



USA Ultimate Board of Directors

Q2 2025 Virtual Meeting
June 17, 2025

(9) Board Members Present:

DeAnna Ball (Appointed, Vice President)
Isaiah Bryant (At-Large)
Mike Edmonds (Independent)
Kevin Erlenbach (CEO, Ex-Officio)
Janna Hamaker (At-Large, Secretary)
Pawel Janas (Elite Athlete, Treasurer)
Dave Klink (Appointed, President)
Alexia McCaskill (At-Large)
Benecia Newhouse (Independent)

(4) Board Members Not Present:

Caleb Denecour (Elite Athlete)
Jimmy Donnellon (At-Large)
Terry Kalna (Independent)
Ben Van Heuvelen (Elite Athlete)

Others Present:

Will Deaver – Managing Director of Competition & National Team Programs
Andy Lee – Managing Director of Marketing, Communications & Brand
Julia Lee – Director of Finance
Dan Raabe – Director of Youth Programs
Stacey Waldrup – Director; Chair of Equity, Diversity and Inclusion
Bret Wichert -- CPA, BiggsKofford, USA Ultimate External Audit Firm

Dave Klink **called the meeting to order** at 5:04 pm Mountain Time

Financial Audit Review

Presented by Bret Wichert (External Auditor)

Audit Results

- **Clean audit** with no adjustments required - unusual to not have adjustments and a commendable performance by Julia Lee
- **Program efficiency:** 88% of spending goes to mission programs vs. 12% administrative (exceeds industry standard of 80%)
- Organization ranks in **top 20% for financial health** compared to similar NGBs

Management Letter Recommendations

- Monthly bank reconciliation review by CEO
- Dual approval process for payroll
- Two-person involvement in cash receipts
- Journal entry sign-offs by CEO
- Most recommendations already implemented

Motion: Mike Edmonds moved to accept the audit as presented. The motion was seconded by Isaiah Bryant and **passed 8-0-0**.

Financial Review

Presented by Julia Lee

Operating reserves and budget are healthy.

Event Highlights

Presented by Will Deaver

Beach Nationals (Virginia Beach, May 2025)

- **Largest beach event** since USA Ultimate began hosting
- **6-8% growth** in teams and athletes over 2024
- **Challenge:** Women's participation - combined divisions due to low numbers
- **Survey in progress** regarding potential timing/location changes for better participation
- Exploring winter season (January-February) to align with existing beach tournament circuit

College Championships (Burlington, WA, May 2025)

- **Successful return** to Pacific Northwest after 20 years with great local partner in DiscNW
 - **Highest grossing** D1 admissions to date, though D3 likely affected by weather
 - **Participation concern:** Flat team numbers 2023-2025, down from pre-COVID levels
 - **Need identified:** More development support and direct team communication
 - Staff exploring structural solutions including review of Developmental Division structure, implementing college-specific development programs, and creating College Manager bandwidth for outreach/growth focus by shifting U24 national team responsibilities to new staff position
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Strategic Plan Focus Points

Presented by Kevin Erlenbach

Elevate Youth & Grassroots Ultimate

Youth Growth Strategy - Data-Driven Approach:

- **Elementary (Acquisition Phase):** Disc distribution, brand awareness, partnerships. Increase participation in this age group-- "feed the funnel"
- **Middle School (Core Growth Focus):** Target demographic with 39% sport participation drop-off over five years with a long term growth focus
- **High School (Conversion Phase):** Leverage experienced player pool, rebuild state tournaments
- **College (Leadership Development):** Only 10.7% of US colleges have ultimate teams - significant growth opportunity

Discover Ultimate Day Initiative:

- Launch Date: September 6, 2025
- Sanctioned try-ultimate events with curriculum, registration platform, special discs
- Marketing toolkit and best practices for local organizers
- Data collection for pipeline analysis

Enhance Local Disc Org Success

- **Relationship Building:** Direct visits to key markets
- **Self-Assessment Tool:** Identify strengths and weaknesses to calibrate our efforts
- **Value Proposition:** Enhanced benefits and recognition programs
- **Accountability System:** Implement growth goals, tracking system, and recognition

Promote Excitement for Ultimate & USAU

- **Add Communications Person:** Focus on social media and digital advertising to support Andy Lee's team
- Foundation assistance in story identification

Fuel the Future

- **Structure Growth:** New coaching resources, LDO professional development, and explore a youth club season concept
- **Platform development:** New contracted developer
- **Foundation Director:** Developing benchmarks and building relationships

Operating Reserve/Strategic Surplus Policies

Presented by Pawel Janas

- **Policy Requirements:** ROI demonstration, finite timeline, strategic plan alignment
- **Staff Direction:** Develop high-impact pilot proposals. Finance Committee to work with staff on strategic surplus proposals for Q3 meeting
- **Philosophy:** Consider strategic investment over conservative cash accumulation given strong financial position
- **Focus Areas:** Youth growth initiatives, technology, marketing innovation

Committee Updates

Judicial Committee

Presented by Dave Klink

- **Background Check Appeals:** Thanks in large part to the efforts of Alexia McCaskill and Sam Callan, exception documentation process nearing completion with legal review

- **Caseload:** Multiple ongoing cases managed effectively by expanded committee and hard work of Caleb Denecour as chair.

Competition Committee

Presented by Pawel Janas

- **Club Issues Resolved:** Triple Crown Tour requirements - flexible solutions found, no team disqualifications
- **International Policy Update:** Club team eligibility aligned with other federations
- **D3 College:** Spirit of the Game violation properly addressed

Audit Committee

Presented by Pawel Janas

- Reviewed and approved consolidated financial statements

Governance Committee

Presented by Pawel Janas

- **Conflict of Interest Review:** No significant conflicts identified among board members
- **Minutes Process Proposal:** Recommend approval by majority within 5 days vs. waiting for all responses

Marketing Committee

Presented by Benecia Newhouse

- Will collaborate with governance on revised minutes approval process
- Will review strategic plan initiatives for potential surplus funding proposals

SOAR Committee

Presented by Janna Hamaker

- **Spirit Scoring:** Approved new 3-category system (down from 5)
- **Observer Program:** New misconduct system updates under development
- **Rules:** 2026-27 update process underway
- **Youth SOAR:** New fourth prong of SOAR established under Dan Raabe's leadership

WFDF/North American Disc Federation Discussion

Presented by Kevin Erlenbach

IOC Alignment

- **IOC Preference:** want sports to match their international federation in structure
 - **Current Challenge:** The USOPC recognizes USA Ultimate as the NGB for ultimate, whereas WFDF is the international federation for all disc sports
 - **Next Steps:** Awaiting legal counsel review, no immediate action required
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Action Items

1. **Governance/Marketing Committees:** Develop revised minutes approval process proposal for Q3 meeting
 2. **Finance Committee & Staff:** Develop strategic surplus investment proposals for Q3 meeting
 3. **Staff:** Continue WFDF federation discussions pending legal review
 4. **Committees:** All committees to meet before Q3 and provide reports
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Meeting adjourned at 8:04 PM Mountain Time

Appendix: Existing College Resources

These are all available on the website, on or through various college-related pages.

Current Resources

- [College Home Page](#)
- [2025 College Season Guidelines and Registration](#) (landing page)
- [2025 How to Register Your Team Instructions](#)
- [2025 College Eligibility Guidelines](#)
- [2025 College Season Guidelines](#)
- [College Women's Startup Program](#)

Team Resources Available but Needing Review/Updates

- [College Resources List](#)
- [USAU Online System How-to: Create a Team](#)
- [USAU Online System How-to: Verify a College Roster](#)
- [College Team Development Manual](#)
- College Women's Ultimate Resource Manual (broken link)

- [Simplified Rules for Intramural Ultimate](#)