



Board Meeting Minutes Wednesday, June 4, 2025

Present: Rick Burton, Alex Cade, Kristen Carr, Fielding Jamieson, Jim Kanuch, Andrew Lee, Darren Lowe, Juan-Pablo Mas, Sarah McDaniel, Shawn Nadelen, Mikko Red Arrow, Ann Rodriguez, Jen Russell

Remote participation: Andrea Lin, Brandon Perkins, Gina Thompson

Absent: Tim Corrigan and Whitney Nye

Staff present: Will Blake, Chris Dax, Caitlin Kelley, Dave Krupinski, Dwane Morgan, Cara Morris, Stephanie Mulette, Nancy Patrick, Marc Riccio, Dan Shannon, Jason Vescovi, and Ellen Zavian

Guests in-person and virtual

USALF Board members: Bruce Bligh, Bernie Buonanno, Lisi Dean, Mike Ferrucci, Tony Florence, Tom Gilbane, Nadia Harmsen, Jed Hart, Jim Keenan, Sol Kuman, Robert Lemken, Kate McBride, Drew McKnight, and Ted Pappendick

National Team (NT) Players: Trevor Baptiste, Ingrid Boyum, Mike Ehrhardt, Emily Hawryschuk, Marie McCool, Kylie Ohlmiller, Rob Pannell, Joel White, Kayla Wood

Ms. McDaniel called the meeting to order at 12:40 p.m.

Conflict of Interest: None raised by Board members

- I. Welcome** [S. McDaniel]: Ms. McDaniel welcomed everyone. She thanked online participants and those who had traveled to NYC for not only the meeting but also the Annual Gala that would be held that evening. She thanked Mr. Dax, the Foundation staff, and the Foundation Board for all efforts to ensure a successful event. Ms. McDaniel stated USAL's dual-Board structure (Operating and Foundation Boards) provides a broader opportunity for impact to the organization. She thanked NT players for the work they continue to do to shape the sport of lacrosse. The meeting's main topics would be Foundation Department strategy, National Team and High Performance strategies, and Membership and pricing strategies.
- II. Consent Agenda** [S. McDaniel]: Ms. McDaniel asked if there were any questions. None arose. Mr. Lowe moved to approve the February 2025 Board meeting minutes; Mr. Kanuch seconded the motion. The motion was approved.
- III. CEO Update** [M. Riccio]: Report submitted. Mr. Riccio reviewed USA Lacrosse's Long-Range Plan's three pillars to achieve by 2030. Mr. Riccio spoke about COVID 19's immediate and long-term effects on USAL membership. Although USAL has recouped some of the age group affected in 2020 (5-9 – year old players), the number playing is not greater than the number lost. Discussion ensued. Mr. Riccio reviewed the 2025 Operating Plan goals and pointed out the associated risks and uncertainties. Discussion ensued on the risks and uncertainties.
- IV. High Performance (HP)** [J. Vescovi]: Report submitted. Dr. Vescovi stated the HP goal is to win gold at every international major competition; he reviewed necessities to achieve that. He stated the U.S. National

Teams (NT) have won 36 international titles. All eight NTs are ranked either one or two internationally for the first time ever. He reviewed the NT and National Team Development Program (NTDP) calendar from 2017 - 2028 and how much more rigorous the annual calendars have become.

The HP Department is comprised of NTs, the NTDP and Youth National Tournaments, and the Center for Sport Science & Safety. He reviewed the department's structure. Dr. Vescovi reviewed the components the HP Department is focused on to establish a consistent standard way of evaluating, monitoring and tracking NT and NTDP athletes. The next stage will be discovery and development to identify the best athletes, the gaps other athletes have, and how to decrease the gaps. Discussion ensued. Dr. Vescovi noted the importance of analytics and training and managing distractions. Discussion ensued regarding USAL's NT resources and how those compare to other international lacrosse programs and to other sports. Dr. Vescovi reviewed the NT activity and costs from 2017 – 2028. World Championships held in Asia require far greater resources for travel. Discussion ensued regarding the need for additional NT fundraising and coach wish lists.

Dr. Vescovi stated his team is focused on developing consistency, increasing the level of sophistication around analytics, and increasing teams' time together. He stated some other NGBs of lacrosse will receive governmental funding for their Olympic teams, whereas USA Lacrosse will not.

- V. USA Lacrosse Foundation** [C. Dax]: Report submitted. Mr. Dax thanked all participants, in particular the Foundation Board members, for their efforts on the Annual Gala that would be held that evening. He reviewed the Foundation Department's headwinds and strong points and the blueprint to move from a \$2M annual philanthropic revenue to a \$10M one by 2030. Mr. Dax stated donors are driven by USAL's succinct and compelling mission, that donor empowerment directly impacts fundraising, and the importance of long-term sustainability of donors.

Mr. Dax reviewed fundraising outcomes for 2020 – 2024 and key events relative to targets in 2025 – 2030. Discussion ensued.

Mr. Lee asked about the role of tech in scoping and the pipeline of major gifts, particularly AI. Mr. Shannon provided technology information on this topic. Discussion ensued.

Mr. Dax stated the Annual Giving (AG) strategy is "It Starts with A Stick", which has a price tag of \$28 to put a stick in someone's hands for the first time.

- VI. Membership** [S. Mulette]: Report Submitted. Ms. Mulette stated USAL's membership is a B to B business. The Membership & Regional Development (M&RD) Team reaches out to individuals who have started club programs or coach in programs to gauge their interest in USAL membership. The goal is for the entire team or league (players and coaches) to become USAL members. Group members pay individually for their memberships. This becomes a B to B to C business model, in which one contact brings in a large number of members. Member retention can be a challenge once a youth member reaches age 14 (high school age). Ms. Mulette shared USAL's 2025 membership transactions goal. The M&RD team is currently simplifying KPIs to better understand member sentiment.

The M&RD Team will conduct quarterly business reviews to look at current data, understand it and learn how to use it moving forward. The team tiered all membership accounts and has determined where focusing time matters most.

Ms. Mulette reviewed NPS survey feedback that had value and access as its two main themes. Program leaders indicated coach and official training and certification content is a strong asset. Discussion ensued regarding member engagement and composite engagement scores. Ms. Mulette reviewed next steps for the USAL Membership Department. Discussion ensued. Ms. Mulette stressed the importance of highlighting USAL programs, such as a current spotlight on "heroes in the community" and a planned "member appreciation week".

Mr. Riccio announced that CFO Cara Morris recently celebrated her 25th Anniversary with USA Lacrosse.

- VII. Finance – Audit Update** [C. Morris / J. Kanuch]: Report submitted. Ms. Morris stated USAL has invested heavily in Information Technology, especially in Sales Force, and has upgraded financial systems. The Finance Department relies heavily on USAL's national committee and subcommittee structure. For example, the Insurance/Risk Management Subcommittee provides critical assistance in insurance program selection. USAL's insurance, primarily for USAL members, is 8% of the annual budget. Ms. Morris stated the Investment Subcommittee, led by Foundation Board member Ted Pappendick, continues to help the

organization with USAL Foundation endowments and USAL operating reserves. This subcommittee's significant skillset is tremendous in safeguarding the organization's assets. The Audit Subcommittee provides oversight of USAL's annual audit. Ms. Morris stated the USAL Board has fiduciary responsibilities: approval of the Annual Audit and review of the annual Form 990. One Form 990 question asks if Board members have had an opportunity to review the form. Therefore, Ms. Morris sends an email to the Board each year with the current Form 990 and asks for each Director to respond that they have received/reviewed it.

Mr. Kanuch stated USAL's 2024 Annual Audit has no adjustments, which requires kudos to Ms. Morris and the Finance Team. It was a smooth and clean audit and had no disagreements with management. There was an unmodified opinion on the audited consolidated financial statements.

Ms. Morris referenced the Consolidated Balance Sheet through April 30, 2025. Between each January and June, USAL is flush with cash. Membership provides 65% of all USAL revenues. 63% of USAL membership revenues occur by June each year. Therefore, USAL operates with a surplus by each June. There is a dip during summer months, then an upward movement with fall ball, Q3/Q4 fundraising and sponsorships. USAL's balance sheet is consolidated because it is comprised of three organizations: USA Lacrosse, the USA Lacrosse Foundation (endowments and investments, and the active holder of the National Lacrosse Center building), and the LLC. The LLC owns the land at 2 Loveton Circle. USAL separates these into the three separate entities for Income Statement purposes.

Ms. Morris was pleased to state the financial strength of the organization is a result of hard work over the decades.

VIII. Business Dashboards: Reports submitted. No discussion or reporting ensued.

IX. New Business

- **Native American Advisory Council (NAAC) Nominees** [A. Lee]: Mr. Lee put forth NAAC nominees JD Elquist and TJ Reed and provided background on each person. Mr. Lowe motioned to approve their nominations; Ms. Rodriguez seconded the motion. The motion was approved.

X. Old Business: No topics were discussed.

XI. Executive Session: Guests and staff other than Mr. Riccio exited at 3:30 p.m.

XII. Adjournment: The meeting adjourned at 4:15 p.m.

The Executive Committee approved the following:
<ul style="list-style-type: none">• The Consent Agenda, which included the February Board meeting minutes and Executive Committee actions since the last Board meeting• Nominations of JD Elquist and TJ Reed to serve on the Native American Advisory Council
Action Items Assigned:
<ul style="list-style-type: none">• Ms. Morris will circulate the USAL Form 990 to Board members for review.

There will be a Board dinner on Sunday, November 2nd in Hunt Valley. There will be an in-person Board meeting on Monday, November 3rd from 10:00 a.m. – 2:30 p.m.