



UNITED STATES CURLING ASSOCIATION
Board of Directors Meeting
October 11, 2019
Ozaukee County Fair Grounds
Cedarburg, Wisconsin

Approved February 1, 2020

1. **Call to Order** – Chair Courtney Schmidt calls the meeting to order at 12:32 C.D.T, October 11, 2019.
2. **Appointment of Parliamentarian** – The Chair appoints Gordon Maclean as Parliamentarian.
3. **Roll call**
 - Board Members**

Present – Member Elected: Jeff Annis, Russ Brown, Terri Gleason, Joel Leneker, Garret Perry, Doug Potter, Roger Rowlett, Courtney Schmidt (Chair), Rob Shelton, Roger Smith, Scott Stevinson, Nick Wellen, **AAC:** Craig Brown, Jessica Schultz, Stephanie Senneker, Bill Stopera, **USWCA:** Elizabeth Demers, **Board Elected:** Hawley MacLean.

Absent – Dean Gemmell.
 - Quorum** – 18 Board members being present and ten being required, we have a quorum.
 - Non-Board**

Committee Members – Debra Horn, Russ Lemcke, Allison Pottinger, Jennifer Stannard.

Staff/Non-Board Executives – Jenny Biadasz, Terry Davis, Rich Lepping (Interim CEO), Gordon Maclean (Recording), Steven O’Keefe, Shane Stein, Tom Violette, Amy Wolf.

Guests – Phil Drobnick (Director of Coaching), Shawn Olsen (Head Ice Technician), Karen Brattesani (USWCA President).
4. **Additions/changes to the Agenda** – The Chair calls for any additions or changes to the agenda; none are brought forward.
5. **Discussion and approval of Minutes** – The Chair presents the minutes from July 30, 2019, USCA Board of Directors Meeting, and asks for any modifications. None are offered. Motion to accept the minutes as presented by Wellen, seconded by C. Brown. Motion approved on a unanimous voice vote.
6. **Reports to Board:**
 - a. Chair
 - i. Introduces new Board members in attendance: Stephanie Senneker, Garret Perry, Rob Shelton, and Terri Gleason.
 - ii. Reviews the four main components of the current Strategic Plan and identify where attention is needed, where we have progressed and where items have been accomplished in relation to the overall four-year cycle:
 - Financial Sustainability – Long term revenue structure; Needs focus. Revenue plan creation; Needs focus.
 - Grassroots Development – Maximize national exposure; regional liaisons setup, underway. Adjust bylaws; Well along, with Gov 2.0. Search for independent directors; underway. Investment in human capital; Needs focus.
 - High Performance Program – Increase of competitive opportunities; underway. Expand and develop HP coaching staff; Well along. Increase HPP financial resourcing; Needs focus.
 - Branding and Marketing – Leverage awareness and connect members; Needs focus. Brand Positioning; Needs focus. Expand TV presence; Well along.
 - iii. It is important that we continue our organizational development, including a marketing plan leading into the Olympics, and that we engage all our stakeholders over the upcoming months, including members, USOPC, Athletes, WCF, and sponsors.

- iv. What does the organization need moving forward? –
 - The CEO search committee is focused on identifying our needs, finalizing the job description, and creating a plan.
 - The committee members include Roger Rowlett (Chair), Elizabeth Demers, Craig Brown, Jeff Annis, and Doug Potter.
 - There will be Advisory Group input from the HP Athletes, Staff, and the HR Committee.
 - The timing goal for the CEO search is to present the finalists to the board for in-person interviews in January 2020.
 - v. No questions.
 - vi. Policy Manual Update – This is an action item that continues the process to update the organization’s Policy Manual. The first action took place in July of this year. This action is a continuation of that process. The Chair calls for a motion to adopt the document titled “Policy Manual Update #2” (Appendix A). Potter moves to adopt, Wellen seconds. Motion approved on a unanimous voice vote.
- b. Interim CEO Report
- i. The Interim CEO thanks the Chair and the Board for the opportunity to serve in this position, and thanks to the staff for the jobs they do and the workloads they bear and welcomes the guests in attendance.
 - ii. There will be a Town Hall session on Saturday afternoon, where members present can ask questions.
 - iii. The plan of action over the next five months include:
 - Maintain high standards for staff development, retention, and recruitment.
 - Evaluate and recommend employee benefits, staff responsibilities, organizational charts, and compensation plans.
 - Work with the HR and Search Committees to develop sound growth and development plans for the next CEO.
 - Maintain and communicate to our Board, membership, external stakeholders, WCF, USOPC, and NBC Sports.
 - Prepare and manage the Members’ Assembly and February Board meeting.
 - Provide financial oversight with our Controller and manage the current budget.
 - Provide stability and positive relations with the entire curling community.
 - Facilitate sponsorship opportunities while providing Maestro with the needed tools and sales data.
 - iv. In the past month, attended USOPC assembly with the Chair and AAC–USOPC member Dean Gemmell. Assured the WCF that Curling Night in America is a critical platform for our growth and that next year’s event will go on, with filming next August in Orange County.
 - v. USOPC has been a great transition partner and has provided grant money for the CEO search, and a grant for a marketing survey to look at the entire organization.
 - vi. HP Plan and Update – There will be a closed session later to update our current status. All the HP staff and coaches and athletes are performing as expected, and everyone is doing their jobs. Commends Phil Drobnick for stepping up while Derek Brown is under suspension.
 - vii. Budget concerns –
 - The CEO search and severance costs, uniforms, staffing are all items that need to be considered with the budget.
 - Safesport could result in a 20-30% increase in expenses. Need to hire a single individual (20–30 hours) to focus on Safesport.
 - viii. SafeSport– To date, the USOPC has been picking up the additional costs related to SafeSport.

- In 2017 there were 7,173 trained courses completed in the first quarter of 2019 alone 128,911 course completions.
 - Reports filed in the first quarter of 2017; 85 complaint reports were filed. In the first quarter of 2019, 700 complaint reports were filed.
 - There is an anticipated 30% increase in SafeSport caseload by 2021 (4,640 cases) over current levels.
 - For us, we are budgeted for this year. We should anticipate a 20% funding increase requirement for next year.
- c. Secretary
- i. Reports that two new clubs have come through the membership application process just in time for the Members' Assembly to vote on them at tomorrow's meeting.
- d. Treasurer
- i. Fiscal Year 2019 summary: there was a \$152,000 surplus (\$140,000 revenue surplus, \$12,000 value-in-kind) versus a budgeted surplus of \$31,000. \$30,000 Dues revenue surplus, \$51,000 from the Continental Cup, and \$75,000 USOC Digital Media bonus. Our Equity Balance continues improvement from year to year since 2017, currently in excess of \$885,000.
 - ii. The Fiscal Year 2020 to date is running slightly ahead of last year in both revenue and expenses, but nothing significant or of concern.
 - iii. There are a few concerns with some multiyear contract deals; Cyromax is behind in payment for the final year due to their internal issues, BroomsUp's last year payment was not made, and ad payments were made.
 - iv. As is typical, the upcoming months are a time for cash flow issues; we are relying on staff to help mitigate these issues through that time.
 - v. Question regarding the Toyota sponsorship; there is a four-year schedule of payments. We are working on getting information out to our membership regarding this sponsorship and what can be expected from them; the relationship is valued at \$480,000 over four years.
- e. High Performance Program
- i. Drobnick reviews the coaches and staff assigned to the current teams, team world rankings, and recently completed and upcoming events.
 - ii. Program implementation items reviewed – there are daily, bi-weekly, and monthly reports that the athletes are requested to complete, with approximately 85% compliance.
 - iii. There have been IT upgrades – including the purchase Curl-IT coaching tool, and implementation of audio equipment to help with team on-ice communication.
 - iv. Has been working with Gemmell and Stopera to complete the USCA Championship Rules booklet.
 - v. Drobnick replied to questions regarding ideal program size if money were not an issue, what the greatest need for the teams that were not covered today, and whether there is a developmental plan as to how players can move into high performance.

7. SafeSport Update

- a. O'Keefe reviews the SafeSport timeline for the past year and USCA Board actions within that timeline, US Center for SafeSport (USCSS) requirements for reporting and auditing, versus what is required.
- b. It is estimated that the USCA is currently required to track in excess of 1,000 individuals, plus we need to show that we can track compliance. Asking clubs to adopt a policy is very different from enacting a policy.
- c. Consent forms have been developed.

- d. The audit report has not been finalized, but at this point, the status is that we have not failed any aspect reviewed. More information requested from USCSS just prior to this meeting.
- e. Question regarding the correlation between Safesport issues and insurance costs: Currently, there is no correlation, but other sports have lost insurance coverage due to excessive Safesport issues.
- f. In summary, we are ahead of most NGBs in this area and was a reason we were chosen for an audit.

8. Other Reports

a. CEO Search

- i. The committee chair presents his current report to the board (Appendix B.) The committee has:
 - looked at three search firms with sports NGB experience and have engaged Creative Artists Agency in the recruitment and evaluation of candidates.
 - adopted a code of conduct for the search (Appendix B).
 - produced a draft Scope of Position Document, which is heavy on relationship skills, and good with external contacts.
 - created a draft of process and timeline, presentation to the board scheduled for the end of January.
- ii. Timeline – looking for a long list of candidates by the end of November, interview, and develop lead candidates by the end of January.
- iii. There will be a conference call with the board after the job description is complete.
- iv. If there are Timeline questions or anything missing from the process, the Search Chair requests that the committee be informed now. The Board is given time to review the Timeline and process as presented. No questions or process deficiencies are brought forward.
- v. Rowlett requests if there are questions regarding the Scope of Position (Appendix D), or if anything is missing that the committee is informed now. The Board is given time to review the Scope of Position as presented. No questions or process deficiencies are brought forward.
- vi. The Search Chair presents its Process and Timeline Report (Appendix E). There will likely be an in-person meeting in January near the completion of the search process.
- vii. The Search Chair requests for affirmation of the process and timeline: Motion for affirmation of the Process and Timeline by Potter, seconded by R. Brown, motion carries on a unanimous voice vote.

b. Nominating/Governance

- i. Reviews the three action items to be considered at tomorrow's Members' Assembly.
- ii. During a recent USOPC Audit, it was determined that the USCA needed to have a Code of Conduct for all members.
 - The by-laws modification that will enable the Code is something that the Members' Assembly will act on.
 - The actual Code needs to be approved by the board. The full language of the Code is attached as Appendix F.
 - There were questions regarding the implementation of the Code and the impact on individual members.
 - Motion to approve the Code of Conduct as presented by H. MacLean, seconded by Potter. Motion passes on a unanimous voice vote.
- iii. We are looking at whether term limits for our World Curling Federation representatives are appropriate and in our best interest. Other WCF members have a very diverse selection process and range of term limits or no limits. Further review of these, with focus on similar programs (e.g. Canada, Scotland, Sweden, etc.) and a report planned for the next board meeting with recommendations.

- iv. Committee will be looking for ways to amend the bylaws to accommodate future Members' Assemblies for absences due to extreme conditions.
 - v. Future bylaw cleanups should be expected.
 - vi. A progress report from the Independent Board Member Search Subcommittee (Leland Rich, Russ Lemcke, Courtney Schmidt) by Lemcke, on filling the Independent board member seats was presented. We are looking for candidates who meet our strategic objectives. Summaries for three candidates from our Boardspan contacts, plus a fourth were reviewed.
 - Question as to whether these board members would become voting members prior to the vote on a new CEO or would be seated afterwards. This question was referred to the committee to discuss and forward comments.
 - Concern expressed that expertise in how an organization work's maybe more important than marketing for us at this time.
- c. USOC/USCA Representatives to USOPC
- i. Current AAC Chair is Stopera, Vice-Chair C. Brown, Schultz, and Senneker are board members, along with Gemmell, who is also the USOPC Representative, and Polo as Alternate USOPC Representative, also Huffman and Agre.
 - ii. Expresses thanks on behalf of all the athletes to Dave Staviteig for his ice work and appreciates Shawn Olesen for stepping up to fill that position.
 - iii. Thanks are given to the HPP staff for their work and congratulate some of the newer teams playing on the circuit.
 - iv. AAC is now doing bi-annual meetings to update eligible AAC athletes and discuss issues that concern the athletes.
 - v. The athlete's survey will go out shortly; questions cover the past year, the results will be sent out to the athletes and shared with the board and be the basis for any recommendations the AAC Board makes to the HPP staff.
 - vi. The world's qualifications document has been finalized and released. The goal is to make it easier in the first two years of the quad for teams to qualify for events that lead to "World Level" events. Now, in the last two years of the quad leading to the next Olympics, the standards will be raised. The athlete selection document for the next Olympics is being developed in partnership with HP and USCA staff.
 - vii. Nationally, the USOPC AAC is working to develop a more professional, independent organization to represent athletes in issues that affect them. They are looking to the USOPC for funding this organization, but if that does not happen, a 501(c)3 organization, already in place, may become the option for developing alternative funding sources.
 - viii. Revisions to Rule 40 (which prevents athletes from any promotion of their own sponsorships during the Olympic games or qualifying events) are being sought. Athletes are looking for more control in promoting their own sponsors.
- d. Revenue Development
- i. Finalizing the strategic plan for the upcoming fundraising season.
 - ii. Reworking Granite Society marketing.
 - iii. Targeted campaigns include an updated pin program. This will be technology-based and targeted.
 - iv. Will be trying to reach out to non-curlers, including Curling Night in America viewers.
 - v. New Granite Society tagline, "Becoming a champion takes more than talent." The Society has been in existence for 2 years and has raised approximately \$108,000. Granite Society events over the past year and upcoming events this year were reviewed. The importance of director buy-in to the fundraising process was stressed.
- e. WCF
- i. Our WCF representatives are Pottinger, Stannard, L. Rich, and Lepping.

- ii. L. Rich has been named to the WCF Finance Committee. Swandby, though not a WCF rep is still on the Competitions Committee. US Curling is well represented at the world level.
 - iii. The recent WCF meeting in Cancun, Mexico, was reviewed. Pan-American Zone challenge event was discussed at that meeting.
 - iv. The schedule of event conflict issues was discussed, which will be studied for future consideration.
 - v. World Cup of Curling sponsorship discussed.
 - vi. Spirited discussion regarding 8-ends vs 10-ends in future world events. WCF will be reviewing all aspects of the game including player fatigue, television, growth, and stats. Television would prefer shorter games, but full 10-end games are being broadcast, including extra ends. They will be reviewing game length and the “compelling” aspect of the game.
 - The completion of the review will be no later than 18 months from last month (March 2021).
 - Norway’s motion to move to 8 ends was not seconded and remains open.
 - vii. Wheelchair Mixed Doubles, a WCF Curling Academy, a development plan for athletes, and the current point system were discussed.
- f. Governance 2.0
- i. Review of presentation that will be given to the Members’ Assembly.
- g. USWCA
- i. USWCA will enhance its partnership by reserving a board seat for the USCA.
 - ii. Mentioned the partnership with the USCA and the U14 Jamboree and providing a trophy for the US Senior Women’s champion, support for the National 5 and Under Championship and the 5 and under bonspiels, Senior bonspiels, and Junior bonspiels. USWCA would like to work with USCA on major event scheduling to help avoid conflicts.
 - iii. Grants for grassroots women’s programs are available. The application is available online.
 - iv. Incoming Scots tour in 2021 reviewed
- h. HR committee
- i. Currently, the committee is in an advisory role with the CEO in staffing matters. Also, reviewing and updating the Employee Manual and reviewing the CEO evaluation process for the future.
9. **Old Business – None**
10. **New Business**
- a. The Interim CEO congratulates those who will be participating in the inaugural Canadian tour.
 - b. Jim Dexter memorial mentioned.
 - c. Wellen suggests that the USCA Volunteer of the Year award be renamed in his honor.
11. **Key Items of Agreement**
- a. Policy Manual
 - b. Code of Conduct
 - c. CEO search process affirmation
 - d. Granite society
 - e. Nom/gov update of governance on independent directors and future bylaws
12. **Next Board Meeting – TBD**
13. **Motion** to move to Closed Session by Potter, seconded by Wellen
14. **Adjournment**

Appendices

Item	Topic	Page
A	Motion - Policy Manual Update #2	9
B	CEO Search Committee – Progress Report	16
C	CEO Search Committee – Committee Code of Conduct	17
D	CEO Search Committee – Scope of Position	18
E	CEO Search Committee – Process and Timeline	20
F	USCA Member Code of Conduct	21
G	Minutes - Executive Committee Meeting, October 2, 2019	22

Appendix A

Motion to the USCA Board of Directors from the Chair Courtney Schmidt
Policy Manual Update #2

Rationale:

This proposal is a continuation of the process to update the USCA Policy Manual that has taken place over the past year. In that time the previous version of the manual, dated 2008, was reviewed, minutes since 2008 were reviewed for subsequent policies adopted by the board, and an initial round of actions to rescind obsolete policies was passed in July 2019.

Of the remaining policies, most needed further review and suggested action proposals developed.

This document presents a proposed second motion for board action, along with the current interim Policy Manual, and commentary on several existing policies that will require language updates to reflect our current policy environment.

Motion:

The following policies currently found in the April 2008 USCA Policy Manual (as edited for additions through September 2019) are to be rescinded with justifications itemized:

Policy Number and Name (justification for removal)

- 3 – Anti-Doping Policy (Obsolete, USCA By-Laws, Section 11A.3., page 40)
- 17 – Records Destruction (Obsolete through the adoption of United States Curling Association Financial Policies and Procedures Manual, July 2019)
- 18 – Records Retention (Obsolete through the adoption of United States Curling Association Financial Policies and Procedures Manual, July 2019)
- 20 – Voice Mail System Policy (Obsolete through staff review of the current office voice mail system)
- 24 – Credit cards for staff (Obsolete through the adoption of United States Curling Association Financial Policies and Procedures Manual, July 2019)
- 29 – Director’s Fundraising Responsibilities (Obsolete through the adoption of Policy 19-04, May 2019)

Furthermore, the following policies have been reviewed deemed significant enough in their relevance to require further review by the Nominating/Governance Committee with the direction that the committee report back to the board with proposed actions for the February 2020 meeting:

Policy Number and Name

- 2 – Alcohol Reimbursement Policy (no review commentary)
- 6 – Disclosure of Athlete Funding Information (commentary from Ron Rossi, Rick Patzke, and suggested wording changes from Alex Agre, through Bill Stopera, attached below)
- 7 – Donations Policy (commentary from Ron Rossi attached below)

Furthermore, the following policy has been reviewed deemed significant enough in its relevance to require further review by the Ethics Committee with the direction that the committee report back to the board with proposed actions for the February 2020 meeting:

Policy Number and Name

22 – Whistleblower Policy (commentary from Gordon Maclean and Rick Patzke attached below)

Furthermore, the following policies have been deemed current and requiring no action at this time:

Policy Number and Name

27 – Sex Change Operation Eligibility (Policy to be renumbered 10-01 with this action)

28 – Recognition of SafeSport (Policy to be renumbered 13-01 with this action)

30 – Transgender Participation in Curling (Policy to be renumbered 16-01 with this action)

19-01 – Conflict of Interest and Code of Ethics Policy (May 2019)

19-02 – USCA Conflict of Interest Policy Disclosure Statement/Questionnaire (May 2019)

19-03 – Code of Ethics and Fiduciary Responsibilities (May 2019)

19-04 – Expectations of USCA Directors (May 2019)

Courtney Schmidt – Chair

As adopted by the USCA Board of Directors in meeting, on the 11th day of October 2019, Ozaukee, Wisconsin.

Attachments Follow

Policy Reviews and Commentaries:

6 – Disclosure of Athlete Funding Information

Ron Rossi – Controller

As written, the policy seems to mix up two types of funding (it is possible that when the policy was first written some 15+ years ago, the following confusion didn't exist)

DAS, or Direct Athlete Support, is a USOC term referring to a pool of money granted to the NGB with the sole intent of being distributed to athletes as income (no expenses need to be posted against these funds). The USCA never actually touches these funds as they are held by the USOC, and we, through a USOC on-line portal, designate which athletes receive which amounts, and with what frequency. The USOC handles the administration beyond our designation, and this includes the preparation and issuance of 1099 forms each year.

There is also a reference to team funding, which I take to mean the distribution of USOC grant funds we do receive and divide among the teams we do support (team's submit expenses to get reimbursed).

My personal opinion is that the individual DAS amounts that the High Performance Director (HPD) grants to each athlete should remain as confidential as possible; however, I also think that where we can be transparent, we should (Describing what is paid in each tier, for example). I also think team budgets should be transparent, but if that will create issues ("why is that team getting a bigger budget than my team") I will certainly bow to a Board policy on the matter.

Rick Patzke and Alex Agre, through Bill Stopera

6 – Disclosure of Athlete Funding Information

Per Executive Committee Meeting June 2003

revised September 2003

revised October 2004

Review needed, presumably obsolete

USCA disclosure policy regarding direct athlete **support**. Funding amounts for individual athletes **or teams** will not be disclosed. Aggregate funding dollars will be the method for disclosing the amount of funding.

Per Executive Committee Special Meeting October 27, 2004

Athlete funding information will be released to applicants for funding and to USCA member organizations in the following manner:

The information to be released will be the dollar figure for total USOC funds, which includes direct athlete support and team budget dollars and the funded athlete names organized by team. All funds are Training Stipends which are 100% USOC grant dollars. **Funding** information may be organized by Tier (1-3) if desired. Information regarding how teams and individuals are assigned to a tier may be disseminated when requested but will not be published. Others who

request this information are to be referred to their member organizations.

7 – Donations Policy

Ron Rossi – Controller

The policy is still relevant (and, I believe Section 170 is still the proper reference, but best confirmed by a lawyer). Perhaps the CEO could become the first level of decision making, and then, if unsure, pass it upstairs. Regarding 'passing it upstairs', the question / issue usually requires a level of expertise than an average board member may not have so who it gets passed to probably needs some conversation.

It might make sense to recruit a Board member with tax law experience, or a CPA, that can be consulted on such questions, or other general financial questions that might surface from time to time.

22 – Whistleblower Policy

Comments from Gordon Maclean:

Policy refers to the “COO” throughout. At a minimum this needs to be updated to “CEO.”

Comments from Rick Patzke

22 – Whistleblower Policy

General

United States Curling Association (Organization) Statement of Principles, Ethical Behavior and Conflict of Interest (“Code”) requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the Organization, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all directors, officers and employees to comply with the Code and to report violations or suspected violations in accordance with this Whistleblower Policy.

No Retaliation

No director, officer or employee who in good faith reports a violation of the Code shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the Organization prior to seeking resolution outside the Organization.

Reporting Violations

The Code addresses the Organization’s open-door policy and suggests that employees share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee’s supervisor is in the best position to address an area of concern. However, if an individual is not comfortable speaking with their supervisor or is not satisfied with the supervisor’s response, they are encouraged to speak with anyone in management they are comfortable in approaching. Supervisors and managers are required to report suspected violations to the Chief Operating Officer, who has specific and exclusive responsibility to investigate all reported violations except as provided below. When an individual is not satisfied or uncomfortable with following the process described above, they should contact the Organization’s President directly. If an individual is not satisfied that appropriate action has been taken by the organization after having filed a complaint, or if the suspected violation involves both the Chief Operating Officer and the President, the individual may inform the Chairman of the Finance/Audit Committee directly of their concerns, and the Chairman of the Finance/Audit Committee will promptly investigate the reported violation.

Chief Operating Officer

The Chief Operating Officer is responsible for investigating and resolving all reported complaints and allegations concerning violations of the Code and shall advise the Operating Committee and/or the Finance/Audit Committee. The Chief Operating Officer has direct access to the Finance/Audit Committee of the Board of Directors and is required to report to the Finance/Audit Committee at least annually on compliance activity.

Accounting and Auditing Matters

The Finance/Audit Committee of the Board of Directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Chief Operating Officer shall immediately notify the Finance/Audit Committee of any such complaint and work with the committee until the matter is resolved.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation of the Code must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation of the Code. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

The Chief Operating Officer will notify the complainant and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated, and appropriate corrective action will be taken if warranted by the investigation.

Appendix B

**USA Curling CEO Search Committee
9 October 2019
Progress Report**

Membership: Jeff Annis, Craig Brown, Elizabeth Demers, Doug Potter, Roger Rowlett (chair)

Summary of Activities

- Three potential search firms with sports NGB expertise were interviewed and profiles requested for consideration. The Search Committee recommended, and USA Curling subsequently engaged the Creative Artists Agency (CAA, caa.com) as a search firm to assist in the recruitment and evaluation of candidates for CEO.
- The Search Committee adopted a Code of Conduct (see attachment) that promotes impartial, ethical, confidential, and respectful treatment of candidates, and ensures that hiring recommendations are based on equitable and accurate information, and serves USA Curling as a whole.
- A draft Scope of Position Document was adopted by the committee to serve as a basis for developing a job description, key competencies, and recruitment materials for CEO candidates. (See attachment.) Affirmation of this document by the Board, with emendation as necessary, is desirable before finalizing the job description.
- A draft of the hiring process and timelines was developed in consultation with the search firm and is presented to the Board for discussion and affirmation. (See attachment.) This process facilitates efficient logistics while allowing for input by key stakeholders outside the board and maintenance of candidate confidentiality. Discussion and affirmation of this the proposed hiring process by the board is desired.

Respectfully submitted,



Roger Rowlett
Chair, CEO Search Committee

Appendix C

USCA CEO Search Committee Code of Conduct

The search committee adopts this code of conduct in order to ensure impartial, ethical, and respectful treatment of candidates, and to ensure that any hiring decision is based on equitable and accurate information.

Accordingly, members of the search committee and any individuals serving the committee in an advisory role (“participants”) will adhere to these principles:

- Only the committee chair is authorized to speak on behalf of the committee.
- No member of the committee nor any individuals serving in an advisory role is a candidate for the position.
- Any real, potential, or perceived conflict of interest between a participant and any prospect or candidate should be avoided, and any occurrence will be disclosed promptly to the committee chair.
- Each committee member pledges to keep as the primary focus for decision-making the need of the organization as a whole
- Each participant will follow principles of integrity, confidentiality and ethics in the consideration of information received about prospects, candidates, and their employing organizations. This commitment is necessary to attract excellent finalists, avoids putting candidates’ current positions in jeopardy, and maintains our organization’s professional integrity. Specifically (but not limited to):
 - The absolute confidentiality of all prospects and candidates will be respected. Names or any information about any prospect or candidate will not be revealed to anyone outside the committee until express permission is given by the candidate to the chair.
 - Questions or search materials will not be shared with any candidate in order to give a candidate an unfair advantage.
 - Participants will adhere to the highest standards of ethical and professional conduct, and comply with all requirements as required by law.
 - Participants will guard against inaccuracies, bias, or distortion; any misrepresentation will be corrected promptly.
 - Those serving in an advisory role will provide input in a timely fashion and will accept the decisions of the search committee.

Appendix D

USCA CEO Search Scope of Position

The Chief Executive Officer (CEO) is accountable to the Board of Directors for providing leadership and direction to USA Curling in a manner that enables the achievement of its vision and goals. The CEO is responsible for overall leadership and management of USA Curling within the policies established by the Board and for the achievement of the organization's strategic and operational goals and objectives.

Roles and Responsibilities

1. **Board of Directors.** Ensures that the Board has all the information necessary to exercise their governance responsibilities. Works closely with the Board in charting the future course of USA Curling. Reports to the Board on a current basis all relevant information regarding USA Curling's operations. Provides counsel, advice and recommendations on issues and strategies to the Board on all matters affecting the business of the organization.
2. **Board Committees and Task Forces.** In conjunction with the Chair, provides resources and support to the Committees established by the Board.
3. **Strategic Plan.** In collaboration with all stakeholders of USA Curling, formulates and recommends to the Board a Strategic Plan for USA Curling, oversees its implementation and monitors its progress. This plan will provide a future vision of the role of USA Curling; define the critical issues that must be addressed to move towards the future vision; and set out specific objectives and strategies to deal with those issues. This plan will be updated annually to the Board.
4. **Annual Plan.** Formulates and recommends to the Board an Annual Plan for USA Curling which will support the achievement of the objectives established in the Strategic Plan. Submits to the Board periodic analysis of progress in achieving objectives, sets out rationale for variances and recommends modifications to the Plan if necessary.
5. **Annual Objectives.** In the context of the organization's strategic and operating plans, recommends annual personal performance objectives for the CEO to the Board in consultation with the HR Committee Chair and reports on progress against those objectives quarterly and annually. Conducts a parallel performance management process with those reporting to the CEO.
6. **Organization and Management Staff.** Ensures that an effective organizational structure is established that reflects operational needs and prescribes the authority and responsibilities of staff as they relate to the accomplishment of specific objectives and priorities. Ensures an effective performance management system is in place for all employees.
7. **Human Resources Leadership:** Provides strong and effective leadership to USA Curling's staff in order to capitalize on the full potential of this most critical resource. Communicates, motivates, guides and directs all those involved with USA Curling to contribute fully to the realization of the vision, goals and objectives. Maintains high visibility throughout the organization.
8. **Operations.** Ensures USA Curling's strategic and operating goals and objectives are achieved in each of the core operational elements through the appropriate individuals with leadership responsibility in that area, including but not limited to:
 - Financial results and risk management
 - Human Resources management
 - Club and Grassroots development
 - Championship services
 - Junior Development & Feeder System
 - High Performance Program

- Event Delivery
9. **External Relationships.** Develops and maintains highly productive relations with leaders of strategic partners within the sport system in USA, especially USOPC. This is fundamental given the system is complex and is comprised of many interdependent strategic partners playing critical roles in achieving the overall goals of the system.
 10. **Fundraising and Sponsorships.** Leads efforts to expand fundraising activities and sponsorships to support existing programs and operations and the strategic plan.
 11. **Communications.** Ensures the flow of accurate and timely communications to and from partners in the system and, as appropriate, the general public. To that end, annually and as part of business plan, develops and implements communication strategy that supports the achievement of the USA Curling's overall goals and objectives.
 12. **World Curling Federation.** Keeps abreast of trends and developments in curling nationally and internationally. Recommends new and innovative approaches to ensure that USA Curling remains at the forefront of this sector.

Reporting Relationships

Reports to

- Chair, Board of Directors

Key Relationships

- Staff
- Board of Directors
- World Curling Federation
- USOPC
- NBC
- Regional Curling Associations
- Other National Sports Organizations (NSOs)
- Marketing agents

Appendix E

USCA CEO Search Process and Timeline *Draft—8 Oct 2019*

It is the responsibility of the Board of Directors to “select, compensate, and evaluate the Chief Executive Officer...” (Section 7.2.b.ii of the USCA bylaws).

Toward that end, a search committee, composed of current board members, has been charged with the oversight of recruitment and screening of candidates for the Chief Executive Officer and presentation of finalists for consideration by the Board.

Search Committee: Jeff Annis, Craig Brown, Elizabeth Demers, Doug Potter, Roger Rowlett (chair)

The search committee will, with consultation with additional key stakeholders, be responsible for making final recommendations of candidates to move toward consideration of and selection by the Board.

Advisory Group: TBD (2-4 individuals)

An advisory group composed of additional named stakeholders, representing the HR Committee (Roger Smith), office staff and high-performance athletes, will be involved in an advisory capacity by the Search Committee at key points in the selection and hiring process.

Timeline

- Engagement of search firm[§] (Sep 2019)—completed (Creative Artists Agency, caa.com)
- Approve hiring process* (Oct 2019)
- Appoint Advisory Group (Oct 2019)
- Develop a job description in consultation with the search firm[¶] (Oct 2019)
- Search firm develops initial long list of candidates (mid-October 2019)
- Search Committee reviews and refines long list with search firm (week of October 28); Progress communicated to Advisory Group.[¶]
- Search firm refines long list of candidates (November 2019)
- Search Committee conducts interviews of long list (late Nov- early Dec 2019)
- Select lead candidates[¶] (Dec 2019-Jan 2020)
- Present finalists (2) to board and other stakeholders for in-person interview ^{*¶} (Jan-Feb 2020)

*requires action by the Board

[§]requires action by Board chair and Exec Committee approval

[¶]Advisory Group involvement

Communication

The Search Committee Chair will regularly inform the Board Chair and Advisory Group in writing of progress of the search.

Appendix F

**UNITED STATES CURLING ASSOCIATION
Code of Conduct**

The United States Curling Association (“USCA”), pursuant to Section 18.1A of its by-laws, has adopted a Code of Conduct for its employees, members, board of directors and officers (hereinafter “Entities”) to promote adherence to USCA’s ethical standards. Such Entities should be aware of and comply with USCA’s Code of Conduct as set forth below:

- Any dealings of Entities involving the USCA are to be conducted in observance of both the spirit and the letter of applicable federal and state laws.
- Entities will act in a sportsmanlike manner in any curling activity consistent with the spirit of fair play, respect for one’s opponent and gracious in winning or losing.
- Entities must avoid any real conflict of interest as well as avoid the appearance of any conflict of interest in any dealings with the USCA.
- Entities are expected to exhibit honesty, loyalty, candor and professional competence in relationships with other individuals involving the sport of curling, be they inside the USCA or outsiders.
- Entities should promote the positive aspects of the sport of curling and never condone the use of inappropriate or abusive language, inappropriate relationships, bullying, harassment, discrimination or physical violence.
- Entities should promote the reputation of the sport and never behave or encourage or condone others to behave in a manner that is liable to bring the sport into disrepute.

Appendix G

**USCA Executive Committee Meeting
October 2, 2019**

Call to order 10/2/2019 at 6:03pm

Present: Bill Stopera, Roger Rowlette, Terri Gleason, Scott Stevinson, Courtney Schmidt

Schmidt presented the CAA Search Agreement for review and approval. She provided details on the process with CAA and USOPC's contribution. Rowlette also provided details on the search committee's process of selecting CAA and the firm they wished to engage.

Scott Stevinson made the motion to approve the agreement with Bill Stopera seconding the motion. The motion passed unanimously.

Hearing no further business, the meeting was adjourned at 6:18pm.