

USA VOLLEYBALL BOARD OF DIRECTORS

MINUTES

January 30-31, 2016

Los Angeles, CA

Saturday, January 30: 2:30 pm – 8:00 pm

I. CALL TO ORDER/INTRODUCTIONS

Lori Okimura

A. Roll Call and Declaration of Quorum

Kerry Klostermann

Present: B. Barnum, K. Cain, J. Conover, A. Dombkowski, G. Gardner, T. Haneef-Park, S. Mailhot, L. Okimura, B. Rasmussen, A. Reitingger, C. Reynaud, T. Rogers, A. Ross and K. Shropshire

Present via phone: J. Hughes, K. Fasbender

B. Board Directory

Kerry Klostermann

Mr. Klostermann passed around the Board directory for updating.

C. Introduction of Guests

Lori Okimura

Guests: Kevin Twohig, Charlie Snyder, Margie Mara, Bill Kauffman, Nancy Funk, Melissa Weymouth, Bernie MacLean, John Ruger, Bri Scott, Emily Knight, Melissa Dawson, Brynn Murphy, Bob Baker, Dave Klewan, Gary Moy, Katy Meyer, Jaymie Gustafson, June Sander, Katie Holloway, Fred Wendelboe, Stacie Kearns, Corey Glave, Stew McDole, Scott Fortune, Tri Bourne, Brandi Connolly, Danny Lahr, Nathan Trodahl, Ann Marchant, Sarah Sulentor, Hannes Jagerhoffer, Katharina Lockhart, Andrew Kim, and Amanda Kim.

II. ANNOUNCEMENTS

Lori Okimura

Ms. Okimura explained that the Board met for a strategic plan working session. The Board focused on two topics: corporate reorganization and brand affinity and marketing. This was not a meeting for decision making but to dive deeper into several important topics. There is a living operational plan document maintained by C. Vadala that is updated as appropriate. Each member of the Board is assigned to a specific area so the Board and staff can address those areas proactively. As for the corporate reorganization, this is meant to be a 360 degree review of USAV to see if there are areas that need to be addressed or improved. Some key areas include implementing the strategic plan, developing and implementing operating plans, accountability and focus on the budget. With respect to brand affinity and marketing, the Board heard from a consultant who has worked with USAV in another capacity about ways USAV might be able to improve in this area.

III. APPROVED MINUTES – October 10-11, 2015

Steve Smith

**Draft minutes distributed to the Board electronically 12/26/15 for review & electronic approval, which were approved in the second distribution after a few changes were made.*

IV. APPROVAL OF AGENDA / ADDITIONS

Lori Okimura

Motion #1 to Add Facility laws in states and Safe Sport to Executive Committee agenda, and to approve the agenda as amended. Made by Reitingger, seconded by Rasmussen. Approved unanimously.

V. BOARD ADMINISTRATIVE OVERVIEW

Kerry Klostermann

A. Next Meetings 2016

- May 26 & 27, 2016 Orlando in conjunction with Annual Meetings. Ms. Okimura noted that, since this is the meeting immediately before the Rio Olympics, two elections will need to be held:
 - Election of Chair
 - Election of Treasurer

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AF&B afternoon of May 25 (12-4 p.m.), followed by Boyce Banquet. Mr. Klostermann mentioned that the Boyce banquet is scheduled for 5:00 on the 25th of May, so Board members are encouraged to arrive in time for that. Ms. Okimura echoed this request.

USAV Foundation Annual Meeting morning of May 26 (8 a.m.-12 noon)

- Election/Re-election of new Board Members by USAV Board
- October 9 -10, 2016 – Las Vegas (following RVA Meetings)

VII. STRATEGIC PLAN

Chris Vadala

A. 2016 Goals Review.

Mr. Vadala indicated that there are 57 goals identified for 2016 across the entire organization. The board and staff will work to identify the most important goals, which will be added to the dashboard. Ms. Okimura announced that the four strategic priorities were sustained competitive success, growth, resource optimization and marketing and brand affinity. Ms. Dombkowski commended the goals, noting that they will help the board and staff communicate better on key areas for USAV.

B. 2015 Strategic Metrics Review

Mr. Vadala discussed the “dashboard” and the goals of the Strategic Metrics, which included: success, growth, resource optimization, brand affinity, and the operating plan.

Success – it was a good year, as the teams did well. Seven or eight of the ten markers developed in 2012 were met. Mr. Klostermann explained that these goals were developed with USOC and are “stretch” goals designed to push an NGB to new heights.

Growth – the target was 326,000 members, and USAV hit 324,000, which was just short of the goal.

Resource Optimization – Mr. Vadala explained that the goal was for 2015 net revenues to exceed budget, which happened in all categories except one.

Brand affinity. Mr. Vadala indicated that there is not an easy measurement for success in this area. USAV is not sure what that is right now, so this is an area that is still evolving.

Operating Plan. There were 47 goals and 59 related tactics. Mr. Vadala indicated that USAV met approximately 2/3 of these goals.

Overall, Mr. Vadala feels that USAV had a good 2015.

Ms. Reynaud suggested that USAV add, in a brochure about the strategic plan, language to include the growth of coaching and officiating talent as an objective, which Mr. Vadala indicated would happen.

C. Operational Plan – Board Assignments and reports.

Ms. Okimura invited the Board to provide an update on their particular assignments and departments.

VIII. EXECUTIVE SESSION

Ms. Okimura discussed the items that the Board would discuss in the executive session, which include:

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- A. Transgender Policy – Discussion & possible Board Action TBD
- B. Contract Review & Summary (requires NDA) Lori Okimura
- C. Personnel Committee (CEO Evaluation Summary) Cecile Reynaud
- D. Facility laws and their impact on the Code of Conduct
- E. Safe Sport

Motion #2 – To go into executive session. Made by Reitinger, seconded by Dombkowski. Approved unanimously.

***** END SATURDAY EVENING SESSION *****

Sunday, January 31: 8:30 am – 2:30 pm

**Introduction of any staff present (optional attendance).*

Ms. Okimura reported on the executive session. The Board held an initial discussion on a new transgender competition policy, and a motion may be coming later. The Board also asked Mr. Cain to review this issue with the RVAA. The Board also discussed the issue of guns being brought into events and whether the organizer could prevent that. The Board then heard from the committee that reviewed USAV's contracts per the motion adopted at the last meeting. All individuals on the committee signed an NDA for confidentiality purposes and the committee has now reviewed 82 contracts. The Board then heard from Bernie MacLean on personnel issues and succession planning. Finally, the Board reviewed the evaluation of the CEO, and approved the following motion based on that review:

Motion #3. The Board of Directors has received notice from CEO Doug Beal of his plans to retire. The Board thanks Doug for his many years of service to USA Volleyball and his leadership of the organization over many years. The Board hereby directs that the process of finding Doug's replacement begin as soon as possible.

IX. STAFF REPORTS

Note: a number of reports were provided to the Board in writing and verbal staff reports were not given in some categories.

- A. USA Indoor & Sitting Teams & International Relations Doug Beal

Mr. Beal reported that the USOC is reclassifying NGBs from a three-tiered structure to a five-tiered structure, which could increase funding for USAV. FIVB is considering a reclassification of its activities. This could make it less costly to operate an event, and could simplify the categories of relationships promoters could have. Mr. Beal then stated that the USOC Digital Media Agreement is an important agreement because it impacts events that are broadcast and streamed. The cost for this is increasing. The USOC has indicated that it is more interested in events that the USOC and USAV could jointly own. This could lead to USOC and USAV looking at creating more events that USAV would own. NORCECA remains an interesting partner. The number of events is not decreasing. Mr. Beal thinks that NORCECA is starting to understand that USAV is not interested in spending a lot of money on events that USAV doesn't want to participate in. The USOC is hiring a new full-time employee to work with the NCAA to encourage them to support Olympic sports.

Mr. Beal then addressed the reports coming out of Rio. USAV receives regular updates from the USOC, which tries to break down the reports into categories of who is impacted. For indoor, beach and sitting volleyball, there should be no noticeable issues with the field of play and other related issues for those events, even though there may be problems in other areas that will not be noticeable on TV. Both sitting and indoor teams have qualified

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for Rio. Todd will report on the beach qualification. Mr. Beal expects the qualification process for Tokyo to be changed significantly, due to dissatisfaction from a number of national federations.

There has been some activity in establishing the Olympic Channel worldwide. The timeframe is being accelerated. This would open another outlet for volleyball content.

The Phit Act is a federal act being proposed that could have positive implications for USAV. This would allow for a deduction for sports and fitness-related costs for policy holders and their dependents. This is broadly supported by NGBs.

Ms. Okimura noted that one goal for USAV is to get more involved with international affairs. A number of Board members volunteers for various commissions. Mr. Beal noted that USAV's ability to create and fill positions at the NORCECA level is very high, but on the FIVB level, it is more challenging due to the politics involved. Mr. Beal hopes that we will see more commission positions held by the US over the next few years.

B. Operations, Information Technology, Diversity & Inclusion

Chris Vadala

Mr. Vadala indicated that most of his report was covered in his written report. Mr. Vadala also gave the Board a heads up that the owner of the warehouse is considering selling the building, and USAV has a first option to purchase. USAV is just beginning its due diligence on this.

C. USOC, Sponsorship, Television & Int'l Events

Kerry Klostermann

Mr. Klostermann referred the Board to his written report. He then reported to the Board that all current partners except Hilton will be renewing – Hilton has indicated that it is moving away from NGB contracts. Mr. Klostermann has contacted Marriott and Hyatt about a sponsorship starting in 2017. Mr. Reitingner asked whether the new events create some new opportunities for title sponsorship or other benefits. Mr. Klostermann indicated that USAV is presenting those opportunities to prospective sponsors, and the USOC has recently made a pitch involving some title sponsorship, but the prospective sponsor passed. Mr. Klostermann then reported on the Sponsorship Summit, indicating that there was a lot of positive discussion about how USAV partners could further promote and cross promote their brands. He further recognized Mel for her hard work.

D. Communications & Creative Services

Charlie Snyder

a. 2016 Olympic / Paralympic Marketing / Media Plan

Mr. Snyder indicated that the plan is constantly being updated and sent to the Board. USAV has hired Karen Patterson to help in the communications area and will focus on the Sitting discipline. USAV has redeployed a number of employees with a creative services background to help produce videos and help in other areas of communications going into Rio. The USOC Media Summit will be in March. Through the USOC, USAV is working through a company called Bulls Eye Entertainment to work with and prep the athletes. There will be a Disney sendoff for the athletes, and USAV is looking at an event tied to the World Series Beach Volleyball and celebration dinners post-Rio. Ms. Okimura thanked Mr. Snyder for the mockups of several communications pieces and asked that the staff focus on using pictures of athletes using gear provided by sponsors. Ms. Okimura also asked that staff be sure to coordinate across offices to ensure consistency. Mr. Reitingner asked if there were any plans for the Sitting discipline. Mr. Snyder indicated that there are plans, and with Karen starting in February, she will be focusing on that.

b. Update on website development

USAV has a deal with the USOC through the end of 2016, and the USOC has proposed an extension through 2020. USAV has had some issues with the USOC, although there are a lot of positives as well. USAV is looking at a few other options in this area. A response is due to the USOC by February 15th. The USOC

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reported that USAV provided approximately 25 percent of the traffic on the USOC platform, even though there are 26 NGBs.

c. Update on branding study

Mr. Snyder has received several proposals for the brand study, which are being evaluated. Mr. Reitingger asked about Gold Map. Mr. Snyder responded that the plan is for people on NBC to be directed to the USAV web site, and they will be sent directly to the regions. NBC is saying that it will launch this site a couple of months before the Olympics, but that is not certain. The aim is to encourage kids who watch the sport and get inspired to have a place to go that will help them get involved. Open Court is a day after the Olympics where centers open their courts for a couple of hours for kids to come try volleyball. This is something that USA Hockey has been doing for about five years. Mr. Beal emphasized that the contacts will be referred to the regions. USAV is also talking with winter sports to get an idea of the expected volume. Ms. Okimura asked Mr. Cain to report on this at the RVA level to help get the word back to the regions.

E. Indoor High Performance & Domestic Events

Tom Pingel

The Board was referred to Mr. Pingel's written report.

F. USA Beach Teams & High Performance

John Ruger

The Board was referred to Mr. Ruger's written report.

G. Region Services, Sport Development, Coaching & Officials, SafeSport

Margie Mara

Ms. Okimura asked Ms. Mara about "skill balls" discussed in her report. Ms. Mara reported that they are special balls used in beach. Ms. Okimura asked if some of the Rumble in Rio banners could be sent to the regions to generate enthusiasm before the Olympics. Ms. Mara indicated that staff doesn't have the budget to send them out to all regions, but is sending them to selected events, like in Lincoln. Mr. Beal indicated that a lot of these banners will be placed at US facilities in Rio, like the gyms where US teams practice and hotels where US teams stay.

Ms. Mara then updated her written report. Since the report was written in December, on Safe Sport, in the last two months USAV has gained more than 10,000 certifications, and 18 regions chose to have certain requirements for their members. There were 4,700 help desk tickets, which was a 3% rate, which represents significant improvement, in connection with the Volleyball Academy. Ms. Dombkowski asked if there is anything else we need to be doing for Safe Sport. Ms. Mara noted the challenge of getting the word out to almost 350,000 members. Ms. Mara then showed a 3-minute Safe Sport video. Ms. Dombkowski encouraged Ms. Mara and her staff to develop messages that discuss Safe Sport covering all sports, and not just volleyball. Ms. Mara noted that the USOC course that we push people to is sport generic. Ms. Okimura encouraged staff to push the welcome video. Mr. Reitingger asked how many coaches USAV has and what percentage are Safe Sport certified. Ms. Mara reported that USAV has over 35,000 members certified, which is a little over 10% of membership. Ms. Dombkowski asked what USAV requires. Ms. Mara reported that any adult in contact with kids must be background screened and go through the impact clinic. All national officials also need to be Safe Sport certified. Ms. Dombkowski and Mr. Reitingger encouraged USAV to require all coaches across the country to be Safe Sport certified. Mr. Gardner asked if there was any resistance from the regions. Mr. Reitingger responded that he is not aware of any region that thinks the Safe Sport protocol is bad, but some are concerned that it is more work. Mr. Reitingger then indicated that he thinks it is good for regions to do this.

Motion #4, made by Gardner, seconded by Haneef-Park, that the Board directs USAV staff, for the 2016-17 registration season, to encourage all regions to require all adults associated with the junior

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programs to be Safe Sport certified under the USOC program. Staff is encouraged to work with the regions prior to the next Board meeting to gather their input on, and the best ways to implement this directive. Approved without dissent, Mr. Cain abstaining.

Mr. Baker reported that this is mandatory in his region, and there really haven't been any problems in getting people to comply. Ms. Okimura noted that this Board can set the policy, and it is up to staff to encourage, but there must be some thought about the best way to bring all regions to implement this. We cannot force all to comply, but we can strongly encourage them. Ms. Funk noted that there is some movement of clubs away from USAV to JVA because of the requirements, and her region is trying to weigh all of these things. Mr. Rogers noted that it costs nothing to implement Safe Sport. Mr. Hughes indicated that he likes the motion, but noted that USAV had told the regions this program would be implemented over several years, and not just one year. He also noted some confusion about modules, Ms. Mara responded that USAV directs people to the USOC-prepared materials. She also noted there were some data glitches in the system and they are working on this.

Mr. Cain asked that the motion be tabled so that the regions could be consulted on this. Implementation issues are very important, as well as other questions about this project.

H. Human Resources & SafeSport case reports

Bernie MacLean

The Board was referred to Ms. MacLean's written report.

I. Finance

Stacie Kearns

Construction continues on the first floor of the Colorado Springs office building. USAV is now looking to complete this in March, 2016. On the financial side, the goal is to have all information in by the end of January. The projection is for a \$200,000 surplus for 2015. The audit starts the week of February 25th.

X. BYLAWS and GOVERNANCE

A. Audit, Finance & Budget Committee Report

Ashley Dombkowski

1. 2015 Budget Status

Ms. Dombkowski reported projected revenues of \$30.5M with a projected expenses of \$31.2M, which leads to a net operating deficit of \$744,000. When combined with \$400,000 in capital expenditures, the net deficit for 2016 is \$1.1M. Because of the prior surpluses, AFB had planned on an operating deficit for 2016. At the end of 2015, there was a surplus remaining of approximately \$1.5M, which was to be used to help fund the projected deficit in 2016.

2. 2016 Budget Approval

Ms. Kearns then discussed the Strategic Metrics and Priorities (SMAP) document and how the budget impacts the different categories and strategic priorities. Attached.

Motion #5, which is proposed by Dombkowski and comes out of AFB, to approve the 2016 operating budget. Approved with one opposed.

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B. Assembly Reports

a. Beach Assembly Report

Jeff Conover/Katie Meyer

Ms. Meyer reported that she is resigning as the chair of the Beach Administrative Council because of the volume of other commitments. The Administrative Council accomplished a restructure, and approved language to be put into the beach admin manual. Elections among various members are ongoing. The Beach Assembly, Admin Council and staff have been working on developing accurate email lists. Ms. Okimura thanked Ms. Meyer for her hard work and successes as the chair of the BAC.

The Beach Assembly met recently in Oklahoma City. Reports from various stakeholders were given. Much focus was placed on determining the best times for people to meet. Ms. Meyer reported that the general accomplishments of the Beach Assembly include collaborative communications and problem solving.

b. Junior Assembly Report

Andy Reitingger

Mr. Reitingger reported that the Junior Assembly has not met so there is no report other than the fact that elections are continuing.

c. Officials Assembly Report

Sue Mailhot

Ms. Mailhot reported that the administrative councils will be meeting in Denver at the end of February. The updated administrative manual will be discussed.

d. RVA Assembly Report

Ken Cain

The RVA Assembly has not met since the last meeting, so there will be a report at the next Board meeting.

C. Ad Hoc Committee & Working Group Reports

a. Document Review Task Force Report

Andy Reitingger

Mr. Reitingger reported that there are no action items coming out of the task force at this time. He then reviewed the activities of the task force during 2015.

b. Governance Committee Working Group Report

Doug Beal / Lori Okimura

Mr. Beal reported that some of the motions recommended by the Governance Committee Working Group would involve significant changes. He suggested that the Board take some additional time to review the proposals and to hear from staff. He also suggested that the Board adopting changes on a broad level without changes at the regional and other levels might not be wise. He then asked that the proposals be tabled until the May meeting so that staff could provide comments and recommendations prior to the May meeting.

Mr. Reitingger acknowledged Mr. Beal's comments and indicated the goal was not to avoid staff input. He also encouraged the Board to consider some motions today while tabling others until the May meeting.

Mr. Cain acknowledged that, for example, the proposal involving the NGC could be a significant change, and if people are concerned about making those changes, that would be understandable.

Ms. Okimura then read through the proposed motions.

Motion #6 – The Nominating & Governance Committee of the USAV Board of Directors, a standing committee, will be separated into a Nominating Committee (current appointed individual members

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remain through their next term, no change to the selection process) and a Governance Committee (to be selected by the Board Chair subject to Board approval). Both committees shall be designated as "Standing Committees" of the Board of Directors, with such change reflected in Bylaw revisions subject to Board approval.

**Board members on this committee recommended continued discussion with members of the NGC as this draft motion goes forward.*

Ms. Okimura proposed that the NGC remain intact but focused on nomination, and that a Governance Committee be formed, and the commission develop guidelines for what the Governance Committee do as a standing committee.

Motion #7 made by Reitinger and seconded by Reynaud to table, and consider by electronic vote within 30 days of the conclusion of this meeting. Approved unanimously.

Mr. Beal asked that this motion be tabled to May. Mr. Reitinger responded that he felt the NGC needs to be split into two committees. Ms. Okimura agreed, noting that the NGC should be focused on attracting new Board members, especially independents, and this would free them from the governance functions. Mr. Hughes also stated that he feels it is important to split NGC into two committees, and regions would be benefitted by knowing that there is a committee they could send governance issues to. Mr. Reitinger suggested that we may want to provide that a majority of the Governance Committee be Board members, but not necessarily all.

Motion #8 – The Personnel Committee will become a standing committee of the USAV Board of Directors. Members and the committee Chair will be selected by the Board Chair subject to Board Approval, and shall all be current members of the USAV Board of Directors. This committee will work with the Board Chair to assist with supervision of the CEO and executive management team. The Personnel Committee and the Board Chair will oversee and perform the annual CEO evaluation in cooperation with the Human Resources staff. The Personnel Committee will attend the CEO Evaluation in person, with additional Board Members to serve as temporary replacement committee members as needed. Friendly amendment accepted to delete “and executive management committee.” Approved unanimously.

Motion #9 - In reference to Motion #15 from the May 2014 USAV Annual Board Meeting, the RVA has proposed the addition of a third RVA director to the USAV Board of Directors, bringing the total number of Board Members to 17. The third position would be elected in 2016 to serve an initial 3-year term expiring in 2019. From that point forward, the third RVA director position will serve for a 4-year term. *Requires bylaw change & update. Approved with two abstentions (Barnum and Gardner).

Mr. Cain explained that the RVA felt this was important because it lost a number of seats in the reorganization. Mr. Gardner noted that there are other representatives of the RVA on the Board in other capacities. Mr. Cain acknowledged this, but noted that those other members are not there as representatives of the RVA, and there is no guarantee of this going forward. Ms. Okimura asked whether the RVA has been having much difficulty in finding Board candidates. Mr. Cain indicated that there are at least two quality candidates that are interested in running, and the RVA thinks it needs additional representation because the regions are often impacted by Board actions to an extent not faced by other represented groups. Mr. Beal indicated that although he generally supports the concept, he would like to consider this as part of a general overview of the Board and representation. Mr. Barnum indicated that he thinks this should be raised by someone who does not stand to increase their representation, although he is not necessarily opposed to this. Mr. Hughes implored the Board not to table this and bring this motion to a vote. Mr. Smith raised the issue of whether this motion would need approval of specific membership groups under the Colorado Nonprofit Corporation Act, and he indicated that he would look at the statute and follow up on that issue.

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D. Nominating & Governance Committee Report

Nancy Funk

Moved to a follow up Board meeting to be held by telephone conference.

E. Commission Reports (if any)

Moved to a follow up Board meeting to be held by telephone conference.

F. Administrative Council Report

Margie Mara

The Board was referred to Ms. Mara's written report.

G. Athlete Reports

a. USOC AAC Report

Katie Holloway

Ms. Holloway reported that the AAC sent a letter in support of WADA and requested that WADA expand their current investigation into the Russian track investigation to include other sports and countries. The AAC also discussed the LGBT issue, with some concerns about how that will be treated by the IOC. Finally, the AAC expressed concern about losing Chula Vista if there is no support for the Point Loma projects. Mr. Beal explained that the USOC has been seeking a management partner for Chula Vista and selected Point Loma College, which is a religious institution, which raises questions about LGBT issues. Mr. Beal noted that USAV made a significant investment in the volleyball courts at Chula Vista, and USAV has made it clear to the USOC that we cannot lose those courts.

There has also been discussions about forming a USAV AAC.

Motion #10, made by Rogers, seconded by Reitingger, to have the USA Volleyball board of directors formally acknowledge, and support, the formation of a USA Volleyball Athletes Advisory Council, with a designated Chair, with the purpose of this council to formally hold an annual meeting, quarterly calls, and provide USA Volleyball and its Board, and national team level athletes, with a forum for communication and dialogue with direct athlete representatives of all USA volleyball disciplines, including beach, indoor, and sitting volleyball. Approved unanimously.

Mr. Beal indicated that he does not expect there to be much of a cost for a USAV AAC. Ms. Okimura asked how the chair would be selected. Ms. Holloway responded that the chair would be selected by the AAC. Mr. Rogers indicated that a request for \$5,000 to get athletes together for the meeting would be submitted. Ms. Holloway indicated that the committee would be comprised of twelve people, including alternates.

b. Beach Athlete Update

Todd Rogers / April Ross

Moved to a follow up Board meeting to be held by telephone conference.

**c. Indoor Athlete Update
Park**

Gabe Gardner / Tayyiba Haneef-

Moved to a follow up Board meeting to be held by telephone conference.

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d. Sitting Athlete Update

Brent Rasmussen

Moved to a follow up Board meeting to be held by telephone conference.

H. Coaching Update

Cecile Reynaud / Jeff Conover

Moved to a follow up Board meeting to be held by telephone conference.

I. NCAA Update

Kristin Fasbender

Moved to a follow up Board meeting to be held by telephone conference.

J. Board Committees, Ad Hoc & Working Groups

Moved to a follow up Board meeting to be held by telephone conference.

XI. 2016 Olympic / Paralympic Games Logistics Update

Kerry Klostermann

XII. SPONSOR INTRODUCTIONS

Lori Okimura

a. Summary of Sponsor Summit

Kerry Klostermann / Melissa Weymouth / Bill Kauffman

Emily Knight of Mizuno addressed the relationship with USAV and displayed the presentation made at the sponsor summit. She also announced Mizuno's wish to continue the sponsorship relationship. She then went on to discuss areas of potential improvement, including (i) getting value-in-kind product provided under the agreement to the right people and the amount of VIK requested for 2017, (ii) convincing the Senior Indoor National Teams to wear Mizuno footwear, perhaps changing the contract to include an incentive for the athletes, rather than a penalty to USAV, and (iii) Mizuno getting event booth placement, social media, etc. commensurate with its sponsorship. Mr. Rasmussen suggested that Mizuno and USAV sit down to discuss ways to support the Sitting discipline. Mr. Gardner and Ms. Haneef-Park encouraged Mizuno to continue to prove to the athletes that Mizuno is trying to support the athletes' footwear needs.

Melissa Dawson of Molten addressed the relationship with USAV, noting that it is also a contract extension year. Ms. Dawson noted the challenge of reaching out to all levels of the NGB, and not just USA Volleyball. Molten has three new USAV logoed balls going into Dick's Sporting Goods, including a beach ball, a composite ball and a stars and stripes ball. Ms. Dawson's request moving forward is to work together to use the USAV brand to better improve ball sales on the retail level. Ms. Dawson also explained that the Phit Act would allow for HSA funds to be used for NGB dues and sporting equipment. Ms. Mailhot complimented Molten on its support of the regions.

Brandi Connelly of Sport Court expressed gratitude for USAV's role in helping Sport Court grow. Sport Court is looking to USAV to determine how Sport Court and USAV can help grow the sport, and how USAV can help Sport Court grow. Sport Court will be offering special pricing for the regions.

Andrew Kim of Muscle Aid Tape addressed the relationship with USAV, noting that Muscle Aid Tape has a 5-year deal with USAV and recently received a patent on the stars and stripes design. A question was asked as to where region members could buy this product. Mr. Klostermann indicated that, by clicking on the link on the USAV sponsor page, members would be directed to the product page.

Hannes Jagerhofer of Beach Major Series gave a presentation on the series, noting it has eight stops around the world, using the same approach as in Klagenfurt, Australia. The Series is part of the FIVB World Tour.

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XIV. **USAV FOUNDATION**

Moved to a follow up Board meeting to be held by telephone conference.

XV. **NEW BUSINESS**

Lori Okimura

A. **LA 2024 Introductions**

Mara Christofferson of LA 2024 gave a presentation on the LA bid for the 2024 Olympics. Beach volleyball will be held in Santa Monica, and indoor volleyball will be held at UCLA. February 10 is the date for a brand re-launch for LA 2024. The Athletes Commission will be launched on March 8th.

XVI. **ADJOURNMENT**

Lori Okimura

Motion #11 to adjourn and to reconvene through a special telephone meeting to be called in the near future to discuss agenda items that we could not get to, made by Dombkowski, seconded by Reitinger. Approved unanimously.



2016 BUDGET STRATEGIC METRICS AND PRIORITIES (SMaP)

Sustained Competitive International, Olympic & Paralympic SUCCESS

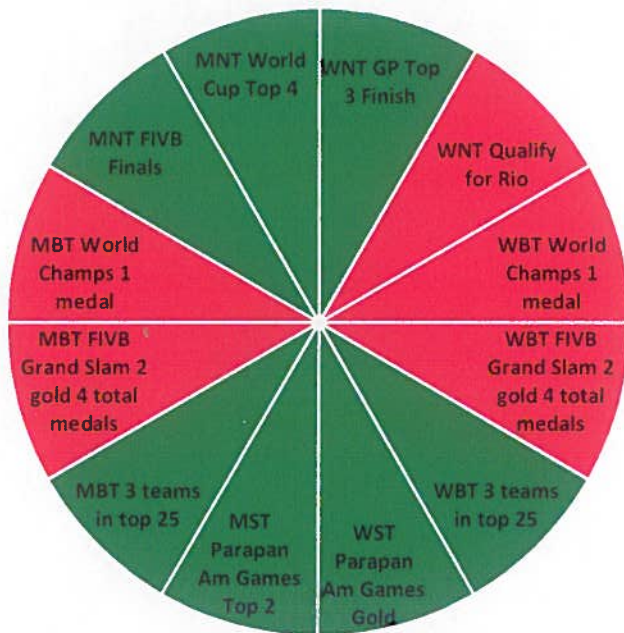
As the USOC-recognized National Governing Body (NGB), provide the opportunities and support necessary for our United States athletes at all levels of international competition, in beach indoor and sitting disciplines, to reach the podium.

- A. Provide world-class competitive infrastructure (coaching, athlete support systems, training facilities, international events & officials). (Klostermann)**
- B. Increase professional volleyball opportunities. (Beal & Ruger)
- C. Evaluate NCAA impact with other affected organizations. (Beal)
- D. Grow talent pipeline across all disciplines (beach, indoor and sitting). (Pingel)**

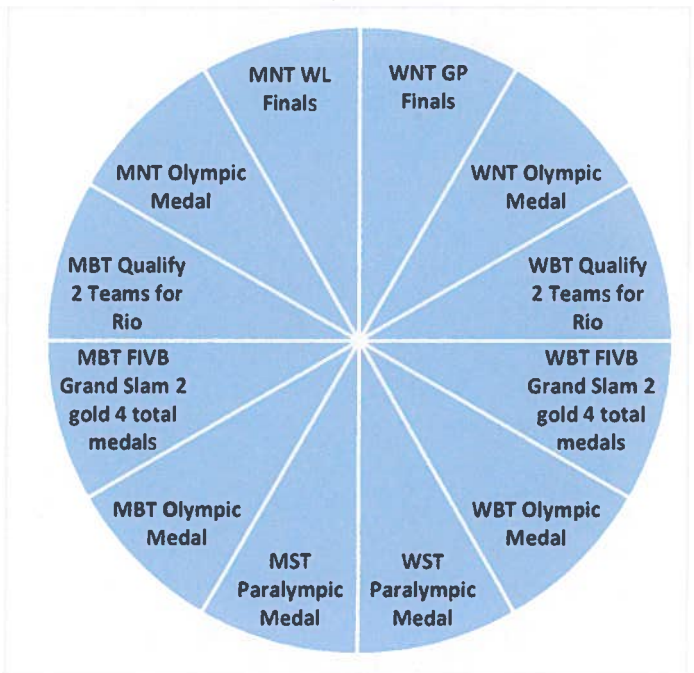
(Bolded objectives are being pursued in 2016.)

National Team Key Performance Goals

2015



2016



- Green – Goal accomplished
- Red – Goal not accomplished
- Blue – Goal in progress



2016 BUDGET STRATEGIC METRICS AND PRIORITIES (SMaP)

Sustained Competitive International, Olympic & Paralympic SUCCESS

Financial Metrics - SUCCESS

2014 Income: \$5,340,000 Percentage of budget: 19.31%
 2014 Expense \$9,786,000 Percentage of budget: 35.38%
 2014 Return / (Investment): (\$4,445,000)

2015 Income Projected: \$6,561,000 Percentage of budget: 22.14%
 2015 Expense Projected: \$11,733,000 Percentage of budget: 39.60%
 2015 Return / (Investment): (\$5,171,000)

2016 Income Budget: \$5,781,000 Percentage of budget: 18.95%
 2016 Expense Budget: \$12,120,000 Percentage of budget: 39.72%
 2016 Return / (Investment): (\$6,340,000)

15/16 TREND:  \$1,169,000 investment

SUPPORTING DEPARTMENTS

100%

E040 Collegiate National Teams
 E1xx Youth & Junior Indoor National Teams
 F110 Beach Qualifiers
 G1xx U17 – U23 Beach National Teams
 H0xx Indoor National Teams
 J020 Beach Senior National Teams
 K0xx Sitting National Teams
 L0xx Qualifier for World Champs or World Cup
 L050 NORCECA Indoor tournament
 L060 Pan Am Cup
 L090 NORCECA Olympic Qualifier
 M010 NORCECA Beach Event
 N0xx Olympics & Paralympics

75%

E320 HP Championships Team Camp IHP
 G310 HP Championships Team Camp BHP
 L020 Grand Prix
 L0xx Exhibition Matches Indoor NT

50%

E010 Indoor HP General
 E030 Indoor Coaches Clinic
 E310 HP Championships Tournament IHP
 G030 Coaches Clinic & Dev. Beach
 G320 HP Championships Tournament BHP
 J010 Beach General
 L010 World League

25%

E02x Tryouts Indoor HP Boys & Girls
 K05x Military Grants



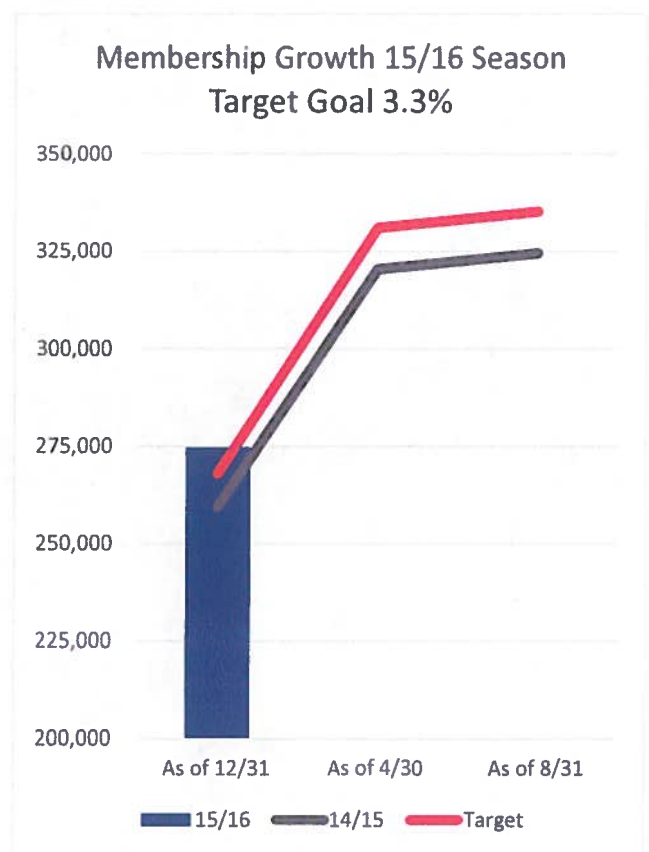
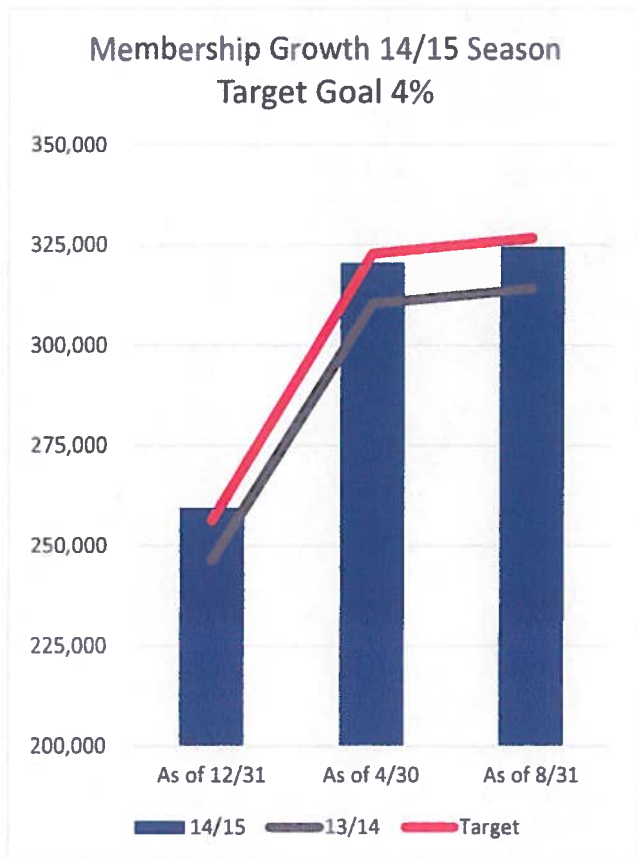
2016 BUDGET STRATEGIC METRICS AND PRIORITIES (SMaP)

Participation, Program and Membership **GROWTH**

Provide the opportunities and resources through available programs which develop and retain a steadily growing participation base and a membership that is increasingly diversified.

- A. Provide convenient, attractive and affordable access to the sport. (Mara)**
- B. Pursue and evaluate other types of membership and engagement opportunities with USA Volleyball. (Mara)**
- C. Build lifelong career pathways with a focus on retention. (Mara)**
- D. Increase diversity. (Vadala)**
- E. Develop growth initiatives in partnership with regions and clubs that create a strong value proposition and leverage our brand. (Mara)**


(Bolded objectives are being pursued in 2016.)





2016 BUDGET STRATEGIC METRICS AND PRIORITIES (SMaP)

Participation, Program and Membership **GROWTH**

| Financial Metrics - GROWTH | |
|--|------------------------------|
| 2014 Income: \$4,389,000 | Percentage of budget: 15.87% |
| 2014 Expense \$4,586,000 | Percentage of budget: 16.58% |
| 2014 Return / (Investment): (\$198,000) | |
| 2015 Income Projected: \$4,611,000 | Percentage of budget: 15.56% |
| 2015 Expense Projected: \$4,967,000 | Percentage of budget: 16.76% |
| 2015 Return / (Investment): (\$356,000) | |
| 2016 Income Budget: \$5,049,000 | Percentage of budget: 16.55% |
| 2016 Expense Budget: \$5,192,000 | Percentage of budget: 17.02% |
| 2016 Return / (Investment): (\$143,000) | |
| 15/16 TREND:  \$213,000 investment | |

SUPPORTING DEPARTMENTS

| 100% |
|-------------------------------|
| C110 Region Development |
| C120 Sport Development |
| C130 Boys Program Development |
| E050 PVL |
| K040 Sitting Team Development |

| 75% |
|--|
| C020 SafeSport |
| C2xx Coaching Education, IMPACT & CAP |
| C3xx Officials Development, Indoor & Beach |
| D060 NCVF |
| D2xx Boys Bid Tournaments FL Fest & NE |
| K05x Military Grants |

| 50% |
|----------------------------------|
| D050 BJNC |
| F010 JBT |
| F040 Beach Other Events |
| G010 Tryouts Beach HP |
| G030 Coaches Clinic & Dev. Beach |
| G2xx Development Camps Beach HP |
| J010 Beach General |

| 25% |
|--|
| D010 Events General |
| D030 Opens |
| D04x GJNC & 18s |
| D1xx Girls Qualifiers ShowMe & Disney |
| E010 HP Indoor General |
| E02x Tryouts Indoor HP Boys & Girls |
| E2xx Development Camps Indoor HP |
| E3xx IHP Champs Tournament & Team Camp |
| G3xx BHP Champs Tournament & Team Camp |



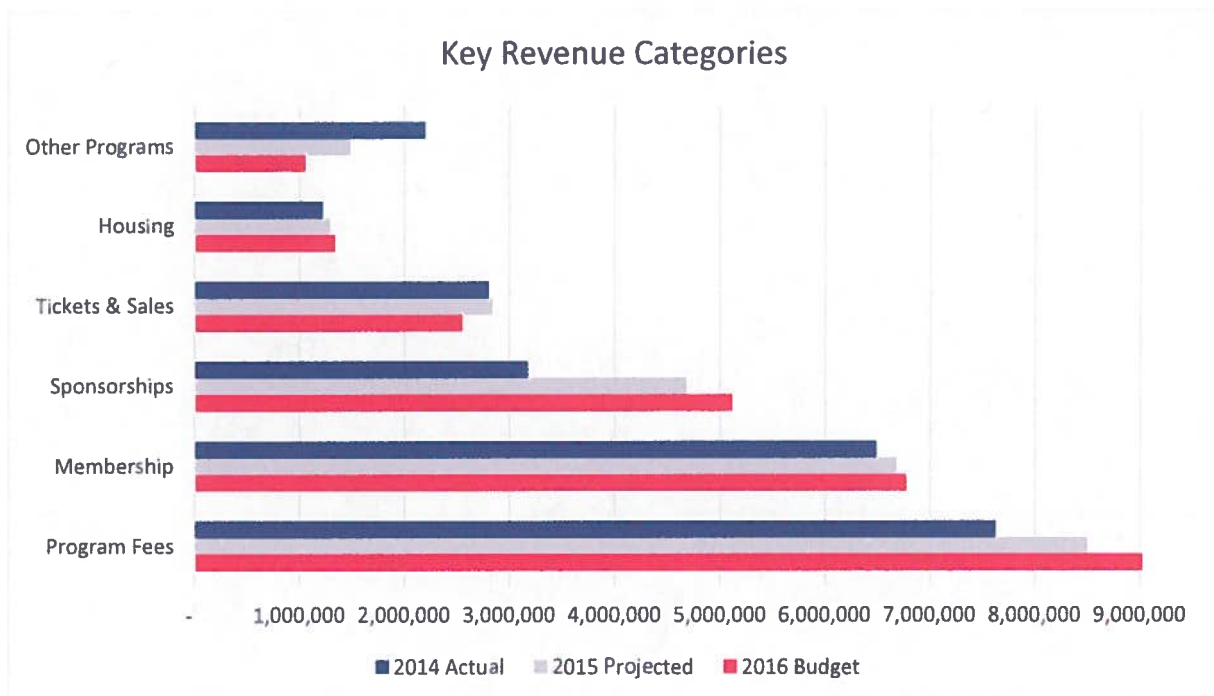
2016 BUDGET STRATEGIC METRICS AND PRIORITIES (SMaP)

RESOURCE Optimization

Have a strategic and fiscally prudent financial plan that includes both resource cultivation and judicious allocation in support of our overall goals.

- A. Create a recurring revenue strategy that includes a long-term plan for sponsorship, events, regional membership and other key funding sources. (Kearns)**
- B. Match expenditures and non-financial resource allocation to strategic priorities with a focus on ROI, expense controls and operational efficiencies. (Kearns)**
- C. Clarify USA Volleyball Foundation mission, improve communication, and align support with USAV strategic priorities. (Klostermann)**


(Bolded objectives are being pursued in 2016.)





2016 BUDGET STRATEGIC METRICS AND PRIORITIES (SMaP)

RESOURCE Optimization

| Financial Metrics - RESOURCE | |
|---|------------------------------|
| 2014 Income: \$13,432,000 | Percentage of budget: 48.56% |
| 2014 Expense \$6,052,000 | Percentage of budget: 21.88% |
| 2014 Return / (Investment): \$7,380,000 | |
| 2015 Income Projected: \$13,562,000 | Percentage of budget: 45.77% |
| 2015 Expense Projected: \$6,075,000 | Percentage of budget: 20.50% |
| 2015 Return / (Investment): \$7,487,000 | |
| 2016 Income Budget: \$14,797,000 | Percentage of budget: 48.50% |
| 2016 Expense Budget: \$6,675,000 | Percentage of budget: 21.88% |
| 2016 Return / (Investment): \$8,122,000 | |
| 15/16 TREND:  \$635,000 return | |

SUPPORTING DEPARTMENTS

| 100% |
|-----------------------------------|
| B050 Publications & Product Sales |
| B060 Fundraising |
| C010 Member Services |
| D020 Event Equipment |
| E230 Fantasy Camp Indoor HP |
| N010 International Representation |

| 75% |
|-------------------------------|
| B010 Marketing & Sponsorships |

| 50% |
|---------------------------------------|
| D010 Events General |
| D030 Opens |
| D04x GJNC & 18s |
| D1xx Girls Qualifiers ShowMe & Disney |
| D120 Disney |
| E2xx Development Camps Indoor HP |

| 25% |
|--------------------------------------|
| B040 Volleyball USA Magazine |
| D050 BJNC |
| D060 NCVF |
| E02x Tryouts Indoor HP Boys & Girls |
| E030 Indoor Coaches Clinic |
| E310 HP Championships Tournament IHP |
| F010 JBT |
| G010 Tryouts Beach HP |
| G21x Development Camps Beach HP |
| G320 HP Championships Tournament BHP |



2016 BUDGET STRATEGIC METRICS AND PRIORITIES (SMaP)

Marketing & **BRAND** Affinity

Increase brand awareness while expanding affinity for USA Volleyball.

- A. Identify current brand attributes and positioning by conducting a brand study. (Snyder)**
- B. Improve internal communication and standardize “key messaging.” (Snyder)**
- C. Evaluate effectiveness of “media properties” (i.e. website, magazine) to re-establish brand control to USAV. (Snyder)**
- D. Increase fan base via media relations, social and digital media. (Snyder)**
- E. Produce world-class events that provide a compelling connection to USA Volleyball. (Pingel)**

(Bolded objectives are being pursued in 2016.)






2016 BUDGET STRATEGIC METRICS AND PRIORITIES (SMaP)

Marketing & BRAND Affinity

Financial Metrics - BRAND

| | |
|--|------------------------------|
| 2014 Income: \$4,361,000 | Percentage of budget: 15.77% |
| 2014 Expense \$4,152,000 | Percentage of budget: 15.01% |
| 2014 Return / (Investment): \$209,000 | |
| 2015 Income Projected: \$4,595,000 | Percentage of budget: 15.51% |
| 2015 Expense Projected: \$4,436,000 | Percentage of budget: 14.97% |
| 2015 Return / (Investment): \$160,000 | |
| 2016 Income Budget: \$4,736,000 | Percentage of budget: 15.52% |
| 2016 Expense Budget: \$4,500,000 | Percentage of budget: 14.75% |
| 2016 Return / (Investment): \$236,000 | |
| 15/16 TREND:  \$76,000 return | |

SUPPORTING DEPARTMENTS

| |
|---|
| 100% |
| B020 Creative Services B030 Communications |

| |
|------------------------------|
| 75% |
| B040 Volleyball USA Magazine |

| |
|--|
| 50% |
| D010 Events General D030 Opens D04x GJNC & 18s D1xx Girls Qualifiers ShowMe & Disney D120 Disney E2xx Development Camps Indoor HP F040 Beach Other Events L010 World League |

| |
|---|
| 25% |
| B010 Marketing & Sponsorships C020 SafeSport C2xx Coaching Education, IMPACT & CAP C3xx Officials Development, Indoor & Beach D010 Events General D030 Opens D040 GJNC & 18s D050 BJNC D1xx Girls Qualifiers ShowMe & Disney D2xx Boys Bid Tournaments FL Fest & NE E010 HP Indoor General E02x Tryouts Indoor HP Boys & Girls E030 Indoor Coaches Clinic E2xx Development Camps Indoor HP F010 JBT G010 Tryouts Beach HP G21x Development Camps Beach HP L020 Grand Prix L0xx Men's & Women's Exhibition Matches |