



Board of Directors Meeting Minutes – May 24, 2023

Meeting Called to Order: Tyson Lee, Board Chairperson called the meeting to order at 6:06 pm MST. Lee stated that in accordance with USOPC compliance at the beginning of each meeting, board members need to review the agenda and disclose any perceived conflicts of interest. The board reviewed the agenda and there were no perceived conflicts of interest.

Roll Call: Stacy Arredondo, Executive Assistant, conducted roll call.

Board Members Present: Eric Buller, Brian Ceballo, Angelica Colantuoni, Hector Colon, Christy Halbert, Tyson Lee, Jonathan Prin, Elise Seignolle, Darryl Smith, and Chris Trombetta (joined at 6:20 pm). Absent: Franchon Crew-Dezurn, Rahim Gonzales, Ebony Haliburton, Omari Jones, and Danielle Perkins. Quorum was established.

Staff present: Mike McAtee, Matt Johnson, Lynette Smith, Lisa Peterson, Brian Taylor, and Stacy Arredondo.

Board Chairperson Report: Tyson Lee, Board Chairperson, welcomed all the board members to the call. He reminded the board members to renew their Safesport training by the expiration date and to complete Mike McAtee's, Executive Director evaluation. He also gave an update of IBA relations while in Czechia and complimented McAtee on handling the situation. Lee congratulated board athlete representatives Omari Jones who won a gold medal and Rahim Gonzales who won a bronze medal at the Grand Prix tournament in Czechia.

Approval of Meeting Minutes from March 22, 2023 (Resolution 1): A MOTION was made (Colon) and seconded (Trombetta) to approve the March 22, 2023 minutes. MOTION PASSED.

2023 First Quarter Financial Report (Resolution 2): Mike McAtee, Executive Director, Lisa Peterson, Finance Director and Elise Seignolle, Treasurer presented the 2023 First Quarter Financial Report. Seignolle reported that Audit Committee met and reviewed the report and was pleased that revenue was over \$1,000,000 more than budgeted. Colon asked about the Earned Retention Credit, which is expected to be \$396,000 brought in by the 2023 Third Quarter. Halbert asked about \$100,000 expenses for World Boxing, which was approved by the Audit Committee in December 2022 from rollover funds since 2022 ended \$400,000 in the good. A MOTION was made (Seignolle) and seconded (Buller) to accept the 2023 First Quarter Financial Report.

Executive Director Report: Mike McAtee, Executive Director and USA Boxing Department Heads gave updates on the Membership, High Performance, Events, and Communications Departments



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(see attached). McAtee also reported on new unbudgeted revenue including sponsorships, the US Aging Grant, Daniels Fund, Foundation Grants, and the upcoming Employee Retention Credit.

Marketing Task Force Update: Angelica Colantuoni reported on the Marketing Task Force and how she worked with Brian Taylor, Communications Manager to create a marketing deck for potential sponsors.

Foundation Update: Mike McAtee, Executive Director reported that the USA Boxing Foundation met and updated their bylaws to contribute annual grants based on a five year average of the annual growth. Per the Foundation bylaws, the USA Boxing Board of Directors will need to approve the Foundation's bylaws.

2018-2024 Strategic Plan Review: Stacy Arredondo, Executive Assistant and Matt Johnson, High Performance Director explained that the review highlighted how each point of the 2018-2024 Strategic Plan was or was not met. See attached 2018-2024 Strategic Plan Review.

International Update: Mike McAtee, Executive Director explained that USA Boxing left the International Boxing Association (IBA) on April 26, 2023 due to corruption and bout manipulation and will join World Boxing.

Closing: Tyson Lee, Board Chairperson stated that USA Boxing is doing great things. The organization is financially stable, the staff is doing wonderful, and the board is leading.

Adjournment: At 8:51 pm, a MOTION was made (Colon) and seconded (Buller) to adjourn the meeting. MOTION PASSED.

Resolution 1

WHEREAS USA Boxing's Board of Directors met on March 22, 2023, and meeting minutes were taken,

Be it RESOLVED that the March 22, 2023 meeting minutes be approved.

Resolution 2

WHEREAS the USA Boxing Audit Committee has reviewed, commented on, and approved the 2023 First Quarter Finance Report and recommends that the Board of Directors accept the 2023 First Quarter Finance Report,

Be it RESOLVED that the Board of Directors accept the USA Boxing's 2023 First Quarter Finance Report.



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**USA Boxing
Board of Directors Meeting
May 24, 2023**

**Executive Director & Department
Reports**

Mike McAtee, Executive Director



MEMBERSHIP DEPARTMENT

Lynette Smith, Membership Director

*Our goal is to provide knowledgeable,
courteous customer service to all
USA Boxing members.*



Membership Update

	Junior Fitness	Adult Fitness	Boxers	Non Athletes	Total Members		Clubs	Sanctioned Events
2018	2	1	31,119	12,938	44,060		2,019	1,372
2019	644	417	37,192	12,378	50,631		2,044	1,374
2020	655	574	24,450	10,327	36,006		1,873	341
2021	908	635	32,320	12,448	46,311		2,077	914
2022	1009	818	35,023	13,390	50,240		2453	1610
May 2023	853	781	29,707	12,327	43,118		2440	1061



HIGH PERFORMANCE DEPARTMENT

Matt Johnson, High Performance Director

*Our goal is to consistently place American
boxers at the top of world podiums.*



High Performance Update

- **Recent Events**

- Elite Team Evaluation & Selection Camp – January 8-February 16 – Colorado Springs, Colorado
- Multi Nation Camp – February 1-15 – Colorado Springs, Colorado
- Strandja Tournament – February 16-27 – Sofia, Bulgaria
 - 1 Gold, 5 Bronze medals
- Youth Team Evaluation & Selection Camp – March 5-18 – Colorado Springs, Colorado
- European Tour Camp – March 12-April 10 – Colorado Springs, Colorado
- Gee Bee Tournament – April 10-17 – Helsinki, Finland
 - 5 Gold, 4 Bronze medals
- Multi Nation Camp – April 17-May 1 – Kienbaum, Germany
- Grand Prix Tournament – May 1-8 – Usti Nad Labem, Czech Republic
 - 2 Gold, 2 Silver, and 4 Bronze medals

- **Upcoming Events**

- Youth General Prep Camp – May 21-June 2 – Chula Vista, California
- Elite Athlete Replacement Camp – May 31-June 11 – Colorado Springs, Colorado
- Elite General Prep Camp – June 4-July 1 – Colorado Springs, Colorado
- Youth Brandenburg Cup Camp - July 28-August 10 – Colorado Springs, Colorado
- Youth Brandenburg Cup – August 10-19 - Germany
- August-September – TBD based on available elite international competitions



High Performance Update

- **Elite Team Update**

- 2 boxers recently removed from the team due to Athlete Contract, HP policy, and selection procedure violations
 - Jewry Rodriguez (57kg)
 - Rashida Ellis (60kg) – Pending judicial hearing, if requested
- Replacement Athlete Camp – May 31-June 11 – will be utilized to select new team members at these weights

- **Selection Procedures Update**

- Olympic Selection Procedures finalized in May 2023 and posted to USA Boxing website
- Pan American Games – October 21-November 5 – Santiago, Chile
 - First Olympic qualification event for USA Boxing

- **Coaching Education Update**

- 8 Bronze clinics and 4 Silver clinics conducted in 2023 to date
- 10 Bronze clinics and 6 Silver clinics currently scheduled between June 1-December 31, 2023
- Strength & Conditioning and Nutrition courses (online) currently in development



FINANCE DEPARTMENT

Lisa Peterson, Finance Director

Our goal is to account for all revenue and expenses and ensure that USA Boxing is fiscally sound. “Keep the Purse”



New Unbudgeted Revenue for 2023

US Aging Grant KO Flu and Covid	\$455,000	\$500,000 less contractor services
Daniels Fund	\$400,000	2023- \$200,000, 2024-\$200,00
Employee Retention Credit	\$393,283	payment in Quarter 2 or 3
Physician Symposium	\$17,708	Foundation Grant- 2022



EVENTS & BOXING OPERATIONS

Mike Campbell

Boxing Operations & Events Manager

Our goal is to serve all of our members from grassroots to High Performance with well run events that have excellent customer service in order to increase opportunities.



2023 USA Boxing National Qualifier

March 18-25 in Detroit, Michigan Summary

Registration Type

2023 USAB National Qualifier Elite Boxer	231	25%
2023 USAB National Qualifier Youth Boxer	112	12%
2023 USAB National Qualifier Junior Boxer	128	14%
2023 USAB National Qualifier Intermediate Boxer	99	11%
2023 USAB National Qualifier Bantam Boxer	86	9%
2023 USAB National Qualifier PeeWee Boxer	36	4%
USAB Transfer Boxer	28	3%
Exception to Minimum Bouts Waiver Approved	184	20%
Boxer Registration - Pending Physical	5	1%
Boxers:	909	
2023 USAB National Qualifier Official & Staff	105	
2023 USAB National Qualifier Coach	609	
2023 USAB National Qualifier Coach - LATE FEE	4	
2023 USAB National Qualifier - Boxer-Corner Assist	0	
Coaches/Officials:	718	
Total Participants:	1627	

State

TX	203	12.5%
CA	182	11.2%
OH	165	10.1%
MI	104	6.4%
PA	89	5.5%
IL	78	4.8%
MD	72	4.4%
NY	72	4.4%
FL	52	3.2%

LBC

MICHIGAN	103	6.3%
SOUTHERN CALIFORNIA	97	6.0%
SOUTH TEXAS	95	5.8%
OHIO	93	5.7%
MIDDLE ATLANTIC	85	5.2%
ILLINOIS	72	4.4%
POTOMAC VALLEY	68	4.2%
LAKE ERIE	68	4.2%
METROPOLITAN	51	3.1%

Total Bouts 606 - Male 512, Female 94



2023 NATIONAL EVENT CALENDAR

NATIONAL QUALIFIER

MARCH 18-25 | DETROIT, MICHIGAN

NATIONAL JUNIOR OLYMPICS & SUMMER FESTIVAL

JUNE 3-10 | LUBBOCK, TEXAS

WOMEN'S CHAMPIONSHIPS

JULY 22-29 | TOLEDO, OHIO

LAST CHANCE QUALIFIER

SEPTEMBER 9 - 16 | PUEBLO, COLORADO

NATIONAL CHAMPIONSHIPS & 2024 U.S. OLYMPIC TEAM TRIALS - BOXING

DECEMBER 2-9 | LAFAYETTE, LOUISIANA



COMMUNICATIONS DEPARTMENT

Our goal is to communicate to the members the successes and stories of USA Boxing from grassroots to High Performance teams.



Communications Update

1st Quarter 2023

Website:

Page views – 1,045,017

Unique views – 222,000

Twitter:

Impressions – 314,200

Current Followers: 45,648

Facebook:

Reach – 1,689,781

Impressions – 1,967,756

Current Followers: 198,839

Instagram:

Reach – 1,335,172

Impressions – 5,063,280

Current Followers: 160,215





USA Boxing

2018-2024 STRATEGIC PLAN

APPROVED – June 14, 2018

REVIEWED – May 12, 2023

REVIEW PRESENTED TO BOD – May 24, 2023

USA Boxing Mission

To promote and grow Olympic-style amateur boxing in the United States and to inspire the tireless pursuit of Olympic gold and enable athletes and coaches to achieve sustained competitive excellence. Additionally, USA Boxing endeavors to teach all participants the character, confidence and focus they need to become resilient and diverse champions, both in and out of the ring. USA Boxing is *one team, one nation, going for gold!*

Guiding Principles – The “Gold Standards”

We commit to the following values and philosophy as our Gold Standards to guide decisions and behaviors:

Accountability. We hold ourselves responsible for individual and team performance; we "own" our decisions and actions; we honor commitments and strive to achieve excellence in everything we do.

Transparency. We share information to the maximum extent possible while honoring confidentiality; we encourage each other to communicate honestly and candidly.

Integrity. We employ the highest ethical standards, demonstrating honesty and fairness in every action that we take. We do not tolerate favoritism, discrimination or cheating.

Respect. We champion an inclusive and supportive culture in and out of the ring by honoring the rights, views, and inherent value of others, treating all with dignity and courtesy; we encourage open dialogue, seek to understand and assume goodwill and best intentions.

Character. We will be considerate and thoughtful contributing members of our community. We will act in accordance with being dedicated stewards of our sport and ambassadors of Team USA. We aim to create better people not just better boxers.

Will to Win. We strive to do our personal best every day in a relentless quest for excellence. We thirst for the podium; we hunger for the gold, all the while exhibiting the highest standards of good sportsmanship.

2024 / 2028 Strategic Vision

We envision the following will be true of USA Boxing by 2028 with target outcomes met by 2020 and 2024:

✓ *achieved expectation*

+ *exceeded expectation*

- *did not meet expectation*

Relevancy and Reach

- ✓ We have high media visibility and are a sought-after brand for partnerships and sponsorships, attracting both new business relationships and long-term contract renewals.

USA Boxing 2018-2024 Strategic Plan

- ✓ USA Boxing is viewed as a leader in leveraging social/digital tools and techniques to fuel membership growth, generate revenue and engage fans and spectators to be avid supporters of our sport.
- Amateur boxers are celebrities with large social media followings.
 - Olympic-style should replace the word amateur. Boxers have social media following but are not celebrities. The word celebrities should be removed, and the objective should be to concentrate on building social media following.
- + USA Boxing membership reaches an all-time high.
- + We have more female boxers than ever before in all membership categories and competitive classes.
- ✓ Communication to stakeholders is comprehensive.
- ✓ Fitness boxing programs are growing and thriving.

Peak Performance

- Regional training centers of excellence are established to provide more locally accessible high-performance services and opportunities.
 - One training center was established at the Chula Vista Elite Athlete Training Center as a regional training center. USA Boxing continues to work with the United States Performance Center in Charlotte, North Carolina to establish a second regional training center.
- Podium performances are at an all-time high; our high performance teams are ranked number one in the world.
 - Podium performance is at a “this century” high but not higher than all time. It should be noted that the 1984 Olympics is not an accurate standard of comparison for all-time high performance, given that political factors impacted participation of the Soviet Union and Cuba. Therefore, USA Boxing should concentrate on growth in performance over the past few Olympics, which has been accomplished.
- ✓ Our depth of athletic talent is a competitive advantage and boxer retention is at an all-time high.
- ✓ We are constantly learning and innovating new ways to sustain competitive excellence.
- ✓ Development and retention of competent proficient coaches and officials are vital to the boxers’ ability to reach world podiums.
- ✓ Our organization’s reputation is one of the cleanest and fairest in sports, setting the standard for winning and doing it the right way.

Community Contribution

- ✓ Boxing is recognized as a positive constructive channel to address the societal issues of bullying, harassment and violence.
- ✓ Our sport empowers self-respect and self-protection among at risk youth and adults alike.
- ✓ Boxing is known as a mainstream health and fitness option to counteract inactivity and obesity.

2018-2024 Strategic Priorities Overview

To successfully advance its mission, USA Boxing will focus its time, energy and effort in the following key areas:

1. **Competitive Excellence.** Invest in opportunities to identify, recruit and retain diverse competitive talent; and provide resources and support to maximize elite athletes’ podium potential.
 - A. Podium Performance
 - B. Coaching & Officiating Quality & Quantity
 - C. Female Sport Development
 - D. Training Centers
 - E. Adaptive Boxing
2. **Operational Excellence.** Pursue improved organizational relationship and capabilities, resource availability and adoption of business best practices.
 - A. Local Boxing Committee (LBC) Support
 - B. Policies and Procedures
 - C. National Event Staff
3. **Marketing and Communication Modernization.** Invest in talent and technology to modernize marketing and communication competency and fluency to stay attractive, relevant and viable with participants, fans, sponsors and donors.
 - A. People and Process
 - B. Platform
 - C. Customer Acquisition and New Markets
4. **High Performance Team Career Support and Alumni Outreach.** Enhance athletes’ ability to fund their competitive careers while developing skills for life after sport; engage professional and retired boxers to be sport ambassadors and advisors to new athlete generations.
 - A. Athlete Financial Stability and Brand Value
 - B. Life Skills Development
 - C. Alumni Ambassador Network

Strategies

1. Competitive Excellence

Invest in opportunities to identify, recruit and retain diverse competitive talent’ and provide resources and support to maximize elite boxers’ podium potential.

See below for tracking and accomplishments of performance marker targets.

- A. **Podium Performance.** Provide targeted resources and support to maximize the elite boxer’s ability to reach the podium and advance the United States as the top performing country in international competition.

The tables below detail progress made towards growing High Performance funding and resources.

Table 1 details a funding comparison between USA Boxing and the USOPC over the course of 2013-2023. USOPC Funding includes Direct Athlete Support, which is paid directly to athletes. This table does not include additional grant support.

Table 1: USA Boxing/USOPC High Performance Investment Partnership Comparison					
Year	2013	2014	2015	2016	2017
USA Boxing Funding	\$451,749	\$674,560	\$620,566	\$312,000	\$858,079
*USOPC Funding	\$588,600	\$647,000	\$800,000	\$800,000	\$805,000
Total	\$1,040,349	\$1,321,560	\$1,420,566	\$1,112,000	\$1,663,079

Table 1 (continued): USA Boxing/USOPC High Performance Investment Partnership Comparison						
Year	2018	2019	2020	2021	2022	2023
USA Boxing Funding	\$1,140,246	\$1,091,716	\$1,033,123	\$1,077,539	\$911,945	\$1,066,000
*USOPC Funding	\$905,640	\$905,640	\$1,005,187	\$1,005,187	\$1,239,000	\$1,239,000
Total	\$2,045,886	\$1,997,356	\$2,038,310	\$2,082,726	\$2,150,945	\$2,305,000

Table 2 details High Performance funding broken into five different categories, including USA Boxing contribution, USOPC contribution towards operational projects, USOPC contribution towards direct athlete support, and additional funding awarded through grants.

Table 2: High Performance Funding Tracking						
Year	2018	2019	2020	2021	2022	2023
USA Boxing Funding	\$950,757	\$916,383	\$1,006,977	\$1,004,089	\$889,945	\$1,066,000
USOPC Funding	\$655,640	\$631,640	\$731,187	\$721,520	\$859,000	\$836,000
USOPC Supplemental Grants	\$0	\$0	\$32,415	\$70,000	\$66,569	\$74,500
Foundation Grants	\$144,224	\$0	\$150,000	\$128,368	\$122,552	\$0
Daniels Fund Grants	\$50,000	\$50,000	\$50,000	\$50,000	\$0	\$200,000
Total	\$1,800,621	\$1,598,023	\$1,970,579	\$1,973,977	\$1,938,066	\$2,176,500

Table 3 details funding provided directly to athletes through monthly stipends and performance bonuses.

Table 3: Direct Athlete Support Tracking						
Year	2018	2019*	2020	2021	2022	2023
USA Boxing Funding	\$189,489	\$175,333	\$26,146	\$73,450	\$22,000	TBD
USOPC Direct Athlete Support	\$250,000	\$274,000	\$274,000	\$283,667	\$380,000	\$403,000
Total	\$439,489	\$449,333	\$300,146	\$357,117	\$402,000	\$403,000

Note: 2019 was the last year paying stipends to boxers in non-Olympic weight categories

B. Coaching & Officiating Quality & Quantity. Elevate the profession and proficiency of coaching and officiating.

1. **Talent ID.** Develop an improved process for effectively identifying, recruiting, and selecting quality coaches and officials into the ranks of USA Boxing.

USA Boxing’s Coaching Education program was completely rebuilt from 2017 to 2023. One objective of the new system was to provide USA Boxing High Performance with an updated tool for coach recruitment. This objective has been accomplished by requiring a minimum level of coaching education experience to be eligible for selection to High Performance coaching opportunities.

USA Boxing created a new evaluation system in 2019 to track performance of its top officials. To accompany this new evaluation system, USA Boxing developed selection procedures for officials to ensure that the top performing officials were given the opportunity to participate at national events, as well as represent the United States at international competitions.

USA Boxing’s Officials Evaluation & Selection Procedures can be found at <https://www.teamusa.org/usa-boxing/officials>

- 2. Training and Certification.** Establish curriculum and delivery platform for a multi-level education and certification program that provides a pathway for advancement and crossover, resulting in greater recruitment and retention of higher quality coaches and officials (referees and judges).

USA Boxing's Coaching Education program currently has 3 of 4 certification levels developed: Green Level, Bronze Level (Including online Bronze recertification), and Silver Level. The fourth certification (Gold Level) is currently in development and scheduled to launch in 2024.

New certifications for Nutrition and Strength and Conditioning are in development and will launch within Quarter 2/ Quarter 3 of 2023. For more information on USA Boxing's Coaching Education program, visit <https://usaboxingeducation.org/>.

Officials' certifications and training have remained strong throughout previous years, but a potential merger with the usaboxingeducation.org platform will be considered in 2023/2024 to continue expanding the educational resources to membership.

- 3. Performance Ranking.** Create improved process to evaluate proficiency in meeting both technical and behavioral standards for coaching and officiating.

Please refer to the above section for an update and link to USA Boxing's officials' evaluation and selection process.

In addition to the educational developments detailed above, High Performance Coach Roles and Responsibilities have been revamped in 2023 to set expectations for future evaluations.

- 4. National and Local Coaching Coordination.** Create a better preparation and communication process to support the transition of boxers to the national team.

Key Focus Areas:

- Athlete profile sharing
The USOPC's Athlete 360 platform is currently developing a boxing specific platform to create profiles specific to USA Boxing's High Performance Team members. Once developed, the information contained within these profiles can be shared with personal coaches to educate them on their boxers' performance while in training camps and competitions. Expected timeline to finalize the platform is Quarter 1 of 2023.
- National team participation expectations and difference from local training environment
Pre-training camp calls are taking place with all boxers and personal coaches prior to first training camp with USA Boxing. Post competition calls are conducted with personal coaches to provide feedback on performances.
- Development of appropriate opportunities for personal coaches to continue to be involved with their boxers
Dates for personal coach/family visits are set during all training camps, with the exception of selection camps, which are closed camps. These coach/family visits offer personal coaches and/or family members the opportunity to visit their boxer, meet High Performance staff, and observe training sessions.

- C. Female Boxing Development.** Expand and improve programming to attract and retain female membership and provide safe and supportive environments to hone their competitive abilities.
Upon review, it has been determined that this objective should be moved to membership recruitment and not competitive excellence.

USA Boxing is hosting a Women's Only Tournament in 2023 to feature female boxers, coaches, officials, and physicians to further the development of female boxing in the United States.

Key Focus Areas:

USA Boxing 2018-2024 Strategic Plan

- Recruiting of female boxers
USA Boxing High Performance plans to develop initiatives for female talent transfer programs to recruit athletes from other sports in Quarter 3 of 2023.
- Training and competition opportunities
The first USA Boxing Women's Championships will be hosted in July 2023 to promote increased competition, training, and educational opportunities for females in the sport.

D. Training Centers. Establish premier sport leadership and training destinations to enhance and expand the athlete pipeline and high-performance capabilities. See below Key Focus Areas.

Key Focus Areas:

- Create regional training opportunities
USA Boxing developed its first regional training center at the Chula Vista Elite Athlete Training Center (CVEATC) in 2022. Junior Regional Camps were hosted in September 2022 and additional training opportunities will be hosted at this regional training center in 2023.
- Establish regional training centers
In addition to the CVEATC, USA Boxing is in the process of establishing its second regional training center at the United States Performance Center in Charlotte, NC.
- Recruit qualified support staff, coaches, officials, and administrators
USA Boxing's High Performance staff has managed all training camps hosted at the CVEATC. If additional regional training centers are to be developed in the coming years, further evaluation of staffing needs must be reevaluated to ensure proper management and utilization of the centers are accomplished.

E. Adaptive Boxing. Establish adaptive boxing as a robust, competitive program. Increase adaptive boxing competition opportunities with the goal of adding boxing to the Paralympics.

USA Boxing hosted a Wounded Warriors training day at the Olympic Training Center in August 2022.

USA Boxing hired a contract consultant to create an Adaptive Boxing plan.

Adaptive Fitness Boxing Coaching Certification is currently in development with an anticipated launch of Quarter 4 of 2023.

Competitive Excellence Target Outcomes

Olympic Games:

- In Tokyo 2020 win 6 medals (2 gold)
 - USA Boxing won 3 silver/1 bronze
- In Paris 2024 win 7 medals (3 gold)

Coach and Official Certification/Training:

- By 2020 – the coaching education program is up and running
 - Green, Bronze, and Silver level courses are up and running.
- By 2024 – meet the # goal of certified coaches that is determined in 2020
 - Currently USA Boxing has 485 Bronze certified coaches and 158 Silver certified coaches.

Female Boxing Development

- By 2020 – continue to increase female membership
 - Female boxer membership increased from 4,319 in 2018 to 7,518 in 2020.
- By 2024 – meet the # goal of female boxers that is determined in 2020
 - A specific goal was not set but female membership continued to increase to 8,066 in 2022.

Regional Training Centers:

- By 2020 – locations for regional training centers are determined
 - 2 locations identified: Chula Vista, California and Charlotte, North Carolina.
- By 2024 – 2 regional training centers established 1 regional training center established – Chula Vista.

Adaptive Boxing:

- By 2020 – hold 3 national events
 - Local event held in Texas 2018; Wounded Warrior training day held in 2022, no national events.
- By 2024 – host an international event
 - This timeline won't be reached due to staffing and other priorities.

2. Operational Excellence

Pursue improved organizational relationships and capabilities, resource availability and adoption of business best practices at the local and national levels. [See below accomplishments.](#)

- A. Local Boxing Committee (LBC) Support.** Develop and distribute resources to drive and enhance organizational effectiveness at the grassroots (local/regional) level.

USA Boxing staff engaged with LBC leaders by Zoom meetings, weekly starting April 2020 and monthly starting in January 2021.

USA Boxing awarded 50 grants in 2021 to help with revenue lost during Covid.

USA Boxing awarded 50 Grants4Gyms in 2022.

LBC Resources are on the website to support LBC leaders, committee chairs and members including a Treasurer Manual, COO Manual, Back to Boxing – Event Operations Guide, Guide to USA Boxing for Parents, and Guide on How to Hold a Successful Sanction.

The portion of the Chief of Officials (CoO) Manual that pertains to the LBC CoO, was updated in early 2023. However, the Officials Committee is still entering Official in Charge and clinicians' material before the manual is complete. USA Boxing is also in the process of combining 3 smaller officials manual into one larger manual, which will be completed in 2023.

- B. Policies and Procedures.** Establish clear standards, business practices and reinforcement systems to ensure the well-being of USA Boxing members and enhance operational efficiency and effectiveness.

USA Boxing updated the Rulebook in January of 2022.

USA Boxing updated the National bylaws in November of 2021

USA Boxing updated Official Certification Level I and II tests were to coincide with the new Rulebook on January 1, 2022. Officials Certification will be updated with to make instructions even clearer in 2023.

- Level I and II officials must attend an in-person clinic and pass the Level I or II exam online with 80% or better. The Level I exam is 50 questions, and the Level II is 55 questions. On both exams, the official has 2 hours to complete. Also, on both exams, where to find the answer is listed at the end of the question.
- USA Boxing updated the Level III exam for the March 2022 event to be more straight forward out of the rulebook. The USA Boxing Referee/Judge Committee voted to discontinue the use of AIBA/IBA Certified Officials to proctor the Level III exam since they were deficient in their knowledge of the rules. The Level III exam is now secure with only two USA Boxing officials, Shawn Reese and David Zawacki, having the file.

1. **Culture of Safety.** Support and promote athlete well-being; codify standards and clearly communicate expectations and available support mechanisms across all levels of the sport.

USA Boxing created a Grassroots webpage in Fall 2022.

USA Boxing posted the updated Rulebook and Bylaws on the USA Boxing website in January 2022.

USA Boxing started Critical Incident Trainings (CIT) at National Events in the summer of 2021 to increase awareness of roles and responsibilities for officials during crises. CIT provides an action plan for events, for example a boxer down in the ring, potential natural disasters (fire, tornados, etc.) and criminal activity.

USA Boxing 2018-2024 Strategic Plan

USA Boxing offered Official in Charge (OIC) trainings. The OIC certification provides extra training and knowledge on the importance of enforcement of all USA Boxing rules and regulations. 30 trainings were offered via Zoom in 2021 - 2022 with 380 people trained. So far in 2023, 3 trainings have been held and 54 OICs trained. 25 of the trainings were two-day events.

2. **Regulations and Standards Enforcement and Oversight.** Establish and enforce consistent rules and standards of expected behavior.

USA Boxing developed OIC Training (see above details).

USA Boxing updated the Rule Book with changes going into effect on January 1, 2022.

USA Boxing National Events Staff coordinated support for 6 Regional Events in 2022 in areas such as marketing, administrative and referee/judge supervision to increase participation and provide consistent service and procedures from Local Events to National Events.

3. **Leadership and strategy.** Be proactive in setting priorities for USA Boxing, implement processes that align strategy and key competition calendar cycles, and seek continuous review and improvement of leadership behaviors and competencies.

USA Boxing implemented USOPC compliance standards and received certification in 2021. Certification happens every 4 years with updates annually. USA Boxing was the first NGB to be granted certification.

USA boxing received a score of "implemented on all four areas" on the 2022 Safesport Audit.

- A. **National Event Operations.** Increase ringside human and technological resources while enhancing skills, standards, accountability, and relevant expertise.

Key Focus Areas:

- Ringside Physicians

In 2018, USA Boxing had 557 registered doctors and in 2022 there were 761 registered doctors.

USA Boxing hosted a Physician Symposium in 2018 with 25 doctors certified. The Physician Symposium will be held again in September 2023.

- Officials (referees and judges)

The Referee/Judge (R/J) Pre-tournament Seminar is conducted at all USA Boxing National Events to ensure all officials hear the same instruction. The same PowerPoint used at the LBC Clinics is used for this seminar. To help with consistency, only three officials (Angel Villarreal, Kevin Hope and Shawn Reese) are the instructors for this seminar.

USA Boxing offers a R/J Ranking Exam, which was first conducted in 2019 for ranking of Level III Officials. Officials' level of the knowledge has risen since 2019 and can be seen in the exam grades. The program was instituted to be an objective criterion for an official to elevate to an International Official given they finish in the TOP 10. The results also have shown a competitive nature of some officials to be the best, which provides a better service to USA Boxing's boxers and coaches.

- Event Administration (staff and volunteers)

USA Boxing hired a new Events Manager and new Event Coordinator in order to better provide better quality national and regional events. USA Boxing also transferred a membership staff member to the Boxing Operations / Events Department to handle local sanctions.

- **Technology**
USA Boxing launched the Officials Training Platform in August 2022. Currently 30 bout videos are available for evaluation, 150+ USA Boxing Judges have scored bouts for a total of 1200 Bout Evaluations.

With the ESS (Electronic Scoring System) Training, USA Boxing provided training for 10+ new officials to perform this scoring role which increases usage and availability of personnel nationally and regionally.

Through the improved ESR (Electronic Supervisor's Report), USA Boxing was able to be more efficient in uploading Match Results data.

Operational Excellence Target Outcomes

LBC and Boxer Satisfaction

- By 2020 – establish measurements for LBC and boxer membership satisfaction
 - In 2021, USA Boxing completed a membership customer satisfaction survey, which was distributed to staff and the board, and posted online.
- By 2024 – increase the membership satisfaction as determined in the 2020 measurements
 - The USA Boxing Membership Director discussed the results of the satisfaction survey with membership staff to return calls/emails as quickly as possible.

National Event Operations

- By 2020 – create training opportunities for event staff and volunteers
 - USA boxing trained events staff in tournament administration, Webpoint, Matchtracker, and Tournament Draw.
 - USA Boxing provided training and evaluation of officials including Referee/Judge seminars and Level III testing.
 - Since December 2017, there have been 397 officials who have attended the 3-4 hour pre-tournament seminar and were trained at USA Boxing National Events.
 - USA Boxing currently has 120 Level III Officials. The new Level III Exam is not as easy as it had been in the past. In 2022, the first year of the new Level III exam, approximately, 40 officials have passed the exam and 40 have failed. We anticipate the passing numbers will come up in 2023 as word has gotten out to just "know the rules".
 - In 2022, the USA Boxing Referee/Judge Committee created new Level I, II and III patches to show which officials were at what level.
- By 2024 – increase the training opportunities for event staff and volunteers as determined in 2020
 - See above training, which may not have been done by 2020 but will be by the end of 2023.

3. Marketing and Communications Modernization

Invest in talent and technology to modernize marketing and communication competency and fluency to stay attractive, relevant and viable with participants, fans and donors. [See accomplishments below.](#)

- A. People and Process.** Establish a talented and trained staff to increase depth and breadth of marketing and public relations capabilities and engage fans around completing content and stories. increase ringside human and technological resources while enhancing skills, standards, accountability, and relevant expertise.

Key Focus Areas:

- **Talent Strategy**
USA Boxing hired a Communications & Digital Media Coordinator in January 2018 to assist with content creation and development, along with a Graphics Contractor who was hired in 2020. Despite the Communications & Digital Media Coordinator departing from the organization in April 2020, this void was filled through the hiring of a Video & Content Coordinator in December 2021.
- **External communications to key stakeholders (partners, sponsors, donors, etc.)**
Throughout the past five years, USA Boxing has increased its communication to membership and stakeholders through direct emails, quarterly newsletters, and advancements to USA Boxing’s digital footprint through expanded website content and an enhanced social media presence.
- **USA Boxing membership and brand value**
In 2018, USA Boxing developed brand guidelines to ensure consistent branding was utilized by staff members on all documents and communications to membership and the public.

In 2022, USA Boxing placed a higher emphasis on the acquisition of outside funding and resource generation by adding seven new sponsors to support the organization through VIK and cash funding. A full list of USA Boxing’s current sponsors can be found in Table 4 below.

USA Boxing is currently in the process of developing an official sponsorship deck to be utilized for recruitment and acquisition of sponsors. The sponsorship deck will be fully developed in Quarter 2 of 2023.

Table 4 – USA Boxing Sponsorships & Partnerships (in addition to USOPC)		
USA Boxing Sponsors	End Year	Official Designation
STING Sports	2025	Official Equipment Sponsor of USA Boxing
Nike	2028	Official Apparel of USA Boxing including boxing boots and shoes
Impact Mouthguards	2024	Official Mouthguard of USA Boxing
Rx Water	2023	Official Water of USA Boxing
Thorne Health Tech	2024	Official Performance Nutrition - supplements and vitamins
Hyperice	2024	Official Recovery Equipment
Wild Health	2023	Official Health Care Partner
Team IP	2024	Official Provider of event apparel, branded products, and online store
B-TEK Scales	2024	Official Scale
HEALiX Infrared	2023	Official Sauna Blanket
Hotel Planner	2026	Official Hotel Booking Platform
US Center of Disease Control (CDC)	2021	Grant of \$100,000
COVID-19 Vaccine Education and Equity Project (CVEEP)	2021 - 2022	Grants totaling \$90,000

B. Platform. Evaluate and prioritize development of key technical internal and external communication components.

Key Focus Areas:

- **Digital and Social Media Data Analytics**
Table 5 below details the growth of USA Boxing’s social media following from 2018-2022.

Table 5: USA Boxing Social Media Followers					
Year	2018	2019	2020	2021	2022
Facebook	93,237	97,908	104,221	106,258	190,716
Instagram	75,000	92,945	92,945	132,982	146,026
Twitter	33,082	35,971	35,971	43,739	45,569

C. Customer Acquisition and Market Expansion. Grow boxing interest, USA Boxing membership and revenue by offering expanded programming to new and existing audiences.

1. Youth and Diverse Populations. Reach out to organizations targeting these constituencies to enhance visibility of USA Boxing and highlight the desirable attributes of participating in boxing. USA Boxing did not cross market into other sports during the period of 2018-2022. This objective will be reconsidered in USA Boxing's next strategic plan.

2. Master's Training and Competition Opportunities.

Identify partnership opportunities with LBCs to develop more outreach to and resources for boxers over 35. Master's level events were added to the USA boxing Summer Festival with Junior Olympics, but data of number bouts etc. was not generated.

Table 6 below details the number of bouts for Masters age boxers from 2018-2022.

Table 6: USA Boxing Masters Boxers					
Year	2018	2019	2020 (Covid)	2021	2022
# of Bouts	704	882	146	523	668

3. Charitable Boxing. Increase awareness and USA Boxing membership through exposure at charity events.

USA Boxing 3rd Party Sanctions increased from 44 sanctions in 2018 to 264 sanctions in 2023.

USA Boxing has had some issues with 3rd Party events and therefore needs to further determine its plans to promote awareness of them.

4. Fitness Boxing. Develop a connection between boxing for fitness to maintain a healthy lifestyle to increase membership and develop possible future competitors.

USA Boxing Fitness Boxing membership increased from 1,915 in 2020; to 2,234 in 2021; to 2,869 in 2022.

USA Boxing has 32 members in Oklahoma participating in Parkinson's boxing and more in California.

USA Boxing has possible future partnerships with Fight Camp, Title, BoxUnion and Rumble to increase USA Boxing's presence in fitness boxing but these have not been secured yet.

Virtual Reality Boxing created in 2023 and will be presented at the International Olympic Committee (IOC) E-Sports conference in June 2023.

- 5. Alumni Association.** Grow membership and opportunities to champion a lifelong, mutually beneficial relationship between USA Boxing and its alumni (athletes, officials, coaches and fans).

The USA Boxing Alumni Association moved to being volunteer run by Chris Cugliari except for registration. Below is a list of Alumni events since its inception:

- Dec 2017 - Hall of Fame Reception in Salt Lake City, 200 attendees
- March 2018 - Boston (USA vs. Ireland), 25 attendees
- April 2018 - NYC, 25 attendees
- June 2018 - Canastota, NY (part of IBHOF weekend), no formal 'event' but had a presence there and signed up a few members
- September 2018 - Los Angeles, 100 attendees
- Dec 2018 - Hall of Fame Reception in Salt Lake City, 200 attendees
- April 2019 - Chicago Golden Gloves event, 10 attendees
- June 2019 - Wisconsin Alumni Celebration at Junior Olympics, 70 attendees
- October 2019 - Columbus Alumni Celebration at Eastern Qualifiers, 50 attendees
- December 2019 - Hall of Fame Reception in Lake Charles, LA, 250 attendees
- 2020 COVID, no events. Held some virtual Olympic Trials reunions online with approximately 25 participants
- October 2021 - Los Angeles, 100 attendees
- April 2022 - Cleveland Celebration banquet, 300 attendees
- July 2022 - Alumni Gathering at Ali Camp in Pennsylvania, 50 attendees
- March 2023 - Michigan Celebration Banquet, 200 attendees

Customer Acquisition & Market Expansion Target Outcomes

Membership Increase

- By 2020: 2020 Actual Figures: (Note: Impacted by Covid)
 - 46,000 total members 33,264 total members
 - 4,200 female boxers 2,753 female boxers
 - 1,550 Female non-athletes 1,149 female non-athletes
 - 500 Masters (over 35 in age) 318 Masters (over 35)

- By 2024: 2022 Actual Membership Figures:
 - 48,000 total members 50,935 total members
 - 5,000 female boxers 4,194 female boxers
 - 1,750 Female non-athletes 1,636 female non-athletes
 - 500 Masters (over 35 in age) 291 Masters (over 35)

Social Media / Digital Following

- By 2020 – increase following by 15%
2018-2020 Increase: Facebook: 11.78% increase; Twitter: 21.03%; Instagram: 37.25% increase; Increase Average: 23.35% increase (see chart on page 10)

- By 2024 – increase following by 10% more
2021-2024 Increase from 2020 to 2022: Facebook: 85.15%; Twitter: 13.81%; Instagram: 41.86%; From 2020 to end of 2022; Increase Average: 46.94% (see chart on page 10)

Non-membership Revenue

- By 2020 – establish process of measurement for non-member revenue
See non-membership revenue chart below comparing 2018 to 2022.

- By 2024 - increase the non-member revenue as determined in 2020
Non-member revenue increased 93% between 2018 and 2022 (see Table 6 below)

Table 6 details a comparison of USA Boxing’s non-membership revenue

Table 6: Non-Membership Revenue			
Revenue	2018	2022	% Increase
Donations	6,004	35,550	17%
Foundation Grants	144,244	220,009	66%
Foundation Scholarships	30,000	86,000	35%
Sponsorships	64,423	135,664	47%
Merchandise Sales	100,528	100,477 ¹	
Glove Label Sales	79,760	41,588 ²	
USOPC -PPA	650,873	826,346	79%
USOPC – Direct Athlete Support	250,000	380,000	68%
USOPC Subsidy	43,026	85,696	50%
Registration	287,111	303,541	95%
Investments	(31,998)	(114,436)	28%
Total	\$ 1,594,563	\$ 1,720,435	93%

4. High Performance Team Career & Education Support and Alumni Outreach

Enhance boxers’ ability to develop skills for life after sport; engage professional and retired boxers support and involvement. [See accomplishments below.](#)

A. Athlete Financial Stability and Brand Value. Increase boxers’ ability to connect to revenue generating opportunities that can support or accommodate their training and competition schedules.

USA Boxing has added several national sponsorships over the past 4 years, with the majority added in 2022.

USA Boxing Athlete Ambassador Program was run with Elite National Team 2019-2021 with the aim to provide additional bonuses for social media activity, supporting USA Boxing’s brand and sponsors.

Key Focus Areas:

- Skills building to articulate and increase their personal brand and ability to secure career-supporting opportunities.
USA Boxing partnered with Lively Minds tutoring since 2018 to assist boxers with their educational needs while in camp.
- Partnerships and sponsorships – see list on page 10
- Job opportunities/internships – none of the boxers on the 2023 TEAM are employed as they focus on boxing.
- Speaking engagements
 - 2019 – 21 athlete speaking/ambassador engagements
 - 2020 – 10 athlete speaking/ambassador engagements
 - 2021 – 0 – Due to Covid
 - 2022 – 0 – Due to continued Covid restrictions
 - 2023 – 1 (to date)

¹ Use of third party apparel company, Team IP, which eliminated a staff position and over \$250,000 of merchandise inventory.

² Due to Covid, boxing equipment manufacturers produced less certified equipment.

- B. Life Skills Development.** Create opportunities for boxers to learn daily skills including time management, studying, resume building and job experience.

In 2022, USA Boxing planned to construct personal development plans for athletes on the Elite HP Team. This was stalled due to changes in staff overseeing the project but will resume in 2023 with oversight of Assistant High Performance – Operations, Derrick Raedel.

- C. High Performance Alumni Ambassador Network.**

Establish a network of engaged alumni who are inspired to contribute experientially and financially to USA Boxing; who actively raise awareness and enthusiasm for the sport, are compelling spokespersons for amateur boxing's value and who mentor new generations of athletes to be good stewards of USA Boxing's heritage and brand.

In 2021, USA Boxing began working with alumni, Shawn Porter, who has had engagement with the elite High Performance team over the past two years.

Plans were made in 2020 to conduct an Olympic Alumni event prior to Tokyo, but this was cancelled due to Covid restrictions.

USA Boxing has had two boxers sign alumni ambassador agreements over the past years, with the goal of mentoring the team and helping promote USA Boxing on the professional level.

- 2018-2020 – Mikaela Mayer
- 2022-2023 – Richard Torrez

HP Team Career & Education Support and Alumni Outreach Target Outcomes

Elite Boxer Opportunities

- By 2020 – establish measurement standards to provide elite boxers stipends
This was completed. See USA Boxing website – High Performance -> Athlete Benefits
- By 2024 - Increase funding to provide elite boxer stipends based on measurements determined in 2020
This was completed. Refer to USOPC's annual High Performance funding – Direct Athlete Support

Elite Boxer Alumni Engagement

- By 2020 – establish opportunities to engage the alumni
Annual membership dues
Alumni events at National events
Alumni information in the newsletter
- By 2024 - Increase participation in the elite boxer alumni engagement as determined in 2020
This figure wasn't determined but we had the most elite athletes ever apply to be a Board Athlete Director.

APPENDIX 1. 2018 STRENGTHS/WEAKNESSES/OPPORTUNITIES/THREATS (SWOT ANALYSIS)

TOP LINE SUMMARY

STRENGTHS

Brand/History/Story/Attributes/Culture
Reaching Kids
Staff/Membership/Volunteers/Passion
OTC Training Center
Diversity and Talent Pool

WEAKNESSES

Communication/Brand/Marketing
PR Problem/Violence/Corruption/Favoritism
Retention/Disconnect with Past Champions
Financial Resources for Athletes

OPPORTUNITIES

Health/Safety/Promotion
Technology – Inward/Outwards – People/Process/Platform triangle
“Gloves not Guns”
2028 Celebration/Nostalgia/History
Boxing as a Business
Athlete/Alumni Engagement for Sport Visibility
Diversity and Youth Reach (Women, Hispanic)
Masters/Non-Traditional Boxing
Adaptive Boxing

THREATS

Regulation: State/National
Athlete Safety: Safe Sport & Concussion
LBC: Communications, Coordination, Oversight
Amateur Athlete Enticement/Misled by Promoters

DETAILED FEEDBACK FROM SMALL GROUP DISCUSSIONS

STRENGTHS

	Group 1	Group 2	Group 3
Brand - History/story (America) - Hope	x	x	x
Staff and membership			
-Resources			
-Knowledge	x	x	
-Support of LBCs			
-Passion			
Volunteers - Passion	x		x
Knowledge availability	x		
Bridges to other countries			
-International focus			
-Camps	x		x
-Life Experiences			
Reach kids that are unreachable			
-Controlled violence			
-Confidence	x	x	x
-Youth benefits			
-Health Benefits			
Influence on IF	x		
Platform for athletic and life development			
-Respect	x	x	
-Structure and direction			
Training Center - CSOTC	x		x
Diversity			
-Exposure to cultural differences	x		x
-Talent pool			
"Boxing is America"	x		
Rehabilitation potential			x
Consistent head coach		x	x
ED is not afraid to make changes			
-Strength in leadership		x	
Oldest sport - tradition		x	

WEAKNESSES

	Group 1	Group 2	Group 3
Don't value the brand			
-Underusing			
-Underexploiting	x		x
-Self-deprecating			
-History			
Communication and planning			
-Events			
-Departments			
-National level	x	x	
-Communication with local level			
-Social media presence			
Member's Perception			
-"Boys Club"			
-Favoritism	x		x
-Corruption (IF)			
Resistance to change	x		
PR problem with violence			
-Perception of membership			
-Lack of public support	x	x	x
-Health risk			
Complaining without solutions	x		

WEAKNESSES, Cont.

	Group 1	Group 2	Group 3
Lack of data -Fundraising	x		
Financial pressure to turn pro	x	x	
Team vs. individual -Train as a national team but it is an individual sport	x	x	
Disconnect once an athlete turns pro	x	x	
Volunteer organization -Accountability -Underqualified and undereducated	x		x
Sense of entitlement	x		
Passion - difficulty to manage	x		
Disconnect between coaches/staff and LBCs	x		x
No accountability of board and foundation board			x
Corruption of resources	x	x	
Disconnect from past Champions -Retention rate for Olympians -Lack of formal relationship with professional Boxing	x	x	x

OPPORTUNITIES

	Group 1	Group 2	Group 3
Promote health and medical research	x	x	x
Protect kids (SafeSport)	x	x	x
Technology advancements -Social media -Data connection -Stories - emotional attachment -Training -Membership demographic -Share and unite -Ability to reach people Boxing never reached before	x	x	x
Alumni relations -Using the past to encourage the future	x		
2028 creates an atmosphere ripe with nostalgia in connection with the 1984 team. -Celebration opportunity -Funding -1984 team reunion -De la Hoya -Start working with and for partner with LA-based professional team	x	x	
Track and reach out to the changing Boxing demographics	x	x	
Branding and tell the Boxing story -Membership demographics	x		
Engage group members -Membership demographics -P.A.L.	x		
Regionalize and reorganize	x		
"Making USA Boxing A business" -Get Boxing on TV -Boxing in schools -Tutoring about the sport -Education on the safety of boxing		x	x
Exposure/Branding camp		x	
Educational programs -1st level fitness certification		x	
Exercise USA Boxing influence with AIBA		x	

OPPORTUNITIES, Cont.

	Group 1	Group 2	Group 3
Influence event technology		x	
Sponsorship and promotion		x	x
PR opportunity leading up to 2028 -"Melting pot" of America related to boxing demographic -"Gloves not guns"		x	x
Modification of boxing to increase popularity			x
Promote women in boxing			x

THREATS

	Group 1	Group 2	Group 3
Athlete health -Concussions -Medical Research	x	x	
SafeSport -Potential for all 49 boxing commissions to make their own policies -Overloaded bureaucracy	x		
Aging and outdated LBC leadership	x		
Communication -How to communicate with between 8-80 and all 54 different LBCs. -Age and Expertise	x	x	
Oversight of local entities (LBCs)	x		
Athletes turning professional	x		
Can't pay amateur boxers to perform -Prize money		x	

APPENDIX 2. WORKING GROUP PARTICIPANTS

-
- Mike McAtee – Executive Director, USA Boxing
 - Lynette Smith – Membership Director, USA Boxing
 - Matt Johnson – High Performance Director, USA Boxing
 - Mike Campbell – Boxing Operations & Events Director, USA Boxing
 - Stacy Arredondo – Administrative Assistant, USA Boxing
 - Lew Perkins – Board of Directors Member, USA Boxing
 - Chris Cugliari – Alumni Association President, USA Boxing
 - Clay Dutcher – Board Consultant, USA Boxing
 - Cam Awesome – Board Member/Athlete Representative, USA Boxing
 - Franchon Crews – Board Member/Athlete Representative, USA Boxing
 - Elise Seignolle – Foundation Member/Athlete Representative, USA Boxing
 - Mike Lugo – Coach, USA Boxing

Facilitators

- Denise Parker – Vice President of NGB Services, USOC
- Avery Wilson – Director of Strategic Planning, USOC
- Erin McCormack – Senior Technology and Innovation Advisor, USOC