



USHJA BOARD OF DIRECTORS MEETING MINUTES

Monday & Tuesday, May 6 & 7, 2019
Crowne Plaza Aire Hotel, Minneapolis, Minnesota
12:00 p.m. CDT

Session I – Monday, May 6

Board Members Present: Mary Babick, Debbie Bass, Katie Benson, Richard Cram, Joseph Dotoli, Brooke Kemper, Britt McCormick, Betty Oare, Mike Rosser, Cheryl Rubenstein, Charlotte Skinner-Robson, James Urban, Caroline Weeden, Sissy Wickes

Board Members Not Present: John Bahret, David Distler, Margie Engle, Dianne Johnson, Anne Kursinski, Tobey McWilliams, Robin Rost Brown, Jimmy Torano

Staff Present: Kevin Price, Mary Hope Kramer, Lisa Moss, Chase Adams

I. Welcome

Mary Babick welcomed the Board and the meeting commenced at 12:15 p.m. CDT.

II. Roll Call

Roll call was conducted and it was established that there was a quorum present.

III. Approval of Agenda

Rick Cram made a motion to adopt the agenda. Cheryl Rubenstein seconded, and the motion was unanimously approved by those present.

IV. Approval of the Meeting Minutes from March 11, 2019

Jim Urban made a motion to approve the minutes of the March 11, 2019 meeting as presented. Mr. Cram seconded, and the motion was unanimously approved by those present.

V. Treasurer's Report

Charlotte Skinner-Robson made a motion to put the Treasurer's Report on the floor for discussion. Joe Dotoli seconded, and the motion was unanimously approved by those present.

USHJA CFO Lisa Moss presented the Treasurer's Report to the Board that was provided within the meeting materials. Ms. Moss answered specific questions about the report fielded from the Board members. It was specifically noted that the anniversary date membership was a new challenge for reporting purposes and financial projections.

The Board voted unanimously to approve the Treasurer's Report, as presented.

VI. Board Training

Chase Adams and Lisa Moss both provided educational presentations to the Board.

Board Education

Chase Adams led a discussion on board service. The Board divided into small groups to reflect on the articles provided in the meeting appendix.

- *Is Board Service Right For You? Why serve/motivations:* The groups highlighted that they serve for the sake of the industry/sport, to provide representation, to give back to the industry, because they have interest in leadership, because they want to take initiative and use their industry knowledge to solve problems, and because they want to learn more so that they can offer more.
- *Your First Priority:* Key concepts discussed included the importance of diversified board membership to represent many areas of the industry, individual members agreeing not to push their own agenda/being able to separate their personal intent from board intent, recognizing that board service is a significant time commitment, supporting board decisions, and understanding that the concepts in this article serve as guideposts for board governance.
- *Focus on the Future:* The groups felt that in the past the board has been reactive instead of proactive and forward thinking, but with Planning Committee initiatives this may be changing. Others agreed the board has a weakness in anticipatory learning and innovation/long range planning, saying that the board tends to focus on more immediate needs. The board feels it is innovative in some areas, but must make sure plans and resources are in place for effective implementation. The need to analyze programs more comprehensively for strategy development and risk analysis was highlighted.
- *Entrusted to Serve/Ethical Leadership:* The groups noted that board members must be willing to voice unpopular opinion if it is the ethical choice, acknowledge that being ethical in daily life correlates to being ethical in board service, know that trust and confidentiality are key to being able to have difficult conversations, support the consensus of the board, have a high level of integrity, and have the ability to disagree in a respectful manner.

Mr. Adams continued by reviewing the updated Board member job description/contract, and highlighting important areas of the document: mentoring new board members, respecting consensus decisions of the board, publicly supporting board decisions, being an advocate for the organization, and appropriately voicing concerns while reaching collective decisions. It was noted that board members would be requested to sign the job description/contract at a later date.

The presentation continued to cover initiatives to improve culture and communication in the office. Mr. Adams shared that an employee engagement task force was developed to promote a positive work environment by creating organizational values and staff engagement activities.

- Values: The Board indicated that it was pleased with the recently drafted staff values (utilizing the acronym HORSE): honesty, ownership, respect, stewardship, and empowerment. The possibility of creating similar values for the Board was mentioned. There was additional discussion about staff recognition and rewards, and the potential for having awards for staff members at the Annual meeting. The discussion turned to

promoting interaction between staff and volunteers as USHJA moves from the volunteer-driven/staff facilitated model to more of a partnership. It was suggested that the midyear Board meeting be held at the office in Kentucky to allow more staff and Board member interaction. It was also suggested that the website be updated to include staff and Board member headshots, as well as committees/task force liaisons.

- Engagement Activities: Staff volunteered at two equine non-profits (Central Kentucky Riding for Hope and the Maker's Mark Secretariat Center) as part of this initiative, and future events are being planned.

The discussion continued to describe efforts made to enhance communication, such as the DISC profile assessment recently completed by all staff (a personality assessment with a behavioral/motivational component). DISC is used to help an individual understand how they communicate and how to interact effectively with others on their team. Having the Board complete the DISC assessment to enhance internal communication as well as interactions with staff liaisons was suggested and discussed. The use of Monday.com as an internal digital communication platform was also noted.

Mr. Adams added that USHJA will participate in the Kentucky Best Places to Work for 2020. The employee engagement survey for Kentucky Best Places to Work will be taken by staff in the fall of 2019. Mr. Price noted that USHJA would be the first equestrian organization to participate in the program. Staff turnover was discussed, and it was noted that this had been stabilized. A thank you gift for the office staff was proposed, and the group agreed it was important to make sure staff felt appreciated.

Budget & Financial Information

Ms. Moss took over to review budget and financial information. She noted that budget projections are based on the prior year's activity, factoring in new programs or sponsors. She pointed out that some programs are operating at a significant deficit, adding that the more than \$800,000 surplus of 2017 was virtually eliminated in 2018, and that the 2019 budget was approved with \$20,000 drawn from reserves. The group discussed the idea of calculating a per capita cost for program participants for use in a program review process. The costs related to several programs and the Annual Meeting were discussed. Ms. Moss also indicated that the ShopUSHJA store was being revamped, as old merchandise was not selling well, and there were additional costs factored into that line item including promotional materials and the cost of warehouse storage space.

The discussion turned to costs involved for the production of *In Stride* magazine. Ms. Babick detailed the arrangement USHJA has with the magazine, where space allowed for articles is based entirely on ad sales. The possibility of taking print production in-house was investigated but it proved to be cost prohibitive. Going digital-only was also not found to be a viable option as evidenced by other associations (including USEF) moving to digital briefly before returning to print circulation.

It was suggested that parameters be established (in writing) with regard to spending. Ms. Moss replied that in the past there were significant surplus funds available, but since this is no longer the case the number of years we fund the cost of a program needs to be evaluated. It was suggested that a program losing more than 25 percent annually should be audited and reviewed. Ms. Babick indicated this process did exist via the Program Review Committee, which needs to be revitalized. The suggestion was made that data analysis could be outsourced, and the board could use that data to review large expenditures that only benefit a small number of members. The combination of programs into the same venue at the same time was suggested as a way to reduce overall costs. Ms. Babick mentioned there are currently 8 new programs on the docket for approval, and 4 were approved last year. She reiterated that Program

profits do not belong to the Program but to the Association, so they can be distributed to support other programs. Discussion was held on the Gold Star Clinics which represented a significant cost, and it was mentioned that costs needed to be reduced for both the Gold Star (perhaps with the introduction of some fees) and Emerging Athletes Clinics. Ms. Babick also mentioned there was a possibility of combining sponsors and donors under the same umbrella, and the group discussed tying sponsorship to education.

Concern was expressed at the significant drop in the number of Junior members. The comment was made that some of that drop could be attributed to the economic downturn around 2008, which may have prevented current teens from learning to ride. A discrepancy in junior membership numbers was identified in the membership chart by age when compared with the membership by status, and Kevin Price indicated he would check with USHJA staff to verify the statistics.

The discussion turned back to program review as an area in need of improvement. Mr. Price mentioned the review should be done in the spring, before the next budget cycle. It was suggested that the Program Review committee look at the data analysis, consider other factors, and present recommendations to the board. The point was made that the focus could be on a few programs each year, starting with those registering large losses and gradually working through the entire list.

Ms. Moss also indicated that the new T Sheets software would assist with accurate tracking of staff time spent on each program.

VII. President's Report

Ms. Babick presented a verbal President's Report.

- Affiliates Meeting: Ms. Babick reported that she and Mr. Price attended the USEF Affiliates meeting in March. The consensus was that the other affiliates are having the same problems with USEF. Tasks were assigned in advance of the next meeting to be held in September (Ms. Babick will be working on training modules related to USEF and Mr. Price will be working on roles and responsibilities for the USEF and affiliates agreement). The affiliate agreement that was proposed by USEF was not acceptable as written and negotiations continue.
- Licensed Officials: Ms. Babick and Mr. Price continue to work to define what USEF is responsible for (licensing) and what USHJA is responsible for (education), and memorializing this in an agreement.
- Flex Membership Proposal: Ms. Babick mentioned that the proposed USEF Flex membership was not supported in recent internal discussions with Board members or in discussions with two other affiliates. Additionally, it was pointed out that Flex membership would not solve the Safe Sport training loophole.
- Upcoming Town Halls: Will be attended by Ms. Babick and Robin Rost Brown.
- Incentive Skewing Qualifications for Devon: Ms. Babick recently completed analysis for this project and found that incentives do not skew the qualifications. This led to a discussion of current limitations of our relationship with USEF and their database and related IT capabilities, which include discrepancies in reporting (total prize money won in this case) and the fact that some processes cannot be automated. Further assessments regarding database needs and costs were recommended.
- AQHA: Considering having special English events at USEF shows or USHJA Outreach shows.

VIII. Executive Director's Report

Mr. Price discussed the Executive Director's report provided in the meeting materials.

- USHJA National Championships were approved by the USEF Board after negotiations (and sponsorships are expected to pick-up after this approval). Ms. Babick detailed the key points of negotiation which included:
 - Performance Hunters (both heights) have been withdrawn from the schedule and will be replaced with warm-up classes before the National Hunter Derby
 - Junior Hunters will be offered in four sections, with entries set at 15 per section instead of the current limit of 20 per section
 - Green Hunter Incentive Stake classes will be offered
 - USHJA will pay the show pass fee for non-member affiliate riders (last year the cost was rolled into the affiliate entry fee)
 - Affiliate horses will not be required to have a microchip
- Annual Meeting is now open for registration and hotel reservations.
- USEF Affiliates Meeting: Mr. Price referenced the executive summary of the USEF Affiliates Meeting which included Eventing, Dressage, Vaulting, and the larger breed groups. Many of breed groups are questioning the overall value of USEF membership. The value of USEF is chiefly tied to core functions like drug and medication testing, managing rules, handling licensing, and taking charge of legal proceedings. It was mentioned that Safe Sport has become a major issue, and there is concern about making sure adults do not work in a 1:1 capacity with minors. It was also mentioned that any communications going to minors should copy their legal guardian.

IX. Planning Committee Report

Ms. Babick introduced the outline of the work completed by the Planning Committee and indicated that several members of the committee would present topics during this session.

Mission, Vision, Value Proposition

Sissy Wickes discussed the Mission, Vision, and Value Proposition. It was noted that these items tie in with sport growth: how to ensure membership growth and keep current members engaged. The focus was on five key areas: education, awards and recognition, competition, representation/advocacy, and philanthropy.

It was pointed out that the differences between USEF and USHJA remain unclear to many members, so it is important to educate the membership. An initial survey to gauge member needs and perceptions was completed in 2018, and it was suggested that a more comprehensive survey could be conducted by professional pollsters.

Discussion turned to focus on the top things USHJA provides that are valued:

- Awards (recognition)
- Shared Community/Club (belonging)
- Show standards/quality of shows
- Education
- Pathway to excellence

In further discussing the pathway to excellence idea, a pan-scholastic final for various groups (IHSA, IEA, etc.) was suggested to serve as a path for students to become involved in USHJA competition. It was also suggested that an IEA could have a shows that take place at the same venue as USHJA,

exposing these athletes to the next level of showing. The point was made that USHJA has half the number of affiliates as compared to five years ago, so this is an area that needs attention. An additional comment was made that trainers can be the biggest roadblock in keeping riders from transitioning from local shows to the recognized Regional show level.

A revised vision statement was read: “Our vision is to increase awareness of and participation in programs and services for all involved in hunter/jumper competitive sport. We strive to provide value to our members, **such that USHJA is the pathway to excellence in equestrian sport.**”

Under the Value Proposition, point 5, the language was revised to “Does the membership **and community** understand and value what we offer?” to be inclusive of both current and potential members.

Strategic Direction

Ms. Babick indicated that the focus on strategic planning represents a culture change in the organization.

The conversation returned to what USHJA offers as compared to USEF. The point was made that it was important to bring awareness to the significant amount of funding (63 percent of the budget) that is devoted to competitive programs, educational programs and zone awards—all of which are solely USHJA properties.

The importance of marketing was discussed, as well as the idea of engaging experts in this field for professional advice. It was suggested that additional communications should be sent out when memberships are renewed (such as a thank you message and details on the many programs and services that dues support).

Cornerstones

Ms. Rubenstein discussed the original four cornerstones of USHJA programs and activities: awards and recognition, education, rules, and communication. The new proposed cornerstones would change communication to **member representation**. The Board agreed that member representation was very important. There was additional discussion about the word “advocacy” which ties in with member representation.

Strategic Oversight/Good Business Practices

Ms. Babick discussed the materials provided in the meeting packet. She circled back to the need for program review, specifically via the creation of key performance indicators and a dashboard to show whether goals are being realized. The discussion also involved the need to examine resource allocation, structure, prior board resolutions, centralized recordkeeping, technology issues, and the potential for outsourcing some tasks (as was done successfully with WCHR point calculations).

The conversation then turned to the limitations of USHJA’s current database technology, specifically that data flows from USEF and there is a reliance on their IT department. Mr. Price related that USEF had indicated there was potential for creating a separate database for USHJA in the future to ensure data security.

Sport Growth

Mr. McCormick noted that much of this topic had been covered earlier in the day. The group discussed the possibility of putting national sport under USHJA’s purview and international sport under USEF’s purview. Concern was expressed at the idea of USHJA relinquishing jumper programs at the international level. The general consensus was that the Board was not in favor of the concept.

Trying to capture collegiate riders to promote sport growth was also discussed. It was suggested that alumni classes for IHSA or other groups could be created and included as a part of a USHJA class offering. The riders could wear armbands in these USHJA classes, and the best rider from a category would be selected and receive recognition (award).

The idea of eliminating the “B” rating was noted and briefly discussed, though the Board was not in favor of this concept.

Channels to Zone Championships

Mr. McCormick briefly introduced the concept of having different “channels” (A, B, C, and unrecognized shows) which would give riders a pathway to qualify for Zone championships. Affiliate riders could compete in the same classes at the Zone level but would only be judged against others from the same channel. He pointed out that recognition is free and awards are relatively inexpensive, and this overlay to include affiliates could boost attendance and give those riders a chance at championship recognition.

There being no further business, there was a motion to recess, and the meeting recessed at 8:02 p.m. CDT.

Session II – Tuesday, May 7

The meeting was called to order at 8:01 a.m. CDT.

The Planning Committee Report continued with Mr. McCormick’s presentation on broadening the community with affiliate channels to qualify for Zone championships.

The concept of the channels (A, B, C, unrecognized) was further explained as an overlay of existing programs. For example, an unrecognized local or state horse show association could have a division that matches up with a USHJA offering. Riders from that group could participate under affiliate membership, using the channel to qualify in their zone. They would compete under their organization’s rules while qualifying on the pathway, but at the championship level they would be required to abide by USHJA rules (such as microchipping and drug testing). They would continue to compete only against those in their channel at the Zone championship—which would involve 4 cards and 4 championships per class.

Concern was expressed on the jumper side regarding the significant differences that can exist between an A show and an unrecognized show, and the safety of the unrecognized show riders competing over a USHJA course. The concept of a certificate of eligibility was mentioned for jumpers, as well as the possibility of only opening this up for specific heights.

It was noted that the National Championships had an affiliate class last year, where each affiliate could determine their best rider to send forward to participate.

Some concern was expressed at creating this pathway for state sanctioned (unrecognized) shows leading to the Zone championships, without requiring those riders to satisfy the same requirements as USHJA members. Affiliate riders might choose to not join as full members if they were content to stay at that level. It was suggested that Zone championship channel winners could be required to move up to the next level (i.e. the unrecognized championship winner would be invited to the C channel the following year).

The board consensus was that the channel concept had merit and should be developed and reviewed further.

Board and Committee Structure

Mr. McCormick continued the Planning Committee report on the topic of structure. The concept of having committee members “check boxes” by having specific backgrounds or skill sets (professional, amateur, owner, official, athlete) was discussed. The importance of having buy-in from many different backgrounds and areas of sport expertise was stressed. Bringing back the Chair’s Council was suggested, to exist as an informational discussion group.

A combined hunter/jumper working group was proposed. Concern was expressed by several members at the possibility of blending the hunter and jumper working groups into a single entity. It was suggested that there were reasons the two groups had been split in the past, since they were originally one body, and the consensus was that they should remain separated.

It was also suggested that during the approval process, program proposals would be screened and sent back to the point of origin (committee or task force) with an explanation if further edits were deemed necessary. A checklist would be fulfilled and staff screening would take place before an item moved to the Executive/Board level. The complication of adhering to MOU timelines was acknowledged.

The idea that some committees and task forces should be ad hoc was highlighted, as some might be meeting more frequently than necessary.

The concept of requiring individuals to complete a training module prior to committee service was presented and found to have merit. Required attendance for Board members at Annual Meeting (and the Midyear meeting) was also discussed. It was suggested that a 75% attendance rate overall (to include the regular conference calls) might be an acceptable requirement. The comment was made that excused absences for committee members were loopholes that needed to be tightened up.

The presentation next moved to the topic of succession planning. It was noted that the current President spends a significant amount of time on USHJA duties and future leaders might not be able to continue this. The importance of the President being able to delegate to officers and count on their active support was emphasized. The suggestion was made that the National Vice President would also be the President-Elect (subject to formal election to the presidency at a later date). It was recommended that 4 to 6 years of on the job training would be needed to prepare the President-Elect to become President. Additionally, the idea of retaining the immediate Past President in the capacity of non-voting advisor was noted.

The discussion turned to the nomination process. It was noted that new bylaws were being drafted by Marianne Kutner, and that policies and procedures would be housed separately from the bylaws. Conversation continued regarding the nominating process as currently written. The group debated whether the Nominating Committee should continue determining which candidates to send forward, or if any and all candidates meeting the qualifications should be sent forward. Some felt that reevaluation of the qualification criteria might also be necessary. It was also suggested that floor nominations would be eliminated with a more open nomination process.

X. Program Specifications/Proposals

Ms. Skinner-Robson made a motion to place the program specifications and proposals on the floor for discussion and vote. Mr. Urban seconded, and the motion was unanimously approved by those present.

2020 Outreach Competition Specifications

- Changes included the date, spelling out insurance requirements, adding that judges must have passed Safe Sport training and be at least 21 years of age, requiring that judges be background checked, clarifying that outreach horses do not need to be microchipped, adding a walk-trot hunter, adding a 2'9" hunter, adding a walk-trot-canter equitation, adding a 2'9" equitation, restricting 3" equitation to category 1, changing jumper sections to meters, and changing the staff contact information.
- It was suggested that responsibility for background checks would be placed upon the show management through the outreach agreement, and updated language would include that judges: "must have passed a USEF/USHJA criminal background check." An alternative option was suggested, which would require all judges be USEF licensed, but this was ultimately changed to a strong recommendation rather than a requirement. They also covered the idea of having show management additionally certify that other officials (show managers, stewards, adjudicators, and course designers) had also passed criminal background checks.
- An amendment to the outreach agreement was proposed as follows: **We strongly recommend the use of USEF licensed officials. If you are not using USEF licensed officials, you agree to protect our minors by performing criminal background checks on your officials.**

At the conclusion of discussion, the Board voted unanimously to approve the specifications, as amended.

2020 International Hunter Derby Proposal & IHD & GHI Specifications

- **2020 Proposal for Regional Championship for International Hunter Derby Program**
 - This proposal requests \$25,000 from national revenues to redistribute over five regional championships at \$5,000 each, with show managers contributing an additional \$5,000 in prize money. The overall intent is to increase enrollment, but the point was made that offering regional options could potentially decrease participation at the national event.
 - The argument was made that the financial support should be the responsibility of show management, not USHJA, as these are attractive classes to run.
Recommendation: strike "USHJA will provide \$5,000 of the prize money."
 - The possibility of combining International, National, and Green to have three Regional Championships in one place was discussed.
Recommendation: coordinate the launch of Regional Championships with National and Green.

At the conclusion of discussion Mr. Dotoli made a motion to send the 2020 Proposal for Regional Championship for the International Hunter Derby Program back for revision. Ms. Skinner-Robson seconded, and the motion to table the proposal for revision was unanimously approved by those present.

- **2020 International Hunter Derby Specifications**
 - Changes included an updated point structure and region combinations. The point was made that this should be brought forward later with the Regional Championship proposal, which was tabled earlier.

At the conclusion of discussion Mr. Urban made a motion to table the 2020 International Hunter Derby Specifications. Mr. Dotoli seconded, and the motion to table was unanimously approved by those present.

- **2020 International Hunter Derby Welcome Stake Specifications**

- The only change included was the date.

Hearing no discussion, Ms. Skinner-Robson made a motion to approve the 2020 International Hunter Derby Welcome Stake Specifications, as presented. Brooke Kemper seconded, and the motion was unanimously approved by those present.

- **2020 Green Hunter Incentive Specifications**

- The change to allow individuals to purchase a placeholder slot was discussed. This allows an individual to pre-purchase a slot at a lower cost instead of paying the escalating fee later in the year, and allows the purchaser to assign the slot later to a horse of their choice.

At the conclusion of discussion, the members present voted unanimously to approve the 2020 Green Hunter Incentive Specifications as presented, with one abstention noted from Betty Oare.

- **2020 Green Hunter Incentive Regional Championship Specifications**

- Changes included the date and removing the jog.

Hearing no discussion, the Board voted unanimously to approve the 2020 Green Hunter Incentive Regional Championship Specifications, as presented.

- **2020 International Hunter Derby Specifications – Hunt and Go Tiebreaker**

- Changes included recommendations regarding the breaking of ties.

Hearing no discussion, the Board voted unanimously to approve the 2020 International Hunter Derby Specifications – Hunt and Go Tiebreaker, as presented.

XI. USHJA National Championships Update

The National Championships were discussed previously in the Executive Director's report and were not revisited.

XII. Trainer Certification Program

Mr. Dotoli made a motion to place the program on the floor for discussion and vote. Mr. Urban seconded, and the motion was unanimously approved by those present.

The legal aspect of making the TCP mandatory was discussed, and after review the board concluded that this was not the correct direction for the program.

The board then discussed whether the program should be re-envisioned or cancelled. The decision was reached that it is time to re-envision the TCP. The board requested that an ad hoc Steering Committee be formed to analyze the future of the program and come back with a recommendation by July 2019. The board also decided it would be best to disband the current TCP committee and invite those committee members to participate in the steering committee.

Mr. Cram made a motion to disallow making the TCP mandatory and to appoint a steering committee to determine the future of the program. Mr. Urban seconded, and the motion was unanimously approved by those present.

XIII. Licensed Officials Program Changes

Ms. Rubenstein made a motion to place the program on the floor for discussion and vote. Mr. Cram seconded, and the motion was unanimously approved by those present.

Conversation centered on the wording for the apprentice requirement being completed at a minimum of “three competitions which are in different zones and a minimum of 250 miles apart.” The time and expense involved in completing this requirement was noted. The suggestion was made that the language be amended to require the apprenticeship be completed at a minimum of three competitions, **“one of which must be a minimum of 250 miles from your home.”**

Mr. Dotoli made a motion to approve the Licensed Officials Program Changes, as amended. Mr. Cram seconded, and the motion was unanimously approved by those present.

XIV. Affiliates Ad Hoc Report

Katie Benson presented the Affiliates Ad Hoc report. She noted there are many associations that are not yet Affiliate Member Organizations, so there is significant room for growth. The importance of promoting the benefits of being an Affiliate Member was emphasized, as well as the importance of acknowledging and recognizing our Affiliate Members.

The fact that the Affiliates luncheon had been eliminated from the Annual Meeting schedule was noted, and it was suggested that there could be other forms of recognition for affiliates at the Annual Meeting (having members stand for acknowledgement, listing them in the program, or awarding milestone plaques to affiliate organizations maintaining membership). Protecting the focus of Zones and Affiliates day at Annual Meeting was discussed. Ms. Benson stated that the best way to engage the affiliates might be through the Zones.

XV. Foundation Report

Debbie Bass presented the Foundation report included in the meeting materials. She made an additional note that the Foundation briefly utilized a funds developer as per their plan, but ultimately decided not to continue the relationship. The required donation from board members to the Foundation was also discussed.

XVI. Old Business

None

XVIII. New Business

None

XIX. Adjourn

There being no further business, Ms. Rubenstein made a motion to adjourn, and the May 2019 meeting of the USHJA Board of Directors was adjourned May 7, 2019 at 12:24 p.m. CDT.

Respectfully submitted,

Dianne Johnson, Secretary