.

(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) In any election, 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.

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

10.8. Proxies.

(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 Members' Assembly 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). 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, in the discretion of the Chair of the Board, cause the same to be null, void and of no effect.

10.9. Quorum.

For the annual Members' Assembly and for 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).

10.10. 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.

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 superseded. 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 may file a complaint pertaining to any matter within the cognizance of the USCA, including but not limited to any alleged violation of or grievance concerning: (1) any USCA rule or regulation, (2) any provision of USCA's Bylaws, or (3) any provision of the Ted Stevens Olympic and Amateur Sports Act relating to USCA's recognition as a National Governing Body;

ii. Opportunity to Compete, a/k/a Right to Compete. Any athlete, coach, trainer, manager, administrator or official may file a complaint pertaining to any alleged denial, or alleged threat to deny, of that individual's opportunity to compete in a USCA sanctioned competition.

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

(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 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 complaint filed under this article shall be filed, without exception, within six (6) months of the occurrence of the alleged violation, 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 delegee to investigate the facts and present the same at the hearing. All parties shall cooperate with the CEO or his delegee 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: (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 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.

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 OF BYLAWS

Section 22.1. Amendments

These Bylaws 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. 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 adjusted 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. “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 23.2. “Individual Curler” shall mean any person who is recognized as a dues paying member of a curling club that is a Member of the USCA.

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.

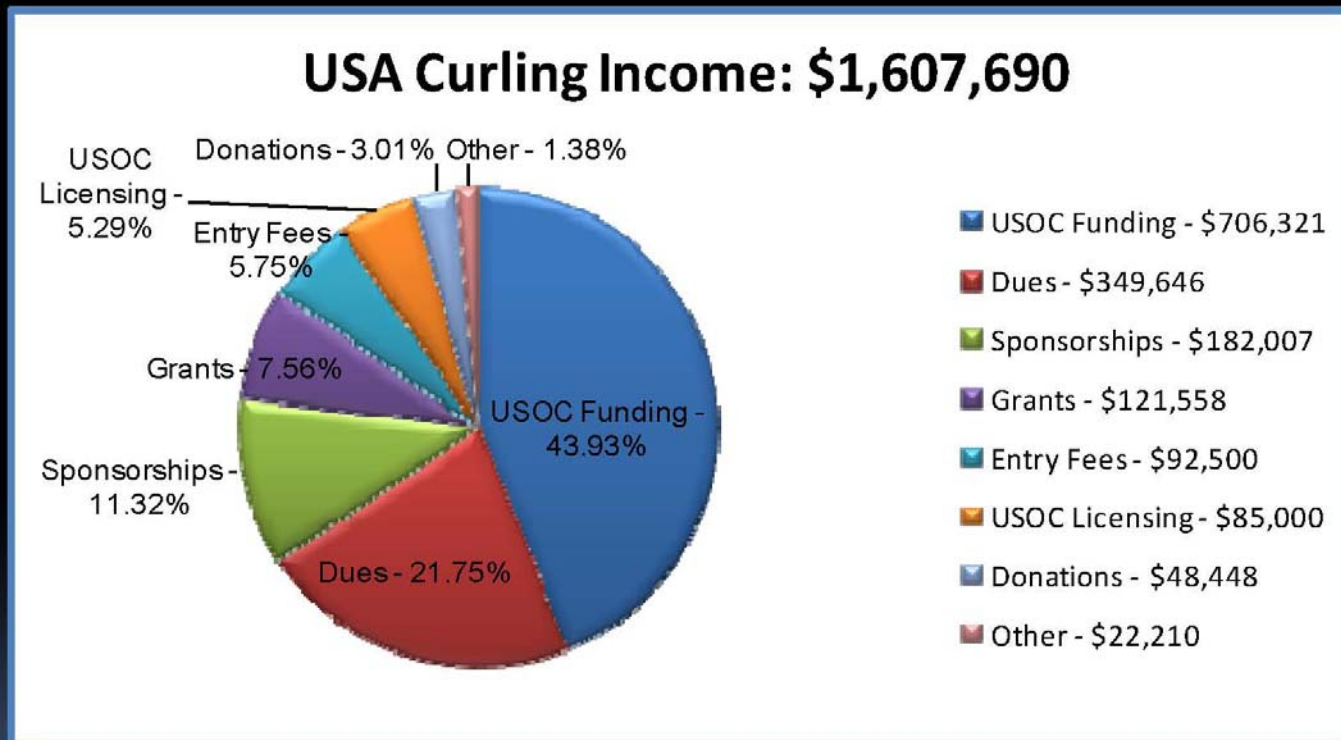
ARTICLE 24.

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 member of the standing committee. 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.

Growing the sport

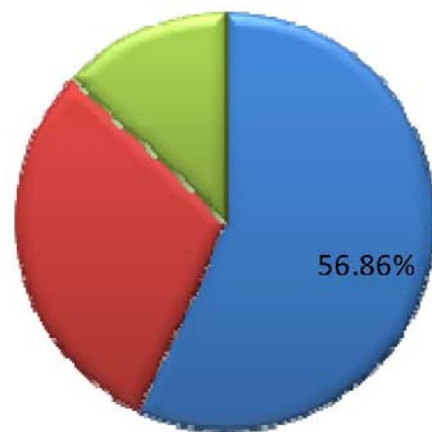


Data from 2008-09; 2010-11 data pending final audit

USCA Town Hall Meeting -- Summer 2011

Growing the sport

USA Curling Expenses: \$1,565,844

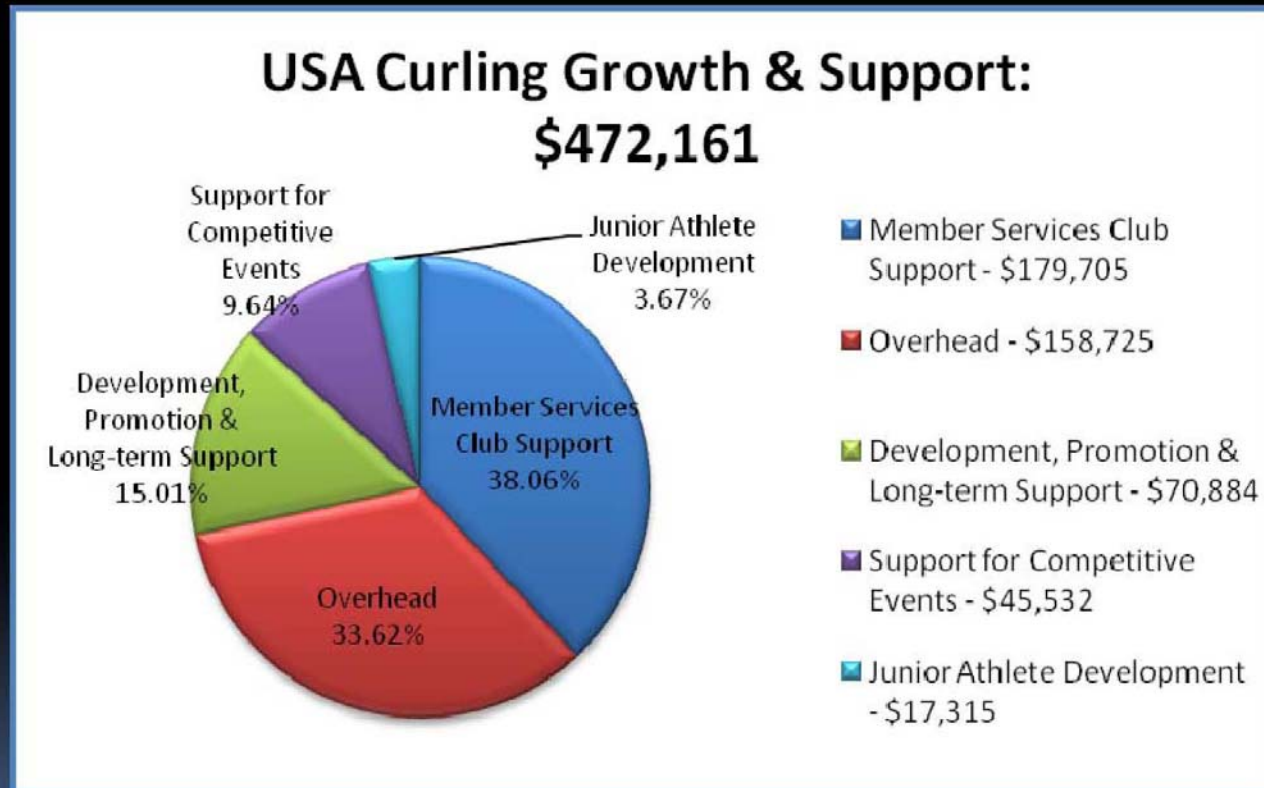


- Competitive Programs - \$890,288
- Growth & Support - \$472,161
- Management & Operations - \$203,395

Data from 2008-09; 2010-11 data pending final audit

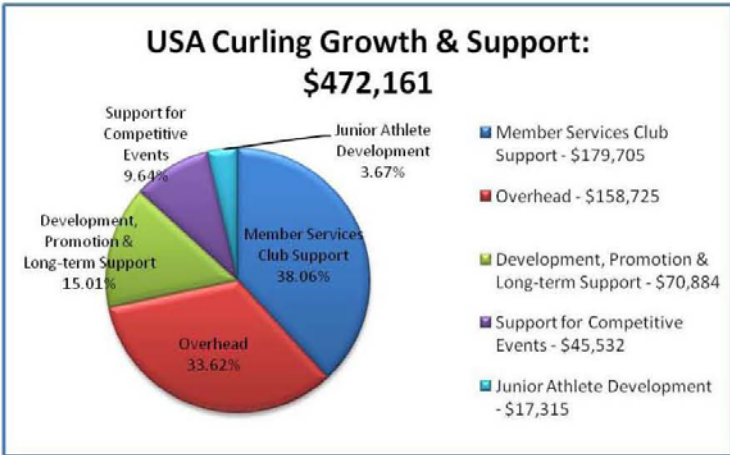
USCA Town Hall Meeting -- Summer 2011

Growing the sport



Data from 2008-09; 2010-11 data pending final audit

USCA Town Hall Meeting -- Summer 2011



GROWTH & SUPPORT EXPENSES

Member Services Club Support

- Arena curling and club formation support
- Club insurance program
- CurlTV memberships
- Development of and access to educational and training content and materials
- Instructional brochures and videos
- Instructor clinics
- Member Services conferences
- On-line membership database
- Outreach and development support
- *U.S. Curling News*
- World Curling Federation stone program

Growth & Support Overhead

- Wages and benefits
- Administrative Support
- Central Office facilities

Membership Development, Promotion & Long-term Support

- Arena conference presentations
- Promotional banners
- Donation Pin Program
- Media and public relations
- Strategic marketing
- Sponsorship and revenue development
- Videos
- USA Curling website

Support for Competitive Events

- Club Nationals
- Mixed Nationals
- Awards
- Host Site plaques
- Equipment support
- Icemaking
- Officiating
- Travel stipends
- Club curler access to summer training ice

Junior Athlete Development

- College Curling
- Junior Athlete Development Director
- Junior Awards
- Junior Merit Program
- Junior Camp support
- Support for Winter World University Games

USA Curling - 2008-2009 Income & Expense - 4

Appendix: VP Competitive Programs Report

VP Competitive Programs report: Board of Directors meeting- spring 2011.

High Performance Plan 2010-2011-

As the year wraps up, the HP plan for this past year was defined by what the USOC funded and allowed us to do. For the athletes, this was primarily defined by the competitive incentives that were funded. There were three areas of athlete funding. The first area involved payments for success on the World Curling Tour. \$44,000 was paid out to various US teams based on the team's performance and the ranking of the spiels they participated in. The second area of funding was Operation Gold. \$2,500 per athlete was paid out to the world women's team who finished tied for 6th place at the world championships. Finally, there was an incentive for the year end World Curling Tour Order of Merit ranking. This year's world men's team achieved a \$5,000 incentive for finishing 25th on the WCT-OOM. Total USOC athlete support through the incentive program this year was \$61,500. The USOC also provided funding for expenses involved with World Championship participation, the World University Games, and a small allocation toward our USCA office expense. Finally, the USOC approved the hiring of our first Director of High Performance (DHP), and Rick hired Derek Brown in March after a long interview process during the month of February. The work on Coaching Development was also funded and Rick will provide a progress report from Scott Higgins.

High Performance Plan 2011-2012 through Sochi-

Derek submitted the High Performance plan to the USOC on Monday April 18th. The plan is based on some of the work done prior to, and during the Vancouver Olympic training period but is also based on the experience of the new Director of HP and the advisory group that he put together. Derek also met with many athletes and other stakeholders prior to the plans submission. Derek and Rick made a presentation of the plan to the USOC this past Monday, April 25th. More information about the advisory group and the plan was released to the public this past week. The board of directors received the full plan this past Tuesday. Derek will make a presentation on the plan this weekend. The Olympic team selection process will be discussed and will need to be finalized this summer. That process along with an outline of the program through the balance of the quad will need to be submitted to the USOC for approval.

Youth Olympic Games-

Procedures for Coaches and Team Leaders are now posted on the website. The Championships committee has outlined the selection process. The access for these athletes to High Performance funding and training is being discussed and outlined.

Sincerely,

Kent Beadle

Appendix: Proposed Amendment to the By-laws

PROPOSED AMENDMENT TO USCA BY-LAWS MAY, 2011

Current By-Law:

Section 3.6 SELECTION PROCEDURE OF BOARD-ELECTED DIRECTORS. The board-elected directors shall consist of:

(a) Up to three persons deemed necessary for the effective administration of the Corporation; and

(b) Such additional persons so as to ensure that a minimum of twenty percent (20%) of the Board of Directors shall be Athlete Representatives.

Proposed By-Law:

Section 3.6 SELECTION PROCEDURE OF BOARD-ELECTED DIRECTORS. The board-elected directors shall consist of up to three persons deemed necessary for the effective administration of the Corporation.

Section 3.6A. ATHLETE ELECTED DIRECTORS. As required pursuant to Ted Stevens Olympic and Amateur Sports Act, not less than 20 percent of voting power held on the board of directors shall be held by directly elected Athlete Representatives. Year to year the athletes through the AAC shall be entitled to elect the number of directors necessary to make-up 20 percent of said voting power. Said Athlete Representative directors shall have the same tenure as a board elected director as set forth in Section 3.7.

Explanation:

In order to make clear that the AAC elected Athlete Representatives directors are directly elected to the board by the athletes, revisions to Sections 3.6 and 3.6A are proposed. The purpose of the amendments is to eliminate the procedural step of having the balance of the board of directors of the USCA elect or "ratify" the Athlete Representative directors. This creates a mechanism in which the Athlete Representative director is elected by the athletes of the ACC and has a right to take a seat on the board in the same manner as Member-elected directors.

Appendix: Pin Donation Report

Pin Donation Report as of 4/28/11

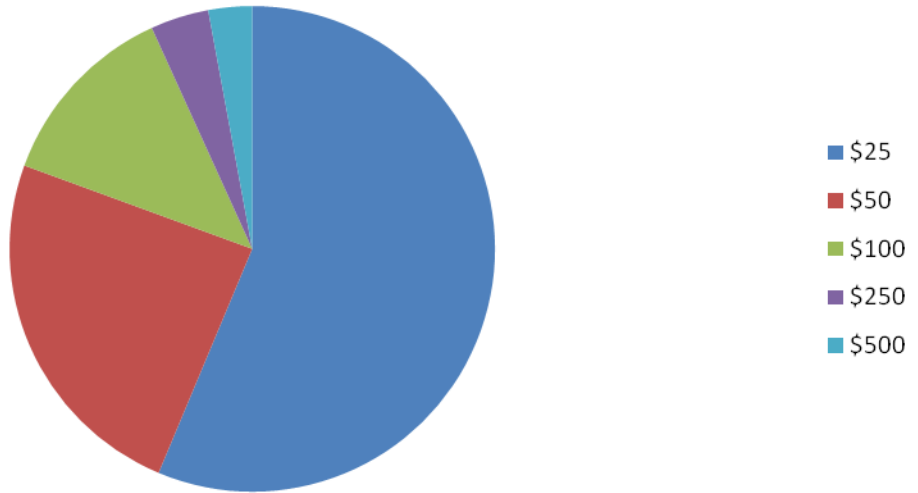
A total of \$12,100 has been collected through the 2010-2011 Pin Donation Program. According to our calculations, there have been approximately 194 donations. The following is a breakdown of the total contributions per region:

At-Large =	\$ 150.00
Alaska =	\$ 0.00
Colorado =	\$ 50.00
GNCC =	\$ 2,975.00
GLCA =	\$ 1,775.00
Illinois =	\$ 1,150.00
Minnesota =	\$ 150.00
MOPAC =	\$ 1,475.00
Nebraska =	\$ 0.00
North Dakota =	\$ 1,600.00
Washington =	\$ 0.00
Wisconsin =	\$ 2,525.00
Anonymous Donor =	\$ 250.00

Out of the total donations received, the following percentages are attributed to each category:

58% -	\$25
25% -	\$50
13% -	\$100
4% -	\$250
3% -	\$500

2010-2011 Pin Donations by Donation Level



Appendix: Championships Committee Report

SPRING 2011 CHAMPIONSHIPS COMMITTEE MEETING REPORT

A. Finalizing the 2011-2012 calendar

We made two significant changes to the calendar: We added a spot for a new event, the Youth Olympic Games, which will have a playdown (Nov. 18-20). We moved the Senior men's and women's playdowns to the first weekend in December. This gets the Senior Nationals out of the crowded January/February time frame, and avoids conflict with Junior Nationals, so that Seniors are free to coach juniors. The remainder of the calendar will follow the usual pattern. This is the calendar, updated for later developments over the summer.

Event	Date	Site	Entry Deadline
Wheelchair	Oct. 21-30	Madison	9-21-11
Youth Olympic Games	Nov. 18-20*	Grafton	10-19-11
Mixed Doubles	Dec. 8-11*	Broomstones	11-8-11
Men's Qualifiers	Jan. 4-8*	Seattle	11-14-11
		Green Bay	11-14-11
		Grand Forks	11-14-11
		East TBD	11-14-11
Men's Challenge	Jan. 19-22*	TBD	11-14-11
Women's Challenge	Jan. 19-22*	Marshfield	11-14-11
Men's Women's Nationals	Feb. 11-18	Philadelphia	11-14-11
Junior Nationals	Jan. 18-Feb. 4	Madison	12-7-11
Senior Nationals Men	Nov. 30-Dec. 4*	Bismarck	11-2-11
Senior Nationals Women	Dec. 2-4*	Grafton	11-2-11
M/W Club Nationals	March 3-10	Mankato	11-30-11
Mixed	March 17-24	Portage	1-25-12

* = accordion event – start and finish dates depend on number of teams

We have set "recommended dates" for the regional playdowns for Mixed (Feb. 24-26) and for Clubs (January 13-15). These dates are not mandatory. They are recommended because they avoid conflict with other USCA events, but each region will need to schedule their deadlines based on their own schedules.

Several states/regions asked about the possibility of holding their state or regional Club playdowns in December. To accommodate this, we set the entry deadline at the earlier date of 11-30-2011.

Site recruitment and Travel Reimbursement

We struggled this year to find sites, having had some unexpected personnel changes in the site selection committee. Lynita Delaney has stepped in to help out. In an effort to help recruit sites, and for reasons of fairness, we voted to pay ice rental fees to the sites for the mixed and club nationals (\$250 per day up to a maximum of \$1,000). Previously we have paid ice rental fees to mixed doubles and seniors and we will continue to do so.

We voted to increase the entry fees for the above four events by \$30. This will help to offset the new ice rental fees for the mixed and clubs. For the seniors and the mixed doubles, the

extra charge will help to provide greater funding for travel by the winner to the World event. Currently the subsidy for World travel for these teams is low.

We also voted to change the formula used to reimburse teams for travel. The old system had two tiers of reimbursement, depending on whether the individual traveled more or less than 350 miles. We determined that it would be fairer to reimburse based on miles traveled, up to a maximum of \$400, prorated by the amount of the pool of money available.

Officials We recognize the hard work done by our volunteer officials, many of whom work without compensation of any kind. While our budget does not allow additional compensation, we voted to recognize their efforts by creating an official's patch, and to allow officials to use United VIK for flights.

Field of Play

We discussed issues relating to stones being unmatched or ice breaking down at qualifier sites.

It was also noted that it would be useful to have information about ice and stone conditions at various clubs, to help in choosing sites. This would help the site selection committee and should be pursued, perhaps by circulating a list of clubs to our committee members and others and getting feedback on conditions for clubs where they have played. We recommended that additional money be budgeted for ice-making and that some of it be used to assist local ice-makers at the qualifiers.

We discussed the need to develop our ice-maker certification and education program. Mark Shurek has offered to help on this. We decided that we need new personnel in the area of ice education and certification, and will discuss this further with Dave Staveteig, who is and will continue to be our USCA head ice-maker.

Rules and officiating questions

- post round robin confusion Our officials face complex playoff scenarios and post round robin advantages. They struggle with this and sometimes get it wrong. The officials should be instructed to call one of the designated go to individual before meeting with the teams to discuss the post round robin format.

A junior dad offered to create a program that would run down all the possibilities. We will see what he can do.

- Evening practice at championships

Mark Swandby noted that the WCF has gone to a system where evening practice is automatically assigned to the sheet where the teams will be playing the next day, and it is up to the teams to opt out if they don't want to practice. This seems less chaotic than past practice and should be considered as an addition to our championship procedures.

- Timing of Team Additions of Fifth Players and/or Coaches to Competing Teams

Questions were raised about difficulties that arise when fifth players are added during an event. No easy solution for this since the rules allow, and even encourage teams not to add a fifth player until needed.

Registration improvements - Dawn.

A. Dawn crunched the numbers on how many teams have signed up for our championships over the last few years. This will be useful as we make decisions going forward, especially budgeting
B. Dawn has worked on improving our online registration system. We will now have a new company doing our registrations, and the new system should be more intuitive. The new company was more flexible in tailoring the system to the needs of the USCA.

Developing a written policy regarding right to compete and conflicting events. As more events are added, we are going to have inevitable conflicts in the crowded months of January, February, and March. We discussed how to minimize these conflicts with regard to protected events, given that we cannot completely eliminate all conflicts. Richard suggested that we should be able to avoid conflicts with regard to men's/women's juniors and seniors and mixed doubles under our current calendar. We will probably not be able to avoid conflict in some years with regard to WUGs and Youth Olympics. We will work on a written policy explaining the difficulties and considerations that have led to this conclusion. We have very little flexibility in our calendar, and problems when events are moved.

Women's Challenge We determined that we would qualify four women's teams based on WCT order of Merit points. The remaining 6 teams would be chosen at a single challenge event. The format would follow the same rules as for the men's qualifiers, depending on the number of teams (i.e it would not have to necessarily be a round robin, and could be a knockout.)

Men's qualifier system We reviewed last year's system, and decided to keep in place the system used last year, with two WCT OOM qualifiers, and use of the strength of field formula, and use of triple knockouts in the qualifier round in preference to split pool round robins.

Junior Curling concerns

We discussed but did not change the Junior entry fee.

We discussed allowing time-outs for Juniors, but did not change the rule, which allows a limited coach interaction time.

Arena Championship

With the growth of arena clubs, it is important to integrate these new clubs into the championship structure, yet many have no realistic chance to get to any national competition. Many are widely separated geographically, and their regional playdowns have no logical or convenient place to happen, since they have no dedicated ice. Some at-large clubs have no official region under our current rules (South Dakota for example) A couple of unofficial "Arena nationals" have been held. It has been suggested that we sanction such an event, hold it in the summer, and open it to all teams from clubs that do not have dedicated ice. We discussed but did not approve giving the winners two spots into the club nationals. It was agreed that something should be provided for arena clubs, and one popular idea was to do a big national bonspiel for arena clubs, sanctioned by the USCA, and taking place at multiple clubs in the same area.

Club Nationals

We discussed possible changes to the Club Nationals. Possibly a field of twelve, with two pools of six – a shorter club nationals would result. We discussed having a sign up and go Club Nationals. In the end, we agreed that the Club Nationals in the current format are successful, and participation is expanding. We do not recommend changes at this time

Proposal for the USCA to purchase video cameras for live streaming Dave Flipppo from Alaska suggested that the USCA buy several mountable video cameras that could be sent to sites to facilitate streaming of games. (Alaska bought their own, but most events could not afford that.) It would be a good USCA benefit for not a lot of investment. This is an idea we will look into in the future as the budget allows.

Appendix: Event Services Coordinator Report

Event Services Coordinator Report

By: Dawn Leurquin

April 27, 2011

Overview

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

Office Administration

The USCA Club Insurance Program ran relatively smoothly over the last season with clubs seemingly content with receiving insurance certificates through Loomis & LaPann, USCA broker agency. There is an occasional issue regarding the manner in which our current volunteer insurance agent deals with some of our constituents, although, our claims history reports sport a very clean record to date.

The USCA's property insurance policy again proved to be very helpful when our sensor handle volunteers discovered that several of the 100 handles had various degrees of fractures and breakage. The history of this led back to Denver Olympic Trials when the handles were over tightened when placed on the stones at the Broomfield Event Center causing what amounted to a disaster financially. A claim check totaling \$28,898 has already been received and an order for replacement handles is pending the receipt of additional information from the sensor handle volunteers such as a listing of the exact handles that need to be replaced.

Our sensor handle volunteers (Ian Journeaux and Dave Pias of the Stevens Point Curling Club) are working on a couple of other projects in hopes to further reduce our sensor handle related costs. I'll refrain from commenting on them until solid details become available. Previously, the same volunteers derived a method of refurbishing the snowflake battery packs that go into the sensor handles saving the USCA a great deal of operating cash.

The AAC's (Athlete Advisory Committee's) 2-Year and 10-Year lists have been updated and submitted to Nicole Joraanstad and Richard Maskel for use.

The Hall of Fame nominations notice has been listed on the USCA Web site. No new forms have yet been submitted.

Several other administrative tasks have been started but not yet completed including reviewing the proof of citizenship list for accuracy (during the busy curling season the pace is set to "frantic" quite often and mistakes inadvertently are made). Reviewing club affiliation listed on competitive athletes entry forms and comparing it to the club membership rosters received, is currently underway, although, not all clubs have turned in their membership rosters.

Equipment Maintenance

The officiating jackets have been cleaned and tucked away for the summer. Oddly enough, one that had come up missing has been returned. A big "thank you" to whoever returned it. ☺ Testing of the time clocks is underway. There was a report of one clock having issues but it hasn't been detected yet. Some of the officiating equipment was used at the Senior Men's, Senior Women's, and Mixed Doubles World Championship event in Saint Paul and when the items return to the National office, they'll be inventoried and the radios will again be tested to be sure that they are all perfectly functional and complete.

The arena curtains may not need to be cleaned. An inspection will be done as soon as time and space permits (the time clocks are taking up the table space in the warehouse right now). We were ahead on the sensor handle batteries inventory at one point during the curling season. This was due to planning for a potential problem transferring the handles from Alaska's Junior Nationals to Fargo in the event that the mountain passes were closed due to snowfall and we had to fly them over. That left us with an excess but only until our sensor handle volunteers discovered that several had very low power left in them, meaning that again, some of the handles didn't have the battery packs disconnected during the shipment from one event to the next so the power was continually being drained during the shipment. I'm working on a plan to reduce this incident in the future by placing a reminder notice inside the cases if possible.

Nike Uniform Apparel

As we draw nearer to the end of the fiscal year (June 30) a physical inventory of the Nike apparel will be performed. Our business neighbors vacated their premises due to corporate down-sizing and we acquired some nice industrial shelving from them. This provided a nice location to house the Nike apparel and during the inventory process, the items will be further organized for greater efficiency.

Hopefully, soon after the spring board meeting, all the Pin Donation Program data will have been submitted and premium fulfillment can be completed. There will likely be more glasses to be shipped. Jacket s will need to be pulled from inventory and t-shirts will need to be ordered and embellished.

Online Registration System

Last season we switched to using an individual entry system rather than the usual team entry system. The old way created endless frustration and confusion for our competing athletes but the single entry system eliminated much of that. One major fault with the single entry system is that teams were not able to look to monitor their team's entry progress and see who had registered and who had not. This meant that numerous emails still had to be sent letting the team's know when they had all members entered and everything was in order. That, along with so much data now having to be hand sorted took up even more time than in the past, but most entrants found it much easier to navigate their way through the system. When they got to the payment section at the end, trouble again found its way in due to Compete-At offering only the lowest form of PayPal service available. With the proper support behind me, I made it a top priority to shop for and procure a better online registration system prior to the next season's start date.

After shopping with various online vendors such as the USOC recommended Ai-Group that offers a full-blown membership module coupled with an entry system (much more than we can do right now) and others, I believe a very efficient system has been found. Other systems that were considered were: Active Network (which other NGB's use but are not terribly happy with), Goalline (who is now open to all sports but has never worked with curling and wishes to have our help designing a system – sounds much like what we've just gone through with Compete-At), Railstation (expensive!), PassKey.com, Playdowns.com, Yes Events, teamsideline.com, countmein.com, nashvillesports.com, scdelsol.com, teamopolis.com, mylaps.com, eventregistrationsonline.com, sporg.com, esportsDeskPro.com, Point Streak, Sports Pilot, HTG Sports Services, and Blue Sombrero. The following list details several advantages to use League USA / Sports Signup for this coming season...

- We manage personal account information for our competitors, not the provider. If a password needs to be reset, we can take care of it (rather than have to wait for technical support to get to our request).

- It has a flexible reporting system that allows us to pick the fields that we want displayed on the report (rather than a preset report that omits certain important information such as zip codes).
- It can screen for age as the World Curling Federation rules read (rather than by event date or the beginning of the calendar year).
- Team members enter individually and complete their personal requirements such as the Code of Conduct and Release forms but I can roster them off into groups so they will all be able to monitor their team's progress (rather than having me do it and send hundreds of update emails out).
- We can easily email individuals, teams, or all event competitors.
- Changes to requirements that already exist can be done globally (rather than having to go into each individual event and change the requirement).
- Our member clubs will also be able to use this system if they wish to do so.
- Coaches and fifth players can be entered as volunteers so there will be no charges incurred by the system and thereby no yearend reconciliation will be necessary.
- Questions that do not pertain to certain individuals (like coaches in a Junior Nationals application) won't have to be asked of them.
- There is a functional search engine to use if necessary.
- Checking payment status will be much more efficient and informative. We can offer the same payment submission types.
- The system will lead entrants from one process to the next through completion of their online registration.
- We can continue to solicit donations within online entry payments (which yielded approximately \$150 dollars last season). We can also use escalating fees as the deadline approaches or discounts for early entry.
- There are no contracts, other than to obtain the merchant account which would allow us to accept online registration payments.
- The merchant account fees are very comparable to last season's fees but also include a \$60 annual fee. However, the system will function much better than last season.
- We have the option to add an extra click through "ShopForMyCause.com" and receive a percentage on our registrants or users online purchases that are given back to our designated cause. There are no set up fees or support fees – it's free for being a Sports Signup customer.
- If an address, email address, name correction, etc., is needed within a registrant's personal account and they have existing applications, the updated information will be placed within the account and existing applications.
- Registrants will have access to a history of events that they've registered for previously through this system.

- When someone creates an account and then goes to register for an event, the system will only display events that the individual is eligible to compete in. This has the potential to increase enrollment in other events.
- Registrants can enter and pay for multiple event registrations at one time.
- We can use this system to register anyone for any type of event including coaching camps, officiating conferences, and media events.
- There is much less set up time involved regarding events and regional playdowns. Last season there were somewhere between 59 and 62 events that had to be set up with all of the various regional playdowns. This year, one event can be made for events with regional playdowns. The regional fees are included as a drop-down selection box where they will pick the region or site that they are playing in and the regional fee is included as a surcharge to the USCA entry fee.
- Tailored reports can be created and the data is remembered by the system so I can create a report of entrants data needed and checked data will stay when the report is repopulated with the new entrant's data. This means that event-specific requirements, such as checking to be sure proof of citizenship has been submitted, will be easy to keep track of and only pertinent data will be shown reducing confusion and increasing efficiency. This will also ensure that needed data is not eliminated from reports such as the zip code field in the Compete-At reporting system that we had no control over.
- There are more beneficial things about this system but this should give you a good idea of what League USA / Sports Signup has to offer.

Summary

This is not a complete listing of tasks but highlights many that I've been actively working with lately. It's very exciting to know that an opportunity to improve the registration system immensely is finally possible. I'm confident that it will give me back some of the time that was lost with the last change and more so I can manage other tasks simultaneously. It's also encouraging to know that the USCA is moving toward becoming a better and greater organization and is making great strides toward advancing our strategic mission goals.

Appendix: USCA Director of Member Services Report

USCA Director of Member Services Report

April 2011

Club Activities

USA Curling received 28 sets of stones from the World Curling Federation under their stone loan program. Currently we have 11 sets still available. Those receiving stones were Hollywood Curling Club (CA)-5 sets; Orange County (CA) -2 sets; Palmetto Curling Club (SC)-4 sets; Klamath Falls (OR)-2 sets; Coyote Curling Club (AZ)-2 sets and Cincinnati Curling Club (OH)-2 sets.

New clubs requesting membership to USA Curling as At-Large Members are Oklahoma Curling Club and St. Louis Curling Club in Missouri.

New clubs that have joined USA Curling member regions are as follows:

Colorado Curling Association: Nederland

GNCC: Addison County (VT), Atlanta Curling Club (GA), Bucks County Curling Club (PA), Charlotte Centre (NC), Coastal Carolina Curling Club (NC), Equinox Curling Club (VT), Palmetto Curling Club (SC) and Panthers Curling Club (FL)

GLCA: Fort Wayne Curling Club (IN). The Cincinnati Curling Club (OH) will be submitting their membership for the 2011 regional fall meeting

Illinois: Northwestern Curling Club (curls out of North Shore CC)

MOPAC: Missoula and Whitefish, Montana are curling but have not submitted their membership request to the regional association at this time

Wisconsin: No new clubs but the Superior Curling Club has returned as members

The development of curling in Richmond, VA has been very successful and we should be anticipating that they will be members in the near future. There has also been discussion with Buffalo, NY in regard to getting curling started again in that area.

We still receive requests for the "How to Start a Curling Club" packets and are sent as per requests.

Member Services Conference- The 2010 Mini Member Services Conference was June 18-20th hosted by the Dallas/Fort-Worth Curling Club. A Level I Instructor course was conducted Friday evening with 30 attendees. Saturday had 28 individuals representing the clubs in Texas and Oklahoma attending the Mini-Conference. Presentations were given on curling stones, club operations, Open House & Learn to Curl Events, ice making for arenas and the transitions options to dedicated ice. Saturday late afternoon/evening was the curling skills camp with 41 curlers participating. Conclusion was Sunday morning with on-ice situational play/game critique. Presenters were from California, North Dakota, Wisconsin, Minnesota and GNCC region.

October 9-10, 2010 a skills training camp was conducted in conjunction with the Rochester Curling Club. The participants were divided in two groups based on years of curling and level of experience. Attendees had video analysis and delivery mechanics complete. Various on-ice and classrooms presentations were given including on-ice team management, mental toughness, ice conditions, strategy, sweeping, game plans and playing your team for success to mention a few. Instructors were from North Dakota, Wisconsin and GNCC region. The skills camp was a huge success with plans to have more in the future.

Fall Club Mailings- The annual fall club mailing was sent out in September. It included the new “Learn to Curl” pamphlet along with an updated USA Curling brochure, media guide and variety of other club related items. The “Learn to Curl” pamphlet was a consolidation of the individual Delivery, Sweeping, Spirit, Strategy, Stick and Wheelchair brochures into a 20 pages all purpose pamphlet. It was a huge success and well received by the clubs.

As part of the USA Curling branding project our logo was updated. Each club received two “Member of USA Curling” stickers with the new logo to be attached to club’s entrance door or doors. Other alternative uses being on a door leading to the ice or any other high profile, high traffic location within the club.

Eight-Enders-Team photos with team information are forwarded to the ACF&M for registration. Eight-ender patches and acknowledgement letters were sent from the office. The 8-ender team is noted in the U.S. Curling News. Since April 2010, 17 teams received 8-ender patches.

Training & Instruction-There were 12 Level I instructor courses and 5 Level II courses were taught this season throughout the United States with a total of 181 participating. Database registrations & certifications information is being entered as material is received from the various classes. As the Training & Instruction training materials and skills camp curriculum are updated and we continue to add this information to our website (www.usacurl.org.) These materials are available for use by course instructors, clubs and interested individuals.

Youth Curling- We still receive requests for the Junior Merit program with the patches/bars. The drills manual to coordinate with the on-ice skills assessment test in the Junior Merit manual is posted on our website.

Summer Camps were conducted in Cape Cod (30), Green Bay, WI (48), and Bismarck, ND (32). Due to finding a camp coordinator late in the planning process resulted in not receiving sufficient applications for the Rice Lake Junior camp and it had to be cancelled.

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

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

On April 29-May 1, 2011 a Spring Prep. Junior Curling Camp will be held at the St. Paul Curling Club. Focus will be on strategy. Guest instructor will be Ed Lukowich. Thirty-three participants were selected based upon their curling accomplishments. Housing, meals and transportation between the club and hotel will be the responsibility of the attendees.

We had 2 junior men’s teams from Washington and Massachusetts and 3 junior women’s teams from Pennsylvania, Massachusetts and Washington in attendance at the U-18 Optimist International competition this year. We were allowed 3 boys and 3 girls’ teams to participate but were unable to field the 3 boys’ teams due to the lack of applications. The teams are responsible for their travel expenses. The Optimist International Championship committee covers all other expenses. Interested teams submit applications to the USCA office with the selection being done by committee.

National Center for Safety Initiatives (NCSI)-Background checks were completed by all coaches of teams who qualified for the Junior Nationals and any instructor/coach/support staff involved with any of the USCA Junior Curling Camps.

Staff Liaison to the following committees:

- Rules & Officiating
- World Team Prep
- Championships
- Awards

Prepared by Bev Schroeder, April 25, 2011

Appendix: College Curling Report

Report to the United States Curling Association Board of Directors

Intercollegiate Club Curling- Year 1

For over 20 years, there has been a National College Curling Championship. The short term goal of Intercollegiate Club Curling is not to replace what already exists, but to build a “front end” season onto the championship, and to encourage the development of campus based curling clubs. It has the long term goal of transitioning curling from a “club level” sport to that of a “varsity level” sport where it is appropriate.

Intercollegiate Club Curling currently has only one requirement for participation. The participants must belong to a campus club formally registered with and recognized by their college or university. During Intercollegiate Club Curling events, it is the school that is represented on the ice, not individual rinks. Any on ice win or loss is credited to the school, not to those individuals who were on ice at the time. Schools are invited and encouraged to bring as many players as they want, and substitution between games is both permitted and encouraged.

This past year Intercollegiate Club Curling held two events, the first at the Green Bay CC in December, the second at the Copper Country CC in January. Each event was a round robin taking place over three draws on one day. Five schools participated between the two events, Carroll University, Finlandia University, Lake Superior College, Michigan Technological University, and University of Wisconsin-Green Bay. Lake Superior College won the championship round.

Host schools are encouraged to provide food, drink and if possible/necessary sleeping accommodations for their visitors.

Lake Superior College and Carroll University have indicated their willingness to host next year's events at the Duluth CC and the Kettle Moraine CC respectively.

Since these events and articles that appeared in the Curling News, other schools have indicated interest in participating next year. In general they are in two clusters, one around Fargo, North Dakota, the other Detroit/Columbus area. It is possible that there could be 15 or more participating schools next season. Given this, I anticipate that the planned events in Duluth and Hartland will not be the only events that take place in 2011-12.

I will continue to work to coordinate the activities related to Intercollegiate Club Curling
Gordon Maclean- Director College Curling

Appendix: USWCA/USCA Liaison Report

USWCA/USCA Liaison Report April 2011

USWCA agenda items which might be of interest to USA Curling are as follows:

- New officers have been elected for 2011-2012. They are:
 - President - Maureen Guay, St Paul/Arden Hills Curling Club
 - 1st VP – Bridget Matzke, Madison Curling Club
 - 2nd VP – Shelley Dropkin, Broomstones Curling Club
 - Secretary – Molly Jensen, St. Paul Curling Club
 - Treasurer – Carolyn MacLeod, Broomstones Curling Club, continuing her 2-year term

- There have been 3 very successful Junior Bonspiels this year. In 2011-2012, there will be junior events in 3 areas (East Central and West. Each event will be two tiered with a competitive division and a developmental division which will allow the juniors to have a balanced experience with a goal of having 16-20 teams participating. USWCA has a strong commitment to junior curling and works hard within the members' individual clubs to strengthen the junior programs. This year 2 young men from Broomstones competed in the Alaska Nationals and Shelley Dropkin, incoming 2nd VP coached a girls' team.

- The competitive spiels and Women's Circuit were big successes. The seniors competed at Blackhawk Curling Club with a full 16 team event. The National Bonspiel was in Cleveland with 32 teams and the Women's Circuit concluded with more involvement than originally anticipated and was deemed a huge success.

- 2010-2011 saw the beginning of undertaking a new Strategic Plan for women's curling and the USWCA. A professional strategist was brought in to lead the first session involving all representatives and past presidents present at the meeting participating. Each was given the task of conducting a short survey with their club and returning the results of the survey to the Strategic Planning Committee. The areas covered are to be reviewed by the following groups: membership, budget, public relations, strategic planning and all officers. The planning process has a 6-month timeline with all recommendations, goals and objectives to be ready for the fall meeting. The critical information will include what forces or trends will influence the future of USWCA, an analysis of our member's needs and who the competition is. Included will be what is going to shape the organization's future, what the vision for where we want to be in, and what service are we providing to whom and what is distinctive about how it is done.

- As Liaison, I am here to tell you that the USWCA is a remarkable organization with impressive achievements in its history. As any organization, it will continue to thrive only because of its very membership who is willing and able to put effort into carrying out its programs. We, as an organization, reach out to women and to juniors to build and energize programs that will continue to grow the sport of curling.

Janet Farr, USWCA Liaison