



U.S. Figure Skating Board of Directors

Meeting Agenda

August 16-17, 2024

The Skating Club of Boston

FRIDAY, AUGUST 16, 2024

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| 1. Opening of the Board of Directors Meeting | 8:00am |
| a. Welcome & Call to Order | |
| b. Roll Call/Establishment of Quorum | |
| c. Approval and Adoption of Agenda | |
| d. Disclosure of Conflicts Related to the Meeting Agenda | |
| e. Acceptance of Minutes from the July 1, 2024, meeting | |
| 2. President's Report | 8:05am – 8:20am |
| a. General | |
| b. ISU code of ethics / international | |
| 3. CEO's Report | 8:20am – 9:00am |
| a. Pillars for growth | |
| b. FY25 organizational chart | |
| c. Key priorities | |
| 4. Finance / Treasurer's Report | 9:00am – 9:30am |
| a. FY 23 P/L | |
| b. Financial update | |
| c. Financial review for major events FY24 | |
| d. HQ travel & international travel delegation review | |
| e. Chart of accounts | |
| f. New system update & reporting style | |
| 5. Skating Club of Boston / 2025 ISU World Figure Skating Championships | 9:30am – 10:00am |
| <i>Coffee Break – 15 minutes</i> | |
| 6. Strategic Plan / Operating Plan Review | 10:15am – 10:30am |
| a. Key achievements | |
| b. Focus areas that need attention | |
| c. Strategic planning cycle (FY 26) | |
| 7. Coaches Integration and Roadmap | 10:45am – 11:15am |
| 8. Diversity, Equity & Inclusion | 11:15am – 12:15pm |
| a. Action item updates | |
| b. DEI scorecards | |
| c. DEI course for BOD and leadership | |
| d. DEI connection back to the strategic plan and goals of the organization | |
| e. Originating pillars and ongoing strategy / defining BOD objective | |
| 9. Legal Discussion & Risk Management | 12:15pm – 1:00pm |
| a. BOD and risk management proposal | |
| b. Legal Discussion | |

10. Strategy Breakout Sessions & Working Lunch

1:00pm – 2:30pm

Group 1: Competitive & Athlete Development Pipeline / NQS / Excel

Sam Auxier, Tim Covington, Heather Paige, Amanda Will, Lauren O'Toole, Elise Preston, Pilar Bosley
Kelly Vogtner, Justin Dillon, Heidi Thibert

Group 2: Revenue – Development, Sponsorship, Sales, Marketing, Membership

Matt Slatus, Jackie Chang, Tina Lundgren, Vicki Hildebrand, Jordan Alexander, Tim Goebel,
Jennifer Hartley
Annie White, Tracy Marek

Group 3: Officials – Recognition, Compensation, Advancement Pipeline & Philosophy

Kimberley Moore, **Kevin Rosenstein**, Troy Goldstein, Felicia Zhang, Anne Cammett, Rachael Naphtal
Juliet Newcomer

11. Strategy Session Report-Outs

2:40pm – 4:30pm

- a. Group 1: Athlete / Competitive Pipeline (2:40pm – 3:20pm)
- b. Group 2: Revenue (3:20pm – 4:00pm)
- c. Group 3: Officials (4:00pm – 4:45pm)

12. Role of BOD, Group Coordinators, Committees, Volunteer / HQs

4:45pm – 5:30pm

- a. Alignment of committees, HQs, GCs to goals from strategy sessions
- b. Alignment of BOD on supporting the execution

SATURDAY, AUGUST 17

- 1. Athlete Advocacy (SWAN & Alumni Networks)
- 2. Role of BOD, Group Coordinators, Committees, Volunteer / HQs
 - a. Alignment of committees, HQs, GCs to goals from strategy sessions
 - b. Alignment of BOD on supporting the execution
- 3. RFAs / New Business / Actionable Items / Wrap-Up
 - a. Release policy
 - b. Reciprocal appointments for National TS to TC
 - c. National Appointments
 - d. Synchronized Skating – Elite 12 and Senior
 - e. Minimum TES
 - f. Trademarks on skating attire
- 4. Priorities for 2024-25 and Beyond
 - a. Revisit key items from strategy sessions
 - b. Prioritize initiatives and focus areas
- 5. Executive Session / Compensation Committee

**U.S. Figure Skating Board of Directors
Norwood, Massachusetts
Aug. 16-17, 2024**

Present – Voting Members

Jordan Alexander, Samuel Auxier (President), Timothy Goebel, Jackie Chang, Jennifer Hartley, Victoria Hildebrand, Kristina Lundgren, Colin McManus (via video conference, Friday only), Kimberley Moore (via video conference), Heather Paige, Kevin Rosenstein, Matthew Slatos, Amanda Will, Felicia Zhang

Present – Non-Voting Members

Anne Cammett (Past President), Tim Covington (Coaches Council Chair), Troy Goldstein (ISU Representative), Pilar Helm, Tracy Marek (Chief Executive Officer), Rachael Naphthal, Lauren O'Toole, Elise Preston

Absent

Pooja Kalyan, Simon Shnapir (alternate USOPC AAC representative)

Guests

Kristin Arneson Cutler*, Elliot Schwartz* and Doug Zeghibe*

Staff

John Anderson (Friday only), Justin Dillon*, Juliet Newcomer, Kadari Taylor-Watson*, Heidi Thibert*, Kelly Vogtner and Annie White*

*Attended for specific agenda items only.

I. Opening of the Board of Directors Meeting

- A. Auxier called the meeting to order, welcomed everyone and spoke about the success of Champs Camp.
- B. Moore confirmed attendance and a quorum.
- C. The agenda was adopted.
- D. Auxier asked the members to disclose any conflicts based on the meeting agenda. O'Toole disclosed a conflict with the reciprocal appointments for national technical controller to technical specialist.
- E. The July 1 minutes were approved as presented.

II. President's Report

- A. Auxier reported on his experience serving as a volunteer at the 2024 Olympic Summer Games in Paris and addressed the benefits of Salt Lake City being selected to host the 2034 Olympic Winter Games.
- B. Auxier spoke about work that needs to be done in the international area and addressed the updates to the ISU's Conflict of Interest Policy.
- C. Auxier notified the board that David Raith has chosen to retire from U.S. Figure Skating. (Raith has been serving as a senior advisor since stepping down as executive director in 2021.)

III. Chief Executive Officer's Report

- A. Marek spoke about the culmination of the #MORETHANMEDALS campaign.
- B. Marek reviewed the FY25 organizational chart, business priorities and five business pillars.

<Anderson, Newcomer and Vogtner left the meeting during the report on the organizational chart.>

<Anderson, Newcomer and Vogtner rejoined the meeting. Schwartz and Zeghibe from The Skating Club of Boston joined the meeting.>

IV. The Skating Club of Boston / 2025 ISU World Figure Skating Championships

- A. Zeghibe and Schwartz spoke to the partnership with U.S. Figure Skating on Champs Camp and provided an update on the 2025 ISU World Figure Skating Championships.
- B. Zeghibe spoke to the desire of The Skating Club of Boston to be an extension of U.S. Figure Skating and what that means.

<Break>

V. Finance / Treasurer's Report

- A. Hildebrand reviewed the draft P&L for FY2024 and provided information on the plans for the audit of those financials.

- B. Hildebrand notified the board that the plan is to provide quarterly financial updates to the membership as part of Club Connections.
- C. Hildebrand provided information on new finance software that will allow us to provide more clarity on the success of individual events and projects. A new chart of accounts will be part of this software change.
- D. Hildebrand spoke to the changes to the Travel and Expense Policy and the reasons for those changes.

<Cutler joined the meeting.>

VI. Strategic Plan / Operating Plan Review

Cutler reviewed where we are with the strategic plan for the current quad, where we need to go to finish up the current plan, and what will be done in the coming year to plan for the next quad.

<Hildebrand left the meeting. Thibert joined the meeting.>

VII. Coaches Integration and Roadmap

Vogtner, Paige, Thibert and Covington provided an update on coaches integration.

<Goldstein, Rosenstein and Chang left the meeting during the coaches integration update.>

<Break>

<Goldstein rejoined the meeting. Taylor-Watson joined the meeting.>

VIII. Diversity, Equity & Inclusion

- A. Taylor-Watson reviewed the DEI Action Plan accomplishments. U.S. Figure Skating is completing year 3 of the DEI Action Plan. Per USOPC requirements, a new three-year action plan is due to the USOPC in November 2024.
- B. The board agreed that focus groups with targeted constituents will be convened to begin co-developing solutions to key findings in the DEI Climate Assessment research.
- C. The board decided that the Introduction to DEI course will be required for all board members, staff, committee chairs and subcommittee national vice chairs with a Sept. 1 launch and a six-week to eight-week timeline for completion. Group coordinators and HQ senior directors will be notified if people haven't completed the course by the deadline. Following the course completion deadline, Taylor-Watson will host discussion sessions with small groups to facilitate learnings and application.
- D. The board discussed the need for a DEI board scorecard, and it was agreed that they should be used to provide a baseline assessment and guide improvement.

<Chang and Rosenstein rejoined the meeting during the Diversity, Equity & Inclusion report.>

<Taylor-Watson left the meeting.>

<Break>

<Hildebrand rejoined the meeting, and Zhang, Dillon and White joined the meeting.>

IX. Legal Discussion & Risk Management

Cutler presented a recommendation to align sub-groups of board members to work on identifying risks to the core of the organization focused on key areas of organizational risk – technology, governance, financial stability, and people/officials – with support from legal counsel. The board then discussed different options and agreed that a policy should be put together to establish a risk management group as a subset of the board.

<Cutler left the meeting.>

X. Strategy Session & Working Lunch

The board members broke into three working groups to discuss: (1) the competitive athlete pipeline, (2) revenue – development, sponsorship, sales, marketing and membership, and (3) officials – recognition, compensation, advancement pipeline and philosophy.

<Dillon left the meeting.>

XI. Strategy Session Report-Outs

- A. Lundgren reviewed the recommendations of the revenue group.

<White left the meeting.>

B. Rosenstein reviewed the recommendations of the officials group.

<McManus left the meeting.>

<Break>

C. Covington reviewed the recommendations of the competitive athlete pipeline group.

<Rosenstein left the meeting.>

XII. Executive Session

Friday's meeting concluded at 6:15 p.m. ET.

Saturday's meeting started at 8 a.m. ET

<McManus and Anderson did not attend the meeting Saturday.>

XIII. Athlete Advocacy

Auxier presented a draft proposal to create a network to support elite young women athletes in figure skating, and the board members expressed their support to move forward with the project.

<Cutler rejoined the meeting.>

XIV. Role of BOD, Group Coordinators, Committees, Volunteers, Headquarters

Cutler introduced discussion on the roles of different groups in the organization, and the board discussed the current challenges and possible solutions. It was agreed that the Strategic Planning Committee will take the lead on the project. The board also discussed what reports need to be received and how often.

<Cutler left the meeting.>

XV. RFAs / New Business / Actionable Items / Wrap Up

A. Goldstein presented an update to the athlete release policy. After discussion, Goebel made the following motion:

MOTION: to approve the updated Athlete Release Policy as presented. **SECONDED. APPROVED.**

B. Naphtal notified the board of four people who were promoted to Level 3 technical accountants and also notified the board that work is being done to have these appointments approved by the board in the future since they are effectively national appointments. Newcomer then notified the board that Wendy Mlinar from Audubon, Pennsylvania, has chosen to retire from judging, and Naphtal presented three candidates for national Theatre On Ice competition judge appointments. Lundgren then made the following motion:

MOTION: to approve the officials who were recommended for national Theatre On Ice competition judge appointments. **SECONDED. APPROVED.** (Please see the end of these minutes for the list of officials.)

<O'Toole left the room.>

C. Naphtal presented updates to the policy on reciprocal national technical panel appointments for national technical controllers who have served at the U.S. Figure Skating Championships or U.S. Synchronized Skating Championships. Rosenstein then made the following motion:

MOTION: to approve the updates to the Policy on Reciprocal Appointments for National Technical Panel Officials as amended. **SECONDED. APPROVED.**

Goebel then made the following motion:

MOTION: to approve the qualified officials who have expressed interest in the reciprocal appointment from technical specialist to technical controller as presented. **SECONDED. APPROVED.** (Please see the end of these minutes for the list of officials.)

And Naphtal made the subsequent motion:

MOTION: to approve the qualified officials who have expressed interest in the reciprocal appointment from technical controller to technical specialist as presented. **SECONDED. APPROVED.** (Please see the end of these minutes for the list of officials.)

Naphtal agreed to come back to a subsequent meeting with a clear policy on selection criteria for sectional championships, sectional and U.S. finals and U.S. championships.

<O'Toole rejoined the meeting.>

- D. O'Toole presented the request for action to combine the senior and senior elite 12 events at synchronized sectional championships and the U.S. Synchronized Skating Championships. Goebel then made the following motion:

REQUEST FOR ACTION: to amend Rule 2056 as presented. **SECONDED. APPROVED.** (Please see the corresponding report of action for specific language.)

- E. O'Toole presented the proposed minimum total element scores that will be required to qualify for the 2025 U.S. Figure Skating Championships for the senior events in men's, women's, pairs and ice dance and required by Rule 2505. Lundgren then made the following motion:

MOTION: To approve the minimum total element scores (TES) required to qualify for the senior events at the 2025 U.S. Figure Skating Championships. **SECONDED. APPROVED.** The approved scores were posted in [Technical Notification 308](#).

- F. Newcomer presented an RFA to amend the trademark rules. It was agreed to table to the proposal so that White could be available to address questions. Marek agreed to work with White prior to the next meeting.

XVI. Priorities for 2024-25 and Beyond

- A. The board revisited the key items from Friday's strategy sessions.
B. The board agreed that the priorities should be:
1. Growing the Commercial Value
2. Advancing the Sport
3. Culture

<Auxier moved to go into executive session.>

<Marek, Newcomer and Vogtner left the meeting.>

XVII. Executive Session / Compensation Committee

XVIII. Closing Announcements and Adjournment

Auxier moved to adjourn the meeting. There were no objections.

The next regularly scheduled business meeting of the board will be via video conference on Monday, Sept. 9, at 8 p.m. ET.

Meeting concluded at 11:22 a.m. ET.

Submitted,



Kimberley Moore, Secretary

Addendum to the Minutes

In between the July and August board meetings, the board voted on five motions through three e-ballots as follows:

MOTION 1: To approve the 2025 World Junior Figure Skating Team Selection Procedures. **APPROVED via e-ballot.**

MOTION 2: To approve the 2025 Four Continents Figure Skating Team Selection Procedures. **APPROVED via e-ballot.**

MOTION 3: To approve the 2025 World Figure Skating Team Selection Procedures. **APPROVED via e-ballot.**

MOTION 4: To approve an athlete release request as presented. **APPROVED via e-ballot.**

MOTION 5: To approve all recommended national appointments as presented. (Please see the end of these minutes for the list of officials.) **APPROVED via e-ballot.**

Policy on Reciprocal Appointments for National Technical Specialists to National Technical Controller Updated Aug. 17, 2024

As an additional path to national technical controller appointments, a national technical specialist who has successfully served at a U.S. Figure Skating Championships for singles, pairs or ice dance or a U.S. Synchronized Skating Championships for synchronized skating is eligible for a national technical controller appointment in the same discipline, with an exception that coaches are not eligible to be technical controllers.

As an additional path to national technical specialist appointments, a national technical controller who **meets the U.S. Figure Skating requirements to test for initial certification as a technical specialist and** has successfully served at a U.S. Figure Skating Championships for singles, pairs or ice dance or a U.S. Synchronized Skating Championships for synchronized skating as a technical controller is eligible for a national technical specialist appointment in the same discipline.

Qualified officials may contact officialsmanagement@usfigureskating.org for consideration. Officials will be recommended to the Board of Directors by the chair of the Domestic Officials Recruitment & Management Committee.

Appointments should not be withheld except in instances where an official has an open professional standards or ethics complaint or violation. Officials who meet the qualifications are not required to accept a reciprocal appointment.

The following officials were approved for national technical controller appointments based on the reciprocal policy as approved on July 1, 2024.

Sandra Hurtubise-Ulmer, Singles
Cynthia Stevenson, Singles

The following officials were approved for national technical specialist appointments based on the reciprocal policy as updated on Aug. 17, 2024

Allison Duarte, Singles
Alexander Enzmann, Singles
Lynn Goldman, Singles
Kimberly Heim, Singles
Nancy Iida, Singles
Kathleen Krieger, Singles
Karen Perreault, Singles
Gregory Rouw, Singles

Katherine Specht, Singles
Gale Tanger, Singles
Doug Williams, Singles
Alexander Enzmann, Pairs
Gale Tanger, Pairs
Sharon Rogers, Dance
Susan McInnes, Synchronized
Matthew O'Toole, Synchronized
Gale Tanger, Synchronized

The following officials were approved for national appointments via e-ballot July 17, 2024:

Devon Hensel, Westfield, Ind. – National Synchronized Referee
Carylyn Landt, Alpine, Calif. – National Synchronized Referee
Cheryl Litman, Brooklyn, N.Y. – National Synchronized Referee
Lauren O'Toole, West Palm Beach, Fla. – National Synchronized Referee
Hannah Katz, Overland Park, Kan. – National Singles/Pairs Referee
Pine Kopka-Ross, Seattle, Wash. – National Singles/Pairs Referee
Andrew Lam, Ashburn, Va. – National Singles Technical Controller
Cassy Papajohn, Monument, Colo. – National Technical Controller and National Singles Technical Specialist
Zeynep Aydin Mayerle, San Francisco, Calif. – National Synchronized Technical Specialist
Kristin D'Antonio, Chicago, Ill. – National Synchronized Technical Specialist
Caitlin Gallagher, Washington, D.C. – National Synchronized Technical Specialist
Tianna Raught, Surprise, Ariz. – National Data Operator

The board was notified of the following Level 3 technical accounting appointments on Aug. 17, 2024:

Calvin Carson, Southfield, Mich.
John Herbert, Cumming, Ga.
Gay Ann Louiselle, Bloomington, Minn.
Sheldrin Zhu, Fort Collins, Colo.

The following officials were approved for national appointments on Aug. 17, 2024:

Aristeo Brito, Springfield, Va. – National Theatre On Ice Judge
Colette Nygren, Sudbury, Ma. – National Theatre On Ice Judge
Hayley Pangle, Alexandria, Va. – National Theatre On Ice Judge