

MINUTES
OF THE BOARD OF DIRECTORS OF
THE UNITED STATES BRIDGE FEDERATION
Wednesday, December 18, 2002
8:00 A.M. CST – Conference Call

Directors Present: President Michael Becker, Jay Baum, Bob Friend, Arnold Jones, Dan Morse, Nick Nickell, Shawn Quinn, Bruce Reeve

Others Present: Gary Blaiss, Mary Oshlag, Jean Patterson, Peter Rank and Directors-elect Marvin Comer, Chris Compton, Jan Martel, Rose Meltzer and Ken Titow

Call to Order and Quorum Established

President Michael Becker called the meeting to order and established that a quorum was present.

Welcome and Congratulations

Becker congratulated the Board members-elect and welcomed them to the meeting. He also congratulated Nickell for being made the ACBL Honorary Member of the Year and Quinn, Nickell, Morse and himself on their fine performances at the Phoenix tournament. He noted that future Boards will be hard pressed to surpass such performance.

Approval of Minutes

The Minutes of November 13, 2002 were approved.

Committee Reports

JITTC

World Junior Individual Date

Charlotte Blaiss wrote Becker that the ACBL deferred its response to the WBF proposal to hold a World Junior Individual on the last weekend of the summer NABC in odd numbered years, and that the Junior's proposal to hold the event at the Junior Camp that follows the summer NABC was rejected by the WBF.

Proposal for Junior Pool

Jade Barrett's Report was re-presented, along with comments made by Charlotte. **(Exhibit 1)** Linda Granell and Bruce Keidan were asked to review the proposal before the Board takes the matter up.

Junior Player Code of Conduct

ACBL Code of Conduct for World Youth Team Championships was approved as presented.

(Exhibit 2)

[MB now notes that "ACBL" should be deleted and perhaps "USBF" added. Also, perhaps this code of conduct should apply for all international junior play and maybe even the trials too. The new board should consider this matter]

Junior Training Report

The Board accepted the Junior Training report presented by a written report by Charlotte. **(Exhibit 3)** The Board requested a report on money spent from the Junior Fund.

SITTC

Morse reported that four active committee members attended the Phoenix SITTC meeting. USSBC conditions of contest will be written by Gary Blaiss. The conditions will look more like the USBC's conditions. The trials will have early starting times, a repechage and begin Wednesday, June 25th and end at the latest, Sunday, June 29th. Gene Freed volunteered to try to raise sponsorship money for the senior teams that get sent abroad. The USSBC will continue to be a Zonal Trials.

WITTC

Quinn reported that the final USWBC conditions of contest will be presented to the Board soon. Quinn added that there were a few new committee members. It was mentioned that committee members need board approval.

ITTC

The ITTC's comments on drug policy appear in Exhibit 4. Final conditions will not be available for several months. Meltzer suggested merging two or more trials. Quinn feels the Women get inferior service when the trials are run together. Becker, who proposed this more than a year ago, favors merging the trials because it would generate publicity and might attract a sponsor.

World Relations

Morse reported the WBF is considering mind sports games prior to Olympics in 2006 in Turin. Morse urged the USBF to continue to attempt to become an Associate Member of the USOC. Rank thinks the USBF should periodically write update reports to the USOC. Reeve suggested we put a report into ACBL Bulletin on our Olympic efforts to try to maintain the USBF's image and keep the \$1.95 tag line contributions flowing.

Dan Morse discussed the drug policy. Blaiss suggested that we work with the US Chess Federation on drug policy and the Board agreed. Blaiss will report back on the USCF's approach on the issue. The ITTC's comments on drug policy can be found in **(Exhibit 4)**

Elections

A. Jean Patterson reported that of the 241 members, 143 voted, two more were a day late and were not counted and two others were invalid (voted for BOTH athletes for a three year term).

B. In accordance with the Bylaws, the Elections committee certified the results of the Election.

ABA Category: 3 year term: Marvin Comer; 1 year term: Arnold Jones

ACBL Category: 3 year term: Jan Martel; 2 year term: Chris Compton, Dan Morse; 1 year term: Ken Titow

Athlete Category: Tie vote between Rose Meltzer and Nick Nickell. The current sitting USBF Board will break the tie. One will serve a three-year term and the other will serve a one-year term.

C. The Board approved the amendments to the Nominating Committee Procedures, **(Exhibit 5)**. However, the Bylaw amendment will be represented in a modified form.

D. Tie Breaking - Athlete Terms

To break the tie, Rank suggested and the Board approved, that the Board hold an executive session containing only the Board members who were not running for reelection. Becker, Friend, Quinn and Reeve (Baum, Popkin, absent) held an executive session and Becker reported (by email after the meeting) that Rose Meltzer was elected to a three year term and Nick Nickell was elected to a one year term.

Finance

Nickell presented a budget report covering 2003 and beyond. He pointed out that he did not include any estimate for revenues from donations or any corporate sponsorships or budget funds for sending teams to the World Championships. No funds were allocated toward the Olympic effort. Nickell reported that as of 10/31/02 we had cash of approx \$185,000 and owed the ACBL \$65,000, leaving about \$120,000 of unrestricted cash. In addition, the International Fund has \$153,000 in it. (\$76,000 was collected in 2001 and \$77,000 collected in 2002). This money is available to reimburse Open and Women's participants for expenses. The ACBL expects to collect similar amounts in future years for this purpose. The ACBL also has a fund of approximately \$55,000 which is available for junior events. There is a small fund (\$4,000) for seniors.

The Board calculated that there was about \$300,000 available over the four year cycle for the ten open and women's teams that go abroad during the cycle.

It was agreed that the Finance committee should prepare reports (or obtain ones that exist from the ACBL) on international funds historically spent, estimate the amount of money needed and calculate the amount available for our teams playing abroad for the four year WBF cycle. Gary Blaiss will prepare the reports. After presentation of those reports, the Board could then discuss what contribution, if any, it should make to support our teams in international competition.

It was noted that the Open team funds are split 50-50 between the two teams emerging from the trials in Bermuda Bowl years, but that the WITTC allocates the funds only to the winning team playing in the Venice Cup. Quinn will report back to the board whether the WITTC wishes to change their method of allocation of international funds.

Becker pointed out that the Bylaws suggest the USBF support its teams in international play, and that some contribution, even if small, is warranted. He noted that 8 teams are being sent abroad in 2003, but that two of them will be senior teams qualifying through a Zonal championship.

The report was accepted after amending or adding certain items. **(Exhibit Emailed: 2002 Operating Budget 121802.xls)**

Fund Raising

Quinn reported that the cook book idea will not work. The committee still likes the idea of donated online time from expert bridge player-volunteers auctioned off on Ebay. And also, bridge memorabilia auctioned off on Ebay. The idea with the most fund raising potential was to raffle off a Lexus. Quinn indicated that a Memphis Lexus dealer (or other dealers) might provide the car at a discount. Tickets would be \$100, tax deductible. If not enough tickets were sold, there would be a full refund or a hoped for benefactor(s) would buy a block. Compton

questioned the raffle's legality in some states. The winner could take the car or upgrade to a superior Lexus by using the cash equivalent of the car won. Quinn asked the Board to ask bridge players if they would pay \$100 for a ticket.

Board Turnover Matters

Becker said that new Board members shall receive email packages containing the 2002 minutes, the list of board members, ACBL contact people, the list of committee members, the list of xITTC members, the restated Bylaws, Nominating Procedures and Election Rules and Regulations.

New Board members were urged to use common sense and discretion in discussion of board matters.

Becker asked to remain as chair of ITTC and advisor to the new board. He made himself available to any Board member for questions.

Quinn requested to remain on the Fund Raising committee and as WITTC liaison, and also is available for questions from the new Board.

Reeve requested to remain on Grievance and JITTC.

Rank presented an agenda for the January Organizational/Annual Meeting, which was amended slightly by the Board. **(Exhibit 7)** Becker will add carried over Board items under "old business."

Thanks

Becker thanked all the board members for volunteering to start up the organization. Becker gave special thanks to Quinn and Nickell, who were invaluable in their own ways to the accomplishments of the USBF, and noted that we are fortunate to have Peter as counsel. He thanked Sharon Fairchild for her terrific webmaster-ship. He thanked Jay and Gary and the support staff for all their assistance and 24/7 help, especially Rena, Mary, Galen and Jean. Nickell led a chorus of board members in appreciation of Becker's work and leadership.

Accomplishments, Unfinished Tasks and President's Departure Comments

Becker noted the Board's accomplishments and offered to-do list for the new Board. **(Exhibit 8)** Becker also made his farewell "speech." **(Exhibit 9)**

Next Board Meeting

The next Board meeting was scheduled for 11:00 A.M. CST on Thursday, January 9th by conference call.

Adjournment

The meeting was adjourned at 10:38 A.M. CST

(Exhibit 1) Report on JITTC Proposal

Jade Barrett's Report:

This is an outline for a program to develop, train and fund the USA Jr. Team.

Introduction:

Over the last twelve years the USA JR TEAM has gone from a perennial also-ran to a world championship. During this time there were many different international events that the USA participated in. Most of these events were funded at least in part by people and organizations outside of the ACBL. This international experience proved vital to the program as it prepared our juniors to face competition from many different countries that we would not have otherwise been able to expose them to. In addition, the ability to travel to different regionals and nationals, as well as training sessions not associated with a tournament, assisted in the additional growth of the individual player as well as the partnerships that these players have formed. Again, the funding for much of this training has come from independent sources. With a formalized program these two critical factors can be developed.

- 1) A consistent, ever present exposure of the USA JR TEAM to the league at large and to the media specifically that will potentially inspire corporate sponsorship.
- 2) A stronger and better trained team capable of regular success in the world championships.

The Components:

The USA JR POOL
The USA JR STAFF
The USA JR FUNDRAISERS

USA JR POOL

During the year, there are opportunities that arise for juniors in both the USA and in Europe that have been critical to the success of our current teams. Often we have struggled to get a team together in order to participate. The factors are varied: different collegian schedules, family commitments and cost are the three primary concerns, but there are additional considerations. To put the USA team together and then seek approval of the committee in time cannot always be done. The logistics of handling the airline tickets and accommodations alone can take weeks in order to be cost-effective. Just getting commitments from six players and a NPC can take up to a week or even longer in some cases. We currently have several NPCs who are preapproved for international competition. Preapproval for junior players will greatly assist the organizer to create a team for these other international competitions.

USA JR POOL members will be 24 players who meet the following criteria:

- A) Under age 26.
- B) Actively participating in tournaments.
- C) If of high school age, in school or have graduated.
- D) Not currently on probation.
- E) Are among the leaders on the USA JR qualifying points list.

The USA JR points list will be based on a player's success in the USA junior trials, the Reisinger, Spingold, Vanderbilt, ITT, Rosenblum, Bermuda Bowl, World Open Pairs, World Junior Team Championships, Blue Ribbon and Three day LM pairs, total BRQs and MPs. (This list will be expanded or contracted as this points program is finalized).

As there are in development a few players who are under 18 who have not participated (primarily due to the fact is that they are new on the scene) in many tournaments it is recommended that we include youth members in addition to these 24. With their inclusion we will be able to prepare these players to successfully compete in international competitions as they grow older. This number should be flexible, but probably will never be greater than eight or ten.

USA JR STAFF

In addition to the current NPCs, coaches should be added to the junior staff. While we have been fortunate to receive free support from time to time, this has not always been the case. Some of the USA JR TEAMS have had free coaches while others have had coaches who were compensated in part or in full. The coaching of the team being critical to its long-term success, we should consider funding (if only as a gesture) coaches equally among the teams. These coaches need to be approved by the USBF and the JITTC as well. As additional funding becomes available, the USBF should consider retaining coaches for these juniors.

USA JR FUNDRAISERS

With the establishment of the USA JR POOL, there will need to be a marketing campaign to raise the awareness of the existence of the USA junior team. Since these players will be from all over North America, we will need to contact their local media with their information. This will prepare the groundwork that will be done by the fundraisers. With an aggressive approach to corporate America and the consistent faces of our USA juniors we are likely to acquire a sponsorship that will go some distance towards funding the program as a whole. Other organizations have a relationship with fundraising companies that only compensates in return for success. That is only one of the ways that this can be accomplished.

CONCLUSION

With the initiation of the USA JUNIOR POOL we will be able to:

- Develop our younger players.
- Provide consistent coaching and support for our teams.
- Promote junior bridge nationwide.
- Obtain funding from outside sources in addition to the ACBL support we already receive.

On a personal note, I request that the USBF reconsider the role of the JITTC and expand its responsibility to include the development of this program in accordance with the wishes of the USBF.

Submitted 12 November 2002.

GS Jade Barrett
JITTC Chair

Charlotte's comments on Jade's report:

The USA JUNIOR POOL

It is a good idea to have a pre-approved pool of Juniors to play in invitational junior events. Many times, we have received invitations to an international Junior team event with short notice. If the Juniors were pre-approved, then we would be able to get airline tickets quicker and cheaper.

USA JUNIOR STAFF

NPC's are volunteers. They now act as captain and coaches for the teams. The NPC's only get their expenses to attend the events.

I think that it would be great to have coaches for the teams, but we simply do not have money to pay additional expenses. If and when additional funding becomes available, we may want to consider coaches for the teams, but for the immediate future, coaches must be volunteers.

USA JUNIOR FUNDRAISERS

Sponsorship and fund raising is the ultimate goal of Jade's proposal. Perhaps ACBL's Media Relations Director, Bruce Keidan, or Marketing Director, Linda Granell, can review this proposal and give opinions on how or if this can be implemented.

(Exhibit 2) Junior Code of Conduct

**AMERICAN CONTRACT BRIDGE LEAGUE
CODE OF CONDUCT FOR WORLD YOUTH
TEAM CHAMPIONSHIPS**

This Code of Conduct identifies the standard of behavior that is expected of all Junior participants including non-playing captains, volunteers and staff. Failure to comply with this Code of Conduct may result in disciplinary action by the ACBL or expulsion from the event.

Code of Conduct

The Code of Conduct prohibits the following behaviors:

1. Possessing, transmitting or concealing a dangerous weapon, firearm, knife, explosive device or dangerous instrument.
2. Using tobacco products in non-smoking areas.
3. Playing while under the influence of alcohol or while suffering the effects of alcohol.
4. Possessing, using or supporting the use of illegal drugs.
5. Using profane, insulting, harassing or otherwise offensive language.
6. Exhibiting insulting, humiliating, intimidating or offensive behavior.
7. Destructing or vandalizing property.

I agree to abide by the ACBL Code of Conduct.

Signature of Participant

Date

(Exhibit 3) Junior Training Report by Charlotte
This is just an FYI about Junior Training.

All members of USA Team 1 will meet January 2 - 6 in Tampa FL for their first official training session. Mike Cappelletti arranged free housing for the group (donated by Jim Mahaffey). Jeff Meckstroth will work with the juniors one day and Eric Rodwell will work with them the next day. Mike has prepared some questionnaires and exercises. Jeff and Eric will also be using some types of exercises. Also, 144 pre-duplicated boards with hand records - prepared by ACBL - will be sent to Tampa for the training session.

Also, the team has been meeting on OK Bridge each Saturday evening at 7:00 Eastern time.

USA Team 2 will have a training session in New York City either the first or second week-end in February. Several top NYC players have agreed to play practice matches against the team. I will send more details when we get everything finalized.

I think that this a good start!
Charlotte

(Exhibit 4) Discussion of WBF Drug Policy

From the ITTC Minutes:

Dan Morse reported that WADA, the IOC's drug testing organization, wants to randomly test top members of organizations recognized by the IOC as a sport (like the WBF), offsite (not at a world event). The committee thought that if drug testing is to be performed, it should be done at an NABC/Trials site, that it might perhaps be voluntary rather than forced, and that tests be conducted for a narrow list of drugs that might be performance enhancing. Some thought that no drugs have been proven to be performance enhancing, and that the list should be blank.

Morse reported that the 2003 Bermuda Bowl will probably be held in Monte Carlo from November 1-15, 2003.

(Exhibit 5) Nominating Procedures

NOMINATING PROCEDURES

I. Composition

A. The Nominating Subcommittee shall be composed of the following persons to hold two (2) year terms staggered so that five (5) members shall commence their terms in each odd numbered year and four (4) members shall commence their terms in each even numbered year.

1. Two (2) members of the Board, who are members of the ACBL when such member is not running for re-election.
2. Three (3) members of the ACBL who are not Board members and who may or may not be Athlete Members.
3. Two (2) Athlete Members who are not members of the Board.
4. One (1) member of the Board who is a member of the ABA, when such member is not running for re-election.
5. One (1) member of the ABA who is not a member of the Board.

II. **Nomination and Election Procedures**

A. The Nominating Subcommittee shall endeavor to select at least double the number of nominees as are coming vacant for such election year for the category represented and shall certify such nominees to the Elections Committee at least thirty-one (31) days prior to the ballot mailing date. Each Nominating Subcommittee Member may vote for candidates in every category of Board membership.

1. Notice shall be given to the membership of the USBF that candidates are being recruited.

Said notice shall be placed on the USBF website a minimum of sixty (60) days prior to the closing date of nominations. Nominations will be closed thirty (30) days prior to the election. Interested parties may submit a request to be nominated to the USBF headquarters prior to the closing date of nominations.

2. Active Members in good standing who are petition candidates may be added to respective ACBL, ABA or Athlete ballots. A valid petition application form requires ten (10) Active Member signatures from the category in which the candidate is running in the petition. Petitions must be submitted to the USBF headquarters no later than thirty (30) days prior to the election.
3. No person may be nominated for more than one (1) Board seat.
4. All candidates shall receive and review the document entitled "Board Member Expectations."

B. Members of the committees listed in I.A. may not nominate themselves, their parents, siblings, children or spouse.

III. Conduct of Nominating Subcommittee Members

A. All discussions and documents of the Nominating Subcommittee shall be held in strict confidence and may be shared with Subcommittee Members and Election Committee Members only on official business of the Committee.

B. Members of the Nominating Subcommittee may not campaign for candidates, but may disclose for whom they are voting if asked.

Bylaw Amendment below is not ready yet. Draft for holdover to next meeting:

Article II, Section A.3. of the USBF Bylaws are amended to read as follows:

3. A person who is a citizen of the USA who is interested in the game of bridge and in its international competition and who has not been expelled from the ACBL or ABA or any organization under paragraph II.A.2. above, provided that such person shall not be entitled to vote for members of the Board unless he or she is a member of a bridge organization as set forth in [Article II](#) , Section A.2. or is an athlete member as defined in Article III, Section B.3.c.

Problem: voting is related to active membership and this entire para concerns regular membership.

(Exhibit 6) Deleted (undiscussed at meeting)

(Exhibit 7) Agenda for January Organizational Meeting

**MINUTES OF THE 2003 ANNUAL MEETING OF
THE BOARD OF DIRECTORS OF
THE UNITED STATES BRIDGE FEDERATION**

**January __, 2003
By Telephone Conference**

Directors Present: _____

Directors Absent: _____

Others Present: Peter Rank, Esq.

Gary Blaiss

I. CALL TO ORDER

The meeting was called to order by Jay Baum, acting as temporary chair. A packet of information was previously disseminated to the Board members for their review and consideration and each Board member present acknowledged his or her receipt of the Board packet.

The acting President indicated that Mary Oshlag would act as recording secretary for this Board meeting.

II. ATTENDANCE; ESTABLISH QUORUM

The acting Chairman noted that at least a majority of the directors were present at the meeting, thus establishing a quorum for the purpose of transacting business by the Board.

III. BOARD ACTIONS TAKEN; RESOLUTIONS

CERTIFICATION OF DIRECTORS

WHEREAS, the following persons were elected to be directors: Marvin Comer, Christopher Compton, Arnold Jones, Frank T. (Nick) Nickell, Jan Martel, Rose Meltzer, Dan Morse and Kenneth Titow. In addition, Jay Baum, as the ACBL CEO, is an appointed member of the Board.

RESOLVED, that the directors of the USBF, Jay Baum, Marvin Comer, Christopher Compton, Arnold Jones, Frank T. (Nick) Nickell, Jan Martel, Rose Meltzer, Dan Morse and Kenneth Titow accept their appointment and are certified as directors.

RESOLVED FURTHER, that the directors of the USBF shall continue to serve the USBF until the time their successors may have been duly elected and qualified.

RESOLVED FURTHER, that the newly elected directors are conferred with such power and authority and subject to such limitations as now or herewith prescribed for directors by the bylaws and the Non-Profit Corporation Act.

All above resolutions moved, seconded and passed unanimously.

ELECTION OF OFFICERS

WHEREAS, it is in the best interest of the USBF to elect officers of the USBF;

RESOLVED, that pursuant to Article IV of the Bylaws, the directors of the USBF elect _____ to serve as President, _____ to serve as Vice President, _____ to serve as Secretary and _____ to serve as Treasurer of the USBF at the pleasure of the directors until a successor is duly elected and qualified or such officer, dies, or resigns from his office.

RESOLVED FURTHER, that the newly elected President _____, shall preside at meetings of the Board, commencing forthwith.

All above resolutions moved, seconded and passed unanimously.

APPOINTMENT OF LEGAL COUNSEL

WHEREAS, it is in the best interest of the USBF to appoint a legal counsel to provide legal advice to and handle legal matters on behalf of the USBF;

RESOLVED, that the Board of Directors hereby appoints Peter Rank, Partner of the Los Angeles, California-based law firm of K&R Law Group LLP as the USBF's Legal Counsel.

All above resolutions moved, seconded and passed unanimously.

IV. APPOINTMENT OF AUDITOR

RESOLVED, that Jackson Howell & Associates is appointed as the USBF independent auditors. The Board noted they serve this same function for the ACBL.

All above resolutions moved, seconded and passed unanimously.

V. NEW BUSINESS

VI. OLD BUSINESS

VII. NEXT REGULAR MEETING OF THE BOARD

The President stated that the next regular meeting of the Board will be via conference call on _____.

VIII. ADJOURNMENT

With no further business to discuss, the Board unanimously agreed to adjourn the meeting at approximately _____.

Mary Oshlag, Acting Secretary

(Exhibit 8) What we accomplished and did not accomplish – for the record

The Board's Accomplishments

In the 21 months since inception, the USBF Board met thirty three times. The average meeting lasted three hours. The start-up work is behind us. We --

- *set up of the corporation and gaining charitable ("501c3") status
- *filed our first USOC application (157 pages)
- *wrote and amended bylaws and procedures, establishing a committee structure (11 committees and even more subcommittees) and getting over sixty talented volunteers to serve on them
- *raised substantial funds thru private donations, the ACBL tag line and establishment of and collection of Active Member dues.
- *constructed, operated and expanded the USBF website
- *held the first USBF election
- *dealt with complex residency issues, and provided valuable input on such to the WBF
- *began repayment of the \$50,000 loan to the ACBL
- *contracted for \$5,000 in free services from the ACBL for the running the USBC in Memphis
- *selected and sent teams to the IOC Grand Prix in SLC as well as to two European junior events
- *ran the USBF's first Open and Junior Trials
- *developed a continuing working relationship with the WBF, our WBF delegates, the ACBL and the ABA
- *frequently communicated with members about "athlete" issues, and gained input from them
- *formed a JITTC and SITTC and held meetings

The Board's Unfinished Business - What we did not accomplish

1. Discussion of Probation, Suspension from USBF - adoption of a disciplinary code (Grievance Committee?)
2. Thorough discussion of a Junior team plan (awaiting ACBL management opinion)
3. Development of USBF Drug policy, if there should be one
Preliminarily decided: Simply pattern after the ACBL letter that goes to winning trialists. Peter to draw up a drug letter similar to standard ACBL letter.
4. Development of policy on allocation of money to various teams (wait for finance committee report)
5. Register USBF Logo? (small bucks-small matter)
6. Reexamine definition of an athlete in our Bylaws to include players who have outstanding tournament performance who are not presently defined as athletes.
7. Develop USBF policy towards cash prizes won at junior and other international events where subsidy was provided by the USBF, ACBL, ABA, private donations or ACBL "International funds.
8. Make a second Fund Raising donation effort or implement ideas presented by previous Fund Raising Committee

9. Decide whether hold special events to raise money (Special Events Committee)
10. Re-apply to USOC for admission as an Associate Member.

(Exhibit 9) President's departure comments

1. Make decisions that are responsive to the wishes of our Active Members.
2. Keep in touch with the active membership and solicit feedback on important issues.
3. a. Board should consider non-members chairing some committees, as long as there is a board member on the committee.
b. Committee Chairs act as conduits between committees and the Board.
c. Committee chairs must take responsibility for holding meetings and bringing matters to the Board.
d. Committees rather than individuals should meet for discussions. Use our volunteers.
e. Committees should meet more often.
f. The Board should not micromanage. Wherever possible, delegate matters to committees rather than take up matters directly.
4. The Board doesn't know more than the members of the ITTC, WITTC or SITTC
Tend to rubber stamp their proposals. The Board should avoid making important decisions that could or should be made by a committee. Trust your committees = especially the WITTC SITTC and ITTC. The JITTC has Barrett as the chair and few juniors sit on it. I would not completely follow JITTC recommendations, but would follow Charlotte's.
5. New Board members should read the bylaws and all the rules and regulations.
6. The next Elections Committee and Nominating Committee should read the previous Nominating Committee's report to save themselves some questions and problems.
7. Everybody has to do their share. When one board member does not carry their load, others have to pick up the slack.
Every member of the new Board has promised the nominating committee that they will work hard.
8. Retiring Board members remain available for questions and consultation until the new board gains its footing.