USAR Board of Directors Meeting  
Friday, October 19, 2018  
Denver, CO

USAR Board In attendance:  
Barbara O’Brien  
Paul Santinelli  
Gus Pichot - by phone  
Jim Brown  
Julie Lau  
Jeremiah Johnson  
Phaidra Knight  
Todd Clever

RIM Board In attendance:  
John Bobbett  
James Stebbing – via phone

Guests:  
Bob Latham

Staff:  
Ross Young  
Eric Gleason  
Rosie Spaulding  
Kurt Weaver  
Melissa Von Keyserling  
Mark Griffin  
Charlotte Garbisch

Barbara O’Brien – Called the meeting to order

Ross Young – Interim CEO Report  
- Ross Young provided overview of national office operations regarding new donor  
structure, upcoming events, membership numbers, training and education updates, and  
diversity initiative updates regarding women’s coaching program expansion  
- Addressed WWSS weekend in Glendale and provides a brief overview of Infinity parks  
role in putting on the event

Rosie Spaulding - RWC7s Review/Reveal  
- Provided in depth overview of successes/challenges of RWC7s including the 5 vision and  
objectives implemented at the onset of the planning process.  
- R. Spaulding analyzed key challenges and learning opportunities for future events.
Eric Gleason – Financial Summary
● E. Gleason established long, medium, and short-term goals for the finance department and a strategy to achieve them by creating partnerships with both internal and external organizational systems
● Discussed implementation of internal controls throughout the organization as well as moving towards transparency with books and records
● Provided 2018 financial review through August and a brief overview of the forecasting process for 2019

Jon Bobbett – RIM Discussion
● Discussed current cash position and future item lines that will affect expenses in the new year
● J. Bobbett proposed new operating model to integrate RIM and USAR processes so that all objectives align correctly with the operational mission

Mark Griffin – Commercial Update
● Provided update on key commercial initiatives and an overview of the potential for USARs commercial prospects and the purpose driven approach to seek meaningful partnerships moving forward
● Discussed Projections for commercial and timeline on risk management and when it will be appropriate to take a profit risk on running an event autonomously

Phaidra Knight – Diversity Conversation
● P. Knight led an open discussion regarding current hurdles that the organization is facing regarding diversity initiatives and the possible steps to overcome them, starting with broadening our recruiting efforts

Ross Young – Congress Update
● Gave a brief overview of the recent Congress meeting and specific action items that were decided upon by the Congress representatives

Eric Gleason – Governance Review
● E. Gleason discussed current status of the governance review initiative and emphasized key areas of interest and priority
● Bob Latham discussed World Rugby’s expectation for a governance review timeline

Charlotte Garbisch – Strategic Workshop
● C. Garbisch discussed the results from a National Office staff strategic workshop and asked for board feedback on the resulting mission statement and values

R. Young - Organizational Updates
● Provided board with two proposed job descriptions for HP openings
● Gave general update on that status of the PRO Rugby lawsuit
Paul Santinelli – Other business

- Discussed implementing a new Crisis Management plan to better prepare the organization for unpredictable occurrences and to better support the membership
- P. Santinelli then encouraged the Board to determine official placements of At Large Directors of the Board
- Todd Clever made a motion to vote in At Large Directors, which was seconded by P. Santinelli and received a majority vote in favor of the determined placements
- Phaidra Knight moved to nominate P. Santinelli as the Vice Chairman of the Board, which T. Clever seconded and the Board held a majority vote in favor of Paul Santinelli as the Vice Chairman of the Board of Directors

B. Obrien – Called to adjourn the meeting