

Minutes
USOPF
Board of Directors Meeting
Park City, Utah
February 7, 2019

A meeting of the Board of Directors (the "Board") of the United States Olympic and Paralympic Foundation ("USOPF") occurred on February 7, 2019 commencing at 8:59 a.m. local time, following notice duly given pursuant to the USOPF Bylaws. Pursuant to the list below, the following members of the Board were present in person or by telephone. The present and telephonic members **did** constitute a quorum of the Board under the USOPF Bylaws Section 3.10 (a).

Present for the meeting, in person and telephonically were the following Board members, listed alphabetically: Dwight Anderson, John Babcock, Andrew Barth, Michael Carter, Molly Cohen, Robert Cohen, Gayla Compton, Kevin Compton, Philip Corboy, Gordon Crawford, Brian Deevy, Daniel Dickinson, Scott Freidheim, William Garland, Sarah Hirshland, Katherine Kendrick, Susanne Lyons, John Macfarlane, Robert Merrilees, Thomas Mistele, Corinne Nevinny, Erica Penn, Kevin Penn, David Poms, Yucca Rieschel, Johnathon Robertson, Susan Schnabel.

Present for the meeting from the USOC were: Jon Denney, Morane Kerek, Christine Walshe, Charlie Huebner, Scott Reiwald, Finbarr Kirwan (telephonically), Alexandra Triumph and Megan Berg.

Also present via teleconference from the USOC were: Maureen Atkins Vollmer, Gene Derkack, Sarah Cantwell, Nora Reilly and Lisa Friedman.

The minutes were recorded by Megan Berg, Secretary.

1. Call to Order and Introductory Remarks

The meeting of the Board was called to order by Gordon Crawford, Board Chair. Gordy welcomed attendees and thanked them for their participation. Gordy noted that he would request the Board go into Executive Session at the end of the meeting.

Gordy reported that Jon Denney would be leaving the organization on Friday, March 1, 2019 to assume the job as head of development for Stanford University. Gordy reiterated Jon's successes with the Foundation over the last five (5) years.

Jon Denney thanked the Board members and apologized for having to notify the Board and Trustees of his departure via email. He shared that he will work with his staff to create a transition plan and believes strongly in the future opportunities of the USOPF.

2. Chairman's Report

- a. Gordy called for approval of the December 6, 2018 Board meeting minutes. It was noted that there was an omission of the extensive discussions about the USOPF's expense ratio. Upon motion and second, the minutes were approved under the condition that the discussion points are added. Two Board members objected.
- b. Gordy reported on the joint Executive Committee and Finance Committee meeting held on January 23, 2019 which included:
 - i. An endowment report from Walt Glover of the U.S. Olympic Endowment and Bill McCarron from Prime Bucholz;
 - ii. The committees reviewed and discussed proposed new donor acquisition investments for the Team USA Fund and agreed that follow-up questions will be addressed by the Executive Committee;

- iii. Review of 2018 fundraising and new activity results; and
- iv. Reviewed the Agenda for the February 7, 2019 Board meeting.
- c. Gordy reported on the Executive Committee meeting held on February 6, 2019 which included:
 - i. Review of additional information and proposed reallocation of the \$1.3 million incremental investment in the Team USA Fund held for additional information by vote of the Board at the December 6, 2018 Board meeting and voted to recommend release the hold based on additional information presented.
 - 1. At this time there was a motion and second for a vote of the full Board to release the incremental investment in the Team USA Fund based on the recommendation of the Executive Committee. After further discussion, the hold was released by vote of the Board, one Board member objected.
 - ii. The committee agreed to defer discussion regarding the continuing conversations regarding the USOPF's cost to raise a dollar;
 - iii. The committee reviewed the development department's 2019 Operating Plan;
 - iv. The committee confirmed staff decisions to delay a formal strategic planning process until the U.S. Olympic Committee's Strategic Plan is completed and approved; and
 - v. Report that the committee went in to Executive Session to discuss succession planning and leadership structure.

3. USOC Update

Gordy introduced Susanne Lyons, USOC Board Chair, who updated the Board on the following matters:

- a. Susanne thanked the Board for their leadership and discussed her time as interim CEO of the USOC;
- b. International Relations (IOC and International Federations):
 - a. The International Athletes Association is working towards a Declaration of Athlete Rights and Responsibilities that will address anti-doping, career opportunities, gender equality and clean sport.
 - b. The IOC's Agenda 2020 creates new process for the Games bid process and hosting the Games that will address environmental impact of hosting and legacy opportunities for host cities.
- c. USOC Winter Bid: The USOC has chosen Salt Lake City for a future Winter Games bid but will not go forward with a 2026 bid. The IOC has not determined if they will fast-track future Games bids, but the USOC will likely bid for a Winter Games after LA2028.

Sarah Hirshland, USOC CEO updated the Board on the following matters:

- a. The January 17, 2019 New York Times article as a Q&A with Sarah;
- b. Sarah shared that her primary focus is on collaboration with athletes and the NGB community to empower athletes towards competitive excellence.
- c. Sarah, her executive team and the USOC Board of Directors are currently evaluating the organization's mission statement and guiding principles.
- d. The focus on the organization's guiding principles is to align the priorities with staff incentives. The organization will shift from a primary focus on medals and finances to encouraging athlete performance through a focus on USOC provided athlete services and well-being, including health and wellness.
 - i. NGB Services will balance accountability and enforcement to promote athlete safety.
 - ii. Reallocation of staff services:
 - 1. The executive team is aligned around athlete services (including health, wellness and mental health), athlete outreach and engagement (through the AAC and USOPA) and areas where the USOC can serve as a resource for athletes.

2. Athlete Career and Education (ACE) department is evolving to take a more holistic view of the athlete life-cycle.
 3. The sport performance department is integrating with NGB Services.
 4. Marketing and communications departments are merging and integrating with a goal to improve confidence in the organization and align messaging and stories.
 5. Human Resources will shift its focus to talent development and diversity and will include opportunities for athletes.
 6. The legal department is expanding to include audit and organizational excellence with a focus on compliance issues. The departments will focus on dispute resolution around athlete grievances and add resources for athletes.
- iii. The USOC will also remain engaged and focused on global influence.
- e. Sarah addressed organizational reforms in the following areas:
 - i. Strengthening athletes' access to decision-making through the AAC and USOPA based on feedback from constituents and critics.
 - ii. Monitor and assist the U.S. Center for SafeSport to address a culture of abuse. Sarah noted that the Center is not at full operating capacity or fully funded at this time.
 - iii. The USOC is proactively trying to reach resolution of litigation matters.
 - iv. Sarah and Susanne continue to regularly meet with Congressional staffers to educate them on the USOC structure. Sarah shared that there are likely to be changes to the Amateur Sports Act.
 - f. Sarah also reported that the USOC is undertaking Strategic Planning and engaging cross-functional constituents. The parties are creating a vision for 2028, but intending to create a 2021-2024 quad strategic plan, including detailed program reviews. She expects to have the plan complete by the September Board meeting.

At this time, there was a discussion regarding SafeSport Training for the USOPF Board. Megan Berg reported that she is working with the Athlete Safety department to determine the appropriate training and hopes to have the Board participate in the next Center training cycle.

There was also a discussion about defining USOC successes in the areas that Sarah is focusing on and in the areas of reform.

4. Finance Report

Jon Denney, President, reported on the following 2018 financial matters:

- a. USOPF generated \$37.2 million in new activity in 2018 against an original goal of \$24.3 million;
- b. The donor base increased from 24 thousand unique donors to 41 thousand donors in 2018;
- c. Jon shared the gift band analysis that demonstrates that USOPF donors are loyal and are increasing their support in renewal.

There was a discussion about regional fundraising results, the number of donors represented in each of the gift bands, the Team USA Fund strategy including the new mid-Major program and the USOPF's strategy for Beijing and the challenges and opportunities associated with the Games after Beijing.

Morane Kerek, Treasurer, reported that 2018 showed growth in all areas of revenue and expenses were managed to mitigate early overages. 2018 results netted \$25 million in support from the USOPF to the USOC. She further reported that calculating the expense ratio does not include the USOC grant for administrative support. It will take an increase in revenue to affect the ratio long-term. Morane also reviewed the balance sheet.

There was a discussion regarding the expenses associated with the Team USA Fund, the needed collaboration with the USOC and IA2028 to impact the growth of the Fund, the current Team USA Fund staff and opportunities for brand growth with USOPP.

Jon Denney next introduced the 2019 New Activity Plan. Christine Walshe, Vice-President of Major and Principal Gifts discussed the major gift officers 2019 priorities, including regional activities, the 2019 launch of the mid-major program. The Principal Gifts program will continue to focus on tech and innovation projects, sport ambassadors with a goal to secure 24 ambassadors by 2024 and developing gift opportunities at the \$10 million and above level. There was a discussion about the importance of developing endowments.

Jon Denney reviewed the USOPF/Development team Operating Plan for 2019. Sarah Hirshland mentioned that the USOPF strategic plan will be delayed in light of Jon's departure and to ensure that it will reflect the USOC's work in this area.

At this time there was a break from 11:05 a.m. to 11:11 a.m. local time.

5. Team USA Update

Finbarr Kirwan, Vice-President of Summer Sports, thanked the Board for their ongoing support and financial commitment. He updated the Board on the following matters:

- a. Tokyo 2020 preparation: Team USA will contest 36 sports and Finn expects that there will be 610-630 athletes in the delegation. He is optimistic. He highlighted Katie Ledecky, track and field athlete, Noah Lyles, and surfing athlete, Caroline Marks as athletes to watch.
- b. Tech and Innovation: Finn reported that \$7.2 million has been raised in support of the project. He works closely with the USOPF working group who are currently focused on impact for 2024. Proposed projects are categorized as: autonomous motion analysis; artificial intelligence and machine learning; wearables and sensors; data analytics, cloud storage and access; virtual reality and augmented reality; and video and drones. The working group takes a long-term view to integrate the projects into sport with a goal of impacting 2028 and supporting legacy opportunities.
- c. Elite Athlete Monitoring Program (EAMP): The project is focusing on monitoring athletes' sleep, travel and training load and incorporating into planning for Tokyo. The intent is to convert the information collected into a competitive edge by informing training algorithms and travel protocol.

There was a discussion on how our tech and innovation efforts relate to efforts of other countries and the role that professional sports are playing in our monitoring programs.

Scott Riewald, Sr. Director of Performance Projects updated the Board on the following matters:

- a. Review of PyeongChang 2018 results created action items in the areas of: targeted resource development; investments further down the development pipeline; culture and leadership; resiliency and mental preparation; collaboration and information sharing among NGBs; data analytics and technology and innovation.
- b. Athlete stories:
 - i. Emily Sweeny, Luge, is "the comeback kid" who crashed in her final run in PyeongChang and received a Bronze medal in the 2019 Worlds. She utilized offered sports med and psychology support in her comeback.
 - ii. Nathan Chen and Alysa Liu, figure skating: Nathan continues his training while also a student at Yale. He has access to training opportunities and assets because of the support of the USOC. Alysa Liu, who is currently too young to compete in senior competitions will be competing in 2022 in Beijing and represents USOC's investments in emerging elite athletes.
 - iii. The women's moguls program currently has 5 athletes ranked in the top 16 in the world and represents an investment in culture, training environment and team unity.

- iv. Mikaela Shiffrin is currently ranked 1st in the world and is ranked 1st in slalom, giant slalom and super G and leads over the next ranked skier by 596 points.

6. Other Business

There being no further business, the meeting was adjourned at 12:07 p.m. The Board thereafter when into Executive Session.

This document constitutes a true and correct copy of the minutes of the meeting of the Board of Directors of the United States Olympic and Paralympic Foundation.

Approved by the USOPF Board this 11 day of December, 2019.



Megan S. Berg
Secretary