

Dear USBA Members,

Larry Pugh
Chair

In order to assist you in making the most informed decision as you prepare to cast your ballot, each candidate was asked to provide a brief verbal portrait of themselves and their goals should they be elected. These portraits are printed on the following pages. We hope that you will find these informative and will help you elect a board that will serve the organization well.

In the time that I have spent on the US Biathlon board the issues facing our sport have become clear:

- The US has gifted athletes clearly capable of international success
- The US has some of the best biathlon facilities in the world
- The European community has a strong interest in the growth of biathlon in the United States.
- It has also become clear that in spite of these factors, for our sport to succeed - or even survive - we will need to be able to dramatically improve our ability to fundraise.

Funding from the US Olympic Committee has gone from over \$600,000 just 4 years ago to **no** guaranteed funding for next year and beyond. The sponsorship deal from TD Banknorth is a bright spot, but the new board will need to be able to hit the ground running with a fundraising plan in order to provide even the most basic of programs to our athletes

Meeting our fundraising objectives will require a board that has proven leadership skills, fundraising expertise and a desire to work together toward a common goal of the success of the sport of biathlon in the United States.

As the former Chief Executive Officer of VF Corp., the second largest apparel company in the world, I believe that I have the leadership skills required to make biathlon a model for the US Olympic movement. I also believe that the business relationships I have developed over my life can be helpful in attracting partners interested in seeing biathlon become a financially healthy enterprise as well.

The athletes who have chosen biathlon are remarkable young men and women who have had to make great sacrifices to pursue their dreams. Most have had to go into personal debt, put off college educations and put life and family on hold. They deserve an association that is equally committed to doing everything it can to make the sport easier for them. If elected as Chairman to the USBA board, I am committed to working with the athletes, parents, members and sponsors to help make the US Biathlon association that kind of organization.

CHARLES KELLOGG
Vice Chair

Skiing Background:

My parents put me on skis at age four and I began ski competition at the Holderness School in Plymouth, NH. At Williams College in Massachusetts, I raced skied four events for and was the team captain as a Senior. Following graduation, I spent two years at the United States Modern Winter Biathlon Training Unit in Anchorage and competed in Europe during 1964, where I had the highest American placing in the individual CISM Biathlon event. In 1965 I won the first official US Biathlon National Championship at Rosendale, NY. Later I represented the United States in the 1968 Olympics as a cross-country skier and was on the US Ski Team through 1973. I served as the Eastern Amateur Ski Association Nordic Vice President for a number of years.

Education , Employment Et Cetera:

I earned a BA from Williams College in 1962 and an MBA from Dartmouth's Tuck School of Business Administration in 1972. My early career was with IBM, where I worked in sales, sales training and sales management, working in Cambridge, MA, Burlington, VT, Hong Kong and Rochester, NY. Currently I am a management consultant with Global Partners, Inc. in Boston, MA specializing in business process improvement, particularly in business development. I have also taught Time Management, Project Management, Marketing and numerous leadership & management programs. Most of my clients are headquartered in Europe and therefore I travel extensively for work. My second language is Spanish and I have had some training in French and German.

My particular competencies are in functional improvement, applying Lean Six Sigma tools to enhance team and organizational performance, long-range planning , communications and managing individual contributor performance. I have been on the Biathlon board for about ten years and am a Life Member of the organization.

I live with my wife Gillian in Manchester, MA. Both she and I were Biathlon volunteers at the 1980 Lake Placid Games and the 2002 Salt Lake City Games. Additionally we coached Eastern Junior teams at Junior Olympics. I have also supported a number of Biathlon world cup events.

Goals:

My expectations are that I would apply my business expertise to enhance the organization's performance and leverage the skills of the entire United States Biathlon community to achieve outstanding competitive results. One particular objective I have is to help build our sponsorship base. With a number of years of sales and marketing background, I believe I could make a substantial contribution in this area.

Alan Nye
Vice Chair

My connection to biathlon coincided with my first weekend drill in the Vermont NG in 1973. I started as a range official at a weekend race series at the Ethan Allen Firing Range and never stopped. I moved on to events like the World Cup leading to the 1980 Olympics and the Games in Lake Placid. In 1987, it was the World Championships and then Chief of Competition for three World Military Ski Championships. I was Chief of the Organizing Committee and Competition for the 1998 World Junior Biathlon Championships, Chief of Range for the 2002 Salt Lake Olympics and all U.S. World Cups since 2000. I am an IBU Technical Delegate, a member of the IBU Development Committee and was a candidate for the IBU's Vice President for Development .

I have been an active member of the USBA Board of Directors for the past 20 years, serving for the last twelve years as Vice President and Chair of the International Competition Committee (ICC). I have chaired other committees including Officials Training and Safety.

Financially, I brought in a \$35,000 per year cash sponsorship with no strings attached. This had been the largest influx of money prior to the Banknorth deal.

With dwindling budgets, it has been very difficult to provide support to our top and developing athletes. This placed the ICC, and its, chair in very difficult positions and has brought much ire from the affected athletes. However, decisions and recommendations had to be made. I have not backed away from those decisions and the responsibility for recommending qualification standards for athlete selection, athlete participation, and competition preselection. These recommendations have been endorsed by the entire board. However, frequently these decision have not received the support that would be expected for a unanimous decision of the Board.

We need a Board of Directors that can lead and empower our staff to manage the organization. The Board must support its decision and communicate a single message that encourage harmony in our membership, the USOC, the media and our sponsors.

Without better financing, we will not have an organization. The USBA must energize a marketing plan that utilizes the staff, Board, and membership to provide that financing. The USOC and IBU must be convinced of our worth so that they will provide more financial resources to support not only the national/international programs, but regional (RCEs) and local programs as well. The Vancouver Olympics can be use this as a springboard in marketing and athlete identification.

The athlete identification program must also be reenergized. The Association must search out talented athletes, providing them with a dream and the means to achieve it. However, without resources we will continue to have a limited junior program under the burden of an International Program focused on Olympic start positions.

The USBA needs Board members that provide strong leadership, knowledge of the sport, and who are known and recognized by the USOC and IBU. The USBA needs members who can make informed quality decisions and who are willing to accepting responsibility. I believe I have been and can continue to be one of those persons.

Roger Hartley
Treasurer

It is with great pleasure that I have this opportunity to introduce myself as a candidate for the position of Treasurer of the Board of Directors of the United States Biathlon Association, Inc.

My name is Roger Hartley and I live in Duluth Minnesota. I have served with the National Biathlon Team as Massage Therapist for the last six seasons. Thus I have become acquainted with the coaches, athletes, and staff of the Association and the rigors of training and competing at International and Olympic levels. My time with the team has also given me an appreciation for the financial difficulties that have plagued the Association for the last few years.

My past has not been limited to being a self employed Massage Therapist. I have been employed by the First Service Corporation (holding company for First Bank Systems – now US Bank) as an examiner after which I was a loan officer in a bank in Duluth. That was from 1962 to 1969. I had a recreational vehicle business for four years after which I was a stock broker for 16 years. (10 years with Piper Jaffray & Hopwood and 6 years with Paine Webber) Since then I have enjoyed being in business for myself as a massage therapist and most enjoyably working with the fantastic athletes of the USBA National Biathlon Team.

My being in touch with financial workings include some minor associations with local organizations, but my desire to give sage input to the USBA's financial situation will allow me to learn without any bias of past experience. And I think it important to have better communication between coaches, staff, and athletes as to needs that are not being met currently.

If elected, I promise to do my best.

Tom Melee
Treasurer

1. I'm Tom Melee and I'm running for the office of USBA Treasurer. Our officers in the past have been mostly good people who tried their best to run a successful program. Unfortunately, the job hasn't gotten done. We need a new direction and new officers to run the association.

2. I'm a some-time biathlon competitor, a USBA member for about 15 years, and I'm an IBU International Referee. Originally in law enforcement, I'm now an attorney in private practice in Billings, Montana, with a wide range of experience. The USBA board seeks legal advice from time to time, but certainly not often enough. The board needs the full-time presence of an attorney, because the USBA operates within a strict legal framework. It is subject to laws, rules, and regulations set forth by the Ted Stevens Act, the IOC, the USOC, WADA, USADA, and the IBU among others. As a member of the executive committee, I'll work to make sure the USBA follows all laws, rules, and regulations governing sport organizations.

3. The USBA needs to be more transparent. Our website should list every committee, every committee member, and contact information for every committee member. Our newsletter should contain financial news of the association. I'll work to make the association more transparent, so that every member who wants to, can follow, comment on, and assist the board. Every member should know, for example, that the USBA has been drawing down the principle of our USOC fund, and we will deplete the entire amount soon if we continue at our present rate.

4. We need to build our membership base. Last year, we had 619 members. As of November 13, 2005, less than 50% had renewed, leaving just 294 members nationwide. We need to have a membership drive every year. If each member recruited just one new member, we could nearly double membership each year. I'll work to make member retention a top priority, and require annual membership drives.

5. Our website is our face to the world. When a website is not kept current, people stop visiting. I'll work to require regular maintenance of our website, to require an online sign-up and donation capability, and an on-staff person to be trained in website maintenance.

By contrast, US Speedskating has an excellent website. Like us, they have relatively few training venues and a limited numbers of competitors. Yet, they produce medal winners at every Olympics. We need to learn from their model.

6. In every snow state, we need to appoint a three person committee to seek sponsorship, educate the public, and promote Biathlon. They should speak to every middle school and high school class, and identify and talk to every potential sponsor. We need to change direction now, and that means we need new people. If you want our program to succeed, I appreciate your vote.

Phyllis Jalbert
Independent Director

Born in Eagle Lake, Maine 11/20/45 - Lived in Fort Kent, Maine until 1963

A real estate professional responsible for delivering bottom-line results since 1969, Phyllis Jalbert has successfully managed both her own portfolio and, as a fiduciary, the gut, substantial, moderate and cosmetic rehabilitations of buildings in Brooklyn and Manhattan.

Ms. Jalbert employs turnaround, financial, design, hands-on construction, general contracting, construction management and property management expertise in the recycling of fire-gutted, deteriorated and distressed properties. She has financed, developed, converted, managed and marketed residential, commercial and mixed-use projects for clients, partners and on her own behalf in the transitional and mature brownstone neighborhoods.

A graduate of Colby College (B.A., 1967), in the years 1967-69, Ms. Jalbert wrote successful Guggenheim and other financing grants and managed the business and financial affairs of a world-class artist. She acquired her real estate salesperson's license in 1972 and earned her New York State broker's license in 1978. In recognition of the demand among urban pioneers and investors for homes and investment opportunities in transitional neighborhoods, Ms. Jalbert opened, in 1978, an independent brokerage firm in Brooklyn's Fort Greene renovation district. In 1981, her firm acquired a Century 21 real estate brokerage franchise, taking advantage of Century 21's extensive management and sales training and national marketing programs.

Ms Jalbert has had management responsibility for many large and small residential, commercial and mixed-use properties while simultaneously managing two real estate brokerage firms. Building upon this experience, she directed the creation of a full-service, property management and consulting firm to serve investors and owner-occupants in the delivery of building management, development and landlord-tenant relations services. In addition to providing specialized counsel in creative real estate financing, Ms. Jalbert has been actively involved in the placement of secondary mortgage financing for her clients in the downtown Brooklyn area.

Ms. Jalbert currently owns and operates Whitaker, Brooke & Harrison, Inc., a real estate management firm that manages her current real estate holdings. She also operates the Willard Jalbert Camps in the Allagash Wilderness Waterway and is a Registered Maine Guide. She is an avid outdoors person always in search of a new river to travel, x-c and alpine skier and light plane pilot. She loves music – enjoys playing the piano, accordion and guitar and (aspiring chanteuse). She speaks French fluently and is also working on German, Swiss German, Spanish and Italian. She resides in a landmark townhouse that she restored in Boerum Hill, Brooklyn and also has a home in No. Yarmouth, Maine.

Nedenia C. Rumbough
Independent Director

I started my professional career in Public Relations with Lord & Taylor in West Palm Beach, Florida reaching the level of Regional Director with 5 stores under her. In 1984, I moved back to New York as Director of Personal Shopping and Studio Services for Saks Fifth Avenue, New York. During the child raising years, I kept my hand in various entrepreneurial projects such as a children's hand painted furniture business, and importing and selling of antique floral prints from England. In 1994, I was ready to go back to full time work and was hired as Director of Public Relations US for Holland & Holland Ltd., a British company, which is part of the Chanel group of companies. There I developed and implemented Public Relations and Special Events program for a national launch. In 1999, I joined a partner to start Improve Network LLC, an Internet marketing company specializing in building web sites and advising on Internet strategies for various not-for-profit organizations. I retired in 2001 and started studying photography and had my first art gallery one woman show in Florida in February of my Fine Art Photography.

I have been active in charity work for many years and have served or am serving on the boards of the New York City Mission Society, Women's Sports Foundation, National Forest Foundation (Vice-Chair for 4 years), Hillwood Museum, Wings WorldQuest (an organization that supports women explorers) and the Advisory Council for the American Museum of Natural History. In 2003 Nina received the National Forest Foundation's Leadership award.

My various hobbies include, fly fishing, bird and clay shooting, scuba diving. I was All American in Sporting clays for four consecutive years, placed third in the Nationals, made Team USA for the 1991 World Sporting Clays Championship in Andorra, and received many other national and local honors in this sport. I have a great love for and interest in the outdoors, which was passed down to me from my grandfather, and especially enjoys being involved in the guardianship and preservation of the great American national treasures of forests and streams and their habitats and inhabitants.

When I am asked to consider joining a Board, I always ask myself two things: (1) Do I have the passion for something that his organization does? (2) Can I make a difference to this organization?

My answer to question 1 is yes - I love shooting sports - I have been a competitive shooter in my past years and continue to love and participate in shooting sports now.

My answer to question 2 is yes - I believe my past work experience in Public Relations/Special Events and contacts in the shooting world and the outdoor recreation industry will help with the fundraising, marketing and events planning for the USBA.

Bill Alfond
Independent Director

Growing up in the mountain lakes region of Maine, I developed a life-long love of winter sports, both as a participant as well as a spectator. Therefore, it was with great pride that I attended the 2006 Winter Olympics to watch our American athletes compete. I have had the privilege of attending many great sporting events, from the Super Bowl and Final Four, to the World Series, and of all of them, I found the Olympics the most meaningful. In particular, I was treated to Jay Hakkinen's 10th Place finish in the 20 km Individual, the best Olympic performance ever by the US Biathlon Team. Jay's inspiring effort clearly demonstrated the US Biathlon Team's capability of medaling in the Olympics and fielding a competitive team on the international circuit. US Biathlon has the potential for an exciting future ahead of it, and I feel honored to have been given this opportunity to run for the USBA board of directors and to participate in this process.

As a current owner/limited partner with the Boston Red Sox for the past 25 years, and a former owner/operator of Dexter Shoe Company for 30 years, I understand effective principles of business and sports management and have developed a hands-on understanding of the links between sports marketing, sponsorship, and TV broadcasting. With the Red Sox, I serve as a member of the broadcasting committee. At Dexter Shoe, I negotiated contracts with pro athletes and managed television contracts. I also gained international experience working and traveling in Canada, living in Puerto Rico, visiting and managing manufacturing in Korea and China, as well as overseeing international sales in Europe, Scandinavia, Japan, Korea, China, and Russia. In addition to my present work making acquisitions and equity investments and consulting, I also do nonprofit work with Carrabassett Valley Academy in Sugarloaf, Maine, and Colby College, in Waterville, Maine.

With world-class athletes, facilities, and TV contracts, the US Biathlon Association already has a tremendous foundation. Nevertheless, in order to continue building on this foundation, it is clear the US Biathlon Association needs a significant increase in funding, sustained over a long period of time, to ensure our athletes have the necessary programs and resources to support them in their training. If elected to the Board of the US Biathlon Association, I pledge to focus on making sure the USBA has the necessary resources to provide the support our wonderful athletes deserve. In addition, I want to work to continue increasing biathlon's exposure both nationally and internationally.

I believe the skills and experience I have to offer will be critical for the leadership of the new generation of the United States Biathlon Association. As we ask our athletes to compete with the best in the world, it is important that our board can bring the same level of commitment and expertise to the sport.

Pat Scannell
Independent Director

Recently I extended my candidacy for the position of Independent Director on the USBA Board. I'd like to share my interest in the position, and my qualifications.

I am interested in this position because I believe deeply in de Coubertin's spirit of the Olympics; a competition requiring the very best from the best athletes, but a competition in service to athletes, community and humanity. Biathlon combines the world's most physically taxing sport with the utmost in precision and focus into the perfect example of Coubertin's ideal. In America, however, we can go further in both creating more competitive athletes and being of better service to our athletes and communities. I'd like to be a part of realizing that potential.

I grew up in Lake Placid, with a grandfather who compiled the Official Report to the III Winter Olympic Games in Lake Placid. I learned early of the powerful benefits associated with Olympic sports development programs, competing in high school and JO cross country skiing alongside numerous Olympians. I was exposed to biathlon through shooting programs, training with biathlon coaches, and several teammates and friends who went on to US Olympic Biathlon teams.

After injury while on active duty with the US Navy (and slowness!) curtailed my competitive skiing, I spent several years in coaching and grassroots sports, attempting to give back in some small measure what I had gained as an athlete. I coached the club ski team at the University of Maine for 3 years, competing against Division I varsity teams. I studied coaching and exercise physiology, including attending the USOC Olympic Coaches program. Along with my wife, a former long-time national team member of the US Freestyle Ski Team, I spent a few years working across the country in grassroots winter sports development with the Winter Sports Foundation.

In the last decade, I've moved away from my roots, developing deep business experience, including leading a dot-com firm during the tech boom, and now serving in senior position with a Fortune 50 company. I've served numerous local, state and national non-profit and corporate boards, and understand very well the Director responsibilities. Geographically, my time in Lake Placid, Maine, and twelve years currently in Colorado should be an asset to the USBA national constituency. Personally, as a Masters runner, hunter, skier with 2 young children, I understand the balancing challenges that face our Masters and club members.

It is my hope that this background combines to be a unique resource for the USBA, and a way I can continue to give back to amateur winter sports. Specifically, I would seek to provide appropriate oversight, inject entrepreneurial ideas for raising funds and building endowments, and supporting programs that drive international podium results while simultaneously embracing and enriching grassroots and community development.

With these thoughts, please consider my candidacy, and feel free to reach out directly if I can answer any questions. patrickscannell@comcast.net

JOSEPH S. KAVESH
Independent director

STATEMENT OF CANDIDACY

I submit this letter in support of my candidacy to be elected to the U.S. Biathlon Association's Board of Directors as an "Independent Director." I was born and raised in Montclair, New Jersey, and graduated from Montclair Kimberley Academy in 1986. At MKA, I lettered in cross-country, basketball and baseball. I am a graduate of Brown University (1990), and Seton Hall University School of Law (1996). I currently reside in New York, New York.

I believe I would bring many positive attributes to the Board. In brief, I have experience in sports, government and litigation, and sat on the Board of Directors of a New Jersey-based non-profit organization for eight years. These fields require creative thinking and a problem solving mentality, aggressive and quick responses to "brush fires" and an awareness of public perception. Adversaries and colleagues alike refer to me as an astute negotiator and mediator, and I am open-minded and pro-active about all matters. From these diverse experiences, I have developed independent judgment and a global view of things. This, I believe, is essential, as I recognize that a Board's primary function is to govern, and not to meddle in management issues. This can only be achieved with active, participating directors.

Politics, litigation and, increasingly, sports require thinking "outside the box." While there is no substitute for experience, there is also a vital need in all professions to re-energize and re-invigorate its cores. I believe I would bring enthusiasm and resourcefulness to the Board. I would like to note that I do not have family obligations at this time that would prevent me from attending regular meetings.

Thank you for your consideration.

Brian R Socolow
Independent Director

The Association faces many challenges, including the need for fresh ideas that will help biathlon grow. My business, sports and legal experience, combined with my passion for sports and ability to bring those fresh ideas to the Association, will enable me to make an effective contribution as Director. I ask for your support.

Throughout my life, I have been involved in sports in many capacities, including student journalist, participant, and now focus a part of my legal practice on sports law. I have been a partner at Loeb & Loeb LLP since 1999 and am the director of my firm's sports law practice group. Through my varied experiences, I have successfully addressed a wide-range of issues, from corporate governance to public relations and marketing to finance, all matters that the Association faces. As a Director of the USBA, I would use the insights I have gained to help the Association achieve its goal.

My recent experience with not-for-profit organizations will also benefit the Association. As an elected Trustee of my local library, I have worked closely with the executive director and other Trustees on a host of projects, including long-range planning, budgets and compensation, I understand the need for a Board to focus on policy matter, yet at the same time the need for members on the Board to function in areas where staff may be lacking in resources, in close collaboration with the Executive Director. I also understand the need to act independently, based on my best judgment of what is in the best interest of the organization, and pledge to do so as an Independent Director of the Association. I am willing to travel to attend Board meetings in person and will welcome input from all.

I also understand that being an effective Director is not only about credentials. I believe I have the personal qualities that are important for a Director as well: dedication, the desire to learn, the willingness to ask tough questions, the ability to think both practically and creatively and the ability to work cooperatively, and the ability to get the job done.

As a director, my goal would be to increase participation in biathlon in the United States, attract more financial support for the USBA and elite biathletes and obtain greater public recognition for biathlon. I realize that these are lofty goals, but believe the USBA can achieve them and I am willing to do the work necessary to help the USBA achieve them.

Allan Woods
Independent Director

Having been involved with organized amateur sports most of my life apart from a business career with IBM from which I retired in 1996. Although my main sport is field hockey, primarily for men, I believe the developmental, organizational, marketing and promotional needs of most Summer and Winter Olympic sports are conceptually similar. As a result I think my background and experience in amateur sport definitely relates to Biathlon and could be most helpful in fulfilling USBA's need from an Independent Director.

Historically I have been involved with Field Hockey both as a club (founded 2 existing clubs) and national (US) team player. Have also been the US team manager (1971 Pan Am Games) and a tournament official for many Olympics, Pan Am Games and World Cups (Senior and Junior including indoor and outdoor versions). For the record I still occasionally play participating for example in last year's Air New Zealand Golden Oldie Tournament in Holland.

For many years I served as an elected official of a field hockey National Governing Body (FHAA) including its Presidency. After the men's and women's NGBs merged in 1996 I served as a Director of the USFHA, the combined NGB, for 8 years. During my years with the FHAA I helped set up many development programs and organized many tournaments including 4 Nation events at the OTC in Colorado Springs, the Intercontinental Cup in New Jersey and the Pan AM Junior Tournament in Florida. Fund Raising and Marketing were always part of what I did. I think all this represents useful experiences that could benefit USBA.

In February 2005 at the Pan AM Hockey Federation Congress in Cuba I retired after 25 years as a PAHF Director. During my years as Director I was involved with all Pan AM Games since 1971 as well as the sport's development in the Americas. At the Athens Olympics I retired from the FIH after many years as a Council Member (Director) and Equipment Committee Chair. The FIH (Federation International de Hockey) is the IGB for Field Hockey. I was also a member of the USOC for many years. I still serve as a pro bono advisor to most of these organizations. There are no conflicts. My years of dealing regularly with National and International organizations and individuals should be helpful to USBA.

Currently I am President of the New York Amateur Sports Alliance. We deal with all sports in the greater metropolitan area, meet monthly and have many ongoing projects. Because of this involvement I was part of the NYC2012 Olympic Bid and attended the final session in Singapore last year.

In summary I believe I can be a constructive and helpful Independent Director for USBA. My experiences with amateur sports could help USBA meet its objectives and continue to grow. I feel some important USBA goals should be a continued broadening of Biathlon's base, promoting Biathlon as a sport in the USA and being a regular Olympic medal contender.

Bill Haggett
Independent Director

Grew up in Maine and graduated from Colby College before serving 3 years in the U.S. Air Force.

Most of my business career has been spent in the shipbuilding business, eventually as the senior manager at Bath Iron Works and later in the same capacity managing shipyards for the Irvings in Canada. In each case the shipyards were major operations working primarily for the respective navies. In 1997, I retired from shipbuilding and have been involved as a part owner and CEO of start up companies in Maine since--one in the potato business and another in the beef industry.

My outside interests have been extensive and diverse. I have served as a trustee of Colby and as a trustee for 16 years of Maine Maritime College. Beyond those interests I have worked with many non-profits in either fund raising or general management advisory rolls.

I have always been involved in athletics, first in high school football, baseball and basketball and later in college playing football and baseball. At age 35 I learned to ski but that sporting interest has continued to this day. My skills however are quite average, with a strong preference for early morning runs on well groomed slopes. My business interests included a major investor position in Sugarloaf Mountain Corporation from 1985 through 1996, where I learned a great deal about the business side of the skiing industry. I am not likely to invest in a ski resort again soon, but I still love skiing!

It never occurred to me to want to serve on a Board such as this, but I accepted the invitation thinking that I might be able to contribute in a positive manner. From my limited experience, it seems to me that our Board needs to focus much more energy on raising the funds necessary to support a strong program for our athletes. America should become a world class challenger in our events. We have excellent facilities in place and can build on our past records if we pay primary attention to the needs of our coaches and those in the pipeline from bottom to top. I would hope we are able to generate more in the way of resources in the future than has been possible in the past.