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**BYLAWS  
OF  
THE UNITED STATES SKI ASSOCIATION**

**ARTICLE I  
Name, Non-Profit Status, and Corporate Seal**

A. The name of this organization shall be the United States Ski Association d/b/a U.S. Ski & Snowboard, and it shall serve as the National Governing Body (hereinafter “the NGB”), recognized by the United States Olympic Committee and International Ski Federation, for skiing and snowboarding in the United States of America.

B. The NGB shall be incorporated under the laws of the state of Utah as a not-for-profit Corporation and it shall be organized so as to qualify as a non-profit, charitable, tax-exempt organization under section 501(c)(3) of the Internal Revenue Code.

C. The NGB shall have no corporate seals unless required by the laws of the State of Utah.

1 **ARTICLE II**  
2 **Offices and Agent**

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4 A. The principal office of the NGB shall be located at 1 Victory Lane, Park City,  
5 Summit County, State of Utah, 84060, or at such other location as may be approved by the  
6 Board of Directors of the NGB (hereinafter "the Board").  
7

8 B. The principal office of the NGB shall also be its registered office. The  
9 registered agent of the NGB at such registered office shall be the Chief Executive Officer  
10 (CEO) of the NGB or his designee.  
11

12 C. The NGB may maintain other offices at such locations as may be approved  
13 from time to time by the Board.  
14

**ARTICLE III**  
**Vision, Mission and Objectives**

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4       A.     The **vision** of the NGB is to make the United States of America the best in the  
5 world in Olympic skiing and snowboarding.

6  
7       B.     The **mission** of the NGB is to lead, encourage and support athletes in  
8 achieving excellence by empowering national teams, clubs, coaches, parents, officials,  
9 volunteers and fans.

10  
11       C.     The objectives through which the NGB shall accomplish its mission shall  
12 include the following:

13  
14           1.     Educating, training, and supporting all members to achieve sustained  
15 success in all levels of ski and snowboard competition; and by helping members to use  
16 ski and snowboard competition to develop to their highest athletic and personal  
17 potential;

18  
19           2.     Ensuring that all NGB members and staff know and understand the  
20 vision, mission and objectives of the NGB;

21  
22           3.     Serving as the National Governing Body (NGB) for the organization,  
23 regulation, and advancement of athletic competition in skiing and snowboarding in the  
24 United States of America, as recognized by and in affiliation with the International Ski  
25 Federation (FIS) and the U. S. Olympic and Paralympic Committee (USOPC);

26  
27           4.     Achieving and maintaining long-term financial stability;

28  
29           5.     Establishing, administering and promoting programs dedicated to the  
30 development and training of athletes in skiing and snowboarding as a means of  
31 healthful recreation, physical fitness and personal growth;

32  
33           6.     Educating and training members in the techniques of ski and snowboard  
34 competition at local, regional, national and international levels;

35  
36           7.     Implementing a comprehensive annual program of competitions in skiing  
37 and snowboarding including entry level, junior and adult competitions, national  
38 championships, and such FIS sanctioned competitions as are annually awarded to be  
39 conducted in the United States of America;

40  
41           8.     Developing, revising as appropriate, promulgating, implementing, and  
42 enforcing a comprehensive body of competition rules for each skiing and snowboarding  
43 discipline including rules of athlete eligibility, in conformity with or supplementary to  
44 applicable FIS and USOPC rules, and the Ted Stevens Olympic and Amateur Sports  
45 Act of 1998;

46  
47           9.     Fostering and encouraging interest and participation in skiing and  
48 snowboarding by both competitive and recreational athletes; and

49  
50           10.    Serving as a national spokesperson for all disciplines of skiing and  
51 snowboarding to represent the legitimate interests of all skiers and snowboarders as a  
52 group in the United States of America.

**ARTICLE IV**  
**USOPC and FIS Compliance**

In compliance with the requirements of the FIS and USOPC, and the provisions of the Ted Stevens Olympic and Amateur Sports Act of 1998, the NGB shall:

A. at all times be autonomous in the governance of its sport in that it shall independently determine and control all matters central to such governance, shall not delegate such determination and control, and shall remain free from outside restraint;

B. keep membership open to all individuals who are amateur athletes, coaches, trainers, managers, officials, and administrators in skiing and snowboarding and to amateur athletic organizations active in skiing and snowboarding;

C. provide an equal opportunity to amateur athletes, coaches, trainers, managers, administrators, and officials to participate in amateur athletic competition, without discrimination on the basis of race, color, religion, age, sex, or national origin, and with fair notice and opportunity for a hearing before declaring any such individual ineligible to participate;

D. ensure that its Board of Directors and any other committees with governance responsibilities are composed of members selected without regard to race, color, religion, national origin, or sex;

E. ensure that its Board of Directors (“the Board”) and any other committees with governance responsibilities include membership and voting strength of eligible athletes on the Board and such committees to be not less than twenty percent (20%). Athlete eligibility shall be consistent with those requirements set forth in the USOPC Bylaws as follows:

(1) At least one-half of the individuals serving as athlete representatives shall have competed in the NGB disciplines that are on the sport’s program in the Olympic Games.

(2) Up to one-half of the individuals serving as athlete representatives may have competed in (i) an event or discipline not on the program of the Olympic Games, provided that such event or discipline is recognized by FIS or is regularly included in the international competition program of the FIS.

(3) At the time of election, all NGB athlete representatives shall have demonstrated their qualifications as athletes by having:

(i) Within the ten (10) years preceding election, represented the United States in the Olympic Games, or a World Championship recognized by FIS for which a competitive selection process was administered by the NGB; or

(ii) Within the twenty-four (24) months before election, demonstrated that they are actively engaged in amateur athletic competition by finishing in the top half of the NGB’s national championships or have been a member of the NGB’s national team.

(4) Athlete representatives may not be drawn from events that categorize entrants in age-restricted classifications commonly known as “Juniors,” “Masters,” “Seniors,” “Veterans” or other similarly designated age-restricted competition.

1  
2 (5) Athlete nominees to the NGB's board of directors, executive committee,  
3 and other such governing boards shall be directly selected by athletes who meet the  
4 standards set forth above.

5  
6 F. Provide procedures for the prompt and equitable resolution of grievances of its  
7 members;

8  
9 G. Submit to binding arbitration, conducted in accordance with the commercial  
10 rules of the American Arbitration Association, in any controversy involving (i) the recognition of  
11 the NGB as an NGB with respect to any component or discipline of skiing or snowboarding, or  
12 (ii) the opportunity of any amateur athlete, coach, trainer, manager, administrator or official to  
13 participate in amateur athletic competition;

14  
15 H. Provide for reasonable direct representation on the Board for any other amateur  
16 snowsport organization which conducts, on a level of proficiency appropriate for the selection  
17 of amateur athletes to represent the United States of America in international amateur athletic  
18 competition, a national program or regular national amateur athletic competition, and ensure  
19 that such representation shall reflect the nature, scope, quality, and strength of the programs  
20 and competitions of such other organization(s) in relation to all other such programs and  
21 competitions in skiing and snowboarding in the United States of America;

22  
23 I. Be a member of no more than one international sports federation which  
24 governs a sport included on the program of the Olympic or Pan American Games;

25  
26 J. Ensure that none of its officers are also officers of any other amateur sports  
27 organization which is recognized as a National Governing Body;

28  
29 K. Refrain from adopting or maintaining eligibility criteria relating to amateur status  
30 which are more restrictive than those of the appropriate international sports federation; and

31  
32 L. Shall require that its board of directors, officers, and employees clear an annual  
33 background screen and comply with the U.S. Center for SafeSport training and requirements.  
34

**ARTICLE V**  
**Membership and Affiliation**

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4           A.     The NGB shall be a membership organization with membership open to all  
5 regardless of race, color, religion, age, sex, or national origin, and who pay such membership  
6 fees as the Board shall approve from time to time. As a condition of membership, any member  
7 in a position of authority over athletes must have satisfactorily completed criminal background  
8 checks and athlete protection education as required by NGB. Further, all members agree to  
9 submit to the jurisdiction of NGB with respect to any violation of NGB Rules, Policies and/or  
10 Codes of Conduct that occurs during a period when that individual was a member or  
11 participating in the affairs of NGB and further agrees that NGB retains jurisdiction over such  
12 violations and individual even if such individual ceases to be a member of NGB.  
13

14           B.     The NGB shall have no voting members, as defined in the Utah Revised  
15 Nonprofit Corporation Act. However, the membership of NGB shall consist of the following two  
16 classes of non-voting members, whose rights and privileges are set forth in these Bylaws;  
17 group members including clubs, divisions, regions and other affiliated entities interested in  
18 competitive skiing and snowboarding; and individual members, including athletes, coaches,  
19 officials, and other individual members as determined from time to time by the Board.  
20

21           C.     Subject to individual review and approval by the Board, the NGB shall permit  
22 and recognize affiliations with clubs, ski and snowboard industry trade associations, and other  
23 organizations involved in skiing and snowboarding that support the purposes of the NGB upon  
24 payment of an affiliation fee set from time to time by the Board. An affiliation shall only entitle  
25 the club, association or organization to those rights specifically granted by the Board in the  
26 resolution granting the affiliation.  
27

28           D.     Upon written petition by an affiliated amateur sports organization, and upon a  
29 finding by the Board that such organization conducts, on a level of proficiency appropriate for  
30 the selection of amateur athletes to represent the United States of America in international  
31 amateur athletic competition, a national program or regular national amateur athletic  
32 competition, and that such programs or competitions are of appropriate nature, scope, quality,  
33 and strength in relation to all other such programs and competitions in skiing and  
34 snowboarding in the United States of America, the Board shall provide such organization  
35 reasonable direct representation on the Board. The requirement of reasonable direct  
36 representation may be satisfied in either of the following two ways, at the discretion of the  
37 Board: (i) by the creation of a new individual seat or seats on the Board for each such  
38 organization; or (ii) by the creation of one or more collective seats on the Board to be shared  
39 with other similar organizations, as determined by the Board.  
40

41           E.     It is the duty of members of U.S. Ski & Snowboard to comply with all anti-  
42 doping rules of the FIS, the World Anti-Doping Agency (WADA), the U.S. Anti-Doping Agency  
43 (USADA), and the USOPC including the USADA Protocol for Olympic and Paralympic  
44 Movement Testing (USADA Protocol) and all other policies and rules adopted by FIS, WADA,  
45 USADA, and the USOPC National Anti-Doping Policy. All members agree to submit to drug  
46 testing by the FIS, WADA, and/or USADA or their designees at any time and understand that  
47 the use of methods or substances prohibited by the applicable anti-doping rules make them  
48 subject to penalties including, but not limited to, disqualification and suspension. If it is  
49 determined that a member may have committed a doping violation, the member agrees to  
50 submit to the results management authority and processes of USADA, including arbitration  
51 under the USADA Protocol, or to the results management authority of the FIS and/or U.S. Ski  
52 & Snowboard, if applicable or referred by USADA.

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F. Any membership or affiliation may be suspended or revoked for good cause upon two-thirds (2/3) vote of the Board, provided that such actions shall be subject to the grievance procedures set forth in Article IX, Section A of these bylaws.

**ARTICLE VI**  
**Government and Operation**

A. The Board shall lead the NGB in the pursuit of the realization of its vision and the fulfillment of its mission, rather than managing the activities of the NGB in any particular area or on a day-to-day basis.

1. The authority and responsibilities of the Board shall include the following:

(a) The Board shall ensure that the activities of the NGB are guided by clear strategic plans, organizational priorities, and program goals and objectives consistent with the vision, mission and objectives of the NGB.

(b) The Board shall provide for the management of the NGB by an effective CEO whose performance is regularly evaluated by the Board based upon well-defined criteria. The CEO shall serve at the pleasure of the Board, which shall have full authority to hire, contract with, conduct periodic performance evaluations of, and replace the CEO of the NGB in its discretion.

(c) The Board shall adopt, and require consistent application of, objectively set systems, policies and procedures for the operation of the NGB.

(d) The Board shall endeavor to develop and maintain an effective partnership between the paid professional staff and volunteer members of the NGB.

(e) The Board shall require that the CEO operate and manage the NGB in a manner which is fiscally and legally sound.

(f) The Board shall set the fiscal year of the NGB, and shall adopt schedules listing all dues, fees, and other charges levied against NGB members and affiliates which the Board deems to be necessary and appropriate.

(g) The Board shall be responsible for the governance of all disciplines under the jurisdiction of the NGB, and in discharging such responsibility, the Board shall give significant weight to the recommendations of the relevant Sport Committee on any matters specific to a particular discipline.

(h) The Board shall have the authority and the responsibility to establish, review on an annual basis, regulate, modify, or disband committees, working groups, or task forces, except that the Board shall not be authorized to disband any committee established under these bylaws as a "permanent standing committee."

(i) The Board shall, in coordination with the CEO, appoint or nominate the NGB's representative(s) to the FIS, who shall serve at the pleasure of the Board.

(j) The Board shall, in coordination with the CEO, appoint or nominate the NGB's representative(s) to the USOPC, who shall serve at the



1 pleasure of the Board. Generally, the Board shall make such appointments prior  
2 to each quadrennial of the USOPC, but the Board may also do so during an  
3 Olympic quadrennial to fill a position vacated by removal, retirement,  
4 resignation or otherwise.  
5

6 (k) The Board may accept, reject, or terminate jurisdiction of  
7 disciplines at the annual meeting of members if, after reasonable public  
8 discussion and debate at such meeting, a majority of all members of the Board  
9 votes in favor of such action.  
10

11 (l) The Board shall exercise all such other authority consistent with  
12 these bylaws as may be necessary and appropriate to ensure the proper  
13 government and functioning of the NGB.  
14

15 (m) The Board may make distributions of the assets or income of the  
16 NGB to a cooperative non-profit corporation consistent with its charitable,  
17 educational purposes and/or for other purposes that further the NGB's  
18 corporate interest.  
19

20 2. The Board shall be comprised of members in good standing of the NGB  
21 who, except for eligible athlete representatives, shall be over twenty-one (21) years of  
22 age. A member is ineligible if he/she has:  
23

24 (a) A felony conviction of any kind;  
25

26 (b) Any conviction (misdemeanor or otherwise) for sexual abuse or  
27 sexual assault of any kind;  
28

29 (c) Served a period of ineligibility for an intentional Anti-Doping Rule  
30 Violation as determined by the World Anti-Doping Code (WADA);  
31

32 (d) Served a period on ineligibility for a U.S. Center for SafeSport  
33 Code violation;  
34

35 (e) Received an interim sanction that resulted in suspension of  
36 membership; or  
37

38 (f) Failed to successfully complete the NGB's criminal background  
39 screen.  
40

41 3. When a Board seat is going to become available due to a current  
42 director's term ending, or becomes available due to the resignation or removal of a  
43 director, the Board shall have the right, but not the obligation, to provide the  
44 Nomination and Governance Committee with a written description of the qualifications,  
45 skills, and experiences the Board feels would be beneficial to the corporation in its next  
46 director. In any case, regardless of whether or not the Board provides such written  
47 description, in case of a vacancy, the Nomination and Governance Committee shall  
48 then solicit, review, and if appropriate interview candidates for such Board seat and  
49 shall recommend one candidate for the Board to consider in filling each available  
50 Board seat as is set forth in Article IV(6)(A) (7)(b) below.  
51

1           4.       Every director shall be entitled to vote in person on Board business  
2 unless the director is designated below as a non-voting *ex officio* member or is  
3 ineligible under the NGB’s conflict of interest policies. Voting by proxy shall not be  
4 permitted. The Board shall be constituted as follows:  
5

6                   (a)       One director representing each of the Sport Committees;  
7

8                   (b)       Six directors from the U.S. Ski and Snowboard Foundation  
9 (“USSF”) Board of Trustees;  
10

11                   (c)       One eligible athlete (as that term is defined in Article IV, Section  
12 E above) representative for each discipline within the jurisdiction of the NGB  
13 which has a concomitant Sport Committee. Each eligible athlete representative  
14 shall be selected by a majority vote of the eligible athletes who earned their  
15 eligibility competing in the same discipline, or as otherwise provided by the  
16 Athletes’ Council. The NGB shall assist the Athletes’ Council in this election  
17 process by, among other things, distributing nomination notices and election  
18 materials, providing assistance in vote counting, and otherwise assisting with  
19 issues associated with the voting process. In the event that the Board is  
20 expanded to a size at which one eligible athlete director per discipline is  
21 inadequate to maintain at least twenty percent (20%) eligible athlete  
22 membership and voting strength on the Board, then additional eligible athlete  
23 seats shall be added to the Board, and such seats shall be filled in accordance  
24 with such procedures as are established from time to time by the Athletes’  
25 Council;  
26

27                   (d)       One NGB representative to the International Ski Federation (FIS)  
28 who shall serve on the Board at the pleasure of the Board, but whose seat shall  
29 be considered for reappointment or a new appointment at least once every two  
30 (2) years and who shall function in a non-voting *ex officio* capacity.  
31

32                   (e)       Three members of the NGB who shall serve on the Board at the  
33 pleasure of the Board, but whose seats shall be considered for reappointment  
34 or a new appointment at least once every two years.  
35

36                   (f)       One NGB representative to the United States Olympic  
37 Committee (USOPC) who shall serve on the Board at the pleasure of the  
38 Board, but whose seat shall be considered for reappointment or a new  
39 appointment at least once every two (2) years and who shall function in a non-  
40 voting *ex officio* capacity.  
41

42                   (g)       One director who is the current elected President or Chairman of  
43 the Board of the National Ski Areas Association (NSAA) who shall function in a  
44 non-voting *ex officio* capacity;  
45

46                   (h)       One director who is the current elected President or Chairman of  
47 the Board of SnowSports Industries of America (SIA) who shall function in a  
48 non-voting *ex-officio* capacity;  
49

50                   (i)       One director who is the NGB’s athlete-elected representative to  
51 the USOPC who shall function in a non-voting *ex officio* capacity except at such  
52 times as there are an even number of Board seats in existence which carry the

1 right to vote, during which times the athlete-elected representative to the  
2 USOPC shall be a full voting member of the Board;

3  
4 (j) Any representatives of amateur snowsport organizations  
5 approved for such representation pursuant to Article V, Section G of these  
6 bylaws;

7  
8 (k) The Chairman of the NGB;

9  
10 (l) The Chairman of the Audit Committee who shall function in a  
11 non-voting *ex officio* capacity unless the person holds a voting seat on the  
12 Board through other means and;

13  
14 (m) The CEO of the NGB who shall serve on the Board for the  
15 duration of his/her employment as CEO and shall not be subject to any  
16 prescribed term limits; and

17  
18 (n) The Immediate Past Chairman of the NGB shall be a nonvoting  
19 *ex officio* member of the Board and its various committees and shall not be  
20 subject to any term limits.

21  
22 5. Except with respect to FIS, USOPC, SIA, NSAA, the Immediate Past  
23 Chairman and the CEO directors, each director shall serve a regular four-year term,  
24 beginning with the annual meeting. Board terms shall be subject to the following  
25 provisions:

26  
27 (a) Directors may serve for a maximum of two (2) full consecutive  
28 terms, unless elected as an officer before the end of a second (2nd) full  
29 consecutive term, in which case the director may serve on the Board until the  
30 expiration of the term of his/her office. Notwithstanding the foregoing, directors  
31 may be reconsidered for re-nomination to the Board after a service gap of four  
32 years has elapsed.

33  
34 (b) The seat of any director who is elected Vice Chair shall not come  
35 up regularly for election until such seat is vacated by such director by either  
36 succession to the chairmanship, removal, resignation or failure in a regular  
37 election to be retained in such office by the Board.

38  
39 (c) Those directors representing the NSAA and SIA shall serve on  
40 the Board so long as they satisfy the criteria set forth above for those seats,  
41 and shall not be subject to any prescribed term limits.

42  
43 (d) Those directors representing the FIS and USOPC shall serve on  
44 the Board at the pleasure of the Board, and shall not be subject to any  
45 prescribed term limits.

46  
47 (e) The Board shall provide for staggering of terms on the Board by,  
48 from time to time, extending or shortening terms of voting directors such that  
49 one-third (other than the CEO) or as near to one third as is practicable shall be  
50 seated every other year. Notwithstanding anything in these bylaws to the  
51 contrary, action to shorten or extend Board terms to provide for staggering of  
52 terms shall require a majority vote of a quorum of the Board.

1  
2 (f) In the event a seat representing the USSF or a Sport Committee  
3 is vacated prior to the expiration of the regular term for such seat, the USSF  
4 Board of Trustees or the relevant Sport Committee shall nominate a slate of up  
5 to two (2) replacement nominees for consideration by the Nomination and  
6 Governance Committee who satisfy the requirements set forth in these bylaws  
7 to serve for the duration of the vacated term.

8  
9 (g) In the event the seat of any eligible athlete representative is  
10 vacated prior to the expiration of the regular term for such seat, the Athletes'  
11 Council shall nominate up to two (2) replacement nominees for consideration by  
12 the Nomination and Governance Committee who satisfy the requirements set  
13 forth in these bylaws to serve for the duration of the vacated term.

14  
15 (h) When a director is elected to fill a vacancy because of the  
16 resignation, removal, incapacity, disability or death of a director, if the remaining  
17 term is for less than two (2) years, then the director's service during such  
18 shortened term shall not count towards the eight-year term limitation; and if the  
19 remaining term is for between two (2) and four (4) years, then the director's  
20 service during such shortened term shall count as four-years toward the eight-  
21 year limitation described above.

22  
23 (i) The Board shall be empowered to vote to vacate any term limits  
24 set forth herein. Any vote to vacate a term limit shall require a simple majority  
25 of directors at any meeting at which a quorum is achieved.

26  
27 (j) Any director with the exception of the CEO, may be removed for  
28 cause by the Board by the affirmative vote of two-thirds (2/3) of all other  
29 members of the Board, after due notice to and opportunity to respond by the  
30 respective director. Cause may include, but not be limited to, unexcused  
31 absence from two (2) consecutive meetings of the Board.

32  
33 6. The Board shall provide a reasonable opportunity during the annual  
34 meeting for NGB members to comment upon the actions and policies of the Board and  
35 the NGB.

36  
37 7. The Board shall form, from among its members, an Executive  
38 Committee which shall be empowered to act upon all matters requiring Board attention  
39 between meetings of the full Board. The Executive Committee shall have authority to  
40 act for the Board only in meetings in which all voting Executive Committee members  
41 are participating (either personally or via teleconference), and during such times the  
42 Executive Committee shall possess the same powers, authority and responsibilities as  
43 the Board. The Executive Committee shall be a permanent standing committee, and  
44 shall discharge its responsibilities in accordance with the following provisions:

45  
46 (a) The Executive Committee shall consist of five voting members,  
47 including the Chairman; the Vice Chair; one eligible athlete selected by the  
48 Athletes' Council and two additional members chosen by the Chairman who  
49 shall consult with the Nomination and Governance Committee in selecting  
50 those two members. The Chairman shall chair the committee. The CEO shall  
51 be a non-voting *ex officio* member of the Executive Committee, and shall  
52 participate in all meetings. With the exception of the Chair, Vice-Chair, and

1 CEO who shall serve on the Executive Committee as long as they hold their  
2 respective positions, members of the Executive Committee shall be considered  
3 for re-appointment every two (2) years.  
4

5 (b) All actions taken by the Executive Committee must be ratified by  
6 the Board at its next meeting where a quorum is present, and if not so ratified,  
7 fail and measures taken in support of the action should be reversed to the  
8 extent reasonably possible. Ratification may be made through the use of  
9 mailed consents in accord with Article VII (B)(5) of these Bylaws.  
10

11 8. The Board shall form, from among its members, a Nomination and  
12 Governance Committee.  
13

14 (a) The Nomination and Governance Committee shall be comprised  
15 of five (5) members of the Board, representing a cross-section of backgrounds,  
16 selected by the Board Chairman, and shall include at least one eligible athlete  
17 representative, selected by the Athletes' Council.  
18

19 (b) The Nomination and Governance Committee shall select  
20 candidates for the Board to consider as follows: If a vacancy occurs or is about  
21 to occur in a position of a director selected from individuals nominated by the  
22 Sport Committees, or USSF, that constituency shall nominate up to two (2)  
23 individuals to be considered by the Nomination and Governance Committee for  
24 selection to be a director. Should a constituent group forward only one  
25 nominee, the Nomination and Governance committee shall have the right, but  
26 not the obligation, to nominate one other candidate for review. The Nomination  
27 and Governance Committee shall review each nominee to the Board to  
28 determine his/her ability to provide effective representation and leadership on  
29 the Board, including such things as whether such nominee appears to maintain  
30 as a principal focus the well-being of the NGB generally rather than any  
31 particular interest or issue; and whether he/she possesses the requisite  
32 understanding of his/her particular discipline, competitive skiing and  
33 snowboarding generally, corporate operations or other matters necessary to  
34 provide effective representation on the Board. The Nomination and  
35 Governance Committee shall then select a candidate and forward that  
36 candidate to the Board for its approval.  
37

38 (c) The Nomination and Governance Committee may also be used  
39 to assist the Board in appointing any committees created by the Board or which  
40 the Board is required to fill under these bylaws.  
41

42 (d) The Nomination and Governance Committee shall, at the  
43 request of the Chairman, work with the President and CEO to develop and  
44 implement an appropriate orientation program for new Directors and continuing  
45 education of existing Directors  
46

47 (e) The Nomination and Governance Committee shall, at the  
48 request of the Chairman, review from time to time the governance structures of  
49 the NGB and propose any changes which may be necessary and/or desirable.  
50

51 (f) The Nomination and Governance Committee shall be a  
52 permanent standing committee.

1  
2 9. The Board shall elect, from among its voting members, a Chairman and  
3 a Vice Chair, each of whose terms of office shall be four years. The election and duties  
4 of the Chairman, Vice Chair shall be as set forth below:  
5

6 (a) The Chairman is the highest elective position in the NGB. The  
7 responsibilities of the Chairman shall be to preside at all meetings of the Board.  
8 The Chairman shall be a full voting member of the Board, and also be an *ex-*  
9 *officio* member of all committees. The term of the office of Chairman shall be  
10 four years, which shall be timed so that every other term commences at the first  
11 annual meeting of members following the most recent Olympic Winter Games.  
12 The Chairman may only serve two consecutive four (4) year terms as  
13 Chairman. Election of a member to the office of Chairman shall extend the  
14 ability of that member to serve on the Board for longer than is permitted  
15 pursuant to Article VI(A)(3)(a). The Chairman will not be eligible to receive any  
16 honorary awards of the NGB during his/her tenure and until one year after  
17 his/her replacement by his/her successor. Any director may nominate any  
18 other director for direct election to the office of Chairman. At the time he/she  
19 takes office, the Chairman shall vacate his/her former seat on the Board and  
20 shall occupy only the seat of the Chairman. His/her former seat shall be  
21 deemed vacated and shall be filled in accordance with the procedures set forth  
22 in these bylaws for filling mid-term vacancies.  
23

24 (b) The Vice Chair shall discharge the duties and obligations of the  
25 Chairman in his/her absence. The Vice Chair shall be elected by the Board  
26 from among its current members every four years at the annual meeting of  
27 members, and at a time prior to the consideration of nominations of new  
28 members to the Board. Election of the Vice Chair shall be timed such that  
29 every other term of the Vice Chair shall commence at the first annual meeting  
30 of members following the most recent Olympic Winter Games. Any director  
31 may nominate any other director for the position of Vice Chair. The Vice Chair  
32 shall be seated and empowered from the time of his/her election until his/her  
33 successor is duly elected.  
34

35 (c) Should the Chairman's position be vacated prior to the natural  
36 expiration of her/his term, the Executive Committee shall be empowered to  
37 meet as soon as practicable to select an interim Chair who will guide the NGB  
38 until such time as the Board can elect a replacement Chair. In no event shall  
39 the interim Chair so designated serve past the next regularly-scheduled  
40 Congress meeting unless she/he is elected to be the permanent replacement or  
41 if the Board determines in its discretion to extend her/his term as interim Chair  
42 by majority vote.  
43

44 B. The NGB shall have a Chief Executive Officer ("CEO") who shall be appointed  
45 by and serve at the pleasure of the Board, and who shall be responsible for the management  
46 and operation of the NGB and its subsidiaries, in accordance with the general policy directives  
47 of the Board.  
48

49 1. The CEO shall be responsible for writing or approving job descriptions,  
50 employing agents and/or staff, fixing terms of service and compensation, and  
51 periodically reviewing the performance of the paid professional staff of the NGB.  
52

1           2.     The CEO shall be responsible for developing and maintaining an  
2 effective partnership between the paid professional staff and the volunteers acting  
3 through the Sport Committees.  
4

5           3.     The CEO is entrusted to conduct the business affairs of the NGB with  
6 prudence, good business judgment, and in a financially responsible manner. The  
7 CEO, acting in his/her fiduciary capacity, and subject to such restrictions as may be  
8 imposed by the Board, is empowered to make whatever financial and management  
9 decisions he/she deems to be in the best interest of the NGB, and is specifically  
10 empowered, among other things, to do the following absent contrary direction from the  
11 Board:  
12

- 13                   (a)     Enter into binding agreements on behalf of the NGB;
- 14                   (b)     Borrow funds on behalf of the NGB;
- 15                   (c)     Commit the resources of the NGB; and
- 16                   (d)     Propose budgets and establish financial controls.
- 17
- 18
- 19
- 20

21           C.     The NGB shall have one Sport Committee for each discipline under its  
22 jurisdiction that shall work with designated employees to develop plans, strategies and policies  
23 for submission to the CEO for the development and operation of their respective disciplines,  
24 and to assist the company in the operation of its programs within their respective disciplines.  
25 Each Sport Committee shall be a permanent standing committee so long as its respective  
26 discipline remains subject to the jurisdiction of the NGB.  
27

28           1.     Each Sport Committee shall consist of members of the relevant  
29 discipline, selected without regard to race, color, religion, national origin or sex, and  
30 elected by popular vote of the members of the relevant discipline, unless specifically  
31 provided to the contrary below or in Sport Committee operating procedures approved  
32 by the Board. Each Sport Committee shall include among its members at least the  
33 following representatives:  
34

- 35                   (a)     One member who is a member coach in the relevant discipline,  
36 elected by the members who are member coaches in the relevant discipline;
- 37                   (b)     One member who is an official in the relevant discipline, elected  
38 by the members who are officials in the relevant discipline;
- 39                   (c)     At least twenty percent (20%) eligible athlete representatives,  
40 elected by the eligible athletes who earned their eligibility competing in the  
41 relevant discipline;
- 42                   (d)     The CEO of the NGB, or his/her designated representative(s).
- 43
- 44
- 45
- 46

47           2.     Subject to approval by the Board, a Sport Committee may organize itself  
48 and/or its discipline by geographic subdivisions, and may provide that some or all seats  
49 on the committee shall be filled by members representing certain geographic  
50 subdivisions within the discipline. Geographic subdivisions and Sport Committee  
51 structure shall not be established arbitrarily or in such a way as to excessively  
52 concentrate representation or authority in any particular geographic subdivision.

1  
2 3. Subject to approval by the Board, each Sport Committee shall  
3 determine the type and number of its committee officers, and those officers shall be  
4 selected by the members of the Sport Committee.  
5

6 4. Subject to any restrictions stated expressly in, or necessarily implied by,  
7 these bylaws, and to approval by the Board, each discipline shall be entitled to  
8 establish its own operational policies and procedures enabling it to conduct its affairs in  
9 any manner approved by a majority of its members, including without limitation,  
10 organization into geographic subdivisions.  
11

12 5. Each Sport Committee shall complete the nomination of its Board  
13 representative prior to the commencement of the annual meeting at which the Board is  
14 scheduled to elect its officers.  
15

16 6. Each Sport Committee shall form a Judicial Committee composed of at  
17 least three disinterested and impartial members. At least 20% of the Judicial  
18 Committee shall be composed of eligible athletes as that term is defined in Article IV,  
19 Section E above. Each discipline's Judicial Committee shall be responsible for  
20 considering matters referred to it by the NGB Judicial Committee. Each discipline's  
21 Judicial Committee shall also preside over proceedings conducted in accordance with  
22 Article IX below, concerning suspension or revocation of the right of members to  
23 participate in protected competition, if referred by the NGB Judicial Committee.  
24

25 D. There shall be a Judicial Committee appointed by the Board who shall serve for  
26 fixed terms. Decisions of the NGB Judicial Committee shall be final and non-appealable within  
27 the NGB. The NGB Judicial Committee shall establish policies and procedures not  
28 inconsistent with these Bylaws, which shall be approved by the Board.  
29

30 1. The composition of the Judicial Committee shall be composed of at least 20%  
31 eligible athletes as that term is defined in Article IV, Section E above and shall  
32 be as follows:  
33

- 34 (1) A member at large of the NGB who shall serve as the Judicial  
35 Committee's Chair and who shall have some legal training as a  
36 prerequisite for consideration;
- 37 (2) One eligible athlete member selected by the Athletes' Council;
- 38 (3) One discipline representative from the discipline most closely involved in  
39 the particular issue before the NGB Judicial Committee, which  
40 representative shall be drawn from the discipline's judicial committee  
41 and appointed by the Chair of the NGB Judicial Committee and who  
42 shall not have participated in the decision at the Sport Committee level.  
43  
44

45  
46 2. Nominations for appointment to the Judicial Committee shall be provided to the  
47 Board by the Nomination and Governance Committee. In preparing to present  
48 such nominations, the Nomination and Governance Committee shall place  
49 significant weight on the availability of members under consideration to be  
50 located and contacted on short notice during the competition season as well as  
51 the members' knowledge of the NGB and of judicial process in general.



1 Members of the Judicial Committee shall be considered every two (2) years for  
2 retention and there shall be no limit on the number of terms that can be served.

3  
4 3. The Judicial Committee shall be a permanent standing committee.

5  
6 E. There shall be an Ethics Committee appointed by the Board. No more than one  
7 member of the Ethics Committee may be a director at any one time. The other two members  
8 shall be proposed by the Nomination and Governance Committee and approved by the Board  
9 and shall be considered every two (2) years for retention and there shall be no limit on the  
10 number of terms that can be served. The Ethics Committee shall be responsible for the  
11 administration of the written code of conduct and ethical practices promulgated by the Board.  
12 The Ethics Committee shall be a permanent standing committee.

13  
14 F. There shall be an Athletes' Council which shall broaden communication  
15 between the NGB and athletes, and represent to the Board from time to time the interests of  
16 the athletes. The Athletes' Council shall be constituted, organized and operated as  
17 determined by the vote of the eligible athletes, subject to approval by the Board, and in  
18 accordance with the USOPC's requirements.

19  
20 G. There shall be an Audit Committee appointed by the Board. The Audit  
21 Committee's primary duties and responsibilities are to review and appraise the audit efforts of  
22 the organization's independent accountants, to provide an open avenue of communication  
23 among the independent accountants, management, and the Board of Directors, and to serve  
24 as an independent and objective party to review and monitor the organization's financial  
25 reports and internal control processes. The Audit Committee shall establish policies and  
26 procedures not inconsistent with these Bylaws, which shall be approved by the Board. The  
27 Audit Committee shall be a permanent standing committee. Nominations for appointment to  
28 the Audit Committee shall be provided to the Board by the Nomination and Governance  
29 Committee.

30  
31 H. There shall be a Finance Committee appointed by the Board. The Finance  
32 Committee's primary duties and responsibilities are to provide recommendations for budget  
33 approval, endowment draws and capital structure of the organization. The Finance Committee  
34 shall establish policies and procedures not inconsistent with these Bylaws, which shall be  
35 approved by the Board. The Finance Committee shall be a permanent standing committee.  
36 Nominations for appointment to the Finance Committee shall be provided to the Board by the  
37 Nomination and Governance Committee.

**ARTICLE VII**  
**Meetings**

1  
2  
3  
4       A.     The annual meeting of the NGB pursuant to Utah Code Ann. § 16-6a-701 shall  
5 be held in the spring or summer in conjunction with the spring or summer meetings of the  
6 Board and the Sport Committees.

7  
8       B.     The Board shall meet as a body at least once during each fiscal year, in  
9 accordance with the following provisions:

10           1.     An annual meeting of the Board shall be held in conjunction with the  
11 annual meeting of members and of Sport Committees in spring or summer.

12           2.     All regular meeting dates will be established at the prior board meeting  
13 with written notice of each meeting to be given at least sixty (60) days prior to each  
14 meeting.

15           3.     Special meetings of the Board may be called by the Chairman or seven  
16 (7) directors by written request to the Chairman and Vice Chair. Time, place, reason,  
17 and agenda for special meetings will be sent to all directors with a minimum of thirty  
18 (30) days notice per meeting, unless an emergency requires less notice. In the event  
19 of failure by the Chairman to: (1) call a special meeting of the Board within ten (10)  
20 days of written request by seven (7) directors, as described above, or (2) poll the  
21 members of the Board and determine that a majority choose not to conduct a special  
22 meeting, then the Vice Chair is empowered and required to call such a meeting in the  
23 same manner as the Chairman. Special meetings may be conducted and attended  
24 either in person, or via teleconference. The only business that may be conducted at a  
25 special meeting shall be that which has been contained within the agenda transmitted  
26 with the written request discussed above.

27           4.     All meetings of the Board shall be open to attendance by any interested  
28 member in good standing of the NGB, except that the Board may close such meetings  
29 for discussion of personnel issues or matters of a legally sensitive nature.

30           5.     Whenever any notice is required to be given by the Utah Revised  
31 Nonprofit Corporation Act, by the Articles or these bylaws, a waiver thereof in writing,  
32 signed by the person or persons entitled to the notice, whether before or after the time  
33 stated therein, shall be deemed equivalent to the giving of such notice; provided,  
34 however, that notice may not be waived for amendments to these bylaws. Attendance  
35 of a person at any meeting shall constitute a waiver of notice of the meeting, except  
36 where any person attends a meeting for the express purpose of objecting to the  
37 transaction of any business because the meeting was not lawfully called or convened,  
38 and the person so objects at the beginning of the meeting.

39           6.     Any action required or permitted to be taken at a meeting of the Board  
40 or of a committee of the Board, except for votes to amend the Bylaws of NGB may be  
41 taken without a meeting if NGB delivers a written ballot to every Director or Committee  
42 member entitled to vote on the matter. A written ballot shall set forth each proposed  
43 action and provide an opportunity to vote for or against each proposed action. All  
44 written ballots shall (1) indicate the number of responses needed to meet quorum  
45 requirements, (2) state the percentage of approvals necessary to approve each matter  
46 (3) specify the time by which a ballot must be received by NGB in order to be counted  
47  
48  
49  
50  
51  
52

1 and (4) be accompanied by written information sufficient to permit each person to make  
2 an informed decision on the matter presented. Approval by written ballot shall only be  
3 valid when those entitled to vote are given at least 15 days from the day on which the  
4 notice is mailed and the number of approvals equals or exceeds the number of votes  
5 that would be required to approve the matter at a meeting at which the total number of  
6 votes cast was the same as the number of votes cast by ballot.

7  
8 7. In the event of a procedural dispute, Robert's Rules of Order, most  
9 current edition, will be consulted and will govern. In the event of any ambiguity or  
10 deficiency in these bylaws, the Board shall adopt an interpretation of the provision at  
11 issue by majority vote.

12  
13 8. The Chairman shall arrange for the taking of minutes at all meetings of  
14 the Board and at the annual meeting of members and will certify that they represent an  
15 accurate meeting history. Minutes of all meetings will be distributed to all directors,  
16 and be made available upon request to all members within thirty (30) days of each  
17 meeting.

18  
19 C. The Sport Committees shall meet at least once during each fiscal year, and all  
20 meetings of each Sport Committee shall be governed by the following provisions and any  
21 procedures adopted by the Sport Committee which do not conflict with these bylaws:

22  
23 1. The Sport Committees shall meet once in conjunction with the annual  
24 meeting in spring or summer.

25  
26 2. All meeting dates will be established at the prior Sport Committee  
27 meetings, with written notice of each meeting to be given at least sixty (60) days prior  
28 to each meeting.

29  
30 3. The Sport Committees may establish additional meeting schedules, and  
31 procedures for calling special meetings, so long as such schedules and procedures do  
32 not conflict with these bylaws.

33  
34 D. Any member of the Board or any Sport Committee not physically present at a  
35 meeting may participate in such meeting by the use of any telecommunications system that  
36 enables him/her to engage in two-way communication with all of the other directors taking part  
37 in the meeting, and shall be deemed present in case of such participation.

38  
39 E. At any meeting of the Board or any permanent standing committee, a quorum  
40 shall consist of a majority of all directors or members of the committee entitled to vote. A  
41 meeting at which a quorum is initially present may continue to transact business  
42 notwithstanding the withdrawal of directors or committee members if any action taken is  
43 approved by a number which would constitute at least a majority of the required quorum;  
44 provided that the following actions can only be taken when a full quorum is present: (i) election  
45 of officers; (ii) approval of annual budgets by the Board; and (iii) such other issues as may be  
46 designated elsewhere in these bylaws as requiring a certain number of votes or attendees.

1 **ARTICLE VIII**  
2 **Conflict of Interest and Ethical Practices**  
3

4 A. The Board shall adopt a written code of conduct and ethical practices for the  
5 NGB that shall include the requirement that each officer and member of the Board and of each  
6 Sport Committee, as well as senior staff members, annually agree in writing to abide by such  
7 code. The code may be amended from time to time by the Board as it may deem advisable.  
8

9 B. The Code shall be administered by the Ethics Committee, and shall include at  
10 least the following restrictions:  
11

12 1. Any officer of the NGB, or member of the Board, or of any Sport  
13 Committee, who has a financial interest in any contract or transaction involving the  
14 NGB shall have no vote with respect to approval of such contract or transaction; and  
15

16 2. No NGB member shall receive any form of compensation or  
17 reimbursement of travel expenses from the NGB unless specifically authorized by the  
18 Board. Directors may be reimbursed for travel expenses incurred attending Board  
19 meetings, upon demonstration of financial need and subject to Board approval.  
20

1 **ARTICLE IX**  
2 **Grievances, Suspensions and Appeals**  
3

4 **A. Grievances.** Every member of the NGB shall have the right to pursue written  
5 grievances concerning actions by the NGB, its Board, any of its committees, or any of their  
6 members acting in their official capacities in accordance with the procedures set forth below:  
7

8 1. A grievance shall be defined as an allegation by a member that the  
9 NGB, its Board, any of its committees or any member while acting in an official  
10 capacity has violated the Articles of Incorporation or bylaws of the NGB or the official  
11 written policies and procedures of the NGB, or has failed to discharge its obligations as  
12 a National Governing Body under the USOPC Bylaws or the Amateur Sports Act. The  
13 grievance procedures set forth in this Section A do not apply to the NGB staff  
14 employment issues, Competition Jury appeals, Team Selection appeals or  
15 Suspensions or to matters falling within the jurisdiction of the United States Center for  
16 SafeSport. The investigation and adjudication of matters involving allegations or  
17 reports of sexual abuse or misconduct, or other violations that involve prohibited  
18 conduct that is related to sexualized behavior, fall within the jurisdiction of the United  
19 States Center for SafeSport. Grievances do not include complaints against or  
20 disapproval of policy decisions of the Board, and the NGB Judicial Committee shall  
21 respond to any effort to raise such issues in the form of a grievance by notifying the  
22 complainant in writing that the NGB Judicial Committee lacks jurisdiction over policy  
23 decisions, and that such issues should be brought to the attention of the CEO, the  
24 relevant Sport Committee, or the Board through a Board member or during the open  
25 comment period of the annual meeting. The NGB Judicial Committee may decline to  
26 consider a grievance, and instead refer the complaining party to the USOPC's dispute  
27 resolution process if the matter complained of does not affect or concern the ability of a  
28 member to pursue athletic excellence within the NGB.  
29

30 2. A complainant may initiate the grievance process by filing a written  
31 complaint with the principal office of the NGB addressed to the CEO. The Complaint  
32 shall include the following:  
33

34 (a) The identity of the complainant;

35 (b) The identity of the member(s), Board(s), or committee(s) of the  
36 NGB against whom the grievance is directed (hereinafter collectively the  
37 "Respondents");  
38

39 (c) A short and plain statement of the facts giving rise to the  
40 grievance, including the action at issue, the Articles of Incorporation, Bylaws or  
41 official written policies or procedures adopted by the Board which are alleged to  
42 have been violated by the action, the parties involved in the action, the harm to  
43 the complainant as a result of such action, and the relief sought; and  
44

45 (d) The signature of the complainant (and the signature of his/her  
46 parent or legal guardian if he/she is under eighteen (18) years of age); and  
47

48 (e) Any reasonable filing fee adopted in advance by the Board.  
49

50 3. Within ten (10) days of receiving the Complaint, a member of the NGB  
51 Judicial Committee shall notify the Complainant in writing whether the NGB Judicial  
52

1 Committee shall hear the Complaint, refer it to a lower body, or decline to consider it  
2 entirely for the reasons set forth above. Normally, if the NGB Judicial Committee  
3 declines to consider the matter in its entirety, it shall refer the matter to a Sport  
4 Committee Judicial Committee for disposition. Notwithstanding the foregoing, the NGB  
5 Judicial Committee may choose to hear the matter if it is urgent or concerns a matter of  
6 great significance to the NGB.  
7

8 4. Regardless of whether or not the NGB Judicial Committee chooses to  
9 hear the matter or refers it to a lower body, within thirty (30) days of receiving the  
10 Complaint, a member of the appropriate Judicial Committee shall complete an  
11 investigation and written report of the findings of his/her investigation, which report  
12 shall contain a preliminary ruling. The report and preliminary ruling shall be provided to  
13 the Complainant, Respondent, and the full body of the appropriate Judicial Committee.  
14

15 5. Within ten (10) days of delivery of the report and preliminary ruling, the  
16 Complainant or any Respondent may demand a hearing by submitting written notice of  
17 such demand and any reasonable filing fee adopted in advance by the Board to the  
18 CEO, who shall in turn immediately forward copies of such notice to the Judicial  
19 Committee responsible for preparing the preliminary ruling. If the Complainant has  
20 already been afforded a hearing by a lower tribunal, the NGB Judicial Committee may  
21 decline to conduct a second hearing and will focus its review only on the adequacy of  
22 the process and the reasonableness and appropriateness of the result afforded by the  
23 lower tribunal based upon the written record. If the appropriate Judicial Committee  
24 grants either party's request for a hearing, it shall be scheduled and conducted at such  
25 time as is convenient for the committee and all parties, but in any event not more than  
26 one hundred twenty (120) days after the demand for hearing is made, unless all parties  
27 consent in writing to such delay. If the committee and the parties are unable to agree  
28 upon a convenient location for such hearing, then the hearing shall be conducted at the  
29 principal office of the NGB, but in such event, any party or member of the Judicial  
30 Committee may then participate in the hearing via telephone or video-conference. If no  
31 party demands a formal hearing, the report and preliminary ruling shall become final.  
32

- 33 6. Each party shall have the following rights during the hearing:  
34  
35 (a) To be assisted or represented by legal counsel of the party's  
36 choosing;  
37  
38 (b) To call witnesses and present oral and written evidence and  
39 argument which the hearing panel, during the hearing, deems relevant;  
40  
41 (c) To confront and cross-examine adverse witnesses; and  
42  
43 (d) To have an audio, video or stenographic record made of the  
44 hearing at the party's own expense.  
45

46 7. Within fifteen (15) days of the formal hearing, the committee shall issue  
47 written findings and conclusions, and shall issue its order, if any, along with a written  
48 explanation of the reasons for its order. If prepared by the NGB Judicial Committee  
49 the order so entered shall be non-appealable within the NGB.  
50

51 8. The prevailing party in any grievance shall be entitled to a refund of any  
52 filing fees he/she has paid during the course of the grievance procedure.

1  
2 **B. Team Selection.** Any member who believes that he/she has wrongfully been  
3 denied membership on any team whose members are selected through participation in  
4 “protected competition,” as that term is defined in the USOPC Bylaws, shall be entitled to  
5 appeal such decision in accordance with the following procedures:  
6

7 1. As soon as possible after receiving notice of an adverse team selection  
8 decision (but in all cases within three (3) days of any written notice of such decision,  
9 unless the third day falls on a weekend or holiday, in which case such deadline shall be  
10 extended until the next business day), a member who believes that such decision was  
11 arbitrary or unreasonable shall file a written appeal with the CEO of the NGB. The  
12 written appeal may be filed in person, via facsimile, electronic mail, by regular mail or  
13 by other overnight delivery service. Failure to timely file such an appeal shall be  
14 deemed a waiver of any objections to the Team Selection decision, and that decision  
15 shall then become final and non-appealable within the NGB. The written appeal shall  
16 include the following:  
17

18 (a) The identity of the appellant;  
19

20 (b) The identity of the NGB representative apparently responsible for  
21 the decision (hereinafter collectively the “appellee”);  
22

23 (c) A statement identifying whether the appeal requires action within  
24 five (5) days, and if so, the reasons why “urgent” attention is required;  
25

26 (d) Citation of the criteria, standards or other material which the  
27 appellant contends NGB was obliged to follow in rendering the decision at  
28 issue;  
29

30 (e) A short and plain statement of all facts which the appellant  
31 contends demonstrate his/her satisfaction of the selection criteria at issue, and  
32 any other facts which the appellant contends demonstrate that the decision was  
33 not in accord with the published team selection procedures and criteria; and  
34

35 (f) The signature of the complainant (and the signature of his/her  
36 parent or legal guardian if he/she is under eighteen (18) years of age).  
37

38 2. Upon receiving the written appeal, the CEO shall immediately distribute  
39 a copy of the appeal to each member of the NGB Judicial Committee. Within ten (10)  
40 days of receiving the Complaint, a member of the NGB Judicial Committee shall notify  
41 the Complainant in writing whether the NGB Judicial Committee shall hear the matter  
42 or refer it to a lower body for disposition.  
43

44 3. If the appeal is urgent (i.e., requires a decision within five (5) days), the  
45 NGB Judicial Committee shall convene a hearing via teleconference as soon as  
46 possible which shall include as many members of the Judicial Committee as can be  
47 gathered for the emergency teleconference after best efforts to obtain a quorum, and  
48 shall also include the aggrieved member and appellee if possible.  
49

50 4. If the appeal is not urgent, the appropriate Judicial Committee shall  
51 schedule a hearing either in person or via teleconference at the earliest time  
52 convenient for members of the Judicial Committee, the aggrieved member and the

1 appellee, and shall provide written notice of the date, and time for the hearing. Any  
2 person entitled to participate in the hearing may do so via teleconference.  
3

4 5. Notwithstanding anything herein to the contrary, if the urgency of the  
5 appeal requires a decision before a quorum of the appropriate Judicial Committee can  
6 be gathered despite best efforts to obtain a quorum, then the decision of those Judicial  
7 Committee members who were able to participate in the hearing shall be final, and  
8 shall not be subject to attack on the basis that a quorum was not present.  
9

10 6. In any hearing conducted under this section, the aggrieved member  
11 shall have the same rights afforded complainants with grievances under Section A,  
12 paragraph 6 of this Article.  
13

14 7. In any hearing conducted under this section, the Judicial Committee  
15 shall affirm the team selection decision at issue unless the aggrieved member proves  
16 by clear and convincing evidence that the decision was not in accord with the  
17 published team selection procedures and criteria.  
18

19 **C. Non-Disciplinary Start Right and Participation Appeals.** Any member of the  
20 NGB who claims that he/she is threatened with denial by the NGB or its representatives of the  
21 right to start or participate in any protected competition shall be entitled to review of such  
22 decision in accordance with the procedures set forth in this Section. The following procedures  
23 shall not apply to alleged denials of start rights or participation rights arising out of disciplinary  
24 proceedings conducted in accordance with Section D of this Article or to matters falling within  
25 the jurisdiction of the United States Center for SafeSport.  
26

27 1. The officer, representative or staff member of the NGB responsible for  
28 determining start or participation rights for any protected competition must immediately  
29 notify any member with any expectation of competing or participating in such  
30 competition of any decision limiting or blocking such member's competition or  
31 participation in the event, and must provide reasons for the decision.  
32

33 2. As soon as possible after receiving notice that he/she will not be  
34 permitted to start or participate in a protected competition (but in all cases within three  
35 (3) days of any written notice of such decision, unless one or more of the days is a  
36 weekend or federal holiday, in which case such deadline shall be extended so as to  
37 afford the member the benefit of three business days), a member who believes that  
38 such decision was improper shall file a written appeal with the CEO of the NGB. The  
39 written appeal may be filed in person, via facsimile, by electronic mail, regular mail or  
40 by other overnight delivery service. Failure to timely file such an appeal shall be  
41 deemed a waiver of any objections to the decision, and that decision shall then  
42 become final and non-appealable within the NGB. The written appeal shall include the  
43 same information required under Section B, paragraph 1(a) through 1(f) of this Article.  
44

45 3. Upon receiving the written appeal, the CEO shall immediately distribute  
46 a copy of the appeal to each member of the NGB Judicial Committee.  
47

48 4. If the appeal is urgent (i.e., requires a decision within five (5) days), the  
49 NGB Judicial Committee shall convene a hearing via teleconference as soon as  
50 possible which shall include as many members of the Judicial Committee as can be  
51 gathered for the emergency teleconference, after using best efforts to obtain a quorum,  
52 and shall also include the aggrieved member and appellee if possible.



1  
2 5. If the appeal is not urgent, the NGB Judicial Committee may refer the  
3 matter to a lower body within the NGB for disposition. In that case, the appropriate  
4 Judicial Committee shall schedule a hearing either in person or via teleconference at  
5 the earliest time convenient for members of the Judicial Committee, the aggrieved  
6 member and the appellee, and shall provide written notice of the date, time and type of  
7 hearing. Any person entitled to participate in the hearing may do so via  
8 teleconference.  
9

10 6. Notwithstanding anything herein to the contrary, if the urgency of the  
11 appeal requires a decision before a quorum of the Judicial Committee can be gathered,  
12 then the decision of those Judicial Committee members who were able to participate in  
13 the hearing shall be final, and shall not be subject to attack on the basis that a quorum  
14 was not present.  
15

16 7. In any hearing conducted under this section, the aggrieved member  
17 shall have the same rights afforded complainants with grievances under Section A,  
18 paragraph 6 of this Article.  
19

20 8. In any hearing conducted under this section, the Judicial Committee  
21 shall affirm the decision at issue unless the aggrieved member proves by clear and  
22 convincing evidence that the decision was improper.  
23

24 9. If the NGB Judicial Committee refers the matter to a lower body for  
25 disposition, and the aggrieved member demands review of that body's decision, if a  
26 quorum of the NGB Judicial Committee can be gathered to meet in person or via  
27 teleconference prior to the start of the competition at issue, the aggrieved member  
28 shall be entitled to have the decision of the lower body reviewed. In any such appeal,  
29 the decision of the lower body shall be entitled to deference and shall be affirmed  
30 unless the aggrieved member proves by clear and convincing evidence that the  
31 decisions below were arbitrary or unreasonable.  
32

33 **D. Suspension from Participation in Competition.** The NGB shall not, through  
34 its officers, employees, representatives or otherwise, suspend any member for disciplinary  
35 reasons (including violations of the NGB Code of Conduct or the provisions of any contract  
36 between the member and the NGB) from participating or competing in any future "protected  
37 competition" (as defined in the USOPC Bylaws) without fair notice and the opportunity for a  
38 hearing concerning such action as set forth below. These procedures shall not apply to any  
39 matter falling within the jurisdiction of the United States Center for SafeSport.  
40

41 1. General Provisions. Credible allegations that any member has violated  
42 any relevant federal, state or local law in connection with his/her participation in NGB  
43 activities, has violated NGB codes of conduct or agreements with the NGB, or other  
44 policies of the NGB and that such conduct warrants disciplinary action including  
45 suspension of competition eligibility may be presented to any member of the NGB  
46 Judicial Committee, or the CEO or his/her designee. Upon receipt of such credible  
47 allegations, it is the duty of such person to immediately notify the Chairman of the  
48 Board of Directors and the CEO of the same.  
49

50 2. Long-term Suspension Proceedings. If the CEO or his/her designee  
51 determines that the member who is subject to any allegations contemplated by  
52 paragraph 1 (i) may be eligible to compete in a competition under the jurisdiction of the

1 NGB, FIS or USOPC which is scheduled to occur more than fifteen (15) days from the  
2 date the CEO or designee receives the allegations, or (ii) may be subject to sanctions  
3 including suspension from more than one such competition in which that member is  
4 objectively qualified to participate, the NGB shall comply with the following procedures:  
5

6 (a) The CEO or his designee shall immediately cause the NGB staff  
7 to refer any such allegations referenced in Paragraph 1 of this Section D and  
8 any documents or materials relevant to those allegations to the NGB Judicial  
9 Committee.  
10

11 (b) The NGB Judicial Committee may consider the matter or may  
12 refer it to a lower body within the NGB for disposition. In either case, one  
13 member of the appropriate Judicial Committee shall prepare and transmit to the  
14 NGB CEO and the member written notice of proposed disciplinary proceedings  
15 via overnight delivery service or other similar, verifiable delivery method which  
16 notice shall include the following:  
17

18 (i) Identity of the member at issue;  
19

20 (ii) Citation of any rules, laws, codes of conduct, policies or  
21 provisions of any agreement between the member and the NGB which  
22 the member is alleged to have violated;  
23

24 (iii) Factual basis for such allegation;  
25

26 (iv) The maximum potential sanction; and  
27

28 (v) Proposed time, date and place of the hearing (which shall  
29 be scheduled to begin at least seven (7) days before any affected  
30 competition, but no more than thirty (30) days after the date of the  
31 notice). The time, date and place of the hearing may be subsequently  
32 modified by the CEO or his/her designee if necessary to accommodate  
33 the schedules of parties, witnesses and other participants, provided  
34 however, that the hearing shall not be moved or rescheduled if doing so  
35 would prevent participation by the member at issue or prevent the  
36 hearing from being concluded at least forty-eight (48) hours before any  
37 affected competition.  
38

39 (c) The designated member of the appropriate Judicial Committee  
40 shall conduct such investigation as he/she deems necessary and shall prepare  
41 a written report of findings and recommendations, which shall include a short  
42 and plain statement of the operative facts, set forth in numbered sentences or  
43 paragraphs, which would form the basis for any disciplinary action. This report  
44 shall be transmitted to the appropriate Judicial Committee and the member no  
45 less than forty-eight (48) hours prior to the start of the hearing.  
46

47 (d) At any disciplinary hearing, the designated member of the  
48 appropriate Judicial Committee shall be responsible for presenting all evidence  
49 of wrongdoing against the member to the balance of the appropriate Judicial  
50 Committee. The designated member shall have voice but no vote at the  
51 hearing.  
52

1 (e) The appropriate Judicial Committee shall conduct a hearing at  
2 the appointed time and place in which the participants shall have the rights set  
3 forth in Section A, paragraph 5 of this Article. The appropriate Judicial  
4 Committee may suspend or revoke a member's right to participate in protected  
5 competition only if it finds by a unanimous vote (if the panel is composed of  
6 three members) or a majority vote (if the panel is composed of five or more)  
7 that a preponderance of the evidence shows the member has, in fact, engaged  
8 in conduct which violated applicable laws while representing the NGB or in  
9 connection with his/her participation in NGB activities, or has violated NGB  
10 codes of conduct, policies or agreements with the NGB.

11 (f) At least twenty-four (24) hours before any affected competition,  
12 but in no event more than fifteen (15) days after the hearing, the appropriate  
13 Judicial Committee shall issue a written decision dismissing the allegations  
14 against the member, or imposing such disciplinary action as the Panel finds  
15 necessary or appropriate.  
16

17 (g) The foregoing procedures need not be followed, and the  
18 appropriate Judicial Committee may summarily impose sanctions including  
19 suspension or revocation of the member's right to compete if the member at  
20 issue waives his/her right to such procedures in writing, which shall be deemed  
21 to be an admission of the allegations.  
22

23  
24 3. Emergency Suspension Procedures. If the CEO or his/her designee  
25 determines that the member who is the subject of any allegations contemplated by  
26 Paragraph 1 of this Section D above may be eligible to compete in a competition under  
27 the jurisdiction of the NGB, FIS or USOPC which is scheduled to occur within fifteen  
28 (15) days, the CEO or his/her designee shall comply with the following procedures:  
29

30 (a) The allegations at issue shall immediately be transmitted to all  
31 available members of the NGB Judicial Committee. Any member of the NGB  
32 Judicial Committee who receives such allegations, and on the basis thereof,  
33 believes that the clear and convincing evidence demonstrates that emergency  
34 suspension is necessary or appropriate, may cause the NGB staff to provide  
35 oral and, if possible, written notice of that decision and proposed action, and  
36 shall specifically identify the competition from which the member is proposed to  
37 be excluded. The decision must be based on clear and well-documented  
38 evidence that the member has violated federal, state or local laws, codes of  
39 conduct or policies approved by the NGB.  
40

41 (b) The proposed action shall not deprive the member of the right to  
42 participate in more than one competition.  
43

44 (c) The member shall have the right to seek review of the  
45 suspension before it is carried out by providing to the CEO or his/her designee  
46 oral, and if possible, written notice of his/her intent to appeal within twelve (12)  
47 hours of notice of a suspension is received. Absent such notice, the proposed  
48 suspension shall be carried out. If the member notifies the CEO of his/her  
49 intention to appeal, the CEO shall immediately refer the matter to the NGB  
50 Judicial Committee for disposition.  
51

1 (d) If review is demanded by the member, the suspension must be  
2 approved by a majority of those NGB Judicial Committee members who,  
3 through the best efforts of the NGB, can be contacted prior to the competition  
4 and who have a reasonable opportunity to hear both the member and any  
5 responsible NGB representative present and address the charges, personally  
6 or via telephone or fax.  
7

8 (e) Judicial Committee members may approve the suspension only  
9 if the evidence demonstrates that it is the result of clear and well-documented  
10 allegations that the member has violated any code of conduct or policy  
11 approved by the NGB or any applicable federal, state or local law. In addition, if  
12 the Judicial Committee determines that further action is appropriate, it shall  
13 initiate long-term disciplinary proceedings in accordance with Paragraph 1 of  
14 this Section.  
15

16 (f) Notwithstanding anything herein to the contrary in this Section 3,  
17 or any of its subparagraphs, if the urgency of the request for review requires a  
18 decision before the entire Judicial Committee can be gathered, then the  
19 decision of those Judicial Committee members who are able to participate in  
20 the hearing shall be final, and shall not be subject to attack on the basis that  
21 fewer than three panel members participated.  
22

23 **E. Competition Jury Appeals.** Any member aggrieved by the decision of any  
24 competition jury shall have the right to appeal such decision in accordance with the  
25 competition jury appeal policies and procedures established and adopted by the relevant Sport  
26 Committee and approved by the Board, which procedures shall comport with general  
27 principles of fairness, efficiency, due process and FIS regulations where applicable.  
28

29 **F. USOPC Review and Arbitration.** Any member who alleges that he/she has  
30 been denied the right to compete in any protected competition as defined in Article I, Section  
31 1.3(P) of the USOPC Bylaws shall have the right to petition the USOPC and pursue all  
32 remedies available under the USOPC Bylaws, including arbitration.  
33

1 **ARTICLE X**  
2 **Indemnification**

3 A. The members of the Board, as a board and individually, and the members of  
4 each permanent standing committee, as a committee and individually, are specifically held  
5 harmless by the NGB and its membership for all actions taken in good faith on behalf of the  
6 NGB, including omissions, unless found culpable in a court of law of willful malfeasance, illegal  
7 activity or gross negligence, in which case the NGB shall be entitled to recover any payments,  
8 costs or expenses incurred in the defense, compromise or settlement of any claims or suits  
9 against such member prior to such finding.

10  
11 B. The NGB hereby indemnifies its officers, board members and Sport Committee  
12 members, individually and in their official capacities, for any liability incurred as a result of their  
13 positions in the organization or actions taken on behalf of the organization, with the following  
14 inclusions and limitations:

15  
16 1. The amount of liability for which indemnification is provided includes any  
17 amounts reasonably spent in defense of or in settling any action or proceeding,  
18 whether actual or reasonably believed to be threatened, against the officer or director.

19  
20 2. The actions and proceedings to which this section applies include civil  
21 or criminal actions. However, in the case of criminal action, indemnification is limited to  
22 the amount reasonably necessary to defend against the action or proceeding and to  
23 pay any fines that may be levied against the officer or director.

24  
25 3. No indemnification will be provided where an officer, director, Sport  
26 Committee member or other member is adjudicated to be liable and a central reason  
27 for this finding is that he/she acted in bad faith. No indemnification will be provided  
28 where he/she is found to have personally and substantially benefited from his/her  
29 actions and these actions in any way injured the NGB or placed it at risk of injury.  
30 Where the officer, director or member has not been adjudicated to be in bad faith and  
31 where his/her actions did not injure or threaten to injure the NGB, no indemnification  
32 will be provided to the extent that the officer or director personally profited as a result of  
33 his/her actions.

34  
35 4. No indemnification will be provided to an officer, director or member  
36 where the liability was the result of an action initiated by that person and where the  
37 initiation of the action was unauthorized by the Board or these bylaws.  
38

**ARTICLE XI**  
**Amendments**

1  
2  
3  
4 A. Amendments to these bylaws may be proposed by either (i) any three members  
5 of the Board; or (ii) written petition of a majority of the members of any Sport Committee; or (iii)  
6 written petition signed by at least one and one-half percent (1½%) of the members of the NGB  
7 in good standing.

8  
9 B. Proposed amendments shall be presented to the NGB national office in writing  
10 at least sixty (60) days before any properly noticed meeting of the Board, except as permitted  
11 otherwise in Section D of this Article, and shall be mailed by the NGB office to all members of  
12 the Board and Sport Committee members, and made available upon request to all other  
13 members, at least thirty (30) days before the annual meeting of members.

14  
15 C. Proposed amendments shall be presented as follows:

16  
17 1. State who is proposing the amendments.

18  
19 2. State in writing that portion of the existing text in its entirety, inclusive of  
20 all portions which are to be considered for change.

21  
22 3. Within the text of the above statement in 2., show any new phrases or  
23 addenda with all words to be added underlined thus: new verbiage.

24  
25 4. Within the text of the above statement in 2., show any dropped phrases  
26 or deletions with all words to be deleted stricken through thus: ~~deleted verbiage~~.

27  
28 5. The proposed amendment must be accompanied by a brief explanation  
29 of the reasons for the proposed amendment, and the effect of the change, if adopted.

30  
31 D. Unless withdrawn, proposed amendments which have been prepared less than  
32 sixty (60) days and circulated less than thirty (30) days in advance of meetings at which such  
33 matters would otherwise be considered shall automatically be placed on the agenda for action  
34 at the next meeting of the Board which is at least thirty (30) days after the date of mailing of  
35 such proposed amendment.

36  
37 E. Amendments to these bylaws may be adopted only by the affirmative vote of  
38 two-thirds (2/3) of the full Board of the NGB.

39  
40 F. Any amendment of these bylaws shall become effective forty-five (45) days  
41 from the date of adoption by the Board as set forth above unless a referendum is called on the  
42 amendment, in which case the amendment shall take effect only upon approval by the general  
43 membership of the NGB as follows:

44  
45 1. Members in good standing who are not ineligible to vote under Article V,  
46 Section E of these bylaws may call a referendum on any amendment to these bylaws  
47 which has been adopted by the Board as set forth above by filing a petition calling for  
48 such a referendum signed by five percent (5%) of the members in good standing of the  
49 NGB as reflected on the membership rolls as of the end of the most recent  
50 membership year. The petition shall include all information required to accompany a  
51 proposed amendment under Section C of this Article. Failure to obtain signatures from  
52 five percent (5%) of the members in good standing shall render the referendum null

1 and void, and the amendment shall take effect as though there had been no attempt to  
2 call a referendum.

3  
4 2. Within sixty (60) days of an effective referendum call, the NGB shall mail  
5 to all members in good standing a ballot which shall include all information required to  
6 accompany a proposed amendment under Section C of this Article along with a  
7 statement by the Board describing its reasons for supporting the amendment, and a  
8 similar statement by the members responsible for the petition describing their reasons  
9 for opposing the amendment. The ballot shall provide space for members to approve  
10 or disapprove the amendment adopted by the Board and shall state that it must be  
11 received by the NGB within thirty (30) days of the date of mailing by the NGB to be  
12 considered.

13  
14 3. The vote of a majority of those members returning ballots to the NGB  
15 national offices within thirty (30) days of the date such ballots were mailed by the NGB  
16 shall carry the decision. Upon approval by a majority of those members returning  
17 ballots, the amendment shall become effective immediately. Upon disapproval by a  
18 majority of those members returning ballots, the Board's adoption of the same shall be  
19 nullified and the proposed amendment shall be defeated.  
20

**ARTICLE XII**  
**Dissolution**

1  
2  
3  
4       The NGB may dissolve only by an affirmative vote of the Board and Sport Committees  
5 in the manner and proportions described below. Each director and each Sport Committee  
6 shall be given notice of a special meeting called for the purpose of dissolution in the manner  
7 prescribed herein for special meetings. At a special meeting of the Board, three-quarters (3/4)  
8 of all then current directors must approve the proposed dissolution. Within ninety (90) days  
9 following Board approval of the dissolution, two-thirds (2/3) of all Sport Committee members,  
10 either voting by mail or in person at the called meeting, must approve the proposed  
11 dissolution. In the event of dissolution, the disposal of the assets of the NGB shall devolve  
12 upon the Board. No part of the assets, income, or net earnings of the NGB shall inure to the  
13 benefit of any NGB members or directors or any other individual.  
14  
15  
16  
17  
18

19       Amendments ratified 5/18/2019 and effective 7/2/2019.