

Sugar Bowl Ski Team & Academy (SBSTA) Board of Trustees

Minutes of Meeting Held September 25, 2018

Offices of Pillsbury Winthrop Shaw Pittman, San Francisco, California

Trustees Present: Jeff Hamilton*, Stacey Herhusky, Jim Kelly, Dara Potter*, Brad Weaver*, Chris Schadlich*, Cheryl Schraday, Matt Service, Rick Shane, Steve Shray (Chair), Jim Taylor, & Daron Rahlves*

**By teleconference*

Trustee Nominees Present: Laura Pierce, Kasey McJunkin & Brad Turner

Trustees Absent: Jim Ellis, Kate Krehbiel, Perry Norris & Susan Tunnell

Staff Present: Ryan Aldrich (Head of School), John Horsch (Executive Director), and Lisa Omar (Director of Outreach)

Call to Order and Agenda: Chair Shray called the meeting to order at 1:55 pm and established a quorum. He confirmed that those participating by teleconference could hear and be heard.

Shray then proceeded with the Agenda.

The minutes of the meeting held on June 18, 2018 will be approved at the October 18, 2018 meeting. Noting Tunnell's absence Shray requested Schraday take today's minutes.

Shray then thanked the governance, finance and strategic planning committees for their work, Horsch for taking on the CFO responsibilities, Dallas and D. Tunnell for their stewardship with the snow making and low snow loop projects and Taylor for creating the mental training curriculum 1 week before SBA's first day of school.

Shray passed the meeting over to Aldrich.

Leadership Goals & Head of School Report (Aldrich)

Aldrich recapped parents' weekend, highlighting a picture of the homeroom olympics winning Duck Dynasty themed team, which included Ellis in full Duck Dynasty garb. Parents traveled from as far away as Australia, Alaska and Colorado.

Aldrich reviewed the shared goals of head of school (Aldrich) and executive director (Horsch). The top 5 shared goals discussed were:

- Lead the organization in advancing the strategic goals & priorities identified by the Board and Strategic Planning Committee.
- Complete the feasibility study work by December 2018.
- Develop a strategic enrollment plan for boarding students by October 18th.
- Build athletic and academic shared culture as measured by staff engagement in

supporting other program work

-Develop enrollment goals for program directors and admission director by October Board Report.

Aldrich discussed the goals of each of the members of his leadership team and concluded with the shared goals of SBSTA's leadership team:

- Strengthen Culture;
- Increase Boarding Numbers;
- Complete CAIS Report; and
- Determine Yearly Calendar.

Aldrich then introduced his goals highlighting his most immediate goal of completing the future planning report requested by CAIS due at the end of October. Shray added that there has been a lot of progress at SBA since CAIS' visit 3 years ago. In 2015, enrollment was at 60 student-athletes and for the last 2 years SBA has experienced full enrollment.

The low lights reported were the discipline action within the week that resulted in a 1 week suspension and the attrition since the last Board meeting.

- One of the two PG students withdrew over the summer
- A returning SBA alpine racer withdrew after 2 years, an exit interview will be conducted
- A 9th grader free-ride student withdrew after attending for 2 weeks

Shray suggested for recruiting, administration focus primarily on student-athletes that reside out of the area, so that we may have increased success of filling the dorm. In addition, the P&L of free-ride should be reviewed given the current size of the team with only 1 junior free-ride student-athlete left. Taylor requested that both head coaches for free-ride and Nordic prepare a recruiting plan in light of Shray's suggestions. Aldrich thanked Shray and Taylor and indicated that a more comprehensive recruiting plan will be shared at the October Board meeting.

Executive Director Report (Horsch)

Horsch shared that with the departure of Martin-Jones, Horsch, Steve and Matt have split the responsibilities of the CFO. Horsch is actively recruiting for a replacement and has identified 2 strong candidates. It remains to be seen if the budget can accommodate either one of the candidates. In light of Martin-Jones departure, the business office has stepped up and has been very helpful in assisting the auditors with the completion of their field work.

Facilities Manager, Tim Schrader, who previously reported to the DFO, is now reporting to Aldrich for the time being, and has taken the lead on a number of important facilities projects as the campus prepares for the coming season. In addition to routine maintenance of the buildings, the modulars have been rehabilitated to include coaches' offices and overflow classroom space. After receiving approval from the Finance Committee, investment in a new more powerful snowblower and replacement of

undersized boilers in the residence hall is moving forward. In addition, Aldrich is pursuing possible recourse from the architect and contractor for the undersized boilers. Shane noted that the Judah Condos had a similar problem last year and that it may be worthwhile to consult with the Judah HOA on the boiler issue. Finally, the former ASI space in Village Hall is being converted into a coaches' locker room freeing up the larger family locker inventory in Village Hall so that they maybe rented.

The second tier of ski team pricing ended shortly after Labor Day. Currently, ski team enrollment is on track with last year's. Nick Santamaria is busy recruiting coaches for ski team.

With Martin Benes being called up to head the U.S. Paralympic team, Will Sweetser agreed to take on the full-time Nordic head coach position. Sweetser was given a budget and has aggressively hired 4 new part-time and contract coaches and re-designed workloads for 2 additional returning coaches.

Towards the end of 2018, U.S. Ski & Snowboard will be visiting Sugar Bowl to re-certify SBSTA as a gold Certified Club. In addition, Horsch is preparing staff so that SBSTA may also achieve Safesport certification. Trustee are encouraged to take the online Safesport training, so that they may gain knowledge about the program.

Shray encouraged Horsch to have SBST adopt SBA's parent association program model, so that SBST may find the same communication and volunteer success.

Shray thanked Aldrich and Horsch for their reports. Shray requested that Aldrich and Horsch look into applying the SBA residential life program to all student-athletes no matter where they are so that the program would be comprehensive and inclusive.

Governance & Nominations Committee Report (Herhusky)

Herhusky introduced the 3 nominees: Kasey McJunkin; Laura Pierce; and Brad Turner.

The nominees then stepped out of the meeting so that a vote could be taken.

Herhusky proposed a motion, which was seconded by Taylor. Motion passed unanimously.

Resolved: Kasey, McJunkin, Laura Pierce, and Brad Turner be appointed as SBSTA Trustees effective as of today, September 25, 2018.

The nominees then re-joined the meeting and were congratulated on their appointment.

Herhusky noted that in spite of the length of the trustee survey, 100% of the trustees participated. The results of the survey were circulated as part of the board deck. The main area of improvement indicated by the survey was trustee training. Herhusky acknowledged the request for training and committed to sending out an email to trustees with training opportunities following the meeting. In addition, Herhusky assigned trustee

mentors to new trustees in order to improve new trustee orientation. Herhusky concluded with a commitment to sending out a questionnaire in order to understand trustee's interests in serving on Board committees, noting that each trustee must serve on at least one committee: Development; Financial; Audit; Facilities; Nomination & Governance; and Strategic Planning.

Strategic Planning Committee Report (Schrady)

Schrady introduced the vision statement that had been crafted over the last 4 months. A discussion ensued and it was suggested by Turner that a character result be added.

Schrady proposed a motion, which was seconded by Turner. Motion passed unanimously.

Resolved: The vision statement below be adopted as Sugar Bowl Ski Team & Academy's vision statement with the addition of a character focused result to be drafted by the Strategic Planning Committee.

Vision

To be the recognized gold standard for ski teams and ski academies.

Pillars/Strategic Goals

- Provide the most sophisticated and innovative programming for athletic, academic, and personal development.**
- Offer the highest-quality skiing experiences and training opportunities from mini-mites to FIS.**
- Deliver rigorous college preparatory academics to meet the immediate challenges of student-athletes as well as support their long-term goals for education and career.**
- Develop and broaden institutional, community, and financial resources to ensure long-term sustainability and growth.**

Results

- Attract exceptional student-athletes from around the world.**
- Graduates gain acceptance to the best colleges and universities of their choice.**
- Athletes perform at the highest-level of skiing including in NCAA Division I programs, national teams, and international competition.**
- [Character focused result to be drafted by the Strategic Planning Committee.]**

Outreach & Development Committee (Omar)

A \$20,000 anonymous donation came in and was accepted by Horsch and Aldrich after vetting the source of the donation.

The SBA Annual Fund kicked off with a 100% trustee pledge. The goal is a 50% increase over last year in trustee donations. A \$50,000 match program was introduced during parents' weekend and was well received by the SBA community. Omar hopes to raise an additional \$100,000 with the SBA Annual Fund match program.

Shray then provided an update on Snow Making Fundraising that has been ongoing

through the summer. SBSTA needs to raise an additional \$125,601 by February to complete SBSTA's commitment to SBC.

Nordic Low Snow Loop Fundraising of \$60,000 is complete. SBC contributed \$30,000 and SBSTA raised \$40,000, which included \$10,000 for a groomer for SBSTA's use.

Shray then provided a Feasibility Endowment Update. The comprehensive campaign will target \$9.4 million made up a \$5 million endowment and \$4.4 million operating campaign. The endowment is composed of the following:

- \$3 million Financial Aid
- \$1 million Salary & Benefits
- \$1 million Renewal & Replacement

Omar recapped the Development Team's meeting with the Hellman Family Foundation in San Francisco over the summer. The purpose of the meeting was to socialize our comprehensive campaign buckets. Hellman indicated that the comprehensive campaign buckets made sense, and mentioned that she had the same problems when she started SBA 20 years ago. Hellman also stated that the Hellman Family Foundation is creating a 20 year strategic fund plan. In closing, Hellman indicated her team will respond to our meeting in a few weeks with a funding answer for the endowment. The trustees thanked Omar for her development and outreach work.

Shray thanked Aldrich, Horsch, and Omar for their reports and excused Omar from the executive session.

Omar left the meeting.

Executive Session (Shray)

Shray adjourned the meeting at 5:15 pm.