



## MEETING MINUTES

### USA National Karate-do Federation Board of Directors Meeting December 16, 2022, 3:00pm Central time via Zoom

#### Board Members in Attendance

Elisa Au  
Michael Donadio  
Sasha Gerritson  
Pat Hickey  
Brian Mertel  
Matthew Ralph  
Brian Ramrup  
Tom Scott

**Call to Order** – Elisa Au called the meeting to order at 3:02pm Central Time (CT).

#### Open Session

#### Declaration of Conflicts of Interest

- 1) Tom Scott declared a conflict due to his relationship with Brody Burns since Mr. Scott is Brody Burns' student. Mr. Scott voluntarily recused himself from any votes regarding Brody Burns.
- 2) Pat Hickey declared a conflict since he is the Chair of the USA Karate Federation which could be considered a competing organization to USANKF. Mr. Hickey stated that the USA Karate Federation has no interest in becoming the National Governing Body (NGB) for Karate in the US.
- 3) Brian Mertel declared a conflict since he is a national team coach.

#### 1) Items approved via email since last Board Meeting

- a) October 20, 2022 Minutes
- b) November 11, 2022 Minutes
- c) USA Sr Team Trials Athlete Selection Procedures

#### 2) Approval of the December 2, 2022 Minutes

- a) Motion to Approve made by Pat Hickey; Seconded by Sasha Gerritson
- b) Motion approved: Votes in favor = 7; Opposed = 0; Abstained = 0

#### 3) Board Activity since 11/18/22

- a) Elisa reviewed some of the major activities of the board in the past month. The list included:
  - i) Pan American Games Selection Procedures
  - ii) Sr Team Trials Selection Procedures
  - iii) Information updates on our website, including: 2021 taxes, WKF rules, Jr Team update, 2023 USA Open and Nationals Hotel info live
  - iv) 2023 Nationals confirmed
  - v) 2023 Team Trials Tournament Director selected

- vi) At-Large director nomination period complete
- vii) Athlete director procedures approved and set to begin
- viii) Ongoing communication with staff members
- ix) SafeSport compliance maintenance
- x) Code of Conduct updates
- xi) Addressing USOPC demand letters requirements and recommendations – Elisa noted that Tom Scott is working with the AAC to recruit Athletes and educate them on what it means to serve on a committee.
- xii) The board congratulated our youth athlete who took a Bronze medal at the Karate1 Youth League in Venice, Italy
- xiii) Interim CEO search is live – Sasha updated everyone on the CEO search process

#### **4) Bylaw Changes**

- a) A draft of the bylaw changes was distributed to the board on 12/13/22. They include the changes to the Nominating and Governance Committee and Ethics Committee, as well as grammatical and formatting improvements. The redlined copy is attached to these minutes and will be voted on by the board no less than 30 days from the date of this board meeting.

#### **5) Strategic Plan**

- a) Elisa presented a Strategic Plan for the federation, which was distributed to the board on 12/13/22. Elisa noted that the plan is a requirement from the USOPC 2021 Demand Letter, but also a necessary plan to help guide the organization moving forward.
- b) Sasha Gerritson, Pat Hickey and Brian Ramrup commented that this plan was a good start and that there is enough flexibility in the plan to adjust as we move forward.
- c) Motion to Approve the Strategic Plan made by Pat Hickey; Seconded by Tom Scott
- d) Motion approved: Votes in favor = 7; Opposed = 0; Abstained = 0
- e) Elisa began to discuss the next item but Brian Ramrup asked that we vote to require a revisit to the Strategic Plan semi-annually. Sasha Gerritson pointed out revisiting the plan on an annual or semi-annual basis. Pat Hickey concurred with Sasha that this is a best practice and therefore a motion was not needed. Elisa confirmed that revisiting the Strategic Plan semi-annually would be added to the agenda.

#### **6) Board evaluation**

- a) William Gatch spoke on behalf of the Nominating and Governance Committee regarding the annual internal review of the Board of Directors. William suggested that in addition to the Boardspan review that is typically done, the committee would like to provide additional survey questions to give the Board of Directors additional insight on opportunities. For example, the survey could provide useful information as to the skills a future Independent Director could bring to the board.
- b) The Board agreed with William's suggestions and because no changes to the bylaws or processes were made, a vote was not necessary.

#### **7) Presentation by Administrative Head Coach – Brody Burns**

- a) Brody presented a plan for 2023 and beyond that would focus on a three-prong training approach:
  - i) Regional trainings

- ii) Quarterly National Team Camp
- iii) Bi-monthly National Team Zoom calls
- b) Javier Mantilla stated that as Head Kata coach, he was not privy to the details of the presentation prior to the meeting. He likes the overall idea of the presentation but requested that all the coaches were given the ability to give input prior to the presentation. For example, Javier stated that he felt six regions were too many to start and that perhaps they should start with just three.
- c) Brian Ramrup asked if the goal of this plan was to build up the #1 & #2 seed athletes while also encouraging more training and development for #3-6 seed athletes. Brody confirmed that this is correct, and that the primary goal is to create opportunities for the #1 & #2 seed athletes to train together more frequently and build rapport with National Coaches.
- d) After the presentation, Brian Ramrup commented that although he is unsure of the numbers included in the plan, he agrees with it in principle and as long as the board is willing to revisit the plan quarterly or semi-annually, he is in favor of it.
- e) Brian Ramrup also voiced concerns about the size of the camps and asked that the coaching staff analyze the camps as they move forward to ensure that camp headcounts are optimal.
- f) Brian Mertel said that we do not need the perfect plan, we need a plan with buy in.
- g) Tom Scott voiced that he likes the idea of multiple regional coaches planning separate training. This will create more opportunities for the athletes.
- h) Elisa Au asked Brody what goals are achieved by this plan and which metrics will be used to track success. She also asked what standards are in place to ensure that future National Coaches meet a certain level of expertise and knowledge to be effective coaches. Brody said that a structure has been drafted and that he will share it with the board. He also thought that the plan was the first step in building a structure and that goals are the next step.
- i) Elisa began to discuss the next item but Brian Ramrup asked that we return to the Coach presentation and make a motion to approve it. Elisa allowed the agenda to revert.
- j) Pat Hickey made a comment similar to the statement in paragraph *m)* below.
- k) Elisa agreed with Pat and stated that because Javier was unaware of the details of this plan, she would feel more confident with approving a plan if the two head coaches had a chance to discuss it further.
- l) Pat also mentioned that there may need to be a separate plan for kata versus kumite due to the different needs of the athletes.
- m) Motion to Approve the Strategic Plan made by Brian Ramrup; Seconded by Sasha Gerritson
- n) Point of order: The Board acknowledges Brian Mertel's conflict of interest as a National Coach but the board does not feel that it is material to the matter at hand.
- o) Motion approved: Votes in favor = 5; Opposed = 0; Abstained = 2
- p) Pat Hickey made the following comment and requested that it be added to the minutes:
  - " I wish to make it known agenda stated the board would hear a presentation on a coaching program. The board was given the program at 7:58 am EST on Friday, December 16, the same day as the board meeting which was at 3:00 PM. With such a short period of time to evaluate, the board was not in a position to vote on this issue and should not have voted without
  - 1) Notification that there would be a vote on the issue

- 2) Adequate to digest the information was not given and an informed decision could not be made.

The board should not be in a position to vote on something that far-reaching without more time to investigate. Thus, my abstention.”

## **8) Women’s Sports Committee**

- a) Elisa proposed a new Women’s Sports Committee, which would have the following responsibilities:
  - i) Support gender equality in Karate
  - ii) Increase and encourage participation of females in USA Karate
  - iii) Support female referee and coach participation
  - iv) Support Guardian Girls USA – working in conjunction with WKF, KIF and UNFPA
- b) Elisa proposed a 3-person committee, with minimum 1 athlete representation
- c) Motion to Approve a new Women’s Sports Committee made by Tom Scott; Seconded Brian Ramrup
- d) Motion approved: Votes in favor = 7; Opposed = 0; Abstained = 0

## **9) Referee Committee Structure**

- a) Elisa stated that the board could debate the issue of the board structure indefinitely. To converge the conversation, she presented an idea of a 1-committee structure that has subcommittees that are similar to the current 3-committee structure.
- b) Brian Ramrup commented on referees needing to be current with competition and rules.
- c) Brian Mertel agreed with Brian Ramrup and also is in favor of a one committee structure.
- d) Elisa opened up the comments to the membership.
  - i) William Gatch was in favor of one committee. He also stated that he felt people were more important than structure.
- e) Pat Hickey said that the structure is more important because individuals in place because Officials will eventually let their licenses lapse and then we are back to the same issue of committee members without current and active WKF licenses.
- f) The board agreed to make the presented concepts public information and continue the conversation at the next board meeting.

## **10) Upcoming Board Openings and Elections**

- a) Elisa asked for public comment on the At-Large Director position currently held by Sasha Gerritson.
  - i) Pat Hickey asked the Nominating and Governance committee if there were any other At-Large candidates that the committee would like to propose to the board.
  - ii) William Gatch spoke on behalf of the Nominating and Governance committee that there were 7-8 names in the last six months who have inquired about the position.
- b) Elisa thanked Matthew Ralph for his tenure on the Board of Directors. His term will end on 12/31/22.
- c) Elisa reminded the participants of the upcoming At-Large and Athlete Director elections.
- d) Elisa asked for public comment on the Board Chair position. There was none.



#### **11) Motion to move into Closed Session**

- a) Motion to move into Closed Session made by Pat Hickey; Seconded by Brian Ramrup
- b) Motion approved: Votes in favor = 7; Opposed = 0; Abstained = 0
- c) Elisa thanked the USANKF members for attending the open session and for their continued support of the federation.

#### **Closed Session – 4:43 pm CT**

#### **12) Board Positions – At-Large Appointed Director**

- a) After a healthy discussion the board decided to vote on Sasha for a second term. Sasha left to the Zoom waiting room during the vote.
- b) Motion to reappoint Sasha Gerritson for a second term as At-Large Director made by Brian Ramrup; Seconded by Matthew Ralph
- c) Motion approved: Votes in favor = 6; Opposed = 0; Abstained = 0

#### **13) Board Positions – Independent Director**

- a) Elisa updated the board on her conversation with a potential Independent Director.

#### **14) Board Chair**

- a) The board had a healthy discussion on the Board Chair position.
- b) Motion to approve Elisa Au for a 2-year term as Board Chair made by Pat Hickey; Seconded by Matthew Ralph
- c) Motion approved: Votes in favor = 2; Opposed = 1; Abstained = 4

#### **Adjourn Meeting**

- 1) Motion to adjourn meeting made by Mike Donadio and seconded by Brian Ramrup.
- 2) Motion approved: Votes in favor = 7; Opposed = 0; Abstained = 0

**Meeting adjourned at 5:05pm Central time (CT).**

# USA-NKF Strategic Plan

December 16, 2022



# Our Mission

To enable US athletes to achieve sustained competitive excellence and to promote and grow the sport of karate in the US while maintaining the well-being of our members.

***“Supporting Champions 360”***



# Our Core Values

- Transparency
- Integrity
- Supportiveness
- Commitment to JEDI (Justice, Equality, Diversity, and Inclusion)
- Pursuit of Excellence



# What does Success look like in 2028?

- Improved Organizational Structure - an effective system to improve efficiency
- More participation in USA Karate
  - 10% increase in individual membership YOY
  - 100+ member clubs
  - 2000+ participation at Signature events
- Increased visibility in the USA
- Improved International results - Senior medals, Youth & Para Development

# Governance and Structure

## *Objectives/Outcomes*

Stronger structure - value and equity for all members

## *Strategy*

Strategy #1: We adopt a clear and effective governing system with the necessary roles to ensure transparency, fairness and efficiency.

Strategy #2: We hire an efficient staff to support the operations of USA Karate.

## *Tactics*

- We analyze, improve and adopt best practices for governing structures.
- Full compliance with By-laws
- Good standing NGB with USOPC
- We have clear roles and responsibilities for every seat in the organization.
- We develop meaningful relationships with our parent organizations: USOPC and WKF
- We develop meaningful relationships with other partners, including ASOs, Affiliates, Public and Private sectors.

# Participation

## *Objectives/Outcomes*

More participation in USA  
Karate

## *Strategy*

Strategy #3: We recruit new club members through added value and support for their club.

Strategy #4: We drive more participation from domestic and international athletes to our Signature Events.

Strategy #5: We incentivify and support Coaching and Referee development in the US.

## *Tactics*

- We partner with other American karate organizations to invite members to our National Championships.
- We create added value and incentive for clubs to become member clubs.
- We provide a Grass Roots program to educate, prepare and encourage youth to participate in more karate competitions.
- We develop a Coaching pipeline for equitable development and advancement.
- We develop a Referee pipeline for equitable development and advancement.
- We work with other NFs through partnerships and MOUs to bring more participation to Signature Events.



# Visibility and Awareness

## *Objectives/Outcomes*

Increased visibility in the USA

## *Strategy*

Strategy #6: We implement a new marketing plan to increase awareness, viewership and engagement within and around our sport.

Strategy #7: We implement the 2022 Communication plan to optimize internal and external communications.

## *Tactics*

- Develop a brand strategy that aligns with USOPC and WKF
- Develop a media strategy both locally and nationally
- Develop partnerships that help boost the visibility of Karate in the USA.
- Host top tier international events that draw the best athletes in the world to our country.
- Promote Live Ticket Sales and Online Streaming for all Signature Events
- Provide a merit-based scholarship for members ages 14-21. Encourage corporate sponsorship through this program.

# Athletic Excellence

## Objectives/Outcomes

Improved International results

## Strategy

Strategy #8: We build and implement a senior high-performance plan to rise to the top 10 countries in the World.

Strategy #9: We build and implement a junior development program to support healthy development and retention among our elite athletes age 10-20.

Strategy #10: We grow our Para Karate program with ample support and resources for the athletes

## Tactics

- Training and development plans for every age category, beginning with U12 through Seniors.
- Set performance and medal goals for senior teams.
- Recruit and develop athletes to ensure the top spot is constantly challenged for optimal performance as an organization.
- Lay out the progression and competition pathway for athletes of all age categories, beginning with U14.
- Partner with USOPC athlete services to provide support for athletes
- Provide support for Junior athletes transitioning into Senior categories.
- Collaborate with international coaches and teams by attending and hosting international training camps.
- Develop a Para Karate department responsible for growing and supporting the USA Para Karate Program.



Below are the bylaw changes that were discussed and some other things that Rahul wanted to be changed based on board conversations. Attached is a document showing exactly what is being changed and what is not.

Also fixed a bunch of grammatical errors but there are still a lot of them.

Editorial Changes – All are shown in red in the attached document

Where other language was added, deleted or rewritten, an explanation follows that portion of the rewriting. Changed makeup of the N&G and Ethics committee per June 2022 Meeting decision.

Added a comma or two to help make sense of a statement, and fixed a few spelling errors. Spelled out a few abbreviated words. Fixed three grammar errors.

Fixed all references to Athlete Advisory Committee to Athletic Advisory Council, AAC to Athlete's Advisory Council and added an "" or "s" after athletes as needed in reference to AAC.

Changed all references of Board/board to Board of Directors. This was a search and change function so all references to Board of Directors show as changed.

Deleted all but one reference to president and changed it to Chairperson. Since we got rid of the president this needed to be removed but we discussed using the president title in international communications.

Fixed all references to SafeSport or variants to "SafeSport"

Changed all references to chair or chairman to chairperson both for board of directors and committee positions

Fixed consistent capitalization of the words member, committee, and task force when they refer to a membership category

Adjusted capitalization of other terms to be consistent as much as possible within the document.

Where websites were referenced, added wording for when references changed. – "or subsequent website for same"

Removed reference to club members which should have been removed when we changed the ASO board position. We have no club members.

Board of Directors – added a requirement to evaluate the CEO annually to board duties

Board of Directors – added – "including compliance with USOPC bylaws, rules and regulations;" to board duties

Clarified procedures and clarified other methods of voting to what we are actually doing and to be clear that we can use electronic voting. Also removed the requirement that we had to provide ballots to have to advise how ballots can be obtained.

Removed language under term limits that pertained to past boards and which are not applicable to this and future boards.

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**BYLAWS  
OF  
USA NATIONAL KARATE-DO FEDERATION, INC.**

**As revised on June 29, 2022  
Effective July 1, 2022**

## **SECTION 1.**

### **NAME AND STATUS**

#### Section 1.1. Name.

The name of the corporation shall be USA National Karate-do Federation, Inc. (referred to in these Bylaws as “USA-NKF”). USA-NKF may establish such acronyms or abbreviations as may be appropriate for business use, and may establish logos, service marks, or trademarks as may be appropriate to further its purposes, mission recognition and goals.

#### Section 1.2. Non-profit Status.

USA-NKF shall be a non-profit corporation incorporated and licensed pursuant to the laws of the State of Colorado. USA-NKF shall be operated for charitable and educational purposes and it shall also have as its purpose to foster national and international amateur sports competition in the sport of Karate. USA-NKF shall operate consistent with and shall maintain a tax-exempt status in accordance with section 501(c)(3) of the Internal Revenue Code.



## SECTION 2.

### OFFICES

#### Section 2.1. Business Offices.

USA-NKF may at any time and from time to time change the location of its principal office.

USA-NKF may have such other offices, either within or outside Colorado, as the Board of

Directors may designate or as the affairs of USA-NKF may require from time to time.

**Deleted:** The principal office of USA-NKF shall be in Colorado Springs, Colorado.

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#### Section 2.2. Registered Office.

The registered office of USA-NKF required by the Colorado Revised Nonprofit Corporation Act (the “Nonprofit Corporation Act”) shall be maintained in Colorado. The registered office may be changed from time to time by the Board of Directors or by the officers of USA-NKF, or to the extent permitted by the Nonprofit Corporation Act by the registered agent of USA-NKF. The registered office may be, but need not be, the same as the principal office.

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### **SECTION 3.**

#### **MISSION**

##### Section 3.1. Mission.

The Mission of USA National Karate-do Federation shall be to enable United States athletes to achieve sustained competitive excellence and to promote and grow the sport of Karate in the United States while maintaining the well-being of our members.

## SECTION 4.

### CERTIFICATION AS NATIONAL GOVERNING BODY

#### Section 4.1. Certification as a National Governing Body.

USA-NKF shall seek and attempt to maintain certification by the United States Olympic & Paralympic Committee (the “USOPC”) as the National Governing Body (NGB) for the sport of Karate in the United States. In furtherance of that purpose, USA-NKF shall comply with the requirements for certification as a NGB as set forth in 36 U.S.C. §§ 220501 – 220543, known as the Ted Stevens Olympic and Amateur Sports Act, and by the USOPC as such requirements are promulgated or revised from time to time. In fulfilling those requirements USA-NKF shall:

Above slightly rephrased.

#### a) Governance and Compliance.

- i. fulfill all responsibilities as an NGB as set forth in the Act
- ii. adopt and maintain governance and athlete representation policies complying with the requirements of these Bylaws
- iii. adopt and maintain an Athletes Advisory Council as a part of its overall governance structure
- iv. adopt and maintain appropriate good governance practices
- v. be recognized by the Internal Revenue Service as a tax-exempt organization under the Internal Revenue Code
- vi. adopt and enforce a code of conduct for its employees, members, Board of Directors, and officers including clear conflicts of interest principles
- vii. adopt and enforce ethics policies and procedures
- viii. demonstrate an organizational commitment to diversity and inclusion
- ix. satisfy such other requirements as are set forth by the corporation

#### b) Financial Standards and Reporting Practices.

- i. demonstrate financial operational capability to administer its sport
- ii. be financially and operationally transparent and accountable to its members and to the corporation
- iii. adopt a budget and maintain accurate accounting records in accordance with accounting principles generally accepted in the United States of America (GAAP)
- iv. submit its complete IRS Form 990 and audited financial statements, including management letter and budget, to the corporation annually
- v. post on its website its current bylaws and other organic documents, its IRS Form 990 for the three most recent years, and its audited financial statements for the three most recent years
- vi. satisfy such other requirements as are set forth by the corporation

#### c) Athlete Safety.

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- i. comply with all applicable athlete safety and child protection laws
- ii. comply with the policies and requirements of the USCSS
- iii. maintain and enforce an athlete safety program consistent with the policy(ies) and standards directed by the corporation
- iv. comply with the anti-doping policies of the corporation and with the policies and procedures of USADA
- v. satisfy such other requirements as are set forth by the corporation

d) Sport Performance.

- i. maintain and execute on a strategic plan that is capable of supporting athletes in achieving sustained competitive excellence, and in growing the sport
- ii. establish clear athlete, team, and team official selection procedures approved by a Designated Committee (as that term is defined in Section 8.5.1 below) and by the corporation, for Delegation Event teams as applicable, and timely disseminate such procedures to the athletes and team officials
- iii. effectively conduct, in accordance with such selection procedures, a selection process, including any trials (as approved by the corporation), to select athletes for Delegation Event teams
- iv. competently and timely recommend to the corporation athletes, teams, and team officials for Delegation Event teams as applicable
- v. maintain and implement effective plans for successfully training Delegation Event athletes
- vi. satisfy such other requirements as are set forth by the corporation

e) Operational Performance.

- i. demonstrate managerial capability to administer its sport
- ii. obtain and keep current insurance policies in such amount and for such risk management as appropriate
- iii. actively seek, in good faith, to generate revenue in addition to any resources that may be provided by the corporation, sufficient to achieve financial sustainability
- iv. maintain and enforce grievance procedures that provide for prompt and equitable resolution of grievances and fair notice and an opportunity for a hearing before declaring an individual ineligible to participate;
- v. adopt a whistleblower and anti-retaliation policy;
- vi. cooperate with the corporation in preventing the unauthorized use of the names and trademarks of the corporation, the words “Olympic,” “Paralympic” and “Pan American,” and their derivatives, as well as their symbolic equivalents
- vii. satisfy such other requirements as are set forth by the corporation

#### 4.2. National Governing Body SafeSport and Anti-Doping Obligations.

a. Compliance with the USOPC and U.S. Center for SafeSport Policies and Procedures. As a member National Governing Body of the United States Olympic & Paralympic Committee, USA-NKF shall adhere to the athlete safety rules and regulations of the USOPC. Additionally, USOPC, as a condition of membership in the USOPC, shall comply with the policies and procedures of the independent SafeSport organization designated by the USOPC to investigate and resolve SafeSport violations. The USOPC has designated the U.S. Center for SafeSport as that organization. The current SafeSport rules, policies and procedures are available at the offices of USA-NKF or on-line at the following website: www.SafeSport.org or subsequent website for same. USA-NKF also shall adopt and maintain athlete safety policies and procedures consistent with the U.S. Center for SafeSport's rules, policies, and procedures, as they may be modified or amended from time to time. USA-NKF's current athlete safety rules, policies, and procedures are available at the offices of USA-NKF or on-line at the following website: SafeSport.usankf.org or subsequent website for same.

b. Compliance with the USOPC and United States Anti-Doping Agency (USADA) Rules and Regulations. As a member National Governing Body of the United States Olympic & Paralympic Committee, USA-NKF shall adhere to the anti-doping rules and regulations of the USOPC. Additionally, USOPC Bylaw Section 8.7(k) provides that, as a condition of membership in the USOPC, each National Governing Body shall comply with the policies and procedures of the independent anti-doping organization designated by the USOPC to investigate and resolve anti-doping rule violations. The USOPC has designated USADA as that organization. The current anti-doping rules, policies and procedures are available at the offices of USA-NKF or on-line at the following website: subsequent website for same.

Added wording in case website changes.

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## SECTION 5.

### MEMBERS

#### Section 5.1. Categories of Membership.

The USA-NKF shall have individual and organization membership categories as follows:

a. Individual Membership Categories –

1. Athlete ~~Members~~. Athlete members are those individuals who register as competitive athletes and are eligible for competition in Karate. Adult members 18 years of age and older are required to satisfy the USA-NKF ~~SafeSport~~ Program requirements.
2. Coach ~~Members~~. Coach members are those individuals who register as active coaches, satisfy the USA-NKF ~~SafeSport~~ Program requirements and who are recognized as a coach by USA-NKF. Coach members are eligible to compete as athletes in USA-NKF events and sanctioned events and/or to become licensed referees.
3. Referee ~~Members~~. Referee members are those individuals who register as active referees, satisfy the USA-NKF ~~SafeSport~~ Program requirements and who are recognized as referees by holding current licenses issued by USA-NKF. Referee members are eligible to compete as athletes in USA-NKF events and sanctioned events and/or to participate as coaches.
4. Supporting ~~Members~~. Supporting members are those individuals who register as Supporting ~~Members~~ and who are interested in the purpose, programs, aims and objectives of USA-NKF.
5. Regional Official ~~Members~~. Regional Official members are those individuals who register as regional referees, satisfy the USA-NKF ~~SafeSport~~ Program requirements and who are recognized as regional referees by holding current regional licenses issued by USA-NKF. Regional Official members are not eligible to compete as athletes in USA-NKF events and sanctioned events and/or to participate as coaches.
6. Club Participant ~~Members~~. Club Participant members are those individuals who register as club participant for the purpose of tracking ~~SafeSport~~ Program compliance for non-members in a ~~Member Club or organization~~.

~~Deleted Club Participant Members under Supporting Members as we do not have registered clubs right now added wording to include SafeSport Compliance under Supporting Members. Expanded category to be a registry of volunteers for the purpose of SafeSport. This is all non-voting. The only thing that changes is the title.~~

Notwithstanding how many membership categories an individual registers in, that individual need only pay one (1) membership dues fee, and comply with all other applicable requirements, to be eligible to participate as an athlete, coach or referee.

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b. Organization Membership Categories –

1. Club **M**embers. Club members are those Karate clubs that register and are approved as clubs and which agree to conduct their programs in accordance with

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and agree to be bound by the rules and regulations of USA-NKF. Clubs are required to satisfy the USA-NKF SafeSport Program requirements and the requirements set forth by the SafeSport Code and Minor Athlete Abuse Prevention Policies as defined for Local Affiliated Organizations (LAO).

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2. Contributing Organization Members. Contributing Organization members are those amateur sports organizations that register and are approved as contributing organizations, which conduct athletic programs or activities that further the sport of Karate in the United States or which otherwise support the sport of Karate in the United States, and which agree to be bound by the rules and regulations of USA-NKF.
3. Affiliated Organization Members. Affiliated Organization members are those amateur sports organizations that register and are approved as affiliated organizations and which conduct, on a level of proficiency appropriate for the selection of amateur athletes to represent the United States in international amateur athlete competition, a national program or regular national amateur athletic competition in the sport of Karate.

Deleted: Approved Sports Organization members. Approved Sports Organization members are those organizations that register and are approved as Approved Sports Organizations and which agree to conduct their programs in accordance with and agree to be bound by the rules and regulations of USA-NKF. Approved Sports Organizations shall be the exclusive representative for their membership. Approved Sports Organizations shall have more than 100 registered members (full members) and 3 registered clubs. An ASO shall be entitled to 1 vote.

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#### Section 5.2. Voting Members.

Individuals belonging to the following membership categories shall be entitled to vote in an elections for directors of the Board of Directors or other committees where the members vote for the position:

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- a. Athlete members in the 10 year category (athletes who are members and who satisfy the requirements of Sections 8.5 et seq. of the Bylaws of the USOPC)
- b. All other adult members.

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Organizations belonging to the following membership categories shall be entitled to vote in an election for directors of the Board of Directors: Approved Sport Organization Members. No other voting privileges are conferred upon these members.

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An individual may belong to more than one (1) of the above mentioned membership categories. However, an individual is only eligible to vote in one (1) membership category. Any individual who is a member of more than one (1) membership category shall designate the membership category in which he or she shall vote. An individual in a voting class must remain in that class for 4 years at which time they can designate another voting class. An individual shall be a citizen of the United States and at least eighteen (18) years of age in order to be eligible to vote in an election. Notwithstanding these restrictions on voting, membership in USA-NKF is open to individuals who are less than eighteen (18) years of age and to individuals who are not citizens



of the United States. An individual shall be a member of USA-NKF sixty (60) days prior to the date of the election (record date) in order to be eligible to vote in an election. An individual shall be in good standing in order to be eligible to vote in an election.

Individuals and organizations belonging to the following membership categories have no voting privileges: Supporting members, Regional Officials, Club Participants, Club Members and Contributing Organization members.

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### Section 5.3. Membership Requirements and Dues.

Membership in USA-NKF is a privilege and creates with it certain obligations and duties. The Board of Directors may establish such membership requirements and dues as the Board of Directors shall deem necessary or appropriate. Further, the Board of Directors may establish such rules and procedures for the manner and method of payment of dues, the collection of delinquent dues and the proration or refund of dues, as the Board of Directors shall deem necessary or appropriate. No privilege of membership shall be available until all membership requirements are satisfied and all dues are paid in full. A member who obtains a Lifetime Membership will be treated as an auto-renewing individual membership and will follow the same criteria for membership category and voting rights as the individual membership.

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Any member of the USA-NKF, by reason of membership, agrees to be subject to the complaint procedures set forth in Section 14 of these Bylaws and agrees to be bound by any decision rendered pursuant to those complaint procedures.

### Section 5.4. Membership SafeSport and Anti-Doping Obligations.

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As a condition of membership in USA-NKF, and a condition for participation in any competition or event sanctioned by USA-NKF or its member organizations, each USA-NKF member and each athlete, coach, trainer, agent, athlete support personnel, medical or para-medical personnel, team staff, official and any other person who participates in USA-NKF or USA-NKF events (whether or not a USA-NKF member), agrees to comply with and be bound by the SafeSport rules, policies and procedures of the U.S. Center for SafeSport and to submit, without reservation or condition, to the jurisdiction of the U.S. Center for SafeSport for the resolution of any alleged violations of those rules, policies and procedures, as may be amended from time to time, to the extent the alleged violation falls within the jurisdiction of the U.S. Center for SafeSport. Each USA-NKF member and each athlete, coach, trainer, agent, athlete support personnel, medical personnel, team staff, official and other person who participates in USA-NKF or USA-NKF events (whether or not an USA-NKF member) also agrees to comply with and be bound by the athlete safety rules, policies and procedures of USA-NKF, and to submit, without reservation or condition, to the jurisdiction of USA-NKF for the resolution of any alleged violations of the U.S. Center for SafeSport's rules or of USA-NKF's rules that do not fall within the U.S. Center for SafeSport's exclusive jurisdiction and over which the U.S. Center for SafeSport declines to exercise discretionary jurisdiction. To the extent any USA-NKF rule is inconsistent with the rules of the U.S. Center for SafeSport, such rule is hereby superseded.

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It is the duty of individual members of USA-NKF to comply with all anti-doping rules of the World Anti-Doping Agency (WADA), the WKF, the USOPC including USOPC National Anti-Doping Policy, and of the USADA, including the USADA Protocol for Olympic and Paralympic Movement Testing (USADA Protocol) and all other policies and rules adopted by WADA, the WKF, the USOPC and USADA. Athlete members agree to submit to drug testing by the WKF and/or USADA or their designees at any time and understand that the use of methods or substances prohibited by the applicable anti-doping rules make them subject to penalties including, but not limited to, disqualification and suspension. If it is determined that an individual member may have committed a doping violation, the member agrees to submit to the results management authority and processes of USADA, including arbitration under the USADA Protocol, or to the results management authority of the WKF if applicable or referred by USADA.

#### Section 5.5. Suspension and Termination of Membership.

The membership of any member may be suspended and/or terminated at any time with or without cause by the Board of Directors, or in accordance with procedures set out below or adopted by the Board of Directors, or by the rules of competition, or a sanction from the U.S. Center for SafeSport, or a sanction from the U.S. Anti-Doping Agency, or procedures otherwise established by the Board of Directors. A member shall have the right to a hearing prior to termination or suspension pursuant to the provisions related to administrative grievances under Section 14 below except as the Board of Directors may provide by rule for emergency suspensions.

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#### Section 5.6. Transfer of Membership.

Members may not transfer their membership in USA-NKF. Members shall have no ownership rights or beneficial interests of any kind in the property of USA-NKF.

## SECTION 6.

### BOARD OF DIRECTORS

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#### Section 6.1. General Powers.

Except as otherwise provided in these Bylaws, all corporate powers shall be exercised by or under the authority of, and the business and affairs of USA-NKF shall be governed by, its Board of Directors.

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#### Section 6.2. Function of the Board of Directors.

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The Board of Directors represents the interests of USA-NKF's membership, the United States Karate community and Karate athletes by providing policy, guidance and strategic direction. The Board of Directors oversees the management of USA-NKF and its affairs, but it does not manage USA-NKF. The Board of Directors shall select a well-qualified and ethical Chief Executive Officer and diligently oversee the Chief Executive Officer in the operation of USA-NKF. The Board of Directors shall focus on long-term objectives and impacts rather than on day-to-day management, empowering the Chief Executive Officer to manage a staff-driven organization with effective Board of Directors oversight. In addition, the Board of Directors performs the following specific functions, among others:

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- a. implements procedures to educate each director of the Board of Directors on the business and governance affairs of USA-NKF, to evaluate each director's performance, and to orient new directors;

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- b. selects, compensates, and annually evaluates the Chief Executive Officer and plans for management succession;

#### Stipulated CEO be evaluated annually.

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- c. reviews and approves USA-NKF's strategic plan and the annual operating plans, budget, business plans, and corporate performance;
- d. sets policy and provides guidance and strategic direction to management on significant issues facing USA-NKF;
- e. reviews and approves significant corporate actions;
- f. oversees the financial reporting process, communications with stakeholders, and USA-NKF's legal and regulatory compliance program;
- g. oversees effective corporate governance;
- h. approves capital structure, financial strategies, borrowing commitments, and long-range financial planning;
- i. reviews and approves financial statements, annual reports, audit and control policies, and, upon the recommendation of the Audit Committee, selects independent auditors;
- j. monitors to determine whether USA-NKF's assets are being properly protected;
- k. monitors USA-NKF's compliance with laws and regulations and the performance of

its broader responsibilities including compliance with USOPC bylaws, rules and regulations;

Added last phrase to the CEO job description so that it is clear this is one of the CEO duties.

- l. ensures that the Board of Directors and management are properly structured and prepared to act in case of an unforeseen corporate crisis; and
- m. monitors USA-NKF's Compliance with the SafeSport Code and the Policies of the U.S. Center for SafeSport and USOPC.

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### Section 6.3. Diversity of Discussion.

The Board of Directors shall be sensitive to the desirability of diversity at all levels of USA-NKF. The Board of Directors shall develop and implement a policy of diversity, supported by meaningful efforts to accomplish diversity. The Board of Directors shall develop norms that favor open discussion and favor the presentation of different views.

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### Section 6.4. Qualifications.

Each director of the Board of Directors must be a citizen of the United States and eighteen (18) years of age or older. A director need not be a resident of Colorado.

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A director shall have the highest personal and professional integrity, shall have demonstrated exceptional ability and judgment, and shall be effective, in conjunction with the other directors, in serving the long-term interests of USA-NKF. Directors should possess the highest personal values, judgment and integrity, understanding of athletic competition and the Olympic ideals, and have diverse experience in the key business, financial, legal and other challenges that face USA-NKF. Directors should have a high level of experience and capability in Board of Directors oversight responsibilities, including in the areas of finance, legal, marketing, fundraising, audit, management, communications, and sport. Either the Independent Director or at least one (1) of the At-Large Directors shall serve on the Audit Committee and have financial expertise.

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### Section 6.5. Number.

The Board of Directors shall consist of nine (9) total directors: three (3) of whom shall be Independent directors, three (3) of whom shall be Athlete directors, one (1) of whom shall be an Elected At-Large director, one (1) of whom shall be an Appointed At-Large director, and one (1) of whom shall be an Affiliated Organization director. If there is no Affiliated Organization member, then the Affiliated Organization director seat shall remain vacant and there shall only be eight (8) total directors. Athlete directors shall at all times comprise at least 33.3 percent of the membership and voting power of the Board of Directors as defined in Section 8.5.3 of the USOPC Bylaws.

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The alternate on the USOPC Athlete Advisory Council will be a non-voting ex officio director member of the Board of Directors, provided that if the alternate is included as a full member of the Board of Directors with voice and vote, they will be included as part of the 20% 10 Year Athlete representation requirement.

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### Section 6.6. Election/Selection.

The Board of Directors shall be elected/selected as follows:

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a. Independent Directors. The Board of Directors shall select, using whatever process the Board of Directors determines to be appropriate and considering the recommendation of the Nominating and Governance Committee, from among individuals considered to be independent, as that term is defined in Section 6.7. The number of independent directors will increase from one (1) to two (2) on 1/1/2019 and then to three (3) on 1/1/2021.

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b. Athlete Directors. The three (3) Athlete Directors shall be elected by athletes. The first Athlete Director shall be USA-NKF's representative to the USOPC Athletes' Advisory Council, elected pursuant to Section 11.3 of these Bylaws. If for some reason USA-NKF's representative to the USOPC Athlete's Advisory Council is unable or unwilling to serve, then USA-NKF's alternate representative to the USOPC Athletes' Advisory Council, also elected pursuant to Section 11.3 of these Bylaws, shall serve as an Athlete Director. The second Athlete Director shall be elected by the 10 year athletes from the 10 year athletes in accordance with Section 8.5.3 of the USOPC Bylaws. The third Athlete Director shall be elected by the 10 year athletes from 10 year and 10 year+ athletes in accordance with Section 8.5.3 of the USOPC Bylaws.

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(1) Affiliated Organization Director. If there is no Affiliated Organization Member, then the Affiliated Organization Director seat shall be vacant. If there is one (1) Affiliated Organization Member, then that organization shall select a qualified individual to serve as the Affiliated Organization Director. If there is more than one Affiliated Organization Member, then the Affiliated Organization Members as a group shall nominate qualified individuals to be voted upon with each Affiliated Member Organization entitled to one (1) vote. The individual with the most votes will serve as the Affiliated Organization Director.

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c. Appointed At-Large Directors. The Board of Directors shall select, using whatever process the Board of Directors determines to be appropriate and considering the recommendation of the Nominating and Governance Committee, from among individuals who are familiar with and have knowledge of the sport of Karate.

d. Elected At-Large Director. The Nominating and Governance Committee shall solicit nominations from the current membership and manage the election as follows:

1. All active adult USANKF members are eligible to run for the position
2. Any active adult USANKF member can nominate any other active adult USANKF member if the nominee accepts the nomination in writing
3. All nominations must be accompanied with 25 signatures of support from current adult USANKF members
4. The Nominating and Governance committee shall validate nominations as per the requirements above
5. All eligible nominees shall be included in the election
6. Only active adult USANKF members that cannot vote for another Board of Directors member position as individuals shall be eligible to vote for this position.

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7. If one candidate receives more than 50% of the vote in the election, that candidate shall be elected.
  8. If no candidate receives more than 50% of the vote, the 3 candidates that received the most votes shall be included in a run-off election.
  9. The candidate with the plurality of the votes in the run-off election shall be elected to the position.
- e. Single nominations. In the event that only one person is nominated to serve as a Director, the Nominating and Governance Committee shall submit that individual's name for election by the respective class, who shall have the right to approve or reject the nomination by a majority of votes cast by the eligible voters. In the event that the nomination is rejected, the Nominating and Governance Committee shall wait not fewer than three months before soliciting new nominations to fill the vacant seat.

#### Section 6.7. Independence.

An "independent director" must be determined to have no material relationship with USA-NKF, either directly or through an organization that has a material relationship with USA-NKF or is a competitor of the USA-NKF. A relationship is "material" if it would interfere with the director's independent judgment. A relationship is "competing" if it involves any organization that is national or international in scope that conducts competitions and events involving the same talent pool of karate athletes, coaches, and/or referees, as does USA-NKF. The Nominating and Governance Committee shall determine the independence of a director after considering all relevant information concerning that director.

An individual may not be considered independent or able to provide an independent perspective if, within the preceding two (2) years:

- a. the individual was employed by or held any governance position (whether a paid or volunteer position) with the USA-NKF, the international sports federation for the sport of Karate recognized by the International Olympic Committee (currently the WKF), a Pan American Karate organization, a competing national or international karate organization, or any sport family entity connected to USA-NKF;
- b. an immediate family member of the individual was employed by or held any governance position (whether a paid or volunteer position) with USA-NKF, the international sports federation for the sport of Karate recognized by the International Olympic Committee (currently the WKF), a Pan American Karate organization, a competing or international karate organization or any sport family entity connected to USA-NKF;
- c. the individual was affiliated with or employed by the USA-NKF's outside auditor or outside counsel;
- d. an immediate family member of the individual was affiliated with or employed by the USA-NKF's outside auditor or outside counsel as a partner, principal or manager;

- e. the individual was a member of USA-NKF or the USOPC Athletes' Advisory Council;
- f. the individual was a member of any constituent group with representation on the Board of Directors;
- g. the individual receives any compensation from the USA-NKF, directly or indirectly;
- h. the individual is an executive officer, controlling shareholder, or partner of a corporation or partnership or other business entity that does business with the USA-NKF;
- i. the individual is the parent or close family member or coach of an athlete who has competed in a protected competition;
- j. the individual is a member of the USA-NKF in a membership category that participates in competitions;
- k. the individual is an employee of a national or international Karate organization. "Employee" is defined as a hired position for pay, whether as a consultant, coach, or any other paid position;
- l. the individual owns (in whole or in part) any karate school, dojo or studio;
- m. the individual receives compensation as a karate instructor; or
- n. the individual is qualified to serve as an "athlete representative" under Section 8.5 (or any successor provision) of the USOPC Bylaws in the sport of Karate.

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Immediate and Close family is defined as spouse/domestic partners, children, siblings, parents, and in-laws. Sport Family is defined as Local Affiliate Organizations (LAOs).

Independent Directors must continue to meet the definition of independent perspective for the entire term and any successive term with the exception of holding any governance position with USA-NKF, PKF or WKF and reimbursement of expenses related thereto.

#### Section 6.8. ~~Voting~~.

Election of Athlete and Elected At-Large directors to the Board of Directors, or any committee requiring election by members, may be conducted by written or electronic ballot or such other method approved by the Board of Directors. Determination of the list of members eligible to vote shall be conducted in a non-discriminatory fashion by the Nominating and Governance Committee and approved by the Board of Directors. All members shall be notified with the method of ballot and how to ballot at least twenty-one (21) days before the date of the election. Ballots shall be time stamped no later than the date of the election, or if delivered by courier, or by hand, received no later than the date of the election.

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#### Section 6.9. Tenure.



The term of office for a director of the Board of Directors shall be up to four (4) years aligned to the classes of the Staggered Board of Directors identified in Section 6.10 Staggered Board of Directors. A director shall hold office until the director's successor is elected and qualified, or until the director's earlier resignation, removal, incapacity, disability or death.

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#### Section 6.10. Staggered Board of Directors.

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Directors of the Board of Directors shall serve staggered terms. To accomplish this, director seats shall be divided into three (3) classes. The first class shall consist of one (1) Athlete (10yr or 10yr+), one

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(1) Independent Director, one (1) Elected At-Large Director and one (1) Affiliated Organization Director. The second class shall consist of one (1) Athlete Director who is the USA-NKF's Representative to the USOPC Athlete Advisory Council. The third class shall consist of two (2) Independent directors, one (1) Athlete (10 yr) director, and one (1) Appointed At-Large director. For the first Board of Directors seated under these Bylaws, the term of office of the directors of the first class shall expire on December 31, 2024. The term of office of the director of the second class shall expire on December 31, 2024 as corresponds to the term of the USOPC Athlete Advisory Council. The term of office of the directors of the third class shall expire on December 31, 2022. Thereafter, the term of office for the first class, second class and the third class shall be for four (4) years, ensuring that the term for the second class coincides with the term of the USOPC Athlete Advisory Council.

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#### Section 6.11. Term Limits.

No director of the Board of Directors shall serve more than two (2) consecutive terms in a twelve (12) year period.

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When a director is elected/selected to fill a vacancy because of the resignation, removal, incapacity, disability or death of a director, and the remaining term is for more than two (2) years, such term shall constitute a full term. If the vacancy being filled is for two (2) or more years, the director can serve one (1) additional four (4) year term following completion of the filled vacancy term. If the vacancy being filled is for less than two (2) years, the term shall not be a full term and the director can serve two (2) additional four (4) year terms following completion of the filled vacancy term.

Deleted: For those initial directors whose term of office expires on December 31, 2011, their time of service shall not constitute a full four (4) year term. Those directors would be eligible to serve additional four (4) year term immediately following their initial term. For those initial directors whose term of office expires on December 31, 2013, their time of service shall constitute a full four (4) year term. Those directors would be eligible to serve one (1) additional four (4) year term immediately following their initial term.

Upon approval of the removal of the first class Independent Director and addition of a second At-Large Director to the Board of Directors, the added At-Large Director's first term shall be identical to the remainder of the removed first class Independent Director's term. The term limit provisions stated in this section shall be applicable to the added At-Large Director.

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#### Section 6.12. Director Attendance.

Directors of the Board of Directors are expected to attend all regularly scheduled Board of Directors meetings. Each director must attend at least one-half (1/2) of the Board of Directors meetings during any twelve-month (12) period. If the Board of Directors member misses more than one half of the Board of Directors meetings in any twelve month period, the Board of Directors shall call for a recall election at which the group who has the authority to elect or appoint such member may remove the member.

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#### Section 6.13. Resignation, Removal and Vacancies.

A director's position on the Board of Directors may be declared vacant upon the director's resignation, removal, incapacity, disability or death. Any director may resign at any time by giving written notice to the Chairperson, except the Chairperson's resignation shall be given to the Board of Directors. Such resignation shall take effect at the time specified therein, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

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##### a) Appointed Directors

Directors appointed by the Board of Directors may be removed by the Board of Directors, and all other Board of Directors members may be removed by the class by whom they were elected if they fail to attend more than one-half (1/2) of the regular meetings of the Board of Directors during any twelve-month (12) period, unless they are able to demonstrate to the other directors of the Board of Directors that the presence of exigent circumstances caused and excused the absences. In such circumstances, the absent director can be removed upon the affirmative vote of a majority of the voting power of the Board of Directors (not including the voting power of the absent director) or a majority of the members voting in the removal election, provided at least as many votes are cast in the original election in which the director was elected, with respect to member-elected Board of Directors members.

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Directors appointed by the Board of Directors may also be removed without cause upon the affirmative vote of at least three-fourths (3/4) of the total voting power of the Board of Directors (excluding the voting power of the director in question).

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##### b) Elected Directors

A director voted onto the Board of Directors by a particular membership category may only be removed by that particular membership category. A director who is being removed for failing to attend in person more than one-half (1/2) of the regular meeting of the Board of Directors during any twelve-month period shall be removed upon the affirmative vote of a majority of the membership category.

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A director who is being removed without cause may be removed upon the affirmative vote of at least three-fourths (3/4) of the total voting power of the membership category for categories with 50 members or less. A director who is being removed without cause may be removed upon the affirmative vote of at least three-fourths (3/4) of the votes cast by the eligible voters in the removal election, provided at least as many votes are cast as the original election in which the director was elected, for categories with 51 members or more.

Any action for removal of a director must first be initiated by a petition signed by forty (40) per cent of the membership category for categories with 50 members or less and twenty (20) per cent of the membership category for categories with 51 members or more.

Any vacancy occurring in the Board of Directors shall be filled as set forth for the election of that director. A director elected to fill a vacancy shall be elected for the unexpired term of such director's predecessor in office.

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#### Section 6.14. Regular and Special Meetings.

The Board of Directors shall meet at regularly scheduled meetings at least four (4) times per year. The Board of Directors shall hold at least one (1) meeting each quarter. Special meetings of the Board of Directors shall be held upon the call of the Chairperson or upon the written request of not less than fifty (50) percent of the Board of Directors.

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#### Section 6.15. Notice of Meetings.

Notice of each meeting of the Board of Directors stating the date, time and place of the meeting, and in the case of a special meeting the purpose for which the meeting is called, shall be given to each director of the Board of Directors by or at the direction of the Chairperson. Notice may be given either in writing or orally. Written notice may be delivered either personally, by mail, by private carrier, by facsimile or by electronic transmission. It shall be the responsibility of each Board of Directors member to update his or her current mailing address, telephone number, facsimile telephone number and e-mail address and service upon the last such address provided shall be deemed proper notice.

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Such notice shall be delivered to the director's business or residential address (or to such other address provided by the director for such purpose), to the director's facsimile telephone number or to the director's email address. Written notice shall be delivered no fewer than five (5) days before the date of the meeting. If mailed, such notice shall be deemed delivered when deposited in the United States mail. If delivered by private carrier, such notice is deemed delivered upon deposit with the carrier. If transmitted by facsimile or electronic transmission such notice shall be deemed to be given when the transmission is complete. Oral notice may be delivered either personally or telephonically. Such notice shall be delivered to the director (or to such other individual provided by the director for such purpose). Oral notice shall be delivered no fewer than two (2) days before the date of the meeting. Oral notice is effective when communicated. The method of notice need not be the same as to each director.

A director may waive notice of any meeting before, at, or after such meeting. The attendance of a director at a meeting shall constitute a waiver of notice of such meeting, except where a director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Effective 10/1/2020 all notices will only be sent to the directors USA-NKF provided email address.

#### Section 6.16. Quorum.

The presence of a majority of the directors of the Board of Directors at the start of any meeting constitutes a quorum for the transaction of business, and the act of a majority of directors on the Board of Directors constitutes the act of the Board of Directors.

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#### Section 6.17. Voting by Proxy.

No director may vote or act by proxy at any meeting of the Board of Directors.

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#### Section 6.18. Presumption of Assent.

A director who is present at a meeting of the Board of Directors at which action on any corporate matter is taken shall be presumed to have assented to the action taken unless such director's dissent shall be entered in the minutes of the meeting or unless the director shall file a written dissent to such action with the individual acting as the Secretary of the Board of Directors before the adjournment thereof or shall forward such dissent by registered mail to the Secretary of the Board of Directors immediately after the adjournment of the meeting. Such right to dissent shall not apply to a director who voted in favor of such action.

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#### Section 6.19. Action Without a Meeting.

Any action required or permitted to be taken at a meeting of the Board of Directors may be taken without a meeting if each and every director of the Board of Directors in writing either: (i) votes for such action; (ii) votes against such action; or (iii) abstains from voting. Each director who delivers a writing described in this Section 6.18. to the corporation shall be deemed to have waived the right to demand that action not be taken without a meeting.

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#### Section 6.20. Transacting Business by Mail, Electronic Mail, Video Conferencing, Telephone or Facsimile.

The Board of Directors shall have the power to transact its business by mail, electronic-mail, video conferencing, telephone, or facsimile, if in the judgment of the Chairperson the urgency of the case requires such action.

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#### Section 6.21. Agenda.

The agenda for a meeting of the Board of Directors shall be set by the Chairperson, after consultation with the Chief Executive Officer. Any director of the Board of Directors may request that items be placed on the Board of Directors's agenda.

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#### Section 6.22. Questions of Order and Board of Directors Meeting Leadership.

Questions of order shall be decided by the Chairperson unless otherwise provided in advance by the Board of Directors. The Chairperson shall lead meetings of the Board of Directors. If the Chairperson is absent from any meeting of the Board of Directors, then the Chairperson shall designate in writing in advance one (1) other

director of the Board of Directors to preside. If the Chairperson is unable to make or has not made such a designation, the Board of Directors may choose another director to serve as presiding officer for that meeting.

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#### Section 6.23. Effectiveness of Actions.

Actions taken at a meeting of the Board of Directors shall become effective immediately following the adjournment of the meeting, except as otherwise provided in the Bylaws or when a definite effective date is recited in the record of the action taken.

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#### Section 6.24. Open and Executive Meeting Sessions.

Ordinarily, all meetings of the Board of Directors shall be open to USA-NKF members. In the event the Chairperson, with the consent of a majority of the directors of the Board of Directors in attendance, deems it appropriate: (i) to exclude members at an open meeting for any reason, then the Chairperson, may declare that the meeting is closed, or (ii) to convene an executive session to consider and discuss matters relating to personnel, nominations, discipline, budget, salary, litigation or other sensitive matter, then the Chairperson may specifically designate and call an executive session. Further, the Chairperson may open a meeting of the Board of Directors to non-USA-NKF members, with the consent of a majority of the directors of the Board of Directors in attendance.

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#### Section 6.25. Minutes of Meetings.

The minutes of all meetings of the Board of Directors shall be published on USA-NKF's web site. Minutes shall state when an individual declares and/or recuses themselves due to a Conflict of Interest that was declared or determined. Minutes shall provide a high-level description of items discussed in Executive Session. Every reasonable effort will be made to publish the minutes within thirty (30) days after approval of the minutes.

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#### Section 6.26. Compensation.

Directors of the Board of Directors shall not receive compensation for their services as directors, although the reasonable expenses of directors may be paid or reimbursed in accordance with USA-NKF's policies. Athlete Directors on the Board of Directors shall be reimbursed travel expenses to any in-person Board of Directors meeting. The Board of Directors may determine in accordance with any restrictions imposed by Colorado law that a director may be reasonably compensated for services (i.e. technical seminars, education programs, intellectual property provided or any compensation from the PKF or WKF) provided to the federation. The Board of Directors must approve the compensation prior to the Director receiving the compensation.

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## SECTION 7.

### OFFICERS

#### Section 7.1. Designation.

The officers of USA-NKF shall be the Chairperson, Chief Executive Officer, and a Secretary.

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#### Section 7.2. Election/Selection.

The Board of Directors shall elect from among the directors of the Board of Directors, by majority vote, a presiding officer or Chairperson. The Chairperson may also be referenced as President for international purposes. The Affiliate Member Director shall not be eligible to be the Chairperson of the Board of Directors. The election shall be held at the first meeting of the Board of Directors on odd numbered years. The newly elected Chairperson shall take office immediately.

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Added a statement that the chairperson may use the title of President for international purposes. We could state this for international communication and representation. Done because of international expectation of a president. Optionally, we can just change all references to chairperson to president of the board or just president. President does convey the expectation of additional responsibility I think.

The Chief Executive Officer shall select a Secretary, and an Assistant Secretary, if needed. The Secretary, and Assistant Secretary, if any, shall be an employee of USA-NKF. The Board of Directors shall approve any Secretary or Assistant Secretary. The Secretary and Assistant Secretary, if any, shall not be a director of the Board of Directors and shall not have a vote on the Board of Directors.

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#### Section 7.3. Tenure.

The term of office of the Chairperson shall be two (2) years. The newly elected Chairperson (Chairperson-Elect) shall take office immediately. The Chairperson shall hold office until the Chairperson's successor is elected and qualified, or until the Chairperson's earlier resignation, removal, incapacity, disability or death.

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The term of office of the Secretary, or the Assistant Secretary, if any, is unlimited. The Secretary shall hold office until his or her employment by the USA-NKF ends, upon the Secretary's resignation, upon removal by the Chief Executive Officer, upon removal by a majority of the Board of Directors, or upon the Secretary's incapacity, disability or death. The Assistant Secretary, if any, shall hold office until his or her employment by the USA-NKF ends, upon the Secretary's resignation, upon removal by the Chief Executive Officer, upon removal by a majority of the Board of Directors, or upon the Secretary's incapacity, disability or death. In any circumstance in which the Chief Executive Officer has not designated an employee to serve as Secretary, the Board of Directors may select a director of the Board of Directors or another

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individual employed by the USA-NKF to serve as Secretary.

Section 7.4. Authority and Duties of Officers.

The officers of USA-NKF shall have the authority and shall exercise the powers and perform the duties specified below and as may be additionally specified by the Board of Directors or these Bylaws, except that in any event each officer shall exercise such powers and perform such duties as may be required by law:

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- a. **Chairperson.** The **Chairperson** shall: (i) set all meeting and meeting agendas, (ii) preside at all meetings of the **Board of Directors**, (iii) see that all **Board of Directors** commitments, resolutions and oversight are carried into effect, and (iv) exercise such powers and perform such other duties as from time to time may be assigned by the **Board of Directors**.
- b. Chief Executive Officer – As defined in Section 13.
- c. Secretary. The Secretary shall: (i) keep the minutes of the proceedings of the **Board of Directors**; (ii) see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; (iii) be custodian of the corporate records; (iv) perform all duties incident to the office of Secretary and (v) perform such other duties as from time to time may be assigned to the Secretary by the Chief Executive Officer or by the **Board of Directors**.
- d. Assistant Secretary. An Assistant Secretary, if any, shall have the same duties and powers as the Secretary.

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#### Section 7.5. Restrictions.

Officers of USA-NKF shall perform their functions with due care. No individual may serve simultaneously as an officer of USA-NKF and as an officer of an organization holding membership in USA-NKF or as an officer of another amateur sports organization that is recognized by the USOPC as a National Governing Body.

#### Section 7.6. Term Limits.

No **Chairperson** shall serve more than four (4) terms during a twelve (12) year period.

When a **Chairperson** is elected to fill a vacancy because of the **Chairperson**'s resignation, removal, incapacity, disability or death, and the remaining term is for more than one (1) year, such term shall constitute a full term. If the vacancy being filled is for one (1) or more years, the **Chairperson** can serve three (3) additional two (2) year terms following completion of the filled vacancy term. If the vacancy being filled is for less than one (1) year, the term shall not be a full term and the director can serve four (4) additional two (2) year terms following completion of the filled vacancy term. The **Chairperson** can be retained for an additional term if voted by a simple majority vote of the **Board of Directors**. If the **Chairperson** does not receive a majority vote an election will be held for the **Chairperson**'s position.

There is no term limit for the Chief Executive Officer or the Secretary.

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#### Section 7.7. Resignation, Removal and Vacancies.

An officer's position with USA-NKF may be declared vacant upon the officer's resignation, removal, incapacity, disability or death. The **Chairperson** may resign at any time by giving written notice to the **Board of Directors**. The Secretary or Assistant Secretary, if any, may resign at any time by

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giving written notice to the Chief Executive Officer. Such resignation shall take effect at the time specified in the notice, and unless otherwise specified in the notice, the acceptance of such resignation shall not be necessary to make it effective.

The Chairperson may be removed for cause upon the affirmative vote of at least two-thirds (2/3) of the total voting power of the Board of Directors (excluding the voting power of the director in question). The Chairperson may also be removed not for cause upon the affirmative vote of at least three-fourths (3/4) of the total voting power of the Board of Directors (excluding the voting power of the director in question). The Secretary or Assistant Secretary, if any, may be removed by the Chief Executive Officer, with or without cause.

Any vacancy occurring in the Chairperson shall be filled by the Board of Directors, by majority vote. A Chairperson elected to fill a vacancy shall be elected for the unexpired term of such Chairperson's predecessor in office. A vacancy in the office of Secretary, or Assistant Secretary, if any, shall be filled by the Chief Executive Officer. Any individual selected to fill a vacancy in the office of Secretary, or Assistant Secretary, if any, shall be approved by the Board of Directors.

#### Section 7.8. Compensation.

The Chairperson shall not receive compensation for his or her service as Chairperson, although the reasonable expenses of the Chairperson may be paid or reimbursed in accordance with USA-NKF's policies. The Board of Directors may determine that the Chairperson may be reasonably compensated for services (i.e. technical seminars, education programs, intellectual property provided or any compensation from the PKF or WKF) provided to the federation. The Board of Directors must approve the compensation prior to the Chairperson receiving the compensation.

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## SECTION 8.

### COMMITTEES

#### Section 8.1. Designation.

USA-NKF shall have the following standing committees: an Audit Committee, an Ethics Committee, a Judicial Committee, a Medical Committee, a Nominating and Governance Committee, Referee Committees, and a Technical Committee. The Board of Directors or the Chief Executive Officer may appoint such other committees as the Board of Directors or Chief Executive Officer deem to be necessary and appropriate. The delegation of authority to any committee or task force shall not operate to relieve the Board of Directors or any director of the Board of Directors from any responsibility or standard of conduct imposed by law or these Bylaws and if any such committee or task force has one (1) or more members who are entitled to vote and who are not then also directors, such committee or task force may not exercise any power or authority reserved to the Board of Directors.

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#### Section 8.2. Number.

Membership on standing committees typically shall not exceed six (6) individuals and shall only exceed six (6) individuals if necessary and appropriate and if approved by a majority of the Board of Directors.

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#### Section 8.3. Athlete Representation.

At least 33.3 percent of the representation of all committees identified by the Bylaws of the United States Olympic and Paralympic Committee shall be held by athletes qualified under Section 8.5 et seq. of the USOPC Bylaws so as to comply with the Ted Stevens Olympic and Amateur Sports Act and the USOPC Bylaws. Athlete representation on a committee will be selected by the USA-NKF Athlete Advisory Council except for the Nominating and Governance Committee who will be elected by the athletes as defined in Section 8.17.

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#### Section 8.4. Tenure.

The term for all standing and other committee members shall be four (4) years. A committee member shall remain on the committee until the committee member's successor is appointed, or until the committee member's earlier resignation, removal, incapacity, disability or death.

The term for all task force members shall be until their assignment is concluded, but in any event shall not exceed a period of two (2) years.

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#### Section 8.5. Term Limits.

No committee member of the Ethics, Judicial or Nominating and Governance shall serve for more than two (s) consecutive four (4) year terms.

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#### Section 8.6. Committee Member Attendance.

Committee and task force members are expected to participate in all regularly scheduled committee and task force meetings of which they are a member. Each committee or task force member must attend a minimum of at least one-half (1/2) of the committee or task force meetings of which they are a member during any twelve-month (12) period. If the committee member misses more than one half of the committee meetings in any twelve month period, the Board of Directors shall call for a recall election at which the group who has the authority to elect or appoint such member may remove the member.

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#### Section 8.7. Resignation, Removal and Vacancies.

A committee or task force member's position on a committee or task force may be declared vacant upon the committee member's resignation, removal, incapacity, disability or death. A committee member may resign at any time by giving written notice to the Board of Directors, if appointed by the Board of Directors or to the Chief Executive Officer, if appointed by the Chief Executive Officer. Such resignation shall take effect at the time specified therein, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

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Committee or task force members may be removed by the Board of Directors if they fail to participate in more than one-half (1/2) of the regular committee or task force meetings during any twelve-month (12) period, unless they are able to demonstrate to the directors of the Board of Directors, or to the Chief Executive Officer, if appointed by the Chief Executive Officer, that the presence of exigent circumstances caused and excused the absences. In such circumstances, the absent committee or task force member can be removed upon the affirmative vote of a majority of the voting power of the Board of Directors (not including the voting power of the absent committee member in question, if also a director), or upon the determination of the Chief Executive Officer, if appointed by the Chief Executive Officer. Committee members may also be removed for cause upon the affirmative vote of at least two-thirds (2/3) of the total voting power of the Board of Directors (excluding the voting power of the committee member in question, if also a director), or upon the determination of the Chief Executive Officer, if appointed by the Chief Executive Officer. Committee members may also be removed not for cause upon the affirmative vote of at least three-fourths (3/4) of the total voting power of the Board of Directors (excluding the voting power of the director in question, if also a director), or upon the determination of the Chief Executive Officer, if appointed by the Chief Executive Officer.

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Any vacancy occurring in a committee or task force shall be filled as set forth for the appointment of that committee or task force member. A committee or task force member appointed to fill a vacancy shall be appointed for the unexpired term of such committee or task force member's predecessor in office.

#### Section 8.8. Procedures.

Each committee and task force shall establish procedures for conducting its business and affairs. Such procedures shall be subject to prior Board of Directors approval and will be published and available on the USA-NKF's website.

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#### Section 8.9. Open and Executive Meeting Sessions.

Ordinarily, all committee and task force meetings shall be open to USA-NKF members. In the event the committee or task force chair, with the consent of a majority of the committee or task force members in attendance, deems it appropriate: (i) to exclude members at an open meeting for any reason, then the chairperson may declare that the meeting is closed, or (ii) to convene an executive session to consider and discuss matters relating to personnel, nominations, discipline, budget, salary, litigation or other sensitive matter, then the chairperson may specifically designate and call an executive session. Further, the chairperson may open a meeting of the committee or task force to non-USA-NKF members, with the consent of a majority of the members of the committee or task force in attendance.

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#### Section 8.10. Minutes of Meetings.

Each committee and task force shall take minutes of its meetings. Minutes shall state when an individual declares and/or recuses themselves due to a Conflict of Interest that was declared or determined. Minutes shall provide a high-level description of items discussed in Executive Session. Meeting minutes shall be submitted to the Secretary to include in the corporate record.

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#### Section 8.11. Compensation.

Committee and task force members shall not receive compensation for their services as committee or task force members, although the reasonable expenses of committee and task force members may be paid or reimbursed in accordance with USA-NKF's policies. Committee and task force members who are not directors of the Board of Directors may receive compensation for services rendered to or for the benefit of USA-NKF in any other capacity, provided the Board of Directors gives explicit approval in accordance with Colorado law.

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#### Section 8.12. Audit Committee.

The Audit Committee, a designated committee as defined by Section 8.5.1.d of the USOPC Bylaws, shall be appointed and have the responsibilities as follows:

- a. The Board of Directors shall appoint the members of the Audit Committee and its chair, all of whom shall be directors of the Board of Directors. An Independent Director or At- Large Director of the Board of Directors with financial experience shall be on the Audit Committee.

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- b. The Audit Committee shall –
  1. select the independent auditors of USA-NKF, review the report of the independent auditors and management letter, and recommend action as needed;
  2. investigate matters of fiscal controls and disclosure and such other matter as directed by the Board of Directors; and
  3. perform such other duties as assigned by the Board of Directors.

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#### Section 8.13. Coaches Committee.

The Coaches Committee shall be appointed and have the responsibilities as follows:

- a. The Chairperson shall appoint the members of the Coaches Committee and its chair, with approval by the Board of Directors.
- b. The Coaches Committee shall:
  1. define and develop curricula for the training and education of coaches;
  2. develop and monitor a certification program to augment the training and educational system;
  3. create appropriate materials and manuals to assist coaches;
  4. coordinate, develop and administer seminars and clinics for coaches;
  5. provide a current list of all certified coaches to the National Office; and
  6. perform such other duties as assigned by the Board of Directors or Chief Executive Officer.

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#### Section 8.14. Ethics Committee.

The Ethics Committee, a designated committee as defined by Section 8.5.1.d of the USOPC Bylaws, shall be appointed and have the responsibilities as follows:

- a. There shall be three members of the Ethics Committee. The Board of Directors shall appoint two (2) of the members of the Ethics Committee who shall satisfy the standards of independence for “independent directors” as set forth in these Bylaws. One (1) Athlete member as elected by the Athlete members (athletes who are members and who satisfy the requirements of Sections 8.5 et seq. of the Bylaws of the United States Olympic Committee);

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- b. The Ethics Committee shall –
  1. develop, and review on an annual basis, a Code of Ethics for the Board of Directors, officers, committee and task force members, volunteers, staff and member organizations for adoption by the Board of Directors;
  2. generally administer and oversee compliance with the Code of Ethics;
  3. Review and monitor Conflict of Interest Disclosures of all Board of Directors,

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staff, committee and task force members;

4. adjudicate claims of SafeSport violations which cannot be adjudicated by the US Center for SafeSport;
5. review and investigate matters of ethical impropriety or conflict of interest and make recommendations on such matters to the Board of Directors;
6. review and provide guidance on ethical questions presented to it by the Board of Directors, officers, committee and task force members, volunteers, staff and USA-NKF members;
7. perform such other duties as assigned by the Board of Directors or Chief Executive Officer.

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#### Section 8.15. Judicial Committee.

The Judicial Committee, a designated committee as defined by Section 8.5.1.d of the USOPC Bylaws, shall be appointed and have the responsibilities as outlined in Section 14 and as follows:

- a. The Board of Directors shall appoint the members of the Judicial Committee and its chair. No director of the Board of Directors shall be appointed to the Judicial Committee.
- b. The Judicial Committee shall –
  1. generally administer and oversee all administrative grievances and right to compete matters filed with USA-NKF;
  2. identify individuals who would be fair and impartial and who would have the qualifications and ability to serve on hearing panels;
  3. hear and render a decision, or appoint a panel to hear and render a decision, on grievances and disciplinary matters;
  4. perform such other duties as assigned by the Board of Directors.

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#### Section 8.16. Medical Advisory Committee.

The Medical Advisory Committee shall be appointed and have responsibilities as follows:

- a. The Chairperson shall appoint the members of the Medical Advisory Committee and its chair, with approval of the Board of Directors.
- b. The Medical Committee shall:
  1. As requested to do so by the Board of Directors or Chief Executive Officer, make recommendations regarding selection of national team medical personnel;
  2. Provide feedback on proposed changes to the rules of competition and the impact to athlete safety.
  3. As requested to do so by the Board of Directors or Chief Executive Officer, coordinate and arrange for the provision of medical services to national teams at international and domestic competitions;

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4. Review current research data regarding medical issues, pharmaceuticals, and prevention and treatment of injuries and periodically report to the Board of Directors regarding that review;
5. Compile medical reports from national team medical personnel and periodically report to the Board of Directors regarding that compilation;
6. develop educational programs whereby experts in the appropriate field will advise athletes, coaches and officials on: (a) the prevention and care of athletic injuries; (b) available medications, supplies, equipment, immunizations and other preventive health requirements; (c) proper nutrition and the use of supplements; and (d) the prevention of drug abuse in sports; and
7. perform such other duties as assigned by the Board of Directors or Chief Executive Officer.

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#### Section 8.17. Nominating and Governance Committee.

The Nominating and Governance Committee, a designated committee as defined by Section 8.5.1 (d) of the USOPC Bylaws, shall be elected/selected and have the responsibilities as follows:

- a. Nominating and Governance Committees shall be selected as follows–
  1. one (1) individual selected by the Board of Directors who is an outgoing/former Board of Directors member, who shall be the chair;
  2. one (1) individual selected by the Board of Directors who is independent as that term is defined in these Bylaws;
  3. one (1) athlete as elected by the Athlete members (athletes who are members and who satisfy the requirements of Sections 8.5 et seq. of the Bylaws of the United States Olympic Committee);

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No director of the Board of Directors or Chief Executive Officer shall be elected/selected to the Nominating and Governance Committee. Members of the Nominating and Governance Committee are precluded from serving as a Board of Directors director, Chief Executive Officer, or as a member of the Ethics or Judicial Committee for a period of two (2) years after their service on the Nominating and Governance Committee ends.

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- b. The Nominating and Governance Committee shall –
  1. identify and evaluate prospective candidates for the Board of Directors;
  2. recommend individuals to serve on the Board of Directors as provided in these Bylaws;
  3. recommend as requested by the Board of Directors individuals to serve on various committees;
  4. In cooperation with the Athletes' Advisory Committee will develop a process to

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jointly identify and vet candidates to serve as the 10 Year+ Athlete Representatives;

5. consult as needed with the Ethics Committee with respect to vetting all nominations for potential conflict of interest or other problematic background issues;
6. develop and recommend to the Board of Directors for its consideration an annual self- evaluation process of the Board of Directors and its committees;
7. oversee the election for the Board of Directors, including supervising preparation of a list of members eligible to vote , supervising the issuance of ballots and supervising the counting of ballots to determine the election vote;
- c. perform such other duties as assigned by the Board of Directors In considering a candidate for nomination to the Board of Directors, the Nominating and Governance Committee takes into consideration:
  1. the candidate’s contribution to the effective functioning of the USA-NKF;
  2. any potential or impending change in the candidate's principal area of responsibility with his or her company or in his or her employment;
  3. whether the candidate continues to bring relevant experience to the Board of Directors;
  4. whether the candidate has the ability to attend meetings and fully participate in the activities of the Board of Directors;
  5. the candidate’s reputation for personal integrity and commitment to ethical conduct;
  6. whether the candidate has developed any relationships with another organization, or other circumstances have arisen, that might make it inappropriate for the director to continue serving on the Board of Directors; and
  7. any other qualification the Nominating and Governance Committee deems appropriate to select a qualified and capable director.

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#### Section 8.18. Referee Committees.

The Referee Committees shall be appointed and have the responsibilities as follows:

- a. The Chairperson shall appoint the members of the Referee Committees and their respective chair, with approval by the Board of Directors.
- b. The Referee Committees shall consist of 3 separate committees to eliminate the possibilities of perceived or actual conflicts of interest. These 3 committees will work together to strengthen the overall referee program:
  - a. Operational Referee Committee – to manage, oversee and coordinate the environment and operation of each signature event and to recruit members to join the referee corps.
  - b. Education and Training Referee Committee – to develop and implement educational programs, materials and activities to provide members with access and opportunity to achieve knowledge and skills to work as officials with competence, confidence and professionalism.

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- c. Certification Referee Committee – to maintain standards for the licenses offered through USA-NKF. To manage and implement the processes for issuing of licenses at all levels. To be the examination panel for the highest USA-NKF licenses to ensure quality.
- c. Operational Referee Committee shall:
1. Assist in the maintenance of the rules of competition with advice from the technical and medical committee and National Staff. Chief Executive Officer and Board of Directors approval is required for all changes to the rules of competition;
  2. coordinate officials for domestic and international competitions under the direction of the Chief Executive Officer or its delegate;
  3. ensure the smooth operation of referees within signature events;
  4. recruit members to join the referee corps; and
  5. perform such other duties as assigned by the Board of Directors or Chief Executive Officer.
- d. Education and Training Referee Committee shall:
1. Assist in the maintenance of the rules of competition with advice from the technical and medical committee and National Staff. Chief Executive Officer and Board of Directors approval is required for all changes to the rules of competition;
  2. define and develop curricula for the training and education of referees;
  3. create appropriate materials and manuals to assist referees;
  4. maintain the USA-NKF Rules of Competition document in coordination with the educational materials;
  5. coordinate, develop and administer seminars and clinics for referees and referee instructors; and
  6. perform such other duties as assigned by the Board of Directors or Chief Executive Officer.
- e. Certification Referee Committee shall:
1. Assist in the maintenance of the rules of competition with advice from the technical and medical committee and National Staff. Chief Executive Officer and Board of Directors approval is required for all changes to the rules of competition.
  2. develop and monitor a certification program to augment the training and educational system; and
  3. perform such other duties as assigned by the Board of Directors or Chief Executive Officer.

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Section 8.19. Technical Committee.

The Technical Committee shall be appointed and have the responsibilities as follows:

- a. The Chairperson shall appoint the members of the Technical Committee and its chair, with approval by the Board of Directors.
- b. The Technical Committee shall:
  1. advise the Board of Directors in technical matters related to Karate-do
  2. provide feedback on proposed changes to the rules of competition and the impact on technical matters of Karate-do.
  3. organize technical meetings that contribute to the proper technical feedback of national, and international affiliated organizations
  4. organize and present technical seminars for the membership of the USA-NKF
  5. supervise Dan certification for the USA-NKF
  6. help maintain and teach Kata standards and technical understanding of the four major styles of Karate recognized by the WKF ( Shotokan, Shito Ryu, Goju Ryu, Wado Ryu)
  7. relate and teach an understanding of Kata from other recognized styles of Karate and encourage their participation ( Japanese, Okinawan, Korean, etc.)
  8. relate and teach an understanding of weapons Kata (Kobudo, Buki Waza, Iaido)
  9. to perform other such duties as assigned by the Board of Directors or Chief Executive Officer.

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#### Section 8.20. Selection Committee.

The Selection Committee, a designated committee as defined by Section 8.5.1.d of the USOPC Bylaws, shall be appointed and have the responsibilities as follows:

- a. The Board of Directors shall appoint the members of the Selection Committee and its chair, with approval by the Board of Directors.
- b. The Selection Committee shall:
  1. Development, approval and implementation of selection procedures for protected competitions
  2. Selection of athletes, coaches and staff in accordance with those procedures.
  3. to perform other such duties as assigned by the Board of Directors or Chief Executive Officer.

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## SECTION 9.

### ANNUAL KARATE ASSEMBLY

#### Section 9.1. Purpose.

There shall be an annual Karate Assembly at which all individual and organization members and other Karate constituencies shall gather and provide input to the Board of Directors on important issues confronting the organization. The Board of Directors shall provide a report on the “State of the Union.” The Chief Executive Officer shall provide a managerial report addressing issues of concern and importance to USA-NKF. Individual and organization members and other Karate constituencies may pose questions to the Board of Directors and Chief Executive Officer for response. The annual Karate Assembly shall be purely advisory and shall have no rulemaking, budgetary, legislative, or other authority. The Board of Directors shall determine the agenda of the annual Karate Assembly. Notwithstanding the foregoing, an annual meeting of the voting members is not required.

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#### Section 9.2. Place.

The annual Karate Assembly shall be held in conjunction with a meeting of the Board of Directors. If practicable, the annual Karate Assembly shall also be held in conjunction with a major USA-NKF competition. The annual Karate Assembly may also be held virtually via video conferencing or webinar technologies.

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#### Section 9.3. Notice.

Notice of the annual Karate Assembly stating the place, date and time of the Assembly shall be posted on the website of USA-NKF no fewer than thirty (30) days before the date of the meeting.

## **SECTION 10.**

### **ATHLETES' ADVISORY COUNCIL**

#### Section 10.1 Designation.

The USA-NKF shall have an Athletes' Advisory Council consisting of seven (7) individuals.

#### Section 10.2. Qualifications.

Only those individuals who satisfy the definition of an "10 Year athlete representative" as set out in Sections 8.5.1 (a) of the USOPC Bylaws (or any successor provision), who will be at least eighteen years of age on December 31 of the year of election, and who has been a member of USA-NKF for not fewer than the 60 days immediately preceding the election shall be eligible to run for election to the Athletes' Advisory Council. The athletes shall make reasonable efforts to ensure that there is adequate representation on the Athletes' Advisory Council of male and female athletes and of Kata and Kumite disciplines.

#### Section 10.3. Election/Selection.

Seven (7) individuals shall constitute the Athletes Advisory Council. Five (5) members shall be elected after the conclusion of the Summer Olympic Games, but prior to January 1 of the year following the Summer Olympic Games in an election separate from (and after) the USOPC AAC representative election. In order to be eligible to vote for these candidates, an individual must be a USA-NKF member and must satisfy the definition of "10 Year athlete representative" as set out in Sections 8.5.1 (a) of the USOPC Bylaws (or any successor provision). In order to be eligible to vote in the election, an individual shall be a citizen of the United States and eighteen (18) years of age or older by December 31 of the year in which the election is held. Further, an individual shall be a member of USA-NKF sixty (60) days prior to the date of the election (record date) in order to be eligible to vote in the election. The sixth (6th) and seventh (7th) position on the Athletes' Advisory Council shall be filled by USA-NKF's representative to the USOPC Athletes' Advisory Council and by the USA-NKF's alternate representative to the USOPC's Athlete Advisory Council.

#### Section 10.4. Tenure.

The term for members of the Athletes' Advisory Council shall be for four (4) years. A member shall remain on the Athletes' Advisory Council until the member's successor is elected and qualified, or until the member's earlier resignation, removal, incapacity, disability or death.

#### Section 10.5. Term Limits.

No Athletes Advisory Council member shall serve for more than two (2) consecutive terms unless the Athlete is elected to the USOPC Athlete Advisory **Council** in which case they can hold no more than 2 consecutive terms as the USOPC representative to the AAC.

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#### Section 10.6. Chair.

The Athletes' Advisory Council shall elect from among its members, by majority vote, a chair. The term of office of the **chairperson** shall be four (4) years. The newly elected **chairperson** shall take office immediately. The **chairperson** shall hold office until the chair's successor is elected and qualified, or until the chair's earlier resignation, removal, incapacity, disability or death.

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#### Section 10.7. Procedures.

The Athletes Advisory Council shall establish procedures for conducting its business and affairs. Such procedures shall be published and available on USA-NKF's website.

#### Section 10.8. Open and Executive Meeting Sessions.

Ordinarily, all meetings of the Athletes' Advisory Council shall be open to USA-NKF members. In the event the Athletes Advisory Council chair, with the consent of a majority of the Athletes Advisory Council members in attendance, deems it appropriate: (i) to exclude members at an open meeting for any reason, then the **chairperson** may declare that the meeting is closed, or (ii) to convene an executive session to consider and discuss matters relating to personnel, nominations, discipline, budget, salary, litigation or other sensitive matter, then the **chairperson** may specifically designate and call an executive session. Further, the **chairperson** may open a meeting of the Athletes' Advisory Council to non-USA-NKF members, with the consent of a majority of the members of the Council in attendance.

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#### Section 10.9. Compensation.

Athlete Advisory Council members shall not receive compensation for their services as Athlete Advisory Council members. USA-NKF shall pay for the reasonable expenses of all members of the Athletes Advisory Council to attend Athletes Advisory Council meetings. In addition, USA-NKF shall pay for the reasonable expenses of the two (2) **Athlete Directors** to attend USA-NKF **Board of Directors** meetings.

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## SECTION 11.

### USOPC ATHLETES' ADVISORY COUNCIL

#### Section 11.1. Designation.

The USA-NKF shall have a representative and an alternate representative (athletes who are members and who satisfy the requirements of Sections 14 et seq. of the Bylaws of the United States Olympic Committee) to the USOPC Athletes' Advisory Council.

#### Section 11.2. Qualifications.

In order to serve as a USA-NKF representative to the USOPC AAC, an individual must satisfy the requirements of 14.7 of the USOPC Bylaws (or any successor section) and must be eighteen years by December 31 of the year in which the election is conducted.

#### Section 11.3. Election/Selection.

The election for USOPC AAC representatives shall be held immediately before the election for USA-NKF AAC representatives. The election procedures shall be in accordance with Section 14.8 of the USOPC Bylaws. An individual who is not elected as the USOPC AAC representative or alternate may run for election to the USA-NKF AAC. The individual with the highest vote total is elected as athlete representative to the USOPC Athletes' Advisory Council. The individual of the opposite gender with the next highest vote total (as is required by the USOPC Athletes' Advisory Council), is elected as the alternate representative to the USOPC Athletes' Advisory Council. In order to vote for USOPC AAC representative, an individual must satisfy the requirements of Section 14.7 of the USOPC Bylaws. Should no alternate gender candidate exist the second highest vote total is elected as the alternate representative to the USOPC Athletes' Advisory Council.

#### Section 11.4. Tenure.

The term for all representatives to the USOPC Athletes' Advisory Council shall be for four (4) years. A representative shall remain on the USOPC Athletes' Advisory Council until the representative's successor is elected and qualified, or until the representative's earlier resignation, removal, incapacity, disability or death.

#### Section 11.5. Term Limits.

No representative to the USOPC Athletes' Advisory Council shall serve for more than two (2) consecutive terms. There is no term limit restriction for the position of alternate representative.

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## SECTION 12.

### USOPC NATIONAL GOVERNING BODIES' COUNCIL

#### Section 12.1. Designation.

The USA-NKF shall have a representative and an alternate representative to the USOPC National Governing Bodies' Council.

#### Section 12.2. Election/Selection.

The Chief Executive Officer shall be USA-NKF's representative to the USOPC National Governing Bodies' Council. The Chairperson or Secretary shall be USA-NKF's alternate representative to the USOPC National Governing Bodies' Council.

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## SECTION 13.

### CHIEF EXECUTIVE OFFICER

#### Section 13.1. Designation.

USA-NKF shall have a Chief Executive Officer.

#### Section 13.2. Tenure.

The Chief Executive Officer shall be employed by the Board of Directors for whatever term the Board of Directors deems appropriate. The Chief Executive Officer may be removed by the Board of Directors at any time, with or without cause, but removal shall not affect the contract rights, if any, of the Chief Executive Officer. If the Chief Executive Officer has a contract of employment with USA-NKF, the contract shall provide that the Chief Executive Officer's employment may be terminated by the Board of Directors with or without cause.

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#### Section 13.3. Secretary General.

The Chief Executive Officer shall serve as Secretary General of USA-NKF and in that capacity shall represent the USA-NKF in relations with the international sports federation for the sport of Karate recognized by the International Olympic Committee (currently the WKF) and at international Karate functions and events. The Chief Executive Officer may appoint a Secretary General to serve in place of the Chief Executive with consent of the Board of Directors.

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#### Section 13.4. Responsibilities.

The Chief Executive Officer shall:

- a. develop a strategy for achieving the USA-NKF's mission, goals and objectives and present the strategy to the Board of Directors for approval;
- b. prepare and submit quadrennial and annual budgets to the Board of Directors for approval;
- c. determine the staff needed to effectively carry out USA-NKF's mission, goals and objectives, within USA-NKF's budget;
- d. oversee the hiring and termination of all staff;
- e. either directly or by delegation manage all staff functions;
- f. be responsible for resource generation and allocation of resources;
- g. coordinate USA-NKF's international activities;
- h. with the Chairperson, act as the USA-NKF's spokesperson;
- i. perform all functions as usually pertain to the office of Chief Executive Officer;

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- j. serve, or appoint an individual to serve, as USA-NKF's Designated Representative and Liaison to the U.S. Center for [SafeSport](#).

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## SECTION 14.

### COMPLAINT PROCEDURES

Section 14.1. Designation of Complaints (Except for matters subject to the jurisdiction of the U.S. Center for [SafeSport](#) under Section 14.6 below or U.S. Anti-Doping Agency under Section 14.7 below).

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The following kinds of complaints may be filed with USA-NKF:

- a. Administrative Grievance. The USA-NKF or any member of USA-NKF may file a complaint pertaining to any matter within the cognizance of the USA-NKF, including but not limited to any alleged violation of or grievance concerning: (i) any USA-NKF rule or regulation, (ii) any provision of USA-NKF's Bylaws, (iii) any provision of the USOPC's Bylaws, or (iv) any provision of the Ted Stevens Olympic and Amateur Sports Act relating to USA-NKF's recognition as a National Governing Body;
- b. Right to Participate or Compete. Any athlete, coach, trainer, manager, administrator or official may file a complaint pertaining to any alleged denial, or alleged threat to deny, of that individual's opportunity to participate or compete in a USA-NKF sanctioned competition.

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#### Section 14.2. Jurisdiction.

Any member of the USA-NKF, by reason of membership, agrees to be subject to these complaint procedures and agrees to be bound by any decision rendered pursuant to these complaint procedures.

#### Section 14.3. Manner of Filing.

The complainant shall file a written complaint with the Judicial Committee and the CEO. The complaint shall set forth in clear and concise language, preferably in numbered paragraphs: (i) the alleged violation, grievance, denial or threat to deny, (ii) the remedy requested, and (iii) any supporting evidence and documentation. The complainant shall provide their identifying membership information and sign the complaint.

#### Section 14.4. Filing Fee.

A complaint filed by an individual shall be accompanied with a \$250.00 filing fee. A complaint filed by an organization shall be accompanied with a \$500.00 filing fee, except that the USA-NKF is not required to pay a filing fee. If the complaint involves a violation of the [SafeSport](#) Policies then the filing fee shall be waived. The complainant may request that the filing fee be reduced or waived for reasons of significant financial hardship. If such request is made, the Judicial Committee shall determine whether or not to reduce or waive the filing fee. Further, a

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Hearing Panel may determine as part of its decision that the filing fee should be refunded for just cause.

#### Section 14.5. Statute of Limitations.

A complaint filed under these Bylaws shall be filed within one hundred and eighty (180) days of the occurrence of the alleged violation, grievance, denial or threat to deny. SafeSport claims have no Statute of Limitation,

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#### Section 14.6. SafeSport – Exercise of Jurisdiction.

The adjudicative bodies of USA-NKF shall not exercise jurisdiction over any manner in which the U.S. Center for SafeSport has exclusive jurisdiction or elects to exercise discretionary jurisdiction. In the event that the U.S. Center for SafeSport imposes and discipline on any person, USA-NKF shall recognize and enforce such discipline to the extent it is within USA-NKF's power to do so.

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#### Section 14.7. Doping Decisions.

A decision concerning a doping violation within the jurisdiction of the U.S. Anti-Doping Agency shall not be reviewable through, or the subject of, these complaint procedures.

#### Section 14.8. Field of Play Decisions.

The final decision of a referee during a competition regarding a field of play decision (a matter set forth in the rules of the competition to be within the discretion of the referee) shall not be reviewable through, or the subject of, these complaint procedures unless the decision is: (i) outside the authority of the referee to make, or (ii) the product of fraud, corruption, partiality or other misconduct of the referee. For purposes of this Section, the term "referee" shall include any individual with discretion to make field of play decisions.

#### Section 14.9. Administration.

The Judicial Committee shall generally administer and oversee all administrative grievances and right to compete matters filed with USA-NKF except for matters subject to the jurisdiction of the U.S. Center for SafeSport or the U.S. Anti-Doping Agency.. The Judicial Committee shall be responsible to ensure that all complaints are heard in a timely, fair and impartial manner. The Judicial Committee may promulgate procedures in addition to those set forth in these Bylaws for the effective administration of complaints filed with USA-NKF.

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#### Section 14.10. Hearing Panel.

Upon the filing of a complaint, the chairperson of the Judicial Committee, after consultation with the other committee members, shall appoint a hearing panel consisting of at least three (3) members

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with at least 33% of the members being an athlete satisfying the requirements of Section 8.8.2 of the USOPC Bylaws to hear the complaint. The Judicial Committee shall also appoint a chairperson of the hearing panel. Judicial Committee members may be appointed to and serve on the hearing panel. Other disinterested individuals identified by the Judicial Committee may also be appointed to and serve on the hearing panel. Members of the panel need not be members of USA-NKF or involved in the sport of Karate.

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The hearing panel members shall be disclosed to the complainant and respondent. If a conflict of interest is raised the Ethics Committee will review the conflict, If a conflict is found the individual will be removed from the hearing panel and an alternate will be placed on the hearing panel.

#### Section 14.11. Conduct of the Proceeding.

The Hearing Panel shall rule on all motions and other matters raised in the proceeding. If the complaint is not dismissed, the hearing panel shall hold a hearing on the complaint. The hearing panel shall set such timelines and other rules regarding the proceeding and the conduct of the hearing as it deems necessary. Testimony shall be taken under oath.

The hearing will be conducted at a time and place to make it practicable for all parties to attend. The hearing may be conducted by teleconference or video conference, if necessary or convenient to the parties. Each party shall have the right to appear personally or through a legal representative. All parties shall be given a reasonable opportunity to present and examine evidence, cross-examine witnesses and to present argument. Members of the hearing panel shall have the right to question witnesses or the parties to the proceeding at any time.

Any party may have a record made of the hearing. A court reporter may be present at the hearing at the request of a party. The court reporter shall be paid for by the party requesting the court reporter, or if mutually agreed, the cost may be equally divided. Any transcript shall be paid for by the party requesting the transcript.

#### Section 14.12. Due Process Considerations.

In any hearing conducted pursuant to these Bylaws, the parties shall be provided with the following:

- a. notice of the charges or alleged violations within 14 days of receipt without just cause for delay, with specificity and in writing, and possible consequences if the charges are found to be true;
- b. reasonable time after receipt of the notice of charges for the respondent to submit an answer to the complaint within fifteen (15) days of notice, without just cause for delay;
- c. reasonable time between receipt of the notice of charges and the hearing with respect to the charges, within which to prepare a defense, within 90 days of filing, without just cause for delay;
- d. notice of the respondent's answer to the charges;

- e. notice of the identity of adverse witnesses provided in advance of the hearing;
- f. the hearing to be conducted at such a time and place so as to make it practicable for all parties of the grievance to attend, within 90 days of filing, without just cause for delay;
- g. a hearing before a disinterested and impartial body of fact finders;
- h. the right to be assisted in the presentation of one's case at a hearing, including the assistance of legal counsel, if desired; however all fees shall be paid by the party seeking assistance of legal counsel;
- i. the right to present oral and written evidence and argument;
- j. the right to call witnesses to testify at the hearing, including the right to have individuals under the control of an adverse party attend; and to confront and cross-examine such individuals;
- k. the right to have a record (i.e., transcript) made of the hearing (In this regard, the reporter shall be paid for by the party requesting the reporter; and a copy of any transcript shall be provided to the other party upon payment of half of the cost. Any transcript ordered by a party shall be made available to the Hearing Panel upon request of the Hearing Panel);
- l. the burden of proof shall be on the proponent of the charge, which burden shall be at least a "preponderance of the evidence" unless an applicable rule of law provides for a higher burden of proof;
- m. a written decision, with reasons therefore, based solely on the evidence of record, handed down in a timely fashion; and
- n. written notice of appeal procedures, if the decision is adverse to the person charged, and the prompt and fair adjudication of any appeal.

#### Section 14.13. Expedited Procedures.

Upon the request of a party, and provided that it is necessary to expedite the proceeding in order to resolve a matter relating to a competition that is so scheduled that compliance with regular procedures would not be likely to produce a sufficiently early decision to do justice to the affected parties, the Judicial Committee is authorized to order that the complaint be heard and decided within forty-eight (48) hours of the filing of the complaint. In such a case, the hearing panel is authorized to hear and decide the complaint pursuant to such procedures as are necessary, but fair to the parties involved.

#### Section 14.14. Complaints Involving Selection to Participate in a Competition.

Where a complaint is filed involving selection of an individual to participate in a competition, the complainant shall include with the complaint a list of all other individuals, together with their contact information, that may be adversely affected by a decision rendered on the complaint. The adverse party to the complaint shall also submit a list of individuals, together with their contact information, that may be adversely affected by a decision rendered on the complaint.



The hearing panel shall determine those individuals who must receive notice of the complaint. The complainant shall then be responsible for providing appropriate notice to these individuals. Any individual so notified then shall have the option to participate in the proceeding as a party. If an individual is notified of the complaint, then that individual shall be bound by the decision of the hearing panel even though the individual chose not to participate as a party.

#### Section 14.15. Decision.

A decision shall be determined by a majority of the hearing panel. The hearing panel's decision shall be in writing and distributed to the parties.

#### Section 14.16. Arbitration.

A party may appeal an adverse decision to the Board of Directors, which shall consider the appeal. No party shall have the right to a hearing before the Board of Directors with respect to such appeal. However, the Board of Directors may determine that such a hearing is necessary to a fair consideration of the appeal. Any party may appeal a decision of the Board of Directors to the American Arbitration Association. The arbitrator appointed by the American Arbitration Association shall have the authority to hear the matter anew or if requested by a party to render a decision on a more limited review. Either party may submit the decision of the hearing panel to the arbitrator for the arbitrator's consideration. The arbitrator may give whatever weight or authority to the hearing panel's decision as the arbitrator deems appropriate.

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USA-NKF agrees to submit to binding arbitration conducted under the commercial rules of the American Arbitration Association, in any controversy involving its recognition as a national governing body, as provided in the Ted Steven's Act, or in any controversy involving the opportunity of any athlete, coach, trainer, manager, administrator, or official to participate in Athletics competition, as provided for in the constitution and bylaws of the USOPC.

#### Section 14.17. Anti-Retaliation.

USA-NKF has zero tolerance for retaliation against a person who makes good faith reports of potential ethical, policy, financial or legal violations, or who cooperate with investigations of those reports. That means no athletes, directors, officers, employees, contractors, members, committee members, task force members, hearing panel members, and volunteers may threaten, harass, discriminate against, or take any negative employment (where applicable) or participation related action (e.g., discharge, demotion, suspension, non-assignment, negative review) on that basis.

Any such retaliation can be reported as described above in the same way as any other policy violation. It will be treated as a violation of the USA-NKF Whistleblower Policy and USA-NKF's Code of Conduct and may lead to serious consequences including termination of employment or participation for anyone involved in retaliation.

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## SECTION 15.

### SANCTIONING EVENTS

#### Section 15.1. Prompt Review of Request.

USA-NKF shall promptly review every request submitted by an organization or person for a sanction and make a determination on such request: (i) to hold an international or national amateur athletic competition in the United States, or (ii) to sponsor U.S. Karate athletes to compete in an international athletic competition held outside the United States.

#### Section 15.2. Standard for Review.

If USA-NKF, as a result of its review: (i) does not determine by clear and convincing evidence that holding or sponsoring an international or national amateur athletic competition would be detrimental to the best interest of Karate, and (ii) confirms that the amateur sports organization or person meets the requirements for obtaining a sanction as set forth in these Bylaws, then USA-NKF shall grant the sanction requested by the amateur sports organization or person.

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#### Section 15.3. Requirements for Holding an International or National Amateur Athletic Competition in the United States.

An amateur sports organization or person requesting a sanction to hold an international or national amateur athletic competition in the United States shall comply with the following requirements:

- a. submits, in the form required by USA-NKF, an application to hold such competition;
- b. pays to USA-NKF the required sanctioning fee, provided that such fee shall be reasonable and nondiscriminatory;
- c. upon request submits to USA-NKF an audited or notarized financial report of similar events, if any, conducted by the organization or person; and
- d. demonstrates that –
  1. appropriate measures have been taken to protect the amateur status of athletes who will take part in the competition and to protect their eligibility to compete in amateur competition;
  2. appropriate provision has been made for validation of records which may be established during the competition;
  3. due regard has been given to any international amateur athletic requirements specifically applicable to the competition;
  4. the competition will be conducted by qualified officials;
  5. proper medical supervision will be provided for athletes who will participate in the competition;

6. proper safety precautions have been taken to protect the personal welfare of the athletes and spectators at the competition; and
7. appropriate measures have been taken to prevent abuse of athletes, including emotional, physical, child and sexualized abuse.

Section 15.4. Requirements for Sponsoring U.S. Karate Athletes to Compete in An International Athletic Competition Held Outside the United States.

An amateur sports organization or person requesting a sanction to sponsor U.S. Karate athletes to compete in an international athletic competition held outside the United States shall comply with the following requirements:

- a. submits, in the form required by USA-NKF, an application to hold such competition;
- b. pays to USA-NKF the required sanctioning fee, provided that such fee shall be reasonable and nondiscriminatory;
- c. submits a report of the most recent trip to a foreign country, if any, that the amateur sports organization or person sponsored for the purpose of having United States amateur athletes compete in international amateur athletic competition, and
- d. submits a letter from the appropriate entity that will hold the international amateur athletic competition certifying that –
  1. appropriate measures have been taken to protect the amateur status of athletes who will take part in the competition and to protect their eligibility to compete in amateur competition;
  2. appropriate provision has been made for validation of records which may be established during the competition;
  3. due regard has been given to any international amateur athletic requirements specifically applicable to the competition;
  4. the competition will be conducted by qualified officials;
  5. proper medical supervision will be provided for athletes who will participate in the competition;
  6. proper safety precautions have been taken to protect the personal welfare of the athletes and spectators at the competition; and
  7. appropriate measures have been taken to prevent abuse of athletes, including emotional, physical, child and sexualized abuse.

## SECTION 16.

### RECORDS OF THE CORPORATION

#### Section 16.1. Minutes.

USA-NKF shall keep as permanent records minutes of all meetings of the Board of Directors, committees, or task forces, a record of all actions taken by the Board of Directors, a committee, or task force without a meeting, and a record of all waivers of notices of meetings of the Board of Directors, a committee or task force.

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Added wordings for committees and task forces.

#### Section 16.2. Accounting Records.

The USA-NKF shall maintain appropriate accounting records.

#### Section 16.3. Membership List.

USA-NKF shall maintain a record of the members in a form that permits preparation of a list of the names and addresses of the members in alphabetical order, by class.

#### Section 16.4. Records In Written Form.

USA-NKF shall maintain its records in written form or in another form capable of conversion into written form within a reasonable time.

#### Section 16.5. Website.

USA-NKF shall maintain a website for dissemination of information to its members as required in these bylaws. USA-NKF shall post on its website its (i) Bylaws (ii) its rules, and regulations (iii) a procedure for communicating with the Chairperson of the Audit and Finance Committee regarding accounting, internal accounting controls, or audit-related matters; (iv) its three (3) most recent audited financial statements; and (v) its three (3) most recent 990 Forms filed with the Internal Revenue Service. So as to facilitate the ability of interested parties to communicate their concerns or questions, USA-NKF shall publish on its website a mailing address and an e-mail address for communications directly with the USA-NKF.

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Wording added to track bylaws requirements.

#### Section 16.6. Records Maintained at Principal Office.

USA-NKF shall keep a copy of each of the following records at its principal office:

- a. the articles of incorporation;
- b. these Bylaws;

- c. rules or regulations adopted by the Board of Directors pertaining to the administration of the sport of Karate;

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- d. rules or regulations that govern the conduct of USA-NKF, the USA-NKF Board of Directors and committees and the USA-NKF members;
- e. rules and regulations that govern the technical conduct of Karate's events in the United States as USA-NKF Board of Directors and Chief Executive Officer determine is appropriate in their sole discretion;
- f. the minutes of all meetings of the Board of Directors, and records of all action taken by the Board of Directors without a meeting, for the past three (3) years;
- g. all written communications within the past three (3) years to the members generally as the members;
- h. a list of the names and business or home addresses of the current directors and officers;
- i. a copy of the most recent corporate report delivered to the Colorado secretary of state;
- j. all financial statements prepared for periods ending during the last three (3) years;
- k. USA-NKF's application for recognition of exemption and the tax-exemption determination letter issued by the Internal Revenue Service; and
- l. all other documents or records required to be maintained by USA-NKF at its principal office under applicable law or regulation.

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#### Section 16.7. Inspection of Records by Members.

The following rights and restrictions shall apply to the inspection of records by members:

- a. Records Maintained at Principal Office. A member shall be entitled to inspect and copy, during regular business hours at USA-NKF's principal office, any of the records of the USA-NKF described in Section 16.6., provided that the member gives USA-NKF written demand at least five (5) business days before the date on which the member wishes to inspect and copy such records. Copies of records shall be at the requester's expense.
- b. Financial Statements. Upon the written request of any member, USA-NKF shall mail to such member either a hard copy or electronic copy of its most recent annual financial statements showing in reasonable detail its assets and liabilities and results of its operations.
- c. Membership List.
  - 1. Preparation of Membership Voting List. After determining the members entitled to vote in an election USA-NKF shall prepare, by class, an alphabetical list of the names of all members who are entitled to vote. The list shall show for each member entitled to vote, that member's name and address, and the number of votes the member is entitled to cast.
  - 2. Right of Inspection. A member shall be entitled to inspect and copy, during regular business hours at USA-NKF's principal office, a list of members who are entitled to vote in an election, provided that (i) the member has been a member for at least three (3) months immediately preceding the demand to inspect or copy, (ii) the demand is made in good faith and for a proper purpose reasonably related to the member's interest as a member, (iii) the member gives USA-NKF written demand at least five

(5) business days before the date on which the member wishes to inspect and copy such voting list, (iv) the member describes with reasonable particularity the purpose for the inspection, and (v) the inspection of the list of members is directly connected with the described purpose. Any member seeking to inspect and copy a membership list shall, prior to such inspection and copying, execute a signed agreement in the form as approved by USA-NKF limiting the use of such list in accordance with Section 16.7.c.3.

3. Limitation on Use of Membership Voting List. Without consent of the Board of Directors, a membership voting list may not be obtained or used by any person for any purpose unrelated to a member's interest as a member. Without limiting the generality of the previous sentence, without the consent of the Board of Directors a membership voting list may not be: (i) used to solicit money or property; (ii) used for any commercial purpose; or (iii) sold to or purchased by any person.

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d. Scope of Members' Inspection Rights.

1. Agent or Attorney. The member's duly authorized agent or attorney has the same inspection and copying rights as the member.
2. Right to Copy. The right to copy records under these Bylaws includes, if reasonable, the right to receive copies made by photographic, xerographic, electronic or other means.
3. Reasonable Charge for Copies. USA-NKF may impose a reasonable charge, covering the costs of labor and material, for copies of any documents provided to a member. The charge may not exceed the estimated cost of production and reproduction of the records.
4. Litigation. Nothing in these Bylaws shall limit the right of a member to inspect records to the same extent as any other litigant if the member is in litigation with USA-NKF, or the power of a court to compel the production of corporate records for examination.

## SECTION 17.

### POLICIES

#### Section 17.1. Gifts & Entertainment Policy.

USA-NKF shall adopt a Gifts & Entertainment Policy applicable to all USA-NKF employees, staff, Directors of the Board of Directors, members including coach and referee members, officers, committee members, task force members, hearing panel members, and volunteers.

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#### Section 17.2. Conflicts of Interest Policy.

USA-NKF shall adopt a Conflicts of Interest Policy applicable to all USA-NKF employees, staff, Directors of the Board of Directors, members including coach and referee members, officers, committee members, task force members, hearing panel members, and volunteers. Additionally, these individuals shall disclose any possible conflict for review by the Ethics Committee.

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#### Section 17.3. Code of Conduct.

USA-NKF shall adopt a general Code of Conduct applicable to all USA-NKF employees, staff, Directors of the Board of Directors, members including coach and referee members, officers, committee members, task force members, hearing panel members and volunteers. USA-NKF shall additionally implement specific Codes of Conduct for the following constituent groups: (i) Athletes; (ii) Coaches; and (iii) Referees.

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#### Section 17.4. Athlete Safety Policy.

USA-NKF shall adopt an Athlete Safety Policy applicable to all USA-NKF employees, staff, Directors of the Board of Directors, members including coach and referee members, committee members, task force members, hearing panel members and volunteers, which policy must satisfy the minimum standards mandated by the USOPC.

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#### Section 17.5. Complaint Procedures

USA-NKF shall adopt Complaint Procedures as set forth in Section 14 above.

#### Section 17.6. Other Policies.

USA-NKF shall adopt other relevant policies to effectively run and govern the organization.

Used consistent language for all Policies. Clarified that Policies apply to the referees per latest investigative reports.



## SECTION 18.

### FIDUCIARY MATTERS

#### Section 18.1. Indemnification.

USA-NKF shall defend, indemnify and hold harmless each director of the Board of Directors and each officer from and against all claims, charges and expenses which he or she incurs as a result of any action or lawsuit brought against such director or officer arising out of the latter's performance of his or her duties in the USA-NKF, unless such claims, charges and expenses were caused by fraud or willful misconduct on the part of said officer or director.

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#### Section 18.2. Discharge of Duties.

Each director of the Board of Directors and officer shall discharge his or her duties: (i) in good faith, (ii) with the care an ordinarily prudent individual in a like position would exercise under similar circumstances, and (iii) in a manner the director or officer reasonably believes to be in the best interests of USA-NKF.

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#### Section 18.3. Conflicts of Interest.

If any director of the Board of Directors, officer, staff, committee or task force member has a financial interest in any contract or transaction involving USA-NKF, or has an interest adverse to USA-NKF's business affairs, and that individual is in a position to influence a determination with regard to the contract, transaction or business affair, such individual shall: (i) disclose the conflict of interest, (ii) not participate in the evaluation of the contract, transaction or business affair and (iii) not vote on the contract, transaction or business affair.

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The standard of behavior at the USA-NKF is that all staff, volunteers and Board of Directors members scrupulously avoid conflicts of interest between the interests of the USA-NKF on the one hand, and personal professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, as well as perceptions of conflicts of interest.

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The purposes of this policy are to protect the integrity of the USA-NKF's decision-making process, to enable the members to have confidence in the integrity of the Board of Directors, and to protect the integrity and reputations of the volunteers, staff and Board of Directors members.

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All Board of Directors members, staff and committee members will disclose any interests in any transaction or decision he/her (including his/her business or nonprofit affiliations), his/her family, significant other, employer, or close associates will receive an advantage, benefit or gain. All Board of Directors members will refrain from voting on, or otherwise addressing, any issue before the Board of Directors in which that Board of Directors member has a conflict of interest.

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Section 18.4. Prohibited Loans.

No loans shall be made by USA-NKF to the Chairperson, to any director of the Board of Directors, or to any committee or to any USA-NKF employee or volunteer. Any Chair, director, committee or task force member or USA-NKF employee, who assents to or participates in the making of any such loan, shall be liable to USA-NKF for the amount of such loan until it is repaid.

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## SECTION 19.

### FINANCIAL MATTERS

#### Section 19.1. Fiscal Year.

The fiscal year of USA-NKF shall commence January 1 and end on December 31 each year.

#### Section 19.2. Budget.

USA-NKF shall have an annual budget.

#### Section 19.3. Audit.

Each year USA-NKF shall have an annual audit of its books and accounts prepared by an independent certified public accountant as recommended by the Audit Committee. The Audit Committee shall provide the auditors report to the Board of Directors upon completion.

Deleted: Board of Directors

#### Section 19.4. Individual Liability.

No individual director of the Board of Directors or officer shall be personally liable in respect of any debt or other obligation incurred in the name of USA-NKF pursuant to the authority granted directly or indirectly by the Board of Directors.

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#### Section 19.5. Irrevocable Dedication and Dissolution.

The property of USA-NKF is irrevocably dedicated to charitable purposes, and no part of the net income or assets of USA-NKF is organized and operated for charitable purposes and which has established its tax exempt status under Section 501(c)(3) of the Internal Revenue Code, as amended.

## SECTION 20.

### MISCELLANEOUS PROVISIONS

#### Section 20.1. Severability and Headings.

The invalidity of any provision of these Bylaws shall not affect the other provisions of these Bylaws, and in such event these Bylaws shall be construed in all respects as if such invalid provision were omitted.

#### Section 20.2. Savings Clause.

Failure of literal or complete compliance with any provision of these Bylaws in respect of dates and times of notice, or the sending or receipt of the same, or errors in phraseology of notice of proposals, which in the judgment of the directors of the Board of Directors do not cause substantial injury to the rights of the directors, shall not invalidate the actions or proceedings of the directors at any meeting.

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#### Section 20.3. Non-discrimination and Diversity.

The USA-NKF is dedicated to the principles of equal employment opportunity in any and all terms, conditions, or privileges of employment including hiring, promotions, termination, training, and compensation.

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The USA-NKF does not discriminate against applicants or employees based on age, race, sex, color, religion, national origin, disability, veteran status, sexual orientation, gender identity or expression, genetic information, or any other status protected by federal, state or local law, where applicable.

The USA-NKF does not discriminate against candidates for the Board of Directors based on age, race, sex, color, religion, national origin, disability, veteran status, sexual orientation, gender identity or expression, genetic information, or any other status protected by federal, state or local law, where applicable.

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Deleted: or Directors of the Board

The USA-NKF does not discriminate against candidates for committees or members of committees based on age, race, sex, color, religion, national origin, disability, veteran status, sexual orientation, gender identity or expression, genetic information, or any other status protected by federal, state or local law, where applicable.

The USA-NKF does not discriminate against members, athletes, coaches, or referees based on age, race, sex, color, religion, national origin, disability, veteran status, sexual orientation, gender identity or expression, genetic information, or any other status protected by federal, state or local law, where applicable, except that, in competition divisions separated by gender and age.

The USA-NKF shall strive for diversification on the Board of Directors or other governing committees.

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## SECTION 21.

### AMENDMENTS OF BYLAWS

#### Section 21.1. Amendments.

These Bylaws may be amended, repealed, or altered, in whole or in part, and new Bylaws may be adopted, by a majority of directors of the Board of Directors at any meeting duly called and at which a quorum is present, provided, however, that any meeting at which a change, repeal or alteration to the Bylaws, in whole or part, is contemplated must state such change in the Agenda as a separate item, and said Agenda shall be disseminated amongst the Board of Directors members at least thirty (30) days in advance of the meeting at which such item is to be addressed.

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# Coaching Structure

A plan for the growth and success  
of the US National Teams



# 3 Prong Training

## Regional Trainings

- Monthly
- Athletes in the region
- 2-3 hours long
- Organized by National Coach of the Region

## Quarterly National Team Camp

- Held every 3-4 months
- Entire Jr and Sr Teams
- 3-4 days (like current camp model)

## Bi-monthly National Team Zoom Calls

- Every 2 months
- Jr & Sr Teams
- Used to highlight accomplishments
- Communicate important US Team logistics

# Quarterly National Team Camps



# Quarterly National Team Camps

Similar to what we are doing currently for Continental and World Championships.

Full Team trainings generally 3 days.  
Friday – Sunday.

Would be held before major competitions and scheduled at the beginning of the year.

# Quarterly National Team Camps

01

Quarter 1  
Camp – Feb 3-5, 2023 –  
Miami, FL

02

Quarter 2  
Camp – April 28-30, 2023 –  
Dallas, TX

03

Quarter 3  
Camp – August 6-8, 2023 –  
OTC location

04

Quarter 4  
Camp –  
November 10-12, 2023 - TBD

# Quarterly Camps Financial

## Revenue Generation

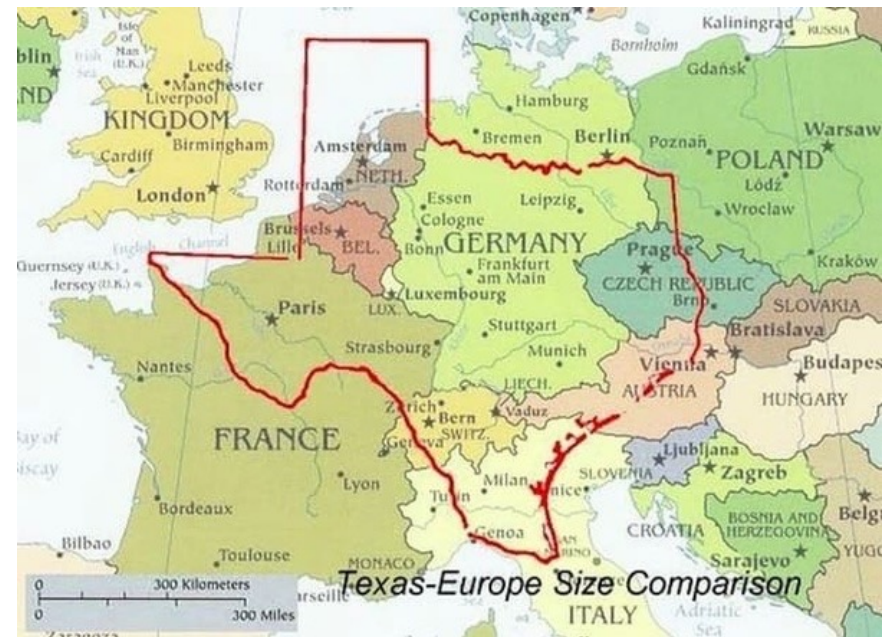
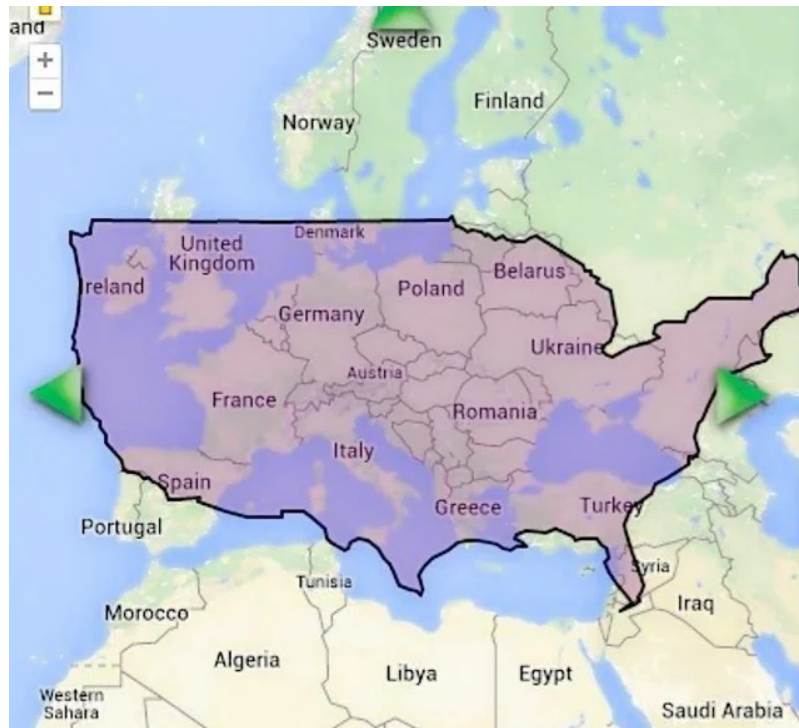
- Free to #1 and #2 athletes
- \$100 to #3 and #4 athletes
- \$150 to all others

## Cost

- National Coaches airfare
- National Coaches lodging
- National Coaches per diem
- Historically less than \$8000 per camp

# Regional Trainings

# Size Comparison: USA vs Europe



# Impact of Size



ORGANIZED  
TRAINING



COMMUNICATION



SENSE OF TEAM



TEAM  
MANAGEMENT



ACCOUNTABILITY



# 6 Coaching Regions of the United States



# Regional Coach Assignments

Region	Area	National Coaches	National Trainer	Sport Performance Coach	States
I	West	Maile Chinen/John Limcaco	TBA	TBA	HI, AK, WA, OR, NV
II	Mountain States	Javier Mantilla	TBA	TBA	CO, UT, ID, WY, MT
III	South	Brody Burns	TBA	Chris Stratis*	TX, OK, AZ, NM
IV	Mid West	Brian Mertel	TBA	TBA	ND, SD, NE, KS, MN, IA, MO, WI, IL, MI, IN, OH
V	North East	Dustin Baldis/Christina Muccini/Ashley Davis	TBA	TBA	ME, VT, NH, MA, CT, RI, NJ, DE, PA, NY
VI	Southeast	Gino Alfonso	TBA	TBA	AR, LA, MS, TN, AL, KY, WV, VA, NC, SC, GA, FL





# National Coaches

Region	Area	National Coaches	National Trainer	Sport Performance Coach	States
I	West	Maile Chinen/John Limcaco	TBA	TBA	HI, AK, WA,OR, NV
II	Mountain States	Javier Mantilla	TBA	TBA	CO, UT, ID, WY, MT
III	South	Brody Burns	TBA	Chris Stratis*	TX,OK, AZ, NM
IV	Mid West	Brian Mertel	TBA	TBA	ND, SD, NE, KS, MN, IA, MO, WI, IL, MI, IN, OH
V	North East	Dustin Baldis/Christina Muccini/Ashley Davis	TBA	TBA	ME,VT,NH,MA,CT,RI,NJ,DE,PA,NY
VI	Southeast	Gino Alfonso	TBA	TBA	AR, LA, MS, TN, AL, KY, WV, VA, NC, SC, GA, FL

# National Coach Responsibilities

Responsible for the progress of the US Team athletes in the Region

Responsible for the communication to US Team athletes in the Region

Responsible for organizing and/or conducting Regional Training

Liasion with personal coaches and parents of Junior Team Athletes

## Duties of National Coach

- National Coaches will conduct one US Team activity a month in the Region.
  - 1 Day Regional Training Session
  - Zoom Call with Team
  - Group activity or Team Building exercise
- Leverage Resources in the region to help the US Team.

# Pros of using US Regions

More people involved in leadership. National Coaches would be invested in the success of the athletes in their region and be accountable for their performance.

Coaching structure that lasts beyond whoever is the Head Coach.

More athlete, personal coach and parent interaction with the National Coaching Staff. A common issue is the lack of connection between the Jr. Team athlete and the National Coach

More organized training among our top athletes. European model. Iron sharpens Iron concept

# Financial Benefit

A common request from the membership is a greater investment in the US Jr. Team and US athletes going to Youth League events.

Regional Training sessions (not Zoom calls) would be revenue generating events run through the Federation to fund a National Coach to an international event.

Regional Trainings would be free to #1 and #2 athletes (Jr and Sr Team) and \$50 for all other attendees.

Registration is handled via Tournament in a Box (just like all camps now) and money deposited directly in USA Karate's account. National Coaches would not handle money for the training.

## Financial Benefit - Additional

If 20 people paid \$50 for a Regional Training 7 times a year across the 6 regions, that would be a gain of \$42,000 into the budget to send a National Coach to a Youth League.

Average cost for a National Coach to travel internationally now is \$2,500. This could fund 16 trips or 2-3 coaches per Youth League.

Additionally, the National Coach would be building relationships with parents and personal donors who could be potential sponsors.

# Key Points to Regional Trainings

They would move around the Region to involve other clubs

Personal Coaches would be invited to attend

National Coaches would actively engage the personal coaches and parents

Regions would aid in the selection of which National Coach should travel to the international event. The National Coach from the region with the most athletes registered for the event would be strong factor in the selection.

# Regional Training Financial

## Revenue Generation

- Free to #1 and #2 athletes
- \$50 for #3 and #4 athletes
- \$60 for all others

## Cost

- Travel of National Coach in the region with a max of \$350.
- National Coach stipend of 20% with a \$500 maximum.



# Bi-Monthly Team Zoom Call

## Purpose of the Bi-Monthly Zoom Call

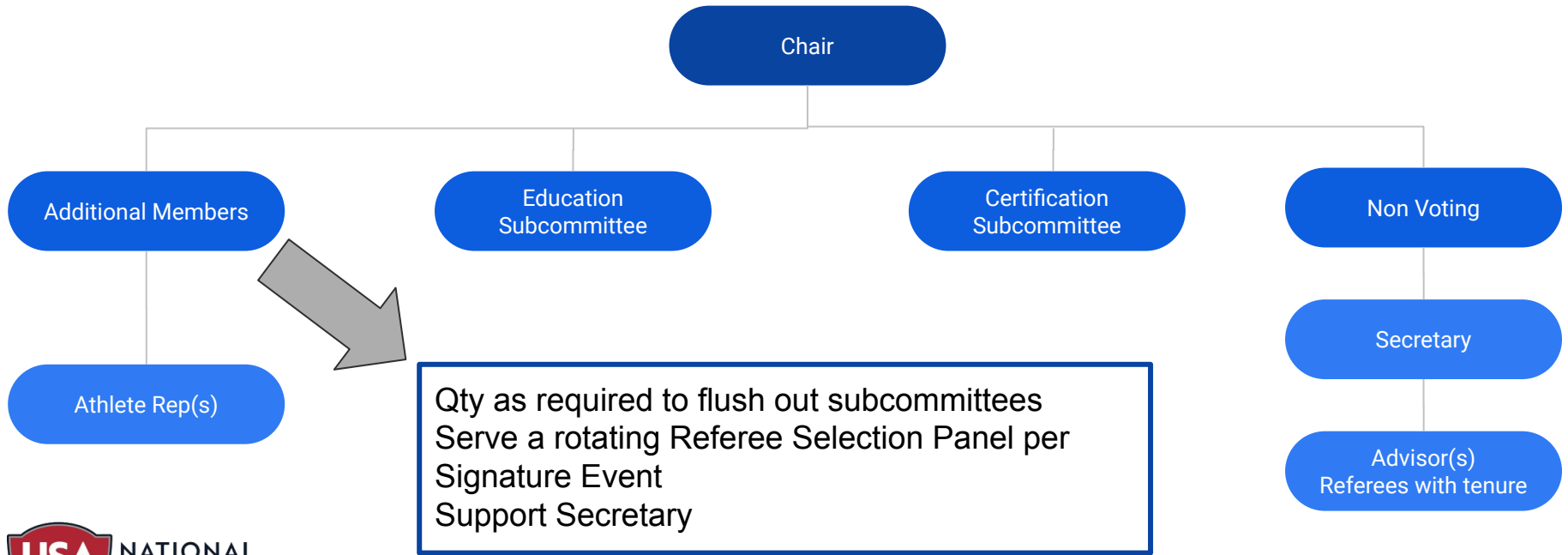
- Every two months the National Coaching Staff holds a Zoom call with the US Jr. and Sr. Teams.
- Used to communicate important updates in rules or events
- Used to communicate National Team logistics
- Used to highlight athletes performance at a recent international event such as a Youth League, Series A or Premier League.
- Used for video analysis of matches
- Maintain a sense of Team and maintain our US Team identity.

# Additional Measures

## National Coach Call

- The National Coaching Staff will hold monthly meetings to maintain communication, re-evaluate goals and stay current on events within the National Team.

# Concept for Review



# Concept for Review

## Strengths

- One body for accountability and point of contact for stakeholders
- Not dependent upon external coordination.
- Cross train / cross use members
- Develops centers of expertise and knowledge
- Leverage knowledge from the most experienced referees
- Likely less than 5 athlete reps required (33.3%)

## Weaknesses/Constraints

- A large committee (6-9 voting) to manage for the chair and members to be aware of
- Internal Coordination/communication must be effective