

## **BOARD MEETING AGENDA**

October 22, 2011

Held at Boston Badminton Club

169 Flanders Road

Westborough, MA

Board meeting at 9:30 AM

**Welcome** Fred Coleman

***Current members of Board and roll call*** ... Wendy Coleman

[Richard Dubose](#) (Colorado Springs, Colo.) - Independent Director, Chair - absent

[Cynthia Kelly](#) (Wellesley, MA.) - At-Large Representative – present

[Michael Halchak](#) (Tucson, Ariz.) - Independent Director – present

[Fred Coleman](#) (Madison, Wis.) - At-Large Representative – present

[Elaine Kong](#) (Torrance, Calif.) - Technical Official Director – absent

[David Simon](#) (Los Angeles, Calif.) - Independent Director – present

[Andy Gouw](#) (San Jose, Calif.) - Coaching Director - absent

[Ruth Menchaca](#) (San Antonio, Texas) - Athlete Director – absent

[May Mangkalakiri](#) (Los Angeles, Calif.) - Athlete Director – present

### ***Staff Members***

Dan Cloppas – CEO - present

Peggy Savosik – Director of Programs and Financial Services - present

Mohan Subramaniam – Director of Coaching and High Performance – absent

Wendy S Coleman – Volunteer Recording Secretary – present

**Approval of Minutes** – Minutes were approved as presented (Appendix A). Motion made by Michael Halchak, Second by Cynthia Kelly

**Bylaw Review** - Dan Cloppas

See Ethics/Judicial Committee Report (Appendix B). Motion to remove Section 7.9 as it is no longer needed. Motion proposed by Dudley Welch. Motion to pass made by David Simon, Second by Michael Halchak

**Chief Executive Officer's Report** – Dan Cloppas

Dan Cloppas reported that the USOC will no longer fund Developmental Sports which Badminton is considered. There may be limited funding for high performance coaching for 2016 elite athletes. See Appendix C for full report. .

### **Report on Fund raising**

- a) Response from Fund-raising effort this year includes \$4,000 from USAB letter. A second letter will go out later this fall. The emphasis of this letter will be the \$50,000 matching grant from USOC. Spring fundraising letter will focus on support for Tony and Howard. The fundraising committee will be developing a regionally based face-to-face fundraising with targeted donors.

**Sponsorships** - Dan Cloppas reported what has been accomplished since the last board meeting. Robert Weeks corporate bids have not thus far generated new sponsorships. Dan Cloppas and Dave Simon have met with Yonex to discuss changes in contracts for 2013 and beyond. Dan Cloppas met with the Bose Corporation and began talks about sponsorship. No new sponsorship has developed from the NYAC project. To develop relationships with the Asian American community in the Bay Area, the national

office staff will work with Carl Khor to develop stories about Asian American Junior athletes from the Bay Area who are competing at Junior Worlds in Taiwan.

**Membership growth** – Current areas of potential membership growth include

1. Collegiate players (Fred Coleman, Don Gobbie)
2. Bay Area HS players (Fred Coleman)
3. CODP (PS) - Atlanta thru Boys and Girls Clubs (Peggy Savosik)

All Board members need to work to identify additional target populations for membership growth.

### **Programs Generating Revenue**

- a) Juniors – See juniors report for model of how the Juniors program is generating revenue in addition to its USAB funding to better support Junior's programs.
- b) Coaching – is generating revenue from fees, training programs, training materials to supplement budget from USAB to support coaching programs.
- c) Officials - Officials need to find a way to supplement USAB funding for their programming needs.
- d) Elite athletes – USAB needs to develop contracts with elite athletes which specify both the benefits athletes receive and their obligations to work with USAB to generate revenue.

**Olympic Track** – Tony & Howard won gold at Pan Am games. Board reviewed progress of Tony and Howard in their Olympic Qualifying. USOC has increased funding for 2012 for them contingent on markers accomplished by Jan 2012.

USAB must submit an update to its high performance plan on athletes capable of contending for medals in 2016.

**Tournament Advisory Group/Tournament Summit** – see report (Appendix D)

### **Areas of Progress**

- a) Collegiate – College players are enthusiastic participants in competitive badminton events (Collegiate Nationals). We feel there is a significant potential for development of additional opportunities for play for collegiate students. The Board recognizes the need to identify individuals who would help develop competitive play with this age-group.
- b) Junior Development Plan – Currently there are a large number of participants in Junior events. (increase size every year in Junior Nationals, JIT and Jr. Pan Am's). The Junior's Committee is considering adding qualifying events for Junior Nationals and JIT. The JAG in 2012 will work to develop a comprehensive plan for Junior Development. Discussion sessions will be held with parents and coaches across the country.
- c) Schools program – No progress with the Florida school program at this time.
- d) USAB is working with Bay Area High Schools to assist competition management, ranking and seeding.
- e) A Community Olympic Development Program (CODP) is being started in Atlanta via the Boys and Girls Clubs.
- f) Itinerant Coaching – Mike Halchak, Andy Gouw are working to develop a program for coaches to travel to underserved areas for player clinics.

**Coaching** – See Report from Mohan Subramaniam (Appendix E)

**Junior Development** – See report (Appendix F)

**Technical Officials Advisory Group Report** – See Report (Appendix G)

**Senior Advisory Group Report** – See Report (Appendix H)

**Collegiate Advisory Group Report** – See Report (Appendix I)

**Parabadminton Advisory Group Report** – See Report (Appendix J)

**Nominating and Governance Committee Report**- See Report (Appendix K)

**2012 Budget** – The 2012 Budget was presented for discussion. A motion was made to approve the 2012 Budget for 6 months with the understanding that program areas may distribute their funds unevenly as they chose thru the year. The budget will be revisited at Board meetings in January, 2012 and May, 2012. Additional funding will be provided to programs (Elite Athletes, Junior Development, Coaching and Officials) if more income becomes available. Motion was made by Cynthia Kelly and seconded by Michael Halchak.

**Future Board meeting schedule**

Electronic Board meeting - Jan 28, 2012, Saturday, 11 am Mountain Time

Board meeting in conjunction with Senior Nationals, Sat, May 19<sup>th</sup>, Tucson AZ,

Working group meeting at US OPEN, Los Angeles, CA, Friday, July 7<sup>th</sup>, 2012 with phone-conferencing

Fall, 2012, October, 2012, Specific date and location to be determined

Meeting was suspended at 3:02 to meet with Michael and Deborah Barnett of RailStation.

Meeting reconvened at 3:59 pm.

**RailStation/Tournament Software Discussion** – The Board supports implementation of the exporting of Tournament Software data to RailStation (post- tournament data). With those tournament directors who are willing, to use RailStation to import registration data into Tournament Software. For those tournament directors who prefer registration may be by mail, or a system of the tournament director’s choice.

**Pan Am Zone election Report** – Dan Cloppas.

Gustavo Salivar was reelected as president. Peter Gordon, Canada was elected Vice president over Dave Carton.

Board Meeting was Adjourning 4:05pm. Minutes submitted by Wendy S. Coleman

Approved by:

Richard A. Dubose  
Chairman

James D. Cloppas  
CEO

## 2011 USA Badminton Officers And Board of Directors

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### Standing Committees

Audit Committee

Dick Dubose

Ethics/Judicial  
Nominating & Governance

Dudley Welch  
Rick Mack

**Advisory Groups**

Tournament  
Coaching/High Performance  
Junior  
Court Officials  
Senior  
Collegiate  
Parabadminton  
Membership  
Railstation/Tournament Software

Chris Lawrence  
Mohan Subramaniam  
Fred Coleman  
Dave Carton  
Mary Ann Bowles  
Donn Gobbie  
Brad Camp  
Peggy Savosik  
Mike Barnet

**APPENDIX A -FALL, 2011 BOARD MINUTES**

**USA BADMINTON  
Board Meeting Minutes  
Fall 2011**

Saturday, July 16, 2011  
Held at Hilton Suites, Orange, CA  
Board meeting at 8:00 AM

The meeting was called to order at 8:00 am by Board Chair, Dick Dubose.

***Current members of Board and roll call***

[Richard Dubose](#) (Colorado Springs, Colo.) - Independent Director, Chair - present  
[Cynthia Kelly](#) (Wellesley, MA.) - At-Large Representative – absent  
[Michael Halchak](#) (Tucson, Ariz.) - Independent Director – present  
[Fred Coleman](#) (Madison, Wis.) - At-Large Representative – present  
[Elaine Kong](#) (Torrance, Calif.) - Technical Official Director – present  
[David Simon](#) (Los Angeles, Calif.) - Independent Director – present  
[Andy Gouw](#) (San Jose, Calif.) - Coaching Director - present  
[Ruth Menchaca](#) (San Antonio, Texas) - Athlete Director – absent  
[May Mangkalakiri](#) (Los Angeles, Calif.) - Athlete Director – present

***Staff Members***

Dan Cloppas – CEO - present  
Peggy Savosik – Director of Programs and Financial Services - present  
Mohan Subramaniam – Director of Coaching and High Performance – absent  
Robert Weekes - Business Development - absent  
Wendy S Coleman – Volunteer Recording Secretary – absent

Paisan Rangsitkpho, Badminton World Federation Deputy President and former USAB President was in attendance by invitation.

The first order of business was approval of the minutes of the last Board meeting. Motion to approve minutes by David Simon, seconded by Fred Coleman, motion approved.

Dan yielded CEO time to Paison to give the Board an update of Badminton World Federation (BWF) issues and a requested overview of BWF policies regarding Women's' Tournament Clothing and Parabadminton, etc. Paison began with Women's clothing in badminton. Women's Committee looked into females being required to wear "skorts". "Skorts" suggestion was tabled and sent to BWF athlete committee. Received lots of negative press until it was tabled, then no press. David Simon recommended that the issue of "Skorts" go to the IOC Women's Commission.

As for Parabadminton, the first world championships will be held in Guatemala City, Guatemala from November 22-26, 2011.

Discussion on BWF issues ensued and it was decided that BWF updates should be sent to the entire Board.

BWF final decision – Top level events – no default – players will be fined.

David Simon reported that Don Chew has stepped down from international responsibilities due to health reasons. The Board asked David Simon if he would take over duties as USAB Board representative to International meetings such as BWF and Pan American meetings. Dave accepted. USAB currently has 5 votes in BWF decisions.

Paralympic – Applied to IPC – not accepted for 2016 games– on list to be considered for future games. BWF Paralympic committee now represented as V.P. Paralympic position on BWF Council– Parabadminton – Classifications are being set. Wheelchair currently.

Fred Coleman led a discussion on funding for 2012. Planning considerations would be no USOC funding, second, same funding as 2011 and third, increased funding.

	<u>No Funding</u>	<u>Same Funding</u>	<u>+Funding</u>
Income	\$341,000	\$441,000	\$490,000
Office Exp.	\$-18,000	\$- 18,000	\$18,000
Admin	\$15,000	- 0 -	Keep
Legal	\$ -0-	\$ 3,000	\$ 3,000

Discussion was held on the following ideas/considerations:

- A. Close office 1-2 days per week – reduce salaries.
- B. Each board member brings in \$11,000.
- C. Acquire additional 2,500 members.
- D. Rob Weekes will know by September if commercial sponsor will provide financial support.

Discussion was held about forming closer ties with Asian American communities as the face of badminton is largely Asian American. Need exists to have dialog to obtain good relationships with Asian American leaders of the sport. Andy Gouw stated the Bay Area has a large contingent of Taiwanese players. David Simon added that a great way to reach communities was through local notices of championships and open tournaments. Fred Coleman stated that he has met with 18-20 club owners over the past 2 years and encourages board members to visit clubs in their travels.

Discussion held on obstacles to growth in the sport:

- A. Need for regulating competitive structure.

- B. Need for multiple travel teams.
- C. Need for broader tournament calendar.
- D. Struggle to relate to school programs.
- E. No club owner on the board. David Simon suggested this be considered
- F. Andy Gouw advised that several of the single clubs of the 14 Bay Area clubs are struggling to break even. The multiple facilities are doing fine.

Fred Coleman reported on Tournament Summit meeting:

Information Technology - Current status – National Office prefers Railstation due to membership, audit trail and registration. Others prefer Tournament Software due to previous use and international use.

Tournament Structure – Level of Tournaments – Use a bid process and work to develop venues. The Tournament Advisory Group may have to split into two bodies.

USA can add one additional international tournament, a grand prix, grand prix gold or future series. David Simon reminded everyone that this was not without risk.

Junior International Trials (JIT) has grown from 30 person team to sending a 64 person team to Jr. Pan Ams in Jamaica.

Need to develop school program.

Donn Gobbie recommended all collegiate clubs join USAB in order to play in league. A general discussion ensued regarding miscellaneous items.

Fred Coleman provided an update on juniors.

May Mangkalakiri gave a report on junior training camp. May spent 4-5 days with the players and felt comfortable with them. She indicated that there was no team spirit in beginning so on day 2 they combined all of the players and picked teams which worked well and had increased spirit with 10 kids playing each time. Great interaction on the 3rd day as teams were picked and a coach played with kids and received handicap points.

Every player there had to play and it was very successful.

Dick Dubose gave a report on the annual audit by Waugh. (See attachment)

Fred Coleman opened discussion on Action Commitments of Board Members – 9 board members x \$11,000 = \$99,000, 250 x 50 = \$10,000, 10 sponsors x \$10,000 = \$100,000

Fred asked for commitments:

Dick Dubose committed to continue financial oversight of the books and to donate 4 hours per week to the office; Fred Coleman will keep the coaching program moving forward (Fred pays accommodation expenses when he and Mohan travel together); David Simon committed to speaking with officials at the USOC regarding USAB's budgetary problems; Michael Halchak and Andy Gouw committed to start investigating community coaching programs to see what would work; Cynthia Kelly will continue with fundraising and USOC Foundation, Elaine Kong committed to more active involvement with the

Tournament Summit and Tournament Advisory Groups; May Mangkalakiri committed to attend the AAC Meeting in September and submit report to Board.

The meeting was adjourned at 2:00 pm

Richard A. Dubose  
Chairman of the Board

James D. Cloppas  
CEO/Secretary General

## **APPENDIX B - Ethics/Judicial Committee Report**

### **USA BADMINTON Ethics/Judicial Committee Report October 22, 2011**

Chairman – Dudley Welch

The Ethics/Judicial Committee reports the following actions since the April, 2011 meeting in Colorado Springs, CO:

The Ethics/Judicial Committee has reviewed the Code of Ethics for the Board and Staff of USAB. The Board and Staff of USA Badminton was in bylaw compliance with signed copies submitted for 2011. All existing and newly elected Board members and USAB staff must sign the document after January 1, 2012 and before the annual Spring Board meeting begins in April 2012.

USAB Bylaw changes:

#### **Remove Section 7.9 as it is no longer needed.**

Section 7.9. Staggered Board.

Directors of the Board shall serve staggered terms. To accomplish this, director seats shall be divided into two (2) classes. The first class shall consist of one (1) independent director, one (1) athlete director (USAB Athlete Advisory Council representative), one (1) technical official director, one (1) national organization director (if there is one) and one (1) at-large director. The second class shall consist of two (2) independent directors, one (1) athlete director (USOC Athletes" Advisory Council representative), one (1) at-large director and one (1) coach director. For the first Board of Directors seated under these Bylaws, the term of office of the directors of the first class shall expire on December 31, 2010. The term of office of the directors of the second class shall expire on December 31, 2012. Thereafter, the term of office for both the first class and the second class shall be for four (4) years. The Nominating and Governance Committee shall designate prior to election/selection of the first Board seated under these Bylaws whether an individual seeking to be a director is in the first class or the second class, notwithstanding, the athlete director serving as USAB"s representative to the USOC Athletes" Advisory Council shall serve the period of the USOC quadrennial.

#### **Renumber Section 7.10 as 7.9 and change numbers of subsequent paragraphs in Section 7. Remove the unlined portion of Section 7.10 as it is no longer needed.**

Section 7.10. Term Limits.

No director of the Board shall serve more than two (2) consecutive terms.

For those initial directors whose term of office expires on December 31, 2010, their time of service shall constitute a full four (4) year term. Those directors would be eligible to serve only one (1) additional four (4) year term immediately following their initial term. For those initial directors whose term of office expires on December 31, 2012, their time of service shall constitute a full four (4) year term. Those directors would be eligible to serve one (1) additional four (4) year term immediately following their initial term.

When a director is elected/selected to fill a vacancy because of the resignation, removal, incapacity, disability or death of a director, and the remaining term is for more than two (2) years, such term shall constitute a full term. If the vacancy being filled is for two (2) or more years, the director can serve one (1) additional four (4) year term following completion of the filled vacancy term. If the vacancy being filled is for less than two (2) years, the term shall not be a full term and the director can serve two (2) additional four (4) year terms following completion of the filled vacancy term.

The USOC contact is Marial Arrington as Director of Ethics and Safe Sports.

There have been no administrative grievances or right to participate matters filed with USAB since the last meeting.

Respectfully submitted,

G. Dudley Welch, Chm

#### **APPENDIX C – CEO REPORT**

#### **USA BADMINTON CEO Report October 22, 2011**

Chief Executive Officer – Dan Cloppas

The following USOC statement was recently given at the September 2011 USOC Assembly and greatly affects USA Badminton.

“Mission of the United States Olympic Committee:

To support U.S. Olympic and Paralympic athletes in achieving sustained competitive excellence and preserve the Olympic Ideals, and thereby inspire all Americans.

The U.S. is seeing a decreased market share of medals won as highlighted in some of their key sports.

-Significant multi-year investments by some of our strongest competitors are beginning to erode our overall ability to sustain a “best in the world” Olympic effort.

-With this as a back drop, we need to collectively focus our resources and efforts to:

-Sustain success in key sports which represent the tradition of excellence for our nation and are relevant both domestically and internationally.

-Find new opportunities for success that strategically align with our mission and will contribute not only to our success in the Olympic Games but also toward inspiring Americans.

Based on this assessment we will:

1. Invest in the best opportunities for medals
2. Move toward full integration of resources
3. Customize funding by sport
4. Ensure consistency and continuity of funding

*In determining high performance resource allocation, the USOC shall adhere to the following guidelines:*

### **HIGH PERFORMANCE FUNDING**

*NOTE: The approval of these principles as a policy was subject to the condition that the USOC also create a separate fund for NGB organizational development (unrelated to high performance). The amount of this fund will be established in the 2012 budget.*

#### **1. Invest in the best opportunities for medals**

- a. Foundation Sports
- b. Medal Opportunity
- c. Development (Badminton is in this category)

#### **2. Move toward full integration of resources**

- a. Across all support areas (financial, services, direct athlete, OTCs and Games).
- b. Across Olympic, Paralympic, Pan Am, Summer and Winter.
- c. Funding for Olympic medals will not be put at risk to fund Paralympic medals instead.
- d. Funding for Paralympic medals is more important than investing in Olympic sports which have limited prospects for winning medals.
- e. The USOC does not have the obligation to invest in sports that have limited prospects for medals in the long-term or short-term; this means there may be Olympic sports that do not receive high performance funding.
- f. There will be no high performance funding for Pan Am-only sports.

#### **3. Customize funding by sport**

- a. International assessment
- b. Coach-driven model
- c. Performance funding vs. operations

#### **4. Ensure consistency and continuity of funding**

- a. Sustain programs and structure to maintain success
- b. Moving toward multiyear commitments

### **Key Criteria**

- a. International caliber athletes
- b. Effective training strategy based on international standards
- c. Effective competition management and prioritization
- d. Strong leadership committed to performance
- e. Effective coaching structure

### **Process for requesting resources will be tied to the high performance plan, including:**

- a. NGB direct funding
  - b. Direct athlete support
  - c. Funded OTC access (lodging, meals, venues, medical, recovery)
  - d. Sport science services
- 
- Programs to be considered for support must be included in the NGB high performance plan
  - Unused OTC capacity and services will be sold and proceeds reinvested.”

What this means to USA Badminton is we must replace previous revenues given by the USOC for all operational and developmental support. This is significant and will take a concentrated effort by the USAB Board and Staff to increase sponsorship, membership, donations and other revenue sources.

Dan Cloppas  
CEO/Secretary General

## **APPENDIX D - Tournament Advisory Group/Tournament Summit**

### **USA BADMINTON Tournament Advisory Group Report October 22, 2011**

Chairman – Chris Lawrence

Member – Charlotte Ackerman, Mary Ann Bowles, David Carton, Gus Chew, Joy Kitzmiller, Liz Wilson

The following National events under the auspices of the Tournament Advisory Group (TAG) have been held since the last report (March, 2011):

- The 2011 Adult Nationals were held in April at Affinity Badminton Club in San Carlos, CA. Despite it being Easter weekend the number of participants was broadly in line with previous years. The tournament ran well and the facility was adequate although lacking in some respects *e.g.*, no showers. Nevertheless, having been in Southern California for the last two years it was clearly healthy to stage the event this year in a different geographic location.
- The 2011 Junior Nationals were held in July at Orange County Badminton Club (OCBC) in Orange, CA. The entry was larger than expected making for a very busy week. A high quality event as is the norm at OCBC.
- At the time of writing the 2011 Collegiate Nationals are being held in Columbus, OH (Ohio State University). A change in dates from the May to October timeframe was requested by the tournament organizers at a late stage on account of exam conflicts for many potential participating schools, and USAB obliged. A synopsis of how the event ran will be included in the next period report.

The TAG has overseen the selection of the following venues for our major 2012 domestic events:

- The 2012 Adult Trials will be held at Boston Badminton Club on December 2nd-4th, 2011.
- The 2012 Junior International Trials (JIT) will be held at Boston Badminton Club on April 6th-8th (site selection overseen by Junior Advisory Group (JAG)).
- The 2012 Adult Nationals will be held at OCBC on April 20th-22nd.
- The 2012 Senior Nationals will be held in Tucson on May 15th-20th.
- The 2012 Junior Nationals will be held at OCBC in either late June or early July. Discussion around the exact dates is underway regarding whether to stage the event immediately before or immediately after the U.S. Open on July 3rd-8th.

Thus with the exception of the 2012 Collegiate Nationals the full slate of our major domestic events for 2012 is finalized.

The TAG continues to process requests for new National Ranking tournaments (or new venues for existing events). Members of the group did a site inspection and approved the College Point venue in New York City for this year's CP Championships (October).

The TAG was requested to provide feedback on the proposals submitted to and ideas emerging from the two Tournament Summit Meetings staged by Fred Coleman this summer. Accordingly, the committee wishes to provide the following input and recommendations concerning some of the major issues raised:

1. The TAG recommends that with the exception of the U.S. Open, effective immediately all non-team format adult BWF events occurring in the USA (currently the Miami Pan-Am International) be subject to a TAG-administered bidding process conducted in the same way as for our major domestic events. If approved by the BOD, the TAG will develop a bidding form and guidelines specific for this international category of event.
2. The TAG believes that the new tournament categorization proposed by Fred Coleman is a good idea and supports its implementation once a sufficient pool of sponsorship money is on-hand. For the Category IV tournaments (Regional Championships) the TAG is overwhelmingly in favor of these being Closed *i.e.*, open to within-region members only to give them a distinctive flavor, otherwise the TAG feels that there will be little functional difference, both real and perceived, between these and the Category III events (City Series).
3. The TAG is in favor of the proposed Site Certification process with the aim of a) pre-qualifying specific sites for specific levels of events, and b) identifying potentially interested sites and working with them to bring them up to the required standards for the next level(s) of events. The group agrees that the process should be managed by the TAG but we need to have more internal discussion to decide on the best logistics *e.g.*, whether to have different TAG sub-groups conducting the site development and site selection work, with possible recruitment of additional resources to assist with the former task. We also need to know whether there will be a budget to support site visits in conjunction with the site development work?
4. The TAG is open as to whether JIT site selection remains under the jurisdiction of the JAG or whether it transitions to the TAG. Either outcome is fine with us. For sake of consistency though, some members feel that it perhaps makes sense for JIT site selection to fall under auspices of TAG going forward, but with JAG still driving determination of the dates given the junior-specific considerations that come into play there.
5. The TAG agrees that a Tournament Directors Handbook is a gap in USAB resources and is much needed. Liz Wilson has agreed to take on this project, and the estimated completion date is April 1st, 2012. The TAG also agrees that Tournament Director training is a good idea although how to provide this in a practical format will be difficult and will require careful consideration. We anticipate a training syllabus and course outline to flow once the Tournament Directors Handbook is complete (or nearly so).
6. The TAG discussed the proposed alternatives to integrating Railstation and Tournament Planner with regard to tournament execution. The TAG recognizes that the USAB office has a positive experience in using Railstation to administer the USAB financials, and membership and coaches databases. The TAG also recognizes that most everyone involved in running tournaments has a negative view of Railstation and believes it is not fit-for-purpose for the actual execution of a tournament. The TAG notes that Tournament Planner is the overwhelming preferred software tool for experienced USAB Tournament Directors. After careful consideration, for running tournaments the TAG recommends the integrated Railstation – Tournament Planner approach as follows:
  - Players enter tournament either manually (paper entry) or on-line using Tournament Software
  - Tournament is run is using Tournament Planner

- Tournament Director is responsible for ensuring all USAB memberships get entered into TP file.
- TP file gets sent back to USAB office who then export the data into Railstation for purposes of membership *etc.*

Specifically, when it comes to tournaments, the TAG wishes to avoid scenarios in which entering the tournament is required in Railstation and in which a Railstation – Tournament Planner exchange of data is required prior to the execution of the tournament (such an exchange should only occur post-event). Of particular note is that the TAG is opposed to mandatory on-line entry for all but the simplest of events.

7. The TAG feels that a certified medical person should be a requirement for all Category 3 tournaments and above in the new proposed structure (City Series and above). Either a doctor or athletic trainer is acceptable but this should be their only function at the tournament (cannot be a parent, coach, or player), they must be there full-time, and this must be committed to by the organizers at the time of bidding. Perhaps we could permit a certain percentage of the sponsorship funds provided by USAB to the event to go towards supporting this medical personnel requirement?
8. It was noted that there's been no directive to Referees regarding reporting medical incidents at tournaments to the USAB office. This can be easily rectified going forward and the TAG believes that the Court Officials Advisory Group is best suited to implementing it.

The one Tournament Summit item that the TAG did not discuss was the new Junior Tournament structure *e.g.*, “Super Junior Regionals”; we are comfortable the JAG continuing to provide leadership in this area.

Respectfully submitted by Chris Lawrence  
October 17th, 2011

## APPENDIX E – Coaching Report

**USA BADMINTON**  
**Coach Development & High Performance**  
**Advisory Group Report**  
October 22, 2011

Chairman – Mohan Subramaniam

### Coach Development

#### 1. Coach Development Program

- a. The USAB Coach Development Program (CDP) has moved away from a 5-level course. Instead, it is a “*combination of levels and needs* of the participating community”.
- b. The USAB CDP is a community centered program which has two tracks – “*Community Track* and *High Performance Track*”:
  - i. **The Community Track** involves participants who engage in the sport for fun, health and also compete occasionally within their ability groups.
  - ii. **The High Performance Track** involves athletes who are training seriously to be competent enough to compete at international level.

#### 2. Completed Projects

- a. Following pilot courses for Level 1 & 2 Community Coach Courses in 2010, the following were held in 2011:
  - i. Pilot Level 1 Community Coach Course – Miami
  - ii. Updated Level 2 Community Coach Course – Houston

- iii. Level 1 Community Coach Course – Seattle
- b. Workshop for Instructor for USAB Coaches’ Code of Ethics & Conduct
  - i. The USAB Certified Coach Directory is completed and coaches have been adjusted into the various tracks and published online
  - ii. Online course entry – the Level 1 Community Coach Course in Seattle was used as a pilot for on line registration. Following its success another pilot is being tried for the Level 2 Community Coach Course in Seattle
  - iii. List of Certified Course Instructors for all levels, Course Instructors for the Coaches’ Code of Ethics & Conduct, and Assessors have also been published

### 3. Projects to be completed:

- a. Email and news on launching of New Coach Development Program. This will be confirmed upon Fred Coleman’s discussion with RailStation on:
  - i. Coach Development Model
  - ii. Course focus
  - iii. Prerequisites for entering a USAB coaching course
  - iv. Long Term High Performance Coach Development
  - v. Certification
  - vi. Defining “USAB Certified Coach” in the new CDP; a *Certified USAB Coach is a coach who:*
    - *has successfully attended and completed a USAB endorsed coaching course,*
    - *has current USAB Membership and is in good standing with USAB,*
    - *has an active current background check ( by the National Center for Safety holds a current First-Aid and CPR Certificate,*
    - *has attended a face-to-face USAB Coaches’ Code of Ethics and Conduct Training,*
    - *is familiar with Athlete’s Rights under USOC guidelines*
    - *has completed a drug education module with the US Anti-Doping Agency (USADA)*
- b. Classifying USAB Certified Coaches:
  - i. Active Coaches - from January 1, 2012 onward, in order for coaches to remain as an *Active Coach/Certified Coach*, they have to meet the minimum requirement of having a current USAB Membership and current background check. USAB will announce for other prerequisites to be a Certified Coach to be made mandatory at a later time.
  - ii. Inactive Coaches - Coaches, who have competed their certification in the previous system but do not wish to continue their development, but maintain current USAB Membership, will be deemed as *Inactive Coaches*.
  - iii. USAB Coach Directory - USAB currently publishes the names of coaches who are current USAB members and those whose USAB membership has lapsed. All coaches whose USAB membership has lapsed, have until December 31, 2011 to renew their membership so that their names will be listed on the USAB Coach Directory.
  - iv. Certificates – Effective November 1, 2011, USAB will cease issuing hard copy certificates after each course. Participants who have successfully completed a course and Active/Certified Coaches will be soon able to ‘print’ certificates through their USAB profile. Coaches who membership has lapsed will not be able to print certificates, while Inactive Coaches will be able to print their certificates until December 31, 2011\*. Coaches who would like to have a hard copy certificate will have to pay USAB an administrative and mailing cost.  
*Note: \* pending confirmation from Railstation*
- c. Future plans - recertification and continuing education will be required to maintain active certification.
- d. Importance for coaches to maintain correct email address for certification and notification.
- e. Course in planning:

- i. Level 1 Community Coach Course – Maryland
- ii. Level 2 Community Coach Course – Seattle
- f. Mixed Doubles Clinic for Players – Madison (November 2011)

#### **4. Other Coach Development Projects**

- a. Update and launch Coach Communication point – USAB Coach Network Blog
- b. Coaching Website – for videos, etc – under construction – project overseen by Abi Bautista
- c. High Performance Coach Competency Assessment – Pilot in the Bay Area involving two High Performance Coaches, Raju Rai and Kowi Chandra.
- d. Plan on grass development for 2012

### **High Performance**

#### **1. Completed High Performance Projects**

- a. 2012 Team USA Trial Information & Selection Procedures
- b. Completion of 2012-2015 High Performance Plan for the USOC ( August 2011)
- c. Skype meeting with Tony Gunawan & Howard Bach, the Director of Coaching & High Performance (DCHP) and with USOC regarding performance progress and bench marks (August 2011)

#### **2. High Performance Projects for 2011**

- a. Advertise to HPCP coaches for 2012 Olympic Games (OG) – latest December 31, 2011
- b. Select Olympic Games Coach and alternates
- c. Develop Long Term High Performance Coach Selection Procedures (HPAG)
- d. 2012 Team USA Trial - December 2-4, 2011
- e. Plan for (Head Coach & alternates ) Coach Selection Process for 2012 PAJC, 2012 Thomas & Uber Cup Pan Am Preliminary & Finals, 2012 World Junior Championships.
- f. Long Term athlete Development Projects and Coach Development Projects outside USA; target countries to be identified and discussions will be in progress

#### **3.Policies Under Review**

These policies have been reviewed by the HPAG and Ethics Committee. But the Director of Coaching and High Performance (DCHP) has recommended them to be reviewed again by Chris Hales, HPAG member and discussed face to face at the HPAG Meeting at the 2012 Team USA Trials:

- a. Accreditation Policy for Coaches and Managers for all BWF sanctioned events
- b. Personal Coach Policy for all athletes participating in BWF sanctioned events
- c. International Tournament Entry Policy

### **APPENDIX F – Juniors Advisory Group**

**BADMINTON**  
**Juniors Advisory Group Report**  
 October 22, 2011

Chairman- Fred Coleman

- 1) Junior Nationals in OCBC July was the largest ever in LA, and second only to the Bay Area tournament 2010. The continued growth makes it ever more important to have a fair way of having qualifiers.

- 2) JIT (Junior International Team tournament) was the largest ever at 200 athletes. It is now the most complicated weekend tournament that USAB has. It cannot grow any larger. We need qualifiers.
- 3) Junior Pan Am Team – We again sent over 60 athletes. We are the dominant country in the younger age groups. However by U-19 and tin the team event we are falling behind. We lost to countries in the team event who have never beaten us before. (see Junior Development Plan)
- 4) Junior Worlds (in progress) - There is still a serious question as to whether we should put the time and energy into this event. We do not win team ties. We have only on rare occasions advanced out to the first round in the individual events, and never, beyond the second.
- 5) Junior Tour – We sent an U-17 team with Mohan and development coach to Hong Kong and Guangzhou. Both players and coaches reported a successful trip. But, this does not have a clear place in a development plan. In some ways it is more useful than Jr Worlds, because many matches are played and exposure to a different level of training acquaints our athletes with what it really takes to prepare for the world stage.
- 6) Junior Ranking System – for the past several years a number of volunteers have put in many hours working on Junior Ranking
  - a) The old system has been effective for very limited goals, but is well out of date
  - b) It has not been possible with two years of work to develop a bridge from tournaments run on TS to a ranking system on RS. RS has not developed a satisfactory (to our core tournament support personnel) tournament function.
  - c) The JAG ranking committee with financial support from USBDF and Fees levied at Jr Tournaments, has funded a TS based system with parameters similar to BWF ranking but with a variety of US specifications. There has been continuing debate as to whether it is ready to go live for the 2011-2012 competition year.
  - d) A recent vote by JAG representatives from each region decided to go live Nov 1, 2011. Some members had serious reservations which the remainder of the group has agreed to take into account in moving ahead.
- 7) Junior Development Plan – Elite Athletes
  - a) For some years the Junior Advisory Group (JAG) has tried to spend some time on this issue. However, urgent issues of the moment take precedence and little long term planning has been possible. A plan needs to come from the input of all stakeholders.
  - b) Mohan and Fred are developing a set of presentations with Q and A for parents, coaches, and club owners
    - i) The state of USAB Juniors compared with the zone and the world, based on the reports of our Team Head Coaches from the last three years, Mohan's knowledge of world development trajectories, and Fred's background with US Juniors
    - ii) Training to Train leading to Training to Win – the curves of preparation for future world level competitors
  - c) Evaluation of the preparedness of coaches to coach at a required level
  - d) Review of the events which we host and to which we send teams, to see if they are the right events and right competitions
  - e) Look at the new prospect of tours or international camps and evaluate what place they have in developing elite juniors.
  - f) Look at exchanges (longer stretches of time, month to months) for training in other countries or having other athletes train here. This has been done with informal projects, eg Boston/Peru, New York/China, Bay Area kids who have gone to China, Indonesia, Malaysia.
  - g) As information is gathered over the next 6 months it will be put in review format for JAG meeting in July 2012
- 8) Community Junior Development – Community Athletes
  - a) Florida schools program – no progress to report

- b) Bay Area High Schools (NCS, CCS) – we may have a link to work with membership, ranking, seeding with RS
  - c) Community Olympic Player Development (CODP) – There has been one long time program in Texas without any close linkage to USAB and no production of any even national level players, let alone international level players. There is a new program starting in Atlanta with closer links. There is a community Park and Rec program in Chicago as an outgrowth of the Chicago 2016 bid.
- 9) Budget
- a) Revenue
    - 1) USAB \$10,000
    - 2) Fees, penalties from JIT \$19,300
    - 3) Fees for ranking system (\$3 add on to junior tournaments) \$696
    - 4) Grant from USBDF \$2500
    - 5) Donations dedicated to Juniors \$2000
    - 6) USBEF Grant \$2,500
  - b) Expenses
    - 1) Coaches for Junior Pan Ams \$8,068
    - 2) Coaches for Junior Worlds \$1,220
    - 3) Lead Coach for Junior Tour \$1,075
    - 4) Ranking system development \$2,500
    - 5) Junior Camps \$120
- 10) Requested 2012 Budget

2012 Budget Rough Estimate

Requested 2012 Budget	Estimate	Ideal case
Revenue		
USAB	\$10,000	\$10,000
USBEF	\$2,500	\$2,500
Fee, penalty from JIT	\$7,200	\$7,200
ranking system	\$7,200	\$7,200
Donation	\$2,000	\$5,000
Sponsorship	\$0	\$20,000
Total revenue	<u>\$28,900</u>	<u>\$51,900</u>
Expenses		
PAJC	\$13,000	\$16,000
WJC	\$6,000	\$9,000
training camp	\$800	\$2,500
joint project with another country	\$0	\$9,000
U17Team	\$3,000	\$5,000
Ranking license fee and modification	\$6,000	\$8,000
	<u>\$28,800</u>	<u>\$49,500</u>

## **APPENDIX G – Technical Officials Advisory Report**

### **USA BADMINTON Technical Officials Advisory Group Report October 22, 2011**

Chairwoman – Elaine Kong

Respectfully, budget for technical officials is requested to minimally remain at the same funding (\$15K) as the current year. If budget were to allow, possibly via fundraising successes, an increase would be welcome.

Technical Official Committee continues to increase officiating presence as much as USAB budget and TO officials are able. In cooperation, TO Committee strongly encourages the utilization of United Airlines VIK program, but must also be sensitive to the personal finances of the umpires. Essentially, TO Committee sends invites to an umpire with a \$300 (domestic flights) or \$400 (international flights) airfare coverage. If a flight's cost is above that amount, the umpire will have to subsidize the difference out-of-pocket. Because United's costs are generally higher than what can be found on the internet, this will sometimes factor into an umpire's decision to accept or decline an invitation. Some umpires have been creative enough to use their own frequent flyer mileage and/or accept flights with 1 or two layovers. Many invitations for umpires to self-fund their travel to tournaments in other countries go unfilled.

There is continued recruitment, development, and promotion for Technical Officials. Clinics are targeted in areas that plan to hold major events to try to increase the number of regional umpires and optimize local resources. This reduces the overall cost associated to fly in and house folks from outside the area. This year, 12 umpires have been promoted within the levels of Regional>National 1>National 2>National 3>Pan Am Accredited, and Pan Am Certificated to BWF Accredited. It is a great accomplishment to have a new umpire pass international assessments into the BWF ranks, as we will have one retire this year. This will keep our international officiating experience at the same level.

Another great accomplishment in the Line Judges development was seen at this year's US Open. From the beginning day, Tom Wilmshurst, LJ Coordinator, was able to provide 6 LJ's per match. By quarter-finals on, there was a full crew of LJ's per match. These high numbers have never been accomplished and sustained in prior years.

Regarding RailStation/Tournament Software developments. I was able to forward questions Peggy had for Daniel Meure (TS). Daniel seems to have answered satisfactorily the questions posed, and was willing to answer any other follow-up question provided to him. These responses were forwarded out to BoD on 6/13/11. To this date, I have not received any follow up questions to forward to Daniel. For August, he also invited anyone who was available, for demo of "online player database, player validation from tournament planner, automated ranking download and more....," and to watch the TS software in use at the World Senior's being hosted by Badminton Canada. I don't know if Dan was able to sit with Daniel.

I have not been included on any RS related discussions or e-mails as was mentioned from last meeting. Has there been any discussions or progress? Is/has RS been able to allow on-line registration for tournaments. I believe we were not able to do that for our US Open.

On 9/20/11, BoD was updated of approval by Southern California Badminton Assoc. of funding for TS to customize a ranking and rating specifically for SCBA. SCBA decided they could not continue to wait on

USAB to take the lead. That same e-mail updates us that Badminton Canada is investing fully in TS.

I would request there be USAB funding made available for TS development, much like RS was approved at \$1000 per month.

For the proposed Coaching Module, I have not received the specifications, so that I could forward them to TS. As soon as I can get them, would be happy to forward.

Last item: has there been any movement in setting up skype for committee meetings?

## **APPENDIX H – Senior Advisory Group**

### **USA BADMINTON Senior Advisory Group Report October 22, 2011**

Co-chairs: Mary Ann Bowles, Andrea Weiss

- 1) 2011 Senior Nationals, Raleigh/Durham, NC
  - Well attended (180 entries)
  - Considering name change from Senior Nationals to Masters Championships
  - Communicate to 2012 and 2013 hosts that EMT/PA/nurse must be on site
  - Senior survey was completed after tournament – working on incorporating survey results into future plans
- 2) 2012 Senior Nationals  
Scheduled for May in Tucson, AZ
- 3) 2013 Senior Nationals  
Scheduled for St Petersburg, FL
- 4) USAB Senior Website  
New volunteer Gordon Pearman has indicated interest in establishing Senior website as part of the USAB website
- 5) USAB Walk of Fame
  - Tile for Wynn Rogers has been completed
  - Installation company has been contacted
  - Installation to take place in October
  - Planning for tile-laying ceremony once tile is installed
  - Future work on WOF will be virtual with bios, photos, donor listing, and method of contributing to be online
- 6) Need for Senior ranking committee to be investigated

## **APPENDIX I – Collegiate Advisory Group Report**

### **USA BADMINTON Collegiate Advisory Group Report October 22, 2011**

Chairman – Donn Gobbie

Fred Coleman attended the 2011 COLLEGIATE NATIONALS in Columbus, Ohio on October 15 and 16

and here are his comments:

Participating teams – OSU, IU, EIU, UIUC, Purdue

Club or Rec sports teams

- 1) Funding – dues and student fees, low level of university support. Able to have one tournament a semester. No logistical support for tournament. Limited access to weekend time. Low priority.
- 2) Team structure makes little sense to participants. Not really a team event but a team “award”. No real trophy or prize. Does USAB even keep track? For official teams, the paperwork is hard for clubs. Often they have to go through many hoops to be an official team of their university or college. So they may be so in name only and risk problems with their administration.
- 3) Grad – Undergrad split – The clubs at some of these schools are more grad students than undergrads. Other clubs are primarily undergrads and prefer two divisions. A number of Midwestern schools did not come due to this issue. Ideas included a) two divisions so everyone could travel together, b) mixed event with grad and undergrad. If so, and there is still team scoring, the two could be scored independently or a team would be required to have X number of both grads and undergrads. This would penalize colleges that only have undergrads.
- 4) Problem with restriction to full time degree bound students, often universities have 1 or 2 year visiting scholars either grad or undergrad
- 5) Budgets from university club or rec sports departments are generally \$700 to \$1000 per year. Some clubs can earn extra by accomplishments from tournament results to campus service.
- 6) OSU 20 members .mostly grad. UIUC 40-50 members, more undergrads, Purdue 30+ members, grads more than undergrads, Indiana 40+ more undergrads EIU small club only two at tournament
- 7) In contacting clubs out of the Midwest, both east coast and west coast clubs all said that the travel costs were too large, they had no University support for travel, and with the amount of play that they have in their regions, this tournament is not significant enough to travel for.
- 8) Although USAB has contacts with the clubs related to this event it really has no contacts with the Universities/Colleges and their administrations for competitive sports, recreational sports, or club sports. Thus no real help to the clubs if they are not well supported by their institution.
- 9) Although the clubs in the Midwest host tournaments some USAB sanctioned, some unsanctioned (depending on whether their institution allows or forbids) they do not do much team play. The exception is the IBA which is a welcome new force in badminton. The IBA has been more successful in the Midwest than in other regions. There has been a proposal to link IBA and Collegiate Nationals, but no specific plan at this point. Note Collegiate Nationals has a mixed individual and team format, IBA is a team format
- 10) Recent Collegiate Nationals
  - a) 2006 – New Haven
  - b) 2007 – Berkley
  - c) 2008 Swarthmore
  - d) 2009 Irvine
  - e) 2010 College Park Maryland
  - f) 2011 Ohio State – five schools, all in the Midwest region, 40 players (9 women, 31 men), Wilson sponsored shuttles, winner -
- 11) The USAB office is collecting information on the last five re
  - a) How many schools attended
  - b) Which schools attended
  - c) How many players competed
  - d) Who won

Donn Gobbie’s suggestions for collegiates would be:

- A. Have regional competitions for men's singles, men's doubles, women's singles, women's doubles and mixed doubles - with winners (and maybe finalists as well) qualifying for collegiate nationals

B. Develop the team concept and try (somehow!) to get team vs team matches (men's team, women's team, mixed team) within the regions. At the end of the season, the top-ranked teams (men, women, mixed) in each region qualify for the nationals. Maybe providing a travel stipend to nationals will encourage regional team play. For teams, there would be a regional tournament - qualification for nationals depends on their record during the season, and the qualifying team must have played a minimum number of dual matches during the season (maybe four or five?)

In effect, the collegiate nationals would have individual events (MS, MD, WS, WD and MX) as well as team events (Men's Team, Women's Team, and Mixed Team)

## **APPENDIX J - Parabadminton Advisory Group Report**

### **USA BADMINTON Parabadminton Advisory Group Report October 22, 2011**

Chairman – Bradley Camp

The goal is to get ParaBadminton athletes identified then playing in existing centers and hopefully represent USA Badminton in international Parabadminton tournaments. We have been working with existing centers that have Para/disabled sporting events to raise interest/knowledge level. We currently are working with Military contacts to get information out about ParaBadminton and to find out centers where we can start up programs. The military currently has a Warrior Transition Unit (WTU) that is working with disabled soldiers to make the transition to civilian life. I am working with the WTU to identify wounded warriors that have an interest in Badminton and would like to receive appropriate training. We have facilities that would allow ParaBadminton athletes to train. We are hoping to have a team identified that can compete in the 2012 or 2013 season.

As I get more information I will update the Office and Board of Directors. [www.parabadminton.org](http://www.parabadminton.org)

Submitted by,  
Bradley Camp

## **APPENDIX K - Nominating and Governance Committee Report**

### **USA BADMINTON Nominating and Governance Committee Report October 22, 2011**

Chairman – Rick Mack  
Members – Mary Ann Bowles, David Simon, Howard Bach

In accordance with the bylaws excerpts that may be found below, the Nominating and Governance Committee identified and evaluated candidates for the following board positions that expired on December 31, 2010. All incumbents were authorized to seek reelection and did so.

The following board positions were voted on:

Independent Director	Michael Halchak was retained.
At-Large Representative	Geoff Stensland was replaced by Cynthia Kelly.

Technical Official Director      Elaine Kong was retained.  
Athlete Director                      Ruth Menchaca was retained.

The next election will take place in late 2012 and will include Independent Directors, David Simon and Dick Dubose, Coaching Director, Andy Gouw, At-Large Director, Fred Coleman and Athlete Director and AAC Representative May Mangkalakiri. All these directors are eligible to run for another four (4) year term.

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Bylaws Excerpts:

The Board of Directors shall be elected/selected as follows:

- a. Independent Directors. The Nominating and Governance Committee shall select, using whatever process the Nominating and Governance Committee determines to be appropriate, three (3) Board directors from among individuals considered to be independent, as that term is defined in Section 7.7.
- b. Athlete Directors. The two (2) athlete Board directors shall be elected by athletes as follows: 1). The USAB Athletes' Advisory Council shall elect from among its members, by majority vote, pursuant to Section 11.7. of these Bylaws, an individual who shall be an athlete director. 2). The other athlete director shall be USAB's representative to the USOC Athletes' Advisory Council, elected pursuant to Section 12.3. of these Bylaws.
- d. Technical Official Director: The Nominating and Governance Committee shall solicit nominations of technical officials who are at least national level officials. The nominees will be considered by the Nominating and Governance Committee. The Nominating and Governance Committee shall select at least two (2) individuals, assuming at least two are nominated and meet the minimum requirements, from those nominated who shall then stand for election. All current USAB technical official members shall then vote for the Board director. Each USAB technical official member shall have one (1) vote. The individual with the highest vote total is elected.
- e. At- Large Directors: The Nominating and Governance Committee shall solicit nominations of individuals, from each of USAB's regions. The nominees will be considered by the Nominating and Governance Committee. From those nominated, the Nominating and Governance Committee shall select one (1) individual from each region who shall then stand for election. All current USAB members shall then vote for two (2) directors. Each USAB member club shall have one (1) vote. The two (2) individuals with the highest vote totals are elected.

The Nominating and Governance Committee shall:

1. Identify and evaluate prospective candidates for the Board;
2. Select individuals to serve on the Board as provided in these Bylaws;
3. Recommend as requested by the Board individuals to serve on various committees and task forces;
4. Consult with the Ethics/Judicial Committee with respect to vetting all nominations for potential conflict of interest or other problematic background issues;
5. Develop and recommend to the Board for its consideration an annual self evaluation process of the Board and its committees and task forces;
6. Perform such other duties as assigned by the Board.

In considering a candidate for nomination to the Board, the Nominating and Governance Committee

takes into consideration:

1. The candidate's contribution to the effective functioning of USAB;
2. Any potential or impending change in the candidate's principal area of responsibility with his or her company or in his or her employment;
3. Whether the candidate continues to bring relevant experience to the Board;
4. Whether the candidate has the ability to attend meetings and fully participate in the activities of the Board;
5. The candidate's reputation for personal integrity and commitment to ethical conduct;
6. Whether the candidate has developed any relationships with another organization, or other circumstances have arisen, that might make it inappropriate for the director to continue serving on the Board; and
7. Any other qualification the Nominating and Governance Committee deems appropriate to select a qualified and capable director.

